# Chapter 149

# Difficulties in process management and standardization in junior companies: a case study

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## ABSTRACT

Introduction/Problematization: Junior companies are environments that can provide the experience of the business student in the market, develop behavioral and technical skills and have direct contact with the professional environment. Thus, it is essential that they have robust internal processes and that they can weaken the dynamism of the environment, taking into account the challenges and difficulties encountered. In this context, the following question arises: what are the main internal management difficulties observed in the Junior Company, in view of the standardization of operational procedures?

Objective/proposal: The present work sought to understand the main obstacles faced by these companies, from a single case study of Empresa Júnior Unimontes - EJU. Thus, the present work has as general objective to analyze the main difficulties of internal management of the Junior Company. In addition, as specific objectives, it is sought to: a) map the management processes; b) to identify possible improvements within the process; c) development of an instrument of reference and control of the processes monitored.

Methodological Procedures: The Business Process Management Notation (BPMN) language was used as a business, modeling notation, interview and participant observation for data collection and, for the discussion of the results, the analysis of content and documentary research.

Main Results: The results pointed to difficulties in the lack of BPM management, culture of continuous improvement and turnover of the managing members. Finally, despite the difficulties, these environments can provide the development of competencies within the framework of the theory of entrepreneurial and academic behavior.

Final Considerations/Conclusion: It is concluded that the use of the BPM methodology made it possible to demonstrate how the collection, observation and standardization of processes can help identify the main obstacles that delay and reduce its results. Despite the difficulties encountered, the experience provided a real environment of contact with the market and the development of entrepreneurial skills.

Research Contributions: This work brings as a contribution the application of management tools in the daily life of undergraduate students. The results show that the immersion of academics in junior environments promotes the development of entrepreneurial and cognitive skills, making them more innovative, adaptive and technical professionals who competitive advantage in the professional environment.

**Keywords**: Process Management, Junior Company, Business Process Management, Business Process Management Notation.

## 1 INTRODUCTION

Junior Enterprises (JEs) are ideal environments for the development of skills and applicability of academic theory in the business world, especially considering the insertion of the academic in the labor market and the construction of a link between ( PALASSI, MARTINELLI and PAULA, 2020). EJ is an activity whose objective tends to enable a management and leadership experience to the academics of a true company that prthis services for the market, organizes events and stimulates academic entrepreneurship in student training (PICCHIAI, 2008; BRUM and BARBOS, 2009). Despite being

supervised by a teacher-coordinator, these companies are constituted and led by the academics themselves, enabling development aspects in areas such as: a) technique: consolidation of knowledge of the tools techniques taught in progress, stimulating an agile conduct demanded by the market; b) behavioral: the development of soft skills such as entrepreneurial and behavioral skills, leadership and experience with people and; (c) market: contact with entrepreneurs in the region from the proposals for the provision of services, as well as the possibility of building networking, organization of important events and better preparation for your professional path definitions (PALASSI, MARTINELLI and PAULA, 2020).

The formal definition of EJ assumes the principle of a non-profit association compostto by students of the course itself and generally supervised by teachers or specialists. The company has CNPJ and all legal conditions to act as an independent, which qualifies it as a service provider and competitor of other institutions in the industry. Because it is a voluntary work, there is no remuneration and billing can be reinvested in the company itself or in the training of its human and / or physical resources. In addition, costs are reduced and prices are more attractive to the market, which allows greater accessibility when offering its service to small and medium-sized enterprises (FERREIRA-DA-SILVA and PINTO, 2011; BRUM and BARBOS, 2009).

The junior company movement first emerged in Paris from a student initiative to put their classroom knowledge into practice in 1967. The first EJ in Latin America was the Junior Company Getúlio Vargas (EJFGV, 2021) emerged in 1989 and stimulated the movement in the country for the emergence ofseveral other junior companies (PALASSI, MARTINELLI and PAULA, 2020; FERREIRA-DA-SILVA and PINTO, 2011). The expansion of these companies was large and have more than 900 throughout Brazil spread over more than 100 higher education institutions (PICCHIAI, 2008; BRASIL JUNIOR, 2021).

Although it has strengths for its relationship with the market, an EJ can experience several internal management problems. In addition to student control, sometimes inexperienced, there is a turnover of both the executive board, the teacher and possibly other members who end up seeking paid internships. This can lead to impacts such as: a) leadership: due to the change of the executive board and teacher-supervisor; b) organizational culturel: constant change of personnel makes it difficult to create fixed jobs and a greater management of the people allocated in each project and; c) management of processes: it can be a challenge to build well-structured processes that remain in the long term, as they require constant revisions to increase their efficiency and avoid waste among the interconnected departments of the company.

