

**PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ**

**ESCUELA DE POSGRADO**



**Strategic plan of the program Generación +1**

**THESIS TO OBTAIN THE DEGREE OF MASTER IN BUSINESS**

**ADMINISTRATION**

**GIVEN BY**

**PONTIFICIA UNIVDRSIDAD CATÓLICA DEL PERÚ**

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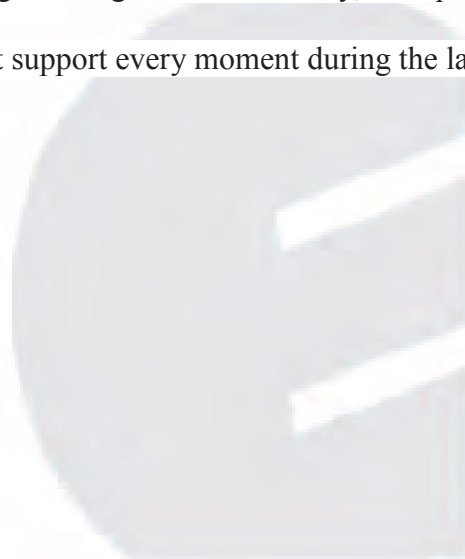
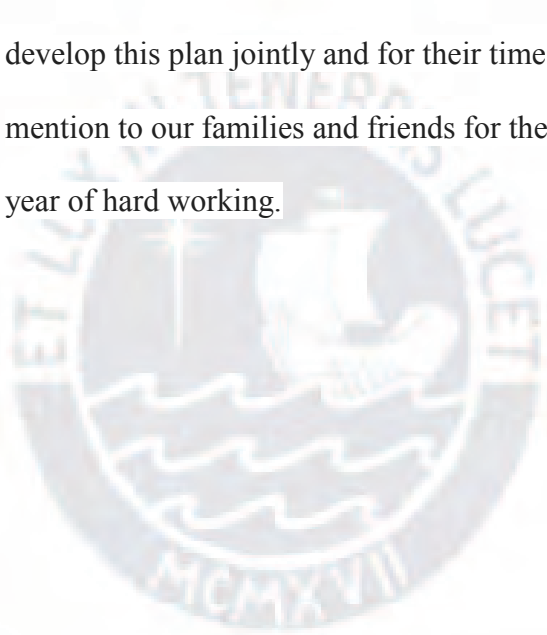
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**Surco, August 2015**

## Acknowledgement

We would like to express our gratitude to all the people that contributed to develop this document especially Fan Gao & Jonathan Segal for their support and commitment to develop this project. To our teachers from CENTRUM Graduate Business School, University of Victoria and Maastricht University, especially our advisor Mr. Sandro Sánchez for all his time, commitment and continuous support reviewing and guiding this document. As well, our appreciation to Alonso Tufino and Generación +1, for their willingness to develop this plan jointly and for their time in the long working sessions. Finally, an especial mention to our families and friends for their constant support every moment during the last year of hard working.



## Resumen Ejecutivo

El presente documento se basa en la elaboración de un plan estratégico para el Programa Generación +1 que es parte de la empresa Libélula y que se llevará a cabo a partir del año 2015 al 2020. El plan fue elaborado utilizando como base el Proceso Estratégico propuesto por D'Alessio (2013). A través de la utilización del plan, una visión fue desarrollada con el propósito de llevar a Generación +1, un programa que busca educar sobre la problemática y el impacto del cambio climático en los jóvenes, a ser un programa competitivo, atractivo, que sea sostenible financieramente y que se encuentre en una posición única dentro de las organizaciones enfocadas al cambio climático. Actualmente, Generación +1 está enfocada en el desarrollo de un programa de educación gratuita para crear conocimiento y educar sobre los cambios climáticos.

En la actualidad la organización cuenta con dos empleados y un número variable de 3 a 4 participantes, durante la realización de los programas tanto de Embajadores +1, así también como de Talento +1 para el apoyo y las coordinaciones necesarias. Estos participantes no solamente donan su tiempo, si no que se comprometen a la realización exitosa de transferencia de conocimientos.

El programa aún no ha podido hacerle frente al poco involucramiento y participación de los jóvenes dentro de la agenda política, así como tampoco al impacto que está creando el cambio climático debido a la poca consciencia y cuidado de los recursos naturales.

Como resultado, este plan estratégico ha desarrollado cuatro objetivos a largo plazo para mejorar la sostenibilidad financiera a través de relaciones con otras organizaciones, mejorar la fuerza de trabajo, aumentar el conocimiento público creando consciencia y a través del desarrollo de proyectos que disminuyan el impacto de la huella de carbono.

Los objetivos a largo plazo se alcanzarán mediante la implementación de cinco estrategias claves propuestas para la organización. Asimismo, se propone la implementación

del Tablero de Control Balanceado que supervisará el logro y medirá los resultados de los objetivos a corto plazo, ayudando a la empresa a alcanzar sus objetivos de largo plazo y visión y hacer las mejoras correspondientes en los objetivos que no se estén logrando. La realización de todos los objetivos y las estrategias propuestas será un esfuerzo conjunto entre todos los miembros interesados en lograr un cambio y que, servirán para el beneficio de la sociedad.



## Abstract

Generación +1 is a program which is part of the company Libélula. The scope of this strategic plan is for five years (2015 to 2020). The plan was developed using the strategic process theory proposed in D'Alessio (2013). Through the use of the plan, a vision was developed with the purpose of bringing Generación +1—a program that seeks to educate the youth about the impacts of climate change—a strategy to become more sustainable. They are in a unique position within the popular global climate change industry, and needs to seize the growing opportunities available. Nowadays, Generación +1 is focused on the development of a free educational program for students, funded by scholarships.

Currently the organization has two employees and three to four non-permanent participants during the implementation of both the Ambassadors +1 program and the Talento +1 program as for the support and the necessary coordination. These participants not only donate their time, but are committed to the successful completion of knowledge transfers.

The program has not yet been able to cope with the lack of involvement and participation of young people in the political agenda, nor the impact that climate change is creating due to the lack of awareness and care of natural resources.

As a result, this strategic plan developed four long-term goals to improve financial sustainability through relationships with other organizations, to improve the workforce, and increase public awareness and knowledge creating development projects that reduce the carbon footprint impacts.

The long-term goals will be achieved by implementing five key strategies proposed for the organization. Also, the implementation of Balanced Score Card to monitor achievement and measure the results of short-term goals, helping the company achieve its long term goals and vision and make corresponding improvements in the proposed objectives

that are not being achieved. The realization of all the objectives and strategies proposed will be a joint effort between all members of the organization that are interested in creating a change.



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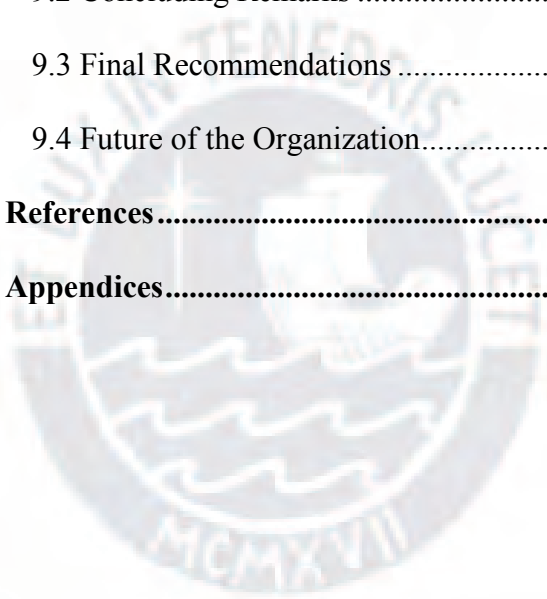
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## The Strategic Process: Overview

The strategic plan developed in this document was prepared according to the sequential model of the strategic process. The strategic process (D'Alessio, 2013) consists of a set of sequentially developed activities that allow an organization to project into the future and to reach its vision. Figure 1 shows the three main phases of such process: (a) formulation, which is the planning stage itself whereby strategies—that will take the organization from its current situation to the desired future state—will be identified; (b) implementation, in which the strategies obtained during the first stage are implemented; it is the most difficult stage due to its strictness; and (c) evaluation and control, in which the activities are carried out permanently throughout the entire process in order to monitor the sequential steps and, finally, the Long-Term Objectives (LTO) and Short-Term Objectives (STO). Apart from these three phases, there is a final stage that presents the conclusions and final recommendations. Notably, the strategic process is characterized by its interactivity—since many people are involved in it—and by its iteration because it generates a repetitive feedback.

The model starts with an analysis of the current situation, followed by the establishment of the vision, mission, values, and code of ethics; these four components guide and regulate the activities of the organization. Then, the National Interests Matrix (NIM) and the external evaluation are developed to determine the influence of the environment in the studied organization. In this way, the global industry is analyzed through PESTE analysis (Political, Economic, Social, Technological, and Ecological factors).

PESTE analysis originates the External Factors Evaluation Matrix (EFEM), which allows knowing the impact of the environment through the opportunities that could benefit the organization, the threats that shall be avoided, and how the organization is acting on these factors. PESTE analysis and the competitors originate the organization's evaluation in

relation to these, from which the Competitive Profile Matrix (CPM) and the Referential Profile Matrix (RPM) are obtained.

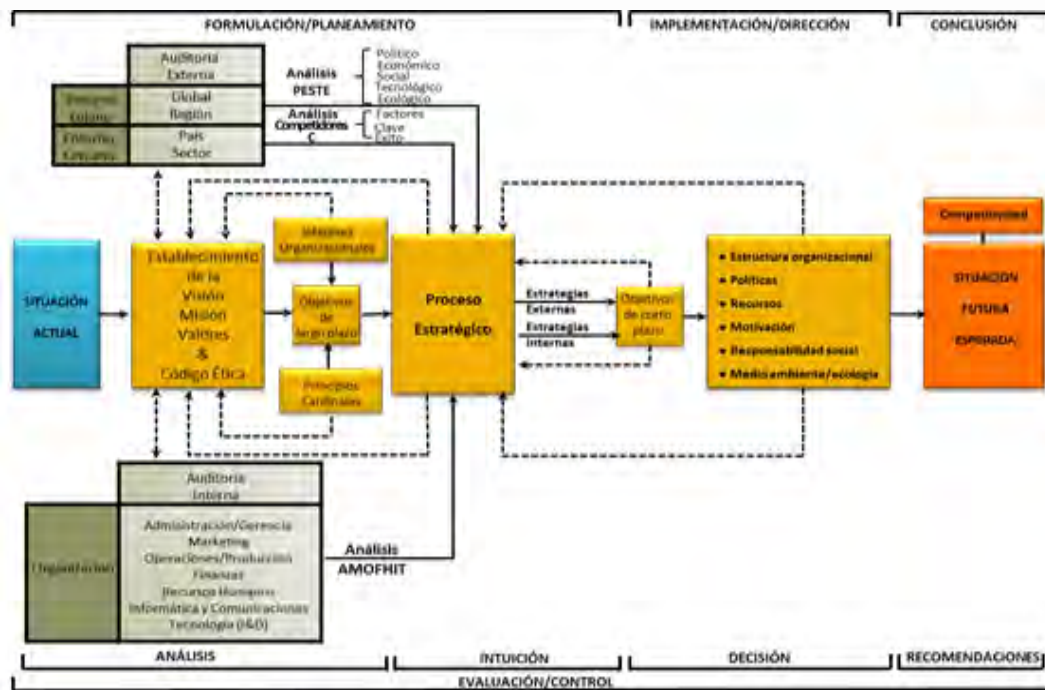


Figure 0. Sequential model of the strategic process  
 Note. D’Alessio, F. A. (2013). El proceso estratégico: Un Enfoque de Gerencia (pp. 10). Mexico, D. F.: Pearson.

Thus, the external evaluation identifies the key opportunities and threats, the situation of the competitors, and the Critical Success Factors (CSF) in the industrial sector. This makes it easier for planners to start the process that will lead to the formulation of the strategies which allow taking advantage of the opportunities, preventing and/or reducing the impact of hazards, knowing the key factors to succeed in the industry, and surpassing the competition. The internal evaluation is subsequently developed, which is aimed at the definition of strategies that capitalize on the strengths and neutralize the weaknesses, in a way that competitive advantages are built from identifying distinctive competencies. AMOFHIT internal analysis (Administration & Management, Marketing & sales, productive Operations & infrastructure services, Finance & accounting, Human resources & culture, Information, communication, & Technology) is carried out for this purpose and the Internal Factors Evaluation Matrix (IFEM) is obtained from it. This matrix allows evaluating the main

strengths and weaknesses of the functional areas of an organization, as well as identifying and assessing the relationships between such areas. A thorough internal and external analysis is required and crucial to continue with the process that is most likely to succeed.

In the next stage of the process, the interests of the organization are determined, i.e. the most important goals to be reached in order to globally succeed in the markets where the organization competes. From this, the Organizational Interests Matrix (OIM) is derived and it allows establishing the LTO based on its vision. These are the results that the organization expects to obtain. Note that the "sum" of the LTO would lead to achieve the vision and the "sum" of the STO would be the achievement of each LTO.

The matrices presented in stage 1 of the first phase (NIM, EFEM, IFEM, CPM, RPM, and OIM) are key inputs that will enhance the quality of the strategic process. In stage 2, the strategies are developed matching up and combining the strengths, weaknesses, opportunities, and threats along with the previously analyzed results. For this, the following tools are used: (a) the Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix; (b) Strategic Position and Action Evaluation (SPACE) matrix; (c) Boston Consulting Group (BCG) matrix; (d) Internal-External (IE) matrix; and (e) the Grand Strategy Matrix (GSM).

At the end of the strategic formulation, stage 3 is given by the choice of strategies, which represents the strategic process itself. A set of integration, intensive, diversification, and defensive strategies result from the abovementioned matrices. The Strategic Decision Matrix (SDM) selects these strategies, which are specific and not alternative, and whose attractiveness is determined in the Strategic Planning Quantitative Matrix (SPQM). Finally, the Rumelt Matrix (RM) and the Ethics Matrix (EM) are developed to finalize the retained and contingency strategies. After this, the second phase of the strategic planning begins: the implementation. Based on this selection, the Strategies Matrix is developed against the long-term objectives (LTO). This matrix verifies if the LTO can be accomplished by implementing



the retained strategies. Likewise, the Strategies Matrix is developed against the Competitors' and Substitutes' Possibilities Matrix (CSPM) that helps to determine how many of these competitors will be able to cope with the strategies retained by the organization. The integration of the intuition with the analysis is essential, since it favors the selection of strategies.

After formulating a strategic plan that allows accomplishing the future projection of the organization, the identified strategic guidelines are implemented. The strategic implementation basically consists on translating the strategic plans into actions and, subsequently, into results. It is worth to point out that a successful formulation does not guarantee a successful implementation, since the latter is more difficult to carry out and it implies the risk of execution failure. During this phase, the STO and the resources allocated to each of them are defined, and the policies for each strategy are established. It is necessary to have a new organizational structure. The worst mistake is to implement a new strategy using an old structure.

The concern for the respect and preservation of the environment, the social and economic sustainable growth considering ethical principles, and the cooperation with the related community (stakeholders) are part of the Organizational Social Responsibility (OSR). Decision makers and those who, directly or indirectly, are part of the organization should voluntarily commit to contribute to the sustainable development by looking for the shared benefit with all stakeholders. This implies that the action-oriented strategies are based on a set of policies, practices, and programs that are integrated into its operations.

In the third phase, the strategic assessment is carried out using the four control perspectives of the Balanced Scorecard (BSC): (a) internal learning, (b) processes, (c) customers, and (d) financial, so that the achievement of the STO and LTO can be monitored. From this, the appropriate corrective actions are taken. In the fourth phase, after all the planning, the

conceived competitiveness for the organization is analyzed and the necessary conclusions and final recommendations are suggested to accomplish the desired future state of the organization. Likewise, an Integrated Strategic Plan (ISP), in which the process is displayed at glance, is presented. The strategic planning can be developed for a small business, company, institution, industry, port, town, municipality, region, state, department, and country, among others.



## Chapter I: General Situation of the Organization

### 1.1 General Situation

Generación +1 is a corporate social responsibility program of Libélula Comunicacion Ambiente y Desarrollo SAC. It is a two people organization in charge of developing activities to promote climate change education from a youth perspective. This analysis was developed for Generación +1 and not for Libélula Comunicacion Ambiente y Desarrollo SAC.

Generación +1 was created to support the young initiative strategy of Libélula. Therefore, they depend on Libélula's General Manager to approve any initiative proposed. However, it is important to highlight that the General Manager is not part of Generación +1. Any decision Libélula makes for Generación +1 is external and out of the control of Generación +1.

Generación +1 focuses on non-formal training on climate change, public advocacy and sustainable entrepreneurship in order to drive the society towards a low carbon footprint sustainable society. They work with Spanish speaking young students and professionals due to the language limitation of the team. Although Generación +1 is a unit inside a for-profit company, all their activity does not create any economic value in the short-term, which is different with many of the other Libélula's business units. Nowadays, Generación +1's fixed members are the General Coordinator and the Communications Coordinator. Generación +1 has limited economic resources to have a larger team, therefore they require support from many participants and pro-bono professional services.

Generación +1 has seen a favorable change in the global trends in terms of environmental awareness. There is more political willingness to care about climate change, both globally and in Peru. On the social side, there was a remarkable involvement of the Catholic Church led by a pope announcement raising the climate change issues. In terms of

technologically, the clean energies are being developed very interestingly in the last years by the hands of the Tesla Corporation. For example, in the Peruvian political environment, the last climate change submits like the COP 20 that was held in Peru and others initiatives related to education is proof of an increase in the political willingness of governments' towards pro-environmental initiatives.

However, to have intention is the first step only. The Peruvian government does not really implement real actions to mitigate climate change so far. For example, there is no plan running to educate on climate change although the Ministry of Environment approved one in 2013.

From Generación +1's perspective, all of these initiatives are a good. However, they point out that the participation of the young in the agenda is still not considered. This is the biggest limitation Generación +1 has given that they are not a scientific organization that can impact directly on the climate change reduction in the short-term, but rather their initiatives on education and young involvement are long-term oriented. If young initiatives were to be considered in the public agenda they affirm, the government could foster programs like Generación +1.

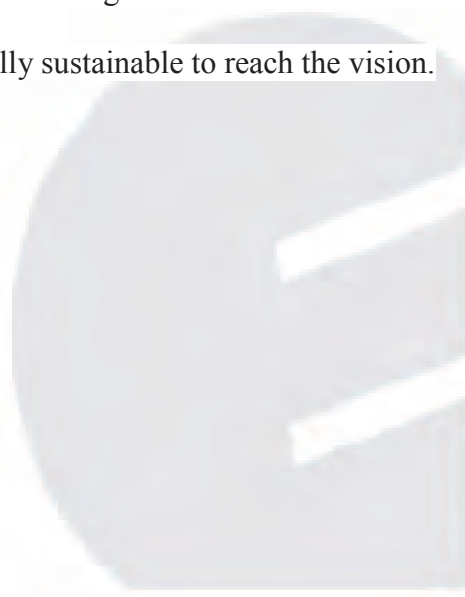
In the current situation, Generación +1 works with the funds of international cooperation agencies, and in a small degree funds from Libélula. They are limited to run their programs only once a year. As well, they remain concerned of the lack of funding to expand their activities. If they were able to enlarge their team, they could help with the overload of work which would lead to more efficiency and opportunities.

## **1.2 Conclusions**

Generación +1 is not an independent organization, but a two people non-for-profit program within a for-profit company. The lack of economic resources limits the possibilities to have a larger team to share responsibilities and get more opportunities that right now they

are not even considering due to the lack of time to work on them. Generación +1 is currently on a vicious cycle because of the lack of funding that will not allow them to grow.

However, the current global and Peruvian political environment has become more aware of the climate change impact but there is still a long way to go in order to effectively counter these effects with real actions. The participation of the young is still not considered relevant enough as to be subject of funding by the Peruvian government, they are focusing mainly in the scientific or professional organizations that can create a short-term positive impact on the environment. In conclusion, the main challenge found for Generación +1 is to have strategies that allow them to be financially sustainable to reach the vision.



## Chapter II: Vision, Mission, Values, and Code of Ethics

### 2.1. Background

Generación +1 is a non-for-profit program set by the organization Libélula that started this new program around a year and a half ago. The organizational structure is very flat. Two permanent staff are working in it. Alonso Tufino is the general coordinator and Melissa Ingaruca is the communications coordinator. Although these two workers facilitate and organize the programs activities, all final decisions must still be run through management at Libélula.

Generación +1 main objective is to develop young potential to achieve sustainability with a low footprint and resilient to climate change. To achieve the objective, they focus their efforts on three approaches: Education, Entrepreneurship and Advocacy. Each one of these are being promoted by the programs: Talento +1, Laboratorio +1, and Embajadores + 1. Among these, the main one is Talento +1, which is the current project that is running by the organization and the most critical because they need to seek for funding. In 2015, Generation + 1 started a pilot program with Universidad del Pacífico.

Currently, Talento +1 requires external funding to operate but they have troubles reaching the funding levels needed and do not have a self-sustainable financial structure that allows them to guarantee running their program in future years. Although Libélula provides some funds, it is not enough to run the program due to different inputs required to run the program. The client has presented proposals to external donors like the German Society for International Cooperation (GIZ) & the Swiss Technical Cooperation Trust Fund for Consulting Services and Training Activities.

In 2014, both of GIZ and the Swiss Technical Cooperation Trust Fund for Consulting Services and Training Activities funded Generation + 1. However, they are not willing to fund the 2015 program due to Generation + 1's lack of a financial sustainable

strategic plan. The Talento +1 graduates are expected to have impacts on the society in three ways: by becoming a responsible climate change member of the labor force, becoming an entrepreneur and raising climate change awareness.

According to Generación +1, the organization lacks autonomy since they have to report to Libélula. Generación +1 is seen as a financial burden because they use some resources but have no income to support their own programs.

Despite the success of the first program Talento +1, due to the relocation of its participants and the upcoming releases of projects by its members, they are still missing in creating the synergy necessary to relate those 3 projects (Embajadores +1, Talento +1 and Laboratorio +1) to generate sustainability over time.

## **2.2. Vision**

The organization's vision is to promote the transition to a sustainable world with low carbon development and climate change resilient.

According to D'Alessio (2013) the vision of the organization should consider nine features for the statement to be effective. Analyzing the vision delivered by Generación +1, it can be noted that they have an effective core ideology that motivates change, projects the future organization and is simple, clear and understandable.

Nevertheless, the vision does not define a scope of time and geographical elements. It is not ambitious, compelling or realistic enough to create a sense of urgency. It is also without a developed clear idea of where the organization wants to go and why. By adding those elements to the vision of Generación +1, a new vision is proposed: To be a young community helping drive a transition to a low carbon development resilient to the impacts of climate change in Latin America towards the year 2020.

