

**PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ
ESCUELA DE POSGRADO**



**Strategic Plan of Grupo GEA
for Sustainable Education Area**

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Abstract

The present paper propose the strategic plan for the non-profit organization Grupo GEA, more specifically, for its sustainable education area, which has as main product the Buena Voz program. The proposed strategic plan goes from year 2015 to 2018. The deployment of the plan was made by using the strategic process proposed by D'Alessio (2013).

In the case of Grupo GEA, the need of developing this plan started when it becomes difficult for the organization to get funds for the Buena Voz program. Therefore, the strategic plan has as objective strengthen the continuity of fundraising.

Throughout the strategic plan, the vision, mission, values and code of ethics were reviewed. The final vision defined was, to be the first NGO in Peru who innovate integrated projects for sustainable development and promote fair relationships between society, economy, and environment, while fostering the country to be in-line with the latest Sustainable Development Goals (SDG) by 2020. Specifically for sustainable education area, to be the first referent in Peru of non-formal education, to develop soft skills of leadership among vulnerable youth.

In order to achieve the vision, and external and internal analysis was made, followed by the definition of the interests of the organization, its potential, cardinal principles, five long-term objectives, which will ensure the achievement of the vision. To achieve this, seven strategies were designed; and with them, 11 short-term objectives, their resources, policies, and other implementation guidelines. As a last stage a balance scorecard with goals, indicators, activities and measurement was developed in order to control the evolution of the strategic plan and made any adjustments is needed. Finally, it is concluded that if Grupo GEA follows the proposed strategic plan, they will be able to successfully relaunched the Buena Voz program, in addition, full commitment from the entire organization is key.

Resumen Ejecutivo

El presente trabajo propone el plan estratégico para la organización sin fines de lucro Grupo GEA, específicamente, para el área de educación sustentable, que tiene como principal producto el programa Buena Voz. El plan estratégico tiene una duración de cinco años, el cual fue formulado utilizando el proceso estratégico propuesto por D'Alessio (2013).

En el caso de Grupo GEA, la necesidad de desarrollar este plan surge de las dificultades encontradas para obtener fondos para el programa Buena Voz. Por lo tanto, el objetivo principal del plan es fortalecer la continuidad de la recaudación de fondos.

A lo largo del plan estratégico, se revisaron la visión, misión, valores y código de ética de la organización. La visión final se definió como, ser la primera ONG en el Perú que desarrolla proyectos innovadoras e integrados para promover el desarrollo sostenible y las relaciones justas entre la sociedad, la economía y el medio ambiente, alineado el país con los últimos objetivos de desarrollo sostenible (SDG) para el año 2020. En específico, para el área de la educación sustentable, Buena Voz será el primer referente en Perú para la educación no formal en desarrollo de habilidades blandas de liderazgo para jóvenes en situación vulnerable.

Con el fin de lograr la visión, se realizó el análisis externo e interno. Luego, se definieron los intereses de la organización, sus potenciales, principios cardinales, y en base a ellos, cinco objetivos de largo plazo, con 11 objetivos de corto plazo con sus respectivos recursos y políticas. Para poder alcanzar los objetivos, siete estrategias fueron diseñadas. Durante la última etapa se elaboró el cuadro de mando balanceado, en el cual se incluyen las metas, indicadores, actividades y medición de los objetivos de corto plazo para controlar la evolución del plan estratégico y realizar ajustes, de ser necesario. Finalmente, se llegó a la conclusión de que si Grupo GEA sigue el plan estratégico propuesto, será capaz de relanzar con éxito Buena Voz, para lo cual el pleno compromiso de toda la organización es clave.

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The Strategic Process: An Overview

The strategic plan developed in this document was prepared according to the sequential model of the strategic process. The strategic process consists of a set of sequentially developed activities that allow an organization to project into the future and to reach its vision. Figure 0 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.

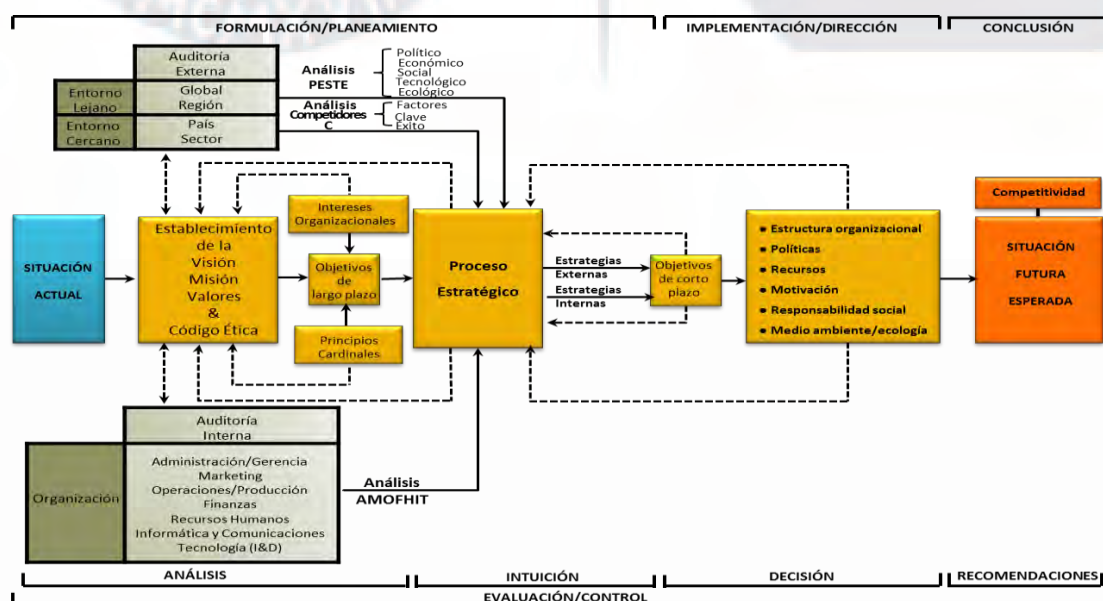


Figure 0. Sequential model of the strategic process.

Note. D’Alessio, F. A. (2013). El proceso estratégico: un enfoque de gerencia (pp. 10). Mexico, D. F.: Pearson.

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. 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.

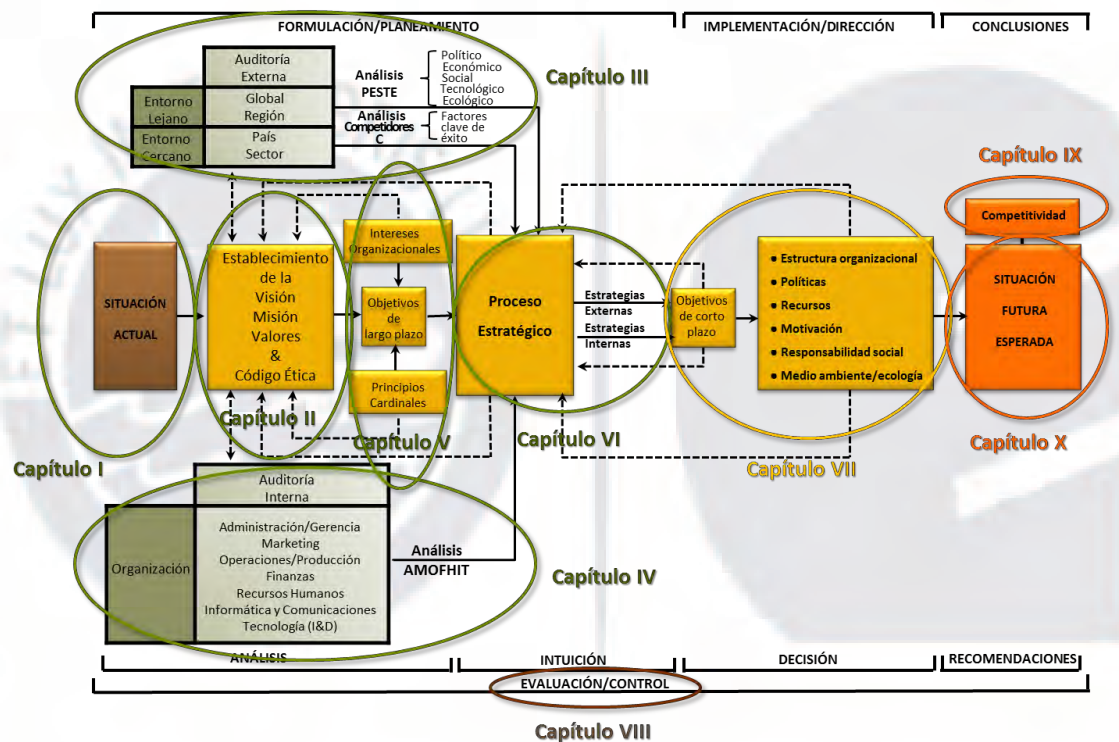
After formulating a strategic plan that allows accomplishing the future projection of the organization, the identified strategic guidelines are implemented. The strategic implementation basically consists on translating the strategic plans into actions and, subsequently, into results. It is worth to 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.

Sequential Model of the Strategic Process



Note. Do not consider Hartmann, National Competiveness, or Chapter IX. Chapter X becomes Chapter IX.

Chapter I: General Situation of the Organization

1.1. General Situation

Grupo GEA is a Peruvian non-profit organization with 23 years of experience working in four different areas, education, cities, enterprises, and tourism and communities. Their main objective is to accelerate changes in sustainable development in Peru through different types of projects in each one of their four units with a multidisciplinary team of professionals. In order to achieve this Grupo GEA looks for funds in private companies, international organizations and the Peruvian government. However, it has also a profitable area, which tries to cover 50% of their fix cost. This profitable area consists in offering consultancy to any kind of company in order to increase its competitiveness and profitability through technical assistance. It takes place in the area of sustainable enterprises.

Since 1992, when Grupo GEA was created, the non-Governmental Organizations (NGO) industry has passed through many changes, as well as the organization, arising in some difficulties that Grupo GEA is still confronting. As it will be shown in section 3.1, the political, economic, social, technological and environmental conditions in the world, Latin America and finally Peru has change a lot. From this analysis, one of the most important fact is the economic development of Peru, which has led to an increase on its rating in the investment grade by the rating agencies as Standard & Poor's, Fitch and Moody's. Peru has been rated with BBB+, BBB+ and A3 ratings respectively (PricewaterhouseCoopers, 2015), meaning that now it is considered a middle-income country. Although this economic development is beneficial for Peru as a country, international organizations that used to give funds to NGOs as Grupo GEA, has decreased their non-repayable cooperation and increased, their repayable cooperation for fields that are not considered critical (MINCETUR, n.d.). Taking into account, as well, that the compromised assumed in the seventies, by the developed countries, of giving a 0.7% of their GDPs to Ayuda Oficial al Desarrollo (AOD),

through the Organization for Economic Co-operation and Development (OECD), in order to help developing countries, has decreased, there is a difficult scenario for NGO's when trying to get funds.

For Grupo GEA, the sustainable education area (SEA), with just one person working permanently on it, the director, is the most affected by all the changes in the world and in the organization. The sustainable education area has developed many different projects through the years having cooperation of international funds and funds from private companies, which will be mentioned with more detail in section 2.1. With the previous experienced, Grupo GEA has determined that Buena Voz, with eleven years being successfully executed, is the most important project for the education area because of its impact and viability. They have determined as well, that the best way to get funding for this project is by private companies. However, in this year 2015, they did not get the finance. As it will be shown in section 3.3, the competition to get funding has increased over the years, since education is an area of great concern in Peru and many different non-profit organizations have appeared. It should be considered, as well, that in the last two years, the economic country's growth has been negatively affected by the external sources; hence, the availability of enterprises to finance NGOs has decreased.

Additionally, as it will be presented in section 2.1, there has been many changes in the organization, as the fact that the types of projects they did before has changed, a reduction on the labor force, and several changes on the organizational structure, leading to have people doing functions of two or more different positions of the organization. Besides this, and as it will be presented in Chapter 4, in the inside of the organization there are some weakness not being neutralized and some strengths not being fully used in order to overcome the situation. Some of the weaknesses are related to ineffective measurement and evaluation tools in projects, which leads to lack of communication within the organization, frequent staff

turnover and unclear financial goals and expectations. On the sight of the strengths, there is the expertise that Grupo GEA has for their 23 years of experience, as well as their well-prepared and experienced labor force.

It was identified that Grupo GEA is on its maturity phase, – in reference to the life cycle of the organizations (D'Alessio, 2013) – which, if combined with all the facts mentioned before, it leads to the conclusion that there is a need of a strategic plan for the sustainable education area, which should be led by a leader with an administrator profile.

The strategic plan will follow the strategic process, which, most of the times is applied for enterprises, but as mentioned by D'Alessio (2013), it is a powerful tool for all kind of organization and institutions, governments, all type of industries, among others, if correctly tailored to the organization concerned. Therefore, this strategic plan will re-launch the main product of the sustainable education area of Grupo GEA, the Buena Voz program. The strategic plan will consider the size of the area, which in this case is one person, the director, and it will consider, as well, that the executive director and the administration and finance area will give support to him.

1.2. Conclusions

In chapter 1, it was described the general situation of Grupo GEA. Through the general analysis, it was determined that it is a non-profit organization with great potential in its industry for many reasons. These are its position and reputation among its pairs and strategic partners, the strong networking that they have developed, and all the expertise that they have settled in their 23 years of operation as an organization and its 11 years of successful execution of Buena Voz program, when talking of the education area. It was also determined that all the changes in the environment and within the organization have originated some difficulties – such as problems to get funding – that they are confronting. However, if Grupo GEA exploits its potential taking advantage of its opportunities and

strengths and decreasing the most of its threats and weaknesses, they will be able to get positioned in the industry as the leaders of it, meeting their objectives and thus its vision.

Considering that Grupo GEA is on its maturity phase, developing a strategic plan for the sustainable education area, becomes critical and crucial for the organization in order to define the direction that they need to follow to continue growing and not to get into the decline stage. Therefore, this strategic plan will follow the strategic process described in the section above and it will take into consideration all the characteristics of Grupo GEA and its environment, in order to design the strategies that fulfill their needs.



Chapter II: Vision, Mission, Value, and Code of Ethics

2.1. Background

Grupo GEA is legally a private non-profit organization registered in the Public Records of Lima – Sheet No. 13800, electronic certificate 03001770 – and recognized by the Agencia Peruana de Cooperación Internacional (APCI) – with Resolution No. 216-2009/APCI-DOC in June 2009. It was founded in 1992 as the Office of Environmental Assessment and Consulting (OACA) specializing in issues of water management, sanitation, health, and environmental education. In 2007, they won a tender to become the National Center for Eco-efficiency and Social Responsibility (CER), organized by the Ministry of Environment and today their aim is to be leaders in promoting eco-efficiency, cleaner production and corporate social responsibility in Latin American (Grupo GEA, n.d.).

In 2004, they changed its name to Grupo GEA, to emphasize a more holistic vision, which will allow them to expand. In addition, they diversified into the four areas that they have up until now – Sustainable Enterprises, Sustainable Communities and Tourism, Sustainable Cities and Sustainable Schools –. It is also important to highlight that Sustainable Enterprises includes for-profit consulting activities provided by their subsidiary CER.

In 2015, with 25 professionals from different specialties – engineering, biology, economics, architecture, tourism, education, sociology, business administration, etc. – the organization is focus on accelerating the shift in sustainable development, by promoting the use of technologies, processes and environmental practices within companies, cities, communities and schools. At the same time, their goal is that 50% of the budget comes from their subsidiary CER.

The organizational structure is formed by the Assembly of Associates; the President; the Executive Director, the Administrative and Finance area; a communication area; and the areas of project management – consisting in the four areas of work mentioned above. This

organizational structure has changed over the years, and, Grupo GEA has adapted it, not just in shape, but also in amount of people. For example, in the last half decade they had more than 60 employees, but now they just have 25. There are some areas that have disappeared, as the human resources area, which activities have been divided, on a disorganized way, over the administrative and communication areas, as well as to each one of the four projects. This is also the case of the area in charge of collecting funds, which have been eliminated and which activities, now, have been passed to each person in charge of a project.

In the areas of enterprises, cities and tourism and communities, looking for funds have remained being not proactive, since they need cooperation of international organizations or companies which most of the time come to them. However, in the case of the education area, getting funds has always been a proactive activity, since the funds are got from private companies wanting to donate an amount of their revenues for social responsibility purposes, and, as it will be mentioned later, there is a lot of competition for educational purposes. In Chapter 4, it will be explained with more detail all the process related to get funding.

As an impact from the changes previously mentioned, it is the fact that, some people in the organization are doing double functions. In the case of the sustainable education area, there is just the director of the area working on it. Depending on the size of the contracts he gets for the Buena Voz program, he recruits a staff of professionals to work with him for the period defined – normally one year.

As it is shown, despite the fact that they have always worked on sustainable development, their fields of action have changed over the years. In the sustainable education area, they have developed and executed more than 14 programs in different institutions as schools and universities, being at schools where they have put more emphasis. Up until now, they have worked in more than 300 schools in Lima Metropolitan with children and youth (Grupo GEA). This area was consolidated through the development, all over its years of

experience, of projects of formal and informal education, as well as, in training models, and the formulation of education policies and strategies for sustainable development and promotion of children and youth in Lima. Some of their previous programs are:

- Ecoescuela
- Revivir el Rimac desde nuestras escuelas
- Proescuela
- Vivala ciudad
- Adopta tu barrio
- Provocación:
- Programa “Juventudes”, Jovenes y desarrollo local

Among all the programs of Grupo GEA, there is Buena Voz, which is an eleven years old program with the objective of promoting social inclusion and integration of the youth, by strengthening their leadership abilities in order to contribute to the constructive transformation of their communities and/or neighborhoods. It started in 2003 with a group of 40 youth of Villa Maria del Triunfo, in the south of Lima and it responds to the need of strengthen the community affected by high levels of poverty, unemployment, insecurity and youth gangs. It was an initiative of Grupo GEA, by providing expertise in socio-environmental issues and social responsibility, and Asociación Atocongo providing funds and project monitoring (Grupo GEA, n.d.).

The program consists in extracurricular activities for youth in their last three years of high school. It last during all the school year, and it has the guidance of a trained teaching staff, which every Saturday develop workshops and community recognition activities. The knowledge they get is then transformed into learning attitudes and values of commitment and individual and community responsibility. There is a book developed for the learning process, which addresses four areas: community, environment, youth and social responsibility.

Some of their strategic partners are private companies – Drokasa Peru, Perubar S.A., Exsa, Farmaindustria S.A., PTAR Taboada S.A., etc. –, governmental institutions – Gobierno Regional del Callao, Ministerio del Ambiente de Perú, Ministerio de Educación del Perú, etc. –, and other organizations – Asociación UNACEM, W.K. Kellogg Foundation, etc. (Grupo GEA, 2015).

A Buena Voz survey demonstrated that the program has achieved so far to increase community environmental involvement to 95%, 80% of families involved have seen improvements in family relationships, and 97% of the youth involved show better communication, responsibility, confident and future oriented (Grupo GEA, 2015). It is because of this that the organization has decided to focus its effort on an already existing project; the Buena Voz program, since it is the most related to the organization's core values.

Grupo GEA has a vision and mission defined for the organization, as well as the values that guide their performance. In the next sections they will be evaluated, considering the background that have been described in order to determine its validity.

2.2. Vision

Grupo GEA's current vision statement set the direction where they want to go. It states, leading innovative integrated projects to create fair relationships between society, economy, and environment. However, a more descriptive vision statement, according to D'Alessio (2013), should carry out three fundamental factors: leader personality and beliefs, the values of the organization, and the organizational culture. D'Alessio (2013) described, as well, that the vision statement should have nine components: (a) have a core ideology that motivates changes; (b) project the organization to the future; (c) be simple, clear and understandable; (d) be ambitious, compelling and realistic; (e) define a time horizon; (f) project a geographical scope; (g) be known to all; (h) create a sense of urgency; and (i) develop a clear idea of where the organization wants to go and why.

When doing the analysis of the current vision with the three factors and the nine components proposed by D'Alessio, it was found that, despite the fact that the statement is in line with what the organization wants to accomplish in the future, there is room for improvement. The requirements of projecting the organization to the future, being ambitious and develop a clear idea of where they want to go and why have not been clearly stated.

Therefore, a more descriptive vision statement applied to Grupo GEA, considering the size of the organization is:

To be the first NGO in Peru who innovate integrated projects for sustainable development and promote fair relationships between society, economy, and environment, while fostering the country to be in-line with the latest Sustainable Development Goals (SDG) by 2020.

Sustainable education

Be the first referent in Peru of non-formal education, to develop soft skills of leadership among vulnerable youth.

The five years of duration of the strategic plan was determined when considering that despite the size of Grupo GEA as organization, in the sustainable education area there is just one person. It was considered, as well, the strong dependency of the Buena Voz program in private companies as donors, hence, the presidential elections that will take place in 2016, could originate political and economic uncertainty, that can finalize in austere policies of the companies for Corporate social responsibility. In which case, the proposed strategic plan should be reviewed to determine whether its applicability is still valid.

2.3. Mission

According to D'Alessio (2013), the mission of the organization should answer the question, which is the business. An effective statement of vision should define what the organization is, how does it aspire to serve the community linked, be sufficiently wide to

allow creative growth, differentiate the organization from all others, provide a framework for assessing ongoing, be clearly expressed to be equally understood by all and build credibility in those who read it. It should also contain nine components: (a) customers and consumers, (b) products, (c) markets, (d) technologies, (e) organizational goals, (f) philosophy of the organization, (g) self-concept of the organization, (h) concern for public image, and (i) concern for the employees.

The current mission of Grupo GEA is to promote a sustainable Peru by developing its economic, social and environmental capital. Similar as the vision, the mission stays in line with what the organization is doing, but there is a need to specify their current position in a differentiated way, as well as, involving the nine components listed above, as customers and consumers, philosophy of the organization, and concern for the employees.

Therefore, the proposed mission for Grupo GEA is:

To promote sustainability in Peru within the following five years, by leading innovative projects hand-in-hand with their employees and partners, in order to contribute to the nation's well-being, by developing its economic, social and environmental capital.

Sustainable education

By developing environmental awareness, improving family relationships, and developing abilities of communication, responsibility, self-confidence and future orientation for vulnerable youth with which they will be able to create opportunities to improve their quality life and the one of their communities.

2.4. Values

Values are defined as principles or standards of behavior; as well as, one's judgement of what is important in life (Oxford Dictionarie, 2015). Therefore, it can be mentioned that values are those intangible beliefs, feelings, and notions that are part of individuals because of their family upbringing, educational background, religious or cultural heritage, work

environment, or other factors. Values help people understand the importance of things like friends, family, job satisfaction, financial security, leisure time, commute time, and work stress. Each individuals' values vary slightly, but, as a whole, communities often have shared values. This shared set of values is the basis on which the organizational vision is built (International HIV/AIDS Alliance, & Davies & Lee, 2007). According to what was previously mentioned, it can be concluded that values are the guide for the decision making process of every member of a society. Therefore, in an organization, values shape the objectives and purposes produce policies, and define strategic intentions.

