

PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ
ESCUELA DE POSGRADO



Strategic Plan for Fútbol Más Perú

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

**GIVEN BY
PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ**

**PREPARED BY:
Padilla, Gerardo
Pitta, Giancarlo**

Tutor: Sandro Sánchez Paredes

Santiago de Surco, August 2015

Acknowledgments

We owe our gratitude to our two team members, Marine Hollé and Christy Huí. Your names may not be in the cover, but this work is also yours. Thank you. For your time, patience, support and resilience. We would also like to thank Mr. Barros from Fútbol Más Perú and Prof. Sandro Sánchez for their support during this whole project.

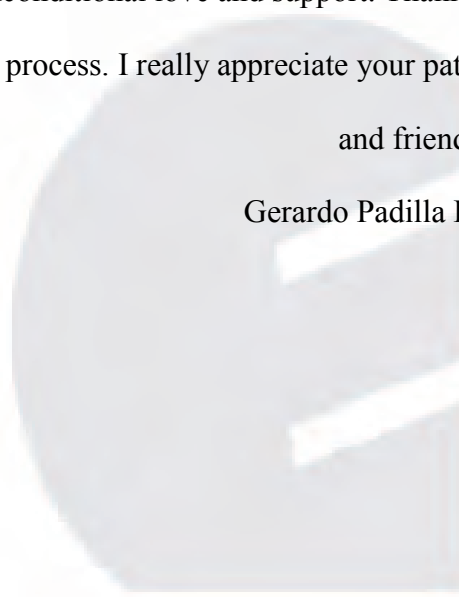


To my beloved ones. It was your patience, understanding and smiles what kept me going. Thank you for all your love. And to the MGBers, for all the laughter when I needed that the most.

Giancarlo Pitta Destéfano

To Marty, Gery and Maria José. For your unconditional love and support. Thank you. And to my good friends and partner involved in this process. I really appreciate your patience and friendship.

Gerardo Padilla Privat



Executive Summary

The purpose of this work is to elaborate a strategic plan for the period 2015-2019 for Fútbol Más Perú, a non-profit association that started operations in Peru in February 2015. The information used for this document has been provided by the organization and by the authors' own research. This plan has followed the model proposed by Dr. D'Alessio (2013). After reviewing the organization's general situation and background, a new vision and mission are given; these consider both the theory and the organization's purpose of existence. Afterwards, the external environment is analyzed to discover the players, opportunities and threats that Fútbol Más Perú will have to face. This analysis is combined with an internal evaluation of the organization, in order to find out what its main strong and weak points are, and how these cope with the environment. This analysis supports the formulation of four long-term objectives -and the respective short-term objectives- that the organization has to accomplish to see its vision fulfilled. These objectives consider the internal and external analysis and the organization's vision and mission. Six strategies were chosen to enable the achievement of the objectives. The implementation of the strategies will be managed by controlling the achievement of the short-term objectives utilizing the Balanced Scorecard tool. Results of this work show that Fútbol Más Perú needs to increase its brand awareness to successfully attract private sponsors for its projects. Despite of having limited human resources it is possible to exploit resources not used currently, such as social media, to become more popular in the local environment.

Resumen Ejecutivo

El propósito de este trabajo es elaborar un plan estratégico para el periodo 2015-2019 para Fútbol Más Perú, una asociación sin fines de lucro que empezó operaciones en Perú en Febrero 2015. La información utilizada en este documento proviene de la organización y de la propia investigación de los autores. Este plan sigue el modelo propuesto por el Dr. D'Alessio (2013). Luego de revisar la situación general y antecedentes de la organización, se presenta una nueva visión y misión; éstas consideran tanto la teoría como la razón de existir de la organización. Posteriormente, se realiza un análisis del entorno a fin de descubrir los agentes, oportunidades y amenazas que Fútbol Más Perú tendrá que afrontar. Éste análisis es combinado con una evaluación interna de la organización, para poder encontrar sus principales puntos fuertes y puntos débiles y entender cómo éstos hacen frente al entorno. Este procedimiento apoya la formulación de cuatro objetivos de largo plazo –y los respectivos objetivos de corto plazo- que la organización debe cumplir para alcanzar su visión. Éstos objetivos consideran el análisis externo e interno y la misión y visión de la organización. Seis estrategias fueron escogidas para lograr los objetivos. La implementación de las mismas será administrada controlando la consecución de los objetivos de corto plazo, utilizando la herramienta tablero de control. Los resultados del presente trabajo demuestran que Fútbol Más Perú necesita aumentar la exposición de su marca para atraer patrocinadores para sus proyectos. A pesar de tener recursos humanos limitados, es posible explotar herramientas no usadas actualmente, como las redes sociales, para ganar popularidad en el ámbito local.

Table of Content

	Page
Chapter I: General Situation of the Organization.....	1
1.1. General Situation.....	1
1.2. Conclusions.....	3
Chapter II: Vision, Mission, Values, and Code of Ethics.....	4
1.1. Background.....	4
1.2. Vision.....	8
1.3. Mission.....	9
1.4. Values.....	10
1.5. Code of Ethics.....	12
1.6. Conclusions.....	13
Chapter III: External Evaluation.....	15
3.1. Environmental analysis PESTE.....	15
3.1.1. Political, governmental, and legal forces (P).....	15
3.1.2. Economic and financial forces (E).....	17
3.1.3. Social, cultural and demographic forces (S).....	19
3.1.4. Technological and scientific forces (T).....	20
3.1.5. Ecological and environmental forces (E).....	21
3.2. External Factor Evaluation Matrix (EFEM).....	22
3.3. The Organization and its Competitors.....	24
3.3.1. Bargaining power of suppliers.....	24
3.3.2. Bargaining power of buyers.....	27
3.3.3. Threat of Substitutes.....	28
3.3.4. Threat of New Entrants.....	29
3.3.5. Competitive rivalry.....	30
3.4. The Organization and its Referents.....	30
3.5. Competitive Profile Matrix (CPM) and Reference Profile Matrix (RPM).....	33
3.6. Conclusions.....	36
Chapter IV: Internal Evaluation.....	38
4.1. Internal Analysis AMOFHIT.....	38
4.1.1. Administration and management (A).....	38
4.1.2. Marketing and sales (M).....	40
4.1.3. Operations and logistics. Infrastructure (O).....	41
4.1.4. Finance and accounting (F).....	43
4.1.5. Human resources (H).....	44
4.1.6. Information and communication systems (I).....	45

4.1.7. Technology and research and development (T)	45
4.2. Internal Factors Evaluation Matrix - IFEM	45
4.3. Conclusions	47
Chapter V: Interests of the Organization and long-term objectives.....	50
5.1. Interests of the Organization	50
5.2. Potential of the Organization	52
5.3. Cardinal Principles of the Organization	54
5.4. Organizational Interests Matrix (OIM)	59
5.5. Long-term objectives	61
5.6. Conclusions	63
Chapter VI: The Strategic Process.....	66
6.1. Strengths, Weaknesses, Opportunities and Threats Matrix - SWOTM	66
6.2. Strategic Position and Action Evaluation Matrix – SPACEM.....	72
6.3. Boston Consulting Group Matrix - BCGM.....	77
6.4. Internal-External Matrix - IEM.....	79
6.5. Grand Strategy Matrix - GSM.....	80
6.6. Strategic Decision Matrix - SDM	81
6.7. Quantitative Strategic Planning Matrix - QSPM	84
6.8. Rumelt’s Matrix - RM.....	85
6.9. Ethical Matrix - EM	87
6.10. Retained and Contingency Strategies.....	89
6.11. Long-term Strategies vs. Objectives Matrix	90
6.12. Competitive Possibilities Matrix.....	93
Chapter VII: Strategic Implementation	96
7.1. Short-term Objectives	96
7.2. Resources allocated to short-term objectives.....	101
7.3. Policies for each Strategy.....	102
7.4. Organizational Structure	103
7.5. Environment, Ecology, and Social Responsibility.....	106
7.6. Human Resources and Motivation.....	106
7.7. Change Management.....	108
7.8. Conclusions	109
Chapter VIII: Strategic Evaluation	112
8.1. Control Perspectives.....	112
8.1.1. Internal learning.....	113
8.1.2. Clients.....	114
8.1.3. Financial	114

8.2. Balanced Scorecard 115

8.3. Conclusions 117

Chapter IX: Conclusions and Recommendations..... 118

9.1. Comprehensive Strategic Plan 118

9.2. Concluding Remarks 120

9.3. Final Recommendations 123

9.4. Future of the Organization 124

References..... 124

Appendix..... 128



List of Tables

	Page
Table 1. <i>Fútbol Más Perú's offer service</i>	6
Table 2. <i>External Factor Evaluation Matrix - EFEM</i>	23
Table 3. <i>Competitive Profile Matrix - CPM</i>	33
Table 4. <i>Rivarly Profile Matrix - RPM</i>	34
Table 5. <i>Internal Factors Evaluation Matrix - IFEM</i>	46
Table 6. <i>Organizational Interests Matrix - OIM</i>	59
Table 7. <i>SWOT Analysis</i>	66
Table 8. <i>Financial Strengths Evaluation</i>	69
Table 9. <i>Industrial Strengths Evaluation</i>	73
Table 10. <i>Competitive Advantages Evaluation</i>	74
Table 11. <i>Environmental Stability Evaluation</i>	75
Table 12. <i>Strategic Decision Matrix - SDM</i>	82
Table 13. <i>Quantitative Strategic Planning</i>	86
Table 14. <i>Rumelt's Matrix</i>	87
Table 15. <i>Ethical Matrix</i>	88
Table 16. <i>Long-term Strategies vs. Objectives</i>	91
Table 17. <i>Competitive Possibilities Matrix</i>	93
Table 18. <i>Short-term Objectives vs- Long-term Objectives</i>	96
Table 19. <i>Balanced Scorecard</i>	116

List of Figures

	Page
<i>Figure 1.</i> Five forces of Porter of Fútbol Más Perú.....	24
<i>Figure 2.</i> Current Organizational Chart of Fútbol Más	40
<i>Figure 3.</i> Costs incurred by Fútbol Más Perú.....	41
<i>Figure 4.</i> Process of Fútbol Más Perú	42
<i>Figure 5.</i> Space Matrix of Fútbol Más Perú	76
<i>Figure 6.</i> BCG Matrix of Fútbol Más Perú	78
<i>Figure 7.</i> Internal-External Matrix of Fútbol Más Perú	79
<i>Figure 8.</i> Grand Strategy Matrix of Fútbol Más Perú	81
<i>Figure 9.</i> Timeline of the short and long term of the plan of Fútbol Más Perú.....	98
<i>Figure 10.</i> Proposed Organizational Chart of Fútbol Más Perú.....	104

The Strategic Process: Overview

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

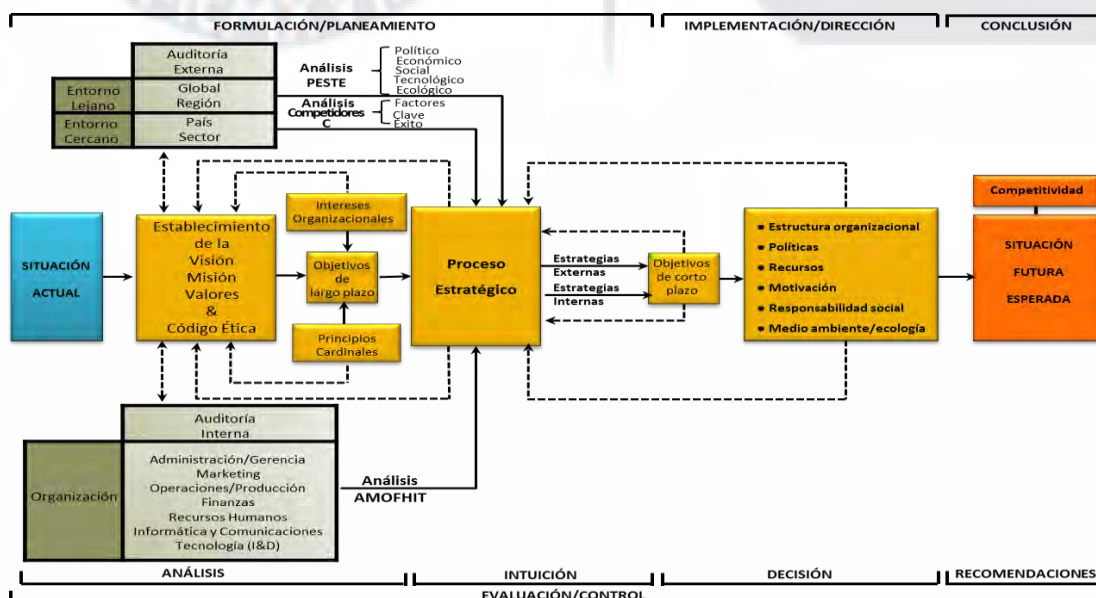


Figure 0. Sequential model of the strategic process.

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.