Considering the aspects discussed, this paper aims to answer the following question: what arethe main difficulties of internal management, observed in the Junior Company, in view of the standardization of operational procedures?

Thus, the present work has as general objective to analyze the main difficulties of internal management of the Junior Company. In addition, as specific objectives, we seek to: a) map the management

processes; (b) identify possible improvements within the process; (c) develop an instrument of reference and control of the processes monitored. Given the importance thatthe environment of the junior company can provide students, society in general and the market, this study is justified as a means of discussing and provide possible tools that help in the management and development of academics participating in the movement, in addition to the contribution in the theoretical field of review and discussion of the literature used.

## 2 THEORETICAL BASIS

The Business Process Managment (BPM), in Portuguese, Business Process Management works so that operations have an effective order to lead to greater productivity. A fundamental importance is its management, which stands out for controlling and mapping in order to find a better order and, continuously, evaluate whether or not the processes are being executed satisfactorily (BROCKE and ROSEMANN, 2013). BPM represents a new way of visualizing business operations that goes beyond the organization's function networks, the process is often in repetitive companies and involves many things that can be unnecessary from its beginning to the end. The management of the organization's processes and its standardization is very important to ensure the quality of the product, because when carried out by several people with different profiles will ensure that the product is delivered in the same way, regardless of labor or other factors to generate value and competitiveness in the market (ABPMP, 2013; GONÇALVES, 2000; CERIBELI, PADUA and MERLO, 2013).

The distinction between critical processes for the organization as support when not mapped are often invisible to those involved, and this study can be very useful for prioritizing activities and identifying processes that have rules of business (GONÇALVES, 2000). According to the Association of Business Process Management Professionals (ABPMP) (2013, p. 434), a business rule is a logic that guides behavior and defines what, where, when, why and how it will be done, in addition to how the business will be managed or governed. logic that guides behavior and defines what, where, when, why, and how it will be done, and how the business will be managed or governed. The rules can take on many forms, from simple Boolean decisions to decisions involving more complex logic rules. Rules are declarative and cannot be decomposed without losing their meanings.

Process mapping follows a division of steps, each step is subdivided into tasks, smaller business unit, usually done by only one person. The term business is defined as the interaction of people to perform common activity to deliver to their target audience and generate value for stakeholders. The process itself is a set of activities and behaviors performed by machines or humans to generate one or more results (ABPMP, 2013).

Process management covers several instances of the organization, as well as areas, sectors, departments. Business functions are usually represented by departments such as sales, finance, human resources and may be disapproved of to other sectors, such as evaluations of managers, participants,

approval, and other activities. Business functions are the activities performed by departments or groups of specialized individuals. Some examples of functions performed by common departments are marketing, supplies, distribution, human resources, finance, heritage, quality and jurídico.

From the definition of the area and macroprocess to be mapped to start modeling it is necessary to identify critical processes or key processes. According to Tachizawa and Scaico (2008), to be considered as key processes it is necessary to meet criteria such as: a) focused on customer service; (b) with a high degree of contribution to the objectives of the client and; c) with significant volumes/values involved and that can significantly affect the resultsof the organization.

Subsequently, it is necessary to go through a second analysis in which it is understood whether the chosen processes are capable of rationalization /standardization, it is considered: a) intersectoral processes, that is, that unite different tasks/activitieshorizontally in the structure; b) the current stage of evolution/stability of the process, even in strategic pathways may be at a level of satisfactory standardization, whereas it would dispense with immediate intervention, reciprocal intervention is also true, an operational process that finds in greater priority; (c) the result of the evaluation of the quality of the product/service of the current process, in which a strategic process can be identified at a satisfactory level of meeting expectations and; d) External pressures to the organization, contingency requirements, those that require a constant intervention in the process, editing and alteration in the steps to produce the result, that is, constant changes by external pressures regardless of its degree of importância. Thus , the key processes are established in order to visualize the organization horizontally, as a system, which is opposed to the traditional view of the vertical organization and hierarchy as a whole (TACHIZAWA and SCAICO, 2008).