## **2.3. Mission**

According to D'Alessio (2013), a mission must contain nine features which are:

- Customers,
- Products-goods or services,
- Markets,
- Technologies,
- Organizational goals: survival, growth and profitability,
- Philosophy of the organization,
- Self-concept of the organization,
- Concern for public image, and
- Concern for employees.

The current mission of Generación +1 is to develop youth potential to accelerate the transition to a sustainable society promoting education for sustainable development, sustainable development of entrepreneurship and civic and political participation in the governance of the climate change agenda.

The mission of Generación +1 lacks features: technologies, self-concept of the organization, and concern for employees. A new mission by adding those features is stated as follow: Develop youth potential to accelerate the transition to a sustainable society promoting updated knowledge education for development, entrepreneurship and civic & political participation in the governance of the climate change agenda while working with the young and for the young people.

#### **2.4. Values**

The values of the organization are how they define itself (organization, members, and leaders) and they allow the organization to establish a culture and a way of thinking. Values allow the organization to avoid conflict and promote the pursuit of excellence. According to (Hailey, 2000) values are especially important to NGOs because values state the worldview of an organization. Values define and orient how the organization should work. If an NGO



“lose their core values, they lose their role.” (Hailey, 2000). The values suggested by Generación +1 are listed below:

- Empathy: employees should be able to stand in others peoples shoes and share their perspective to achieve synergy and develop creative ideas to reach the long term-objectives and solve problems.
- Ecological Intelligence: employees should have knowledge and sensitivity about ecosystems and climate change.
- Intergenerational Justice: environmental sustainable development should protect various generations from wasting resources. Inter-generations should have equal right to access and enjoy the natural resources.
- Ambition: To accomplish challenging objectives is needed to have an ambitious mindset. In a positive approach, being ambitious represents the dynamism a member of Generación +1 must have. Working with the young for the young.

## **2.5. Code of Ethics**

The code of ethics is consisted by a series principles which guide employees' daily work. The ethics should be consistent with the mission, vision and values of an organization. The code of ethics will help the company establish an ethical culture for the organization and to establish what the organization expects from its members.

Generación +1 does not have an independent code of ethics. By the nature of activities, Generación +1 has identified the following international and local organizations to benchmark: World Wind Fund for Nature (WWF), Greenpeace, and Grupo Coherencia. After collecting the best practices with such as worldwide famous NGOs, a simplified code of ethic is proposed:

- **Human Rights and Dignity:** The organization should be sensitive to the moral values, religion, traditions, customs and culture of communities. As well they need to respect the integrity of families and support the family – based life.
- **Transparency:** The organization should be open, truthful and honest internally towards donors and members of the public who are aware of the responsibility of these companies.
- **Professionalism:** The organization should do their responsibilities with professionalism and be focused on the community.

These three pillars are the most representatives based on the information received from Generación +1. For this analysis, it has been considered to use a simplified code of ethics of three elements due to the micro size of Generación +1.

## **2.6. Conclusions**

Mintzberg's 5 P's state the importance of Pattern and Perspective, according class notes. (D'Alessio, Notes on Industry Analysis, 2015). Pattern refers to analyzing the business history which is stated in the background part. Perspective refers to a vision and desired future. Generación +1 is a new start up non-profit program. Knowing the past and establishing a clear vision, mission, values and code of ethics could guild Generación +1 to grow up and in a unique position among NGOs in climate change area in Latin America.

Although Generación +1 has defined their Perspective, some important elements are absent. Besides, it is noticed that employees in Generación +1 realize they have missions, vision and values, but do not fully understand the importance to have those details. According to D'Alessio (2013), a new vision and mission are proposed. Code of ethics is also developed.

The perspective is not only important to the internal employees but also to the participation of the stakeholders. All of them should have a clear and fast access to what the

company offers. This also should be shown to promote and motivate different work teams within the organization as it was mentioned before and also to allow companies to invest or donate to the carrying out programs.



### **Chapter III: External Evaluation**

The environmental analysis is important for the organization to have a better understanding of the external factors that cannot control or influence and that may affect it. The development of this section enables the organization to have a better analysis of those factors and get important information to identify potential opportunities and threats in the environment that may have a direct impact in the organization. The evaluation is oriented to analyze: (a) political factors, (b) economic factors, (c) social factors, (d) technological factors, and (e) ecological and environmental forces.

#### **3.1 Environmental analysis PESTE**

##### **3.1.1 Political, governmental, and legal forces (P)**

The success of non-governmental organizations still relies on the support from the government. In the case of climate change projects and issues in Peru, the government still seems distant in a full commitment to aiding these types of organizations. However, a major aim of Generación +1 is to support the government and actually help overall welfare for the state and communities. In either case, the following political factors must be acknowledged to get a deeper understanding of the environment Generación +1 is operating in:

Peru through the national environmental education policy sets out the objectives, guidelines and expected results in the formation and strengthening of citizenship that requires the national environmental sustainable development. With this policy, the Peruvian state seeks to strengthen citizenship, communication and environmental education. This policy is the result of a process led by the education and environment with active participation of public sector entities and civil society. Within the General Environmental Law, Law No. 28611: Section 127 of the national environmental policy Education (MI, 2013)

Environmental education is a comprehensive educational process, generating knowledge, attitudes, values and practices in people, to develop their activities in an

environmentally sound manner, contributing to the sustainable development of our country (Ley N° 28611, 2005).

Compliance with the national policy of environmental education is compulsory for education and communication processes developed by entities having their scope in the country (Ley N° 28611, 2005).

Despite the great force that has taken the environmental care within the country, the regional governments are still neglecting the care of the environment especially in industries such as mining, fisheries and health and are not shown to be within their priorities (Finer M, Novoa S., 2015). That is a major concern for the agency for Assessment and Environmental Control (OEFA), which is the body responsible for regulating the activities of state and private companies that could harm the ecosystem.

Belonging to COP20 will help develop common strategies with member countries to develop plans and strategies to make the protection of the environment and start working in various activities to address the possible consequences (McGrath, 2014). At its last meeting in Lima last December, exhibition of Peru as the country heads strategies are managed and agreements that will be the basis for the next meeting to be held in Paris (COP21), where it is expected that the big deal be completed.

Currently the government is promoting the campaign under a slogan for the promotion and commitment of responsible industry as well the adaptation and mitigation for the climate change (Ministerio de Trabajo & Promoción de Empleo, 2015). In addition to that, the steps established by the Ministry of Labor and Employment Promotion to establish an NGO not require too much investment or elaboration (Articles of incorporation, registration form, literal copy of company training, payroll council with the respective documents of these, information or programs and/or projects that will develop and finally presenting the favorable opinion gathered in the sector) that may facilitate entry and

formation of many NGOs willing to promote environmental care (Ministerio de Trabajo y Promoción del Empleo, 2003).

The General Secretariat of the Organization of American States, through the department of human development and education alongside Green Fund International emissions, formalized professional development scholarships. These were offered by the Green Fund (non-academic and short to medium term, intensive courses, training) in order to promote and improve education of the member countries of the OAS (Fondo Verde, 2015).

Article 6 of the Framework Convention on Climate Change of the United Nations prioritizes inviting the public to cooperate both nationally and internationally in the access and exchange, participation, training, development and implementation of educational programs for the development of programs towards aiding a low carbon footprint (Naciones Unidas, 1992).

In 2013, The Ministry of Environment approved the National Environmental Education Policy which aims to implement the National Environmental Education Plan to allow Peruvian to be able to: respect, protect and preserve all forms of life; to assume environmental impacts; value ancestral knowledge that express harmony in the nature and the human; and respect different lifestyles of the groups and cultures (Ministerio del Ambiente - Ministerio de Educación, 2015). Despite these initiatives, from the perspective of Generación +1 they do not appreciate that any plan has been made to date.

From the perspective of Generación +1, the Peruvian state within their ministries has planned no budget for public investment aimed at climate change. They also indicates that Peru does not have the autonomy of investment, and is subject to what other countries decide. Even they state that there is an international cooperative installed in the Ministry of Environment.

From the perspective of Generación +1, NGOs should fulfill two functions defined as: (a) to support the government and (b) to create advocacy in the government. Generación +1 indicates that there is no current pressure for governmental change and this is reflected on MOCCIC, the most representative NGO at the moment in this field, not having enough credibility for persuasion.

Another challenge perceived by Generación +1 is the inability of the government to comply with rules of climate change due to the deficiency of state capacities and a lack of the judiciary to cope. Areas which showed the main concern were in the Peruvian jungle where there are many cases of deforestation by illegal mining that keeps growing without government taking the proper actions (Organismo de Evaluación y Fiscalización Ambiental, 2015).

From the perspective of Generación +1, none of the major political parties of the country shows evidence for integration of climate change within the proposals. This implies quite a difference and involvement by the state in contrast to Europe where you can see the European Green Party (European Green Party, 2015).

UNESCO's global action plan 2015 - 2030, defined as the central strategic goal and action to ensure an inclusive, equitable and quality, capable of promoting learning opportunities throughout life for all education (World Education Forum 2015, 2015). This initiative focuses on children and young people to have a quality education through the years.

According to Generación +1, the young people are not getting involved in the political agenda. They are not considered as a resource to develop and create an impact in the fight against the reduction of carbon footprints. SENAJU developed a report marking the differences between young people from the past and the current ones, which presented the newer generation of youth is more actively involved in political climate change issues. (Juventud, 2015). That is why it is important to create organizations that support the

involvement of young people. They are the people who can provide different points of view to start directly making positive impacts in various industries.

### **3.1.2 Economic and financial forces (E)**

According to Generación +1, Peru currently belongs to the upper-middle income country classification. That classification indicates that the country will receive reduced International Cooperation. According to Luis Olivera, executive director from APCI, Peru received in 2012 the amount of US\$ 500 million and it was expected to receive a similar amount for 2013 and for the upcoming years (Panduro, 2013). Its external economic and financial environment is favorable due to its economic policies and structural reforms. According to statistics by the World Bank, the pace of Peru's economic development is one of the fastest growing countries. Its GDP reached \$202.9 billion with a 30.77 million population in 2014. Although the economic growth rate decreased from 8.5 to 2.4 in 2010 to 2014, it was still above the average level of 0.8% of Latin America region. The public expenditure on environmental issues increased slightly. The unemployment rate remains low and stable which is around 3.85 % on average from 2010 to 2013. Peruvians, with growing disposable income and low unemployment rates, would have higher incentives to contribute to climate change issues for a higher living standard.

A study made by CEPAL, BID and the Peruvian state indicates a possible loss of 15% of GDP in the first century and the amount of 10,000 million, equivalent to 4.4% of GDP in 2025 Peruvian GDP if not reduce the effects of climate change in the country (Comunidad Andina, Secretaría General de la Comunidad Andina, 2008). This will lead to great impact in many important Peruvian sectors like fishing, agriculture, and mining (Semana Económica, 2014).

Companies are increasingly investing in sustainable development. Proof that this can become a trend, is for example, the Pacific insurance company has initiated various kinds of



actions to be friendly to the environment. Including most notably the formation of a Green Team that is responsible for education, support and leading change to reduce the carbon footprint. Another alternative proposed by them is the use of electronic tools to replace the indiscriminate use of paper (Gutiérrez, S., 2015).

In recent years, the growth of Peru has been steady around 6% (The World Bank, 2015), mostly thanks to the exploitation of natural resources such as copper, and the high prices of these commodities for which it has been possible to consider Peru within the middle income countries (United Nations, 2011). This directly affects the amount received by international cooperation, as well as by the Development Bank of Latin America (CAF) for the development of different projects (Banco de Desarrollo de America Latina, 2015). Faced with declining exports of those commodities GDP has slowed and this is a potential threat because the budget for running various projects in the region will decline before this new qualification is obtained.

From the perspective of Generación +1, there should be an economic indicator that integrates the environmental factors in business with political decisions. Currently the government has too much pressure to increase GDP, while it forgets about environmental concerns, possibly leading to the extinction of some valuable resources.

### **3.1.3 Social, cultural and demographic forces (S)**

Constantly adapting social trends can have major impacts on all types of businesses. In recent years, climate change has become a popular theme of discussion, which has led to the birth of many organizations, one of them being Generación +1. Since companies are increasingly demanding employees who have an environmental background, the education offered by Generación +1 has real value. However, it must be acknowledged that the trend for people and firms towards environmentally friendly practices is much stronger in North America than it is in South America, where Generación +1's prospective students reside.

Since these students are to be between 18-30 years of age, it is very appropriate to target this demographic via online platforms like Instagram and Facebook. Since the global trend of responding to climate change does not seem to be slowing down, Generación +1's services will only increase in demand.

The Ministry of Environment (MINAM) is promoting environmental education for children because at that age they have a freshness, energy and a sense of wonder that is infinite and leads to a desire for constant exploration which can promote the development of interests, knowledge and skills on the environment by helping them make better decisions in the future (Organización de los Estados Americanos, Consejo Interamericano para el Desarrollo Integral, 2013).

The Church, through the Pope, has launched "Laudato Si", which encourages people and governments to be aware of climate change and the consequences it could have on society if a change is not made (Francisco, 2015). The manual was released on May 17, 2015 and Catholicism being one of the World's largest religions, can generate enough awareness in society and generate a change through the leaders of different communities.

Currently in Peru there is low awareness of our personal impact on the environment; however, "Pacífico Seguros" indicates that the average Peruvian emits 4.7 tons of carbon dioxide a year (Ministerio del Ambiente del Perú, 2015). They also indicate that transport is responsible for 15% of global emissions of greenhouse gases (Using energy from the burning of fossil fuels).

According to the statistics from PRC (Pew Research Center Global Attitudes & Trends, 2015), around 75% of Peruvians, Columbia and Uganda believe that climate change is one of the most crucial environmental problems which needs to be addressed. The public cares about climate issues. Especially young generation which are more passionate about solving environmental issues. Therefore, adding environmental content into university

education for the youth would generate positive effects on the future. Besides, an environmental related educational background increases the assets for the young in their career path.

At present there has been a new type of organizations, which are not primarily intended to maximize profits for shareholders or be the best in the world, but rather are companies that seek to be better for the world (Andrade, 2015). Those organizations are the type B companies, who do not seek to maximize profits, but rather focus is placed on the common good, developing the community and a very clean carbon footprint.

According to Generación +1, the demand of young people looking for competences or the knowledge offered by the organization is growing every year. It was identified that there are 1.8 million of these people in Lima (18-30). There is a new trend where it is observed that in countries as Chile (INJUV - Ministerio de Desarrollo Social, 2010), Colombia (Colprensa, 2011), Peru (Libélula, 2014), among others, there are worries about the reduction of resources and degradations of the systems. That is why organizations in association with countries like Germany that provides scholarships provide knowledge about new trends in climate change and how to fight against them. After that, they bring back the knowledge again to the country to develop activities that allow the country to reduce their carbon footprint.

### **3.1.4 Technological and scientific forces (T)**

Developments in technology have direct effects on how we approach climate change. The more we know, the better we are at efficiently combating the negative outcomes of climate change. For instance, in 2014, the UN announced a new global competition, the Big Data Climate Challenge, which collected and analyzed data worldwide for defining the impact of climate change. “The aim of this initiative is help build public understanding of

how Big Data can reveal critical insights for strengthening resilience and mitigating emissions,” (United Nations Global Pulse, 2015).

Mobile apps are also providing another huge opportunity to increase the public’s awareness about climate change. Those apps help people to monitor and reduce the impact they have in the carbon footprint and waste of resources. For example, the use of non-renewable energy contributes to carbon dioxide emissions which leads to greenhouse effects.

Only by diversifying the energy sources and using renewable energy can we reduce its negative effects. One of the latest devices created by Tesla is the “Tesla Energy” that is a suite of batteries for home, business and utilities fostering a clean energy ecosystem and helping wean the world off of fossil fuels (Debord, 2015). (Mooney, 2015) An announcement like this creates a high impact for campaigns seeking to create awareness of climate change and protect the environment. This device can also help generate a revolution if it can generate accessibility for all.

In all cases, it is evident that to properly combat the outcomes of climate change, technology is needed for innovations and public awareness. The more people are educated on the subject, and are compassionate towards the determinant results of climate change for future generations, the higher chances we have of diminishing its effects. It will take both technological advancements as well as a global commitment.

According to the World Economic Forum, the top ten countries using technology information are the ones shown in Table 1. Generación +1 also notes that technological change is essential to continue expanding consciousness in Latin America where Chile is identified as the head of technological use. According to Generación +1, the use of IT can help to implement new programs that can be developed using different tools like online platforms.

A big problem today is the shortage of water and the possible increase in prices once this becomes scarce (Mutikanga, H., Sharma, S., & Vairavamoorthy, K., 2013). This is not only due to its misuse but also because much of it is salty water (97%) that is not consumable and the rest being intended for consumption or intended for crops (between 70% and 75 % approximately). Development projects seeking to develop technologies that can purify water or develop better irrigation pipes or change to help improve water care (World Economic Forum, 2015).

Table 1

*Top ten countries employing the use of technology*

Disposal rate connectivity	World Ranking
Singapore	1
Finland	2
Sweden	3
Netherlands	4
Norway	5
Switzerland	6
United States	7
United Kingdom	8
Luxemburg	9
Japan	10

*Note.* Taken from World Economic Forum 2015. Retrieved August 05, 2015, from <http://reports.weforum.org/global-information-technology-report-2015/report-highlights/>

### **3.1.5 Ecological and environmental forces (E)**

Investments in various sectors as mining or fishing, among others are drastically affecting ecosystems because the air quality and soil is tampered. As well, the natural resources are being exploited indiscriminately.

Peru is one of the six most mega diverse countries in the world, but the loss of biodiversity is accelerating every year, and the consequences of this is also a rise of temperatures that increase per million carbon particles. Ozone layer is decreasing as well and 2025 is the crucial year where some changes need to start to be materialized by previous decisions of change.

There is a risk of extinction in the short-medium term for the improper exploitation of the anchovy (flagship product of Peru) for mishandling or even changes in the sea due to the different ocean currents (Instituto del Mar del Peru - IMARPE, 2015). Today, fishing quotas for this product is fixed at certain seasons and even fishing products are suspended by agreements to protect certain species that have not yet reached the maturity required to reproduce. These activities are developing to protect the amount of resources at disposal and mitigate the degradation of the ecosystems. Recent opening of Peru's wind energy largest park in the city of Piura and investment by the International Development Bank (IDB) for two more wind energy parks in the city of Ica (Banco Interamericano de Desarrollo, 2014).

The Stockholm Resilience Centre has developed a set of 9 planetary boundaries (Climate Change, Land System Change, Biogeochemical Flows, Biosphere Integrity, Stratospheric Ozone Depletion, Atmospheric Aerosol Loading, Ocean Acidification, Freshwater Use, and Novel Entities) trying to avoid human activities could inadvertently drive the earth into a much less hospitable state, reducing poverty and leading to a deterioration of the human wellbeing (Stockholm Resilience Centre, 2015). The studio also said that right now we cross four of the nine boundaries (The first 4 boundaries mentioned above).

From the perspective of Generación +1, 40% of the greenhouse is in the use of energy. A study in 2012 about the energy matrix in Peru revealed that the diversification of the energy matrix was Petroleum (45%), natural gas (27%), biomass (13%), hydro (11%) and coal (4%) For this reason you should develop a change in the energy matrix and use alternatives like more solar energy (Matriz Energética del Perú, 2012).

### **3.2 External Factor Evaluation Matrix (EFEM)**

The External Factor Evaluation Matrix is a matrix that allows organizations to make an assessment of the external factors that may have a positive or negative impact due to the

low levels of control and influence exerted by the organization. An analysis of the opportunities and threats listed are evaluated and assigned a weight according to the impact to the organization. Finally, it analyses how the company reacts to different factors. Table 2 presents the most important opportunities and threats to be taken into account in agreement with the general coordinator of Generación +1.

Table 2

*External Factor Evaluation Matrix*

External Factors Evaluation	Weight	Rating	Weighted Score
<b>Opportunities</b>			
Government promotion of responsible industry and adaptation to climate change	0.13	4	0.52
Companies developing actions to be environmental friendly	0.19	2	0.38
Libélula's strong position in climate change and communication consulting	0.08	2	0.16
The Pope launched "Laudato Si" - Encourage people to be aware of climate change	0.08	1	0.08
Young people looking for programs based on climate change mitigation around Latin America	0.13	3	0.39
<b>Threats</b>			
Lack of enforcement of the government on climate change regulations	0.06	1	0.06
Political parties does not consider climate change as important as economic growth	0.08	1	0.08
Reduction of international cooperation funds because Perú is an upper middle income country.	0.14	2	0.28
Libélula potential decision to close Generación +1 due to the willingness to reduce costs.	0.05	1	0.05
Lack of education as main reason for a low of % people aware of their impact on the environment	0.06	2	0.12
	<b>1.00</b>		<b>2.12</b>

Scale: 4=Very good approach, 3=Good approach, 2=Moderate approach, 1=Bad approach

*Note.* Adapted from "El proceso estratégico: Un Enfoque de Gerencia (2a ed.)" por D'Alessio, F. (2013). México, D.F.: Pearson

Opportunities were chosen as factors related to the new trends in the society which may have an influence on how people and organizations positively react to the implementation of them. It was identified that the participation of the government as one of the main roles in promoting this responsible industry and adapting to climate change. As

well, it is mentioned the contribution of the organizations that are moving to be more environmental friendly, not only to be more responsible, but to attract a better perception by the community. There is more interest from the young people who participate in communities that try to reduce the carbon footprint in the country. The church launched “Laudato Si” to create awareness of possible impacts on the environment due to our current world choices.

On the other hand, there were threats considered with the lack of enforcement from the government and the lack of climate change proposals within its political agenda. It was considered a threat as well the possible impact of the reductions in contributions from the international cooperation.

The technological factors were not considered part of either an opportunity or a threat since any changes in technology will have an equal possible effect on every organization (i.e. no particular advantage or disadvantage for Generación +1). The technological changes could either be an opportunity or a threat depending on the ways companies use them.

The results that were obtained showed a 2.12 which indicates the organization is performing average. Generación +1 is taking advantage of currents changing trends, but is not effective in diminishing the threats on the environment.

### **3.3 The Organization and its Competitors**

According to D’Alessio (2013), it is suggested to use the five forces model by Michael Porter. This methodology allows for deeper examination of the company and to identify its current position and the strength related to the industry.

#### **3.3.1 Bargaining power of suppliers**

We have identified various actors within the bargaining power with its suppliers of Generación +1. First, is “Libélula,” the company that has undertaken the task to establish and provide shelter for Generación +1 and is also responsible for granting resources to fund



programs and initiatives. Above all, they give support to present themselves with other companies. The next actor we have are the international cooperation's that are responsible for giving money to develop programs for the government. It was mentioned by Generación +1 that those organizations like GIZ and the Swiss Technical Cooperation can provide funding to develop specific programs like Talento +1. This income is quite significant as was indicated by the coordinator and responsible for developing of the project of Generación +1, and can vary between 50-80% of the money needed for the total project. Finally, we also have the other main supplier, which are the teachers who are responsible for transferring the knowledge (not abundant in Peru) to provide the programs created by Generación +1. While they already have a relationship with them previously achieved, they must retain this high commitment because they want to develop an educational and transformational program. The potential risk comes if better alternatives are presented to them because they are not hired by the organization.