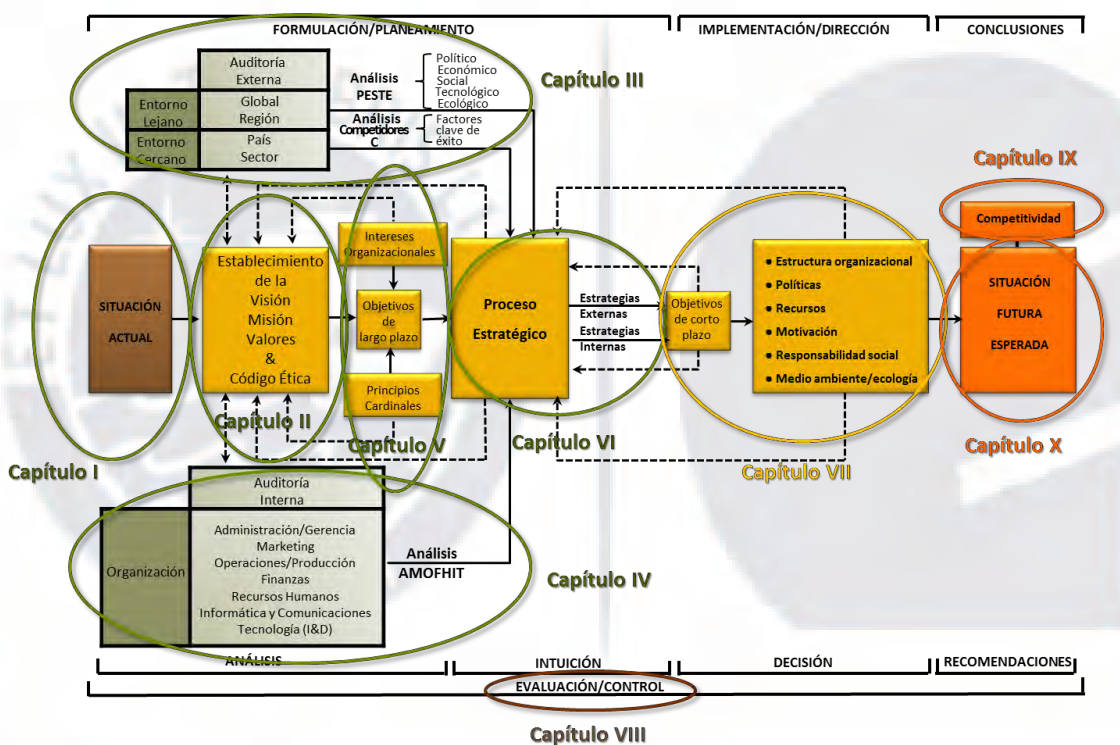
After formulating a strategic plan that allows accomplishing the future projection of the organization, the identified strategic guidelines are implemented. The strategic implementation basically consists on translating the strategic plans into actions and, subsequently, into results. It is worth to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

Chapter I: General Situation of the Organization

1.1. General Situation

Fútbol Más Perú (FMP) started in Lima in February 2015, after working for six months to be legally established in this region. The organization already operates in two underprivileged neighborhoods. According to FMP's director, Mr. Raimundo Barros, an underprivileged neighborhood is a poor neighborhood, most of the times with lack of basic services, and located in the far sides of the city (the so called "conos") of Lima thanks to funds it received from a Chilean NGO called Colunga Foundation. The team consists of two administrative personnel and two operating personnel per "barrio". The executive director of FMB is Mr. Raimundo Barros, a Chilean psychologist who had worked for Fútbol Más Chile for several years before receiving the task to establish the organization in Peru. He is one of the two administrative personal; the only one is an intern supporting him in different tasks.

Mr. Barros is in charge of getting funds for local operations, attending to legal and daily administrative issues, as well as supervising the proper functioning in the "barrios". The second office worker is a marketing intern, who helps preparing documents and PowerPoint presentation, managing the Facebook website and getting resources for the latter (pictures, videos, among other issues). In each "barrio" there is one psychologist and one sports teacher, both of them in charge of running the project. They are not FMP employees; they are paid by the hour.

As mentioned above, the organization is currently operating in two "barrios" thanks to a donation by the Colunga Foundation. Yet, FMP needs to expand. The resources provided will be gone in less than two years so the plan used now is to look for private investment by getting resources from companies that are socially responsible. However, despite of the options provided, there is no defined way on how to approach to the companies in this new environment (Peru). Besides, the organization has not been able to find a way to show

companies the uniqueness of its proposal, nor on how to transfer the added value they offer to society to an added value that could be offered to companies. This is a key point, as organizations need to adapt to new environments and the challenges arising from it.

Another aspect to improve is FMP daily organization of the operations. Although there are no official figures the amount of children joining the project is increasing according to Mr. Barros. Children feel interested when there are soccer activities in the “barrios”. Once they are in the project, the psychologists and sports teachers use different activities to promote resilience and positive values in the children. There is, for instance, a moment where the psychologist is in charge of explaining how famous characters –like Patch Adams– overcame the difficulties they faced to not only succeed, but also help other people. Another example is the green card, part of Fútbol Más philosophy. As there are in regular soccer yellow and red card to sanction bad behaviour, Fútbol Más use the green card to congratulate positive actions. Should a child help another one to stand up after a fall, should he or she help teammates to recover after a loss, he/she gets a green card as a sign of congratulations.

The daily administrative operations, though, are more complicated. There is not a defined long term goal in qualitative or quantitative terms, nor are there defined short term milestones that should support this goal. The daily administrative actions are focused on attending daily situations, and lack clear path on how to growth, how to add value to sponsors and how to give value to these sponsors. On top of that, the organization has not been able to achieve brand awareness in Peru despite of the success in the two “barrios” and the fact that there is no similar proposal in the country.

The problem that FMP faces is a lack of planning. There is no consensus on how to grow, which companies to attract, how to attract companies, how to become popular, how to provide value to sponsors and in general what to do after the funds provided by Colunga Foundation are gone. It is clear that the organization needs to find further investment, but it

has been relying on finding personal contacts, and on the funds provided by Colunga. There is a lack of sense of urgency in daily administrative operations, even though organization members are aware of the need to improve.

1.2. Conclusions

FMP is organizing soccer activities to help children. The soccer activities deal as an attraction to have as much children as possible involved in the program. The real work is, however, how the activities take place. Initiatives such as the green card, or activities like talks on famous people overcoming difficulties, help them to understand that it is possible to be happy and succeed, no matter how difficult the environment is.

FMP aims to help children living in socially vulnerable neighbourhoods (from now on “barrios”) in Peru, but its scope is limited currently to two neighbourhoods in Lima. FMP needs to raise funds to pay for these activities. They have got support from the Headquarter in Chile, and need to design and apply a strategy to help them becoming self-sustainable by attracting external investment. The strategy will improve Fútbol Más’ organizational development, selling strategies and adding value to their product/services. It is clear that FMP utilizes soccer, which is at the heart of Latin Societies, as the tool to work on children and contribute to the local society.

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

1.1. Background

FMP is a non-profit association operating in Peru since February 2015 (as Fútbol Más Perú). It is a subsidiary of the Chilean NGO Fútbol Más, with operations in Chile, Ecuador and Haiti, as well (Fútbol Más, 2014). Founded in 2008 by three associates working each one of them individually in social, commercial and executive aspects, the purpose of Fútbol Más is to foster happiness and resilience in children between six and 15 years of age all along Latin America and the Caribbean. Through soccer and related activities this institution attracts children to teach them the importance of persevering through the difficulties in everyday life, not only as a way to make them happier and stronger, but also as deterrence from drugs, alcohol, and delinquency (See **Appendix A** – Fútbol Más Broucher).

The project aims to help children living in socially vulnerable neighborhoods (from now on “barrios”, as called in Spanish) in the before mentioned regions. As important as it is to work with the children, Fútbol Más also understands the importance of influencing the children’s environment: hence there is need of collaboration with the parents. Fútbol Más involves them in whole project’s process, in order to have their authorization and cooperation to work with their kids, as well as to be able to promote the same values at home. Funded by private companies, and helped by Chilean Law on corporate social responsibility (which forces companies to make an annual contribution to social projects), Fútbol Más has been successful in Chile, operating already in over 40 “barrios”. The Chilean headquarter also bears the cost of operations in Haiti (Barros Interview, 2015). In Ecuador the situation is different: Fútbol Más entered associated with other non-profit entities as a way to divide risk and attract private sponsorship faster. However, due to the fact that it did not accomplish the expected goals, the organization decided to start working on its own in Ecuador since January

2015. The contacts made during the entry phase made it feasible to find funding on its own, though.

In Peruvian territory, the latest country the organization has entered; it was established as Fútbol Más Perú association. It has been able to start operations thanks to the funding of 100,000 USD it received from the Colunga Foundation from Chile. FMP is right now operating in two “barrios” in Lima; one in San Martín de Porres and one in Los Olivos. According to the organizations calculations, these funds will be gone by February 2017 at the most. FMP has calculated that it needs 24,000 USD to cover its operating and administrative expenses in one “barrio” for one year. Having two “barrios” in 2015 means an expense of 48,000 USD in that year. FMP has decided to continue operating in these two “barrios” during 2016, which means that the forecasted expenses related to the neighbourhoods it already has will account for 96,000 USD by December 2016. The remaining 4,000 USD will deal as surplus for future needed expenses. Fix costs related to human resources payment (the only one is the director) is not taken into account in this calculation, because this payment is done directly by Fútbol Más in Chile.

FMP is focusing on attracting private investment for expansion purposes. In order to achieve that goal, it is utilizing the same model that was used in Chile; it sells private companies the opportunity to be socially responsible and contribute to the children’s welfare by becoming sponsor of one “barrio”. There are four different options to become a sponsor; amounts of investment have been adjusted to the Peruvian environment. Quantities are required in US currency. The equivalent amount in Peruvian Soles would be also accepted. Table 1 shows what Fútbol Más offers to the neighborhoods and the terms of funds.

Table 1

Fútbol Más Perú's offer service

Activities	Gol de Oro	Gol de Plata	Gol de Bronce	
Exclusive presence in sportswear and infrastructure	X			
Corporate voluntaries in the "barrios"	X			
Visit of the people of the "barrio" (children and parents) to the company	X			
Mention in press releases (subject to editing in the media)	X	X		
Presence of the brand in sportswear and infrastructure (not exclusive)	X	X	X	
Two corporate millstones in the "barrio"	X	X	X	
Presence of the brand in social media and Fútbol Mas web	X	X	X	
	Month (USD)	2,000	1,000	500
	Year (USD)	24,000	12,000	6,000

Gol de Oro –Golden Goal-. This is the first and most attractive option for Fútbol Más. Under this model, a company will give full financing for operations in one "barrio" for one year -24,000 USD-. The company gets them the opportunity to put its name in the sportswear that children will wear, as well as in all the props. Besides, the company will have the chance to send their employees a determined number of times a year to interact with the children in the "barrio". The sponsor will also be mentioned in press releases and social media and the web.

Gol de Plata –Silver Goal-. The company contributes with 12,000 USD, half of the budget needed for operation during one year in one "barrio". The company will get the chance to put its name in the T-shirts, but not necessarily in the main spot and it will not be an exclusive benefit (just like a soccer club). The company's brand awareness will be lower during the project but it will be mentioned in press releases and social media and the web.

Gol de Bronce –Bronze Goal-. The company will invest 6,000 USD. This will give it the chance to put its name in the T-shirt (again, where and how big depends on the amount of

money invested by the other sponsors of the “barrio”). The company’s brand will appear in social media and the web.

Private Sponsorship. This is the model directed to private persons. It has been utilized only in Chile, and it consists of collaborating with a relatively low amount of money in a monthly or yearly basis. It is not very expanded in that country, but the organization believes this is the future for the project’s finance sustainability.

Organizations can of course contribute with a lower amount of money, but what they would get in exchange would be determined case by case. Moreover, discounts can be made should one company chose to fund more than one “barrio”. The operation in each “barrio” consists of three to four visits per week, for nine months a year, during three to five years. FMP needs 24,000 USD yearly for each “barrio” they help. After that, the “raised” and formed Fútbol Más beneficiaries should continue with the project. Assistance will be provided, but with less frequency. Besides of the financial issues, there are other requirements for the project to be feasible:

First of all, there is the need to have an organized neighborhood. These sort of small local town halls are in charge of aspects like security, raising funds for different occasions, among other issues that concern their neighborhoods. FMP contacts directly with these town halls because it is through them that the project is developed. The organization needs the neighbors to be previously organized, to avoid misunderstanding with the people and other issues. FMP will not organize neighborhoods to make the projects feasible in those locations.

The second requirement is to have at least 80 children in each location, so that the scope of each “barrio” is significant. The organization considers that this number is the minimum to attract companies’ interests in terms of brand awareness and especially in the significance of the project’s positive effect. One “barrio” is considered one project.

The third requirement is that each project needs two professionals, one psychologist and one sports teacher. The sports teacher is in charge of controlling the sports related activities and promote clean competition and teamwork. The organizational values are shared through these activities. The psychologist offers talks related to the values, citing external references such as movies and famous characters. At the same time, this professional works together with the parents to engage them in the project and help them in educating the children under the desired values. The psychologist also collaborates with the parents to form the future leaders, so children participating in the project will be able to lead it in the future.

1.2. Vision

The current vision of Fútbol Más Chile is: Happier neighborhoods in Latin America and the Caribbean.

The vision is the long term picture of the general situation. It defines what the organization pictures to become (D'Alessio, 2013). In order to make an efficient statement, the vision for any organization should meet the following components: need to have a central ideology to make changes; project the future; be simple, clear and comprehensible; be ambitious, convincing and realistic; define a time horizon; project a geographic scope; be known by everyone; meet a sense of urgency; and develop a clear idea of where the organization points. There is no necessity of apply each one of them, but is recommended the majority (D'Alessio, 2013).

Since it is a project of Fútbol Más Chile of expansion to a neighbor country, it is considered that the vision needs to be changed. Always regarding the standards of Fútbol Más is willing to offer, the vision is to create happiness in neighborhoods, or also known as “barrios” building a program with Latin American spirit. Although it is arguable that the vision could hold in eight of the elements, it is important to state them clearly, so that these can become the base to set long-term goals. The following vision statement is proposed:

To be known by 2019 as an organization capable of guiding children in underdeveloped neighborhoods in Lima and provinces to endure the difficulties in their lives. To be well established in the local environment in order to not depend from any organization or person, as well as to extend the impact of the Fútbol Más Perú Philosophy to different layers in the Peruvian society.