The current modeling activity is the beginning of the process, it is the description of how it currently happens in the organization for analysis and possible future improvements, such as redundancies, unnecessary passages, analysis of business rules etc. It is necessary to understand what data are necessary to start each step of the chosen process, such as entries, what you need to do with this information, processing, and the results that are generated after processing that data. It is important to know that outputs from one stage of the process can be considered as inputs from another step, feeding the flow as a whole (ABPMP, 2013; DURANA, et al. , 2019; SINCORÁ, et al. , 2014).

After collecting the information, identified the critical processes for prioritizing the modeling, it is necessary to model the future state process, that is, how the process should be, after all the analysis and improvements with the tools used. Other steps are also considered between modeling the current state for the future, such as the construction of the basic flow of tasks for individual analysis, construction of an array of responsibilities for analysis of possible repetitions, redundancies, delays in the process in which sometimes many responsabilities of the process are delegated to involved that are not necessarily useful for the development of results. Soon after, formal standardization of procedures and constant revisions that focus on continuous improvement should be made (TACHIZAWA and SCAICO, 2008; ABPMP, 2013).

With the modeling ready, the  Standard Operating Procedure (POP) can be elaborated to explain in detail each task contained in the process, containing how it does, where it does, with who does and who did with thenecessary scenic criteria. THE POP is used to  do the same  every time you  propose to  perform a task, regardless of who does it. It is a type of task-oriented pattern to allocate and fix the conditions for performing any technical or administrative operations and highlights the    critical steps in which it should be done to ensure the good result.  In order for the POP to be understood in a simple and objective way, it must contain the executor and the sequence of critical tasks. Theequipment and materials strictly necessary for  the  execution of  the  task are also related  ,  indicating the goal (end)  and the procedures  described in detail to achieve (  means) the  result that this way it will be standard,  it may include information relating to computerized systems and database queries (TACHIZAWA and SCAICO, 2008).

The creation of quality indicators also complements for  the control of evaluations and edits made and monitor the quality of activities, if they are meeting the established goals and within the established deadlines, as performance, business and quality  indicators.  The indicator will be    interpreted  if the result is being achieved effectively and how much result is being achieved compared to the respective demand. Finally, audits can also be used to monitor internal and external   quality   processes of the organization (TACHIZAWA and  SCAICO, 2008;  ABPMP, 2013).

## 3 SEARCH METHOD

The present work has a qualitative research nature of descriptive character.   For Malhotra (2001), a qualitative work focuses on subjective reasons, usually addresses a small number of cases, but   manages to obtain a greater progressof the vision and context of the problem. This research used a single case study, in which the research subject was the Junior Company managed by students of the Administration course of the State University of Montes Claros, located in Montes Claros - MG. According to Ventura (2007) a case study considers the focus on the organization of data to preserve and deepen the study of its unitary character. The analysis period comprised the months of April to December 2019, in which the entire study and the work data were  performed.

The research subject is constituted as Empresa  Júnior Unimontes (EJU),   a non-profit association managed by the students of the  Administration course, being  able to participate only students from the 2nd period of the course. The company has a board of directors divided into Quality Management, Administrative-Financial, Human Resources, Marketing, Projects and Presidency, besides having a teacher-coordinator. The main product offered to the pela Empresa Júnior market are management consulting projects in the area of administration for  micro and small  companies in the region, in addition to several projects that can be held for the academic community  such as lectures,  technicalvisits, organization of special events, among others.

The research strategy used was action research, which is a  qualitative  approach that has active participation of the  researcher in the  process, observing the  direct  transformation  of  the  studied

phenomenon. Thus, the organization and performance of the researcher during the investigation  process is more feasible,  either in the evaluation  of the data obtained and also validation of physical materials that help in the study of the phenomenon. This method also  contributes  to learning through discussion  during the events of  the processes, which helps in the standardization and comparison with other means of tasks and in the production of future work (VENTURA, 2007; MENELAU, et al. , 2015).

To achieve the objective, it was used as an instrument for data collection unstructured interview, which addressed  general issues of the specific  process that had the objective of mapping  to identify the inputs, processing and outputs  of each step (TACHIZAWA and SCAICO, 2008). In this sense, in the data collection there was the possibility of the interviewer focusing on questions that were not very clear or addressing in a more in-depth way, because in this type of data collection, despite a guide of questions   we can  resemble the informal conversation, focusing on the volume of information and a better  specific theme, in addition to ample freedom of intervention during the interview.  In addition to the collection by interview, observation  was used  to confirm  and refine the data collected by the interview. During the observation, visible data that have an influence on the process are recorded, which in this case could be used both for complementing and for alteration of the data already collected. Thus, the participantobservation was used, in which the researcher participates in the observation process and makes the necessary collections (BONI and QUARESMA, 2005; BELEI, et al. , 2008).