For these reasons, it is that the bargaining power with suppliers is low, and constantly have to negotiate to see what amount of funds will be obtained to use efficiently the resources that are available. This is a high threat to the company while still basing their sustainability without generating own monetary resources.

### **3.3.2 Bargaining power of buyers**

The bargaining power with customers is high due to the shortage of specialized programs for youth while intending to generate change and raise awareness about the environment and climate change issues. The requests received an average of 180 applications for 30 vacancies where Generación +1 screened the candidate to match their specific profile.

As well, companies are also identified as buyers because the “final product” of Talento +1 are professionals prepared to assume new challenges and to make a change in the community through the companies where they work. Currently, Generación +1 still lacks

brand power which is why companies still do not know about the existence of the company and the impact that its graduates can bring to their organizations.

### **3.3.3 Threat of Substitutes**

It exists some strong competitors from both public and private sectors. Even though there is no formal education or a degree program provided by post-secondary institutions. Pacific University and PUCP are going to develop in collaboration with Generación +1 some pilot programs trying to capture more enthusiastic young people willing to learn about climate change and willing to generate an impact. This pilot will be developed just for one period.

Another alternative is “Spa”, which open workshops to work on environmental awareness through exhibition sessions. Also we have online courses that try to replace face-to-face programs but actually they are not creating any relation with the customer. They are missing an important intangible value that is generated by the fact of working day-to-day with them and sharing the positive results the scholars are getting.

We determined that the threat of substitutes is medium because of the low cost for people to go for other programs but also the experience and knowledge Generación +1 already has is an advantage because the programs already have been made.

### **3.3.4 Threat of New Entrants**

It has a high threat of entry for new competitors because there are not high barriers that avoid the introduction of new entrants. First of all, the brand of Generación +1 still lacks power as an NGO because they act as a Business Model within the company Libélula and they receive support from them to present proposals to other companies looking for funds. This means no consolidation in an industry focused in developing young people.

Entering a non-profit for climate change sector does not involve a high cost of investment and the economic scale is very limited. Also the business model is easy to copy

for an outsider, but at the same time the difficult part of the model to copy is that they need to develop the knowledge which is the hard part of the work.

Generación +1 manager Alonso, mentioned that it can take a long time from the moment they actually have the information required to develop young programs until actually working with it is a relatively new industry to work with. They need a lot of people with real commitment in what are they doing, and they need to train them to transform and create an impact instead of only communicate about climate change.

The biggest threat could come from NGO's previously established in the market (Grupo Coherencia, A2G, among others) that can move their activities and also start doing the same as Generación +1, but from their perspective they welcome the new entrants.

(Grupo Coherencia , n.d.) Grupo Coherencia is an organization oriented to work in politics in a different way and where its main engine is the participation of young people that do not find space in the current political parties. Its main focus is to work for the long term so they do not reject the possibility to form a political party in the long run. That is why if the opportunity came, they will target to work for the next generations and not for the next elections.

(A2G Climate Partners, n.d.) A2G Climate Partner is an organization that seeks for the sustainable development of the main companies and institutions, whether private or public. Its goal to attract global capital and fund projects that help reduce greenhouse gas globally in Latin America.

### **3.3.5 Competitive rivalry**

From the perspective of the manager of Generación +1, the competitive rivalry is low because there are some companies trying to do similar activities but they lack the knowledge to transform and make an impact in society. From this starting point it can be added that

intentions from Generación +1 is to develop the leaders and provide them knowledge, that can be taken to the NGO's and spread out to have a cascading effect throughout organization.

Organizations usually do not want competition, but adding some companies could create more programs to involve and develop young people and provide knowledge to create a change and impact in the society. From the perspective of Generación +1, they welcome the competition because with more organizations working in the same industry, they would be capable of support by the government and create advocacy.

To complement the previous information, they believe the market is huge and they need other organizations to satisfy the high demand of these kind of programs. In addition, it is important to mention the lack of initiatives that involves young people and the lack of organizations creating added value through them.

Figure 1 shows a summary of the power of each of the forces or elements presented in Porter's Five Forces Model.

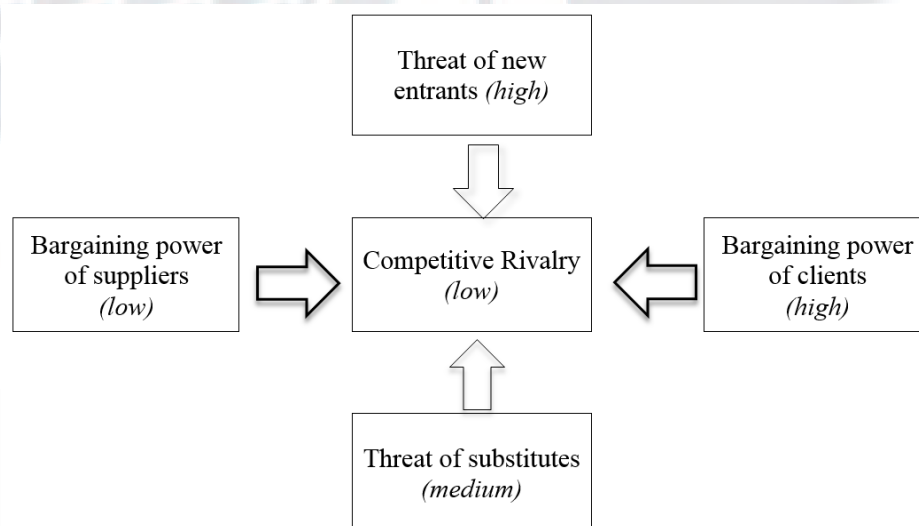


Figure 1. Five forces of Porter representation  
Adapted from *El proceso estratégico Un Enfoque de Gerencia*, por D'Alessio, 2013. México D.F., México: Pearson

### 3.4 The organization and its Referents

Generación +1 has been in the market for less than 2 years. Although they have many good practices, there is great importance to look at the best NGOs in the world in order to

know what you want to aspire to. In this case we are going to do examine benchmark based on two companies: Greenpeace & SED.

In the case of “SED” which is an organization whose main objective is solidarity with the disadvantaged, whether they are people of the South, especially Africa and Latin America, or even in the cities within Spain. It also develops educational work in the North, to help understand injustices and thus motivate them to fight, and education in the South, to promote the emergence of leaders who can encourage change society and local structures.

In the case of “Greenpeace”, they are an international, economically and politically independent environmental organization that uses non-violence and confrontation to expose and find solutions to global environmental problems which is financed only through the contribution of more than 3 million individuals worldwide.

### **3.5 Competitive profile Matrix (CPM) and Reference Profile Matrix (RPM)**

It is required for the analysis of both matrixes (CPM and RPM) to identify the critical success factors for Generación +1 and for the organizations that are taken as references to analyze competitiveness. By doing benchmark on how well are developing those key factors that allows them to be on the top.

According to Generación +1, the critical success factors starts first with the awareness of the brand in the industry where they are positioning itself with development of education on environment and letting young people to participate. They need to be very involved within the young people circle because they are the target of the organization and they need their collaboration and participation.

The second critical success factor is advertising and communication because this will lead the organization to get into their target. It is very important for the organization to use the correct channels to get their target objective as social media and specialized reviews.

The third critical success factor is entrepreneurial activities and it is very important for Generación +1 because the idea is not only create knowledge, but to traduce that knowledge into change and the best way to do it is developing projects that can have a positive impact in the community.

The fourth critical success factor is the funding that will develop Generación +1 into a sustainable organization. It is pointed as the most key factor because they need those funds to provide the knowledge to the participants through the programs it were created, as well the labor within the organization. The last critical success factor is the resources management because this will say how good the organization is seizing the available resources at its disposal.

According to Generación +1, the most critical factor for success is the funding as it was mentioned before. Then it comes the brand awareness because that give a support and can attract many organizations to work with or to invest on them. Then it comes the proper use of the resources that are limited in the organization and it is key to do not get over costs. Advertising and communication comes later because it is required a good strategy to get the target and the correct use of the channels and finally it comes the entrepreneurship activities, that even not being key for the sustainability of the organization, are key for developing its vision.

### **3.5.1 Competitive profile Matrix (CPM)**

The results presented on table 3 show that both A2G (3.37) and Grupo Coherencia (3.35) are above the 2.5 that means that both are much better than the average. It is appreciated that both are well known in their non-for-profit industry. It is appreciated as well that the only low point is the entrepreneurial activities due to not considering that activity as part of their objective.

The most important factor analyzed is the ability of the three organizations to generate funding from other institutions, international cooperation, companies, among others.

According to Generación +1 both organizations are getting stronger and raising the amount of funds, which unlike Generación +1 who lacks funding at this point. The brand awareness is also a key point. While both organizations have more than three years operating in their respective industries, Generación +1 only has been operating for a year and a half. The development of new projects, or developing some activities in collaboration with organizations can create as well more awareness and more interest from the industry to participate and invest in them.

Table 3

*Competitive Profile Matrix (CPM)*

Critical Success Factor	Weight	Generación +1		A2G		Grupo Coherencia	
		Value	Weighted Score	Value	Weighted Score	Value	Weighted Score
1 Brand Awareness	0.23	3	0,69	4,00	0,92	4	0,92
2 Advertising and communication	0.17	3	0,45	4,00	0,68	4	0,68
3 Entrepreneurship activities	0.15	2	0,30	1,00	0,15	1	0,15
4 Financial Support - Funding	0.27	2	0,54	4,00	1,08	3	0,81
5 Human Resources Management	0.18	2	0,36	3,00	0,54	4	0,72
<b>Total</b>	<b>1,00</b>		<b>2,40</b>		<b>3,37</b>		<b>3,35</b>

Scale: 4=Major strength, 3=Minor strength, 2=Minor weakness, 1=Major weakness.

*Note.* Adapted from “El proceso estratégico: Un Enfoque de Gerencia (2a ed.)” por D’Alessio, F. (2013). Mexico, D.F.: Pearson

### 3.5.2 Reference Profile Matrix (RPM)

The Reference Profile Matrix in Table 4 allows Generación +1 to understand what their current position is compared against the other NGO’s in the non for profit industry

worldwide because the objective of this section is to assess Generación +1's position in comparison to the best practices globally. According to those results, both Greenpeace (3.55) and SED (3.55) are above the average and represent a high standard to compare with and have a potential model to imitate some strategies in order to get a privileged position as organizations that can be sustainable through time without depending completely on external resources.

According to Generación +1 the only low point as critical success factor both companies have are in terms of entrepreneurship activities because they do not develop any program related to those activities. Yet for Generación +1, it is important to be successful and sustainable through time. Both companies are well-known in their non for profit industries and have different resources to use. They do not lack the funding as well and that is why the importance for Generación +1 to get as references those companies that can create a target for them to improve their abilities to develop projects and to get funding that is a key factor for Generación +1 to be sustainable.

Table 4

*Reference Profile Matrix*

Critical Success Factor	Weight	Generación +1		Greenpeace		SED	
		Value	Weighted Scored	Value	Weighted Scored	Value	Weighted Scored
1 Brand Awareness	0.23	3	0,69	4	0,92	4	0,92
2 Advertising and communication	0.17	3	0,51	4	0,68	4	0,68
3 Entrepreneurship activities	0.15	2	0,30	1	0,15	1	0,15
4 Financial Support - Funding	0.27	2	0,54	4	1,08	4	1,08
5 Human Resources Management	0.18	2	0,36	4	0,72	4	0,72
	<b>1,00</b>		<b>2,40</b>		<b>3,55</b>		<b>3,55</b>

Scale: 4=Major strength, 3=Minor strength, 2=Minor weakness, 1=Major weakness.

*Note.* Adapted from "El proceso estratégico: Un Enfoque de Gerencia (2a ed.)" por D'Alessio, F. (2013). Mexico, D.F.: Pearson



### 3.6 Conclusions

This section presented a deeper understanding of the environment where Generación +1 is operating in. These included important political, economic, social, technological and ecological – environmental factors, that all play a part in the future success of the organization and industry.

The reality is that the current Peruvian government has not been so supportive towards environmental efforts. Having said that, Generación +1 does not directly need much aid from the government to accomplish their goal. Of course, more encouragement from them would surely be helpful, especially if they motivate or incentivize the public and companies to start adopting more climate conscious habits.

Since Peru is considered a middle-income economy, and does have in place favorable economic policies and reforms, they are in a position to make real improvements in years to come. However, like most government, economic indicators, like GDP, are of primary importance. There should be more of a long-term approach by the government in the acknowledgment that economic indicators can actually improve with environmentally sustainable practices.

Global trends are rapidly changing. Companies are enforcing greener habits and people are becoming more passionate about the environment. Therefore, governments should get on board as well. As mentioned, it will take a communal effort to achieve the ultimate end goals Generación +1 has set out to accomplish. Education is only the first step, but it needs to be supplemented by support from companies, the governmental, and the citizens.

Generación +1 is correctly targeting both their prospective students who are enthusiastic about climate change, as well as advocating to others who are simply not aware. Both of these tasks are assisted by the social and technological capabilities of the organization. Once people are aware of the climate change issues, and see the massive

impact each one of us has on it, then the hope is people begin to change their ways and join Generación +1 with their ambitions.

As displayed, there are many different factors to consider and areas that contribute in some way to climate change. Generación +1 needs to seize the particular opportunities at hand, along with the changing trends, and the growing desires for environmental efforts by companies. They have committed, enthusiastic staff, which is absolutely vital in this type of industry. Yet teamwork from the outside will be key.

Potential substitutes are not seen as threats, but rather opportunities for collaboration. That is the beauty of having common goals which are not purely for monetary outcomes. External partnerships with other schools and institutions will only aid Generación +1's end goals. The more people are thinking and heading in the same direction, the greater the chances of a real change to occur.

According to the result of the CPM and RPM, Generación +1 performance is below other Peruvian's climate change and for young non for profit organizations. Naturally, the same outcome is shown when compared with global non for profit organizations as benchmark. Generación +1 must work hard first targeting the local organizations to improve themselves. Although, Generación +1 does not consider them as a threat, they want to be the driving community in Latam, therefore, an internal restructuring is needed to improve efficiency and the reach of the scope in their activities.

## Chapter IV: Internal Evaluation

To create strategies for Generación +1, it is needed to have a clear understanding of their internal processes D'Alessio (2013). Following this theoretical framework, the tool applied was the AMOFHIT analysis. The expected result is to have a list of strengths and weaknesses with assigned weights to build the IFE matrix. D'Alessio (2013). All the information for this analysis was provided by the General coordinator of Generación +1 after a thoughtful and honest reflection.

### 4.1 Internal Analysis AMOFHIT

The objective of the AMOFHIT analysis is to capture deep information regarding the operations of Generación +1 and to provide inputs to the IFE matrix. The analysis scope includes: Administration and management (A), Marketing and sales (M), Operation and Logistics. Infrastructure (O), Finance and accounting (F), Human resources (H), Information and communication systems (I), Technology and research and development (T). (D'Alessio, 2013).

#### 4.1.1 Administration and management (A)

The person accountable for the administration of Generación +1 is the General Coordinator. The role of the administration is to propose initiatives to achieve the goals but those must be approved by the General Manager of Libélula. Currently, there is no formal document to define the internal organizational structure of Generación +1.

**Current organization structure.** The current organization structure of Generación +1 show a flat organization with only two people working. It is show in figure 5 that both the general coordinator and communication coordinator work together to develop the current projects developed by Generación +1 (Talento +1 y Embajadores +1).



Figure 2. Current Generación +1 organizational chart  
Adapted from “Organization Structure” Internal document (2015), by Generación +1.

**Work environment and organizational climate.** All the staff of Generación +1 is young enough as to avoid the generational gap issues that larger organizations might have. The structure of the organization is really flat and open. They can share and propose ideas without following bureaucratic procedures or respecting a strict hierarchy. The outcome is a very fresh and young working environment that promotes innovation and the synergy of its members.

**Internal Communication.** Inside Generación +1, the Communications coordinator oversees the internal communication strategy. Given the small size of the organization and openness this factor is strongly develop in the team. Nevertheless, the communication between Libélula and Generación +1 is not very well developed. Although Generación +1 supports Libélula’s strategy there is no clear bridge between the two of them. This is one of the biggest constraint that limits the synergy of Libélula - Generación +1.

**Control.** Recently implemented in an excel spreadsheet. Monitors the spending of all the activities running to take decisions on approving expenses. The donors’ fulfillment of the paying schedule is agreed for the projects. The quality control of their service is not formally measured but controlled on a daily basis by a close supervision of the activities.

***Functions and responsibilities.*** The lines of work is dynamic in time. They do not have a formal Organization and Functions Manual (OFM) to reflect the responsibilities of each of the team members. According the General coordinator the criteria to split the activities was the specialization. After an analysis of the abilities of each member they were assigned to do what they were better at. Generación +1 has two types of lines: permanent and non-permanent. The permanents are lines that will remain stable regardless of the project being run by Generación +1. The non-permanents are the ones created to satisfy the needs of the current projects. Currently, they have six lines of work:

- Management and public relationships (Permanent). This line of work is developed by the General Coordinator. The activities involved are administration, relationships with graduates from the programs, supervision of the Generación +1 community and the relationship with their hosting organization Libélula.
- Communications (Permanent). This line of work is developed by the Communications coordinator. The scope of activities include supervision and develop of the external and internal communication strategy of Generación +1. Everything related to marketing activities.
- Learning (Permanent). This line of work is developed by the Communications coordinator. The scope of activities include the development of methodologies, contents and pedagogy structure for the programs of Generación +1. This is one of the core activities of the organization.
- Advocacy (Non-permanent). This line is being developed by an assistant but after she leaves Generación +1, this line of work will be assumed by the General Coordinator.
- Research (Non-permanent). This line of work is shared by the General Coordinator and the Communications Coordinator. The objective of the line is to

create formal data and background on the Young impact on climate change to support Generación +1's proposal presentations to donors. This data can also be used by Libélula to support their consulting services proposals to clients.

- **Human Talent (Non-permanent).** This line of work is developed by the General Coordinator. The scope of activities are recruiting, profile design and competencies development. This line of work is open only when there is a project that requires it.

**Knowledge management.** In the actual situation, all the know-how developed by Generación +1 is being kept within the current staff. It was found that in case one of them left the organization, during the normally short transition phase with an external person much of the knowledge could be lost. To improve this point, Generación +1 will need to increase the number of employees and therefore increase the funding.

**Managerial and leadership ability.** The general perception is of approval to the management approach of the General Coordinator. The internal motivation and aptitude of the General Coordinator are outstanding. He has a natural skill to influence others to share his ideas and follow him. However, he shows signs of lacking managerial techniques to develop a proper strategic plan that can be aligned with Libélula. Generación +1 is not creating synergy with the other departments in Libélula and that also reflects a lack of managerial knowledge. The General Coordinator has been developing his skills by trial-and-error on the daily work, but that is inefficient for the organization.

#### **4.1.2 Marketing and sales (M)**

Generación +1 is non-for-profit unit, therefore they do not have a marketing and sales line of work. However, their activities are focused on young people. The marketing they have is meant to promote their programs and activities.

**Segmentation.** According to data from Generación +1, they have mapped 39 youngsters' organizations in Lima. The organizations have a structured profile of the potential participants of their programs. The current profile, according to the company, is as follows:

- Highly motivated for engaging in a process of non-formal education oriented design and implementation of sustainable ventures and active participation in public and political national and international climate change agenda.
- Basic knowledge on science and climate change governance.
- Systemic thinking, prospective thinking, interdisciplinary work, empathy, and developed cross-cultural cooperation, among others.
- Between 18 and 30 years old.
- Availability for 5 months full-time classes.

The minimum requirements are considerably high in terms of soft skills. Normally, these are developed by professionals during the work life. This profile might limit the participation of the very younger professionals and the full-time availability might limit the participation of the already working young that could better fit the profile.

**Channels.** Generación +1 does not use traditional channels to advertise their program. The main channel is online through the website and social media. Generación +1 is devoted to be as cost effective as possible in the communications budget. Other ways of getting to the target market is the advocacy program called Embajadores +1. By these public events, Generación +1 can get exposure, but it is very general and not only to the target market. Finally, the third is the contact network of all the Generación +1 team members. Currently, the organization is not using mobile applications or other collaborative tools like online share platforms.

**Fundraising Strategies.** Significantly well identified by the General Coordinator. He has divided the strategies in six types, by investor categories in relation to the effort and time required to get funds and the amount of money possible to receive. (See Figure 2).

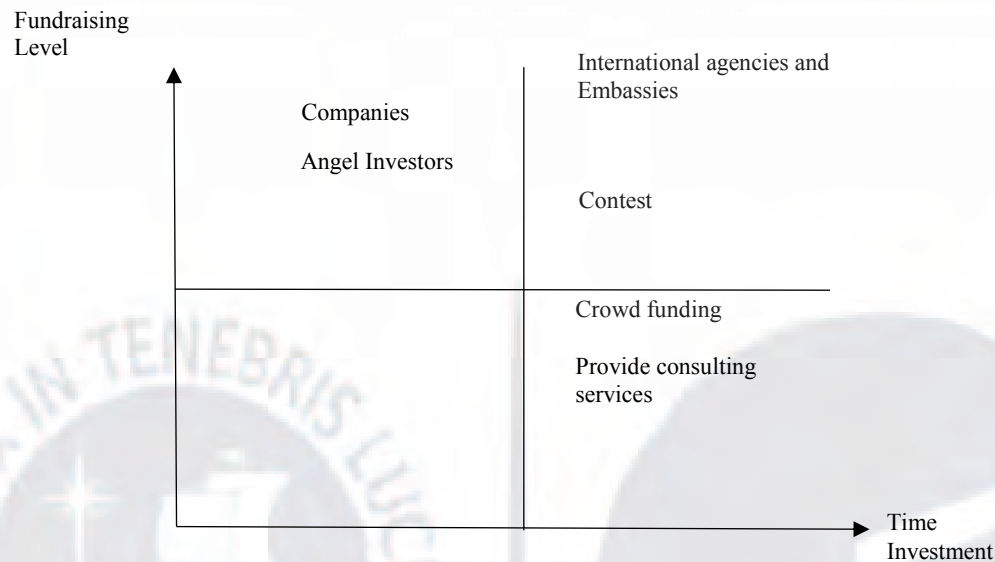


Figure 3. Fundraising sources prioritization

Taken from “Cost structure and fundraising strategies” Internal document (2015), by Generación +1.

The description of each type of source is as follows:

- *Angel Investors.* Very attractive for Generación +1. They are very open to this type of investment. Nevertheless, the General Coordinator in charge of fundraising does not have any contacts that can lead the organization to this type of investors. His social network is limited.
- *Enterprises.* Generación +1 has already tried this alternative without positive results. The cause is the inability of Generación +1 to develop a win-win profit-nor for profit partnership. Currently, the work plan and strategies they have does not support this type of partnership. Generación +1 does not have the technical skills to develop this type of work plan to become attractive to enterprises.
- *International Cooperation.* Generación +1 needs to follow the work agenda of the country providing the cooperation. In the past they have succeeded in contacting



and attracting the interest of these funds. But the initiative was frustrated because the General Coordinator could not keep up with the speed of the potential donors and the opportunity was lost. This is the result of too many responsibilities demanded by the General Coordinator.