The message with this statement follows the nine components previously mentioned. It is an ambitious vision that requires changes. However, as mentioned in the theory, it develops a clear idea of where the organization wants to go and why.

1.3. Mission

The current mission of Fútbol Más Chile is: To promote the development of resilience in girls, boys and teenagers that live in socially vulnerable contexts, giving them the opportunity to realize their personal potential in benefit of their wellbeing and wellbeing of their communities.

The mission is the drive motor the guide the organization from the current situation to approach the vision. It defines why the organization exists (D'Alessio, 2013). In order to make an efficient statement, for any organization the mission should meet the following components: mention the clients; mention the product (good or service); identify the market; mention the technologies used; mention the objectives of survival, profitability and growth; organization's philosophy; core competence; concern for the public image; and concern for the people involved. There is no necessity of apply each one of them, but is recommended the majority (D'Alessio, 2013).

In Peru, it has identified in the county a high number of girls and boys living in vulnerable conditions, they are threatened by negative styles of lives and a risky environment. What FMP offers the Peruvian environment is to work in a 50/50 relationship with them and

their families. As a non-profitable organization the people involved has to be compromised too with what FMP offers.

In that sense, it is proposed to align it to: To promote the development of resilience in girls, boys and teenagers that live in socially vulnerable contexts, giving them the opportunity to realize their personal potential in benefit of their wellbeing and wellbeing of their communities, as well as allowing the creation of a positive local reality in the locations where our organization works. This commitment towards positive local environments and improvement of children's life quality engages both the local program beneficiaries and the local employees, improving their social awareness, sharing the experiences outside the organization. This will in turn be reflected in increased social awareness in the region, putting on sight Fútbol Más unique working proposal and activities.

As seen, the mission now includes the core competence of the organization, the role of the employees and the public awareness and image. To create an effective path to follow and approach always during the process, the statement of the mission considers also now the creation of a sustainable environment.

1.4. Values

The values for the organization constitute the pattern of action that guide the decision-making process in an organization. The values are indispensables to align the objectives and interests of the organization, establish the policies and define the strategies (D'Alessio, 2013).

According to the website (2014), Fútbol Más values can be summed up in five words: Joy, Respect, Responsibility, Teamwork and Creativity. Indeed, this project carries with it strong values that are consistent with the nature of the project itself. Fútbol Más is a non-profit association that through these activities provides social assistance. These are sound

values and ethics that will help to create and maintaining a framework for the future of the child.

As follow is a brief description of each value involved in the project according to the website of Fútbol Más Organization, 2014:

- **Respect:** It is the base of all coexistence and is rooted in the recognition of the individual as a unique and valuable entity, which allows girls and boys to recognize and value their teams, instructors and their loved ones. It also enables kids to respect and consider the opinions of others.
- **Joy:** It is one of the most basic human emotions and it leads to a healthy and positive inner state, creates general wellbeing, high levels of energy and a powerful disposition to positive and constructive action.
- **Responsibility:** At Fútbol Más, responsibility is defined as the capacity of every human being to make decisions based in free personal reflection, considering their own wellbeing and the wellbeing of others.
- **Teamwork:** It refers to the series of strategies and tactics that a human group uses to achieve their shared goals. Teamwork implies the sharing of abilities and responsibilities of all the members to reach a common goal, and is assumes a shared sacrifice to achieve the objectives, to the detriment of the individual accomplishments.
- **Creativity:** At Fútbol Más, creativity starts with total comfort and then the action starts. We can say that when the person that dances puts his/her life into the dance, he/she is a creative person. Creativity is pure ideation, without fixed ideas, preconceptions, or vulnerability. At Fútbol Más we believe that in the face of adverse situations – with disorder and chaos – creativity is the capacity to create order and beauty to what is difficult.

Considering what is mentioned in the first paragraph, FMP have adopted the values of Fútbol Más Chile and those are aligned with what the organization is aiming to build too in Peru.

1.5. Code of Ethics

Fútbol Más Perú is a non-governmental organization receiving private funds to deliver welfare services. The organization is fully committed to the principle of integrity, honesty and fair play in the delivery of services to the public. All staff should ensure that the businesses of Fútbol Más Perú, such as applications for services, procurement or staff recruitment, are dealt with in a fair, open and impartial manner.

- Achieve and maintain efficient use of material and financial, measured, quantified and verified to ensure the rational use of these resources.
- Promote freedom of expression and opinion. All the people in the organization are free to express their thoughts and opinions while not affecting the organizational values, morals or good customs.
- Promote relations with the residents of the “barrios”, based on mutual trust, transparency, honesty and open communication. Also the relationship with them must be smooth and supportive.
- Promote personal and professional development of the staff, providing equal opportunities for all, according to their skills, abilities and results.
- Property of the organization: Staff given access to any property of the organisation should ensure that it is properly used for the purpose of conducting the organisation’s business. Misappropriation of the organisation’s property for personal use or resale is strictly prohibited.

- The daily actions, processes and services linked to the “barrios” should be aligned with each other and respect the mission of the association as well as being within the legal framework.
- Conflict of Interest: A conflict of interest situation arises when the “private interests” of the staff compete or conflict with the interests of the organisation. “Private interests” means both the financial and personal interests of the staff or those of their connections including: family and other relations; personal friends; the clubs and societies to which they belong; and any person to whom they owe a favour or are obligated in any way.
- Transparent accountability on the management of the budget and the costs incurred by the association: It is mandatory to treat the money received -via donations or sales- as a resource for children and society, for the organization’s mission and vision, but not for the organization itself.
- Trust and transparency are important regarding the management of the association and the employees as well as the relationship between the association and the customers.
- Gambling: Staff given access to any property of the organisation should ensure that it is properly used for the purpose of conducting the organisation’s business. Misappropriation of the organisation’s property for personal use or resale is strictly prohibited.

1.6. Conclusions

This chapter has explored history and background, in order to understand what Fútbol Más is and what does it do. The analysis of its mission and vision provided with opportunities to improve the internal engagement of employees, as well as to give the organization as a whole a clear north to look up to. Following conclusions result from this analysis.

Fútbol Más is a case of success in Chile. It has managed to gain brand awareness and exposure and is in a position where companies see the value in working with it. This has

resulted in making it attractive and having a strong position to achieve long term sustainability.

FMP is operating in Peruvian territory thanks to the external support of the Colunga Foundation and Fútbol Más Chile. The organization has managed to enter two “barrios” in six months, but it has not been able to attract funds from local private firms.

Fútbol Más Perú is emulating the Chilean model in the Peruvian environment. It is arguable that it needs to adapt its model to the local needs, concern and challenges. The organization’s vision is concise and clearly defines where it aims to be, even if a time framework could clarify the goal. The mission, on the other hand, needs to be expanded. The proposal includes the main aspects missing, such as mentioning the core competence, defining the employees’ and collaborators’ role, as well as stating what is what FMP seeks to project to exterior eyes.

The values relate strongly to the organization’s understanding of what society needs and how it has to be helped. Concerning the code of ethics, and even though it is not written in paper, it is there for everyday actions, like helping the children, managing funds and other aspects. FMP is a unique organization with room for improvement. However, it has to find ways on how to implement its proposal in Peru, dealing with a wide variety of internal and external factors that will be explored in the next chapter.

Chapter III: External Evaluation

The external analysis serves to understand the environment situation. From a global view and the landing in the core business of vulnerable neighbourhoods, this will lead to found out the opportunities and threats. This are factors that cannot be controlled (D'Alessio, 2013).

3.1. Environmental analysis PESTE

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

The political situation in Peru is different than the other countries Fútbol Más operates in. The World Bank (2015) understood Peru as stable democracy, which is reflected in the continuous economic growth that the country has experienced in the past years. To this sources the open economy and several economic-related reforms end up providing a secure political framework. However, the political structure has suffered from several years of dictatorship, corruption, economical problems and even terrorism. And it is arguable that the effects persist until now, as public opinion and media reports continuously touch these issues. Peru is a country that recovered democracy in 2001, not even 15 years ago. Hence elections are still a source of doubt and instability.

According to El Comercio (2015) the presidential elections that are coming in April 2016 –new president will be in charge in July 28th 2016- have a wide variety of offers for elections. Although until now there are only four official candidatures –Kuczynski, Flores-Aráoz, Lay and Guzmán- it is expected to have at least 12 candidates with different political directions. Despite of the fact that not all of them will arrive to the Election Day, this amount of options provides companies with uncertainty regarding the future of the environment they operate in. It is important to notice that presidential elections come together with parliament elections, which means that the complete policy maker powers in the country could be changed.

As it is logical, in a country like Peru where political forces are strong –and more often than not corrupted- anything that can influence at a macro level is worth of analyzing and taking into account. FMP is focusing on selling companies the opportunity to engage in social issues and hence being socially responsible. In an election year, with high uncertainty regarding the future environment, companies are likely to be very reluctant to make investments in general, especially the ones that would not bring them any protection or retribution on terms of money or stability.

Another important aspect to consider is the absence of institutionalization to face problems related to corruption, drugs and distribution of wealth (European Commission, 2013). Narco-traffic is arguably one of the main problems the country faces. This has an effect in political instability, but also in an increase of violence in general. If this problem is not controlled, it could result in terrorism among other issues. The country's history mandates it to attack these problems on time, but right now there are several problems regarding the head of the government (Gestión, 2015). This political burden damages the executive power and the implementation of needed measures.

According to the European Commission (2013) there is a lack of social policies. Despite of the implementation of some programs, the general panorama shows a gap of income at poverty levels that are not as slow as one wished. This is a problem for the country, but it also means that FMP can contribute to Peruvian society and help it and their children. The country needs assistance of external social activities that commute with the country's social values.

From a legal perspective and unlike Chile, there is no law that mandates companies to invest in social project. This is a disadvantage compared to Chilean environment, where the organization benefited from this legal tool. Hence there is not as much incentive to engage in these activities; it is then understandable why only 26% of companies said they had

Corporate Social Responsibility projects (CSR) in a survey made in 2013 (El Comercio, 2015).

Another problem is that law allows to not have a centralized entity that controls, manages or collaborates with companies in social projects. This results in difficulties to have real data on CSR programs, as well as to have real governmental support for this purpose.

The government is the key player in the environment. It affects everything taking place in the game field, which is in this case Peruvian territory. In that sense, all laws or decisions made by one of the three governmental powers -executive, parliamentary and juridical- may have an end effect on FMP. For practical purposes, though, the focus will be made on the governmental entity that works the closest to FMP: SUNAT. This entity, in charge of collecting tax payment and controlling who to free from tax payment, has very high bargaining power. If FMP wants to benefit from tax elimination, it has to fulfil all requirements asked by SUNAT. Currently, FMP is appealing to second instance at SUNAT to get tax elimination. If this does not succeed, there will be no solution but to pay taxes.

3.1.2. Economic and financial forces (E)

The economic and financial situation of a country is one of the main indicator regarding the welfare level of a country. In the case of Peru, it is seen that the national environment is on the right path for development of international business although the country presents shortcomings. Peru has an open economy model, which means that the country is part of the global economy and compete with other countries having different exchange rates as well. The GDP per capita PPP is obtained by dividing the country's gross domestic product, adjusted by purchasing power parity, by the total population. The Gross Domestic Product per capita in Peru was last recorded at 11,511.4 USD in 2014, when adjusted by purchasing power parity (PPP), Trading Economics, World Bank, 2015. According to Consensus Economics (January 2015) and BCRP (2015) Peru had a percentage

growth of GDP about 4.8% which places Peru ahead other Latin American countries. During 2014 the percentage growth of GDP was 2.4% (466,895 million PEN). Also, according to the sources IMF and BCRP, the Real GDP forecasted for Latin America 2014-2016, in % of annual average variation, should reach 5% in Peru case and should be above the GDP per capita, PPP of Latin America and the Caribbean countries by 2020 worth close to 14,500 USD.

Private investment in Peru was worth 42 billion USD in 2013 according to BCRP. Furthermore according to Central Reserve bank of Peru, the Private Investment represented 22.5 % of the GDP whereas the Public Investment equaled 5.8% of the GDP in 2013. In comparison with other countries in LATAM, Peru had a total investment worth 28.3% of the GDP in 2013 while Chile was 25.7%, Mexico 24.2%, Colombia 23.7% and Brazil 19.2%. Bearing in mind that in Peru the main investments are related to mining and hydrocarbons activities as well as electricity and industry, manufactures textiles, agribusiness and agricultural exports, infrastructure, tourism and various services, the private investment in these areas might fluctuate positively or negatively the economic situation of the country. Also, Peru is an attractive market for foreign investment, indeed in 2013, foreign direct investment were worth 10 billion US dollars. In comparison with other countries of LATAM, it represents 4.9% of the GDP in the case for Peru, above 3.4% for Chile and only 1.9% for Mexico for instance, IMF and BCRP, 2013.

Moreover it is relevant to study the inflation rate and exchange rate in order to get insight regarding the economic situation of a country. According to Trading Economics, World Bank (2015). The inflation rate in Peru was recorded at 3.54 % in June of 2010. The USD/PEN traded at 3.19 PEN according to interbank foreign exchange market quotes. The Peruvian Nuevo Sol averaged 2.92 from 1992 until 2015, reaching an all-time high of 3.65 in

September of 2002 and a record low of 0.7.78 in November of 2010, Trading Economics, World Bank, 2015.

According to the major macroeconomic indicators studied previously and the country risks analysis for Peru realized by COFACE 2015, it can be argued that Peru has a strong growth. Indeed, Peru is member of the Pacific Alliance, it has mineral, energy, agricultural resources, and it has a strong tourist appeal, presents low level of public debt and balanced budget and has an independent central bank as well as healthy banking sector. On the other hand, Peru presents some weaknesses which are its dependence on raw materials and Chinese demand, regional disparities, shortcomings in infrastructure, company credit, healthcare and education among others.