For data analysis, the content analysis technique  was    used , which according to  Vergara (2005) aims to study what is being said by the interviewee considering the specific process. Thus, inferences were made from the collected material in order to construct the current state process, its critical analysis and a new proposed model.   Bizagi Process Modeler software was used to construct diagrams in BPMN, Office Package for tables and texts, as well as tools for input registration, processing and outputof the process steps as a whole and any documents and resources necessary for its operation as attachments to the procedure. As a complement to the data  processing,   documentary research was used in  materials granted by the company that  somehow had  descriptions of tasks that were related to the process in order to standardize. The documentary data used is formal, low cost and its   information is stable, however this type of analysis has weaknesses such as the use of outdated data that may have undergone changes since its origin, which configures the  need for  new processes that update them  and bring more security in the its use (RIBEIRO, 2008).  Thus, the documents  complemented the analysis and study of  the phenomenon in conjunction  with the collected data subject to qualitative analysis.

## 4 ANALYSIS OF RESULTS

As results, six Standard  Operating Procedures (POP) were obtained from three different areas of the Unimontes Junior Company. For the Human Resources area, the operational procedures of Technical Visits and  Lectures were obtained;   for the Marketing area, the operational  procedure of Publication on Social Networks was obtained and;   for area administrative-financial procedures were  obtained   from

Purchasing, Cash Flow and Accountability (Sending documents to the pro-rectory of extension). For the purposes of this work, only the procedures made in the HR and Marketing area will be addressed.

For all processes in general, after identifying the area of study of the company that needed to standardize the processes, we wondered if this standardization was possible, according to Tachizawa and Scaico (2008). After the definition ofthe areas of need, a communication was made with the manager of the respective area to align the current processes and define the objective of standardization, the sectors impacted by the process were defined, who and when should use the procedure, in addition to all resources, which includes documents, instruments and other assets necessary for the completion of the process. For the collection and detailing of the tasks of the process, a script was elaborated with the main stages of the process and identification of the steps, processing and outputs of each stage. The interview with the area manager was done with the help of the script by the Quality Director and the Process Manager. Despite the script, it was left free for the manager to detail the tasks that occurred in the process, and could be interrupted by the interviewers to specify some point that was not clear during his speech. In addition, if there were any old material in the company it was incorporated to compare the previous process with the current one, in order to later build the future process with its improvements (ABPMP, 2013; TACHIZAWA and SCAICO, 2008). After the collection of these data, validations of the actions were made during the performance of the process in question when it happened. collection for the design of the current process.

With the support of the data was made the diagram in BPMN of the current process, its critical analysis of inputs, processing and outputs, and the value of each activity towards o customer final definition Of Activities Criticism e the Main Care related to its realization. After the critical analysis of the diagram, a new improved process for the preparation of a preliminary document that can be re-printed junior company coordinator and attached a review form with the aim of monitor the changes in the process, aiming at continuous improvement, addressing why the change the Sectors Hit e motive .com date towards tracing Of Editions of the procedure. Figure 1 shows the sequence of steps followed by the document Standardized.

Figure 1. Sequence of POP steps Source: Search data
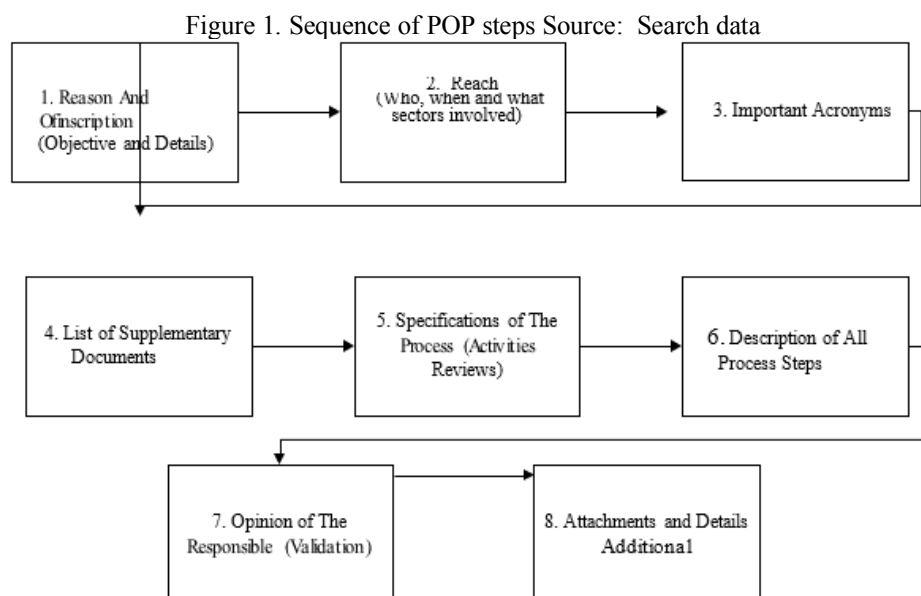
After the document was completed, a preliminary version was sent for validation by the coordinator of The Junior Unimontes Company. If there were no proposed changes, the final document was made, numbered with the area code and respective subarea, edition number and publication date. Soon after, it was communicated to the manager of the area responsible for the process, the quality board and the