- *Crowd fundraising.* Generación +1 has awareness of this possible type of fundraising but the mechanism of funding is unknown. This lack of expertise cannot be countered by researching on the subject because time limitation of the General Coordinator.
- *Competitions.* They have tried to apply for open competitions to seek for funds but the General Coordinator does not have enough time to follow the process.
- *Consulting Services.* Currently, Generación +1 has the expertise to advise companies in developing competencies regarding climate change. The proposal has potential to be attractive for private companies. The time limitation is again the constraint to apply for this type of fundraising strategy.

**Market intelligence.** Generación +1 is very active in the community and have contacts with young organizations in Lima. Out of the 39 young organizations identified, 90% are in Lima and Callao Regions. Some of them are: AEUN Peru, Programa de excelencia gerencial de Penut, Tikary, Huella ecológica, RUA, Munay y otros. Generación +1 estimates that the amount of young people willing to become active on climate change issues has increased by about 20% in the last 2 years. All of these facts about the market were very rough. The situation reflects that Generación +1 does not have a formal market analysis capability developed. Nevertheless, they do know the expectations of their target market. One of their characteristics of their programs is that those are made by the young for the young. This is a clear differentiation factor for Generación +1.

**Positioning.** According the coordinators, Generación +1 has a strong positioning as a young community striving for development towards a low carbon footprint society. Part of this positioning is the result of the strong participation by the Coordinators of Generación +1 had before being recruited for this program. This means that young people consider Generación +1 important not because of the organization but because of the coordinators as individuals and this represents a huge risk and weakness in the long term. On the other side, that positioning is effective on young people but not on the donors. The strategy of the General Coordinator to approach the donors is to use Libélula's umbrella. This method of introducing Generación +1 has proven to be effective. In summary, the positioning of Generación +1 as an organization is not very strong and have a lot of vulnerabilities.

**Geographical impact.** Generación +1 opens the recruitment for their program internationally. However, the classes and the material is only in Spanish. The language barrier constrains very much the origin of possible participants. The other limitation is the requirement for face-to-face classes in Lima. The result is that 80% of the participants are from Lima and the rest from Regions—only few participants are international.

**After sales-quality control.** There is no structural follow-up to the graduate participants, but they are part of the community network and keep contact with Generación +1. According the General Coordinator all the graduates improved their employability position. The best proof of the quality of the program is that almost all graduates proactively get together to work on projects to have a positive impact on climate change agenda. One of the examples was one group of graduates that are working with Gastón Acurio a proposal for an eco-sustainable restaurant. The only observation the participants pointed out was that the administrative support was not very well organized because delays on the arrival time of the teachers to class and the out of time schedule but upon the finish of the program the overall satisfaction was very high.

### 4.1.3 Operations and logistics. Infrastructure (O)

Generación +1 does not have a documented process map. But as any organization they create value by their three programs that are the core process. All the strategic processes (number 1 & 2) and the supporting processes from 7 to 10 are performed by the General Coordinator. The workload on this role is considerably high. (Figure 3).

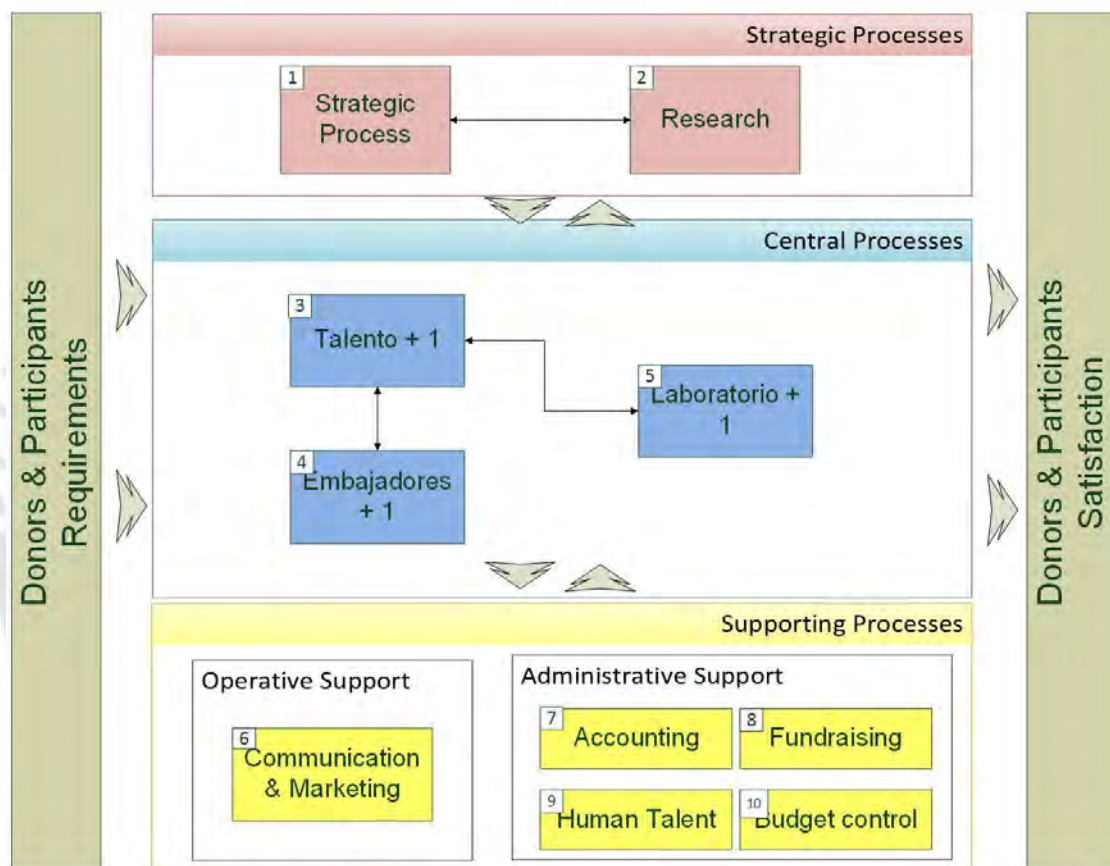


Figure 4. Process map for Generación +1  
Design proposed under the Business Process Management (BPM) Standard.

The next powerful observation to this process is the larger number of supporting processes they have. All other Libélula's units receive the administrative support from the Libélula's administration unit to allow the units to focus on their core activities such as: selling consulting projects, etc. Generación +1 is not operatively integrated to Libélula's processes and is operating as an independent organization.

**Procedures.** Currently, Generación +1 does not have a process map nor procedure manual. All the knowledge is been keep within the General and Communications

Coordinator. However, they agreed that this is a necessity. However, they do have developed knowledge of how to run an educational program on Climate Change. Those guidelines are in some degree standardized.

**Quality Control.** No formal quality control implemented, Generación +1 control based on daily supervision of the activities.

**Outsourcing.** One of the outsourced processes is marketing. The activities are overseen by the Communication Coordinator but the operating job has made an external company. Some of the activities usually outsourced are: the website designs, art design for social media campaigns, and related activities. Regarding the core activities, the professors in charge of giving the classes for Talento +1 are also external to the organization. Luckily, Generación +1 has a very good long-term relationship with them and got pro bono support from them.

**Technology.** They have regular desktop PCs with the basic Microsoft Office Suite. Almost all of their management information system are in Microsoft Excel. However, the absence of an advanced enterprise software system seems to not have an impact on Generación +1's activities.

**Productivity.** There is no key performance indicators to evidence the use of resources. They only have a budget control tool.

#### **4.1.4 Finance and accounting (F)**

This activity is executed and managed solely by the General Coordinator. However, the General Manager of Libélula is the final decision maker for any new program/process to be implemented. The way Generación +1 structures their finance is project based. They do not have a fixed budget for the unit. For example, to run the program Talento +1, the total budget required is S/. 464 000. (Figure 4).

As this the most important core program in Generación +1, the overhead expenses represent a very large portion of the whole program budget.

**Financial ratios.** They only have a ratio of real spending versus estimating to assess their budgeting. Also they have a ratio to monitor the execution rate in the projects. Since they are not an independent organization, the accounting or formal financial ratios which are: return on investment, return on assets, debt structure, and inventory turnover does not apply for them.

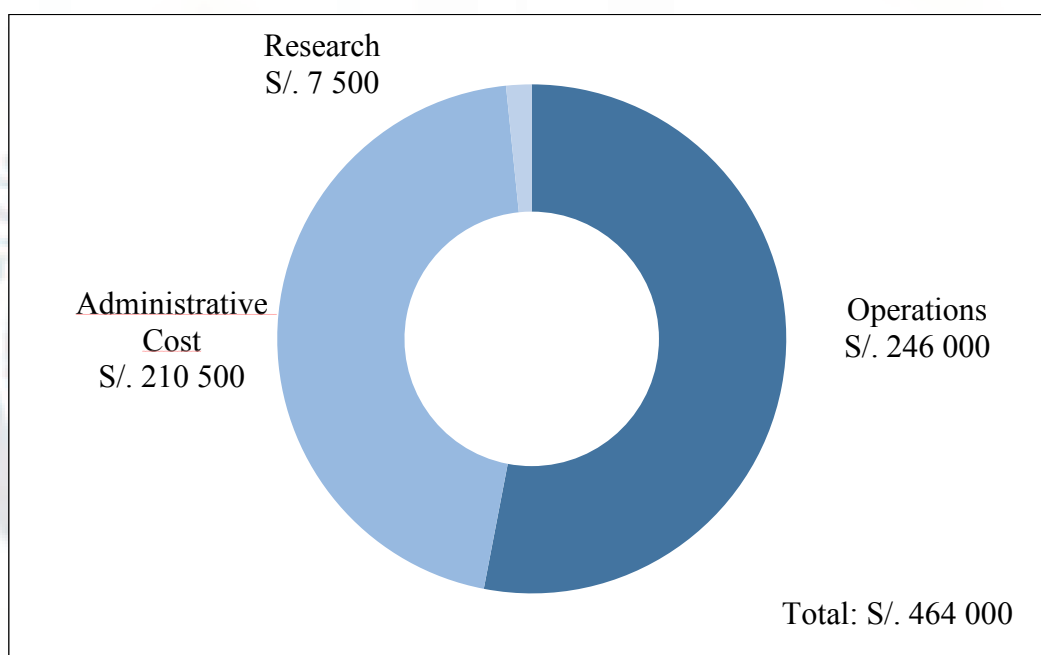


Figure 5. Budget structure for Talento +1  
Adapted from "Cost structure and fundraising strategies" Internal document (2015), by Generación +1.

**Finance dependence.** According the General Coordinator, they received about 10% of their operating budget from Libélula. The remaining operative capital needed is covered by external donors. Although Libélula is hosting Generación +1 as one of their units, they do not have too much financial dependence. However, for some operational daily expenses Libélula provides a Petit cash of S/. 500/month.

**Taxation.** As a unit in a for profit company, Generación +1 needs to pay all the taxes required to profit organizations when they hire services or temporal personnel. Although these expenses are not to large.

#### 4.1.5 Human resources (H)

The Human Talent is the most important asset in an organization. (D'Alessio, 2013).

Contrary to this fact, in Generación +1 there is plenty of room for improvement in this aspect.

**Motivation of the staff.** One of the strongest assets on Generación +1 team is the high motivation level boosted by the internal passion on their jobs. There is a clear understanding and feeling that the work done in the organization is useful and vital for mankind. Often they will need to work overtime in order to cope with all the pending tasks. The incentives received are fully intrinsic, like public congratulations for a good work done, but lack any economic incentives. Generación +1 does not provide bonuses for performance or achieving objectives nor overtime payment.

**Wages and salaries.** According the publications of (Empleo, 2014) and Ministerio de Trabajo y Promoción del Empleo. (n.d.), the salaries in Generación +1 are below the average of the young market. This the result of the lack of funding for their activities. (See Table 5).

Table 5

#### *Salary level comparison*

<b>Position</b>	<b>Generación +1</b>	<b>Average Market<sup>a</sup></b>	<b>Young Market<sup>b</sup></b>
General Coordinator <sup>c</sup>	S/. 4000	S/. 8 235	S/. 4 100
Coordinator <sup>d</sup>	S/. 3000	S/. 4 227	S/. 4 000
Assistant <sup>e</sup>	S/. 1500	S/. 3 793	S/. 2 219
Intern <sup>f</sup>	S/. 750	S/. 2113	S/. 1 000

*Note.* <sup>a</sup>Adapted from “Cuadro N° 77 Promedio de remuneración (Nuevos soles S/.) de trabajadores en el sector privado por meses, según nivel educativo 2014”, by Oficina de estadística del Ministerio de trabajo & promoción del empleo, May 2015. <sup>b</sup>Adapted from “¿Cuánto ganan las carreras universitarias?”, by Ministerio de Trabajo y Promoción del Empleo. (n.d.).

Data from December 2014. <sup>c</sup>In Average Market is equivalent to Estudios de maestría completa and in Young Market is top salary level of the category Otras carreras de Administración. <sup>d</sup>In Average Market is equivalent to Titulado and in Young Market is average salary level of the category Ciencias de la comunicación. <sup>e</sup>In Average Market is equivalent to Educación universitaria completa and in Young Market is average salary level of the category Administración de empresas. <sup>f</sup>In Average Market is equivalent to Educación universitaria incompleta and in Young Market is lower salary level of the category Administración de empresas.

**Reward system.** There is no formal rewards and punishment system in place. In case of a bad performance the normal procedure is to informally admonish the person and make them realize what went wrong to avoid for next time. There is no economic implication on any side, positive nor negative.

**Training.** Generación +1 provides no formal education on Climate Change to their participants with the help of coaches to support the process. Contradictory, for the staff there is no training budget available. They learn by trial-and-error in the daily work.

**Commitment of staff.** Very good and stable. This is the result of internal motivation only. The source of this is the leadership of Generación +1 coordinators and the identification of the staff with the vision.

**Incentives.** No budget available for incentives. Only verbal and public congratulations are the normal strategy to stimulate the staff.

**Hiring and firing.** Normally the size of the staff members is two people (the coordinators). As they start to run the programs and more staff is needed, they hire on a temporal basis. Besides hiring, Generación +1 also uses motivated volunteers to handle some of the job. The General Coordinator expressed his desire to build a larger fixed team to split the tasks and grow faster.

#### **4.1.6 Information and communication systems (I)**

Besides mobile cellphones, internet and desktop PC's with Microsoft Office the technological resources of Generación +1 does not go further than that.

**Management information system.** Some excel spreadsheets are the tools Generación +1 have to take decisions on their daily activities. This is more related to the financial cash flow. Any other system to support strategic decisions is not implemented. The general coordinator expressed that to have one system to monitor productivity will be a great asset for operations.



#### **4.1.7 Technology and research and development (T)**

**Resources for Research.** In the projects budget, about 5% of the total amount is meant to be devoted for Research activities. However, that is the ideal scenario. Normally they do not have the capacity to use these resources because they might be used in another activity of the project. Another reason is that it is very difficult to support the expenditure on this activities in front of the donors.

**Training for Research.** These activities are performed by the General Coordinator which does not really have the specific training to develop statistical research or in the field of contents creation for the core programs. The lack of training makes this activity more time consuming and limits productivity.

**Development of new knowledge.** It was found that even with small time available and few people on the team, Generación +1 is constantly developing knowledge regarding the contents for the core programs. This new knowledge keeps feeding the current strong existing methodologies and knowledge.

#### **4.2 Internal Factors Evaluation Matrix (IFEM)**

This matrix was developed with the input of the General Coordinator. The criteria for selecting the Strengths and Weaknesses was to only focus on the more important ones that can be directly involved in the generation of strategies. The second consideration was to select the root strengths and weaknesses of the organization in order to have a neat and clear vision of the internal analysis as shown in Table 6.

Out of all the components of the AMOFHIT in the IFEM, it is not being considered any opportunity nor did weakness relate to Information and communication systems (I) nor Technology and research and development (T). This is mainly because for the Information system it was found that they do not have a management information system in place but they



do have control charts in excel spreadsheets that are more than enough for a small program like Generación +1 currently is.

On the Technology dimension (T), Generación +1 has standard hardware (PCs, telephones, internet) that are the normal standard for an education sector NGO. Regarding the research resources and training, limitations were found. However, on a daily basis Generación +1, they are generating new knowledge and contents for their programs, in the sense that the limitations on research are not affecting critically the core activities. In conclusion, the technology and development dimension does not represent a threat or opportunity for Generación +1.

Table 6

*Internal Factors Evaluation Matrix (IFEM) for Generación +1*

Internal Factors Evaluation	Weight	Rating	Weighted Score
<b>Strengths</b>			
Highly motivated staff. Commitment to the Vision	0.1	4	0.4
Generación +1 Team members strong knowledge in young participation management	0.125	4	0.5
Good identification of the target market	0.1	4	0.4
Works under Libélula's umbrella	0.1	4	0.4
Good positioning of Generación +1 as brand by stakeholders. High reputation	0.1	3	0.3
<b>Weaknesses</b>			
Lack of human talent management plan	0.075	2	0.15
Small work force to run many activities to sustain growth	0.125	2	0.25
Low communicational marketing budget	0.05	2	0.1
Low operations synergies of Generación +1 and Libélula	0.1	2	0.2
Lack of funding to operate and sustain growth	0.125	2	0.25
	<b>1</b>		<b>2.95</b>

Scale: 4=Major strength, 3=Minor strength, 2=Minor weakness, 1=Major weakness.

Note. Adapted from "El proceso estratégico: Un Enfoque de Gerencia (2a ed.)" por D'Alessio, F. (2013). Mexico, D.F.: Pearson

The table 6 show Generación +1 (2.95) is above the average score of 2.5. This indicates that the organization is using their internal strengths to overcome the weakness they have. The 2.95 is obtained due to major strengths about the identification of the target and the highly motivated staff to develop the projects assigned. The minor weakness identified are because those have a negative impact to obtain better results and are a limitation for the organization to keep growing, but it is not determinant to the survival of the organization.

### **4.3 Conclusions**

The main strength identified was the deep knowledge of how to develop an educational program on climate change for young people that Generación +1 has developed. The young approach “made by young for the young” is the source of competitive advantage. The other third important strength is the existing relationship with Libélula because it can lead to resources that can be shared with Generación +1. All the main strengths detected are from the Administration, Market and Organization perspective.

The most representative weaknesses are mainly focused on the Financial and Human Resources perspectives. The current lack of funding and the micro size of Generación +1 reflects this reality. Finally, it is important to highlight the absence of strengths and weaknesses based on Information and Technology development. These last two perspectives were not considered relevant because it was found that Generación +1 has an average level of information systems for a 2 people organization. And for the technological development, it was found that even when limited resources Generación +1 is still able to develop enough new content for the core activities to keep them competitive in the market but not as much as to be considered a competitive advantage.

The weighted score obtained was 2.95, exceeding the average value of 2.5 is interpreted as a good management of the limited strengths by Generación +1 that allows them to counter most of their weakness.

The fact that weaknesses are focused only on Human Resources and finance is evidence that there is a need for change in the current structure of the organization to boost their productivity and achieve their goals.



## Chapter V: Interests of the Organization and Long-Term Objectives

### 5.1 Interests of the Organization

Generación +1 has many interests. They work for their head office, are committed to their programs, the employees, volunteers and so on. Various interests are categorized into three categories: vital, important and peripheral. Vital is defined as the foundation interest of the program. It decides the survival and direction of the program. Important means it supports the effectiveness and efficiency of operation of the program; it supplements the vital factors. Peripheral interests refers to related factors but not essential at the current stage.

***Being financially sustainable.*** It is definitely top of the vital interests to Generación +1. Insufficient and unstable funds limits the ability of Generación +1 to expand its scope and catch more opportunities. To achieve both short-term and long-term objectives, Libélula's financial support is not enough to allow Generación +1 to reach their goals. Even though Generación +1 had funds from external companies, it was one-time funds and could only support one-time projects since the lack of win-win solutions, which resulted in companies refusing to fund future projects. The unstable funding system could lead projects of Generación +1 remain only in the planning paper. Sustainable financial supports ensures the implementation of all the units and projects of Generación +1. For long-term oriented operations, only stable funding sources plays the engine of fulfilling the aims of Generación +1. This interest is concluded to be vital.

***Increasing relationship with external companies.*** This interest is highly related to the financial sustainable factor. As a non-profit program, actively searching external resources is also very vital. Especially for profit institutions, they have strong financial abilities to support activities of Generación +1. Besides, good relationship is a win-win solution because those companies could build their environmental friendly reputation as well as realize the importance of climate change by cooperating with Generación +1. Maintaining

and building relationships with external businesses is a mutual benefits mechanism. So it is assigned as a vital one.

***Developing climate change educational knowledge.*** With the deeper development of environmental technologies and understanding, spreading the existing knowledge and learning updated theories could enhance the social impacts and reputation of Generación +1. When staff gain more related knowledge, it improves their work productivity. When teachers and instructors in Talento +1 know more about climate change, they can impact students more and contribute more to research. When students learn more from Talento +1, they can transform this knowledge from theoretical to practical ways. They can work with their future companies in environmental areas. In addition, because of mastering more knowledge, Generación +1 could build a reliable reputation and achieve their objectives and missions.

***Increase relationship with the government.*** The influence of government in climate change is powerful. So far, Generación +1 does not have a close relationship with the government. With the rising awareness of environmental issues, the Peruvian government released some new policies to address environmental issues (resources). Knowing the policy orientation and fully taking advantage of related policies would strengthen the bargaining power of Generación +1 with external organizations and local communities.

***Increase awareness with target market.*** Climate change issues are hot topics both in Peru and worldwide. The more the public realizes the importance of a climate change problem, the more efforts and contributions can be made by environmental organizations like Generación +1. Especially to young generations, who are crucial in future developments, their green awareness could create sustainable and friendly environments for the whole society. Generación +1 mainly targets students and young entrepreneurs. While compared with some developed North American and European countries, the ecological consciousness

of young Peruvians remains at a low level. Therefore, increasing the awareness of the target market is important to Generación +1.

***Run a program to foster sustainable entrepreneurship.*** Laboratorio +1 is the program designed for fostering graduates from Talento +1 become entrepreneurs then they can start up environmental friendly companies. This is a win-win program because it will benefit Generación +1 in two main areas: first, more entrepreneurs' shows the effectiveness of the program's operation which could help Generación +1 build a good public relation. Second, those new companies have a high possibility to fund Generación +1 who help them build a company first. This interest is ranked as important because it involves longer time to see the actual benefits.

***Strengthen informal network to catch opportunities.*** Peru is a collectivism-oriented society. Informal networks provide prime opportunities to a business. Strengthening causal network could help Generación +1 raise more funds. This interest is ranked as peripheral because it is the informal communications channel to reach the externals, rather than included in daily organizational operations.