The general economic situation for Peru is uncertain as their economy is very much dependant on the fluctuating commodity prices for mining ores which stand for more than 50% of Peru's exports (PCW, 2015). Commodity prices are falling and exports are falling, which gives the government less room for social welfare programs. There will be presidential elections in Perú in April 2016 and focus on national politics is very much on the important mining industry (Franco, 2015).

3.1.3. Social, cultural and demographic forces (S)

The population of Peru is split in three large population groups Amerindian 45%, Mestizo (mixed Amerindian and white) 37%, White 15% and 3% blacks, Japanese, Chinese and others. It is a young population with a median age of 27 years for the whole population. The population growth rate is 1 % and more than 77% of the population live in urban areas (CIA, 2015). Average poverty rate is high 30% and has remained like that for a long period. The school system is weak with low grades ratings. Child labour is quite common in Peru with more than 1/3 of children age 6-14 year work in mining and construction sites (The World Bank, 2015).

When looking at the demographics for the poor areas of Lima where Fútbol Más Perú wants to start more football “barrios” it is seen that average income is very low and poverty rate is high. Families and children are in a difficult and exposed social condition with high unemployment rate and lack of social policy from the government.

Corruption and lack of law of social responsibility are not the best conditions for Fútbol Más Perú to raise funding for their initiatives to help children living in socially vulnerable neighbourhoods. The government tried to offset many of its social problems with programs, but these programs were aimed more at ensuring voter support than solving the root causes of the problems. As mentioned in the Legal forces, this is also due to the economic situation enterprises and large corporations have little focus on CSR.

Under socially poor living condition for the people in the “barrios” it is hard to measure happiness for the children. Fútbol Más is operating now in 60 “barrios” with permanence of seven years in Chile and they have performed some satisfaction surveys in 2009 and 2010. In a survey of 528 parents of children attending the Fútbol Más socio-educational Football program, 97.3% said they agree that the program helps their children to be happier, while 98.3% believe that the program helps children and girls are kept protected and away from negative behaviors and learning (Fútbol Más Web Site, 2015).

3.1.4. Technological and scientific forces (T)

Globalization has reduced the length and obstacles between information sharing of companies worldwide. It has helped the development of small companies worldwide. Technology means ways, techniques, and equipment need for doing the core business or primary tasks of an NGO (Cummings, 2008). It is important to consider for the welfare and sustainability of any organization, to increase any technological and scientific aspect. In Latin America, Perú is one of the countries with less investment in R&D, only 0.15% of their GDP and also has a weak development in education and technical education (Medina, 2014).

The usage of internet and communication via e-mails and social media in the world has increased. In Latin America 49.9% of their population are internet users. Chilean population which is a bit more than the half of all Peruvians, has 66.5% of them as internet users. Only 39.2% of Peruvians are Internet Users, and 32.7% also have Facebook account (Internet World Stats, 2013).

The banking system technology and terms of payment in the world and Latin America have created new platforms that offer to the client an easier service. In late 2014, Peru introduced Modelo Perú, an initiative that creates a level playing field for banks, telecoms and third-party providers by establishing a mobile payment ecosystem based on a shared e-money platform (Almazan, 2015). Currently, Brazil and Perú are leaders in allowing non-banking institutions to issue e-money (Hyland, 2014). Also Movistar in alliance with Mastercard, launched starting 2015 “Tu Dinero Facil” that serves the customer to make transactions with their phone affiliating it to a credit card.

3.1.5. Ecological and environmental forces (E)

Impact on the environment is a rising concern, both consumers and governments penalize firms for having adverse effect on the environment. Governments levy huge fines upon companies for polluting. Companies are also rewarded for having positive impact on the environment. The consumers are willing to switch brands if they find a business is ignoring its environmental duties. According to the Centre for Excellence in CSR (2015), a legislative proposal on the topic of corporate social responsibility was introduced in Peru in 2005, but it was never implemented and thus there is still no legislation governing CSR in Peru. Extractive sector companies are among the few demonstrating a commitment to CSR. They are usually under special observation and must invest a portion of their earnings in infrastructure, local administrations and regional governments. Especially when the

surrounding communities are affected by mining activities, donation are welcome and well seen by the society.

According to the Centre for excellence in CSR (2015) it can be found among Peru's major environmental issues, the following: Deforestation from a variety of sources; logging, oil exploration, chemical spraying to eradicate coca production, and internal migration and farming, desertification, soil erosion, air pollution in urban centres, pollution of rivers and coastal waters from municipal and mining wastes and depletion of fisheries as a result of overfishing.

Despite efforts, the term corporate social responsibility remains ignored. Unequal wealth distribution, land entitlement disputes, and environmental devastation are just some of the reason it has become increasingly difficult to operate in Peru.

3.2.External Factor Evaluation Matrix (EFEM)

The External Factor Evaluation Matrix is a strategic management tool often used for assessment of current business conditions (D'Alessio, 2013). This will in turn support and be used then in the formulation of strategies for the organization's purpose, regarding its capabilities and limitations. The PESTE analysis resulted in a list of opportunities and threats that were identified. The External factor evaluation includes these factors and weights them according to how important the organization perceives each one of them. The rating reflects how good FMP's responses to each of them.

Table 2 shows the weights that are determined for each opportunity and threat as a portion of a unit related each to the importance. Then the rating is in a scale between 1 and 4, how much is FMP approaching them. The sum of the multiplication of each weight and rating ends up in the indicator.

Table 2

External Factor Evaluation Matrix - EFEM

Opportunities	Weight	Rating^a	Weighted Score
1. GDP per capita of Peru and potential growth	0.03	2	0.05
2. Healthy banking system	0.03	1	0.03
3. Issues of mining attracts too much attention from government and other organizations	0.03	1	0.03
4. Poverty Rate in Peru is high, 30%	0.10	3	0.30
5. Increasing usage of internet and Social Media in Peru	0.11	2	0.23
6. Terms of Banking Payment – Mobile Transactions	0.08	1	0.08
7. CSR trend rising concern	0.08	1	0.08
Threats			
1. Uncertainty. Presidential elections in 2016	0.10	1	0.10
2. Absence of institutionalization to solve Governmental Problems; Corruption	0.04	1	0.04
3. Lack of Social Policy	0.09	2	0.18
4. Lack of Social Responsibility (like in Chile)	0.13	1	0.13
5. Social Programs in Peru are very limited. The approach is undefined	0.08	1	0.08
6. Limited investment of the companies in CSR	0.11	1	0.11
Total Weighted Score	1		1.43

^a 4=Superior response, 3=Above average response, 2= Average response, 1=Poor response.

For FMP the sum of the weighted score of 1.43. This indicates that the association has significantly less than average- any score below 2.5 point is considered as weak business (D'Alessio, 2013)- ability to respond to external factors. Regarding the low total score of this external evaluation, it can be argued that the company's strategy is not well designed to meet the opportunities and defend against threats. Therefore this result indicates that the company has some room to improve its strategy and focus more on how take advantage of the opportunities.

3.3.The Organization and its Competitors

Figure 1 shows the identified suppliers, buyers, new entrants, substitutes and direct rivals of Fútbol Más Perú. In the following point would be described the bargaining power of the suppliers and buyers. The described each possible new entrant than can enter to FMP environment competing with a similar product and substitutes which are now in the market but offer a different product but with similar intentions. Regarding the rivals, those that compete with FMP and need to be analyzed.

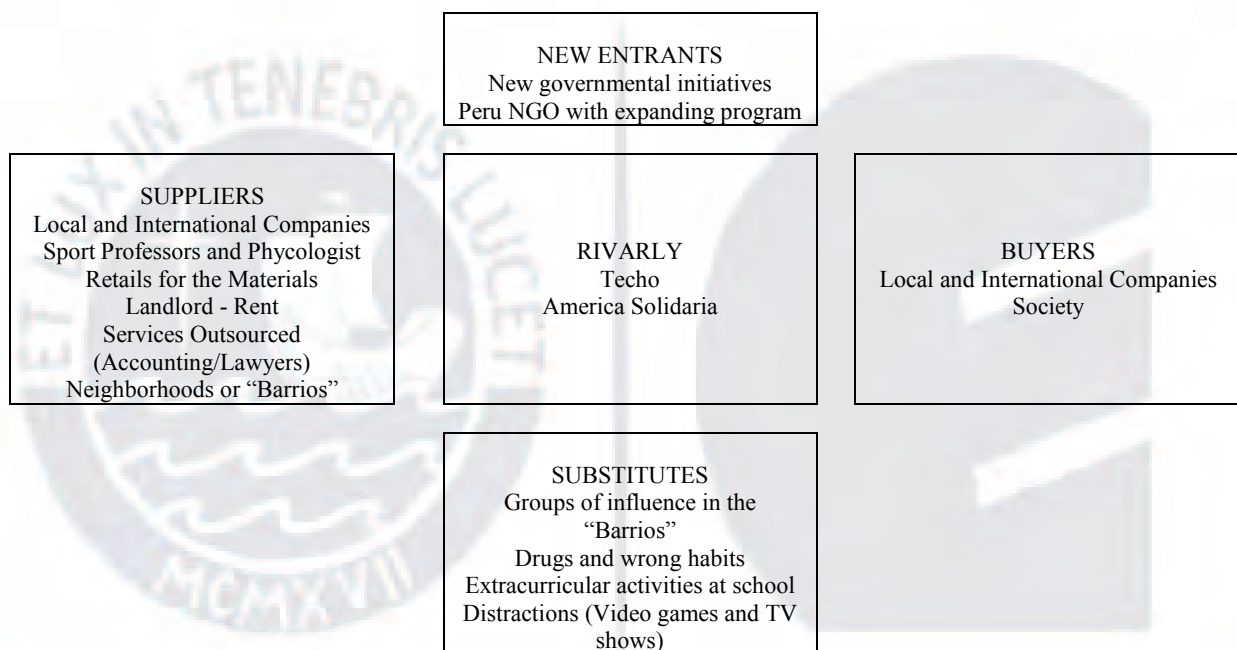


Figure 1. Five forces of Porter of Fútbol Más Perú

Adapted from El proceso estratégico: un enfoque de gerencia, by F. D'Alessio, 2013. México D.F., México: Pearson

3.3.1. Bargaining power of suppliers

Local and International companies in the local environment. Since FMP does not generate equity -but serves as a mechanism of CSR opportunity for companies- it needs the financial and cooperation from them. These companies can be Peruvian or international companies with subsidiaries in Peru. Thanks to this collaboration FMP could increase its sponsors' brand awareness by gaining the neighborhood's attention and credibility. Talking about local companies and since this benefit is, however, not too significant as a

neighborhood's size is too small compared to Lima, it is considered that Local Companies have a high bargaining power because FMP needs them to survive. This situation will continue until FMP manages to become more attractive to sponsors, by increasing its own brand awareness and local presence.

Referring specifically to foreign companies, and even though the previous paragraph also applies to them, it is possible to add another criterion: it is to them nowadays interesting to invest in Peru -especially for Chilean companies-. International -and Chilean- companies could understand a contribution to Peru, as a profitable investment looking for future business opportunities. International companies in general could improve mining company's social initiatives by making an important contribution, without engaging in controversial activities. A key aspect is, however, the fact that the extent of the benefits such an investment would bring remains a big question mark to FMP. Adding this to the fact that international companies would have anyway a wide variety of social projects to invest in -including more attractive options with same social goals but bigger media presence and exposure- it is considered that these also have a high bargaining power. The case of Colunga foundation is atypical. They chose to support a Chilean social initiative looking to expand in the North. This entity has bargaining power as they gave 100,000 USD. However, this foundation does not control, nor ask how famous is the brand becoming. The only aspect demanded is to utilize the money in the social project.

Volunteers. Can contribute with special activities in the "barrios" but it is not possible to know whether they will be there for a whole year -9 months-. Since Fútbol Más Perú has not yet built brand awareness, popularity or recognition in the Peruvian society, citizens would participate with good will, but with potentially less engagement compared to better known organizations. Volunteers cannot demand nothing in return, so their bargaining power is low. FMP had worked with volunteers in Peru but only in special events. Those were

contacted by “Soy Lima”, a web page on which current social events are posted and people can sign their volunteer offers for determined events (Fútbol Más Perú, 2015). Fútbol Más Perú has also the support of a volunteer photographer that takes pictures for them for free.

Sports Teachers and Psychologists. FMP’s projects development in the neighborhoods are entirely in charge of the psychologists and the sports teachers. FMP is highly dependent of this two persons. However, since they are paid on an hourly basis and according to the market it is possible to say that they voluntarily provide their professional expertise in return of an agreed compensation. Due to this facts they are considered to have a moderate bargaining power.

Retails for the Materials. When a project in a “barrio” is started materials are bought only one time. They are bought under the basis of price comparison and convenience to retrieve them. Materials for daily operations (printing ink, pens and pencils, among others) are also bought following the same criteria. There is hence no bargaining power from this suppliers. There is a huge variety of suppliers competing for price.

Neighborhoods or “Barrios”. The place and people that the project looks to help are the ones located in the disadvantaged neighborhoods. Consensus is needed between FMP, the sponsor company -investor- and “barrio” on how, where and when to deploy the project. Since the neighborhoods are the ones providing the people, protecting FMP’s collaborators and interests, and providing the location to do the activities, they have a high bargaining power. Commitment from the “barrio” must be achieved since the first moment -even before implementation-.