**Technical Procedure for Technical Visits**

The objective of the standardization of this process is to obtain a planning for the execution of the technical visitas performed by the company in a faster and more correct way, in order to guide the members to carry out this activity. This procedure is the management of the Human Resources Directorate (HR) and is used whenever it is necessary to make a visit to a company that has the objective of demonstrating some of its processes students to learn and better understand the practice experienced within the real companies of the market. The sectors involved in the process are the HR area itself; Marketing, responsible for receiving the testimonials of the participants of the visit and later select some for posts on social networks and; Administrative-financial, responsible for approvingthe budget of private transport agencies for the locomotion of the participants of the visit when it is not carried out by the university.

To complete this process it is necessary to fill out some complementary documents, such as: a) FRV (VehicleRequest Form), necessary for the request of transportation when visits are made within the respective municipality of the university campus; b) LPP (Standard Attendance List), list that should be used to prove the presençaof participants at the site of the technical visit. This list is passed at the site of the visit and internal control of EJU; c) LPV (Vehicle Presence List), list of presence passed in the vehicle and which is control of the Transport Sector of Unimontes, in the case used when enjoying the transport of the university.

The process of visits begins with the choice of the target company to obtain information and contact for the request of the visit. Figure 2 demonstrates the diagram with the sequentially performed tasks of the process already reviewed and improved from the mapping. The visit has a limited number of participants, so the HR Board has the task of selecting via draw which will be the participants of the Management course, resguardando the space for the Executive Board and members of the EJU. It is also made the allowance of absences for the participants of the visit, provided that they prove their presence through the LPP, in addition it is also requested to make a statement about how was the visita, which will be responsibility of the Marketing Board to collect these testimonials for selection and publication.

In general, after obtaining the information about the company and marking of date and time, it is necessary to send the completed FRV for coordination of the Administration course to be signed and forwarded to the transport sector for the request of the respective vehicle on visits within the municipality. If a visit is made outside the municipality's constituency it is necessary that the Administrative-Financial Board approves the budget of at least one, of three options of transport agencies for the locomotion of participants. The participants will then be raffle and the names and registrations will be sent for transport

after the locomotion is confirmed. A group is also created on WhatsApp for communication with participants and then the technical visit. If the required number of participants is not reached, the company is informed of the cancellation of the visit.

Figure 2. POP Diagram Technical Visit Source: Research Data
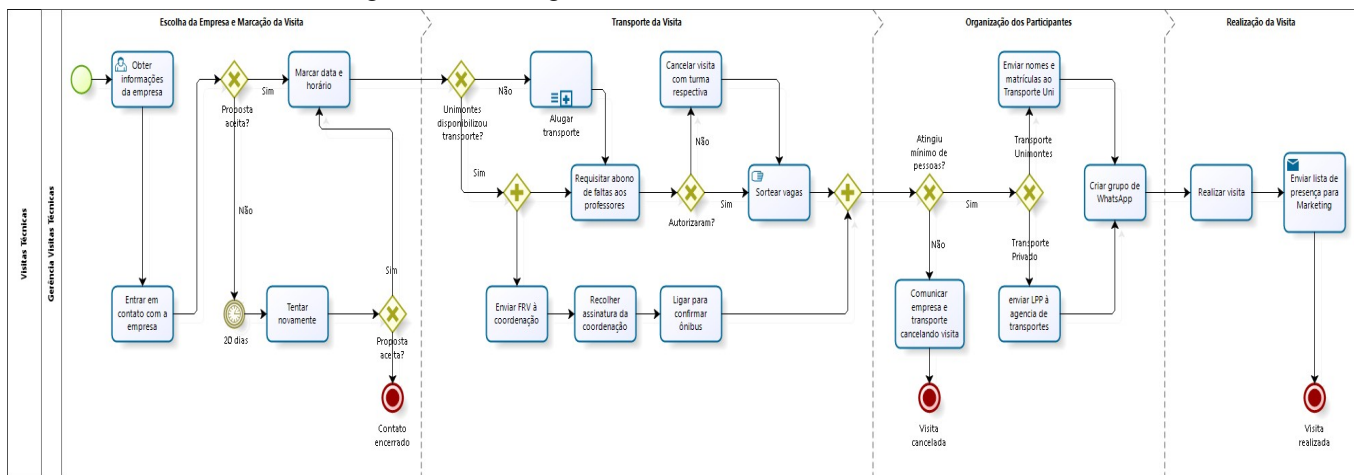