After evaluating Grupo GEA current values, it was concluded that they were correct. These are the following (Grupo GEA, n.d.):

- Equity: Focusing work areas and economically and socially vulnerable groups, including women and young people looking for their integration into the dynamics of local development, to improve their quality of life.
- Local empowerment and environmental awareness: Promoting information and awareness of the community on environmental issues, strengthening local organizations and creating a reflective consciousness that enables better decisions on development.
- Valuing diversity and entrepreneurial spirit: Valuing the richness and diversity of economic, social, natural and cultural resources that the country possesses, incorporating as active in our projects. Designing projects with an entrepreneurial vision and drive business initiatives to improve institutional and sustainability of our partners.
- Commitment and responsibility: High motivation and commitment to sustainable development, assuming the challenge with responsibility and seeking to exceed the expectations of the counterpart.

- Creativity and professionalism: Developing innovative approaches and constantly enriching the capacity of reflection and action with integrity, relevance and efficiency. Working in multidisciplinary teams to enhance the impact of actions.

2.5. Code of Ethics

The code of ethics is a group of moral rules that everyone within its scope of action agrees on, to ensure a good behavior and living (D'Alessio, 2013). The code of ethics establishes the framework of the organization in order to avoid getting to the limit of legality, which can imply corruption, concentration of power, among other negative impacts.

Grupo GEA has not established a code of ethics; hence, it will be determined by using the code guide of The World Association of Non-Governmental Organizations (WANGO) (World Association of Non-governmental organizations (WANGO), 2004).

- Responsibility, service, and public mindedness will ensure sustainable progress by integrating self-development and service to others.
- Cooperation beyond boundaries, meaning that sustainable development can be fostered through inter-religious, intercultural, and interracial work, and across artificial barriers of politics and ethnicity that tend to separate people and their institutions.
- Human rights and dignity, in order to ensure that all employees, volunteers, providers, donors and associated partners are being free and equally treated with dignity and respect.
- Transparency and accountability to ensure honesty within the organization and toward donors and members of the public sector. This will be accomplished by periodic accountings.
- Truthfulness and legality meaning be honest and truthful when dealings with all their stakeholders. Respect to the laws of in its jurisdiction should be executed.

- Consistent and consistency, meaning that all the projects in which Grupo GEA get involved have the same interests as them as an organization. Sustainable development should be a constant among all their projects.

2.6. Conclusions

In chapter 2, it was described the background of Grupo GEA, while the vision, mission, values and code of ethics of the organization were analyzed. Throughout the background it was found that the organization has many strengths due to its 23 years of experience, but there is, as well, some weaknesses, due to all the changes within the organization, that have led to having no funds to execute the Buena Voz program in the sustainable education area. Buena Voz program is the one that Grupo GEA has decided to keep, despite of having crated a set of new projects in the past, because of its alignments with the core values of the organization.

Regarding the vision and mission of Grupo GEA, they both were analyzed in order to define a clear ones fulfilling the requirements mentioned by D'Alessio (2013). Both were determined for a duration of five years, due to the actual scenario of the sustainable education area.

The values of the organization were kept and they are equity, local empowerment and environmental awareness, appreciation of diversity and entrepreneurial spirit, commitment and responsibility, creativity and professionalism. On the other hand, Grupo GEA did not have a code of ethics; therefore, there was a need of creating one. It includes the following points: (a) responsibility, service, and public mindedness; (b) cooperation beyond boundaries; (c) human rights and dignity; (d) transparency and accountability; (e) truthfulness and legality; and, (f) consistent and consistency.

Finally, it can be concluded that Grupo GEA experience have helped them to develop a level of expertise that if wisely used and conducted, is the best opportunity to achieve their

final purpose, which is to become a leader of creating a sustainable development mindset in each member and aspect of the society, in order to create fair relationships with the economy and the environment.



Chapter III: External Evaluation

3.1. Environmental Analysis PESTE

Environmental analysis is vital to have a better understanding of the external factors that influence organizations and ultimately facilitates sustainability. Developing these frameworks allows for organizations to take into account what they cannot control or influence, and provides insight and knowledge to make strategic choices (D'Alessio, 2013). Therefore, utilizing PESTE analysis provides an outlook into political, economic, social, technological, and ecological factors, which facilitates strategy development.

3.1.1. Political, governmental, and legal forces (P)

Peru's current political system is based on a democratic, multi-party system with the President holding power in both head of state and government. It has a constitutional republic as government type (Central Intelligence Agency (CIA), 2015). The state's structure is organized on several levels: Executive Power, Legislative Power, Judicial System, 17 constitutionally autonomous organisms, regional and local governments (PricewaterhouseCoopers, 2015).

Over the years, the country has been politically unstable since independence. Having as a proof that Peru have had 109 presidents, 18 percent of whom were democratically elected (Nations Encyclopedia, 2015). Throughout the last 35 years, Peru has faced many important changes, which have led to the actual political scenario that the country lives nowadays. In the first decade of the twenty-first century, Peru was something of a contradiction. On the one hand, its economy was booming and its politics were peaceful and democratic. The contrast with the 1980s, an era of savage insurgency, and the 1990s, when authoritarianism took hold under the government of President Fujimori, was stark. On the other hand, though, Peruvians themselves were discontent. In public-opinion surveys,

Peruvians' satisfaction with democracy was among the lowest in Latin America (McClintock, 2013).

Nowadays, Peru, has achieved a favorable external environment, prudent macroeconomic policies and structural reforms in different areas, which combined has led to a scenario of high growth and low inflation (Banco Mundial, 2015). That is way, it is correct to say that the Peruvian government, over the past decade, has assisted in making Peru more competitive on a global scale. Succeeding decisions over the mandates of presidents García and Humala, during the last 9 years have led effectively to enable consistent growth that has helped Peru to remain a very attractive country for investors. The government has also been responsible for prioritizing privatization, encouraging foreign investors – by providing attractive concessions for foreign firms to operate under contract – and develop bilateral investment agreements (Bureau of Economic and Business Affairs, 2012). However, there is still a long way to go. Inefficient government bureaucracy, corruption, restrictive labor regulations, inadequate supply of infrastructure, policy instability and tax rate, have been identified as the most problematic factors for doing business in Peru (Schwab, 2014). According to the Global Competitiveness Report, there are 12 pillars of competitiveness, from them; four have been marked as basic requirements, being the most critical institutions, which has been placed in the 118 position out of 144 countries. It is important to highlight that institutionalization is the most important force driving a country to successful or failure. Therefore, it can be concluded that despite all the improvements in the political environment of Peru, there are still a lot of issues needed to overcome in order to develop a more competitive environment.

A relevant fact that must be taken into account in this analysis the presidential elections taking place in April of 2016, and which, will conduct to a change of president in July of the same year. Considering that Peru is a country with many political parties,

predicting where the political forces will go to, is uncertain. This important decision is vital to determine future of the country.

Besides the political forces of the country, there are political factors related to NGOs, which include, but are not limited to, partnerships with international institutions and the role of State supervision. International institutions, like the United Nations (UN), continue to play a vital role collaborating with NGOs. The UN and other divisions of the UN will collaborate with NGOs that can carry out its objectives. International institutions can include, donor agencies, philanthropy groups, charity organizations, private investment, among other, which can provide not only funds, but support based on the NGO's guidelines. For example, six out of nine projects of Grupo GEA of 2013, were financed from international institutions. It is important for NGOs to account for politics because the government can increase or decrease the attractiveness of funding from international institutions.

Politics affect the strategies of a country by dictating laws, regulations, and ultimately deciding the direction of a country. In the case of the Peruvian Government, an organism has been created in order to promote transparency in the non-profit sector. The Peruvian Agency for International Cooperation (APCI) is an Administrative Register that controls, conducts, organizes and supervises organizations that are characterized by their purpose of being non-profit. They also carry out development programs and conduct international technical cooperation. APCI's general purpose is providing transparency – when entities make use of state resources or operate with international cooperation (The International Center for Not-for-Profit Law, 2009). Registering with APCI requires providing specific details about projects, explicit timelines, and evaluation tools that demonstrate its benefits to society. In Peru, the state directs the development of the country; therefore, issues have been raised about its attempts to control NGO's activities, and more specifically, modifying obligations

of resource received from International cooperation. This highlights that it is important to analyze politics because government's actions can potentially invoke hardship for NGOs.

3.1.2. Economic and financial forces (E)

Measuring Peru's success based on the Gross Domestic Product (GDP) with Purchasing-Power-Parity (PPP), rates it currently as the sixth largest economy in South America. The growth of Peru's GDP had more than doubled in the past ten years as shown in Figure 1. Factors that contributed to this growth include; market economy, role of the State, macroeconomic stability, trade liberalization, promotion of local and foreign investment, legal stability, and social inclusion (PricewaterhouseCoopers, 2015). Peru has experienced the longest period of economic growth, of 5% between 2000 and 2010 (Peruvian Agency for International Co-operation, 2014).

Peruvian Real GDP: Rates of Growth (%)

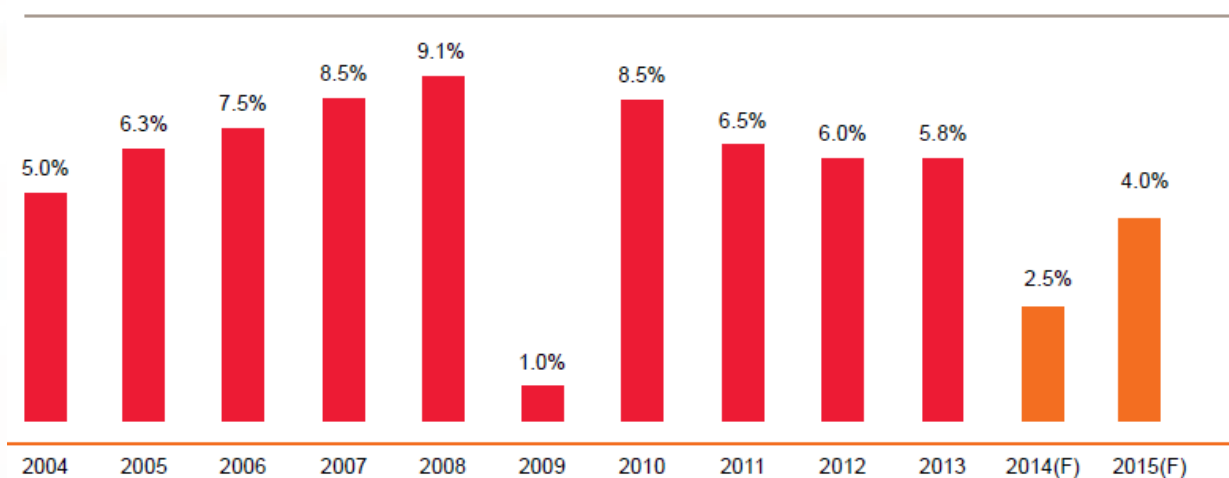


Figure 1. Peruvian real GDP: rates of growth (%).

Note. PricewaterhouseCoopers (2015). *Doing Business and Investing in Peru* (pp. 10).

Peru's strong economic growth can be attributed to its solid macroeconomic performance and to its economic model adopted in 1990s, based on the market economy, private investment macroeconomic stability, trade liberalization, among other characteristics. As well as, to the high and growing flow of investment and gain in productivity, especially in mining and hydrocarbon projects (PricewaterhouseCoopers, 2015), which has made Peru

relied on commodity exports. This also directly contributed to an increased flow of investment in other activities such as services and the agroindustry.

Peru's investors are confident in healthy economic policies, and the country investment grade presented in Table 1. In the same way, Peru's official currency, the Nuevo Sol, has demonstrated less volatility compared to other Latin American countries. The Peruvian Central Bank (BCRP) operates with a managed float regime, intervening only for stabilization purposes (PricewaterhouseCoopers, 2015).

Table 1

Investment Grade Comparison – Latin America

Country	S&P	Fitch	Moddy's
Chile	AA-	A+	Aa3
Peru	BBB+	BBB+	A3
Mexico	BBB+	BBB+	A3
Brazil	BBB-	BBB	Baa3
Colombia	BBB	BBB	Baa3
Bolivia	B-	BB-	Ba3
Ecuador	B	B	Caa1
Venezuela	B-	B	Caa1
Argentina	CCC-	CC	Caa1

Note. PricewaterhouseCoopers (2015). Doing Business and Investing in Peru (pp. 12).

All of these improvements in infrastructure, attractiveness of investment, and increased role of the state has benefited more Peruvians overall, however inequality still affects a large portion of the population. Poverty still affects 23% of the population, down from 27% in 2011, when Humala promised to reduce poverty to 15% by the end of his term in 2016 (Banco Mundial, 2015). The reduction of poverty is not reaching rural areas, and income inequality is growing (The PRS Group, 2014). This claim have been supported by stating that inequality and poverty are the region's main challenges, and Peru's rural areas lack the opportunities for sustainable income (Galiani, 2007). On the same way, it has been

reported that in Peru, the national indigence rates have extreme inequalities, from a low of 4% in the costal department of Lima to a high of 62% in the Andean department of Huanavelica (United Nations, 2005). Attempts to counter these trends were met by the Garcia administration with the cooperation of mining companies to contribute a share of mining profits, in addition to the regular corporate income tax, for the funding of community infrastructure projects (IHS Global Inc., 2015). Nevertheless, due to the paralyzation of the biggest mining projects because of social problems, the country's economy has decelerated.

In general, due to all the facts presented above, despite the good situation of Peruvians economy in the last years, its future is uncertain.

3.1.3. Social, cultural and demographic forces (S)

Ethnic diversity ranges by geographic regions, containing more than 14 ethno-linguistic families and 72 ethnic groups in 11 eco-regions – 28 of the 32 weather types and 84 of the 104 life areas of the world (PricewaterhouseCoopers, 2015).

As introduced in the previous section, Peru faces several developmental and social problems; however, the Government sets out to counter these. The Peruvian Government expects, by 2016, to reduce poverty from 24% to 15%, extreme poverty from 6.3% to 5%, decrease chronic undernourishment from 23.2% to 10%, and increase the coverage of basic services (water, sanitation, electricity, and telephone) in homes from 59.4% to 70% (PricewaterhouseCoopers, 2015).

However, it has been identified other important social factors relevant to Grupo GEA's environment, such as primary and secondary school enrollment, where current education expenditure on primary and secondary schools have drastically declined, which have led to the assumption that more children are working instead of receiving the education that they deserve. In Table 2, it is shown the evolution of school enrollment for primary and

secondary educations, as well as education compensation, children out of school and current education expenditure.

Table 2

Peruvian Indicators of Education 1990 – 2012

Indicator	1990	2000	2004	2005	2006	2007	2008	2009	2010	2011	2012
% net of school enrollment primary	-	98	97	97	97	97	95	94	95	94	89
% net of school enrolment, secondary	-	65	68	69	71	74	76	78	77	77	73
Staff of compensation, total (% of total expenditure in public inst.)	-	-	84	81	82	79	71	66	65	66	60
Children out of school, primary	-	844	13,037	12,847	10,256	10,392	83,120	120,503	92,147	128,536	301,703
% of total current expenditure in primary public inst.	-	-	99	96	97	91	83	82	81	78	76
% of total current expenditure in secondary public inst.	-	-	96	92	88	97	86	80	77	80	73

Note. World Bank Group (2013). World Development Indicators (WDI): Peru – Education.

The Ministry of Development and Social Inclusion, regulates and leads social aspects, whereas the efforts are guided by the National Strategy of Development and Social inclusion “Incluir para Crecer” (Include to Grow). Together they strive to achieve the objectives; early childhood development (improve the quality of the environment in which children development and improve access to quality educational services for early childhood), comprehensive development of children and adolescents (improve quality, equity and educational opportunities), and economic inclusion (increasing access to infrastructure and family productive assets, increase capabilities and resources to increase family productivity) (PricewaterhouseCoopers, 2015).

Primary and secondary education is free and mandatory for children (up to the age of 16), but in practice is impracticable to many rural areas. Comparatively, government spending per student has fallen nearly 80% in the last two decades (IHS Global Inc., 2015).

Due to the reality of Peru of its diversity and inequality, since the seventies approximately, NGOs started to appear in the country to try to make a change where the government did not take part. Many NGOs in Peru emerge in the late 70s and early 80s, in the so-called boom of development organizations. As in other parts of Latin America, the non-governmental sector development relating to a proposal born left-hand, sometimes shared with parties, other organizations of workers or peasants, sometimes in sectors of the progressive church or unifying projects of the left. This programmatic closeness is what distinguishes their value orientation, its particular developmental ethics and group and personal commitment of its members (Díaz-Albertini & Melgar, 2012). Nowadays, NGOs in Peru are professionalized, assuming the role of advisors.

From the analysis of the social force in Peru, it can be concluded that there are many social issues that needed to be overcome, and in this scenario NGOs has played a key role as agents of changes in a society where inequality is predominant.

3.1.4. Technological and scientific forces (T)

With the fast development in technology, NGOs are able to apply new methods to improve efficiency and influence. On one hand, the use of social medias, such as Facebook and Twitter, which functioned as a platform to globally share information in funds and volunteers have upgraded the traditional operational methods in NGO industry. NGOs have new approaches to reach donors, volunteers, and supporters. Due to the creation of smart phone, NGO's can borrow the platform of smart phone to broadcast education and communication. Some applications for mobile phones such as Coursera, which is an educational platform, which through partnerships with leading universities and organizations

around the world, to offer free courses online that anyone can receive (Coursera, 2015); and Duolingo, which is an language education platform, where anyone can learn English, French, German, Italia and Portuguese from basic levels (Duolingo, 2015). On the other hand, the new forms of technology, such as company database and information sharing system, are popular used for talents and specific innovations sharing. The related systems have enhanced the immediate information sharing and targeted information applying in NGO industry. For some special fields in NGO industry, such as environmental sustainability, medical treatment, agriculture development etc., advanced technologies or science are frequently practiced in real projects.

The use of technology could bring extra burdens on NGO industry, even though the appreciate technological and scientific tools could maximally link the resources together and globally force the funds and demands to become transparency among donors, volunteers and supporters. In order to use new forms of technology, both hardware and software need to be updated at significant costs and training need to be provided to staff. These extra costs could limit the use of the advanced tools in NGO industry, especially in developing countries.

For the NGO industry in Peru, most organizations are facing a problem in guaranteeing abundant capital for inner management operation, recruitment, and purchasing necessary equipment. To some extent, the Peruvian NGOs properly have a shortage in technology and science aspect compared to development countries, but the technological shift and diversity are happening in Peruvian NGO industry, according to the rapid influences by the technical progress in the world NGO industry.

3.1.5. Ecological and environmental forces (E)

Peru is located in the central and western part of South America, its territory includes the 200 miles of territorial waters in the Pacific Ocean and it is one of the 17 countries with greatest biological diversity in the world. Peru has eleven eco-regions, 28 of the 32 weather

types and 84 of the 104 life areas of the world. Meanwhile, Peru is the fourth country in area of tropical forests, the first in the number of plant species of recognized properties and first in domesticated native species (25,000 plant species of which 30 % are endemic). It is also first in varieties of fish, third in amphibians and third in mammals, such as 515 species of mammals, 1,816 species of birds, 418 species of reptiles, 449 species of amphibians, 855 marine species, 1,300 species of continental fish, 1,070 species of marine fish (PricewaterhouseCoopers, 2015). However, the major environmental problems in Peru are traffic and construction, especially in Lima has a highly intensive level of vehicles and demography. Combining the ecological and environmental forces with the development strategy, sustainable development has become a global trend in governments and organizations, such as green or sustainable constructions in urban. The goal of this is to incorporate the efficiency of resource consumption with social responsibilities to reduce the potential pollutions.

The creation of the Ministry of Environment (MINAM) in 2008 was a milestone in Peru for the advancement of sustainable development. In the past three years, the Ministry of Environment has taken decisive steps to strengthen environmental institutions in Peru. One of the biggest challenges for the Environment sector and the country has been the designation of Peruvian State to organize and facilitate the twentieth Conference of the Parties on Climate Change United Nations - COP20. This meeting brought together presidents, ministers, civil society and entrepreneurs from 194 countries, who discussed climate change and its impact. The role of Peru was positioned as a leader in global negotiations on climate change country (Ministerio del Ambiente (MINAM), 2014). However, changes to Peruvian law, eliminated environmental regulation, in effort to boost the economy through more lenient mining rights (Yeo, 2014). These new laws effectively eliminated the Ministry of Environment's role in protected areas, rainforest and on indigenous communities, and made it easier for mining

companies to exploit the extraction of resources. In addition to setting back environmental procedures, social tensions have elevated, resulting into widespread unrest.

The basic principle of exercising a sustainable environment development concept is to balance the healthy or quality life with the developing country. Furthermore, the environment legislation clearly defines that it allows public institutions at all levels to receive investments to contribute to a sustainable environment development.

As shown over the analysis, Peru is a rich country in natural resources, due to this reality and following the global trends of improvement and taking action over environmental issues in order to preserve and take advantage of the resources, Peru has started to take part, actively, in this new scenario. However, due to the country reality in other aspects as social, economic and political, there are many barriers that the organism working on climate change, sustainable development, among other environmental matters need to overcome.

3.2. External Factor Evaluation Matrix (EFEM)

The external factor evaluation matrix (EFEM) is a useful tool for organizations to analyze the environment in which they operate and how changes on it will affect them, in other words, it defines the opportunities and threats of the organization (D'Alessio, 2013). Although this tool has been usually applied to private companies, it is considered that for an NGO as Grupo GEA, it serves as a way to show managers and stakeholders how well the organization maneuvers are in its environment.

The opportunities and threats considered for the EFEM are the result of the PESTE analysis. The matrix considers the most relevant forces for each one of the areas as follows.

Opportunities

Availability of resources from international institutions.

International Institution partnerships play a significant role in the acquisition of Grupo GEA's funds and resources. Based on Grupo GEA's source of funds for projects from the

year 2012-2013, 66% came from international institutions. In addition, APCI documents that international cooperation for development in Peru is (Peru Annual Cooperation Report, 2013). This demonstrates the opportunity that Grupo GEA has for receiving funds from international institutions.

Poverty still affects 24% of population.

Grupo GEA sets out to improve the quality of life of low-income sectors of the country. Their competencies enable maneuvers that free Peruvians from poverty – providing the right tools that turn unsustainable into sustainable and facilitating the collaboration of communities, the state, and businesses.

Peru's investors are confident in healthy economic policies.

Strong trends of economic growth, matched with government policies that provide incentives for foreign investment make Peru an ideal place to do business.

Rural areas are an attractive market.

Grupo GEA's structure, making connections between communities, the state, and businesses has the ability to improve the quality life of rural communities. By making these connections, Grupo GEA sets itself up to be the leader in change management in Peru. Working with rural communities allows Grupo GEA to promote economic, social, and environmental development.

The quality of education has declined.