Landlord – Rent. FMP looked for the less expensive place that fulfilled the minimum requirements needed to install the office. The organization ended up finding an office in Petit-Thouars Avenue in Lince. Although there are multiple potential suppliers, the price - space - location that the current option offers is the best one for the current moment. As long

as a potential price increase is not too high, the bargaining power from this landlord is relatively high.

Accountability. FMP needs accounting to control its budget. The organization decided to outsource this service, it found the most affordable option but it is still very expensive. As long as FMP does not find another option, accounting company's bargaining power is high.

Lawyers: By local regulations law firms have to make on social project a year: Probono. In this case, the firm company working with FMP has low bargaining power during the current year.

3.3.2. Bargaining power of buyers

Local and International companies in the local environment. Local and foreign companies are also buyers for Fútbol Más. They not only supply the cash, but they are interested in getting something in change, be it as brand recognition, company recognition as socially responsible or an unlikely interest in having presence in one specific "barrio". Being suppliers, they have the possibility to ask for adaptation of the product they get (the project in one neighborhood). Since FMP depends on them, it has to adapt to whatever the company asks, of course as long as it is related to the original offer. Hence local Peruvian companies have a high bargaining of power.

For foreign companies the same reasoning apply. However, if it was an international company with no local presence and looking to gain brand awareness by collaborating with FMP -a situation not very likely to happen- they would have a moderate bargaining power.

Society: The principal beneficiaries of the transformation in the process are the children in the "barrios". They are the direct beneficiaries and in the future will contribute with the welfare of the society and environment where they live. Their bargaining power is low. The society and children can chose to participate or not in the project. Although FMP needs them, they cannot bargain. It is a free project and they can collaborate or not.

3.3.3. Threat of Substitutes

According to D'Alessio (2013) substitutes are products or services that do not offer the same, but whose function can replace the customers need that the organization's services fulfilled. FMP's customers are both the children and society and the organizations providing financial support.

Groups of influence in the "Barrios". FMP operations occur right at the heart of the neighborhoods. There is a risk of different forces that attract the children in different ways. Group of people, like gangs, that have more influences in the zone can approach the children to convince them to join them, work with them, or just not entering the project. Such influences are very hard to fight. Loyalty and commitment from children and parents involved with FMP can drastically be altered, be it by influence or by fear.

Drugs and bad habits. Since they are children and are starting to define their life with doubts and different ideas, some temptations, like drugs and other habits appear. These can lead them to ways submitting to values that are not the ones shared by Fútbol Más. This would not only result in a disruption of them joining the program, but also in affecting their lives.

Extracurricular activities (at school). FMP operates a project during 9 month of the year, exactly in the afternoons between March and December. They attract children to use their free time at FMP. However, it is in these same months that schools and other organizations offer extracurricular activities like sports and other workshops. Without saying that such activities are hazardous, they still represent a substitution to what FMP offers.

Distractions (Video games and TV shows). TV shows are considered a threat because of the time children spent in from of the TV. By being on national TV they have an easier, faster and massive access to children and society. Moreover, some TV shows transcend the screens, and teach values to children that are not the aligned with FMP's values and beliefs.

Video games can also absorb the children's time and distract their attention in hours when the activities of Fútbol Más are operating.

NGOs or associations with different programs. Despite of the fact that there are many NGOs offering different programs that add value to the society, they are still a threat. Substituting FMP's offers with other good options does not damage society, but it affects the scope of FMP's operations. On the other hand, these organizations may also attract investment from companies interested in CSR that would have otherwise contributed to the project. FMP needs to understand that in the battlefield they are, there is need to fight for suppliers and customers.

3.3.4. Threat of New Entrants

Others NGO that focus in providing welfare to society and children also work in the local environment. According to D'Alessio (2014) New Entrants are observing from outside, and may decide to enter the game field if they see it attractive. Although it is arguable that new entrants competing with NGO have most of all the will to help, they will still fight for resources. Moreover, despite of their good nature, the growing will affect FBM. Entry barriers in general are only from a regulatory nature. As long as they can submit to all legal requirements, there is nothing in particular that protects FMP's operations and "barrios". Nothing but the quality of service offered.

Peruvian NGO with expanding programs. If FMP offers happiness to children in vulnerable neighborhoods with activities related with soccer, other NGOs can do it too. Organizations like Asociación Civil Los Pioneros, have developed similar operations but only in El Callao region, in Peru. Should they chose to expand to other districts in Lima, this -as well as other similar organizations- would become a real threat.

3.3.5. Competitive rivalry

The rivals are organizations that are already in the game field and whose actions have an impact on FMP's goals. Rivals in this case have been considered other NGO's and associations with strong presence in the local environment, so that they can deviate funds that could be destined for FMP. It is important to understand that there are many NGOs and associations operating in the local environment, so the selection of rivals in this section has been strongly influenced by FMP's awareness of competitors.

Techo. Is an NGO with presence in Latin America and the Caribbean. It looks to overcome poverty of thousands of people that live in vulnerable places. Techo joins efforts of the citizens and volunteers. Its vision is to establish a fair and poverty-free society (Techo, n.d.). It was founded in 1997, and up to now it has expanded into 19 countries. In Peru, it has corporate alliances and it is strategic partners with more than 30 organizations including companies, schools and universities. This has allowed to reach a big amount of volunteers to develop their activities, as well as to receive a percentage of sales of the collaborating companies.

America Solidaria. America Solidaria is a NGO that build networks among the countries of Latin America. It works directly with the poorest and most underprivileged communities in the hemisphere on social projects. Together with the volunteers they aim to improve the quality of life.

With 10 years since foundation, they are now in seven countries. In Peru, they had created an alliance with the Falabella Group and have developed lots of projects in Lima and other cities like Puno.

3.4. The Organization and its Referents

Fútbol Más and Fútbol Más Perú are organizations with a unique structure and idea to develop the Project. They look to promote values in the society, by working with soccer, a

sport that is at the heart of Latin American countries. Yet, as unique as their proposal is, the fact that they work with soccer makes them similar in that matter with other NGOs around the world. Although Fútbol Más representative did not mention what organization they look up to, here are two organizations that could deal as benchmarks for future references:

Asociación Civil Los Pioneros is an organization that operates in Callao, very close to Lima in Peru. Although this entity could also be seen as a competitor, it was decided to put it as a benchmark opportunity because of its approach. Founded in 1978, the purpose of this organization is to promote social changes in underserved communities in Callao, Peru (Streetfootballworld, 2015). Sports programs, art workshops and soccer championship are developed to develop personal and social skills, as well as to enhance self-esteem.

There are two aspects that make Los Pioneros a benchmark. The first one the segmentation it used. For own private reasons, this association focused only in El Callao region (Los Pioneros, 2014). This proved very successful regardless of its original motivation as this allowed it to focus in one area only and become well known in it. Although this limited its geographical expansion, it contributed to not losing focus and having a clear goal for expansion. The second aspect is the fact that they joined Streetfootballworld. This is a worldwide network that looks to connect all initiatives and organizations that change society through soccer (Streetfootballworld, 2015). By doing this, Los Pioneros has achieved to have global support for its local activities. The fact that it is member of a global network also deals as an important backup when asking for funds, be it to private or governmental organizations. The exact benefits and requirements to join this network remain private to the members and applicants, but an organization operating in Peru using this tool clearly shows that there are opportunities to gain support in different ways. Nevertheless, in this work it is being considered that FMP already belongs to an international network: Fútbol Más.

The second organization that deals as a benchmark is Slum Soccer, an organization that operates in India and looks to change lives of the disadvantaged members of Indian society (Streetfootballworld, 2015). Through soccer, this organization manages to teach life skills and hard work to improve quality of life. Although Slum Soccer is also member of Streetfootballworld –which again shows the importance of global networks for local social initiatives- the example provided here is different: one of the most recognized activities this NGO organized were marches along the India-Pakistan border. This is a very difficult part of Asian reality, as there are strong arguments between India and Pakistan in regards of the disagreement they have. Slum Soccer was already big when it engaged in this activity, but this fact gives an idea on how to develop different activities (not necessarily related to soccer) to still be socially responsible and, at the same time, gain brand awareness.

The third organization that deals as a benchmark is Play Soccer, an organization originally from New Jersey and founded in 1999. Under the US International Revenue Service Code, the organization involves seven countries. As Fútbol Más they are part of FIFA's "Football for Hope" initiative to make the world a better place. They offer a service related with soccer activities in African countries and two states from the United States, which are two countries with high CSR concerns. They are well recognized in the environment and have participate in initiatives promoting the happiness of playing.

In the case of Fútbol Más, it has operations in both Chile and Peru, countries whose societies still have present that war that occurred more than a century ago. Here there is not an attempt to suggest organizing a demonstration on the border, but rather on how the organization may have a strong advantage: it could foster Chilean and Peruvian cooperation and deal as an example and agent of change of this sad situation. With a little effort, Chilean headquarters and Peruvian branch could very well collaborate to show the importance of

peace when following a goal that transcends borders. Moreover, this could also generate media reaction and brand awareness in both local environments.

This point has shown how two different organizations that have common goal with Fútbol Más Perú –change society with the means of soccer- have exploited different opportunities. It is the belief that Fútbol Más and FMP can learn from these examples and add these tools to their strategies.

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

Once analyzed the organization and its competitors, it's needed to put the information and evaluate the current situation comparing FMP against their main competitor. The Competitive Profile Matrix (CPM) is the tool used (D'Alessio, 2015) Assigning to each criteria a value which allows to weight from the most important to the least important aspect, as well as how well does the organization score in each one of them. Table 3 shows six Key Success Factors that, regarding the external analysis of Chapter III and general situation of Chapter I, FMP and their competitors may need to approach to be successful.

Table 3

Competitive Profile Matrix - CPM

Key Success Factors	Weight	Fútbol Más Perú		Techo		América Solidaria	
		Rating ^a	Weighted Score	Rating ^a	Weighted Score	Rating ^a	Weighted Score
1. Brand Awareness	0.40	1	0.40	4	1.61	2	0.80
2. Advertising and communication	0.09	1	0.09	2	0.17	1	0.09
3. Financial Support	0.17	3	0.51	2	0.34	2	0.34
4. External funds needed per project	0.13	2	0.26	3	0.38	2	0.26
5. CSR policies for existing customers	0.13	3	0.38	3	0.38	3	0.38
6. Development of Activities and Volunteer work	0.09	1	0.09	3	0.26	1	0.09
Total Score	1		1.73		3.15		1.96

^a 4=Major strength, 3=Minor strength, 2=Minor weakness, 1=Major weakness.

The two most relevant key factors are brand awareness and financial support. This has been determined according to the organization's perception and the analysis. Brand awareness has been given the biggest weight because the company needs it to be well-known and to increase its value proposition. This is one of the factors that should lead to gain financial support, which is a success factor and also a need. The other factors are weighted between 0.10 and 0.15 due to the fact that these all relate to the main two ones. Factor 2 relates directly to factor 1, while factors 4 (price of external funds needed for the project), 5 (policies existing for CSR to be known) and 6 relate to factor 3. The price of

The result of the analysis shows that FMP is currently ranking below the average, which leads to the conclusion that its current situation in regards to the analyzed competitors is weak. Fútbol Más' main advantage is the funds they have for this and next year, which is something very unusual for NGOs operating in Latin America. However, the analysis also reflects the importance of brand awareness: Both Techo and America Solidaria benefit a lot from their positioning in the local environment.

Table 4

Rivarly Profile Matrix – RPM

	Weight	Fútbol Más, Perú		Futbol Más, Chile		Slum Soccer, India		Play Soccer, USA	
		Rating ^a	Weighted Score	Rating ^a	Weighted Score	Rating ^a	Weighted Score	Rating ^a	Weighted Score
1. Brand Awareness	0.30	1	0.30	3	0.90	3	0.90	4	1.20
2. Advertising and communication	0.09	1	0.09	3	0.27	3	0.27	3	0.27
3. Financial Support	0.19	3	0.57	3	0.57	2	0.38	4	0.76
4. External funds needed per project	0.09	2	0.18	2	0.18	2	0.18	3	0.27
5. CSR policies for existing customers	0.09	3	0.27	4	0.36	1	0.09	3	0.27
6. Development of Activities and Volunteer	0.05	1	0.05	3	0.15	3	0.15	4	0.20
7. Law for CSR	0.19	1	0.19	3	0.57	1	0.19	4	0.76
	1		1.65		3.00		2.16		3.73

^a 4=Major strength, 3=Minor strength, 2=Minor weakness, 1=Major weakness.

With the same Factors, but comparing FMP with other players around the world, it is used the Reference Profile Matrix (RPM). Table 4 shows the current situation and also measure it with an indicator that serves us benchmark. As a comparison, FMP has the lower indicator. Since they have starting their functioning for less than a year, this information serves to FMP to attempt and approach new results regarding the success of others in a different environment. Indeed, it has to be consider the point seven (law required for CSR) that is a powerful issue approached in Chile for it success. This evaluation is used to keep in margin the current line on which the organization strategy is developing and compare it with others.

Fútbol Más Chile has the biggest score regarding the brand awareness they had create since they were established in 2008. Also, it is key for operating in Chile to be supported by a law that facilitates the approach from companies to invest in CSR. Launching a communications strategy to show to the people the importance of using the Green Card related to promote Fútbol Más values in the environment generated a big impact of the brand.

Slum Soccer, has also build a big brand awareness in their environment regarding political issues between India and Pakistan. Promoting Soccer in locations next the border of the two countries.

The organization Play Soccer is the strongest reference in this matrix. Although it scores way over FMP, it should deal as the main benchmark to see where this organization can be in the future. The different three benchmarks deal as different levels of analysis in order to see how FMP will improve. The organization will have to match Fútbol Más Perú Chile first, to the aim to reach Play Soccer position.