## Procedure Operational from Publication In Networks Social

The objective of the standardization of this process is to obtain better planning for the publication on the company's social networks, following a series of guidelines depending on the type of publication and be aware of the legal and internal details of EJU. The social networks used by the company at the time were Facebook, Instagram and LinkedIn. It is the responsibility of the management of social networks within the Marketing Board and has influence only on this area. A supplementary document is used to plan dates, marked in calendar, so that thepostings occur frequently and obtain the necessary movement of the metrics defined by the board. In addition, it marks the commemorative dates for the special posts, which is a type of publication made by the company.

Figure 3 demonstrates the diagram of the process improved sequentially, which starts in general by the type of publication made, and may be a) event posting, when opened used for dissemination and communication with participants; b) posting of technical visit, co me testimonials; c) posting phrases, such as management thinkers or reference entrepreneurs; (d) posting of commemorative dates and; e) which can be used to detail the consulting services offered by EJU and the importance of its application to its customers.

For the publication of the event it is necessary to be made the art of the event, which follows a pattern already determined by the area, developed the caption that will accompany the publication and then send for approval of the social network manager.

In the posting of technical visits it is necessary to request the statements to the students participating in the visit in which they describe how their experience was, what they learned, what they liked most etc. Separate the statements will be feita a tabulation so that you select which ones should be posted, because they can be summarized in a way that better meets the dynamics of the social network in

question. After this tabulation is made, it must be approved by the Marketing Board and then be elaborada art and caption that accompanies the publication.

To post commemorative dates it is necessary to follow, mainly, the calendar that guides which dates should receive attention on the company's social networks. The accompanying art should be created and related to the commemorative date, also write the legend accordingly to send to the approval of the Marketing Board and then be posted.

In product posting, it is necessary to choose one of the services that EJU offers to the market,and study it and understand how it works to explain succinctly in the publication itself. The caption must follow information about the service and its importance in the inserted segment, as well as contact information from EJU. After developing the legend and art and respective of the service offered it is necessary the approval of the Marketing Board, which can together with the Director of the area the service to detail or correct the information declared and proceed to publication.

Finally, sentences are also published. In this case, famous and interesting phrases are searched to be published. They are considered important thinkers of the administration, as well as great entrepreneurs of impact in their area of activity. The art and legend will be made, with the latter accompanying a brief biography of the author of the sentence. Subsequently sent to the Marketing Board for approval and publication.

Any images that are taken from the internet are the responsibility of the EJU member to verify their domain, taking into account copyright issues. To carry out the process, Google's tool is used in usage rights.