The Peruvian Government has been subsidizing the expenditure of primary and secondary education, which has also directly correlated with the decline of net school enrollment and the amount of children out of school. These results need to be alleviated and the government may turn to NGOs that can receive funding from international institutions. Grupo GEA can strategically place themselves to rejuvenate the quality of education in Peru.

Development of social media.

The capabilities created through improved technology and social media contributes to the availability to acquire resources like funds and volunteers. Capitalizing on social media can help Grupo GEA to receive more attention, followers, and ultimately to increase brand awareness.

Ecological and environmental long-term achievements by Peruvian government.

Grupo GEA's competencies are in line with the long-term goals of Peru's Ministry of Environment. This includes, improving environmental management in industry best practices of eco-efficiency, cleaner production, planning strategic environmental management projects, and all the meanwhile encouraging sustainable development of rural and urban areas.

Threats

Political uncertainty due to presidential elections in 2016.

The elections that will take place in April 2016 and that will end with a change of mandate in July 2016, may change the direction of the country. Since there are not strong political parties in Peru, the future of the country is uncertain.

Economic dependency in commodities.

Peru's dependency in the export of commodities puts tension on the economy. Being commodities large contributors to the attractiveness of foreign investment, the dependency on them will risk additional funding received from corporate social responsibility projects that these firms comply with. In addition, a slower economy will also reduce the policies and funding allocated to development programs.

Lack of social policy.

Weak levels of support and a poor image of government had been demonstrated by a lack of social policies and disregard for people.

Weakened Environmental Regulation.

Government's effort to maintain economic growth in commodity exports have threatened Peru's stance on environmental procedures. This has triggered much concern about the government's direction toward sustainable development and may result in decreased funding opportunities for NGOs like Grupo GEA.

In Table 3 it is shown the EFEM with the weights and ratings per each opportunity and threat defined. Both of them were defined with the analysis PESTE, as well as with the director of the organization.

Table 3

External Factor Evaluation Matrix (EFEM)

Opportunities	Weight	Rating	Weighted Score
1. Availability of resources from international institutions	0.05	4	0.15
2. Poverty still affects 24% population	0.05	2	0.10
3. Peru's investors are confident in healthy economic policies	0.10	1	0.10
4. Rural areas are attractive markets	0.10	1	0.10
5. Quality of education has declined	0.08	3	0.24
6. Development of social media	0.05	1	0.05
7. Ecological and environmental long-term achievements by Peruvian government	0.09	3	0.27
Threats			
1. Political uncertainty due to presidential elections in 2016	0.13	1	0.13
2. Economy dependency in commodities	0.10	1	0.10
3. Lack of social policy	0.11	3	0.33
4. Weakened environment regulation	0.14	2	0.28
Total Weighted Score	1.00		1.85

Note. 4. Superior response; 3. Above average response; 2. Average response; 1. Poor response.

Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 117). Mexico, D. F.: Pearson

The results from the EFEM was 1.85, which means that Grupo GEA's strategies are not capitalizing the opportunities, nor avoiding the external threats. This result show as well that Grupo GEA is under the average of its effort – 2.5 –, meaning that the organization is not using all its potential in order to get to its vision. Therefore, there is a need to develop the adequate strategies, which will allow Grupo GEA to take better advantage of Peru's healthy economic policies, the attractiveness of rural areas and the development of social media, and to diminish the impact of the future presidential elections and the economy dependency in commodities.

3.3. The Organization and its Competitors

In this section, it will be used the Five Forces Model. As mentioned by D'Alessio (2013), it was produced by Michael Porter to break down competition focused in a revenue driven environment. In order to analyze Grupo GEA, the original model has been adjusted to incorporate elements of not-for-profit driven environment. In Porter's model, the five forces are bargaining power of suppliers, bargaining power of buyers, threat of substitutes, power of new entrants, and competitive rivalry. For this analysis bargaining power of suppliers, will be adapted to service providers; and bargaining power of buyers will be adapted to donors.

These changes were done due to the nature of NGOs, which main goal is not revenue, but social assistant depending on their scope. As a result, the NGO being analyzed, Grupo GEA, will understand the quality and strengths of its current position in the industry in order to design strategies that fulfill its needs.

3.3.1. Bargaining power of suppliers (providers)

The service providers for the educational area of Grupo GEA are all the staff of professionals in charge of executing Buena Voz program, as well as, young people from the community already graduates of Buena Voz program, providers of private transport, merchandising, external consultants, printing companies, and ultimately schools.

Buena Voz program needs three teachers, a psychologist, three young coordinators – graduated from the program – as the professional staff to execute the project. In addition, the program required as well 35 students per school. Grupo GEA has a database of teachers and specialists that have worked with them before and that are committed to the program. Despite that they are being paid, their big incentive is contributing with the education of the youth. It should be highlight, that since Grupo GEA has developed an important network all over the years of the execution of Buena Voz and other educational programs. Getting professionals is not an issue for them. Regarding the young coordinators, from what is shown in the Buena Voz brochure (2015), which includes a survey on graduate students; they are highly committed with the program even after having finished it. There are more than 2000 graduate students, which can be selected in order to do coordinator functions.

Regarding the schools, the companies giving funds meticulously select them, trying to fulfill the requirements of being schools in neighborhoods of communities where high levels of poverty and social problems are combined, positioning them in emergency. Therefore, there is not much power of action from Grupo GEA. However, conserving the high rates of poverty, already mentioned in section 3.1, there are many communities willing to participate to this kind of programs.

In Peru, more specifically in Lima providers of the other providers as private transport, merchandising, and printing companies are abundant. Hence, the pressure of these sub-contractors or collaborating organizations is low. However, the option to substitute to another provider is high, hence if current servers does not fulfill the needs of the organization, Grupo GEA have the chance to replace them. For instance, and similar as with professional staff, the organization has a database with a list of substitutes in order to have control of any unexpected situation.

3.3.2. Bargaining power of buyers (donors)

Donors are like buyers in a traditional five forces model of Porter, since they are the ones buying the Buena Voz program in order to fulfill their corporate social responsibilities quota and get a social effect. For Grupo GEA donors are, mostly, local and international companies. Their power is high because in the event that they can get a comparable or unrivaled program or project from other organization, which fits better its needs, it means that there will be fewer companies willing to support Buena Voz program. Once a company gets involve a social projects, it is probably that they will not take a second one. Thus, if companies find other NGOs, which interests are more similar to theirs, they will direct their funds there. Another important factor to analyze is the size of capability of the donor. Power of donors, depends as well, on the amount of funding that they are willing to give, and the benefits that the donation will provide to society. Thus, donors can find that there exists other organizations or programs where they can donate less money and create greater impact.

Grupo GEA donors is also composed by people who is willing to donate money for the Buena Voz program. Their conditions are the same as for private companies. It should be consider, as well, that regional government, ministries of education and environment, and some international institutions, can be considered in this force; even though their collaboration is more link to technical assistance and promotion. The force they execute over the industry is high since with its support they are able to put the program on the showcase. Donors have high bargaining power because NGOs depend on them.

3.3.3. Threat of substitutes

In this force is important to take in consideration products different from the ones Grupo GEA offers, in which donors can direct their funds. For Grupo GEA, the threat of substitutes is high because they have an extensive list of competitors in the educational, which does not compete directly in the same field of sustainable development, or with the

same target market, which is youth in the last years of secondary school, but that donors are willing to support.

Projects that have been found as substitutes are projects related to education. Some of them are “Minkando”, “Asociación Educativa Caritas Graciosas”, or “Save the Children”, which are, as well, are non-governmental organizations with educational programs but with other topics that sustainable development, and working with kids, not with youth. The main concerns of these organizations are related to helping children to develop motor and analytical skills.

- Minkando is a non-governmental organization for young volunteers that work for kids and youth Peruvians that live in poverty. Its objective is to generate spaces for kids and youth can think in themselves, be capable to develop healthy attachments and are able to plan their future (Peru 2021: Empresarios socialmente comprometidos, n.d.).
- Caritas Graciosas is a non-profit organization. It has as a base a pedagogic innovative proposal, characterized to promote the participation of kids, families, and community through the investigation, exploration and the game (Peru 2021: Empresarios socialmente comprometidos, n.d.).
- Save the Children is an organization that promotes and defends kid’s rights from around Peru. Actually, Save the Children is working in several cities in Peru, working in projects in areas related in integral attention on early childhood, protection, education, and rights (Peru 2021: Empresarios socialmente comprometidos, n.d.).

Other substitutes that can be considered, are the extracurricular activities that schools organized or other complementary programs that government may encourage.

3.3.4. Threat of new entrants

For NGOs like Grupo GEA threat of new entrants is medium. To enter to the industry is easy due to regulations. For example, requirements from APCI to be registered in its record and have access to its benefits are as simpler as to fill an application form and attach an accepted a letter of a notary with the objectives of the company, an inscription letter, and information of programs and activities. Furthermore, for NGOs that are not interested in getting funds from international cooperation it is not a requirement to be registered in APCI. In the case of Grupo GEA they are registered, but not because of its educational area, but because of its other areas, which receive cooperation from international organism. Being registered in APCI, is beneficial due to the benefits as being exempt from paying income tax. Thus, making a short-term plan and having some expertise on the operations of an NGO, makes it easier for anyone to start a NGO.

In contrast, what make this section medium is the credibility and trust that sponsors have with non-governmental organizations. Funders will like to know where their money is going and how it is used; furthermore, the best way to do it is by working with a known foundation. Other important factors to be analyzed are networking and expertise. NGOs that have been working for a long time in the market have the necessary contacts to develop a project. For a new entrance, it will be complicated also to win contracts in its beginnings.

As a new entrant, it was identified Generación +1, which is a one year old program from Libelula enterprise. Generación +1 is a community of young, people which is focus in informal education for climate change for people between 18 and 30 years old (Generación +1, 2015).

3.3.5. Competitive rivalry

The competitive rivalry for Grupo GEA is high because the intensity of NGOs working in education is significant. Grupo GEA has several competitors in the educational

area, and it makes the environment highly competitive because the schedules in which they have to work in are restricted (Peru 2021: *Empresarios socialmente comprometidos*, n.d.).

For instances, social programs for education are restricted to school schedule. In Peru, classes take place from March until December, and from Monday to Fridays. Therefore, NGOs try to place their programs on Saturdays, and for the complete period of a curricular year. Another important issue is that not only educational-oriented NGOs are competitors, but also non-educational NGOs that work the same day. If others foundations are working in schools, they will scope of action for Grupo GEA. As explain in sections above, companies donors are the one choosing the schools in which the program take place. For more of the companies, the choice of the schools depend on the scope of action where they have to implement a social activity.

It has been determined, as well, that competitors of Grupo GEA will be the ones that try to get funds from the same types of companies as Grupo GEA. Tere are two organizations that have been identified as main competitors.

- ANIA: A non-profit association, founded in Peru in 1995 with the mission to educate and empower children and adolescents as affective citizens, entrepreneurs and committed to the environment through actions to facilitate and recognize their active participation in improving its environment (Peru 2021: *Empresarios socialmente comprometidos*, n.d.). This one is the more similar to the Buena Voz program of the education area of Grupo GEA, because it targets almost the same segment of population and because they promote, as well, sustainable development. Different from Grupo GEA, ANIA has deployed marketing tools, which have help them to get a good positioning on the NGO industry. As well as Grupo GEA, they work with the cooperation from the government, and get funds from private companies.

- Enseña Peru, which is a non-profit organization whose purpose is to serve the biggest challenge of Peru as a country: education. It proposes a model based on attracting, selecting and training talented young leaders, graduates of various careers and universities to provide leadership for two years in schools in vulnerable areas of Arequipa, Cajamarca, Moquegua, Lima and Callao (Peru 2021: Empresarios socialmente comprometidos, n.d.). Enseña Peru does not work in sustainable development, but the similarities they have as similarities being in the educational area, in poor communities, working with youth, and more important, targeting the same companies in order to get funds. Different from Grupo GEA, and even ANIA, Enseña Peru has six years of creation and, up until now, they have committed a vast amount of companies and public figures to fund and represent their organization creating brand awareness all over the country and even abroad.

In Figure 2 it is presented the five forces of Porter model for Grupo GEA.

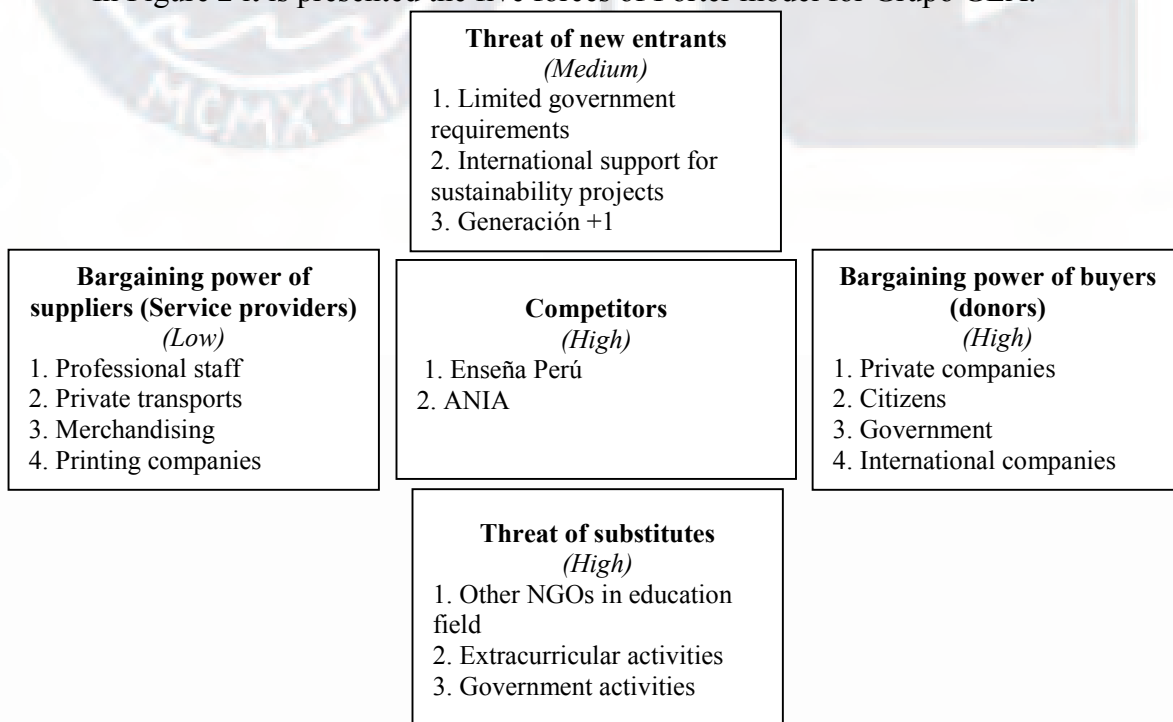


Figure 2. Five forces of Porter for Buena Voz program of Grupo GEA.

Note. Adapted from D'Alessio, F. A. (2013). El proceso estratégico: un enfoque de gerencia (pp. 127). Mexico, D. F.: Pearson

3.4. The Organization and its Referents

Grupo GEA has been in the market for 23 years, and they have done good impression in the Peruvian market. In order to keep growing and competing is essential to have organizations to the one they can look up in order to benchmark their core competences and learn from them. Considering that the national market is still young when referring to NGOs, Grupo GEA should look up to international well-ranked in order to find its referents.

After talking with the main director of Grupo GEA and with the director in charge of the education area, and having researched about global NGOs, they were identified two organizations that Grupo GEA admires. The first one is Oxfam, which have been identified as the third leaders of the world in sustainability, and World Resources Institute (WRI), which have been positioned in the fourth place. This two was been selected by a group of experts, where 31% of them think that the ability to effectively engage a range of stakeholders and drive collaborative initiatives is the main quality distinguishing NGO leaders (Globescan & SustainAbility, 2015).

- Oxfam is an international confederation of 17 organizations working together to create a global movement using a combination of programs in sustainable development, public education, advocacy, and humanitarian assistance in disasters and conflicts (OXFAM International, 2015).
- World Resources Institute, is a global research organization that turns big ideas into action at the nexus of environment trying to make attitudes and behavior to protect and conserve the environment. The organization is in 50 countries, and it works with more than 450 experts and staff creating ideas to sustain natural resources while working with six issues that are related to the environment and development. These issues are climate, energy, food, forests, water, and cities and transport (World Resources Institute, 2015).

These two organizations are key players in sustainable development with expertise in Latin America and across the world. The idea of having these role models is to benchmark its strengths, as well as identified how have they overcome its weaknesses in order to learn from its past, errors, and success, in order to develop strategies for Grupo GEA that can enhance the organization.

3.5. Competitive Profile Matrix (CPM) and Reference Profile Matrix (RPM)

In this section it will be analyzed the competitive and reference profile of the NGO industry in, which Grupo GEA with its Buena Voz program from the education area plays. This analysis is key in order to understand the position of the organization in the industry in order to develop strategies that can position them were needed in order to achieve its vision.

For both matrixes six critical success factor (CSF) were analyzed, they are advertising and communication, product development, networking, fund raising, internal client's expertise, and structure of the organization. The six CSF as well as their weights were identified after having done the five forces of Porters analysis and the identification of the referents. In this analysis, it was found the main strengths that their competitors and referents have developed in order to get to the positions were they are now. Therefore, it can be concluded, that if Grupo GEA take advantage of them, as well, will get to a more competitive position.

As mentioned in section 3.3 the two main competitors are Enseña Perú and ANIA. These organizations have some advantages against Grupo GEA. For instance, Enseña Perú have develop their networking since they work with international organizations, public figures, among others, which have made them become an important player in Peru. In the case of ANIA, their marketing strategy has positioned them very well and it have also been used generate some incomes. As an example,

ANIA develop a cartoon with the ones they have had cartoons on TV, storybooks, among others, for the ones they still receive money.

Both companies have a relevant issue that makes them different from Grupo GEA.

The key success factors (KSF) has been analyzed in Table 4. When analyzing the competitive profile matrix, it is notable that Grupo GEA, with a weighted score of 2.15, should focus on working in advertising and communication, diversification and designing strategies in order to get funds. On the other hand, they could get better advantage of their product development and networking. The evaluation of the matrix show, as well, that Enseña Peru, with a weighted score of 3.6, is the organization, which have taken better advantage of their strength and weaknesses.

Table 4

Competitive Profile Matrix (CPM)

Critical success factors	Weight	Grupo GEA		Enseña Perú		ANIA	
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
1. Advertising and communication	0.30	1	0.30	4	1.20	3	0.90
2. Product development	0.20	3	0.60	4	0.80	4	0.80
3. Networking	0.15	3	0.45	4	0.60	3	0.45
4. Fund raising	0.15	2	0.30	4	0.60	3	0.45
5. Internal client's expertise	0.10	4	0.40	1	0.20	3	0.30
6. Diversification	0.10	1	0.10	3	0.30	2	0.20
Total Score	1.00		2.15		3.60		3.10

Note. 4. Major strength; 3. Minor strength; 2. Minor weakness; 1. Major weakness.

Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 138). Mexico, D. F.: Pearson

In the analysis of the referents, presented in Table 5, they were taken into consideration the two organizations mentioned in the above section. They are Oxfam and the World Resources Institute. With this analysis, Grupo GEA will have the opportunity to understand their weaknesses and how to evaluate them in order to overcome them.

With this analysis it has been determined that the administration of advertising and communication, product development, networking and fund raising are highly important for NGOs in Grupo GEA's field. For example, when comparing Grupo GEA's website with the ones of its referents, it is clear that they do not have the correct tools to approach donors in order to create attractiveness, which goes hand-in-hand with fund raising. Having an attractive website and advertising increase the probability to get more donors attracted, as their referents Oxfam and World Resources Institute, which have got 3.90 and 3.80 as scored in the RPM, respectively.

Additionally, networking is an essential aspect to take in consideration. Grupo GEA is not doing much to approach companies or important people to find opportunities. A principal element in a NGO is funding's and a very common way to find grants is by networking. Due to the experience and reputation that they have in their other four areas, Grupo GEA can take a better use of its contacts, as making them spokesperson for the Buena Voz program. Grupo GEA's referents have increased donations, by participating in big international in order to make people to get to know about their projects. Thus, participating in local and foreign meetings, with Buena Voz program may be a way to approach future opportunities.

Table 5

Reference Profile Matrix (RPM)

Key Success Factors	Weight	Grupo GEA		Oxfam		World Resources Institute	
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
1. Advertising and communication	0.30	1	0.30	4	1.20	4	1.20
2. Product development	0.20	3	0.60	4	0.80	4	0.80
3. Networking	0.15	3	0.45	4	0.60	4	0.60
4. Fund raising	0.15	2	0.30	4	0.60	4	0.60
5. Internal client's expertise	0.10	4	0.40	4	0.40	3	0.30
6. Diversification	0.10	1	0.10	3	0.30	3	0.30
Total Score	1.00		2.15		3.90		3.80

Note. 4. Major strength; 3. Minor strength; 2. Minor weakness; 1. Major weakness

Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 152). Mexico, D. F.: Pearson

3.6. Conclusion

In chapter 3, the external analysis for Grupo GEA was made in two parts. The first one was an analysis on the forces having influence on the environment, and this was done by using the PESTE analysis in order to identify threats and opportunities that can affect the organization. It was found that the main opportunities for Grupo GEA are the availability of resources from international institutions; poverty still affecting 24% population; Peru's investors are confident in healthy economic policies; rural areas are attractive markets; quality of education has declined; development of social media; and, the ecological and environmental long-term achievements by Peruvian government. On the other hand, the major threats are the presidential elections taking place in 2016, the economy dependency in commodities; the lack of social policy; and, the weakened environment regulations.

This analysis was concluded with the External Forces of the Environment Matrix, where Grupo GEA scores 1.85, which is under the average of 2.5, meaning that they are not taking advantage of all their opportunities and that they are not successfully diminishing its threats.

The second analysis was done in order to understand Grupo GEA in the industry where it plays and what is its current position among its competitors and referents, in order to benchmark some strengths and weaknesses that are key to exploit or overcome. In this analysis it was found that Grupo GEA plays in an industry highly competitive, where suppliers have low power; while buyers, substitutes and competitors have high power; and, new entrants have medium power. This analysis was concluded with the Competitive Profile Matrix and the Referents Profile Matrix. In this analysis, six critical success factors were identified, the advertising and communication, product development, the use of networking, the ability to get funds, the internal clients expertise, and the structure of the organization. In both analyses Grupo GEA scores 2.15, having as main competitor Enseña Peru with 3.60, and as main

referent Oxfam scoring 3.90. The main lessons that can be taken are related to developing and effective marketing plan that allows the organization to create brand awareness in order to be able to get more donors.

After doing the external analysis it was found that Grupo GEA has an important potential if they take advantage of the opportunities of the environment and if they diminish the risk of the threats. Because, nowadays, they are letting that the threats play against them, having placed them in the position of not having funds for the execution of the Buena Voz program in 2015.

It was analyzed, as well, the forces driven the industry of sustainable development NGOs. It was found that the NGO industry in Peru is not attractive because the market is full of competitors, and it is easy for new entrant to get into the market due to the current regulations, despite of the fact that there is a need to have contacts and reputation in order to succeed. Hence, there is a need for Grupo GEA to place its Buena Voz program in the market in order to highlight among its competitors.