3.6. Conclusions

The external analysis serves to understand the environment's situation. These are factors that cannot be controlled by the organization, but it has to be anyway prepared to react to the potential influence arising from them. The company has the need to map its situation in regards to the environment.

From the PESTE Analysis it was concluded that the political environment is potentially unstable. Election coming in the next year results in political distress, which in the end reflects in companies being reluctant to invest until the panorama is clarified. The combination of these facts with the absence of institutionalization in social issues and the lack of coherent social policies, will potentially result in an environment where it will be difficult to attract investment by private companies. The PESTE analysis also showed that the economic situation in the country is in general stable. The controlled inflation could be a relief to the political distress. However, the exchange rate US dollar - Peruvian Sol has been damaging organizations earning in soles with debts in dollars. This means that FMP should approach companies that are free of this strong limitation. Probably exporters and international companies will prove to be better options.

The other relevant result of the PESTE analysis is the fact that poverty and child labor are still very significant, despite of the economic healthy Peru benefited from in the last years. This shows that FMP has room and responsibility to change society in a positive way. The fact that Peru's investment in R&D is very low is a proof that situation will not improve in the future. The banking system has given organizations and people the chance to benefit from online banking, automatic debit and other tools that make money transfer easier. Although FMP cannot control this, there is a significant opportunity to collaborate with them to retrieve funds in an easier way avoiding hesitation from potential partners.

The EFEM Matrix analysis for FMP scores below the general accepted average in this matrix. This result reflects the statements made in the previous sections of this work that identified FMP as lacking short and long term orientation strategies, as well as how to effectively allocate its limited resources. FMP has an opportunity to improve its performance and strategy, in order to have better response to environmental changes, as well as being a stronger competitor in the game field. Regarding the suppliers, the analysis has shown that the key ones have strong bargaining power. Referring specifically to private companies operating in Peru, these have all the power to support or not support the project.

The most relevant conclusion of the buyers' analysis is that private companies providing funds are also suppliers. This strengthens their bargaining power as both suppliers and buyers, by having Fútbol Más Perú depending on their support, and also having the possibility to adapt FMP's offer according to their wills.

Regarding substitutes and new entrants, they both pose a significant threat, even if what they offer is not related at all with FMP. Rivals and referents in general can both be seen as benchmark. The organization did not offer benchmarks, however it is aware of some entities operating in Peru. The analysis of referents specifically showed that it is possible to exploit opportunities that are there and need no extra money or resources in general. In the CPM analysis FMP also ranked below average. It is arguable that the organization does see the internal needs to change, but does not have the sense of urgency due to the funds it has now. Having the main competitors scoring above it shows the need to change in order to succeed in the game field. In general terms it is the conclusion of this section that there are changes needed in both how the organization copes with the environment and the internal changes needed to be successful in this. This work will provide a way to make the needed changes, as next sections will slowly lead to a new strategy.

Chapter IV: Internal Evaluation

The internal analysis serves to understand the development of the organization and what is its current situation (D'Alessio, 2013). This will lead to find out the strengths and weaknesses, so as to decide what the entity can improve and how it can better react to different situations. Every detail of the company's current situation has to be noted; from the best practices until the worsts. The following analysis comes from the information available and provided by the organization.

4.1. Internal Analysis AMOFHIT

This analysis is one of the most used tools to analyze and discover the internal situation of an organization in regards to its most relevant aspects. For the case of FMP the AMOFHIT will deal as the tool to clarify all the internal processes, weaknesses and strong point of the organization. Moreover, it will provide both the organization's direction and the consultants a clear and deep view on details that will support the strategic change that has to occur to FMP to make it successful in the local environment.

4.1.1. Administration and management (A)

After a first overview to FMP, a general comment that can be made is the ineffective use of the organization's limited resources, as well as a lack of a defined plan on how to develop and expand in short-and long-term, see Figure 1 for organizational chart. Indeed, only one person, Mr Barros, is responsible for the all operations in Peru. With regards to the real cost of the project versus the budget established by the association, the organization executes a monthly control. However, it does not adjust the budget; the control consists of identifying the mismatches. In general the only control and monitoring of the project focuses on cost. There is no evaluation of marketing activities, successful business opportunities, utilization of non-financial resources or time and general management.

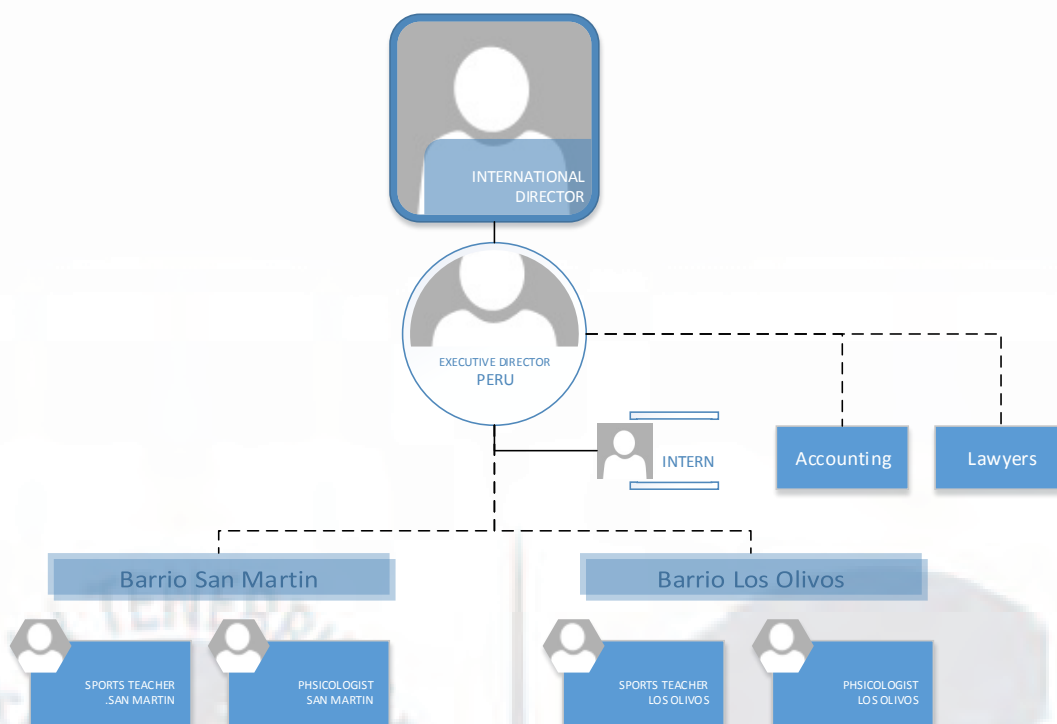


Figure 2. Current Organizational Chart of Fútbol Más Perú

The cost related to each “barrio” is based on the current expenses. Therefore, only the remaining amount of money would be used to relevant administrative activities (consultancy services, marketing events, and more human resources, among others). Currently, as there is no extra income besides the money received by the Colunga Foundation, the organization has shut the door to further investment that could pay off by making it more effective, popular and attractive to external investors.

Regarding the limited resources there is no transfer of knowledge in daily activities. As there are no determined process, whenever new personnel comes (replacing either the marketing intern, a psychologist or a sports teacher) a fair amount of time is invested in preparing the new person. Moreover, FMP utilizes around 9 hours a week per administrative personnel visiting the “barrios”. The only standardized procedure is to send first time emails, even though this particular action should be adapted to each potential sponsor differently.

4.1.2. Marketing and sales (M)

Marketing and sales activities, in the case of FMP are not well defined. There is no real strategy supporting the effort put into these areas in order to reach new companies and therefore new sources of funds. So far, the executive director approaches himself other companies through contacts, word of mouth, phone call and exchange of emails to personal accounts of the employers to any company that are willing to financially help the association. No real strategy has been setting up in order to solicit companies without having initial contact. The association adapt the structure of the document depending on how formal is the company. There is in general neither analysis on the potential sponsors, nor research on which one of the company's in the environment would be more –or less- interested in collaborating with FMP.

The main weapon of FMP is to sell the fact that the company will have access to the “barrio” and have its brand on t-shirts worn by the children. Although FMP sells the opportunity to help, what it actually offers to potential sponsors brand awareness in the “barrios”. For that, it asks for 24,000 USD per “barrio” –or lower amounts of money, as explained in chapter two- to the potential sponsors. As explained, FMP offers in exchange brand awareness. Figure 3 shows the cost structure to arrive to the 24,000 USD needed to operate in one “barrio” for one year.

It is possible to see that the costs are very straight forward and clear. However, FMP's approach ends up offering brand awareness in return for 24,000 USD. The fact that the sponsor can chose in which “barrio” to operate is seen as an added benefit of the offer. As shown in Figure 3, the forecasted costs for the year 2015 operating in two “barrio”s is split in both and support the price of the product that offer FMP. It has to understand that the fixed costs such as rent of the offices and Human Recourses salary's will be split throw the projects if the number of them increase.

	January	February	March	April	May	June	Forecast Jul-Dec	Total
HR	\$ 1,451.67	\$ 1,609.00	\$ 1,609.00	\$ 1,609.00	\$ 1,609.00	\$ 1,609.00		
HR Outsourced		\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00		
Rent of the Office		\$ 960.00	\$ 320.00	\$ 320.00	\$ 320.00	\$ 320.00		
Accounts	\$ 3.33	\$ 8.67	\$ 43.33	\$ 58.78	\$ 66.33	\$ 73.63		
Library	\$ 49.60	\$ 55.53	\$ 79.30	\$ 56.83	\$ 63.07	\$ 65.93		
Materials		\$ 1,016.09	\$ 648.33					
Marchandising	\$ 4.67	\$ 0.00						
Events/Reunions	\$ 3.33	\$ 61.67	\$ 115.47		\$ 18.97			
Office Quipment		\$ 93.00		\$ 290.40				
Trips								
Internal Transportation		\$ 22.67				\$ 10.00		
Bank			\$ 23.33	\$ 11.17	\$ 11.17	\$ 11.17		
Legal		\$ 80.00						
Practices					\$ 80.00	\$ 80.00		
Incidentals				\$ 2.50				
	\$ 1,512.60	\$ 5,906.62	\$ 4,838.77	\$ 4,348.68	\$ 4,168.54	\$ 4,169.73	\$ 25,000.00	\$ 49,944.94

Figure 3. *Costs incurred by Fútbol Más Perú*
Adapted from Fútbol Más Perú (2015)

The marketing strategy is general not established. FMP offers brand awareness and the opportunity to help at the same time and allocating to both of these aspects the same importance. FMP has not tried to gain exposure and own brand awareness in the local environment and tries in different ways to attract different kind of organizations, focusing only on private connections. Although helped by the intern, marketing as well as all the internal processes depend from and are managed by the executive director.

4.1.3. Operations and logistics. Infrastructure (O)

Besides, FMP's administrative process, its main operational process is everything related to the work that the sports teachers and psychologists do with the children in the "barrios". Figure 4 shows the process, remaining the value created of the inputs and shown as results in the input: Happy and resilient children.

As mentioned in section 4.1, Mr. Barros is the director and sole employee of FMP. From his office located in Lince in Lima, the executive director manages all the operations that are developed in the sport fields of the neighborhoods. The schedule of the project is defined by him and the activities with the children are operated with success by the personnel in charge of the "barrio".

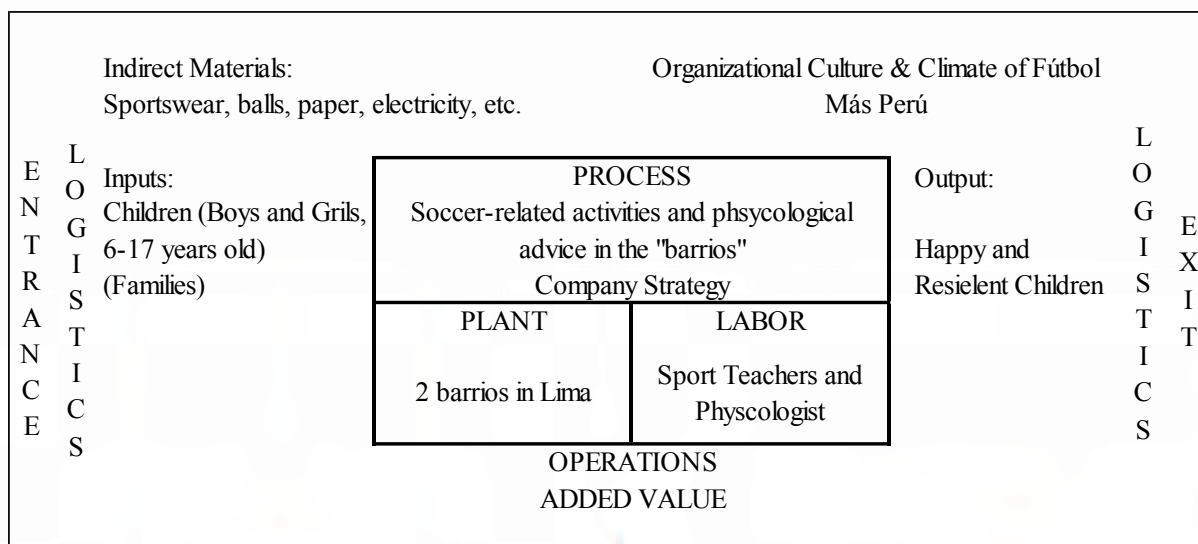


Figure 4. *Process of Fútbol Más Perú*

Adapted from Administración de las Operaciones Productivas, by D'Alessio (2012).

Mr. Barros is in charge of contacting potential sponsors, controlling expenses and outsourcing accounting and legal services. This all relates to the daily administrative activities. (Another important activity is contacting with the neighborhoods' director, although this has only occurred once since the arrival to Peru).