## **5.2 Potential of the Organization**

Based on our internal analysis AMOFHIT, three core competences of Generación +1 are summarized. Those three motives energize Generation + 1 and differentiate them from other similar organizations. It is hard for others to mimic the values and work of Generación +1.

***Strong motivation of staff.*** It builds one powerful competitiveness for Generación +1. Motivation drives workers diligently towards the goals of the organization. In the absence of physical incentives, staff of Generation + 1 still fully devote themselves into environmental business. The favorable internal motivation keeps workers staying in the organization and then ensures the know-how retention. Besides, motivation is the engine to improvement. As a

start-up program, motivation prepares Generación +1 for keeping learning, renewing climate change knowledge and carrying on updating their functions.

***Strong attraction to new applicants.*** Except for motivated staff, the enthusiastic applicants support all the successful implementations of the projects operated by Generación +1. These applicants are actually part of Generación +1's target market. Increased number of applicants means higher awareness of targeted groups and also means more people are being attracted to join Generación +1. Every time when Generación +1 starts a new project, it attracts a lot of new applicants who want to contribute their energy or efforts to Climate change issues and Generación +1's project. For example, recently the General Coordinator started a new program called Embassadors+1. Once the application process opened, they received about 180 new applicants.

***Unique Young-to-young model.*** Generación +1 is a new start-up program. The two staff are young. The program targets the young generation. The creation of this unique young-to-young model believes that young staff hold a better understanding of their own generation. Therefore, they can lead young people as a role model. Furthermore, this model is also a mutual learning process. By working with these young participants, the staff can also learn creative ideas and useful suggestions.

### **5.3 Cardinal Principles of the Organization**

Four cardinal principles identify the core opportunities and main threats of Generación +1.

***Influence of third parties.*** To Generación +1, third parties include stakeholders of Libélula, the Ministry of Environment, Peruvian political parties, universities, corporations and donors. The core opportunity is indicated by the increased awareness of external corporations about the importance of climate issues, since more awareness would result in more possible funding sources. However, the main threat is posed by government related

sectors. The government has not seemed that concerned about climate change even though the awareness of the young generation is rising. Up to now, the government has not involved any young people in the political agenda.

***Present and past ties.*** Generación +1 is a part of Libélula and works under Libélula's supervision. Libélula has built a good reputation in the environmental protection area. This close tie provides Generación +1 the technology and skills supported for better operations and greater influence on society. In addition, graduated participants of Generación +1 actively support environmental friendly activities within their companies and communities. The close tie with graduated applicants pose a potential opportunity to Generación +1 because of the support and positive influences made by the applicants. While although the close tie with Libélula generates some benefits, the possibility of shutting down this program directly threatens the survival of Generación +1.

***Counterbalance of interests.*** Currently, Generación +1 is in a good position of climate change related NGOs. One of their interests is to develop a unique position and establish benchmarks for other similar organizations. Enlarging the number of participants and promoting entrepreneurship are other main interests of Generación +1. But at the same time, the graduated participants may establish a similar institution and become one of the competitors. The new competitors are not but if they are not supervised a strong community might arise and exclude Generación +1.

***Conservation of enemies (competitors).*** The competitors are universities and other similar NGOs. Generación +1 is working with Universidad del Pacífico and Pontificia Univesidad Católica del Perú. On the other hand, Mocicc is a big player in environmental area and there are another 39 organizations existing in Peru. But up to now, Generación +1 plays a unique role in the climate change area in Peru. Technologically speaking, it does not have other competitors strong enough to replace their leading position. Furthermore, the



common values and missions of these NGOs more likely will lead to cooperating with each other instead of competing. Cooperation with universities ease the funding problem because those universities support the program. The big threat is that Generación +1 has not defined the 39 existing organizations yet, so they don't have information about those potential competitors who may threaten Generación +1's top position.

#### 5.4 Organizational Interests Matrix (OIM)

OIM is used to measure specific and explicit interests of Generación +1 in relation with their long term objectives as well as impacts they generate as shown in Table 7. The Interest Stress points are vital, important and periphery levels.

Table 7

#### *Organizational Interests Matrix (OIM) for Generación +1*

N.	Non formal education on Climate Change for young	Interest Stress		
		<b>Organizational Interest</b>	<b>Vital</b>	<b>Important</b>
1	Being financial sustainable		International Cooperation agencies	(Universities)
2	Increase relationship with external companies		A2G	
3	Strengthen informal network to catch opportunities			MOCCIC
4	Increase relationship with the government			MINAM
5	Increase awareness with target market		MOCCIC MINAM Universities	
6	Develop climate change educational knowledge			MINAM
7	Run a program to foster sustainable entrepreneurship			International Cooperation agencies

*Note.* Adapted from “*El proceso estratégico: Un Enfoque de Gerencia* (2a ed.)” by D’Alessio, F. (2013). . México, D.F.: Pearson

***Being financially sustainable.*** The Universities, it was considered as a negative peripheral impact because universities may launch climate change educational programs and they could consider Generación +1 as competitor. On the other hand, the International

Cooperation Agencies were considered as a vital ally to increase the fund to develop educational and sustainable projects because their goal is to allocate funds in high impact sustainable organizations.

***Increase relationship with external companies.*** A2G was considered as a vital collaborator because developing joint projects could increase the awareness of the community and could attract companies to invest.

***Strengthen informal network to catch opportunities.*** MOCCIC was considered only as peripheral impact because regardless being one of the biggest organizations in Lima about climate change acknowledged by the government they still lack of scientific support in their arguments.

***Increase relationship with the government.*** MINAM despite being the main Peruvian authority in charge of non-formal education on climate change it was considered as a peripheral impact because currently MINAM does not consider young people as part of the political agenda. Generación +1 points out this fact as a key issue that limits synergy with the government. Besides if this trend keeps up in the short term, it will not affect the success of the organization.

***Increase awareness with target market.*** MOCCIC / Universities / MINAM were considered as a vital factor because all those organizations can seize the advantage of being developing projects and increase the awareness and interest in climate change and increase the fundraising.

***Develop climate change educational knowledge.*** In this particular interest, the MINAM is considered to be an important partner because they also have the same interest as stated in the Plan Nacional de Educación Ambiental (PNEA) that currently is not being implemented in practice.

***Run a program to foster sustainable entrepreneurship.*** International Cooperation Agencies normally have in their agendas the promotion of sustainable entrepreneurship as well as Generación +1. Sustainable entrepreneurship is a common interest and is the most effective way to build long lasting positive impact on the society.

### **5.5. Long-term objectives (LTO)**

Long-term objectives are the expected results that Generación +1 has towards a larger and more responsible program. The LTO's of Generación +1 are defined in the scope of five years from 2015 to 2020. However, based on the size and established years, it is most realistic to set five years as the long-term time length. These long-term objectives are expected to be reached after the strategies are implemented. Although challenging, these objectives must be feasible and in the best interests of the company's future. Each long-term objective is hoped to be reached by 2020.

***LTO1.*** By 2020, capture S/. 1 million per year permanent from external donors. This means that the organization is looking to get funds from external donors on a permanent basis for the amount of S/.1 million independent the amount of organization who gave it. The ideal scenery is to have a wide range of organizations who can provide the funds in order to avoid dependency.

***LTO2.*** By 2020, increase Talento +1 graduates number from 40 to 250. This means be able to develop a better and more attractive program who can supply better knowledge and have a huge impact in the organizations. This will add much more value to the brand and will develop a better awareness of Generación +1.

***LTO3.*** By 2020, to run at least three projects per year through Laboratorio+1. This means to work in alliance with the stakeholders (government, people, among others) interest in develop the projects at disposal. This funds will be provided by the government to work in the government framework.

**LTO4.** By 2020, Increase the community number of participants from 400 to 15 000 people. This number does not mean involvement of all of them, but is more about creating awareness at fairs, universities, or even when it is register a new participant on the web. As well it is consider the facebook likes that means how the people is following the organization.

## 5.6 Conclusions

Generación +1 has many interests which are related to stakeholders, head office, target market and themselves. Those interests are summarized into vital, important and peripheral levels. The vitals are highly related to long term objectives. Getting sustainable funds provide the original engine to operate Generación +1 and building good external relationships plays an important role in reaching funds. Besides, internal knowledge retained and transferred are also keys for long-term development.

The core competences differentiate Generación +1 from other similar competitors. Highly internal motivation, strong attraction to new applicants combined with distinct organizational model build a good reputation and helped Generación +1 to achieve their goals.

Then four cardinal principles define core opportunities such as the growing awareness of the public, support from graduated applicants and field dominant positions, as well as the major threats like Libélula's shutting down decision and others' replacement from Generación +1 itself and the external environment.

Finally, five year long-term objectives of Generación +1 are stated. Those objectives are challenging but reachable and measurable. They can help Generación +1 work towards their vision and complete their missions.

## Chapter VI: The Strategic Process

### 6.1 Strengths, Weakness, Opportunities and the Threat Matrix (SWOTM)

The SWOT matrix is a structured planning method considered as a key matrix to develop strategies taking advantage on previous evaluation of opportunities, threats, strength and weakness of Generación +1. Its structure is created from inputs taken from the external analysis (including the EFE matrix) and the internal analysis (including the IFE Matrix)

Once this information is collected, a match of information is made to form four quadrants: (a) Strengths with Opportunities (FO), (b) Threats with Strengths (FA), (c) Weaknesses with Opportunities (DO), and (d) Weaknesses with Threats (DA).

The inputs on those quadrants should reflect strategies developed by Generación +1 to: (a) Maxi - Maxi (SO - Exploit), (b) Mini - Maxi (WO - Look), (c) Maxi - Mini (ST - Confront) and (d) Mini - Mini (WT - Avoid). The analysis is in the following Table 8.

### 6.2 Strategic Position and Action Evaluation Matrix (SPACEM)

The following matrix to evaluate is the Strategic Position and Action Evaluation Matrix. According to D'Alessio (2013), this matrix is used to determine the strategic position of an organization, for which it uses two axes on which it combines factors related to the strength of the NGOs industry, competitive advantages, and finances of the organization and the stability of the environment.

Each factor is evaluated according to the factors and its weights as it can be seen on Tables 9 to 12. Generación +1's financial strength is low because they are economically dependent on Libélula and donations from other organizations to develop projects assigned to them.

On factors related to the competitive advantage still has much to develop to consolidate itself in the market, but we can see that the work with youth opens the possibility to consolidate a group committed to the changes in an industry and can convey a message

Table 8

*Strengths, Weakness, Opportunities and Threats Matrix (SWOTM)*

	<b>Strengths S</b>	<b>Weakness W</b>
	<ol style="list-style-type: none"> <li>1. Highly motivated staff. Commitment to the Vision</li> <li>2. Generación +1 Team members strong knowledge in young participation management</li> <li>3. Good identification of the target market</li> <li>4. Works under Libélula's umbrella</li> <li>5. Good positioning of Generación +1 as brand by stakeholders. High reputation</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of a human talent management plan</li> <li>2. Small work force to run many activities to sustain growth</li> <li>3. Low communicational marketing budget</li> <li>4. Low operations synergies of Generación +1 and Libélula</li> <li>5. Lack of funding to operate and sustain growth</li> </ol>
<b>Opportunities O</b>	Strategies SO Exploit	Strategies WO Search
<ol style="list-style-type: none"> <li>1. Government Promotion of responsible industry and adaptation to climate change</li> <li>2. Companies developing actions to be environmental friendly</li> <li>3. The Pope launched "Laudato Si" - Encourage people to be aware of climate change</li> <li>4. Young people looking for programs based on climate change mitigation around Latin America</li> <li>5. Libélula's strong position in climate change and communication consulting</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategic Alliance development with organizations to allocate Talento +1 graduates (S4, O2)</li> <li>2. Working with climate change organizations for young people (S2, O4)</li> <li>3. Approach religious communities to get people to join the movement (S1, S3, O3)</li> <li>4. Provide consulting services to companies in climate change (S2, S4, O2)</li> <li>5. Develop strategic alliances with Universities to run programs regarding climate change education (S2, S3, O4)</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase the number of team members to develop fundraising and Laboratorio +1 (W1, W2, W5, O1, O2)</li> <li>2. Create an specific marketing plan for external donors – market development (W2, W3, O2)</li> <li>3. Use Libélula's client data base to seek for companies to provide funding (W4, O5)</li> <li>4. Seek for permanent donors on the private sector through partnerships (W5, O2)</li> </ol>
<b>Threats T</b>	Strategies ST confront	Strategies WT avoid
<ol style="list-style-type: none"> <li>1. Lack of enforcement of the government on climate change regulations</li> <li>2. Reduction of international cooperation funds because Perú is an upper middle income country.</li> <li>3. Political parties does not consider climate change as important as economic growth</li> <li>4. Lack of education as main reason for low % of people aware of their impact on the environment</li> <li>5. Libélula potential decision to close Generación +1 due to the willingness to reduce costs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Partnership with government to develop programs to raise awareness and educate on climate change (S2, T1, T4)</li> <li>2. Implement Laboratorio +1 – Concentric Diversification (S1, S4, T1, T2)</li> <li>3. Partnership with Political Parties to include climate change within their political agenda (S2, T3)</li> </ol>	<ol style="list-style-type: none"> <li>1. Charge participants for the program Talento +1 (W5, T5)</li> <li>2. Focus all resources on Talento +1 (W5, T2, T4)</li> </ol>

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

Table 9

## 6.2.1. Analysis factors for Financial Strength (FS)

Return on Investment (ROI)	Low	0	1	2	3	4	5	6	High	
Debt level	Unbalance	0	1	2	3	4	5	6	Balanced	
Liquidity	Unbalance	0	1	2	3	4	5	6	Solid	
Operating Capital versus Available Capital	High	0	1	2	3	4	5	6	Low	
Cash flow	Low	0	1	2	3	4	5	6	High	
Easiness to quit the market	Hard	0	1	2	3	4	5	6	Easy	
Business risk	High	0	1	2	3	4	5	6	Low	
Inventory Turnover	Slow	0	1	2	3	4	5	6	Quick	
Scale economies and experience	Low	0	1	2	3	4	5	6	High	
Average		2,11								

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

Table 10

## 6.2.4. Analysis factors for Environmental Stability (ES)

Technological Change	Many	0	1	2	3	4	5	6	Few	
Inflation Rate	High	0	1	2	3	4	5	6	Low	
Variation of Demand	Big	0	1	2	3	4	5	6	Small	
Competitive Price Range	Broad	0	1	2	3	4	5	6	Narrow	
Market Entry Barriers	Few	0	1	2	3	4	5	6	Many	
Rivalry/Competitive pressure	High	0	1	2	3	4	5	6	Low	
Demand price elasticity	Elastic	0	1	2	3	4	5	6	Inelastic	
Pressure of substitutes	High	0	1	2	3	4	5	6	Low	
Average -6:		3,38								

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

that aims developing and engaging these young people to achieve change.

On factors related to the strength of the industry, according to the coordinator of Generación +1 there is a lot of growth potential and increasingly are developing new technologies that could even be used by young people to develop projects that reduce carbon footprint.

Table 11

## 6.2.3. Analysis factors for Industry Attractiveness (IA)

Growth Potential	Low	0	1	2	3	4	5	6	High
Profit Potential	Low	0	1	2	3	4	5	6	High
Financial Stability	Low	0	1	2	3	4	5	6	High
Technological Knowledge	Simple	0	1	2	3	4	5	6	Complex
Resources Utilization	Inefficient	0	1	2	3	4	5	6	Efficient
Capital Insensitivity	Low	0	1	2	3	4	5	6	High
Easiness to enter the market	Easy	0	1	2	3	4	5	6	Hard
Productivity/Capacity utilization	Low	0	1	2	3	4	5	6	High
Bargain power of producers	Low	0	1	2	3	4	5	6	High
Average		3,67							

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

Table 12

## 6.2.2. Analysis factors for Competitive Advantage (CA)

Market Participation	Small	0	1	2	3	4	5	6	Big
Product Quality	Inferior	0	1	2	3	4	5	6	Superior
Products Life Cycle	Advanced	0	1	2	3	4	5	6	Early
Products Replacement Cycle	Variable	0	1	2	3	4	5	6	Fixed
Consumer Loyalty	Low	0	1	2	3	4	5	6	High
Competitors Capacity Utilization	Low	0	1	2	3	4	5	6	High
Technological Knowledge	Low	0	1	2	3	4	5	6	High
Vertical Integration	Low	0	1	2	3	4	5	6	High
New Products Introduction Speed	Slow	0	1	2	3	4	5	6	Quick
Average -6:		3,44							

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

According to Table 13 table it can be seen that the analysis results in the vector is X:

1.11, Y: -0.51, indicating greater strength and attractiveness of the industry and in turn use the current stable environment in order to position itself as the organization capable of leading the transformational process in the industry.

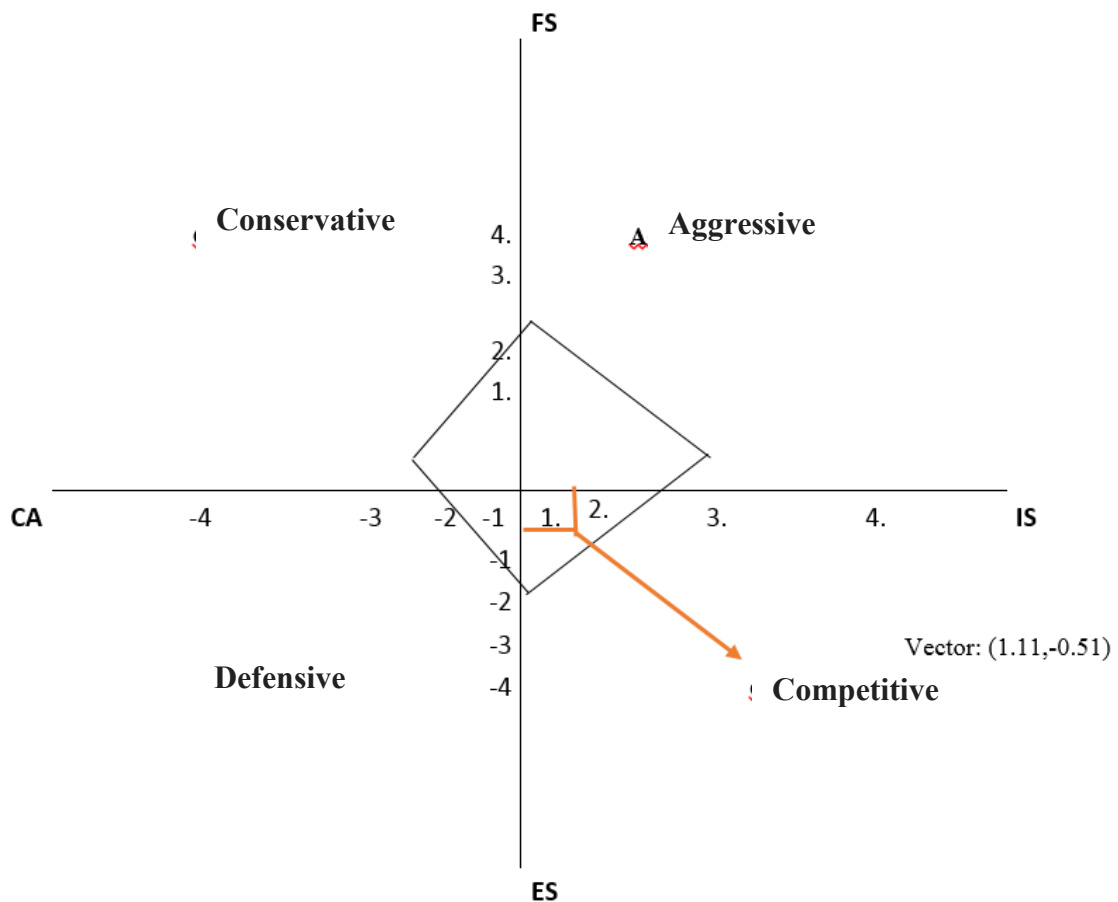


Table 13

*Summary rating decisive factors*

Factor	Average Value	Axis Value	
FS	2,11	Axis X (IS)	1,11
CA	-2,56	Axis Y (FS)	-0,51
IS	3,67		
ES	-2,63		

Note: Adapted from *El proceso estratégico: Un Enfoque de Gerencia*, por F. D'Alessio, 2013. México D.F., México: Pearson



*Figure 6.* Strategic Position and Action Evaluation Matrix for Generación +1

Adapted from *El proceso estratégico: Un Enfoque de Gerencia*, por F. D'Alessio, 2013. México D.F., México: Pearson

On factors related to the environmental stability is something that may be broken from time to time due to the emergence of new organizations, similar to what Generación +1 is trying to achieve. According to the coordinator of Generación +1 this is a positive sign, because having more organizations committed to achieve a change can create advocacy in the

governments as well as influence more young people to join the movement towards reducing their own carbon footprint habits.

The results drew by the average score indicates that Generación +1 is in a competitive position. According to the results, Generación +1 should use strategies that allow the company to differentiate itself from the rest, or to change the “business model” used until this day. There are also an additional two strategies identified that can generate a complete change in the organization. The first is to consolidate a merge with MOCCIC organization because it is identified as the referent in the industry and this could support the power of the two best positioned organizations in the industry as an organization able to create changes and generate an impact in the society; and the second is become a formal educational institution with a different marketing and educational plan to attract the candidates and where they will start to charge the participants.

### **6.3 Boston Consulting Group Matrix (BCGM)**

The Boston Consulting Group Matrix is a tool that it was developed to help organizations to measure the relation between the levels of market share and generation of profits with the sales growth and use of cash. For Generación +1 this tool serves to identify in which quadrant they found currently based on the generation of cash through funding and the use of them to develop projects. Currently, Generación +1 is found as a question mark because at this point they are not financially sustainable by themselves and require more money to develop their projects. Those projects are still growing and need more fundraising from different companies and need more time to develop and to be profitable through time. Those programs will be assessed individually in Figure 7 and explained in order to understand their position in the matrix and what it means for Libélula.