Chapter IV: Internal Evaluation

4.1. Internal Analysis AMOFHIT

AMOFHIT analysis is a tool that is used to evaluate internal conditions in an organization. Gathering the correct information is essential in order to identify and analyze strengths and weaknesses within the organization. The analysis examine seven important areas within the organization, which are: (a) management and administration; (b) sales and marketing; (c) operations and logistics; (d) finance and accounting; (e) human resources; (f) information system and communication; and (g) technology, research and development. According to D'Alessio (2013), creating competitive advantage involves being able to transform the benefits of the distinctive competencies to design strategies that can improve the weaknesses of the company and transform them into strengths.

4.1.1. Administration and management (A)

Grupo GEA belongs to the Asociación Peruana de Cooperación Internacional (APCI), as described in the chapters above. Therefore, some of their administration and management actions and structures are articulated under its requirements. Grupo GEA is a multidisciplinary team of professionals promoting the practice of sustainability, which is an issue that have not been taken into consideration in the past. By promoting sustainability, Grupo GEA aims to achieve social inclusion and environmental responsibility as a daily activity. With the educational area, more specifically through Buena Voz program, they try to inculcate leadership in youth between 13 and 18 years.

Currently, and as mentioned in section 2.1, the organizational chart is formed by the Assembly of Associates; the President; the Executive Director, the Administrative and Finance area; a communication area; and the four areas of project management. It is shown in Figure 3.

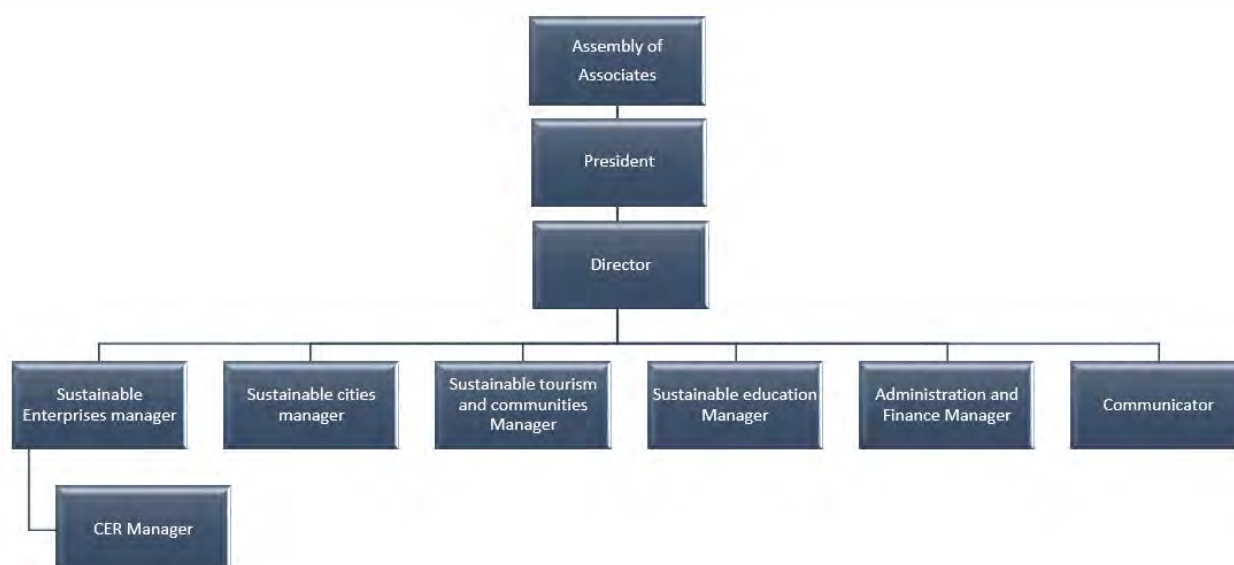


Figure 3. Organizational structure of Grupo GEA.

Note. Adapted Grupo GEA (2013). Manual de funciones (pp. 3)

The President is in charge of strategically projecting Grupo GEA on a national, regional and international level, by promoting strategic alliances, fostering initiatives with big geographical scope, dealing with strategic relations with public and private institutions, representing the institution and spreading their objectives and achievements.

The Executive Director is responsible for guiding, accompanying and planning strategically the work for Grupo GEA ensuring proper implementation of annual plans, incubating innovative initiatives, overseeing the work of the directorates and managements, ensuring coordination and communication among areas, ensuring good financial and non-financial resources management, and managing relationships with public and private institutions.

The Directors of the programs are in charge of guiding, supervising and ensuring the quality of work of their area of competence. They do it by projecting it strategically, mobilizing financial and nonfinancial resources in coordination with its superiors, overseeing the work of the technical team, as well as ensuring the operating conditions, ensuring the

proper management of financial and nonfinancial resources available for the area, and managing relationships with public and private institutions in their specialized subject areas.

The manager of administration and finance, in coordination with the Executive Director, ensures the efficacy and efficiency of the utilization of financial and non-financial resources of Grupo GEA.

In reality, the Executive Director is in charge, as well, of the Enterprise Area and the Cities area. Therefore, it is very difficult for him to completely monitor the well functioning of all the four areas. In the case of education, there is just the Director, which is the only member of the team this year, since there are no projects for the area. His activities this year are related to developed strategies in order to get funds for the coming years. In a normal year with projects, he hires a team to work over all the study year at the school. His functions are related, as well, to develop and strong networking, in order to increase the donors for the program.

In the terms of administration and management, they have the minimum positions required in order to fulfill the requirements of institutions giving funds to them. The administrative and management area play the role, as well, as a logistic and human resource area.

4.1.2. Marketing and sales (M)

For Grupo GEA, marketing and sales activities are done by each person who is in charge of a project, there is no marketing department in the organization. Marketing activities are oriented to satisfy the needs of consumers. The first step for any organization is to segment, position and target its product. Considering these, Grupo GEA, has identified the existing need of improving education in Peru. Despite having already worked with public schools in Villa Maria del Triunfo, Lurín and Bellavista, they have not segmented the market or they have not attempt to get position in the market, by other definition that the promotion

of sustainable development. Grupo GEA decided to start the program, in Lima since it is where the headquarter is located and where big companies can be found. Nevertheless, they tried to deliver an image of having a flexible product, which can be adapted to any type of community. From its experience while executing the program, people have positioned Buena Voz as an urban project, because up until now, in its 11 years, it has only existed in Lima and Callao.

In a second step, the marketing activities will be analyzed, as well, with the four P's of marketing, which are product, price, place and promotion. The product that Grupo GEA has develop is a service of education to youth on a range of 13 and 18 years, which takes place all Saturdays of a school year (28 in total) and offers developing of soft skills for its students in order to transform them into leaders, which can achieve change in its communities. The program offers, as well, training in hard skills related to the sustainable development issues as clean processes, climate change, productivity and efficiency to reduce waste, solid waste treatment, among others. They count with teachers, coordinators and psychologists for each five groups of schools they work with. The most considerable issue in the product is the contract they signed with their donors, which is strictly based on the needs of the company to fulfill the requirements of their corporate social responsibility. The donors established the schools in which the program will take place, all of them are public school in vulnerable communities. The relationships between Grupo GEA and its donors have not been sustainable over the long term. Retaining donors have been difficult because projects are limited to year long contracts. It is important to highlight that Buena Voz program was designed for public schools in vulnerable areas, and with the aim of being flexible in order to fit the reality of urban and rural communities. However, up until now, Buena Voz program has always been executed in urban communities. Regarding the effectiveness of the product, from a survey due to graduate students from Buena Voz in 2013, it was concluded that 75%

of them was able to lead school and extracurricular activities; 97% of the graduates were more communicative, responsible, more self-confident and become future oriented; 93% intensify its relations with other young people and communities; and, 77% has improve its self-confidence (Grupo GEA, 2015). Therefore, and beside that the segmentation and the current position of Grupo GEA is not the expected ones, the product has been able to be effective, as show in the results.

Regarding the price, the amount of money needed for each school is \$ 10,000 USD, based on the minimum requirement of five schools. This price includes the payment of the professional staff, the transportation system, the books and materials for the classes and some merchandising as backpacks, t-shirts, among others.

The place is related to the distribution of the program. Which in this case is very weak. Up until now, it is just the director on the education area, the one who goes to the companies in order to get funds. Besides from this activity, Grupo GEA is not taking advantage of all the networking they have developed over the years as an organization, an from Buena Voz program. For example, companies and institutions that are cooperating for other projects from Grupo GEA, all the staff from Buena Voz, and their graduate students. It should be consider that all of them has the potential of being distributors of the program, in order to create brand awareness and get to more donors.

For the promotion of the Buena Voz program, because of the reputation and long-term relationships with its donors, Grupo GEA has a strong trust on their prestige and image as promotion strategies. Their marketing activities in the education area, specifically in Buena Voz program, are related to prepare and release informative books, brochures and presentations that they will be shown to the companies when trying to convince them to be donors of the project. In addition, the transformation of technologies as Internet and social media with tools as Facebook has not help Grupo GEA to enlarge their promotion. The

Facebook page is one of the most actives one, but in the recent year does not show the education projects and programs. The webpage has a lot of useful information, but it has not being updated in the last year, which brings a problem when trying to enlarge their networking through this tool. Overall, the well-built reputation plays an important role in Grupo GEA's image; however, when looking at the specific education area, Grupo GEA shows room for improvement in its ability to promote the program.

4.1.3. Operations and logistics. Infrastructure (O)

Grupo GEA has formed a define workflow and procedure for Buena Voz program. It can be divided in three parts, selling process, project planning and project execution. The first two processes are considered strategic, and the last one is a core process.

The selling process starts with the identification of the potential donors. The potential donors include government and people in general, but it specifically comprises, private companies. Some of the possible donors may be identified within the networking of Grupo GEA. The organization, through the Buena Voz program has acquired expertise in Lima's NGO industry, by maintaining, over 11 years, cooperation with several clients. These clients are the main sources for implementing the environmental related projects. The process consists in contacting, visiting and making a formal presentation to the companies. This presentation includes the major milestones and achievements of the project over the years. After this presentation, if the company accepts, the contract is signed, meaning that the funds were got and then, the project planning starts. When the contract is signed, it is the company the one deciding which schools they should work with. Normally, the public schools in vulnerable areas are chosen regarding the scope of action of the company.

The project planning includes the preparation of the working plan, which comprises a schedule, the planning of the budget and human resources, the designation of the providers of the supplies, among others that are determined crucial and critical by the director of the

education area. It includes, as well, organizing and recruiting the team of teachers, coordinators, physiologists, and other professionals that may be need depending on the specifications of the contract, which can be journalists and social workers.

The project execution consists of a 28 work weeks with the chosen schools. It is executed each Saturday from March to December. After it, students are graduated. In this process, the entrants are the youth, which enroll to the program. The core process consists of workshops for training youth in developing its soft skills, which will help them to shape themselves as leaders that can achieve change in their communities. Moreover, hard skills related to the sustainable development, are taught as well, in order to make this young people aware of all the changes affecting the world and finally them, and get committed to do something to take advantage of it and overcome adversity. Throughout all the year of execution, Grupo GEA should be giving reports on the expenditures to the donors; there should be around three or four per year. These reports should go to the donors, as well as APCI to encourage transparency. This last activity is considered a supporting process. The final output from this process is youth with better values, willing to collaborate actively in its communities to move them forward to development.

4.1.4. Finance and accounting (F)

The finance and accounting area take place in the Administrative and Finance Management division. Grupo GEA receives all of their financing from two sources. One is from a profitable activity of consulting in the enterprise area, which intends to covers 50% of the fix cost. However, over the last three years, in 2012 it has only covered 38% of the total costs, followed by 19% in 2013, and 15% in 2014. This fix cost includes the costs that cannot be covered by projects, such as computers, or other technical equipment. The other source of funding comes from international organizations, private companies, and the Peruvian government.

The accounting of Grupo GEA is done separated projects. Every project requires individual reports with details of each expenditures. Therefore, the person in charge of each project should take responsibility of their own expenditures and report them to their superior, who would deliver it to the Administration and Financing division, in order to do the global accounting process.

In order to do the accounting, a software, which is also used in other NGO, and, which was done for a specialist, adapted especially for Grupo GEA's needs, provides the area. The profit and loss statement 2014 show a positive annual result of 120,875.19 PEN. Which shows improvement for the organization, considering that in the past year it was negative. The balance sheet for 2014 shows that the cash account represents 60.5% of all the assets. On the other hand, the non-executed projects, in the noncurrent liabilities, represents 45.2% of the total liabilities. This shows that there are several process for the one there has been money received, but that they have not finished.

4.1.5. Human resources (H)

Human resources management is a weakness inside the organization. Grupo GEA has around 25 full-time employees and two interns, but they do not settle a specific position in the organization structure to take charge of these activities. This subsection is going to analyze this weakness through three aspects, which are the staff shortage, disorganization in job responsibilities and disabilities in retaining talents.

Staff shortage can be seen in several positions from top to down inside Grupo GEA. More specifically, Group GEA does not have employees in all the managerial positions, making people play double roles. As it was explained of double or triple functions made by one person, the case of the Executive Director, which makes him dedicate less time to the internal management operation, for the daily operations of the areas he managed. Meanwhile,

there are several basic functions that are not being done, because when some areas were dissolved, there was not a clear displayed of who will take responsibility of each part.

The disorganization in job responsibility comes because, despite of having a function manual describing the functions of the main directors and the administrative and management staff, there are some functions and responsibilities not being described, as well as some positions as the person in charge of communication and the employees working on projects. The main problem is overlap in some functions resulting, in some cases, in no one executing it.

Inability to retain talent, in the meetings held with the organization, Grupo GEA has highlighted the high turnover on employees with less than three years in the organization. Given that there is no formal position for human resources, there is no formal plan to retain employees. On one hand, Grupo GEA does provide a plenty of attractive worldwide training opportunities, as traveling abroad to take courses, lectures and to assist to international conferences. However, there is also the fact that some training plans depend on the content of the ongoing projects and are not proactively take into account. Otherwise, Grupo GEA cannot afford a management skills training or other resources training based on the limitation of funds and needs of itself.

In the specific case of education, there is just one person in charge, which is the director, who formed a team depending on the program needs for the contracts acquired. Nevertheless, it does not mean that there is no need of order and organization on the responsibilities and functions of human resources, since they affect him as well.

Regarding the culture of the organization, and due to the size of the company, there has always been a familiar environment among the workers, which use colloquial language to communicate between them and the casual dress code, represent the horizontality in the organization. This is a positive aspect, since the employees feel free to propose new ideas for

projects or new ways to do things, and they know they will be listen. Therefore, creativity is not limited, but encourage.

4.1.6. Information and communication systems (I)

Information and communication systems are not a strong competitive advantage for Grupo GEA. In fact, Grupo GEA has adopted several approaches in advanced information and communication systems, which has directed them into global opportunities and environmental sustainability information sharing. Based on 23 years of developing, Grupo GEA has built its own effective and useful inner systems in several aspects. To some extend, Grupo GEA has an effective and growing database for external human resources, such as teachers, consultants, engineers, and volunteers. Except the database, Grupo GEA also borrows the strength from enterprise information system, such as financial software, and the effectiveness from social media like Facebook their webpage. Such tools using has creditable increase the efficiency and operation among Grupo GEA practice, government, and companies. Within the company, there is internal e-mail as a tool and the use of office.

However, Grupo GEA shows room for improvement. Grupo GEA could enhance the communication inside the organization, especially in financial element. The effects of online social media could be enlarged. The main approach for receiving funds and projects heavily relies on the built relationships between big companies, and government. The power of information through Internet is not completely researched and used in Grupo GEA.

4.1.7. Technology and research and development (T)

The application of technology and research could be an expected competitive advantage. Grupo GEA is considering developing the education applications on smartphone platform. In its future plan, Grupo GEA is thinking to extend the power of technology in the education field. However, there is no one in charge of the research and development in the

organization, ideas come from the employees and if they considered appropriate they exposed them with directors.

4.2. Internal Factors Evaluation Matrix (IFEM)

The internal evaluation matrix is a tool, which allows organizations to identify its strengths and weaknesses, and to evaluate the relation among the different areas, in order to find the competitive advantage.

For Grupo GEA, over the AMOFHIT analysis and while discussing with the Executive Director and the Director of Education, there were found five strengths and five weaknesses.

Strengths

Grupo GEA is regulated by APCI.

Grupo GEA is registered on the APCI, and because of this, they are required to have a minimum of positions within the organization. Although the benefits from APCI are more related to programs needing funds from international organism, the education area gets benefit of it, as well, since other organizations and institutions, besides private companies can contribute with the Buena Voz program, with technical assistance for example. Hence, Buena Voz program can benefit indirectly from this strength.

Effective product.

As mentioned in the marketing analysis, due to all the years of experiences while executing Buena Voz, they have been able to develop a good quality program that allows its executors to achieve long-term goals in the students.

Well-defined process.

Similar as in the strength described above, all the knowledge from the 11 years of execution of the program has developed a well-defined process, which allows the program to be efficiently executed.

Clear goals for funding.

As mentioned in the financial analysis, Grupo GEA, has defined the amount of money they need for each project, which is a strength since it defines a clear panorama when looking for donors.

Use of databases and other tools.

Having a database of all the providers of the Buena Voz program, allows Grupo GEA to avoid dependency on them.

Weaknesses

Unclear organizational structure.

As shown in the administration analysis, Grupo GEA has recently change its organization structure, where all the positions are defined, but since, in some cases, there is the same person doing double functions, it becomes unclear to monitor all the activities and results of the four areas.

Unclear roles for employees.

Due to the size of the organization, some areas do not exist. For example, human resources. Although, some functions are spread through the organization, not all of them are assigned, making it confusing for the employees whether they should take responsibility over them or not.

Weak promotion of Buena Voz.

Through the marketing analysis, it was clear that Grupo GEA does not have a promotion plan. Hence, they do not take advantage of all the tools, networking, and other sources they have in order to promote the Buena Voz program.

Financial analysis is difficult to track.

Although, doing the accounting by projects is easier for Grupo GEA when presenting them to international institution, the government, or donors in general; it does not allow the

organization to track whether they are achieving its objectives of covering 50% of the fix cost by its consultancy activities. This weakness may seem unrelated with the education area, but it is not, since the incomes receive from the consultancy activity also benefit the Buena Voz program.

Human resources responsibilities are not defined.

Throughout the human resources analysis, it was clear that some functions as development of human talent or retaining the employees are not being cover. That is the reason why there is high turnover on employees with less than three years in the organization.

After selecting the major and minor strengths and weaknesses, and weighting all of them with the organization, Grupo GEA got a final weighted scored of 2.59, which is above from the average of 2.5. The details of the analysis are shown in Table 6.

Table 6

Internal Factors Evaluation Matrix (IFEM)

Internal Strengths	Weight	Rating	Weighted Score
1. Grupo GEA is regulated by APCI	0.10	3	0.31
2. Effective product	0.14	3	0.42
3. Well-defined process	0.14	4	0.55
4. Clear goals for funding	0.05	3	0.16
5. Use of databases and other tools	0.05	3	0.16
Internal Weaknesses			
1. Unclear organizational structure	0.14	2	0.28
2. Unclear roles for employees	0.14	2	0.28
3. Weak promotion of Buena Voz	0.12	2	0.24
4. Financial analysis is difficult to track	0.05	1	0.05
5. Human resources responsibilities are not defined	0.07	2	0.14
Total Weighted Score	1.00		2.59

Note. 4. Major strength; 3. Minor strength; 2. Minor weakness; 1. Major weakness

Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 191). Mexico, D. F.: Pearson

A detailed analysis show that the major strengths of Grupo GEA are related to their marketing and operation processes, and its mayor weaknesses are related to the administration and human resources areas. This can be explained with the 23 years of experience of Grupo GEA, which has helped them to develop expertise and knowledge. On the other hand, through all the years and due to all the changes in Grupo GEA, strategic and support processes have been delayed, when prioritizing the operative ones.

4.3. Conclusions

In chapter 4, the internal analysis was presented through the AMOFHIT tool. They were described the administration and management; marketing and sales; operations and logistics; finance and accounting; human resources; information and communication systems; and, technology and research development. After the description of all the functions, responsibilities, tools, among others through the seven domains, they were identified the main strengths, which will make the organization fight against the main threats identified in chapter 3; as well as the main weaknesses, which should be overcome and transformed into strengths, in order to get benefit from the opportunities of the environment – find as well, in chapter 3.

The main strengths of Grupo GEA rely on the organization structure that is built by regulation, the well-defined product and price, the well defined process, having clear goals for funding and the use of databases and other tools. On the other hand, the main weaknesses rely on unclear organizational structure, unclear roles for employees, weak promotion of Buena Voz, the financial analysis, which is difficult to track, and the human resources responsibilities, which are not defined. In the Internal factors evaluation matrix, where all the strengths and weaknesses described above were analyzed, it was found that Grupo GEA got a total score of 2.59, which is above the average of 2.5. The average can be interpreted as an above average use from Grupo GEA of its internal strengths. However, the organization

should keep working on taking the most of them and overcoming its weaknesses in order to use all its potential due to the expertise they have developed in the marketing and operations processes. That is why; through this strategic plan it is important to define strategies in order to overcome the weaknesses to be able to take advantage of all the opportunities in the environment.



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

5.1. Interests of the Organization

The main interest of Grupo GEA for the education area were identified from the several informal meetings that were held with the Executive Director and the Director of the Education area of the organization, where critical questions were made in order to understand what are the main goals and objectives that the organization wants to accomplish through the Buena Voz project.

The first interest identified was to be recognized as the first NGO in Peru for providing tools, examples, values, among others, at the base of the socio-economic pyramid in order to direct the country to sustainable development. Another central concern is to create leaders with values and soft skills who can transform and increase the quality of life in their communities, cities and finally, their country.

These two interests are complemented with maintaining ongoing funding to ensure the regular course of the processes. They are complemented as well as, with creating long-term relationships with the associate partners, in order to generate more opportunities for the developing of the program – product, price, place, and promotion – and increase their scope and impact of action; as well as, reinforcing the relations with the service providers in order to facilitate their processes and increase their competitive advantage.

As associated partners for this interests, there has being identified the Ministry of Environment and the Ministry of Education since their main functions are to formulate, plan, direct, coordinate, implement, monitor and evaluate the National Environmental Policy; and, to define, manage, regulate and evaluate, national education and educational policy while establishing specific policies for equity; respectively. In the case of the Ministry of Education, they work together with Regional Governments; hence, these ones are also our associated partners. There are, as well, all the donors for the program, which will be attracted

and retained with the help of this strategic plan. Their identification of the competitors was described in sections 3.3 and 3.5, they are “Ania Org.” and “Enseña Peru”; because they develop similar activities as Grupo GEA in its education area.