There is a third and very important task Mr. Barros has: he is also in charge of monitoring the activities in the "barrios" –second process-. Most of the time accompanied by the organization's intern he assists twice a week to the "barrios" in order see the activities organized for the children. He participates and interacts to most of the meeting and events with them, because he is in charge to ensuring that both psychologist and sports teacher are promoting Fútbol Más' values. (Therefore, in his job description can be mentioned the mission of serving as a volunteer fully involved in the project and the responsibility of evaluating the operations and managing at the same time).

The second process depends strongly on the two professionals that work there. They both are in charge to define what activity to do each day and when to talk to the children's parents. This process is key to FMP's success as how many children participate is the only measure it has to show the how successful the project is. It also can be noticed that the two

people leading the neighborhood's operations (Psychologist and Physical Professors) are in charge of bringing all the material required for the activities and the children. Regarding the transportation, they use public transportations to mobilize it.

As much as there is the need to control the operations, the invested amount of time - sending two persons to the same "barrios", Mr. Barros goes with the marketing intern- backfires when there is the need to prepare a strategy on how to approach a determined potential sponsor.

The organization's capacity is in close relation to the available financial resources. Currently the two "barrios" that it operates in will consume all the available funds by December 2016. With no new inflow of money, there will no chance for further expansion or to continue operating the two current neighborhoods after that date.

4.1.4. Finance and accounting (F)

FMP's only income to date is the 100,000 USD received by the Colunga Foundation. Other sources of income should come from the different sponsors, but this is something that will happen in the future. All the available money has been destined to the operations of the two current "barrios" and to the related operating and administrative activities for the next two years. The only expense not covered by this money is the salary of the executive's director, which is paid directly from Chile.

FMP's does not have extra money to reinvest. Due to its nature as an association, it does also not pay dividends to its owners, even though it has not yet been exempt of tax on income by SUNAT. The financial decisions it has to make relate only on how to money in different daily tasks. This is not very significant, though.

FMP outsourced its accounting tasks. As a monthly deliverable, the executive director sends an Excel with a chart on which are identified the updated costs versus the original budget of the project. The results are reported to the headquarters in Chile as proof of

transparent and efficient operation supported by the investment obtained from Colunga Foundation until 2017.

4.1.5. Human resources (H)

FMP's human resources are very limited since it is run by the executive director alone. The only other administrative personnel that is every day at the office is an intern. Nevertheless, all tasks done by this person have anyway to be checked, controlled and sometimes modified by the director. In general all personnel working for FMP –be it as an employee, intern or service provider- share the organizational values. The one in charge to teach these is the organization's director.

For the projects currently running for the two “barrios” in Lima there are a psychologist and a physical trainer engaged to take care of and make the children more resilient in their social setting. FMP is still small. Mr. Barros also controls the adequate functioning of these operations. As mentioned before, the intern comes with him and provides support in various tasks related to marketing and communication, such as taking pictures for FMP's Facebook site. The professor leaders of the operations in the “barrio” are paid according to the number of hours spent on the field. This means that they are not FMP's employees, and are instead suppliers. The project cannot survive without either one of the professional operating on the field.

An interesting observation is the fact that the executive director does not have a denied way to manage the organization. He tries to follow the experience of Fútbol Más Chile and has decided –without knowing it- not trying to make changes suitable for the Peruvian local environment. In that sense, his past experience on yearly struggle to survive makes him approach the organization's management with lack of sense of urgency. This happens due to the fact that never before had Fútbol Más early operations in other countries did never have

the money to operate for two years in advance. This could mean that FMP's human resources would be resistant to change.

4.1.6. Information and communication systems (I)

Besides the web-page of Fútbol Más which seems to be a powerful tool and an attractive platform, the association has a limited information system. One of the reasons is due to the few people working for the association and the lack of funds.

The current communication is established by emails and also with the presence in a Facebook profile for Peru, which is managed by the marketing intern. Presence in social media, establishing a Peru website version for FMP is important to attract attention, to become popular and therefore add value to the organization's name.

Regarding the information sharing, both internally and externally, is quite restricted due to the number of people they are. Results are showed: only control of the costs and budget; but not of the operation's structure.

4.1.7. Technology and research and development (T)

FMP has no technology or research development. The incoming intern –replacing the current one by the end of August 2015- should therefore devote his/her efforts to this area and if there is lack of skills in this area, then should quickly ask for external IT help from an IT development enterprise; FMP should gain positive social exposure for both parties in return for their services free of charge. Another option would be getting support from the headquarters in Chile.

4.2. Internal Factors Evaluation Matrix - IFEM

Regarding the internal analysis of the organization, the AMOFHIT shows current data of the entire development of Fútbol Más in Peru. With it, strengths and weakness have been identified, and serve as an input to evaluate them in a matrix. Table 4 presents the Internal Factors Evaluation Matrix (IFEM), which is used then to turn support the formulation of a

strategy suitable for the organization's purpose, as well as for its capabilities and limitations.

The number in total of strengths and weakness has to be not less than 10 and no more than 20 in overall (D'Alessio, 2013).

Table 5

Internal Factors Evaluation Matrix – IFEM

Strengths and Weaknesses	Weight	Rating ^a	Weighted Score
Strengths			
1. Lawyers and Accounting outsourced mean less workload to the limited HR	0.03	3	0.15
2. Control of Costs: Real vs budget	0.05	3	0.27
3. Control and monitoring of the project operations	0.07	3	0.26
4. Development of very well organized activities in the “Barrios”	0.08	4	0.31
5. Constant contact with the “barrios” allows to constantly improve and monitor the service offered to children and society	0.06	4	0.09
6. Professor and Phycologist provide quality service: Energetic efficiency	0.07	4	0.09
Weaknesses			
1. People administrative responsible. Director and Marketing trainee (too few people)	0.10	2	0.20
2. Unstructured Research of new possible “barrios”	0.07	1	0.07
3. Undefined Sales structure	0.11	2	0.23
4. Contact with suppliers and buyers in a undefined platform of communication	0.07	1	0.07
5. Hiring people process undefined	0.03	1	0.03
6. HR Operators. Outsourced suppliers	0.08	1	0.08
7. Limited communications. Only Facebook as social media	0.07	2	0.15
8. Quality of current information limited. Non defined activities	0.05	1	0.05
9. Undefined Legal arguments to support the permanence in the country as a non-profitable organization	0.06	1	0.06
Total Weighted Score	1		2.21

^a 4=Major strength, 3=Minor strength, 2=Minor weakness, 1=Major weakness.

Like on the external analysis (EFEM, Table 2), Table 5 shows the weights that are determined for each strength and each weakness as a portion of a unit related each to the importance. Then the rating is in a scale between 3 and 4, for strengths and between 1 and 2 for weaknesses; regarding on how good is FMP approaching them. The sum of the

multiplication of each weight and rating ends up in the indicator. For FMP, the result of the analysis is 2.21 shows that FMP scores below the average which is 2.5 (D'Alessio, 2013). This means that it has opportunities for improvement. This indicator is linked then to the productivity of the company which in the final, regard the competitiveness that creates to be successful. This result is reflected by the good development in the barrios but low administrative control. In that sense, FMP has to point strategically on those aspects with low rating but keep increasing on those with high. Getting a 2.5 in the future does not mean they are done, they need to go better but sustainable at the same time.

The organization is currently lacking a general strategy to follow as well as a strategy to boost sales. It is limited by the amount of people in the office and also because of the facts that psychologists and sports teachers working in the two “barrios” are not employees. They are paid under the hour basis, which means that they can leave with almost no previous communication.

4.3. Conclusions

This chapter has explored internal evaluation of the association, in order to better understand how Fútbol Más is internally organized and how these areas are performing. More especially the analysis AMOFHIT provides deeper understanding on company's resources, capabilities, organizational structure, culture, functional areas and allow to recognize the strong and weak points of the association.

The AMOFHIT analysis explored the organization's key areas. There are two big organizational strong points: the first one is its finance. Fútbol Más Perú had received prior to starting operations in Peru 100,000 USD as a donation from the Colunga Foundation. Despite of the fact that FMP already decided how to spend the total amount, the fact that it will support two years of operations in two “barrios” is a remarkable advantage and an undeniable strength. Financially speaking, though, the organization could potentially find better uses for

the remaining money –assuming it is not entirely destined to the operations in the neighborhoods-, such as hiring extra personnel.

The second strong point is the operational strength it shows in the “barrios”. FMP has managed to build successful operations in two Lima neighborhoods. This is the result of both the professionals’ service quality and the control executed by the executive director. While sports teacher and psychologists show commitment and understanding of the local issues, the director deals as the safety control to ensure that FMP methodology and values are being applied. The organizational approach to social issues is unique in the environment, as it seeks to help by building on the children’s beings, rather than donating, or dealing as pure distraction.

The AMOFHIT analysis did also show organizational weaknesses. The most important ones are administration and human resources. The administrative issues relate to a mistaken allocation of resources and a lack of strategic planning and vision. Both of these issues have a clear link to the limited human resources: FMP director is doing the best he can, considering his background and the decision to commit financial resources in advance. The organization needs a change to develop and deploy a strategy that allows it to succeed in the local environment. It also needs to reorganize its human resources –most valuable resource- to maximize the labor and to direct the efforts to determined strategies and long term objectives.

The marketing and communication limitations are also a consequence of the human resources and limited administrative capabilities. Key to the organization’s expansion and survival goals is the marketing, yet it only has a Facebook page –the website is for Fútbol Más as a whole-. There are platforms that could be exploited without the need to incur in extra costs, or at least not very significant. Communications in general are also not very well defined: establishing contacts with potential sponsors depends from the administrative area,

which in turn believes to have a total dependence on personnel contacts. The lack of designed communication and marketing structures erode exterior communications. Internally, as there are very few people, communication occurs fluently.

The Internal Factors Evaluation Matrix –IFEM- allowed evaluating the findings coming from the AMOFHIT analysis. As explained, the matrix as well reflects what is considered to be a strong point in the internal structure: operations and the organized activities in the “barrios” specifically. In fact, the three main strengths relate to the operational capabilities. An interesting observation to make is that this strength has a fair amount of contribution of suppliers, which FMP core competence depends from third parties to some extent.

Communication and processes in general are weaknesses; the biggest one is the undetermined sales structure and strategy. Coming from the belief that FMP will only benefit from personal contacts, the organization has not set up a selling approach to attract companies to become sponsors. The second main weakness is the limited Human resources, which were explained previously.

The overall conclusion is that FMP has opportunities for improvement. The current situation shows that the association is lacking an overall strategy for its people to follow. Yet, this lack of strategic plan also allows the company to be potentially flexible to changes. In the current point where organizational strategies are being developed, flexibility is key to adapt to these ones and to succeed. Moreover, the value proposition FMP offers is unique, as reflected in the project’s originality score. This means that it should find a way to convert this value in the tool to improve sales.

Chapter V: Interests of the Organization and long-term objectives

After having analyzed the environment and the organization's -potential- response capabilities to the threats to be found in the environment, it is needed to define the direction that the organization will follow. In order to do so, this chapter will define Fútbol Más Perú's Long Term objectives, by analyzing its potentials, its key interests and what will the milestones that FMP will not leave aside.

5.1. Interests of the Organization

Fútbol Más Perú is a young organization with no more than six months operating in Peru, exactly in Lima. However, as young as it is, it has already interests that set the north the organization is pursuing. The identified key organizational interests vary from very important -or vital- to important and to peripheral.

The most relevant interest of FMP is what it exists for: to create a better future for Peruvian children. This interest also includes making the current society more socially responsible. Understanding the local environment as vulnerable and similar to other Latin American countries, it is the widest and most general interest of FMP organization to bring joy to children in underdeveloped neighborhoods. As similar as this interest is to the organization's mission, it is still mentioned as a key interest as there is nothing more important to FMP than changing the life of the children they work with. Bringing joy or helping these children to endure the difficulties in their lives, also has a strong connection with changing the society and making it more aware of the help these children need.

The second and third organizational interests are closely related to each other. The second one has been described as the increase of the organization's presence in Peru / Continuing operations in Peru. As a new organization, FMP is seeking for a way to ensure its existence in this country. Despite of the fact of having a fair amount of money at disposal and of being backed up by a brand already expanding in other Latin American countries, FMP is

still under pressure to find a way to continue operating in Peru after the money provided by the Colunga Foundation runs out. This interest in staying in Peru leads to the third organizational interest: raise funds.

FMP has to date received fund as charity, meaning that it received the money as a donation. The interest hence refers to the will and need to raise funds thank to the operations and activities in Peru. The organization needs to have new sources of funds in order to remain sustainable, and therefore continue positively influencing Peruvian children in Lima. These last two interests are both defined as vital.

The fourth interest is the increase of brand awareness. Despite of being a unique proposal in the local environment, the organization is still not known, nor does it have presence in media, social networks whatsoever. It is necessary to change this situation, as this important interest will support the vital ones. The fifth interest, described also as important, is to be a self-dependent organization. As it is not directly connected to its reason of existence, this interest has not been classified as vital. However, to be a self-dependent organization is crucial to the success. Currently, the organization depends totally from the executive director and his knowledge. If he leaves, there is no way to find a local replacement, as he is the only one that has the know-how. This organizational interest aims to be self-sustainable in terms of knowledge.

Even though these five interests arise from Fútbol Más Perú's wills and concerns, some of them are shared with other organizations. It is the belief that creating a better future for Peruvian children and sharing the organizational values both seek in general a positive change of the local society. This is seen as a potential reason to find alliances with other organizations -be it associations or NGO's- looking to improve Peruvian societies. Competitors identified before, and even the government can be potential allies. Yet, as FMP's

is anyway competing to attract attention and earn funds for its operations, interests relating to raising funds or increasing brand awareness are opposite to the competitors' interests.