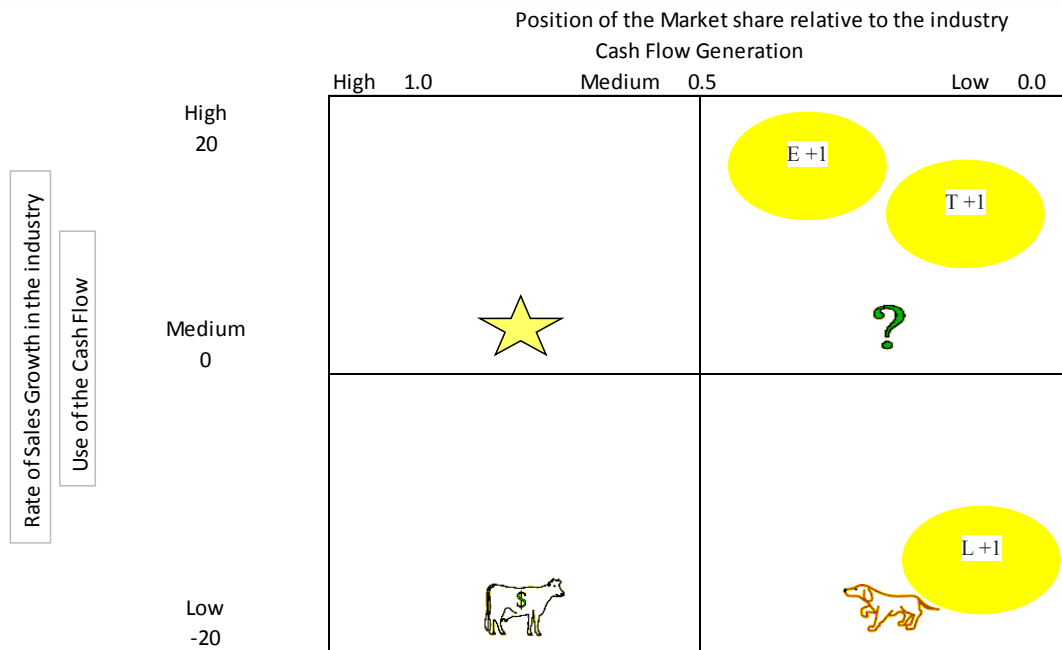


Figure 7. Boston Consulting Group Matrix for Generación +1

Adapted from *El proceso estratégico: Un Enfoque de Gerencia*, por F. D'Alessio, 2013. México D.F., México: Pearson

It is important to analyze, at first, how the projects of Generación +1 are considered in the BCG matrix. Embajadores +1 is considered as a question mark, because they are still lacking on getting their own funds (most of them obtained from Libélula due to low amounts of investment required to develop the program) but the use of the resources are optimal. The second project is Talento +1 that is found as well as a question mark, but the difference is the amount of funds required to develop the project (It is necessary the invest of third companies in order to get the funds required to develop the program). Finally, Laboratorio +1 is found as a dog in the moment because it is a proposal and they need to assign resources to develop the programs and see how effective the resources will be used.

According to D'Alessio (2013), this matrix helps organization to identify its position and create strategies that allow them to move within the quadrants to get a better position. As it was mentioned, Generación +1 is a question mark and they need to develop different strategies to move from its position now and become a cow. Those strategies are to create strategic alliances or partnerships with companies to allocate personal connections within

their companies. This will provide first-hand information about the levels of the interns and could create an interest on companies to invest not only to develop Talento +1's programs, but as well to create entrepreneurial programs aimed at reducing the impact carbon footprint in the country. Generación +1 needs to develop more programs and at the same time allocate their graduates to build a strong position in the market and to attract more funding and investment from companies.

#### **6.4 Internal – External Matrix (IEM)**

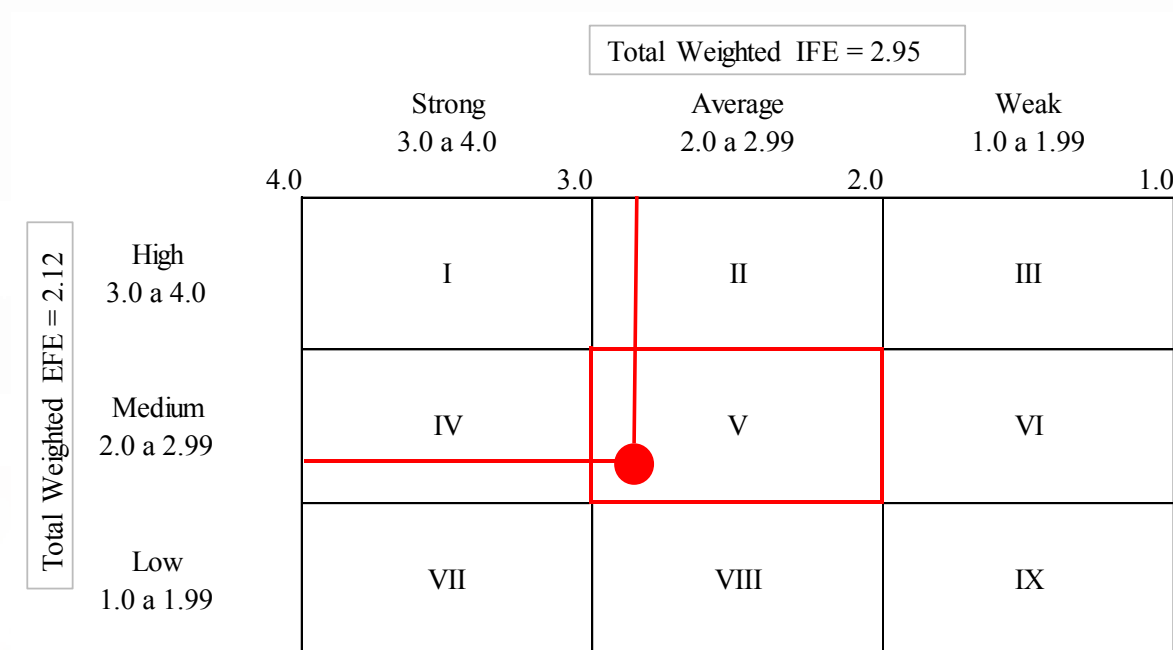
The Internal – External Matrix is a model that uses the scores combination of the EFE and EFI matrix which are 2.12 and 2.95 respectively. According to this information, Generación +1 is located in the cell V in region 2 of the IEM whose main goal is use strategies that have, as a target, to develop new products and penetrate the market today in order to have as a final result the creation of programs tailored to the needs of the young and climate change.

Generación +1's internal position is considered average and needs to adopt corrective measures that will enable more capitalization of opportunities and avoid the threats that occur in the environment. There is a high need to retain and maintain the current target audience of the organization, but at the same time develop strategies to improve the internal structure of the company and to facilitate the improvement and achievement of its objectives. The analysis is in the following Table 14.

#### **6.5 Grand Strategy Matrix (GSM)**

The Grand Strategy Matrix is a tool that helps to evaluate and make the correct choice of appropriate strategies for the organization, which is defined in terms of market growth and a competitive position. It has four quadrants which are formed according to the mixture of the factors previously mentioned. Depending on the quadrant where Generación +1 will be located, they will need to implement and develop different strategies.

Table 14

*Internal-External Matrix (IEM) for Generación +1*

Region	Cells	Prescription	Strategies
1	I, II & IV	Growth and build	Intensives and Integration
2	III, V & VII	Retain and maintain	Market Penetration and Product Development
3	VI, VIII & IX	Harvesting and disinvest	Defensives

Note: Adapted from *El proceso estratégico: Un Enfoque de Gerencia*, por F. D'Alessio, 2013. México D.F., México: Pearson

According to the information provided by Generación +1, it is found in quadrant I (Figure 8). The result is because they are obtaining a strong competitive position due to the lack of competition. They are then taking advantage to consolidate because they are the first in the market caring about the young needs and to generate an impact creating knowledge in them to reduce the impact of carbon footprint in the country. It is presented in the Figure 8 the strategies that Generación +1 could use: (a) Product Development, (b) Market Development, (c) Market Penetration, (d) Vertical Integration Forward, (e) Vertical Integration Backgrounds, (f) Horizontal Integration, and (g) Concentric Diversification.

Generación +1 identify as a possible new strategy to do vertical integration backwards by hiring the teachers. This cannot be afforded in the current situation of the organization, but by developing partnerships, and obtaining a higher amount of resources and funding they could someday do it.

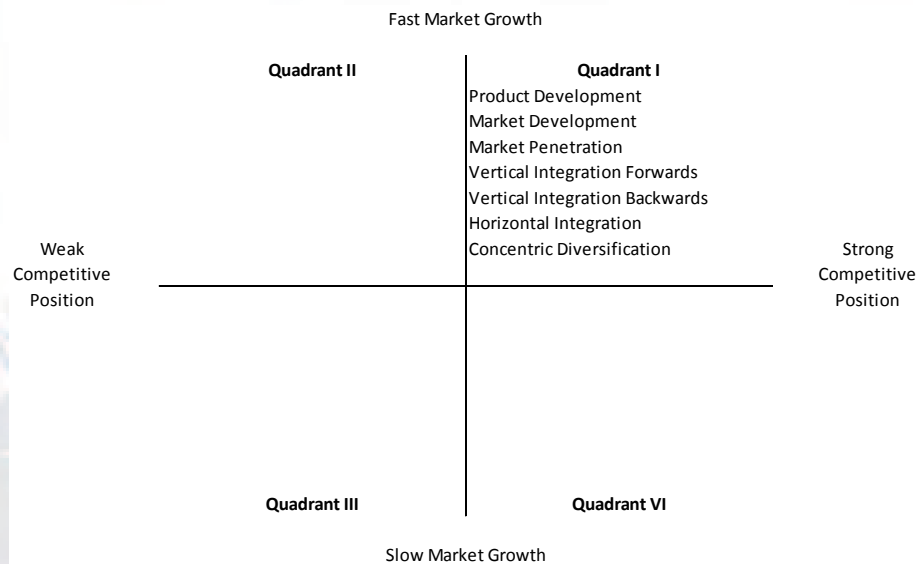


Figure 8. Grand Strategic Matrix for Generación +1

Adapted from *El proceso estratégico: Un Enfoque de Gerencia*, por F. D'Alessio, 2013. México D.F., México: Pearson

## 6.6 Strategic Decision Matrix (SDM)

Strategic Decision Matrix is a tool that gathers all previous matrices in order to balance and select the strategies. After gathering the SWOT, SPACE, BCG, IE, and GS matrices, Generación +1 could choose the strategies that are present in at least in three of them.

According to the analysis collected in Table 15, Generación +1 has 17 strategies, but only ten of them are retained to be deeper analyzed. Those strategies which did not score the necessary amount to be retained would be consider as a contingency strategy.

## 6.7 Quantitative Strategic Planning Matrix (QSPM)

According to D'Alessio (2013), the Quantitative Strategic Planning Matrix is a high level strategic management tool that allows to classify the strategies obtained in the SDM and

determine the attractiveness according to the factors collected in the EFE and IFE matrix. It will allow Generación +1 to identify a list of the most important strategies and which could have a higher impact to satisfy opportunities, threats, strengths and weakness.

Table 15

*Strategic Decision Matrix (SDM) for Generación +1*

	<b>Specific Strategies</b>	SWOT	SPACE	BCG	IE	GSM	TOTAL
1.	Partnership with organizations to allocate Talento +1 graduates	X	X	X	X	X	5
2.	Working with climate change organizations for young people	X			X	X	3
3.	Approach religious communities to get people to join the movement	X			X	X	3
4.	Provide consulting services to companies	X	X	X	X	X	5
5.	Develop partnership with Universities to run programs regarding climate change education	X	X		X	X	4
6.	Increase the number of team members to develop fundraising and Laboratorio +1	X		X	X	X	4
7.	Market development though creation of a specific marketing plan for external donors	X	X	X			3
8.	Use Libélula's client data base to seek for companies to provide funding	X		X			2
9.	Seek for permanent donors on the private sector through partnerships	X		X		X	3
10.	Partnership with government to develop programs to raise awareness and educate on climate change	X			X	X	3
11.	Concentric Diversification - Implement Laboratorio +1	X	X		X	X	4
12.	Partnership with Political Party to include climate change within political agenda	X			X		2
13.	Charge participants for the program Talento +1	X	X				2
14.	Focus all resources on Talento +1	X	X				2
15.	Merge with MOCCIC		X				1
16.	Become an formal educational institution		X		X		2
17.	Hire tutors to be formally within the organization					X	1

Note: Adapted from *El proceso estratégico: Un Enfoque de Gerencia*, por F. D'Alessio, 2013. México D.F., México: Pearson

According to previous results it has ten strategies that will be assessment in the matrix to know which ones will be retained after meeting the requirements. The requirement to be consider as a retained strategy for further evaluation, is to get as a final sum five or more than five.

The analysis presented on Table 16 shows that, out of the ten retained strategies for Generación +1, only six strategies have exceeded five points. The other four strategies will be considered contingency strategies.

The six strategies retained after applying the QSPM are:

- Strategic Alliances with companies and organizations to allocate graduates as internships for a period of time or if it is necessary as the permanent work force.
- Work with Climate organizations to develop knowledge and to form a stronger position in terms of creating advocacy in the government.
- Develop a Consulting service in order to generate funding to promote and implement more Talento +1 programs.
- Strategic Alliances with Universities to develop pilot programs focused on young people and mitigation of climate change.
- Concentric diversification through Laboratorio +1 program because it is an important activity that can build more reputation for Generación +1, as well as can bring more organizations interested in providing funding focused on developing programs to enable youth to participate in the mitigation of climate change.
- Market development with a marketing plan for external donors in order to attract them to invest by offering how the money will be used and which will be the results.

### **6.8 Rumelt's Matrix (RM)**

Rumelt's Matrix is an effective tool to determine if the strategies retained on the Quantitative Strategic Planning Matrix are acceptable or not. The strategies chosen for Generación +1 will be reviewed and only the ones who meet the 4 criteria: (a) Consistency, (b) Consonance, (c) Advantage, and (d) Feasibility will be accepted.



Table 16

*Quantitative Strategic Planning Matrix for Generación +1*

Key Factors	Weight	Specific Strategies																				
		Partnership - Allocation of Graduates		Work with Climate Organizations		Penetration - Religious Communities		Consulting Services		Develop Pilot Programs - Universities		Increase the Team Number		Market development through Marketing Plan for Donors		Partnership – Companies Permanent Donors		Partnership – Government New Programs		Concentric Diversification Implement Laboratorio +1		
		Score	Average	Score	Average	Score	Average	Score	Average	Score	Average	Score	Average	Score	Average	Score	Average	Score	Average	Score	Average	
<b>Opportunities</b>																						
1	Government promoting responsible industry - climate change	0.13	3	0.39	3	0.39	1	0.13	4	0.52	2	0.26	1	0.13	3	0.39	1	0.13	4	0.52	4	0.52
2	Companies developing actions to be friendly to the environment	0.19	4	0.76	1	0.19	1	0.19	4	0.76	3	0.57	1	0.19	4	0.76	3	0.57	2	0.38	3	0.57
3	Libélula's strong position in climate change consulting	0.08	3	0.24	3	0.24	1	0.08	2	0.16	1	0.08	1	0.08	3	0.24	1	0.08	4	0.32	1	0.08
4	The Pope "Laudato Si" - Encourage to be aware of climate change	0.08	1	0.08	3	0.24	4	0.32	1	0.08	1	0.08	1	0.08	1	0.08	1	0.08	1	0.08	1	0.08
5	Young people looking for climate change mitigation programs Latam	0.13	4	0.52	4	0.52	3	0.39	2	0.26	3	0.39	1	0.13	1	0.13	1	0.13	3	0.39	3	0.39
<b>Threats</b>																						
1	Lack of law enforcement government on climate change	0.06	1	0.06	4	0.24	1	0.06	1	0.06	2	0.12	1	0.06	1	0.06	1	0.06	4	0.24	4	0.24
2	Political parties not consider climate change as important as economic growth	0.08	1	0.08	1	0.08	1	0.08	1	0.08	1	0.08	1	0.08	1	0.08	1	0.08	4	0.32	3	0.24
3	Upper middle income country reduction international cooperation	0.14	3	0.42	2	0.28	2	0.28	4	0.56	1	0.14	1	0.14	4	0.56	4	0.56	2	0.28	4	0.56
4	Libélula could close Generación +1 due to cost reduction	0.05	4	0.2	3	0.15	1	0.05	4	0.2	1	0.05	1	0.05	2	0.1	4	0.2	1	0.05	3	0.15
5	Very low % people know their impact on the environment	0.06	3	0.18	4	0.24	3	0.18	2	0.12	4	0.24	1	0.06	4	0.24	3	0.18	4	0.24	2	0.12
<b>Strengths</b>																						
1	High motivation of staff. Commitment to the Vision	0.10	3	0.3	4	0.4	3	0.3	1	0.1	4	0.4	4	0.4	4	0.4	4	0.4	3	0.3	3	0.3
2	Generación +1 strong knowledge in young participation management	0.13	1	0.13	4	0.5	3	0.38	1	0.13	4	0.5	2	0.25	1	0.13	1	0.13	3	0.38	1	0.13
3	Good identification of the target market	0.10	2	0.2	3	0.3	3	0.3	1	0.1	4	0.4	3	0.3	4	0.4	2	0.2	2	0.2	1	0.1
4	Works under Libélula's umbrella	0.10	4	0.4	4	0.4	2	0.2	4	0.4	4	0.4	1	0.1	3	0.3	4	0.4	4	0.4	2	0.2
5	Good positioning of Generación +1 as brand by stakeholders	0.10	3	0.3	4	0.4	2	0.2	2	0.2	4	0.4	1	0.1	1	0.1	1	0.1	3	0.3	3	0.3
<b>Weaknesses</b>																						
1	Lack of human talent management plan	0.08	2	0.15	3	0.225	1	0.075	2	0.15	3	0.225	3	0.225	1	0.075	1	0.075	1	0.075	3	0.225
2	Small work force to run many activities	0.13	3	0.375	3	0.375	2	0.25	3	0.375	3	0.375	4	0.5	2	0.25	1	0.125	2	0.25	3	0.375
3	Marketing restricted to social media and contact network	0.05	3	0.15	3	0.15	3	0.15	4	0.2	3	0.15	2	0.1	4	0.2	1	0.05	1	0.05	1	0.05
4	Low operations integration of Generación +1 and Libélula	0.10	3	0.3	1	0.1	1	0.1	3	0.3	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1
5	Lack of funding to operate	0.13	4	0.5	1	0.125	2	0.25	4	0.5	1	0.125	1	0.125	4	0.5	4	0.5	1	0.125	4	0.5
Possible Scores:		2.00	5.73		5.545		3.96		5.25		5.085		3.2		5.09		4.145		4.995		5.225	

Scale: 4=Very attractive, 3=Attractive, 2=Little Attractive, 1=No Attractive

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

Consistency should not present objectives or inconsistent policies. Consonance should present strategies that are capable to meet and adapt to the environmental changes. Advantages should provide the creation and maintenance of the advantages of Generación +1. Feasibility means the strategy should not provide an over cost on the resources available by Generación +1 or create problems without solutions.

In the following Table 17, the strategies retained from QSPM will be assessed and only the ones who meet the four criteria will continue. If not, those who fail will be consider as strategies of contingency. For Generación +1 five of the six strategies met all the criteria, and those are consider as retained. In the case of the strategy of developing a consulting service, it is not feasible at the moment, and will therefore be considered a contingent strategy due to the lack of resources and likely rejection from Libélula.

Table 17

*Rummelt's Matrix for Generación +1*

Specific Strategies	Consistency	Consonance	Feasibility	Advantage	Accept Strategy
1 Partnership - Allocation of Graduates	X	X	X	X	Yes
2 Work with Climate Organizations	X	X	X	X	Yes
3 Consulting Services	X	X		X	No
4 Develop Pilot Programs - Universities	X	X	X	X	Yes
5 Concentric Diversification: Laboratorio +1	X	X	X	X	Yes
6 Market Develop though Marketing Plan for Donors	X	X	X	X	Yes

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

It is important to make a difference between the ones that do not meet the four criteria because it is considered as a retained strategy that could risk the implementation process of many key areas.

## 6.9 Ethical Matrix

The Ethical Matrix aim is to verify that the strategies chosen do not violate any aspects of justice and are good for utilitarian purposes. The Ethical Matrix allows to verify

that the implementation of Generación +1 suggested strategies should not violate or impact people or companies' human rights, justice or utilitarianism. In Table 18, the analysis is presented.

Table 18

*Ethical Matrix for Generación +1*

	Partnership Allocation of Graduates	Work with Climate Organizations	Develop Pilot Programs with Universities	Concentric diversification Implement Laboratorio +1	Market development through marketing plan for donors
Impact on right to life	N	N	N	N	N
Impact on property rights	N	N	N	N	N
Impact on free thinking rights	P	P	P	N	N
Impact on privacy rights	N	N	N	N	N
Impact on the right to freedom of conscience	N	N	N	N	N
Impact on rights of talking freely	P	P	P	P	N
Impact on the right of the process	N	P	N	P	N
Impact on distribution	J	N	J	N	N
Equity on administration	J	J	J	N	J
Compensations norms	N	J	J	J	N
<b>Utilitarianism</b>					
Purpose and strategic results	E	E	E	E	E
Employed strategies	E	E	E	N	E

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

### 6.10 Retained and Contingency Strategies

As a result of the analysis of the SWOTM, SPACEM, BCGM, IEM, GSM, SDM, QSPM, Rumelt and Ethic Matrix, it can be seen five strategies retained for Generación +1.

The five retained strategies are:

1. Strategic Alliances by partnerships with companies to allocate graduates as

internships for a period of time or if it is necessary as the permanent work force. In the future this strategy can support the fundraising activities because the organizations will have a first-hand source working with them that will provide value information on the knowledge of the interns.

2. Work with climate change organizations to develop knowledge and to form a stronger position in terms of creating advocacy in the government.
3. Strategic Alliances by partnership with universities to develop pilot programs focused on young people and mitigation of carbon footprint. For example some business schools like Centrum are signatories of the PMRE which force schools to develop climate change and environmental competencies in students within the educational plan. Generación +1 have an opportunity to target those schools in order to get alliances or provide a service creating economy value.
4. Concentric diversification through Laboratorio +1 program because it is an important activity that can build more reputation for Generación +1, as well as can bring more organizations interested in providing funding focused on developing programs to enable youth to participate in the mitigation of climate change. It is consider concentric diversification because the organization will keep working in the climate change but instead of being in the field of education, it will be in the field of entrepreneurship. It is a complement to complete the value chain of the educational process.
5. Market development with a marketing plan programs for external donors in order to attract more companies to invest by offering how the money will be used and which will be the results. As well is investment in knowledge of their future workers to develop programs to mitigate the climate change within the organization and the possible impact of being the first companies doing it.

Besides the retained strategies presented above, it is a number of contingency strategies that cannot be implemented from the start due to the lack of resources of the company. Those strategies are:

1. Use the previous data base of clients from Libélula due to the lack of integration of the company.
2. Partnership with political parties to include within agenda topics related to the climate change and the certain impact if they do not start thinking only in the exploitation of resources to grow economically instead of protecting the resources.
3. Change the model of Talento +1. This means starting to charge the participants that want to participate in the programs and want to learn about the climate change and how can contribute from inside the companies to change it.
4. Close embajadores +1 and not implement Laboratorio +1 and only focus the 100% of resources to Talento +1, creating knowledge and working with young people.
5. Merge with MOCCIC or other organization related to the climate change. To achieve these Generación +1 would have to be total independent from Libélula.
6. Become a formal educational institute and quit from working with young people to develop projects related to the climate change and move to the possibility of becoming an institution like a college.
7. Hire teachers to be part of the formal payroll of the company.
8. Develop a plan to introduce their plans to religious communities in order to penetrate the market. This strategy not only would lead to more awareness and participation, but increase the opportunity for more participants to help and develop the programs.
9. Increase the team members.