5.2. Potential of the Organization

The potential of the organization are all the characteristics, attributes, advantages, and, finally all the strengths of the company, which should be used in order to maximize the benefits. This analyze is based on the tridimensional theory of Hartmann (1978) for countries, but adapted to organizations. Therefore, the seven domains of demography, geographical, economic, scientific and technological, historical-psychological-sociological, organizational and administrative, and military potential will not be used. Instead of them, it will be analyzed the seven classical functional areas of (a) administration and management (b) marketing and sales (c) operations, logistics and infrastructure (d) finances and accounts (e) HR and culture (f) information systems and communications (g) technology, research and development in order to find the core competence of Grupo GEA.

Marketing and sales

Grupo GEA started 23 years ago as a Peruvian NGO worried about sustainable development issues. An encouragement for this concern was the fact that during the 90s there were significant changes in the extractive industries, especially in mining (Díaz-Albertini & Melgar, 2012). Combined with this, it started a global awareness of the climate changes, the concern about the adequate use of resources, etc. Therefore, Grupo GEA started as an NGO on sustainable development developing projects of water and sanitation. The ones that were followed by several education programs for regarding recycling, the treatment of solid waste, among others. This is how, in 2003, Buena Voz program was created for youth in urban communities eroded by poverty and social problems. All through its eleven years being executed, a lot of expertise have been developed allowing Grupo GEA to define it in order to

make a powerful tool for diminishing the most serious problems in the communities where it took place and making the youth that have participated in it, active leaders of change.

Expertise allowed Grupo GEA to define that Buena Voz was the program more in line with its vision. Hence, they decided to turn all the attention to it in order to make change get to more communities. Nevertheless, and because of all the years it has in the market, the environment, the industry and the buyers has changed. But the Buena Voz program has not been renewed. In spite of its ability to adapt, there is room for improvement in order to get advantage of all the potential of the program.

Operations and logistics. Infrastructure

As mentioned previously, Buena Voz program has many years being executed meaning that they had the opportunity to make the process productive and suitable in order to make the program being successfully executed. Grupo GEA, through the Buena Voz program, has developed a powerful database of contacts in order to execute the program. This database is compound by teachers, psychologists, among other professionals, which are committed with Grupo GEA for its educational objectives.

Regarding the 28 of classes per year with the young students, Buena Voz implementation has achieved many benefits for the communities. From a survey due to graduate students from Buena Voz in 2013, it was concluded that 75% of them was able to lead school and extracurricular activities; 97% of the graduates were more communicative, responsible, more self-confident and become future oriented; 93% intensify its relations with other young people and communities; and, 77% has improve its self-confidence (Grupo GEA, 2015). These results show the great impact of the program meaning the big potential on its processes which need to be harnessed.

5.3. Cardinal Principles of the Organization

According to the tridimensional theory of Hartmann of 1978, described by D'Alessio (2013) the second dimension is about the cardinal principles of the organization. There are four aspects that will be analyzed, and together with the vision, mission, and interests will work as references in order to establish the long-term objectives.

Influence of third parties

This principle will be analyzed in order to identify possible strategic partners. For Grupo GEA, it has been identified five third parties in the interactions of the organization.

The first two third parties are the Ministry of Environment and the Ministry of Education, which foster and Buena Voz program while being partners of Grupo GEA. They do not have strong influence in Buena Voz program, since it is dependable in funds from private companies. However, having its support and promotion make Buena Voz program more visible and recognized by others.

APCI is, as well; a third party since Grupo GEA is register on it. It should be highlighted that is not a requirement for NGOs to belong to APCI, but it bring benefits as availability for the organizations that are part of it to participate in tenders to get international funds. For the education area, most of the funds come from private companies, but similar as in the case of ministries it gives support to Grupo GEA and make it visible for its possible donors.

The fourth third party involve is the private sector, because they are the main donors for the Buena Voz program and everything regarding the environment of the companies may influence their capacity and willingness to cooperate with programs such as Buena Voz.

The fifth third party involve is compounded by the teachers, psychologists, coordinators and all the staff of people involve in the execution of Buena Voz program. Since they lead the operating program, the successful execution of it is determined by them.

Present and past ties

Grupo GEA has 23 years of experience in sustainable development. Over the years, it has created a strong reputation and image for its projects with tourism, cities and enterprises. With the last area, Grupo GEA has won a public contest to become the National Center of Eco-efficiency and Social Responsibility (CER), which has helped them build ties with important companies and institutions from the national and international environment. In the case of education, Grupo GEA has developed 14 educational projects with environmental, entrepreneurial and social approach to the school and the community; they have designed and produced educational tools for environmental awareness and communication; and they have educated and trained employees and companies in good environmental practices. From all these, Grupo GEA decided to keep Buena Voz program, since it is the one that fits better with the vision of the organization.

However, since it is a project that has always been implemented in urban areas, it has been positioned like that in the mind of possible donor companies.

Buena Voz program also developed ties with its graduate students. After they finished the one-year program, they are able to actively participate in the next programs, and they can also be leaders in their communities. These graduate students become a great example for future generations and helped in the next recruitment programs.

Counterbalance of interests

Having the interest of being recognized as the first NGO in Peru for providing tools, examples, among others, to direct the country to sustainable development, means that Grupo GEA will need to get out of Lima to different departments and provinces. By consequence, they should be prepared to assume all the management efforts that carry out the execution of the program out of Lima. In the same way, having the program suitable for different segments of markets, in this case different geographical areas and ethnic groups, means the adjustment of

the Buena Voz program and a need of control and clear guidelines to replicate effectively the program.

In the case of counterbalance of interests among other organizations, regarding its competitors, all NGOs on the education industry look for funds from private companies, as well, as from cooperation of government, and other institutions. Hence, there is a conflict, since all the NGOs related to Grupo GEA sustainable education area, look for the same type of funds. In the case of Ministry of Education and Environment, they pursue the same interests as Grupo GEA of improving education in Peru, and developing awareness to environmental issues that can lead to have a country with sustainable development practices within all its spheres, respectively.

Conservation of enemies

This principle is related with the natural fact of having competitors. Grupo GEA is not the only non-profit organization working for sustainable development and education in Peru. As mentioned in chapter 3, there is ANIA. working with very similar characteristics and conditions as Grupo GEA; or Enseña Peru working with a different strategy as Grupo GEA, but in the same education area. These organizations, as well as many others, are competitors since they try, as well as Grupo GEA, to get funds from private companies. The conservation of enemies, in this principle, is related to being able to live with them and understand how does they compete in order to get differentiated from them.

5.4. Organizational Interests Matrix (OIM)

The organizational interest matrix (OIM) will be used in order to analyze the purposes that Grupo GEA intends to reach in counterbalance with its current competitors, the substitutes and the new entrants (D'Alessio, 2013).

The OIM is presented in Table 7, where it is clear that ANIA. and Enseña Peru share with Grupo GEA three of their four interests. However, the first one of them, which is to be

recognize as the first NGO in Peru providing tools direct the country to sustainable development, and which is the most important, is just vital for Grupo GEA. On the other hand, regarding the interests of substitutes, such as other NGOs in education field, extracurricular activities from schools, and government activities related to education. It is found, as well, that Grupo GEA is the only one sharing its first interest as vital, while it shares the other three with other NGOs in education field, and have opposite interests with extracurricular activities from schools and other activities from the government.

Table 7

Organizational Interest Matrix (OIM)

Organizational Interest	Interest intensity		
	Vital	Important	Peripheral
1. First NGO providing tools to direct Peru to sustainable development		ANIA, other NGOs, Government activities	(Enseña Peru), Extracurricular activities, Generación +1
2. Create leaders with values and soft skills	ANIA, Enseña Peru, other NGOs, Gov. activities	Extracurricular activities, Generación +1	
3. Maintaining ongoing funding	ANIA, Enseña Peru, other NGOs, Generación +1		(Extracurricular activities, Government activities)
4. Creating long-term relationships with associate partners	ANIA, Enseña Peru, Generación +1	Other NGOs	(Extracurricular activities, Government activities)

In brackets opposite interests, without parentheses common interests.

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 224). Mexico, D. F.: Pearson

5.5. Long-Term Objectives

According to D'Alessio (2013), the vision states from where does the organization want to be on a specific time, but the vision is not the one that need to be reach. They are the long-term objectives. This are the base for design and work processes in the organization, organize the activities of the organization, provide clear direction and leadership to the organization, achieve organizational synergy, and develop standards for the evaluation and control.

There are five long-term objectives, which have been defined together with Grupo GEA, for the educational area.

Long-term objective LTO1

By 2020, Buena Voz has ensure prolonged funding having \$ 50,000 USD per year starting 2016.

Long-term objective LTO2

By 2020, Buena Voz has increased awareness by generating spokesperson that will get two companies to look for Grupo GEA to implement the program.

Long-term objective LTO3

By 2020, Buena Voz has expanded into more vulnerable communities, by training youth in schools from two rural communities.

Long-term objective LTO4

By 2020, Buena Voz improves the program students' attendance and completion of the program by 90%.

Long-term objective LTO5

By 2020, Buena Voz's quality has improved, by getting a recognition of an international institute.

5.6. Conclusions

In chapter 5, they were analyzed the interests of the organization, and it were defined its potential and cardinal principles. All these three elements, together with the Organizational interest analysis, were the basis for stablishing the long-term objectives, which will make Grupo GEA gets to its vision.

It was defined as main interest of the education area of Grupo GEA, to be recognized as the first NGO in Peru for providing tools, examples, values, among others, in order to direct the country to practice sustainable development within all its spheres. But it was shown

as well, that this interest cannot be accomplished by itself, but they should be together with other three that need to be kept all over the implementation of the strategic plan. These are creating leaders with values and soft skills, maintaining ongoing funds and creating long-term relationships with associate partners.

While analyzing the potential of the organization, it was defined that it relies in two areas, the marketing one, and the operations one. Despite of the opportunities found in other areas, it was clear that if Grupo GEA take advantage of its strengths, they could get great benefits.

The cardinal principles showed the opportunities and the threats related to the influence of third parties, the past-present ties, the counterbalance of interests, and the conservation of enemies. From this it was determined the environment in which Grupo GEA operate for its education area is a competitive one where the organization can use its expertise and reputation in order to excel among its competitors and define a clear competitive advantage.

In the Organizational interest matrix, it was defined how important are the interests of Grupo GEA for its competitors and substitutes. It was found that no organization or institution share the vital interest of being leader in promoting sustainable development. Hence, there is opportunity for Grupo GEA to shape its competitive advantage rooted in this interest.

Finally, and with all the inputs, from this chapter, the long-term objectives were determined in order to define the way that Grupo GEA needs to take in order to get to its vision.

Chapter VI: The Strategic Process

Throughout chapter six, the strategic process will be deployed in order to develop strategies that Grupo GEA should execute in order to get to the vision. For this process, several matrixes will be used in order to identify the strategies that will fulfill the current needs of the organization.

6.1. Strengths, Weaknesses, Opportunities and Threats Matrix (SWOTM)

SWOT matrix is a planning method used to evaluate the strengths, weaknesses, opportunities and threats of organizations in order to develop strategies (D'Alessio, 2013). By using this matrix, a suitable strategy for Grupo GEA will be defined. The inputs of this matrix are EFE and IFE matrices and four quadrants are created, which are strength with opportunities (SO), strengths with weaknesses (SW), weaknesses with threats (WT), and weaknesses with opportunities (WO).

In quadrant SO, there were identified the strategies used in strengths to take advantage of opportunities. In quadrant SW, the strategies use the strengths to avoid or reduce the impact of weaknesses. In quadrant WO, the strategies are defined by changing the weaknesses through taking advantages of available opportunities. In quadrant WT, the strategies are defined by reducing the internal weaknesses through avoiding environmental threats.

In the SO quadrant four strategies were found, in the WO quadrant three strategies were found, and finally in both ST and WT quadrants, two strategies were defined. The eleven strategies defined for Grupo GEA are defined as follows:

- Foster public and private initiatives to develop the Buena Voz program:
According to O1, O2, O7, S2 and S3, this strategy is focused on the cooperative purpose to increase the sales of Buena Voz in Peru. Under this strategy, Grupo GEA could improve or innovate the current Buena Voz program through the

public and private initiatives. This strategy meets the requirements of intensive strategies and defensive strategies.

- Taking Buena Voz out of Lima: According to O2, O4, O5, S2, and S3, this strategy is developed to increase the market of Buena Voz into new geographic areas in Peru. This strategy belongs to intensive strategies.
- Get alliances with private companies to advertise program: According to O6 and S5, the developed strategy pays more attention to increased brand image and prestige through improving the current recognition of Buena Voz in Lima. It belongs to intensive strategies.
- Utilize facilitators to be advocators of the program: According to O6 and S5, another strategy has been proposed to increase the visibility of Buena Voz program through the power of facilitators in promotion efforts for the program It belongs to intensive strategies.
- Develop Buena Voz program to target private investors: According to O3 and W3, the proposed strategy is focused on cooperation with the private investors to develop the Buena Voz program in more schools in Peru and to find opportunities to increase the quality of program. This strategy can be classified both as defensive and intensive strategy.
- Rearranging the organizational structure: According to O3, W1, W2, W4 and W5, this strategy is defined to improve the efficiency of inner working environment. The goal of this strategy is retrenching the daily cost in administration in order to maximize the use of funds. It belongs to defensive strategies.
- Financial statement for fixed and non-fixed costs: According to O1 and W4, the strategy is also defined to improve the efficiency of inner working environment. A clear financial statement could largely enhance the financial utilization and

directly target on the extra expense in management. This strategy belongs to defensive strategies.

- Integrate with other NGO's projects to enlarge the market scope: According to T3, T4, S2 and S3, the defined strategy is determined to enlarge the market of Buena Voz program with other organizations. The cooperative purpose helps improve the diversity of Buena Voz program and occupy more educational NGO market in Peru. This strategy belongs both to defensive and intensive strategies.
- Build long-term relationships with commodity-based companies: According to T2, S2, S3 and S5, this strategy targets on the cooperation with commodity-based companies to improve the current market and product of Buena Voz. Through the external power, the awareness of Buena Voz will be increased in Peru. Similarly, this strategy meets the requirements of intensive and defensive strategies.
- Get funds from international companies: According to T1 and W3, this strategy points to enlarge the educational market by cooperating with the international organizations that can provide the funds. This strategy is looking at the global market. It belongs to both defensive and intensive strategies.
- Foster mentors out of graduate students of Buena Voz: According to T3 and W3, this strategy helps Buena Voz to extend the brand image. Based on this strategy, the market share of Grupo GEA could be grown and the program quality could be strengthened. Under this strategy, the intensive strategies have been involved.

The analysis is presented in Table 8.

6.2. Strategic Position and Action Evaluation Matrix (SPACEM)

Strategic Position and Action Evaluation Matrix is going to analyze the appropriate position of the education area of Grupo GEA (D'Alessio, 2013).

Table 8

Strengths, Weaknesses, Opportunities and Threats Matrix (SWOTM)

External Analysis	Internal Analysis	Strengths (S) 1. Grupo GEA is regulated by APCI 2. Effective product 3. Well-defined process 4. Clear goals for funding 5. Use of databases and other tools	Weaknesses (W) 1. Unclear organizational structure 2. Unclear roles for employees 3. Weak promotion of Buena Voz 4. Financial analysis is difficult to track 5. Human resources responsibilities are not defined
	Opportunities (O) 1. Availability of resources from international institutions 2. Poverty still affects 24% population 3. Peru's investors are confident in healthy economic policies 4. Rural areas are attractive markets 5. Quality of education has declined 6. Development of social media 7. Ecological and environmental long-term achievements by Peruvian government	Strategies SO 1. Foster public and private initiatives to develop the Buena Voz program (O1, O2, O7, S2, S3) 2. Taking Buena out of Lima (O2, O4, O5, S2, S3) 3. Get alliances with private companies to advertise program (O6, S5) 4. Utilize facilitators to be advocates of the program (O6, S5)	Strategies WO 1. Develop Buena Voz program to target private investors (O3, W3) 2. Rearrange the organizational structure (O3, W1, W2, W4, W5) 3. Financial statement for fixed and non-fixed costs (O1, W4)
Threats (T) 1. Political uncertainty due to presidential elections in 2016 2. Economy dependency in commodities 3. Lack of social policy 4. Weakened environment regulation	Strategies ST 1. Integrate with other NGO's projects to enlarge the market scope (T3, T4, S2, S3) 2. Build long-term relationships with commodity- based firms (T2, S2, S3, S5)	Strategies WT 1. Get funds from international companies (T1, W3) 2. Foster mentors out of graduate students of Buena Voz (T3, W3)	

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 281). Mexico, D. F.: Pearson

This matrix has two axes, one combining factors relating to the industry (the strength of NGO industry and the stability of the environment); and a second one combining related factors of the organization (finances, competitive advantages). This method will determine the strategic position for the education area of Grupo GEA. In order to define the position of the organization in the matrix, four factors will be evaluated for Grupo GEA (financial strength, competitive advantage, stability of the environment, and industry attractiveness)

according to the templates established by Rowe in 1994, as explained by D'Alessio (2013).

The analysis was made with the information taken from analysis done in chapters three and four, as well, as with coordination with the organization. The results are presented in Tables 9, 10, 11, and 12.

Table 9

Analysis Factors for Financial Strength (FS)

Return on investment	Low	0	1	2	3	4	5	6	High
Leverage	Unbalanced	0	1	2	3	4	5	6	Balanced
Liquidity	Unbalanced	0	1	2	3	4	5	6	Solid
Required capital VS available capital	Low	0	1	2	3	4	5	6	High
Cash flows	Low	0	1	2	3	4	5	6	High
Ease of market exit	Difficult	0	1	2	3	4	5	6	Easy
Risk involved	Low	0	1	2	3	4	5	6	High
Inventory turnover	Slow	0	1	2	3	4	5	6	Fast
Economies of scale and expertise	Low	0	1	2	3	4	5	6	High
Average		0.89							

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 304). Mexico, D. F.: Pearson

Table 10

Analysis Factors for Competitive Advantage (CA)

Market share	Small	0	1	2	3	4	5	6	Big
Product quality	Inferior	0	1	2	3	4	5	6	Superior
Product life cycle	Advance	0	1	2	3	4	5	6	Amateur
Cycle of product replacement	Variable	0	1	2	3	4	5	6	Fixed
Customer loyalty	Low	0	1	2	3	4	5	6	High
Competitor capacity utilization	Low	0	1	2	3	4	5	6	High
Technologic know-how	Low	0	1	2	3	4	5	6	High
Degree on vertical integration	Low	0	1	2	3	4	5	6	High
New products introduce speed	Slow	0	1	2	3	4	5	6	Fast
Average – 6		- 3.33							

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 304). Mexico, D. F.: Pearson

Table 11

Analysis Factors for Industry Attractiveness (IA)

Growth potential	Low	0	1	2	3	4	5	6	High
Revenue potential	Low	0	1	2	3	4	5	6	High
Finance stability	Low	0	1	2	3	4	5	6	High
Technological knowledge	Simple	0	1	2	3	4	5	6	Complex
Use of resources	Inefficient	0	1	2	3	4	5	6	Efficient
Capital intensity	Low	0	1	2	3	4	5	6	High
Easy entrance to market	Easy	0	1	2	3	4	5	6	Difficult
Productivity/Capacity use	Low	0	1	2	3	4	5	6	High
Supply power	Low	0	1	2	3	4	5	6	High
Average		2.89							

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 304). Mexico, D. F.: Pearson

Table 12

Analysis Factors for Environmental Stability (ES)

Technological changes	Many	0	1	2	3	4	5	6	Few
Inflation rate	High	0	1	2	3	4	5	6	Low
Demand variation	Big	0	1	2	3	4	5	6	Small
Price range in competitive products	Wide	0	1	2	3	4	5	6	Tight
Entrance barriers in market	Few	0	1	2	3	4	5	6	Many
Rivalry/competitive force	High	0	1	2	3	4	5	6	Low
Price elasticity in demand	Elastic	0	1	2	3	4	5	6	Inelastic
Force from substitute products	High	0	1	2	3	4	5	6	Low
Average-6		-3.67							

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 303). Mexico, D. F.: Pearson

The results drew by the average score indicates that Grupo GEA is in the defensive area, which means that the organization has low competitive advantage and that here is low stability in the environment. The position of Grupo GEA is shown in Figure 4.

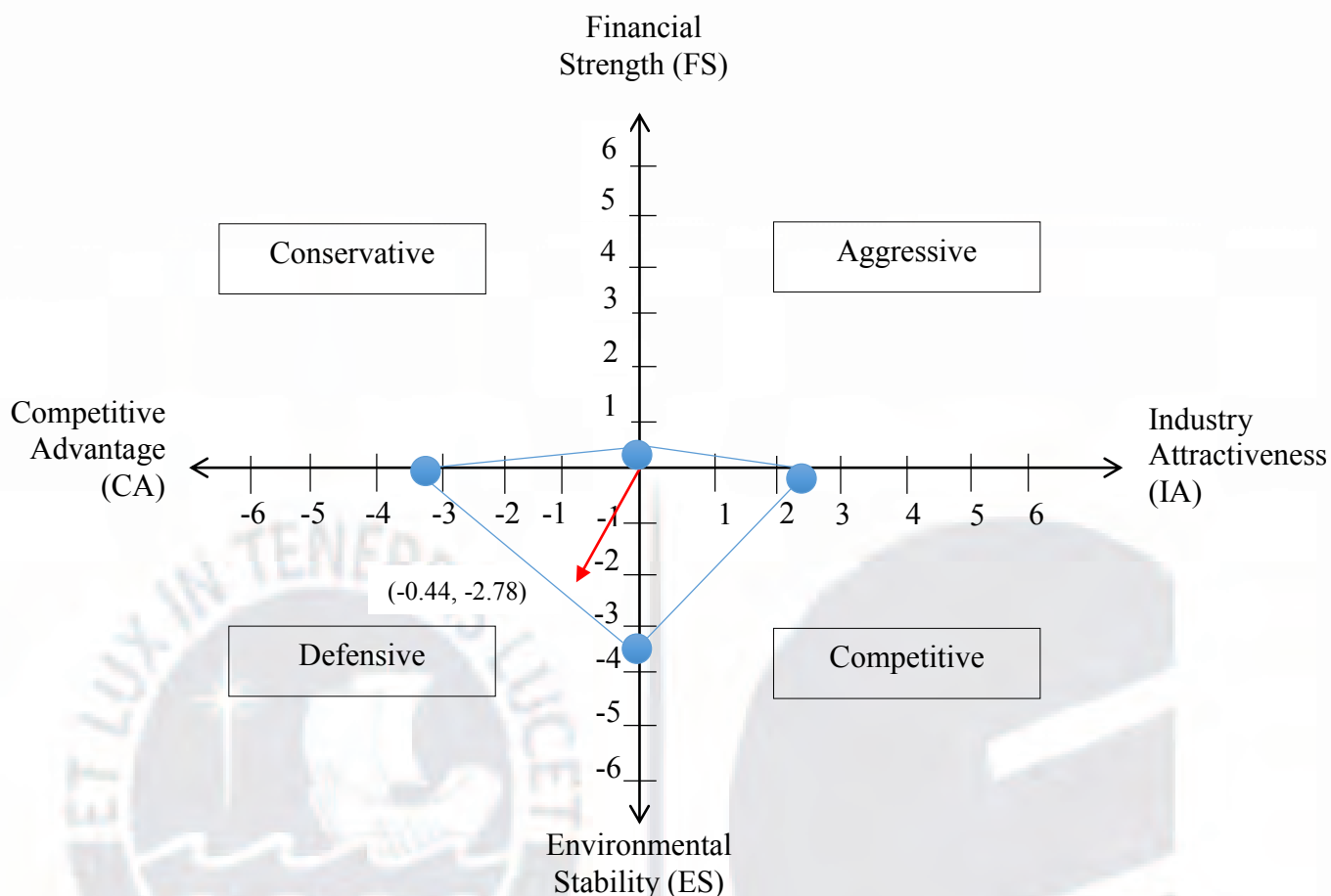


Figure 4. SPACEM for Grupo GEA – SEA.