Figure 3- Diagram POP Publication on Social Networks Source: Survey Data
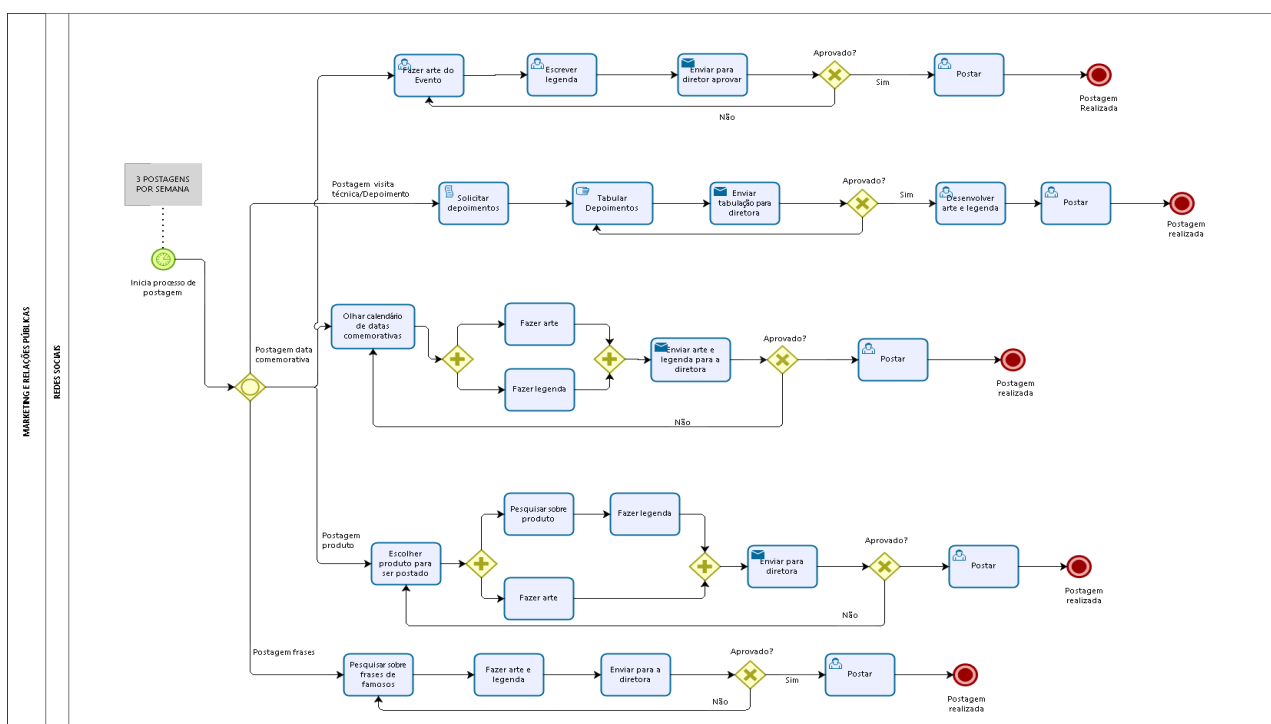
All operational procedures were elaborated based on application and review, being compared  the actions  performed with the    descriptions so that  the process is faithful to the reality of the company  and promoted the culture of continuous improvement.  All   constructed   instruments  also have codes for tracking  the edition  based on the area and subarea, as well as a review form as an annex that consists of formalizing what changes were made, why they were made and which sectors   these changes that promote another  edition of the procedure.

In search of the search problem response, it was obtained that the mapping of the processes was essential to bring greater security and more agility to the main activities made by the company. The Quality Board is responsible for this management in the company and at the beginning of these activities there were few  materials  that  could  contribute  to  this  practice,  because  process  management  and  continuous improvement was not a practiceused internally. Thus, there were difficulties in describing the current process in a way that is faithful    to the organization's practice, because it lacked formal records, training, documents  and    resources  that drew the process as a whole.

The main differencesfound were: a) volatility of EJU members; b) voluntary work;  (c)  lack  of structured  processes  or  formal  documents  for  mapping;   (d)   low  practice   and  culture  of  process management and; e) lack  of a preponderant organizational culture. The   volatility of members, as well as directors (   one-year management) contributed to the organization's processes not being accurate and equal when previously, because the   change  of members discourages  training and  development of a stronger organizational culture, especially the change of leadership of the executive board, which, in turn, directly impacts members every year with different policies of control and decision-making. The work of participatingin a junior company also contributes to a higher turnover in the company, which often results in priorities of paid internship in the market and injury of the team and the leader within the company.

The practice of BPM   in  quality management was  also not very  present in the organization, which made it  somewhat difficult to implement and  training members to  then begin the study of the necessary standardization processes and select the respective areas which also contributed to the lack of formal documents that describe or record data  of   any nature that serve as an  entry  or exit from the process.  In addition, the lack of a culture that promotes continuous improvement practices can stimulate low productivity and non-prioritization of tasks, especially the importance of a junior company  project in the academic's professional life with its connection with the market and construction  of behavioral skills (PALASSI, MARTINELLI and PAULA, 2020).

In view of the need for structured processes, mainly due to the volatility of members, a POP can enhance  the  company's  resources  through  faster  and  more  efficient  activities,  focusing  on  continuous improvement and the security of the standardization of its execution (TACHIZAWA and SCAICO, 2008). It is not ruled out here the need  for training for the execution of the process to ensure that it is done correctly and appropriately,   especially after its review  to keep the organization in  communication between areas and informed about organizational processes.