10. Create permanent alliances with companies in order to become permanent donors.

The main focus at the start, is to get donors but as well have the opportunity to close deals with companies to allocate the graduates.

11. Partnerships with the government to develop programs. It is an interesting option for Libélula but at the start with high levels of hierarchy and long waiting time in government processes, it is identified as a strategy for the future.

12. Provide services of consulting to raise the levels of cash available to develop projects as Talento +1, Embajadores +1 and Laboratorio +1.

### **6.11 Long Term Strategies vs Objectives Matrix**

According to D'Alessio (2013), the Long Term Strategies vs. Objectives Matrix shown in Table 19 must verify that Generación +1 should achieve the long-term objectives with the implementation of the retained strategies. The strategy 1 could help to meet the LTO1, LTO2, and LTO3; Strategy 2 could help to meet the LTO4; Strategy 3 could help to meet the LTO4; Strategy 4 could help to meet the LTO1, LTO2, and LTO3; and Strategy 5 could help to meet the LTO3.

### **6.12 Competitive Possibilities Matrix**

The competitive possibilities matrix analyzed the possibilities of response for the competitors of Generación +1 applied to all the retained strategies. A good analysis of current competitors, substitutes and starters, if any, is important and allows a confrontation between the retained strategies and possibilities for competitors to meet them. It will be measured by a ranking from 1 to 4, where 1 means no response from its competitors for the proposed strategies; and four represents a high response from the competitors or substitutes or starters.

The first organization analyzed is A2G climate change because they are already developing activities to mitigate and reduce the impact of carbon footprint in the country. It

can be seen as a low response for strategy one and a strong response in the strategy four because that could decrease the amount of funds and donors they can be seeking to achieve their goals.

Table 19

*Long-term Strategies vs. Objectives Matrix for Generación +1*

<b>Vision</b>	<b>LTO 1</b>	<b>LTO 2</b>	<b>LTO 3</b>	<b>LTO 4</b>
<b>Organizational Interest</b>	By 2020, generate S/. 1 million per year from external donors.	By 2020, Increase Talento +1 graduates number from 40 to 250.	By 2020, to run at least 3 projects per year through Laboratorio +1.	By 2020, Increase the community number of participants from 400 to 15 000 people.
<b>Specific Strategy</b>				
1 Partnership with organizations to allocate Talento +1 graduates	X	X	X	
2. Working with climate change organizations for young people				X
3. Develop partnership with Universities to run programs regarding climate change education				X
4. Market development through a marketing plan for external donors	X	X	X	
5. Concentric diversification Implement Laboratorio +1			X	

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

The second organization to be analyzed is Grupo Coherencia, who already has work involving young people, but for political reasons. It is considered within the scope of this analysis because they could become a possible new entrant in the future. In that situation, they will provide a strong response for the strategy two developing partnerships with other companies to develop activities and create awareness to attract more investments. An average

response is observed for strategies number three and four, where they could copy the way Generación +1 develop their operations and finally lose the concept of leader organization they want to achieve. In the table 20 it shown the analysis.

Table 20

*Competitive Possibilities Matrix for Generación +1*

Retain Strategies	Competitive Possibilities	Competitor Possibilities A2G	New Entrant Possibilities Grupo Coherencia
Strategy 1 Partnership with organizations to allocate Talento +1 graduates		2	1
Strategy 2 Working with climate change organizations for young people		1	4
Strategy 3 Develop partnership with Universities to run programs regarding climate change education		1	3
Strategy 4 Market development through a specific marketing plan targeting for external donors		4	3
Strategy 5 Concentric diversification Implement Laboratorio +1		1	1

Scale: 4=High Response, 3=Average Response, 2=Low Response, 1=None Response.

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson

### 6.13 Conclusions

In this chapter, a total of 12 matrices were used to evaluate the strategies in order for the company to achieve the long-term proposed objectives and the vision desired.

The first five matrices gather all the strategies developed in the Strategic Decision Matrix and the Quantitative Strategic Planning Matrix and enables an evaluating of which ones are the most important based on the number of times each one is repeated and the impact those have on the Opportunities, Threats, Strengths, and Weakness. It is important because Generación +1 needs strategies that allow them to be sustainable for years to come. There were six strategies retained and consistent with achieving the long-term objectives.



Then the retained strategies needed to fulfill some criteria related to Rummel's Matrix and Ethical Matrix, where only five strategies fulfilled all required criteria. All strategies that did not qualify under those matrices will be called contingency strategies that will go as strategies to be implemented later according to the situation of the organization.

Then the retained strategies needed to fulfill some criteria related to Rummel's Matrix and Ethical Matrix, where only five strategies fulfilled all required criteria. All strategies that did not qualify under those matrices will be called contingency strategies that will go as strategies to be implemented later according to the situation of the organization.

It should be mentioned as a final conclusion that the five strategies proposed for Generación +1 come from the development of the SWOT Matrix. Three of those strategies have the main objective of raising funds; and two of them are about working with young people to get more participation in the community and at the same time educate more on environmental issues.

## Chapter VII: Strategic Implementation

This section of the Strategic Plan will provide the milestones to control the accomplishment of the long-term objectives. This chapter also contains the framework and method of implementation of the strategies including the internal organizational changes pre-required to guarantee a successful implementation within a specific timeframe.

### 7.1 Short-term Objectives

In the Table 21, all the Short-term objectives (STOs) supporting each one of the Long-term objectives are listed. It is important to mention that due to the small size of the organization, the criteria to establish the short-term objectives was three to four Short-term objectives by each Long-term objective. Otherwise, the plan might become too complex to implement by a two person team. The detail of all the short-term objectives are linked to the strategies proposed in the previous analysis.

### 7.2 Resources allocated to short-term objectives

The resource allocation will be analyzed under the seven classifications: materials, labor, machines, methods, mentality, environment and money. (D'Alessio, 2013).

***STO11: (2016) create a fundraising department.*** This objective involves the proper design and implementation of a department inside Generación +1 to focus on fundraising.

- Labour. It is considered that this department will be a self-managed position, in other words, it is recommended that the fundraising department will only have one person. A tentative job description can be found in Appendix A.
- Methods. Generación +1 does not currently have specialized knowledge on the subject. Therefore, it is strongly recommended that the job description for the fundraising specialist must include a medium previous expertise level in similar positions. A suggested number is 3 years to fit with the senior analyst expertise.

Table 21

*Short-term Objectives Timeline*

<b>LTO</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
LTO 1: By 2020, generate S/. 1 million per year from external donors.	STO 11: Create a fundraising department	STO 12: To have a permanent funds agreement with companies for at least S/. 300 000 per year	STO 13: To have a permanent funds agreement with companies for at least S/. 500 000 per year	STO 14: To have a permanent funds agreement with companies for at least S/. 800 000 per year
LTO 2: By 2020, Increase Talento +1 graduates number from 40 to 250.	STO 21: Increase the Talento +1 participants from 20 to 30 per each time	STO 22: To have partnership with at least five companies to allocate graduate as interns	STO 23: Run Talento +1 twice a year	
LTO 3: By 2020, to run at least 3 projects per year through Laboratorio +1.		STO 31: Develop and Implement an Human Talent Management Plan	STO 32: To run at least 1 project per year through Laboratorio +1  STO 33: Create a Laboratorio +1 department	STO 34: To run at least 2 projects per year through Laboratorio +1
LTO 4: By 2020, Increase the community number of participants from 400 to 15 000 people.	STO 41: Establish partnership with UPC and Universidad de Lima	STO 42: Establish partnership with UNMSM, UNALM and UNI  STO 43: Increase the community number of participants up to 7 000		STO 44: Increase the community number of participants up to 12 000

*Note.* Adapted from “*El proceso estratégico: Un Enfoque de Gerencia* (2a ed.)” by D’Alessio, F. (2013). México, D.F.: Pearson. ISBN: 978-607-32-1886-3

- Environment. It was observed the need to modify Generación +1's organizational chart to add this department. See reference in Figure 9.
- Money. Generación +1 will be required to seek for initial funding to cover this position salary. One alternative is to submit the business case to Libélula. The other is to look for external donations. According to the Oficina de estadística del Ministerio de trabajo y promoción del empleo (2015), the current salary structure of Generación +1 has an average suggested salary of S/. 3500 per month. In order to not have a heavy fixed costs in remunerations, Generación +1 can negotiate a variable salary based on a small fixed base plus a variable percentage based on the amount of money fundraised.

***STO 12: (2017) to have a permanent funds agreement with companies for at least S/. 300 000 per year.*** The goal is to get funding from different organizations to develop the projects. To achieve this objective, Generación +1 must have achieved the STO 11 and the new department running. Money is the only element needed to complete this objective. After having fulfilled the STO 11, the only requirement is to keep running the department by paying the employee the salary agreed.

***STO 13: (2018) to have a permanent funds agreement with companies for at least S/. 500 000 per year.*** The goal is be able to develop Embajadores +1 and Talento +1 by their own resources without being dependence on Libélula. The allocation of resources to complete this objectives are the same ones as for the STO 12.

***STO 14: (2019) to have a permanent funds agreement with companies for at least S/. 800 000 per year.*** The objective is be able to develop Talento +1 program twice a year. The allocation of resources to complete this objectives are the same ones as for the STO 12.

***STO 21: (2016) Increase the Talento + 1 participants from 20 to 30 participants each time.*** To complete this objective several elements are needed.

- **Materials.** The amount of class material and probably the number of teaching hours required might increase as a result of enlarging the number of participants.
- **Methods.** Depending on the content of the dynamics to increase the number of participants the current study plan might need some adjustments.
- **Mentality.** A key part on Talento + 1 is the working environment and organizational culture based on the values cited in Chapter 2 to motivate and make a change in the participants of the program.
- **Money.** One of the most important resources. According Generación +1's information, the core activities of Talento + 1 for 20 participants was S/. 246 000. As a consequence, to see an increase of 50% in participants also suggests a proportionally direct increase in the budget up to an estimated of S/. 369 000.

***STO 22: (2017) to have partnerships with at least 5 companies to allocate graduates as interns.*** The goal of the objective is to create strategic alliances with organizations to be able to allocate the interns. This will allow the organization to add more value to the program and be more attractive as well for organizations to invest in the future. To achieve this objective it is needed to have completed the STO 11 because that will diminish the workload on the General Coordinator.

- **Environment.** The most important resource to achieve this objective is to reduce the concentration of functions on the General Coordinator. I was suggested to change the current organizational structure as indicated in the STO 11.

***STO 23: (2018) Run Talento + 1 twice a year.*** The goal is to create more value to the community allowing more people to learn about the climate change and the impact in the environment. This STO is expected to be completed in the second half of the strategic plan period, therefore it has a lot of pre-requirements. By 2018, the objectives related to the

creation of fundraising department (STO 11), develop a Human Talent management plan (STO 31) and partnerships with Universities (STO 41 & 42) must all be completed.

- **Materials.** In 2015 Generación +1 has the capacity to run Talento + 1 only once a year. In order to run it twice, the materials required will likely double as well.
- **Mentality.** As always, the strong organizational culture of Generación +1 is a mandatory input to run Talento + 1.
- **Money.** Naturally, to run the program twice a year should cost around S/. 500 000 according Generación +1 cost data.

***STO 31: (2017) Develop and Implement a Human Talent Management Plan.***

Implement external incentives for the workers. It is necessary as well to develop career path to retain the knowledge of the organization and would allow as well to increase the size of the organization. This STO requires two main elements:

- **Methods.** Currently Generación +1 does not have training nor expertise in human resources. To cope with the knowledge required to create a professional Human Talent Management Plan, it is a possible option to request support from Libélula.
- **Money.** To implement a reward system, career paths and other tools, it is needed to have a dedicated budget.

***STO 32: (2018) to run at least 1 project per year through Laboratorios + 1.*** To create more awareness of Generación +1 and be more attractive for new entrepreneurs that want to develop entrepreneurial activities related to the climate change. To complete this objective, they must have a solid fund supply, therefore objectives STO 11 and STO 22 need to be accomplished.

- **Methods.** In 2015, it was found that Laboratorio + 1 is still a non-launched program. The development of the procedures are key to the implementation if this objective.

- Money. Starting this new program will require at least S/. 300 000 per year as permanent funding received from external donors. This means to complete the STO 12.

**STO 33: (2018) Create a Laboratorio + 1 department.** In order to develop a totally new project it has been considered to have a full-time dedicated coordinator for the program.

- Labour. For this particular objective, it is considered the recruitment of a coordinator especially for Laboratorio + 1. It is expected that this professional might have some experience but is not a senior position as the fundraising specialist. Appendix B contains the job description of this position.
- Methods. Generación +1 has never ran Laboratorio + 1. Therefore, it is strongly recommended that the job description for the fundraising specialist must include a medium previous expertise level in similar positions. A suggested number is from 2 to 3 years to fit with the expertise required to adapt quickly to Generación +1.
- Environment. It was observed the need to modify Generación +1's organizational chart to add this department. See reference in Figure 9.
- Money. By 2018 Generación +1 is expected to have S/. 300 000 in permanent funds. The average salary suggested based on the current Generación +1 salary structure was S/. 3000 per month.

**STO 34: (2019) to run at least 2 projects per year through Laboratorio + 1.** The allocation of resources to complete this objectives are the same ones as for the STO 32.

**STO 41: (2016) Establish partnerships with UPC and Universidad de Lima.** For this initiative the elements involved are the methods and the mentality. The methods, because every University will be different and the procedures and systems applied will vary. For the mentality, was identified as key for the objective due to the necessity to keep the same

approach in all the partnerships with any University. To preserve the culture of Generación +1 in these joint programs.

**STO 42: (2017) Establish partnership with UNMSM, UNALM and UNI.** The allocation of resources to complete this objectives are the same ones as for the STO 41.

**STO 43: (2017) Increase the community number of participants up to 7 000.**

Attract the number of people aware of the climate change issues and what the organization is doing through Embajadores +1, Talento +1, Laboratorio +1 and as well using the social web as Facebook, Youtube, among others to attract more people. Participate in the universities being part of the fairs will increase the number of people asking for the organization and that may be attracted to participate as well.

- Labour. To complete this objective is mandatory for the General Coordinator to work together with the Communications coordinator in innovative and different solution.
- Mentality. Different to all previous objectives, where the mindset needs to be preserved to avoid losing the focus from the vision. In this case, Generación +1 needs to change their ways in dealing with competitors and other communities. Instead of being a part, it is recommend that they work together.
- Money. Even though the amount required may vary depending on the marketing strategies selected.

**STO 44: (2019) Increase the community number of participants up to 12 000.** The allocation of resources to complete this objectives are the same ones as for the STO 41.

### 7.3 Policies for each Strategy

According (D'Alessio, 2013), the policies are the result of the organizational values and the code of ethics reviewed on Chapter II. Considering this a small organization and the information provided by Generación +1 it has being proposed the following policies:



1. Do not go against Libélula's interest
2. Prioritize organizations that will have more impact on their industries
3. Transparency to external partners
4. Always keep the focus on young people while penetrating the market.
5. Do not discriminate by socio-economic sector, religion, race or gender
6. Offering the best possible quality service
7. Keep as north the transformation of current society into a low carbon footprint society.

Table 22 displays the correlation between the final strategies selected after the analysis and the policies related.

Table 22

*Policies for each Strategy*

	<b>Strategies</b>	<b>Policies</b>
1	Partnership with organizations to allocate Talento +1 graduates	(P1) Do not go against Libélula's interest. (P2) Prioritize organizations that will have more impact on their industries (P3) Transparency to external partners
2	Working with climate change organizations for young people	(P4) Always keep the focus on young people while penetrating the market. (P3) Transparency to external partners (P5) Do not discriminate by socio-economic sector, religion, race or gender
3	Develop partnership with Universities to run programs regarding climate change education	(P3) Transparency to external partners (P5) Do not discriminate by socio-economic sector, religion, race or gender (P1) Do not go against Libélula's interest.
4	Create an specific marketing plan targeting for external donors	(P3) Transparency to external partners (P6) Offering the best possible quality service
5	Implement Laboratorio +1	(P7) Keep as north the transformation of current society into a low carbon footprint society. (P6) Offering the best possible quality service (P5) Do not discriminate by socio-economic sector, religion, race or gender

*Note.* Policies for each strategy adapted from “*El proceso estratégico: Un Enfoque de Gerencia* (2a ed.)” by D’Alessio, F. (2013). . México, D.F.: Pearson

## 7.4 Organizational Structure

As mentioned, some important changes and objectives suggested in the present analysis are required to perform an organizational change in Generación +1. In alignment with the short term objectives of creating new departments, below in Figure 9 is shown the ideal organizational structure proposed to achieve the benefits proposed in this strategic plan.

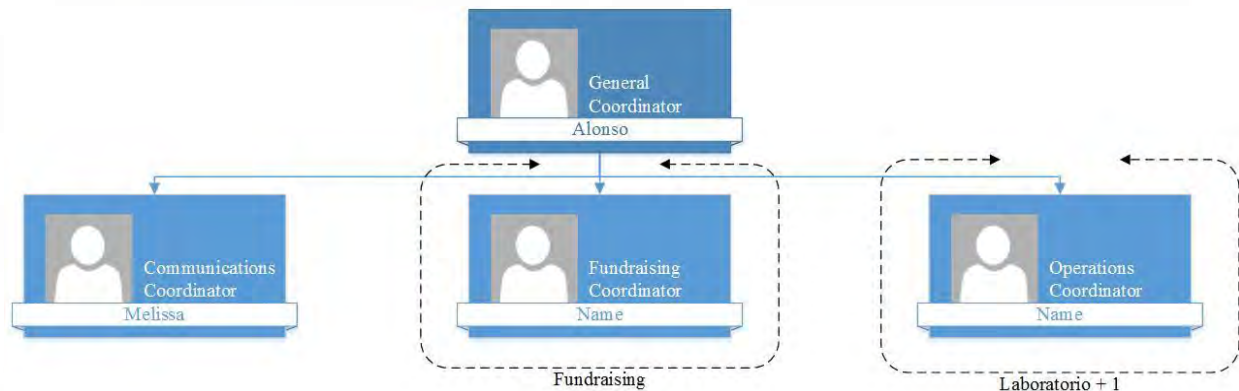


Figure 9. Suggested Generación +1 Organizational Chart

## 7.5 Environment, Ecology, and Social Responsibility

The Vision of Generación +1 itself is to improve the quality of life of people by helping change their ways towards a more environmental responsible society. All of the strategies suggested in this plan are in alignment with this Vision.

There is no negative effect or impact in the environment caused by Generación +1's action plan, with the exception of the normal carbon footprint generated by using PCs or being transported by car or regular office work. Given that no strong paper publically will be made, the only exception is when running an event in a fair or a stand, the impact of Generación +1's activities in comparison to other organizations will be not significant.

## 7.6 Human Resources and Motivation

An important of the human talent and the motivation of the staff is one of the most expensive and difficult to create and maintain assets in an organization (D A'lessio, 2008).

The objective requires a significant change and enlargement of the team. The short-term objectives related to Human Resources are: the creation of an incentives plan, career path and continuous training plan.

Right now, one of the main strengths of Generación +1 is the internal motivation of the staff and the rest of Human Talent strategies are weaknesses due to the not existence of them. By using a sustainable strategy to raise funding, the plan is to counter this weakness and create a whole Human Talent promotion plan to support the internal motivation of the staff and the participants.

### **7.7 Change Management**

Generación +1 depends on the Head of Libélula to implement any Strategic decision. Therefore, to reduce the change resistance the main task will be to persuade Libélula that this direction will be beneficial for both of them.

The first step suggested is to bring on board the head of Libelulla, which would make the rest of Libélula's team happy to collaborate with Generación +1 if they have the endorsement of the head—since they are normally very busy to cope with the challenging objectives set by the head of Libélula.

The second suggested step is to bring on board all of Libélula's managers. Even with the support of the head of Libélula, real synergy will require to have them eager to work with Generación +1 by free will and not by force. The key selling point is to show them the potential benefits for their objectives if they cooperate with Generación +1.

Internally inside Generación +1, there is no issue of change resistance because the organization is made of only 2 people who are both committed to the vision and wish to have a larger team to be more efficient.

To prevent any negative impact when enlarging the organization, Generación +1 will need to create a Function and organizational manual to clearly set the responsibilities and

limits of authority of each of the new functions. This will prevent any confrontation due to misunderstandings. This measure applies for the current Generación +1 staff and the new staff to be hired in the new positions.

## **7.8 Conclusions**

The core of this chapter was to outline Generación +1's short-term objectives. The criteria applied to select those were to keep in mind the limited small size of the company. It was proposed only 3 to 4 short-term objectives per long-term objective in order to not add too much complexity to the strategic plan for these micro organizations.

The short-term objectives proposed are mainly categorized as new department's creation, fundraising, and partnership with companies and universities. Also, to support all the objectives structure, it was included the development of a Human Resources Plan.

The more relevant outcomes in this chapter include the necessity of enlarging Generación +1's team to a proposed 4 members (explained in Figure 9). However, to accomplish this, they first need to reach their fundraising goals. The strategies proposed were assessed in order to not create conflict with Generación +1's values and code of ethics. The policies more recurrent were to be transparent with the external partners and to not discriminate.

To implement the strategies proposed in difference to larger companies, Generación +1 needs to focus to get on board the key staff of Libélula such as: the General Manager, Commercial Manager, Head of Human Resources, for example. However Generación +1 does not need to pay attention on the internal implementation because they are only two people in the organization. The change resistance internally is almost null.

The critical point for the implementation will be the creation of the fundraising department. This objective requires that Generación +1 can successfully get the support of the Head of Libélula for the initial extra budget to hire the fundraising specialist.

## Chapter VIII: Strategic Evaluation

The Strategic Evaluation is the last process of the Strategic Planning. It is considered as one of the pillars which control how well the organization is implementing the strategies and meeting the goals outlined through the development of a number of indicators used to measure progress. Those indicators are within the Balance Score Card.

Kaplan and Norton (2001) proposed the Balance Score Card (BSC) as a strategic performance management tool, which allows to exert a comprehensive and holistic view of the organization. It will facilitate the evaluation of the strategy through measurement and comparison to verify how effective the strategies proposed are. It serves as well for a successful implementation of the strategy, because it presents where the organization is headed, and correct if it is necessary.

### 8.1 Control Perspectives

#### 8.1.1 Internal learning

This perspective focuses on analyzing the industry not only in order to learn from it and its competitors but also to improve and be more competitive on the basis of the critical areas that can have a high degree of impact. Generación +1 are keen to improve the human talent management to improve as well the levels of satisfaction of its workers, and to avoid the leakage of knowledge.

#### 8.1.2 Processes

In this perspective, the industry is focused on the operations that are related to generate savings for the company. This is due to be more efficient through better use of resources, an improvement in the quality of the service provided, in post-sale levels, among other activities that can make Generación +1 more efficient. In the case of Generación +1, that as objective are very keen to implement new department, they need to evaluate the number of people necessary to achieve the targets associated to hire more workers. It is

consider as well to run the program Talento +1 two times per year, for which they need to improve their management skills to become more efficient and not waste resources from the company.