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 306). Mexico, D. F.: Pearson

More specifically, Grupo GEA has low level in financial strength (FS) and acceptable level of industry attractiveness (IA). In the same way, Grupo GEA has a high level in competitive advantage (CA) and environmental stability (ES). This position is typical from a not attractive industry, which was determined in chapter three, as well as from and organizations having problems while getting funds, which is the case of most NGOs. Analyzing these results, defensive strategies are going to focus on a narrow domain product/market and characterized by concentration, centralized control, and limited monitoring, in order to place the products as mature ones. The proposed strategies according to Grupo GEA's position in SPACEM are:

- Foster public and private initiatives to develop the Buena Voz program

- Develop Buena Voz program to target private investors
- Rearrange the organizational structure
- Financial statement for fixed and non-fixed costs
- Integrate with other NGO's projects to enlarge the market scope
- Build long-term relationships with commodity- based firms
- Get funds from international companies

6.3. Boston Consulting Group Matrix (BCGM)

Boston Consulting Group Matrix will help Grupo GEA to allocate resources while using it as analytical tool. As mentioned by D'Alessio (2013), it is based on the relation among market share relative in the industry with generation of cash; and growth rate of sales in the industry and the use of cash. Implementing this method will allow the organization to identify the market performance of Grupo GEA's education area. This matrix was initially developed for companies; however, it can also be applied to NGOs. In the case of Grupo GEA it will be analyzed the education area. Hence the model was adapted, for the markets share, it will not be analyzed the generation of flow, but the placement of the products, which in this case is the Buena Voz program. On the other hand, market growth will be analyzed by the entrance of new NGOs with similar interests as Grupo GEA, instead of the usage of cash.

Along the year, Grupo GEA has not develop any program in the educational area, due to this it has been considered that Grupo GEA has a low participation in the market. On the other hand, there has been external support from the government and international institutions about fostering the public education to youth, same as the sustainable development. This has made that new NGOs has entered to the market, for example, "Generación + 1".

Finally, after gathering this information it can be conclude that Buena Voz program is in the question mark position. The BCGM is presented in Figure 5.

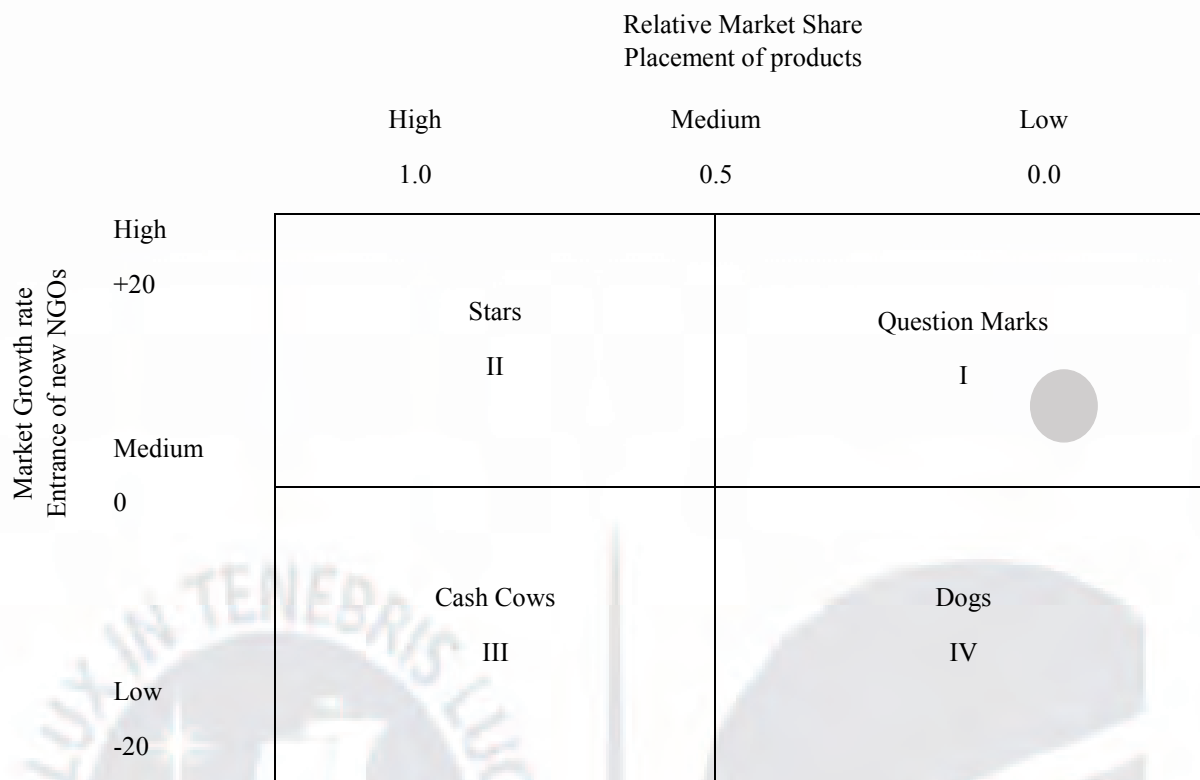


Figure 5. BCGM for Grupo GEA – SEA.

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 325). Mexico, D. F.: Pearson

This involves that Grupo GEA must decide among strengthening its intensive strategies or get out of the market. In this case, Grupo GEA will not get out of the industry. Hence, the only way for Buena Voz program to become a star, as it used to be, and later into a cash cow is by developing strategies which foster the strengths of the program and transform the weaknesses in new strengths. The proposed strategies for Grupo GEA's position in BCGM are:

- Foster public and private initiatives to develop the Buena Voz program
- Taking Buena Voz to out of Lima
- Get alliances with private companies to advertise program
- Utilize facilitators to be advocators of the program
- Develop Buena Voz program to target private investors
- Integrate with other NGO's projects to enlarge the market scope

- Build long-term relationships with commodity- based firms
- Get funds from international companies
- Foster mentors out of graduate students of Buena Voz

6.4. Internal-External Matrix (IEM)

Internal - External Matrix is the suggestive model for the combination of the EFEM and IFEM matrix. There are nine quadrants and three regions in this matrix. In this strategic management tool, it will be identified Grupo GEA's working condition and strategic position for the education area. The score located in the specific quadrant will illustrate the region of Grupo GEA. The three regions are grow and construct, retain and maintain, and harvest or divest respectively. The first region means the strategies need to integrate the company; the second region means the strategies need to correspond with market penetration and product development; and the third region means the strategies need to be defensive.

According to the previous analysis in EFE and IFE matrix, Grupo GEA got 1.85 in the EFEM and 2.59 in IFEM. Based on this information, the organization is in quadrant VIII, in the third region, which means that the institution needs to harvest new ideas and develop defensive strategies, such as joint venture and retrenchment, in order to continue in the market. The analysis is presented in Figure 6.

Furthermore, Grupo GEA should consider to take advantage of the future opportunities that are disclose in the external factor evaluation, in order to overcome the current situation. Proposed strategies would allow Grupo GEA to move into their vision and achieve the long-term goals. The proposed strategies are:

- Foster public and private initiatives to develop the Buena Voz program
- Develop Buena Voz program to target private investors
- Rearrange the organizational structure
- Financial statement for fixed and non-fixed costs

- Integrate with other NGO's projects to enlarge the market scope
- Build long-term relationships with commodity- based firms
- Get funds from international companies

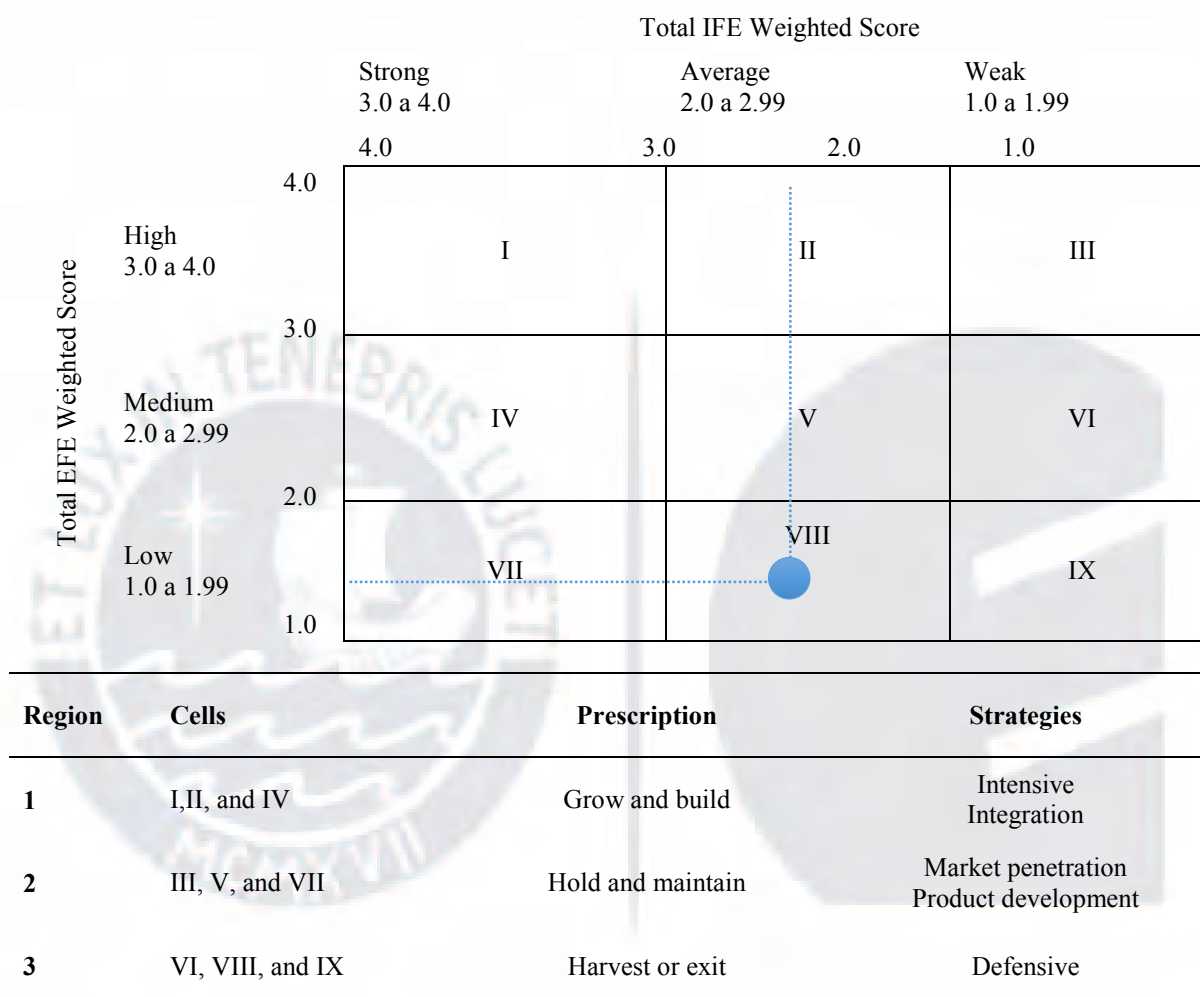


Figure 6. Internal-External Matrix for Grupo GEA – SEA.

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 339). Mexico, D. F.: Pearson

6.5. Grand Strategy Matrix (GSM)

Grand Strategy Matrix is a practical instrument for creating different and alternative strategies for organizations. The competitive position and the growing of the market are the related elements that will analyzed the current strategies for the education area of Grupo GEA, and will allow to place them into one of the four quadrant where market growth get combined with competitive position of the organization. The first quadrant is strong competitive with

rapid market growth; the second quadrant is weak competitive position with rapid market growth; the third quadrant is weak competitive position with slow market growth; and the fourth quadrant is strong competitive position with slow market growth (D'Alessio, 2013).

Grupo GEA is facing strong competence, which allows a rapid market growth, meaning that Grupo GEA is positioned in Quadrant II, as shown in Figure 7.

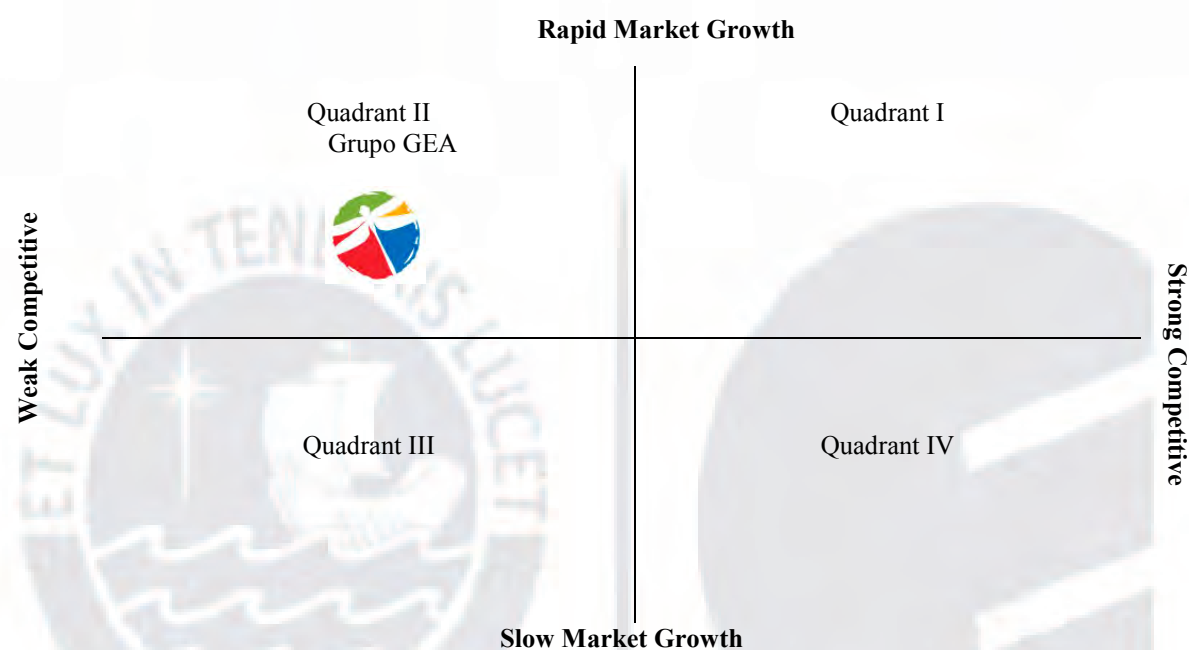


Figure 7. GSM for Grupo GEA – SEA.

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 347). Mexico, D. F.: Pearson

More specifically, Grupo GEA needs to consider their current approach to the market, since being in this area means developing the market, the product, do market penetration, and horizontal integration. It has been determined that the approach of Buena Voz program can be improved in order to compete effectively in the growing industry. The rapid growth of the market requires Grupo GEA to consider developing intensive strategies. The proposed strategies for Grupo GEA's position in GSM are:

- Foster public and private initiatives to develop the Buena Voz program
- Taking Buena Voz to out of Lima

- Get alliances with private companies to advertise the program
- Utilize facilitators to be advocators of the program
- Develop Buena Voz program to target private investors
- Integrate with other NGO's projects to enlarge the market scope
- Build long-term relationships with commodity- based firms
- Get funds from international companies
- Foster mentors out of graduate students of Buena Voz

6.6. Strategic Decision Matrix (SDM)

Strategic Decision Matrix is a gathered technique for choosing a strategy when many factors must be balanced. After analyzing the SWOT, SPACE, BCG, IE, and GS matrices, Grupo GEA could define the strategies that are repeated among the tools in order to choose the ones that are mentioned at least three times, among the different matrixes.

Based on the specific strategies from SO, ST, WO, and WT, the strategic decision matrix is accounted by defensive strategies (SPACE and IE), intensive strategies (BCG) and Quadrant II (GSM) related to intensive strategies of market and product development and penetration.

From the analysis of the different strategies, there were nine of them, which were accounted three times or more than three times. The strategies of attract the associate resources with private companies, and foster community collaboration to provide role models were eliminated. The other nine strategies are retained to be analyzed in depth in the next matrix. The analysis is presented in Table 13.

6.7. Quantitative Strategic Planning Matrix (QSPM)

Quantitative Strategy Planning Matrix is a high-level strategic management tool for evaluating the already retained strategies.

Table 13

Strategic Decision Matrix (SDM)

	Specific Strategies	Matrix					Total
		SWOT	SPACE	BCG	IE	GSM	
1.	Foster public and private initiatives to develop the Buena Voz program	X	X	X	X	X	5
2.	Taking Buena out of Lima	X		X		X	3
3.	Get alliances with private companies to advertise the program	X		X		X	3
4.	Utilize facilitators to be advocators of the program	X		X		X	3
5.	Develop Buena Voz program to target private investors	X	X	X	X	X	5
6.	Rearrange the organizational structure	X	X		X		3
7.	Financial statement for fixed and non-fixed costs	X	X		X		3
8.	Integrate with other NGO's projects to enlarge the market scope	X	X	X	X	X	5
9.	Build long-term relationships with commodity-based firms	X	X	X	X	X	5
10.	Get funds from international companies	X	X	X	X	X	5
11.	Foster mentors out of graduate students of Buena Voz	X		X		X	3

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 354). Mexico, D. F.: Pearson

Through this analysis, it will be recognize which strategy is attractive or not to achieve Grupo GEA's vision, through the analysis from opportunities, threats, strengths, and weaknesses that has already been identified in EFEM and IFEM. According to D'Alessio (2013), this matrix allows organizations to classify strategies and to obtain a list of the most important ones.

In this matrix, the 11 strategies already developed will be analyzed with the same weight as the one established in EFEM and IFEM. There are four levels from attractive to not attractive, four meaning very attractive and one meaning not attractive. When the alternative strategies got four, it means that the strategy is developed from these key factors - the relation among strength, weaknesses, opportunities and threats and each strategy can be found in

SWOTM –; when the strategy only got one, it means that the key factors are not related. The analysis is presented in Table 14.

Among the 11 analyzed strategies, there were six strong strategies that got more than five as total score. Furthermore, the grid also had one strategy that is close to five (4.94), which would also be considered as an action to retain. There are four strategies with low rank (<4.94), which will be used as contingency strategies to have a backup.

6.8. Rumelt's Matrix (RM)

Rumelt's Matrix is an effective tool to determine if the chosen strategies are acceptable or not. It will be reviewed the consistency, consonant, feasibility, and the advantage of the strategies in order to determine whether they are accepted or not. The consistency determines if the strategies have objectives and policies in line with each other. Consonance means that the strategy should represent an answer adapted to the external environment and the critic changes that can occur on it. Advantage means that the strategy should provide the creation and/or maintenance of the competitive advantages in the selected areas. Feasibility means that the strategy should not originate extra costs over the available resources, nor create problems without solution (D'Alessio, 2013). The chosen strategies need to meet all the four criteria in Rumelt's Matrix. In Table 15, it is shown the evaluation of the retained strategies. As a conclusion, all of them fulfill the four requirements. Therefore the seven of them were accepted.

6.9. Ethical Matrix (EM)

The auditory of ethics has as main purpose to verify that the specific strategies are in line with all the aspects related with the rights, law, and justice, and that they are good for utilitarian purposes (D'Alessio, 2013). Therefore, for this strategic plan the ethical Matrix is developed to identified if the propose strategies are in line with the ethics of Grupo GEA.