The main improvements found in all mapped processes revolve around the reduction of unnecessary waste and activities, because, without standardization, the process was flawed and did not follow a sequential cycle, and could return to previous activities that generated rework and longer time to run the macroprocess, just for reasons of No formalization, step-by-step registration or technical failures that are not observed at the time of performing the tasks. In addition, the tracking of indicator range by the specific area is clearer when the process is mapped, especially to analyze it if the necessary percentage is being achieved or to improve it based on the PDCA cycle, based on the identification of the problem, planning, action and monitoring of an already structured process (ANDRADE, 2003; MARIANI, 2005).

The environment experienced by academics in the junior company provides a set of opportunities and challenges, especially in leadership and dynamism of the consulting environment. The interaction with other directors, team leadership, market contact and theory practice provides a laboratory in which it can contribute in a crucial way to the development of adaptability, innovation and creativity skills. These skills are equivalent to the behavior of the entrepreneur, dynamic, innovative and adaptable to market changes, because the company's conditions subject academics to similar situations when managing a real company, with real services and competition with other firms in the market (MACIEL and CAMARGO, 2010; BARBOSA, et al. , 2015).

Despite the difficulties to build stable processes in the junior company, these environments provide the training of entrepreneurs, own their own businesses or who use the development of skills for their professional benefit. This characteristic is mainly perceived in leadership positions in the junior company, because they have greater contact with customers in the market and competencies so that the goals and objectives of their team are met andcontribute to organizational strategic objectives. They are innovative professionals who have greater adaptability and identification of market needs in professional and society terms (LIMA, et al. , 2015).

## 5 CONCLUSIONS

This work addressed the main difficulties of internal management in junior companies in view of the standardization of the process. The Quality Management area of the company studied did not have standardized and formalized processes and lacked data for this implementation, especially BPM management and the use of methods that promote a culture of continuous improvement. In this way, the collection, observation and standardization of processes can help the company identify the main obstacles that delay and reduce its global results.

Six POP's were created, two of which were addressed at work, in addition to the discussion about the importance and behavioral contribution to the theory of entrepreneurial behavior that these environments can provide to the academic. The main difficulties are in the rotation of the members, especially in the issue of leadership impact, which confirms the importance of standardization of processes so that they are robust and ensure the safety and quality of activities regardless of the change of

management, except in cases of process review.   It was also highlighted the  need to implement  a culture of continuous improvement that strengthens the company's business vision and the   pursuit of strategic objectives, observ ando the  contribution of processes that are connected with this vision and reinforce the achievement  of these objectives.

The procedures of Technical Visit, Lectures and Publication on Social Networks were elaborated, being respectively the first two in the Human Resources area and the last of Marketing. In its preparation, the managers of the respective area were consulted and the current state process was elaborated with validations of execution of the declared activities.  For the optimization of the process, it was mainly observed the rework  of activities due  to the lack of its formalization,    bottlenecks of unnecessary  tasks and the resources of input, processing and output   for each step of the process.   The final operational procedures    contained their objective with  reason and description, scope and influence in other areas of the company, followed by additional and necessary  documents for the progress of the process.  Diagrams of all processes were  constructed and their validation occurred by  PDCA cycle, which went through the planning, implementation of the tasks drawn in the diagram and its analysis.  Thus, after passing through the validation of the area managers  and the company   coordinator, its  publication and formalization  was granted.  In addition, in order to track  the changes, a form was  prepared to  monitor their changes, impacted sectors and document  editing.   Despite the difficulties encountered,  it was discussed how the experience provides a  real ambiente of contact with the market and development of entrepreneurial skills.  In addition to   disciplines that encourage   entrepreneurship,   these spaces are fundamental  to provide greater appreciation of this culture and better empower  academics,  not only who wish to have their    own businesses,  but as more innovative, adaptive and with technical knowledge that provides competitive advantage in the professional environment.

Therefore, attention is recommended to the points of difficulty mentioned and the search for solutions to mitigate them, in addition to the dissemination of  the culture of continuous improvement, problem  solving  methods, such as PDCA to improve processes  already formalized, standardization of other areas of the company,  especially promote  the development of entrepreneurial skills in these spaces, in view of their valorization and contribution to the life of academics.

Finally, it is worth emphasizing the limitations of research as a single case study, which has data that cannot be generalizable. And for future research, it is recommended to study  other areas not  addressed by this work or even the comparison with other  junior companies in the region.

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