### **8.1.3 Clients**

From this perspective it can be seen a relation between the positioning of Generación +1 (including its market share), with the levels of satisfaction comparing with other organizations in the industry. It is important to mention that Generación +1 is keen to attract more participants to teach them about the climate change. That is why it is so important to create awareness and develop a brand able to attract funding to create programs, capture opportunities, and create real impacts.

### **8.1.4 Financial**

In this perspective it is important to mention that the objectives are related to increases in the levels of fundraising of Generación +1 to be able to provide the programs for the development of young people, and the implementation and monitoring of entrepreneurial projects.

## **8.2 Balanced Scorecard**

The Balance Score Card is a strategic control tool that allows a comprehensive vision of Generación +1 within the area surrounding and thus evaluates strategies to facilitate the successful implementation of them. It is designed by the categorization of the short-term objectives within the four perspectives mentioned before. The Balance Score Card is able to run in the current technology available to Generación +1 which is Basic Microsoft Office.

It is important to develop not only because it allows to evaluate or control the short-term objectives, but also to monitor and adjust the plan to avoid and correct the mistakes arising during the implementation. The analysis is presented in the Table 23 summarizes all the perspectives involved.

### 8.3 Conclusions

The Balance Score Card is a key tool for Generación +1 because it will allow to proper monitor and measure of the indicators proposed in the short terms objectives and focus on those who are below the target established. In the same path, this will allow the company to accomplish the long-term objectives that would lead to the fulfillment of the vision.

Internal learning perspective is required to be led by Libélula and Generación +1. There needs to be actions taken from both sides. Libélula's participation is crucial since they have the money available to develop a human talent management plan and the knowledge to supply the management of departments.

Processes perspective should be led by the coordinator of the programs. It has proposed to increase the number of coordinators to be focused on specific projects and the achievement of the short-term objectives proposed. As it comes to the day-to-day operations is very important to document the meetings held with the group, as well as initiatives that can bring to the attainment of the short term objectives.

Clients perspectives is focused on gaining brand awareness not only with participants, as well with the organization or companies that can provide an important partnership with Generación +1. The approach Generación +1 can offer to companies is a win-win proposal. The organizations will gain with different graduates that would give different approaches to the consecution of the company's goals. The approach to be offered to the potential students should be focused on the knowledge they will obtain with the program and the experience to apply the knowledge in organizations. Finally, with more brand awareness and a group of young people working and gaining experience in companies or developing projects to reduce the carbon footprint in the country, it will generate more participation from companies, organizations and international cooperation to invest in the program, which will enable Generación +1 to be sustainable by their own resources for years to come.

Table 23

*Balanced Score Card (BSC)*

	<b>STO</b>	<b>Objective</b>	<b>Indicators</b>	<b>Goals</b>	<b>Way to measure</b>
Financial	12	(2017) To have a permanent funds agreement with companies for at least S/. 300 000 per year	Amount of money fundraised per year	S/. 300 000	Funds obtained reported on accounting department
	13	(2018) To have a permanent funds agreement with companies for at least S/. 500 000 per year	Amount of money fundraised per year	S/. 500 000	Funds obtained reported on accounting department
	14	(2019) To have a permanent funds agreement with companies for at least S/. 800 000 per year	Amount of money fundraised per year	S/. 800 000	Funds obtained reported on accounting department
Clients	21	(2016) Increase the Talento + 1 participants from 20 to 30 per each time	Number of talento +1 participants per program	30	Enrollment report of Talento +1
	22	(2017) To have partnership with at least 5 companies to allocate graduate as interns	Number of partnerships with companies	5	Enrollment report of Talento +1
	32	(2018) To run at least 1 project per year through Laboratorio + 1	Number of projects supported per year	1	Annual report of Generación +1
	34	(2019) To run at least 2 projects per year through Laboratorio + 1	Number of projects supported per year	2	Annual report of Generación +1
	41	(2016) Establish partnership with UPC and Universidad de Lima	Partnership Established	Yes	Annual report of Generación +1
	42	(2017) Establish partnership with UNMSM, UNALM and UNI	Partnership Established	Yes	Annual report of Generación +1
	43	(2017) Increase the community number of participants up to 7 000	Number of participants	7 000	Community enrollment report
	44	(2019) Increase the community number of participants up to 12 000	Number of participants	12 000	Community enrollment report
Processes	11	(2016) Create a fundraising department	Department creation	Yes	Annual report of Generación +1
	23	( 2018) Run Talento + 1 twice a year	Number of programs runned per year	2	Annual report of Generación +1
	33	(2018) Create a Laboratorio + 1 department	Department creation	Yes	Annual report of Generación +1
Internal Learning Perspective	31	(2017) Develop and Implement an Human Talent Managment Plan	Plan implemented	Yes	Annual report of Generación +1

Note: Adapted from El proceso estratégico: Un Enfoque de Gerencia, por F. D'Alessio, 2013. México D.F., México: Pearson



## Chapter IX: Conclusions and Recommendations

The last section of the strategic plan will contain the key learnings and considerations which resulted from each chapter analysis. And it closes with an overview of the potential benefits of the organization if this is applied.

### 9.1 Comprehensive Strategic Plan

Table 24 displays the summary of the strategic plan.

### 9.2 Concluding Remarks

1. It was found that the vision and mission of Generación +1 did not meet some criteria required according to the formal methodology. The missing criteria was ambitious, without a clear scope of time defined, no geographical scope mentioned, lack of urgency sense, lack organizational direction and was not published, therefore not known by the collaborators. It explains why the organization does not have clear long-term objectives.
2. Regarding the external analysis, it was found that Generación +1 faced a favorable changing trend on environmental and climate change issues. Companies are now more aware of the negative impacts of their business activities. The government as well is promoting this change. However, for real change to occur, a synergy is needed among companies, government, education program, and citizen support.
3. Focusing on the industry, the young does not have much impact on the economic or political agenda. As a result, for Generación +1 the appearance of new entries and the current competitors are not considered a threat but a potential partner because this can lead to enlarge the community. This particular approach is only possible because this organization is not for profit and their vision is to be drivers of the society but not the only ones. More collaboration with external organizations will be key to achieve this vision

Table 24

Comprehensive Strategic Plan for Generación +1

Vision: To be a youth community driver of the transition to a low carbon development resilient to the impacts of climate change in Latin America towards the year 2020						Values
Organizational Interests	LTO 1	LTO 2	LTO 3	LTO 4	Cardinal Principles	
1. Being financial sustainable 2. Increase relationship with external companies 3. Strengthen informal network to catch opportunities 4. Increase relationship with the government 5. Increase awareness with target market 6. Develop climate change educational knowledge 7. Run a program to foster sustainable entrepreneurship	By 2020, generate S/. 1 million per year from external donors.	By 2020, Increase Talento +1 graduates number from 40 to 250.	By 2020, to run at least 3 projects per year through Laboratorio +1.	By 2020, Increase the community number of participants from 400 to 15 000 people.	1. Influence of third parties 2. Present and past ties 3. Counterbalance of interests 4. Conservation of enemies (competitors)	1. Empathy 2. Ecological Intelligence 3. Intergenerational Justice 4. Ambition
Strategies					Politics	
1 Partnership with organizations to allocate Talento +1 graduates	X	X	X		P1, P2 y P3	
2 Working with climate change organizations for young people				X	P3, P4 y P5	
3 Develop partnership with Universities to run programs regarding climate change education				X	P1, P3 y P5	
4 Market Development through a specific marketing plan targeting for external donors	X	X	X		P3 y P6	
5 Concentric Diversification Implement Laboratorio +1			X		P5, P6 y P7	
Scorecard					Scorecard	Code of Ethics
<b>1 Financial Perspective</b>	STO 12 (2017) permanent funds with companies for at least S/. 300 000 per year STO 13 (2018) permanent funds with companies for at least S/. 500 000 per year STO 14 (2019) permanent funds with companies for at least S/. 800 000 per year				<b>1 Financial Perspective</b>	1. Human Rights and Dignity 2. Transparency 3. Professionalism
<b>2 Clients Perspective</b>		STO 21 (2016) Increase Talento + 1 participants up to 30 each time STO 22 (2017) partnership with at least 5 companies to allocate graduate	STO 32 (2018) To run at least 1 project per year through Laboratorio + 1 STO 34 (2019) To run at least 2 projects per year through Laboratorio + 1	STO 41 (2016) Establish partnership with UPC and Universidad de Lima STO 42 (2017) Establish partnership with UNMSM, UNALM and UNI STO 43 (2017) Increase the community number of participants up to 7 000 STO 44 (2019) Increase the community number of participants up to 12 000	<b>2 Clients Perspective</b>	
<b>3 Process Perspective</b>	STO 11 (2016) Create a fundraising department	STO 23 (2018) Run Talento + 1 twice a year	STO 33 (2018) Create a Laboratorio + 1 department		<b>3 Process Perspective</b>	
<b>4 Internal Learning Perspective</b>			STO 31 (2017) Develop and Implement a Human Talent Management Plan		<b>4 Internal Learning Perspective</b>	
RESOURCES ORGANIZATIONAL STRUCTURE OPERATIONAL PLANS						

Note. Adapted from "Capítulo 10: Plan Estratégico y Futuro de la Organización. In Planeamiento estratégico razonado : Aspectos conceptuales y aplicados (1a ed., pp. 424-425)" by (D'Alessio, Plan Estratégico y Futuro de la Organización, 2014). Lima: Pearson.

Mission: Develop youth potential to accelerate the transition to a sustainable society promoting updated knowledge education for development, entrepreneurship and civic & political participation in the governance of the climate change agenda while working with young and for the young people

4. Overall Generación +1 showed a good result in the management of the limited resources available. The main strengths detected were the strong know-how on developing educational programs on climate change for the young. This “by the young for the young” approach differentiates Generación +1 from other non-for-profit climate change organizations.
5. The main internal improvement opportunities found are related to the human resources. The small size of the team limits them to seek for other opportunities that will allow Generación +1 to grow. However, the most superficial detected weakness was the lack of financial sustainability due to a lack of specific strategy of fundraising.
6. On this Strategic plan the long term-objectives were proposed within a five year timeframe because they are a recent start up program with a reduced size of the organization (two permanent employees).
7. It was found that Generación +1 is not strongly cooperating with external organizations that have the same interests as them such as (a) International Cooperation Agencies, (b) universities and (c) other climate change organizations. This represents a lost opportunity to consolidate Generación +1 branding and attractiveness to the stakeholders.
8. Most of the strategies proposed in the present strategic plan are related to partnerships with external organizations to strengthen the brand positioning and create a sustainable source of fundraising. As a result of the filtering of the strategic process, it has been proposed only 5 strategies due to small size of the organization. For example, provide consulting services to companies could drive the organization towards the goals but it was blocked due to the lack of feasibility.

9. The implementation of the strategies proposed are subject to the approval of the Head of Libélula. These strategies will be controlled through 4 long-term objectives and 15 short-term objectives as milestones.
10. The first and most important short-term objective is to create the fundraising department, the rest of strategies depends of the achievement of this objective. Overall, the short-term objectives focus on the creation of more departments, the implementation of a human resources management plan and the creation of partnerships with other non-for-profit climate organization and universities.
11. It was found that Generación +1 lacks a formal control management tool. In that sense, the Balance score card proposed will serve as the key tool to monitor and measure the productivity accomplished by Generación +1.
12. Generación +1 short-term objectives are focused more in the client perspective and only have one for the internal learning to make feasible for Generación +1 to implement it. The approach of the strategies proposed is to enlarge the community and set the internal basis in knowledge and human resources to prepare Generación +1 for future growth.

### **9.3 Final Recommendations**

1. Full implementation of the plan and monitor of the balance score card would guarantee the financially sustainability of Generación +1. After achieving all the long term objectives a new strategic plan needs to be prepared for further growth of the organization.
2. During the elaboration of the internal analysis, it was identified the good management of the limited strengths of Generación +1. The strongest strengths detected were focused on internal motivations, know-how, understanding of their target market and flat organizational structure. In summary, the culture of the

organization is the main strength of Generación +1 and it is strongly recommended that it should be maintained even when the organization grows.

3. To guarantee the successful implementation of this strategic plan, it is recommended that the General Manager of Libélula must be involved in the whole. Generación +1 activities must be in alignment with Libélula's strategic plan. Therefore, to have the General Manager onboard in the process is required.
4. It is also recommend to change the structure of the current organization by adding two new departments. This is key to support the rest of the strategies. Regarding this matter, it is recommended that the recruited professionals must also be young but with expertise on their functions, because Generación +1 does not have specific knowledge on fundraising nor entrepreneurship promotion.
5. Finally, many strategies address the establishment of partnership with other NGOs and organizations. Therefore, it is strongly recommended to improve the knowledge of these organizations in order to properly select the best terms for the partnerships. This strategic plan only considered the organizations already mapped for Generación +1. However, after a deep market research, new possible partners might appear.

#### **9.4 Future of the Organization**

If properly followed, this strategic plan will provide tangible benefits for Generación +1. In relation to long-term objectives, the estimated benefits are shown in Table 25 in a summary. However, beside these metrics, after completing the 5 years, Generación +1 and its external environment will also receive indirect benefits as result of the implementation of the present strategic plan. Table 26 and 27 provide a clear snapshot of the potential benefits to expect by 2020.

Table 25

*Current Situation and Long-term Objectives Reached*

<b>Long-term Objective</b>	<b>Current Situation</b>	<b>Future Situation</b>
LTO 1: By 2020, generate S/. 1 million per year from external donors.	S/. 0	S/. 1 000 000
LTO 2: By 2020, Increase Talento +1 graduates number from 40 to 250.	40 Talento +1 graduates	250 Talento +1 graduates
LTO 3: By 2020, to run at least 3 projects per year through Laboratorio +1.	0 projects	3 projects
LTO 4: By 2020, Increase the community number of participants from 400 to 15 000 people.	400 community members	15 000 community members

*Note.* Adapted from “Capítulo 10: Plan Estratégico y Futuro de la Organización. In Planeamiento estratégico razonado : Aspectos conceptuales y aplicados (1a ed.)” by D'Alessio, F. (2014). Lima: Pearson.

Table 26

*Future Benefits will Spillover from Generación +1 to the Environment*

<b>Elements</b>	<b>Benefits Spillover</b>
Politics	The government will be able to improve their ability to implement educational initiatives on climate change which right now are on hold.
Economics	The frozen projects of companies will trend to reduce as more companies implement better environmental sustainable operations.
Social	The social conflicts due to bad practices of companies will show a decline. Even more people will be aware of the seriousness of the climate change impact.
Technological	Due to the approach of this plan, there will not be a direct impact on the technology.
Ecological	This plan is long-term oriented. Within the timeframe of 5 years, the carbon footprint might not change too much.

*Note.* Adapted from “Capítulo 10: Plan Estratégico y Futuro de la Organización. In Planeamiento estratégico razonado : Aspectos conceptuales y aplicados (1a ed.)” by D'Alessio, F. (2014). Lima: Pearson.

Table 27

*Future Internal Benefits for Generación +1*

<b>Elements</b>	<b>Benefits</b>
Administration	Generación +1 will have strategic objectives to guide their future efforts and increase their attractiveness when seeking for funds.
Marketing	The community will enlarge greatly. Generación +1 will also gain a good position for external donors and not only in the young segment.
Operations	The activities will be more specialized after the creation of new departments. The impact and scope of operations will grow.
Finance	Generación +1 will stop being worried about funding as a survival problem but only as an activity to keep growing.
Human Resources	The current know-how will be kept within Generación +1.
Information	Generación +1 will have a simple yet effective way to assess their progress with the Balanced Score Card
Technology and development	The development of new content for the programs and new skills will be developed (fundraising and entrepreneurial support).

*Note.* Adapted from “Capítulo 10: Plan Estratégico y Futuro de la Organización. In Planeamiento estratégico razonado : Aspectos conceptuales y aplicados (1a ed.)” by D'Alessio, F. (2014). Lima: Pearson.



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## Appendices

### Appendix A

#### Job Description for the Fundraising Specialist Position

<b>JOB DESCRIPTION</b>		
Code: HR-G+1-2015.1	<i>Position Title:</i> <i>Fundraising Specialist</i>	Date: 08/05/2015
Generación +1	Department Administration	Functional Area: Fundraising
<b>REPORTS TO:</b>		
<ul style="list-style-type: none"> <li>▪ General Coordinator</li> </ul>		
<b>SUPERVISES:</b>		
<ul style="list-style-type: none"> <li>▪ None</li> </ul>		
<b>MISSION OF THE POSITION</b>		
Design and implement initiatives to increase the funding for Generación +1 to ensure the correct development of operations and planned activities.		
<b>RESPONSIBILITIES</b>		
<ol style="list-style-type: none"> <li>1. Negotiate and follow up on funding opportunities with international cooperation agencies or different donors to secure the operation of Generación +1</li> <li>2. Establish partnerships or agreements with companies to secure permanent funds for Generación +1</li> <li>3. Develop and implement a marketing plan targeting donors</li> <li>4. Research about innovative ways to fundraise using the latest technological trends to increase the fund pool of Generación +1</li> </ol>		
<b>AUTHORITY</b>		
<b>TO DECIDE:</b>		<b>TO PROPOSE:</b>
		<ul style="list-style-type: none"> <li>• Funding agreements with external donors</li> <li>• Partnerships with companies</li> <li>• Improvement proposals.</li> </ul>
<b>INTERNAL RELATIONS</b>		
<b>WHO?</b>		<b>PURPOSE</b>
<ul style="list-style-type: none"> <li>• Communications Coordinator</li> <li>• General Coordinator</li> </ul>		<ul style="list-style-type: none"> <li>• Coordinate the design of the marketing plan targeting donors.</li> <li>• Propose funding agreements and partnerships with companies.</li> </ul>
<b>EXTERNAL RELATIONS</b>		
<b>WHO?</b>		<b>PURPOSE</b>
<ul style="list-style-type: none"> <li>• International cooperation agencies</li> <li>• External donors</li> <li>• For profit companies</li> </ul>		<ul style="list-style-type: none"> <li>• Seek for funding</li> <li>• Seek for funding</li> <li>• Seek for funding</li> </ul>
<b>MINIMUM COMPETENCIES AND BACKGROUND</b>		
<b>EDUCATION:</b>		<b>EXPERIENCE:</b>
<b>Base education:</b>		<b>Technical competencies:</b>
<ul style="list-style-type: none"> <li>• Bachelor degree in International trade, engineering, administration or similar</li> </ul>		<ul style="list-style-type: none"> <li>• 3 to 5 years being on similar positions</li> </ul>
<b>Specializations:</b>		<b>Administrative competencies:</b>
<ul style="list-style-type: none"> <li>• Public management</li> <li>• Advance informatics MS Office tools</li> </ul>		<ul style="list-style-type: none"> <li>• Medium organize skill</li> <li>• Medium strategic vision skills</li> </ul>
<b>Languages and level:</b>		<b>Soft Competencies:</b>
<ul style="list-style-type: none"> <li>• English advance level written and spoken (preferred)</li> </ul>		<ul style="list-style-type: none"> <li>• High communicative skills</li> <li>• High team work orientation</li> <li>• High integrity and professionalism</li> </ul>

*Note.* Adapted from “DESCRIPCIÓN DE PUESTO Y PERFIL” by (Interapas, 2008). Retrieved August 6, 2015, from <http://www.interapas.gob.mx/Transparencia/a19f4/Puestos/Administracion.pdf>

## Appendix B

### Job Description for the Operations Coordinator

JOB DESCRIPTION		
Code: HR-G+1-2015.2	Position Title: <i>Operations Coordinator</i>	Date: 08/05/2015
Generación +1	Department Administration	Functional Area: Laboratorio + 1
<b>REPORTS TO:</b>		
<ul style="list-style-type: none"> <li>▪ General Coordinator</li> </ul>		
<b>SUPERVISES:</b>		
<ul style="list-style-type: none"> <li>▪ Participants</li> </ul>		
<b>MISSION OF THE POSITION</b>		
Develop, execute and control the program Laboratorio + 1 to support the organization to achieve the vision.		
<b>RESPONSIBILITIES</b>		
<ol style="list-style-type: none"> <li>1. Continuous improvement of the content for Laboratorio + 1 to improve the quality of Laboratorio + 1</li> <li>2. Monitor the quality of Laboratory + 1 to guarantee the success of future editions</li> <li>3. Develop and implement a marketing plan for Laboratorio + 1</li> <li>4. Promote the attraction of young graduates of Talento + 1 to join Laboratorio + 1</li> <li>5. Develop and implement a marketing plan for Laboratorio + 1</li> <li>6. Promote the attraction of young graduates of Talento + 1 to join Laboratorio + 1</li> </ol>		
<b>AUTHORITY</b>		
<b>TO DECIDE:</b>		<b>TO PROPOSE:</b>
Select the projects participants for Laboratorio + 1 program		<ul style="list-style-type: none"> <li>• Propose Content modification to the program</li> <li>• Budget for Laboratorio + 1</li> <li>• Improvement proposals.</li> </ul>
<b>INTERNAL RELATIONS</b>		
<b>WHO?</b>		<b>PURPOSE</b>
<ul style="list-style-type: none"> <li>• Communications Coordinator</li> <li>• General Coordinator</li> </ul>		<ul style="list-style-type: none"> <li>• Coordinate the marketing plan for Laboratorio +1.</li> <li>• Propose funding agreements and partnerships with companies.</li> </ul>
<b>EXTERNAL RELATIONS</b>		
<b>WHO?</b>		<b>PURPOSE</b>
<ul style="list-style-type: none"> <li>• Talento + 1 Graduates</li> <li>• Sustainable Business Promotion Agencies</li> </ul>		<ul style="list-style-type: none"> <li>• Seek for qualified projects to join the program</li> <li>• Seek for new tools design for entrepreneurs</li> </ul>
<b>MINIMUM COMPETENCES AND BACKGROUND</b>		
<b>EDUCATION:</b>		<b>EXPERIENCE:</b>
<b>Base education:</b>		<b>Technical competencies:</b>
<ul style="list-style-type: none"> <li>• Bachelor degree in International trade, engineering, administration or similar</li> </ul>		<ul style="list-style-type: none"> <li>• 2 to 3 years being on similar positions</li> </ul>
<b>Specializations:</b>		<b>Administrative competencies:</b>
<ul style="list-style-type: none"> <li>• Public management, project management</li> <li>• Advance informatics MS Office tools</li> </ul>		<ul style="list-style-type: none"> <li>• Medium organize skill</li> <li>• Medium strategic vision skills</li> </ul>
<b>Languages and level:</b>		<b>Soft Competencies:</b>
<ul style="list-style-type: none"> <li>• English advance level written and spoken (preferred)</li> </ul>		<ul style="list-style-type: none"> <li>• High communicative skills</li> <li>• High team work orientation</li> <li>• High integrity and professionalism</li> </ul>

*Note.* Adapted from “DESCRIPCIÓN DE PUESTO Y PERFIL” by Interapas. (2008, November 30). Retrieved August 6, 2015, from <http://www.interapas.gob.mx/Transparencia/a19f4/Puestos/Administracion.pdf>