Table 14

Quantitative Strategic Planning Matrix (QSPM)

Key Factors	Weight	Foster public and private initiatives to develop the Buena Voz program		Taking Buena Voz out of Lima		Get alliances with private companies to advertise the program		Utilize facilitators to be advocators of the program		Develop Buena Voz program to target private investors		Rearrange the organizational structure		Financial statement for fixed and non-fixed costs		Integrate with other NGO's projects to enlarge the market scope		Build long-term relationships with commodity- based firms		Get funds from international companies		Foster mentors out of graduate students of Buena Voz	
		Points	Weighing	Points	Weighing	Points	Weighing	Points	Weighing	Points	Weighing	Points	Weighing	Points	Weighing	Points	Weighing	Points	Weighing	Points	Weighing	Points	Weighing
Opportunities																							
Availability of resources from international institutions	0.05	4	0.20	3	0.15	3	0.15	1	0.05	3	0.15	1	0.05	4	0.20	3	0.15	3	0.15	3	0.15	1	0.05
Poverty still affects 24% population	0.05	4	0.20	4	0.20	2	0.10	1	0.05	2	0.10	1	0.05	1	0.05	3	0.15	3	0.15	3	0.15	3	0.15
Peru's investors are confident in healthy economic policies	0.10	3	0.30	3	0.30	3	0.30	2	0.20	4	0.40	4	0.40	1	0.10	2	0.20	3	0.30	3	0.30	1	0.10
Rural areas are attractive markets	0.10	2	0.20	4	0.40	2	0.20	3	0.30	3	0.30	2	0.20	1	0.10	3	0.03	3	0.30	3	0.30	1	0.10
Quality of education has declined	0.08	2	0.16	4	0.32	3	0.24	3	0.24	2	0.16	2	0.16	1	0.08	3	0.24	3	0.24	2	0.16	3	0.24
Development social media	0.05	1	0.05	1	0.05	4	0.20	4	0.20	2	0.10	2	0.10	2	0.10	2	0.10	1	0.05	2	0.10	1	0.05
Ecological and environmental long-term achievements by Peru government	0.09	4	0.36	3	0.27	2	0.18	2	0.18	2	0.18	2	0.18	1	0.09	2	0.18	2	0.18	2	0.18	2	0.18
Threats																							
Political uncertainty due to presidential elections in 2016	0.13	3	0.39	3	0.39	3	0.39	1	0.13	3	0.39	1	0.13	1	0.13	3	0.39	3	0.39	4	0.52	1	0.13
Economy dependency in commodities	0.10	2	0.20	3	0.30	2	0.20	1	0.10	3	0.30	1	0.10	1	0.10	3	0.30	4	0.40	3	0.30	1	0.10
Lack of social policy	0.11	3	0.33	3	0.33	2	0.22	2	0.22	3	0.33	2	0.22	1	0.11	4	0.44	3	0.33	3	0.33	4	0.44
Weakened environment regulation	0.14	2	0.28	3	0.42	2	0.28	2	0.28	2	0.28	2	0.28	1	0.14	4	0.56	1	0.14	2	0.28	3	0.42
Strengths																							
Grupo GEA is regulated by APCI	0.10	1	0.10	1	0.10	1	0.10	3	0.30	2	0.20	3	0.30	3	0.30	3	0.30	2	0.20	2	0.20	1	0.10
Effective product	0.14	4	0.56	4	0.56	3	0.42	3	0.42	3	0.42	3	0.42	2	0.28	4	0.56	4	0.56	3	0.42	3	0.42
Well-defined process	0.14	4	0.56	4	0.56	3	0.42	3	0.42	3	0.42	3	0.42	3	0.42	4	0.56	4	0.56	3	0.42	3	0.42
Clear goals for funding	0.05	3	0.15	3	0.15	3	0.15	3	0.15	3	0.15	3	0.15	3	0.15	3	0.15	3	0.15	3	0.15	1	0.05
Use of databases and other tools	0.05	2	0.10	3	0.15	4	0.20	4	0.20	2	0.10	2	0.10	1	0.05	3	0.15	4	0.20	1	0.05	3	0.15
Weaknesses																							
Unclear organizational structure	0.14	2	0.28	2	0.28	1	0.14	1	0.14	2	0.28	4	0.56	3	0.42	2	0.28	1	0.14	1	0.14	1	0.14
Unclear roles for employees	0.14	1	0.14	1	0.14	1	0.14	1	0.14	2	0.28	4	0.56	1	0.14	2	0.28	1	0.14	1	0.14	1	0.14
Weak promotion of Buena Voz	0.12	3	0.36	3	0.36	3	0.36	3	0.36	4	0.48	2	0.24	1	0.12	1	0.12	3	0.36	4	0.48	4	0.48
Financial analysis is difficult to track	0.05	1	0.05	1	0.05	2	0.10	2	0.10	1	0.05	4	0.20	4	0.20	2	0.10	1	0.05	2	0.10	2	0.10
Human resources responsibilities are not defined	0.07	1	0.07	3	0.21	1	0.07	1	0.07	1	0.07	4	0.28	1	0.07	3	0.21	1	0.07	1	0.07	1	0.07
Attractiveness	2.00		5.04		5.69		4.56		4.25		5.14		5.10		3.35		5.72		5.06		4.94		4.03

Note. 4. Very attractive; 3. Attractive; 2. Some attractive; 1. Not attractive

Adapted from D'Alessio, F. A. (2013). El proceso estratégico: un enfoque de gerencia (pp. 374). Mexico, D. F.: Pearson

Table 15

Rumelt's Matrix (RM)

Specific Strategies	Testing				
	Consistency	Consonance	Feasibility	Advantage	Accepted
1. Foster public and private initiatives to develop the Buena Voz program	Yes	Yes	Yes	Yes	Yes
2. Taking Buena Voz out of Lima	Yes	Yes	Yes	Yes	Yes
3. Develop Buena Voz program to target private investors	Yes	Yes	Yes	Yes	Yes
4. Rearrange the organizational structure	Yes	Yes	Yes	Yes	Yes
5. Integrate with other NGO's projects to enlarge the market scope	Yes	Yes	Yes	Yes	Yes
6. Build long-term relationships with commodity-based companies	Yes	Yes	Yes	Yes	Yes
7. Get funds from international companies	Yes	Yes	Yes	Yes	Yes

Note. Adapted from D'Alessio, F. A. (2013). El proceso estratégico: un enfoque de gerencia (pp. 413). Mexico, D. F.: Pearson

This approach is going to analyze the impact on human rights, justice and the profit of Grupo GEA from the chosen strategy. The matrix shows that all the strategies propose for Grupo GEA will not have a big impact in people or companies' rights, justice or utilitarianism.

The analysis is presented in Table 16.

Table 16

Ethical Matrix (EM)

	Foster public and private initiatives to develop the Buena Voz program	Taking Buena Voz out of Lima	Develop Buena Voz program to target private investors	Rearrange the organizational structure	Integrate with other NGO's projects to enlarge the market scope	Build long-term relationships with commodity-based companies	Get funds from international companies
Rights							
Impact on right to life	N	N	P	P	P	P	P
Impact on property rights	N	N	N	N	N	N	N
Impact on free thinking rights	N	N	N	P	P	P	N
Impact on privacy rights	N	P	P	P	N	N	N
Impact on the right to freedom of conscience	N	N	N	N	N	N	N
Impact on rights of talking freely	N	N	N	N	N	N	N
Impact on the right of the process	P	P	P	N	N	N	N
Justices							
Impact on distribution	R	N	R	N	N	N	N
Equity on administration	R	R	R	R	R	R	R
Compensations norms	R	N	R	N	R	N	N
Utilitarianism							
Purpose and strategic results	E	E	E	E	E	E	E
Employed strategies	E	E	E	E	E	E	E

Note. Rights: – Violate (V), Neutral (N), Promote (P); Justice: Right (R), Neutral (N), Unjust (U); Utilitarianism: Excellent (E), Neutral (N), Harmful (H)

Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 422). Mexico, D. F.: Pearson

6.10. Retained and Contingency Strategies

Finally, there are seven strategies that have been retained. These strategies were scored over five and very near five in QSPM, and then, when analyzing them in

RM and EM, they were approved as well. Based on the comprehensive analysis from the related matrices, the retained strategies are:

1. Foster public and private initiatives to develop the Buena Voz program
2. Taking Buena Voz out of Lima
3. Develop Buena Voz program to target private investors
4. Rearrange the organizational structure
5. Integrate with other NGO's projects to enlarge the market scope
6. Build long-term relationship with commodity-based companies
7. Get funds from international companies

Since there is always the probability of inability to allocate all needed resources, or to encounter other barriers and obstacles that will not allow Grupo GEA to implement the chosen strategies. There are still five other strategies, that although discarded in the selection process, may be used as backups. This are:

1. Get alliances with private companies to advertise the program
2. Utilize facilitators to be advocators of the program
3. Financial statement for fixed and non-fixed costs
4. Foster mentors out of graduate students of Buena Voz

6.11. Long-Term Strategies vs. Objectives Matrix

The matrix of this section has as objective to verify which long-term objectives will be achieved by the strategies already defined (D'Alessio, 2013). Table 17 presents the proposed strategies and long-term goals. From this one, it was concluded that strategy 1 could help to meet LOT 1 and LOT 5; strategy 2 could achieve LOT 2, LOT 4 and LOT 5; strategy 3 could meet LOT 1, LOT 3 and LOT 5; strategy 4 could reach LOT 1 and LOT 5; and, strategy 5 could meet LOT 3, LOT 4 and LOT 5; strategy 6 could reach LOT 1, LOT 3 and LOT 5; and strategy 7 could reach LOT 1 and LOT 5.

Table 17

Long-term Strategies vs. Objectives Matrix

Vision					
Be the first NGO in Peru who innovate integrated projects for sustainable development and promote fair relationships between society, economy, and environment, while fostering the country to be in-line with the latest Sustainable Development Goals (SDG) by 2020. In SEA, be the first referent in Peru of non-formal education, to develop soft skills of leadership among vulnerable youth.					
Organizational Interest	LTO1	LTO2	LTO3	LTO4	LTO5
1. First NGO providing tools to direct Peru to sustainable development	By 2020, Buena Voz has ensure prolonged funding having \$ 50,000 USD	By 2020, Buena Voz has increased awareness by generating spokesperson	By 2020, Buena Voz has expanded into more vulnerable communities, by training youth in schools from two rural communities.	By 2020, Buena Voz improves the program students' attendance and completion of the program by 90%.	By 2020, Buena Voz's quality has improved, by getting a recognition of an international institute.
2. Create leaders with values and soft skills	per year starting 2016.	that will get two companies to look for Grupo GEA to implement the program.			
3. Maintaining ongoing funding					
4. Creating long-term relationships with associate partners					
Specific Strategy					
1. Foster public and private initiatives to develop the Buena Voz program	X				X
2. Taking Buena Voz out of Lima		X		X	X
3. Develop Buena Voz program to target private investors	X		X		X
4. Rearrange the organizational structure	X				X
5. Integrate with other NGO's projects to enlarge the market scope			X	X	X
6. Build long-term relationships with commodity-based companies	X		X		X
7. Get funds from international companies	X				X

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 428). Mexico, D. F.: Pearson

6.12. Competitive Possibilities Matrix

The present matrix analyses the possibility that the competitors of the organization (current competitors, substitutes or new entrants), already been identified in chapter three, react to each of the retained strategies (D'Alessio, 2013).

In the case of Grupo GEA, Enseña Perú and ANIA. The rating scale used was from one to four. One meaning no response from the competitors for the proposed strategies; two representing low response, which means that the retained strategies have little impacts on competitors; three meaning average response from the competitors; and four meaning a high response from the competitors to the proposed strategies. The assessment of the response of Grupo GEA's competitors against the retained strategies is shown in Table 18.

Table 18

Strategy versus Possibilities of Competitors and Substitutes Matrix (SPCSM)

Retain Strategies	Competitive Possibilities	Competitor Possibility Enseña Peru	Competitor Possibility ANIA
Strategy 1 Foster public and private initiatives to develop the Buena Voz program		2	3
Strategy 2 Taking Buena Voz out of Lima		2	3
Strategy 3 Develop Buena Voz program to target private investors		2	3
Strategy 4 Rearrange the organizational structure		2	3
Strategy 5 Integrate with other NGO's projects to enlarge the market scope		3	3
Strategy 6 Build long-term relationship with commodity-based companies		2	3
Strategy 7 Get funds from international organization		2	2

Note. 4. High response; 3. Average response; 2. Low response; 1. No response

Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 429). Mexico, D. F.: Pearson

6.13. Conclusions

In chapter six, eleven matrices were used to determine the specific strategies that will allow Grupo GEA to accomplish their long-term objectives. The analysis of these specific strategies helped the organization to understand their internal and external factors. Moreover, it permits Grupo GEA to compare their processes with the ones of their competitors and to comprehend the organization current situation.

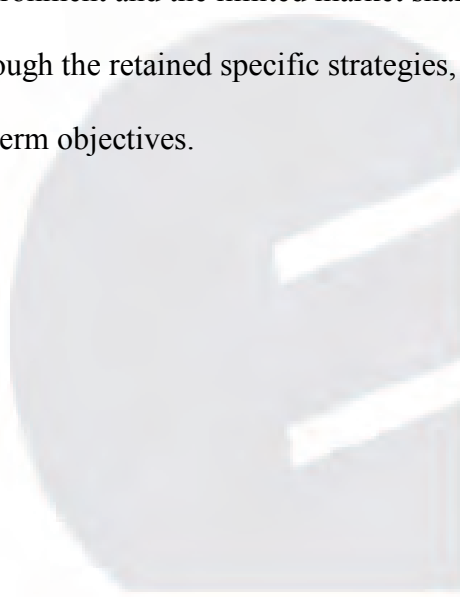
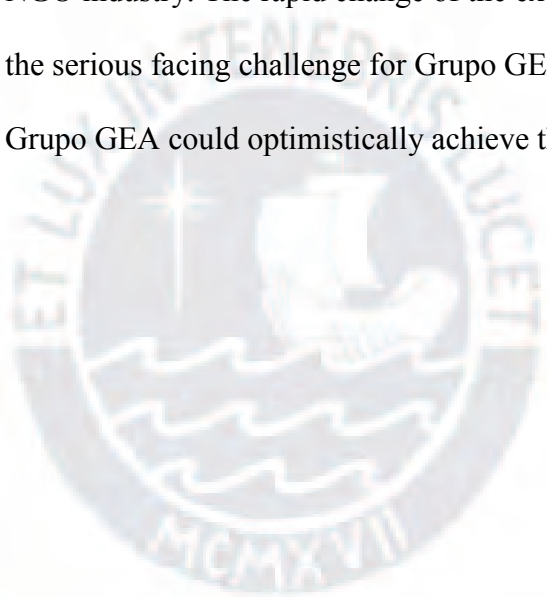
As a first step, after considering the existing opportunities, threats, strengths and weaknesses, eleven specific strategies have been provided in the SWOT matrix. As a second step, in the SPACE matrix, when evaluating Grupo GEA's current advantages in finance, competition, industry attractiveness, and environmental sustainability, defensive strategies were chosen. Thirdly, through BCGM, Grupo GEA could clearly identify the question market position of their Buena Voz program for its education area. Similarly, IEM and GSM give the possibility to align the organization strategy with the market growth and market share, which positioned Grupo GEA into intensive strategies and defensive strategies. Grupo GEA in GSM entered in the defensive quadrant, hence they have to develop an intensive strategy, which recommends market penetration, and product development. In the same matrix it has been found contingency strategies. These strategies are important in case of one of the main strategies do not meet Grupo GEA's expectation, which is having better results in their education area.

Additionally, in the last stage of the chapter, strategic decision matrix and quantitative strategic planning matrix have helped to choose the retained strategies for the organization. After the related evaluation, Rumelt, and ethical matrixes were made to verify how important the specific strategies are and how can they impact in their scope of action. Finally, each of the selected strategies were evaluated with the long-term objectives and competitive possibilities matrix. The analysis was made in order to examine possible reactions when the strategies are implemented. The selected strategies are:

1. Foster public and private initiatives to develop the Buena Voz program
2. Taking Buena Voz to Arequipa
3. Develop Buena Voz program to target private investors
4. Rearrange the organizational structure
5. Integrate with other NGO's projects to enlarge the market scope

6. Build long-term relationship with commodity-based companies
7. Get funds from international companies

The use of the described methodology has allowed the identification of the strategies that Grupo GEA need to develop in order to achieve its long-term objective, and, therefore, its vision. All the matrices are followed the specific functions and purpose to reasonable retain and evaluate the related strategies. Furthermore, the identification of these strategies also helps Grupo GEA have a strategic perspective to clarify their position in education or NGO industry. The rapid change of the external environment and the limited market share are the serious facing challenge for Grupo GEA, but through the retained specific strategies, Grupo GEA could optimistically achieve their long-term objectives.



Chapter VII: Strategic Implementation

7.1. Short-term Objectives

In chapter 5, the long-term objectives were defined. As D'Alessio (2013) explained, they are the ones that will be accomplished in order to get to the vision. However, more detailed need to be developed in order to have a clear way to get to the vision. It is for this reason that short-term objectives need to be defined because they are the milestones by which will be achieved, with each strategy, the long-term objectives.

Short-term objectives for LTO1

STO11. By 2019, Grupo GEA will have the marketing plan for all the versions of Buena Voz program.

STO12. For each year, starting in 2018, Grupo GEA has established one alliance for ongoing funding with a private company, making a total of three.

Short-term objectives for LTO2

STO21. Starting in 2017, Grupo GEA will established alliance with one companies for acting as a spokesperson of the project per year.

STO22. Starting in 2017, Grupo GEA will have 10% of its associate teachers, acting as spokesperson for Buena Voz program, each year until 2020.

STO23. Starting in 2017, Grupo GEA will have 10% of its graduate students, acting as spokesperson for Buena Voz program, each year until 2020.

Short-term objectives for LTO3

STO31. Starting in 2019, Grupo GEA has established an alliance with a company to start the program in a rural community per year, making a total of two.

STO32. By 2018, Grupo GEA will have 100% of the staff working in the rural communities train.

Short-term objectives for LTO4

STO41. By 2020, Grupo GEA has increased attendance of students of the program to 90% of the total number of students recruited.

STO42. Starting in 2016, Grupo GEA has increased the number of graduate students in 9% per year.

Short-term objectives for LTO5

STO51. By 2019, Grupo GEA has made an alliance with one NGO to make Buena Voz program be implemented.

STO52. By 2020, Grupo GEA has released the new program of Buena Voz with the partner NGO.

7.2. Resources allocated to short-term objectives

Short-term objectives can be reachable just by assigning resources to them. According to D'Alessio (2013), this resources are from seven: materials (direct or indirect), labor, machines (productive assets), methods (systems and procedures), mentality (working environment, organizational culture that will enable change), environment (that will enable organizational change), and money (cash).

STO of LTO1, LTO2, LTO3, LTO4, and LTO5

- **Labor:** To carry out all the activities determined for this short-term objectives. They director of the educational area will be responsible for the accomplishment of the short term-objectives. In addition, he will decide whether more people need to be implied in the processes. These decisions should be made with help of the main director of Grupo GEA.
- **Methods:** The methods are related to the procedures that will be used for these objectives. These are related to the development of the marketing plan following all the steps and working with experts. They are related as well with the

development of successful training plans to ensure that Buena Voz program is correctly lead.

- **Mentality:** This resource is one of the most important in order to achieve the short-term objectives in this group. Since there is a need of renovation of the program, creativity, flexibility and openness should be encourage.
- **Environment:** An environment that will allow change should encompass the mentality. Through all the processes, there should be a lot of cooperation from the main director and all the administrative areas.
- **Money:** Developing a marketing and training plan is not a core competence of NGOs, more specifically, of Grupo GEA. Therefore there is need to contact experts in order to ensure that it is successfully implemented. Hence, money will be required. It is known that the education area just get money by funding, but there is, as well, resources from the consulting activities in the enterprise area. It is important to consider that remaining of money from past Buena Voz programs can be used. The first step should be to determine the budget that will be needed in order to get the resources.

7.3. Policies for each Strategy

The politics for the strategies are aligned with the values of the company. As D'Alessio (2013) mentioned, they are the limit of the managerial actions.

- **Foster public and private initiatives to develop the Buena Voz program**
 - P1: Involve the largest possible degree of institutions and organism to foster sustainable development in its basis levels.
 - P2. Enlarge the scope of commitment and responsibility for the environment and the sustainable development among one of the motors of the society.
- **Taking Buena Voz outside of Lima**

P3. Promote sustainable development to new communities of Peru.

- Develop Buena Voz program to target private companies

P3. Promote sustainable development to new communities of Peru.

P4: To reinforce the commitment and responsibility with their partners of delivering a program with multiple benefits.

- Rearrange the organizational structure

P5: To ensure the compromise of Grupo GEA of improving day by day in order to achieve its vision, while worrying about the well-being of the organization.

P6: Ensure the responsibility of all members involve in the sustainable development process.

- Integrate with other NGO's projects to enlarge the market scope

P3. Promote sustainable development to new communities of Peru.

P7: Promote creativity among Grupo GEA members while trying to get to the vision.

- Build long-term relationships with commodity-based companies

P1: Involve the largest possible degree of institutions and organism to foster sustainable development in its basis levels.

P2. Enlarge the scope of commitment and responsibility for the environment and the sustainable development among one of the motors of the society.

- Get funds from international companies

P1: Involve the largest possible degree of institutions and organism to foster sustainable development in its basis levels.

P2. Enlarge the scope of commitment and responsibility for the environment and the sustainable development among one of the motors of the society.

P3. Promote sustainable development to new communities of Peru.

7.4. Organizational Structure

The organizational structure of Grupo GEA, as described in chapter four, has required evaluation and modification to ensure that it fits with the organization's vision, and desired culture. It is important to have a good overall fit in the structure so that alignment is attained to achieve the vision. This section will evaluate the overall fit of the structure and modifications will be proposed in order to meet the organizations new strategies.

1. Having no HR department has left a gap in the organization. Some of the duties of HR have been dissolved, which has negatively affected the organization in the ability to attract and retain employees, weak organizational culture, and a lack of employee training, guidance, and empowerment. Hence, it is suggested to install an Administration Manager (AM) position, which functions are related to the creation of a close sense of community within the organization, create a sense of shared purpose, promote training and sharing information through mentorship, and establish an understanding of how sharing benefits the whole - because ultimately these are the roles that will shape the culture of the organization and can contribute to a strong leadership role of the AM.
2. Hence, Administration and Finance Management (including Finance and Accounting) are separated and two divisions would be created, Administration; Finance and Accounting. Both divisions would be reporting directly to the Executive Director.
3. The Administration Manager will direct, as well, marketing activities; taking advantage of all the organizations tools and network, the communicator will also report to the AM. This additional role of the AM allows for the Director of SEA to be ready to promote the Buena Voz program.

The modified organizational structure for Grupo GEA is shown in Figure 8.

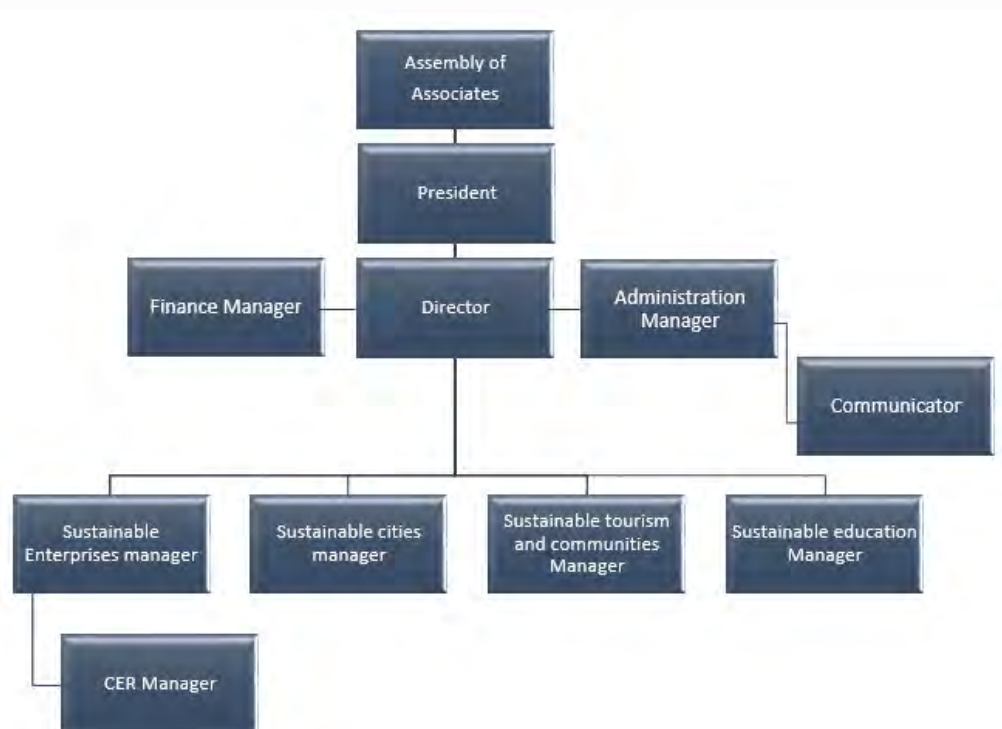


Figure 8. New organizational structure for Grupo GEA.

Therefore, restructuring the organizational structure to a hybrid model that connects employees and areas as a whole, creating and assigning specific functions for an HR manager, and incentivizing empowerment with clear drivers, will help propel Grupo GEA's organization.

7.5. Environment, Ecology, and Social Responsibility

Grupo GEA, through all his areas is a strong promotor of sustainable development, meaning that their first practices and goals are oriented to make people, companies, organizations, among other actor of the society, by aware of social responsibility and its importance in the world they live in. Nevertheless, there is always room for improvement, and despite the fact that all the activities of Grupo GEA are oriented to take care of the environment, ecology and the social responsibility; the organization do not have its concerns and principles regarding this issues written as drivers of their day to day action. If doing so, employees will be more aware with their functions and responsibilities in the organization.

7.6. Human Resources and Motivation

Grupo GEA, has passed through many changes over its years of experience. As mentioned previously, the amount of employees in the organization has passed through big changes, making them now have 25 employees. Due to the years of experience they decided to keep this amount of people, because for each area, they found its strengths and keep the programs that they identified as enhancers of the vision. In the area of education, it was analyzed whether Buena Voz program was helpful to get to the vision and the findings were positive. However, due to the fact the characteristic of the program Grupo GEA decided to keep just one person in the area, the director. And hire staff of workers to execute the program as needed. According to the current reality, this is correct. It should be analyzed over the years, while the program grow and get to new segments of the population, if there is a need of having more people.

In spite of this, and since Grupo GEA is a small organization, the environment, mood, motivation, and other aspects that may affect some employees, will finally end affecting – positively or negatively – all the organization. Therefore, it is important to promote a good environment the one that should be foster by having an initial training plan for the employees, a continuous training plan, a retention plan, and a well-being plan.

7.7. Change Management

As mentioned by D'Alessio (2013), there cannot be a change of strategy without a change of the structure. This does not mean specifically changing the organizational chart, but it means rearranging and/or renewing the functions and objectives for each position, as well as changing the way in which things were done before. This involve a change on people's mind guided by the leader of the organization. This change should involve a sense of urgency, involvement of all the employees by empowering them, the use of tool that can help to get closer to the employees as technology – social media, internet, webmail, among others.

The change management will be responsibility of the Executive Director, but the Administration Manager will carry out.

7.8. Conclusions

Among all chapter seven they were described the short-term objectives which will help the organization to reach its long-term objectives, and therefore, its vision. As a second part, they were described the resources that will be needed in order to accomplish them, as well as the policies that will guide the strategies. Finally, they were described, analyzed and reformulated the organizational structure; the environmental, and social responsibility issues; the human resources and motivation; and, finally, the change of management. All these elements are key in order to get to the vision of the organization.

Regarding the short-term objectives, it can be concluded that most of them are oriented to reformulation of the marketing plan for Buena Voz program and its adaptability in order to get to new segments of population. It was shown that the main resources that will be used are the labor, methods, mentality, environment and money.

While describing the politics for the strategies, all of them where drawn regarding the values and code of ethics of the organization.

Finally, the organization structure, environment, human resources and change of management were drawn regarding all the tools and planning that Grupo GEA need to do in order to successfully implement all the strategies and, therefore get to the vision. It was found that creating a new position, an Administration Manager will allow Grupo GEA to achieve the vision, while strengthen the organization image and promote recognition in the industry where they play.

Chapter VIII: Strategic Evaluation

Throughout the previous chapters, they were identified the strategies that the organization needs to follow in order to achieve the long-term objectives proposed. After that, the short-term objectives with the resources, policies and other changes within the organization were described in order to define the implementation of the strategies. In this chapter, it will be described how do the short-term objectives described should be control and monitor. It is important to understand that the control process should be done permanently and through the entire process (D'Alessio, 2013).

8.1. Control Perspectives

D'Alessio (2013) has indicated that developing the management strategies need to go through three stages, which are the planning stage, the implementation stage and the evaluation stage. The planning stage requires the most extensive efforts to prepare. Based on the various and different matrices, several strategies have been developed. Specifically, the SWOT analysis has provided multiply specific strategies, which should be in line to fulfill the requirements of other matrices, where the current situation of Grupo GEA was identified. The implementation stage needs to consider the uncertainties and risks in the environment when implementing the strategies. The evaluation stage could control the process of the management strategies to avoid or cooperate the changes in the environment.

There are different tools that could be applied in the evaluation stage. Kaplan and Norton, in 2001, defined the balanced scorecard as a control tool, which nowadays is one of the most recognized and extensively used in business and industry, government, and non-profit organizations to align business activities to the vision and mission of the organizations (D'Alessio, 2013). The balanced scorecard is a strategic performance management tool, which have the ability to monitor organization performance against strategic goals. There are

four specific perspectives to build balanced scorecard: Internal learning perspective, process perspective, client's perspective and financial perspective.

8.1.1. Internal learning

In this perspective, employee training and corporate cultural attitudes are related to both individual and corporate improvement. In Grupo GEA, people are the main resources not only from the internal employees, but also from the external expertise. Kaplan and Norton in 2001 emphasize that in this perspective learning is more than training (D'Alessio, 2013). With the rapid market growth and technological changes, continuous learning has become necessary and important. Organizational capital, which includes culture, leadership, alignment and teamwork, information capital and human capital are the three pillars in this perspective.

8.1.2. Processes

This perspective is related to controlling the implementation for the internal improvements. In this perspective, Grupo GEA could see how is their business running. There are four types of processes, which are processes of operational management, processes of client management, processes of innovation management and regulatory and social process. Processes of operational management includes supply processes, production processes, distribution processes and risk management processes. Processes of client management conclude selection of clients, acquisition of new clients, retention of current clients, and growth of business with clients. Processes of innovation management contain identification of new opportunities, selection of R&D portfolio, designing and development, and launching. Regulatory and social processes include environment, security and health, employment, and community.

8.1.3. Clients

Client perspective is related to the satisfaction of the customer. If the customer is not satisfied, they will eventually find other suppliers to meet their needs. Poor performance in this perspective could lead to future decline of the current business. Product attributes, which refers to Buena Voz price, quality, availability, selection and functionality, relationship with service and association, and brand image are the three pillars need to be considered in analyzing customers preference.

8.1.4. Financial

Two elements are considered in this perspective, which are productivity strategy and growth strategy. Productivity strategy aims to improve the cost structure and improve the utilization of assets. In addition, growth strategy helps the revenue of new sources and increase the value of customers. This perspective is used for Grupo GEA to analyze and evaluate the funding data to centralize and automate the financial process.

8.2. Balanced Scorecard

The balanced scorecard is designed by categorizing the short-term objectives. All of them are classified into four perspectives, which are internal perspective, process perspective, client's perspective and financial perspective. In Table 19 the BSC for Grupo GEA is presented including the short-term objectives, its goal, activities, indicator and way of measurement.

Table 19

BSC for Grupo GEA – SEA

Perspective	Short-term objectives	Goal	Activities	Indicator	Way to measure	
Financial	STO12	For each year, starting in 2018, Grupo GEA has established one alliance for ongoing funding with a private company, making a total of three.	Ensure prolonged funding through three long-term contracts	Negotiate with a range of companies to ensure that one of them will accept the program. Having developed a strong marketing plan is critical for this objective.	Number of long-term alliance for funding with private companies	Internal database where donors are registered with details as type of contract, duration of it, amount of money given, number of school where Buena Voz will be executed per year, geographic scope, and others that can help to track the relationship created
	STO41	By 2020, Grupo GEA has increased attendance of students of the program to 90% of the total number of students recruited.	Increase attendance and number of graduate students of Buena Voz to 90%	Use the network developed during the activities of the area, and compromised youth to promote the Buena Voz and develop commitment with program.	Percentage students registered and student's attendance.	Internal database with information of attendance of students
Clients	STO42	Starting in 2016, Grupo GEA has increased the number of graduate students in 9% per year.	Increase attendance and number of graduate students of Buena Voz to 90%	Define a team in charge of monitoring the all process from recruiting until graduation.	Percentage of the graduate students in comparison with past years	Internal database with information of attendance and graduation of students
	STO52	By 2020, Grupo GEA has released the new program of Buena Voz with the partner NGO.	Buena Voz should be seen as a versatile program, by adjusting it to have a joint venture with a partner NGO	Define a team to be in charge of the execution of the new program and prepare a realizing plan comprising budget, schedule, labor force, supplies, etc. Prepare the execution plan and monitor it.	Number of programs launch with partner NGO	Internal database where number of new programs with NGOs are registered, it should show details of the specifications of the contract
Processes	STO11	By 2019, Grupo GEA will have the marketing plan for all the versions of Buena Voz program.	Ensure prolonged funding through three long-term contracts	Outsource with a specialist in order to develop the marketing plan for each version of Buena Voz, the urban program, the rural program and all the others that can be developed.	Percentage of marketing plans in comparison with amount of products	Official document of the marketing plan and internal database with number of products and marketing plans
	STO21	Starting in 2017, Grupo GEA will established alliance with one companies for acting as a spokesperson of the project per year.	Get two companies, to seek to implement the Buena Voz program	Use the network developed in other areas (as Enterprises) to convince them of promoting the Buena Voz program.	Number of companies acting as spokesperson of Buena Voz program	Internal database to register how many companies are committed to the spokespersons project
	STO22	Starting in 2017, Grupo GEA will have 10% of its associate teachers, acting as spokesperson for Buena Voz program, each year until 2020.	Get two companies, to seek to implement the Buena Voz program	Use the network developed during the activities of the area, and compromised them to promote the Buena Voz program. An incentive plan should be developed.	Number of teachers acting as spokesperson of Buena Voz program	Internal database to register how many teachers are committed to the spokespersons project
	STO23	Starting in 2017, Grupo GEA will have 10% of its graduate students, acting as spokesperson for Buena Voz program, each year until 2020.	Get two companies, to seek to implement the Buena Voz program	Use the network developed during the activities of the area, and compromised them to promote the Buena Voz program. An incentive plan should be developed.	Number of graduate students acting as spokesperson of Buena Voz program	Internal database to register how many students are committed to the spokespersons project
	STO31	Starting in 2019, Grupo GEA has established an alliance with a company to start the program in a rural community per year, making a total of two.	Expand Buena Voz to two rural communities	Person in charge of getting funds should use negotiations techniques and develop the right approach including benefits of the program.	Number of alliance with companies for program in rural communities	Internal database where number of companies committed to Buena Voz are registered, it should be divided by segments or areas of action and show details of the compromise
	STO51	By 2019, Grupo GEA has made an alliance with one NGO to make Buena Voz program be implemented.	Buena Voz should be seen as a versatile program, by adjusting it to have a joint venture with a partner NGO	Give appropriate tools to negotiation person in order to achieve the goal. NGOs with the ones Grupo GEA will negotiate should have strengths complementing theirs.	Number NGOs to develop new program of Buena Voz	Internal database where number of new alliances is registered by giving details of type of institutions, duration, among others
Internal Learning	STO32	By 2018, Grupo GEA will have 100% of the staff working in the rural communities train.	Expand Buena Voz to two rural communities	Outsource a specialist to develop a training plan; some of the teachers of previous programs should be invited.	Percentage of teachers and staff in the first rural community train	Certificates of teaches and database of attendance and grades

Note. Adapted from D'Alessio, F. A. (2013). *El proceso estratégico: un enfoque de gerencia* (pp. 530). Mexico, D. F.: Pearson

8.3. Conclusions

In Chapter 8, it was described the functions of the balanced scorecard and how does it can be applied to Grupo GEA through four perspectives, which are internal learning perspective, processes perspective, clients perspective and financial perspective. After combining the four aspects with all short-term objectives, it is clearly to identify the goals, measures, activities, and indicators for the implementation of Buena Voz to achieve the short-term objectives, and through them, the long-term objectives.

During the processes of preparation, implementation, evaluation and control, the proposed indicators for each short-term objectives should compliance with the long-term ones. The four perspectives of the balanced scorecard for Grupo GEA have played an important role in evaluating the performance of project Buena Voz. The internal perspective evaluates the constantly knowledgeable learning process for developing a specialised and committed professionals for Grupo GEA. As an example, the number of involved people and institutions acting as the spokesperson and the number of teachers and staff in the rural community, that have been identifies necessary in order to achieve one of the long-term goals, indicates that internal forces, allows, as well, to improve the awareness of Buena Voz program for Grupo GEA. The processes perspective aims to improve the market awareness of Buena Voz in Peru. In this perspective, Grupo GEA should consider to empower and train the Director of the education program, on negotiating skills, because he will be in charge of negotiating with different organizations and institutions. The client's perspective evaluates the customer awareness and satisfaction of the Buena Voz program and new projects extending from it. The goal of this perspective is to enlarge the brand reputation in the NGO's education field. The financial perspective is more related to continue receiving funds from companies, which is generally release the pressure for limited resources and service.

Finally, the balanced scorecard is a powerful tool for Grupo GEA, because it will monitor the achievement of the short-term objectives, which will allow the accomplishment of the long-term ones; and, hence, of the vision of the organization. Regarding that changes might occur during the process, Grupo GEA has to be aware of the potential risks and changes, in order to measure and compare the results obtained in the process of strategic planning.



Chapter IX: Conclusions and Recommendations

9.1. Comprehensive Strategic Plan

The comprehensive strategic plan has concluded all the analysis in the previous chapters. This plan involved all the aspects that Grupo GEA should consider to evaluate the suitable implementation and control elements.

There are three pillars to support Grupo GEA's determined strategies and guide the development and changes in Grupo GEA. The three pillars are vision, interests and long-term objectives, which mean that it is necessary to consider the organizational interest to align with the three pillars and to summarize the recommendations for Grupo GEA. The five long-term objectives could also be found in this plan. These long-term objectives are developed on the Grupo GEA's vision, interests, potential, and cardinal principles. All of them are suitable assigned with the years and each of the long-term objectives has a set of short-term objectives, which are clear, concise and time oriented. These short-term objectives have been designed step by step to achieve the long-term objectives and through them Grupo GEA's vision. After considering the relevant perspectives, seven retained strategies have been proposed to approach the future success of Grupo GEA. Figure 9 will provide the deeper analysis of comprehends strategic plan

9.2. Concluding Remarks

As a result, from the analysis done through the entire document, there were obtained the following conclusions:

1. The NGOs industry has passed through many changes in the years because of changes in the political and economic situation of Peru. These changes has directly affect the way in which NGOs get funds. Social aspects have increased competitiveness, despite the facts of unattractiveness of the industry.

MISSION: To promote sustainability in Peru within the following five years, by leading innovative projects hand-in-hand with their employees and partners, in order to contribute to the nation's well-being, by developing its economic, social and environmental capital. Sustainable education: By developing environmental awareness, improving family relationships, and developing abilities of communication, responsibility, self-confidence and future orientation for vulnerable youth with which they will be able to create opportunities to improve their quality life and the one of their communities.	VISION: Be the first NGO in Peru who innovate integrated projects for sustainable development and promote fair relationships between society, economy, and environment, while fostering the country to be in-line with the latest Sustainable Development Goals (SDG) by 2020. (SEA: Be the first referent in Peru of non-formal education, to develop soft skills of leadership among vulnerable youth.)						CARDINAL PRINCIPLES 1. Influence of third parties: Ministry of Education and Environment, APCI, private sector 2. Present and past ties: 23 of experience in sustainable development, Buena Voz is positioned as a urban areas program 3. Counterbalance of interests: Expansion of the program meaning more capacity of the organization 4. Conservation of enemies: Enseña Peru, ANIA																		
	ORGANIZATIONAL INTERESTS 1. First NGO providing tools to direct Peru to sustainable development 2. Create leaders with values and soft skills 3. Maintaining ongoing funding 4. Creating long-term relationships with associate partners							POLICIES P1: Involve the largest possible degree of institutions and organism to foster sustainable development in its basis levels. P2: Enlarge the scope of commitment and responsibility for the environment and the sustainable development among one of the motors of the society. P3: Promote sustainable development to new communities of Peru. P4: To reinforce the commitment and responsibility with their partners of delivering a program with multiple benefits. P5: To ensure the compromise of Grupo GEA of improving day by day in order to achieve its vision, while worrying about the well-being of the organization. P6: Ensure the responsibility of all members involve in the sustainable development process. P7: Promote creativity among Grupo GEA members while trying to get to the vision.																	
	LONG-TERM OBJECTIVES LTO1: By 2020, Buena Voz has ensure prolonged funding having \$ 50,000 USD per year starting 2016. LTO2: By 2020, Buena Voz has increased awareness by generating spokesperson that will get two companies to look for Grupo GEA to implement LTO3: By 2020, Buena Voz has expanded into more vulnerable communities, by training youth in schools from two rural communities. LTO4: By 2020, Buena Voz improves the program students' attendance and completion of the program by 90%. LTO5: By 2020, Buena Voz's quality has improved, by getting a recognition of an international institute.																								
	STRATEGIES 1. Foster public and private initiatives to develop the Buena Voz program 2. Taking Buena Voz out of Lima 3. Develop Buena Voz program to target private investors 4. Rearrange the organizational structure 5. Integrate with other NGO's projects to enlarge the market scope 6. Build long-term relationships with commodity-based companies 7. Get funds from international companies																								
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CODE OF ETHICS: • Responsibility, service, and public mindedness • Cooperation beyond boundaries • Human rights and dignity • Transparency and accountability • Truthfulness and legality • Consistent and consistency																									

Figure 9. Comprehensive strategic plan for Grupo GEA – SEA

Note. Adapted from D'Alessio, F. A. (2013). El proceso estratégico: un enfoque de gerencia (pp. 574). Mexico, D. F.: Pearson

2. Grupo GEA, especially in the education area, currently has benefited from the expertise in their domain and from their past networks. The reality for this area, heavily relies on the customers' requirements; as a result, Grupo GEA is limited in targeting on the related resources, such as schools or students.
3. There are several strengths of Grupo GEA, such as, the solid operation process and the product development of Buena Voz program. These has developed to efficiently found the right resources, which has allowed Grupo GEA to achieve the Buena Voz goals in the past. Based on these, Grupo GEA has built and developed the education program; which is recognize for being a urban program.
4. Despite the fact that Grupo GEA has been in the market for more than twenty years, there are some weaknesses that the organization need to be minimized. The financial process is not clear; administration and human resources functions are not efficiently assigned; marketing plans has not been developed; and, technology is not being use in order to promote the Buena Voz program.
5. The strategic plan presented will allow Grupo GEA to overcome its weaknesses and get advantage of its strengths. For this purpose, five long-term objectives have been developed in order to achieve the organization's vision.
6. Eleven strategies were developed in order to achieve the long-term objectives, but finally just seven of them were retained. These strategies aim to strengthen the advantages of existing competitive elements and transform the weaknesses into practical capabilities to overcome the current situation of the sustainable education area of Grupo GEA.
7. For the implementation of the strategies, 11 short-term objectives were developed. These short-term objectives will not be successful if they are not encompass by the allocation of resources, a new organizational structure, and an effective change

management policy. A strategic plan cannot be implemented if the structure does not change as well.

8. These short-term objectives will be evaluated by the balanced scorecard. The guarantee on the achievements of short-term objectives could enhance the overall competitive advantage of Buena Voz. These achievements will be focus on the product development, market penetration and funding gathering.
9. Not only the brand image of Buena Voz, but also the organization image needs to add value. Increasing brand awareness for Grupo GEA is necessary in NGO industry, in order to gain credibility and more donors.
10. By following the proposed strategic plan, Grupo GEA will be able to successfully relaunched the Buena Voz program placing it again on a competitive position.

9.3. Final Recommendations

The recommendations after doing the strategic plan are displayed in order to guarantee its success. The recommendations should be considered by Grupo GEA when they implemented the strategic plan. The following recommendations are logically ordered according to their importance:

1. Grupo GEA should adopt the strategic plan which is based on the vision and interests of the organization for the sustainable education area. Based on these, related strategies and short-term objectives have also been rigorously defined and evaluated.
2. Grupo GEA should do researches on the potentially cooperated companies. There are a plenty of external resources could be used and kept long-term relationships by Grupo GEA. However, Grupo GEA needs to realize that which companies are interested in educational area, which companies are necessary to build and

maintain the long-term relationship, and which companies could be the future sponsors.

3. Grupo GEA should exploit the availability of social networks. Social networks are powerful and efficient tool to gain brand awareness and reputation. Grupo GEA has built a bright brand image in the past 23 years. Moreover, Grupo GEA could improve their broadcast platform from traditional ways to social network approach.
4. The internal Grupo GEA structure also needs to match the adopted strategic plan. Grupo GEA should adopt the changes in the organizational structure, since they could improve the overall working efficient. To some extend, the improved working efficiency also helps Grupo GEA to enhance the brand image from internal side.
5. The key aspects of Buena Voz need to be enhanced by Grupo GEA. Buena Voz as the main program for the education area has to define the attractive and competitive points to customers. These key aspects are also important to develop the related or deeper step for other Buena Voz projects.
6. Enlarge the cooperation. The cooperation could not only occur with the private companies or governments, but also happen with the communities, other NGOs, or universities. The rethink of gathering the related information resources, human resources, or products could open the new directions in finding new operating approaches.
7. Grupo GEA needs to get commitment from all the organization in order to successfully implement the strategic plan, for this, working on the organizational climate is vital, as well as, taking the strategic plan outcomes to be known by all the organization.

9.4. Future of the Organization

If Grupo GEA follows the proposed strategic plan and is willing to make the suggested adjustments in the organization, the organization will be in the capacity to achieve their objectives in order to get to the vision. Different strategies have been developed for Grupo GEA in order to achieve the proposed long-term objectives; this makes the organization find a road to follow in order to participate in the competitive industry where they play, and which now looks unattractive.

Grupo GEA has developed an important reputation in the market; therefore, it is important for them to have a well-defined organizational structure. One of the first thing that the organization should redefined is its organizational structure; this should be done as soon as 2016 starts. Therefore, the organization will be ready to accept the upcoming challenges.

Grupo GEA have been working in the educational area for more than one decade and they have delivered projects to many schools building reputation because of their accomplishments. However, there have been some changes in the environment. Those changes are related to communication and information provided to institutions and public in general. Hence, for the beginning of 2016, Grupo GEA has to define its marketing plan. Doing so, will allow them to have more opportunities to find funds.

Grupo GEA will increased its visibility by having six institutions being its spokesperson. Hence by mid-2016, Buena Voz will have boosted its brand awareness with the help of their associate teachers and graduate students, as well. Thus, they will make that the Buena Voz program get to me known and recognize within the citizens.

There have being a new trend of companies doing social responsibility. Thus, for Grupo GEA, with their Buena Voz program, it is the possibility to establish long-term relationships with commodity-based companies in order to have constant helped of these organizations. In spite, that this strategy was not selected from the beginning, due to the

current scenario where most of their projects are paralyzed. Grupo GEA should keep track on the moves of this industry, because it can represent a big opportunity in the future. However, by the end of 2020 should build these relationships, with other big companies, which can ensure ongoing funds.

There are emerging areas in Peru that have not been reached by non-profit organizations, so that is an opportunity that Grupo GEA has to take as an advantage by the beginning of 2018. Grupo GEA, regarding the new strategic plan, needs to analyze the opportunities of entering to these emerging markets and apply its knowledge there.

Finally, Grupo GEA at the end of 2020, with the knowledge acquired and the relationships developed during the process, must increase in a 30% the number of graduate students for their Buena Voz program, which will lead the organization to achieve its ultimate goal that is to cooperate to improve and increase with non-formal education to bring benefits to vulnerable communities.

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