5.2. Potential of the Organization

Fútbol Más Perú's potentials are the result of the AMOFHIT analysis detailed in chapter IV. This is, however, not a simple repetition of the analysis' results, but rather a deeper view to the outcome of the previous mentioned analysis.

Operational Potential. Fútbol Más started in 2008 in Chile, as the result of three people who wanted to help children in underdeveloped neighborhoods. Since that date, the organization has expanded and is currently present in four countries: Chile, Haití, Ecuador and Peru and have improved the quality of life of more than 3000 children and adolescents in those countries (Fútbol Más, 2014). In Chile the organization has already a strong presence and has even managed to collaborate with UNICEF to introduce the green card concept in the latest Copa America that took place in Chile (Unicef, 2015).

Peru is the last country where the international organization has established operations and Fútbol Más Perú is the resulting new entity. It depends from the International Director, based in Chile, as he is the one receiving all the information on the successes and failures in the other three countries. However, it is in the end an independent organization established in Peru. Nonetheless, the strongest bound that FMP has with Fútbol Más is the operational know-how. Regardless of how everyday administrative tasks are executed, the organization's core activity is the service it provides in the "barrios". This service is the result of all years of experience that Fútbol Más has had in Chile and the other countries; hence FMP benefits from a long know-how of social change. The outcome of such benefit is that FMP's core activity is FMP's core competence.

Mr. Barros himself had been working for Fútbol Más before starting FMP. He is the link that guarantees that the Peruvian operations follow the Chilean structure and apply all the

tools available to date. The service that FMP provides has therefore guaranteed quality standards. This is to be seen in both the two professionals that operate activities in the “barrios” and the amount of children and families joining the programs. Despite of the lack of official figures, visits to one of the neighborhoods shows that families and children are very committed to the program and tend to attend regularly to the scheduled activities. This same statement applies to the professionals, who even voluntarily open Facebook groups to remain in touch with the program’s participants, as well as to have that site as the official platform for communication.

The operations strength is also based in the plan and scheduled done before activities in the neighborhoods started. This well executed plan allowed the organization to hire and commit personnel in advance, as well as to offer a “long-term” set of activities for the families and children. Notwithstanding other administrative aspects that may be improved in FMP, this specific task is done flawlessly and fluently and allows hence smooth operation in the “barrios”. The service quality and proper organization of activities support the operations, FMP’s core activity and deal as a powerful tool for future growth and expansion. The organization’s potential and the possible future benefits should mitigate the weaknesses that were identified, by providing more resources to face them.

Financial Potential. As mentioned before, Fútbol Más Perú is an independent organization established in Peru in 2015. Even before arrival, the organization already counted with 100,000 USD provided by an external NGO. This money supported the start of operations and allowed the FMP to open two “barrios” upon arrival.

Unlike many non-profit entities, FMP association started its operations in the countries with a significant available budget. As this analysis explores a two years’ time framework, it is impossible to not consider FMP finance as one of its potential. Even though the organizations decided to start with two “barrios” and therefore plan to consume all that

budget in two year, it still benefits from the fact that it does not have the urgency to struggle for survival for almost the next two years. This financial strength opens door to redirect efforts towards other activities such as marketing tactics or operational control. Moreover, and despite of being an independent entity, FMP still receives support from Fútbol Más in Chile. The director's salary is completely assumed by the Chilean headquarters. This means 100% savings in direct employees.

Both financial and operational potential are key to the organization's development within the next two years. It has a unique service and proposal and it is benefiting from not being as financially constrained as it could be. FMP has chosen to commit all the available budget to two years of operations. However, and despite of having no extra money to utilize differently, it has still earned a two year window to increase its presence in the local environment.

5.3. Cardinal Principles of the Organization

According to D'Alessio (2015) there are four principles that support the identification of the opportunities and threats that the organization has to deal with in its everyday environment and how it -could- interact with other organizations. These four principles are the influence of third parties, the present and past ties, and the counterbalance of interests and the conservation of enemies.

Influence of third parties. The Influence of third parties states that in bilateral or multilateral interactions, there would be anyway influence of parties that are not participating. This also means that these relationships cannot also be influenced by, but also affect the external third parties (Hartmann, 1978). In Fútbol Más Perú's case there are five third parties that could influence it.

In first instance there are the sponsors' shareholders. Up to date FMP does not have any private entity dealing as sponsor to the activities in the "barrios". Yet, the organization is

already approaching potential sponsors in the search for funds. The result of this approach is closely related to the companies' shareholder's interests. These do not belong to the company per se; they are there to decide on investments, general management and to earn dividends. However, policies made in the companies are extremely influenced by their interests. Shareholders with social goals are most likely more eager to lose dividends against social initiatives than shareholders looking to earn the highest possible profit.

The second level of third parties' influences is the government. Despite of not being constantly present in interactions, any decision it takes for the local environment could influence the actions of sponsors, suppliers or even of FMP self. By the government, it is not only understood the general government -including executive, parliamentary and juridical power- but also its presence at lower scale, such as town halls or governmental bodies and agencies. There are hence two level of governmental influence: the executive and law making power and the regulation power.

Among the executive and law making power, the influence occurs at a macro level. Executive decisions related to minimum salary, national debt or social distress policies and influence the behavior of the potential sponsors and therefore put them closer or farther from the organizational interests. Parliamentary decisions regulate in general the environment and have overall a very similar impact than the executive power.

The regulation power refers to the closest entities regulating the organization, such as SUNAT or SUNARP (public registration). Direct regulations executed by these bodies can have a strong negative or positive impact on the organization, its interactions with other organizations and its everyday activities. Should, of instance, SUNAT chose to not exempt FMP Peru from tax income, this would influence its capabilities to operate in two "barrios". Should the opposite happen, FMP could continue as it is now.

The third level of influence considers the sports teacher and psychologists operating in the “barrios”. Leading the operations on site, their actions can decide the success or failure of FMP in these neighborhoods. These professionals are considered as third parties because they are suppliers, and not employees. In their role as suppliers, these can fulfil the expectations or not; hence influencing the organization’s direct relation with children and families.

The fourth and last level of interest is the one that is geographically the farthest one: Fútbol Más Chile. Despite of being an independent organization, Fútbol Más Perú still needs the headquarters’ assistance to sustain its local activities. The local director’s salary and the methodology are two relevant examples that support this statement. Should Fútbol Más Chile chose to stop assuming that salary, for instance, would have a strong impact in the organization’s financial capabilities to face the commitments it already has. Moreover, in practice Fútbol Más Chile is a potential back up to face potential urgent matter that could exceed FMP’s reaction capabilities.

Present and past ties. As a very young organization Fútbol Más Perú has still a lot of ties to develop. It has, nevertheless, three very significant relationships that can influence its performance and opportunities.

Having relationship with Fútbol Más Chile provides the organization with a strong backup of knowhow and administrative capabilities. This knowhow is what allows FMP to implement activities in the local neighborhoods following already established procedures, following past experiences. However, FMP also follows the administrative structure and procedure that Fútbol Más Chile has had. This mean that at some points this could result in a lack of analysis and understanding of the local situation.

In first instance, FMP’s director is a product of Fútbol Más Chile. This means that he, as the sole employee, will link every experience in the local environment to previous experiences in the Chilean one. He has indeed previous experience, but this could result in

short-sight problems. According to an interview with Mr. Barros (2015) Fútbol Más Chile grew in a flexible manner, trying to gain sponsors by personal contacts of the people collaborating in the association. Besides, the Chilean organization did not have as much budget as the Peruvian one has in the startup phase. The director therefore believes that replicating a so called flexible structure will result in the same success; especially considering the significant benefit of the available budget. In this case the past tie is resulting in a resistance to change and to adapt.

In second instance, the tie with Fútbol Más Chile is beneficial at the contacts level. The international director has personal contacts with some managers of Peruvian local companies. By having him as a member of the organizational chart, his contacts deal as business opportunities for FMP. By his intervention the organization has managed to set up meetings with one cosmetic company.

FMP has also ties with the “barrios” it is supporting. This are young ties but the success with these people will allow the organization to come back in next the years. This will be the only tangible proof the organization will have in the short-term to show its success.

Counterbalance of interest. The counterbalance of interests should analyze the advantages and costs of having determined relationships (D’Alessio, 2013). It must be analyzed the potential common interests and the potential opposite interests with external organizations.

The organizational interests were researched in point 5.1. These five interests open and close doors for collaboration. Specifically relating to the will to improve the quality of life standards in the local environment and especially for children, there are many organizations that could deal as potential allies. As there are not extra financial resources to allocate to such an enterprise, the alliance should be based common collaboration and

perhaps pooling of resources. That kind of alliance of collaboration would make the organization to share its expertise and knowhow in working with children and in dealing with social difficulties, but the benefits would probable overcome that cost. FMP proposal is unique, but it is not a secret. Observation, research and practical attempts would allow other organizations to replicate the model. However, should FMP chose to engage in a collaboration initiatives sharing its knowhow and pursuing an altruistic common goal, its reach and brand presence would increase significantly, and this would provide the organization with more bargaining power and added value to attract more sponsors to the project. Moreover, new door could be opened to find interesting contact and other initiatives that are not known to date. Another important entity with common interests is the government. The organization could look for projects where it could collaborate.

Opposite interests would appear with organization whose goals are either not similar to FMP's ones, or that see FMP as a threat. These are probably other non-profit organizations that are not interested in collaboration.

In general, all organization with altruistic goals would be a good opportunity to find collaboration and associations. FMP has nothing to lose due to its young nature. Besides, the pursuit of children's welfare is a goal that should be above of any particular interest.

Conservation of enemies. The utilized theory suggests that it is necessary to have an amount of enemies -competitors- in order to ensure quality and effectiveness due to the need to compete. This is a right approach to almost any kind of organization. However, for the specific case of FMP it is the belief that this is not a healthy option.

Fútbol Más Perú is already operating in a competitive environment. There are many NGOs and similar organizations and very limited amount of resources. The goal of interacting with competitors is to defeat them. This is the reason why Fútbol Más should not aim to have enemies, or competitors: the organization, following its values, cannot aim to

defeat other organizations seeking to help society. It is understandable that they all have to compete for resources. Nevertheless, they cannot engage in competition to destroy the other, or to choose how many competitors to keep. It is the belief that competitors will remain due to the size of the environment FMP operates in, and that they will all engage in fair competition for resource.

5.4. Organizational Interests Matrix (OIM)

As explained in point 5.1 the organization have a set of interests that it needs and wants to fulfil in order to properly function in the local environment. These interests are qualified according to the intensity, meaning how more or less important are each one of them. Table 6 shows how these interests are qualified.

Table 6

Organizational Interests Matrix - OIM

Organizational Interests	Intensity of the Interests		
	Vital	Important	Peripheral
Raise Funds	Techo ^a América Solidaria ^a		
Increase Brand Awareness		Techo América ^a Solidaria	
Be Self-dependent Organization		Techo ^a América Solidaria ^a	
Increase operations and presence in Peru	América Solidaria ^a Techo ^a		
Human cause: Better Future for Peruvian Children and contribute to a socially responsible society	América Solidaria ^a	Techo ^b	

Notes (a) Common Interests, (b) Opposite Interests

Table 6 shows that it is vital for Fútbol Más Perú to have a social impact by giving children the chance to have a better future, stay in the Peru and raise funds. As vital interests it is understood the ones that must be fulfilled for the organization to exist. The two competitors identified in Chapter III both share these interests. Nevertheless, it is important to mention that in the competitive nature of the environment, interests such as raise funds may

be shared, but be opposite at the same time in the struggle to attract funds in the same environment.

The three mentioned vital interests are related between each other: the organization purpose of existence is to improve life quality for Peruvian children with the means of its methodology. However, in order to do so it has to first ensure that it will stay in the Peruvian environment. And the key aspect to have this ensured is to raise enough funds to continue current –and expand to new- operations. To stay in Peru and increase operations and presence is logically vital for every organization. Hence there is a potential ground for cooperation with competitors pursuing this interest.

The first important interest is to increase brand awareness. Important interests are such that are relevant but not inevitable for the organization to survive. Although Fútbol Más Perú has no intention to become popular, meaning that this is not its goal, the increase of brand awareness is necessary for two reasons: being well known means easier access to sponsorship opportunities and being well-known can be also used as a tool to attract potential sponsors. This is the reason why this interest is considered as important. This same logic applies for América Solidaria. The case of Techo is atypical. This organization already has significant brand awareness in the country but it will always need more as it is increasing.

The second important interest is to be self-dependent. Operating with efficiency is a need regarding the value created in the processes to be kept in the Peruvian environment. In order to keep the knowledge do not dependent in people operating or the organization partners, the procedures and daily tasks have to be defined and written.

Human cause is the common interest between all the involved. To share and establish its values with the external organizations or people would mean that FMP's mission could be fulfilled without having the organization directly engaging in social change activities. This would of course be the combination of popularity and service quality. As both competitors

look to create social awareness in the region, sharing these values is also important for them. This is a common interest with FMP Peru, because the three organizations follow the same goal here, only from different angles.

Due to the organizations' young nature, it was decided not to include peripheral interests. The given interests are very important in general, and there is no need to add other less important criteria, as these would anyway be left aside in the pursuit of the important ones.

5.5. Long-term objectives

Most of the countries in Latin America are developing countries at different stages depending on their history and politics. Most of them have population living under various degree of poverty -living on less than 4 \$/day- or in a vulnerable condition -living on 4-10 \$/day- (The Economist, 2014). This means that the task of helping children and adolescents in Latin America in general and Peru in particular is to be done. By 2008, more than 35% of Peru's population are children and adolescents of which 60% live in poverty (INEI, 2008). The situation has not improved too much since then. Fútbol Más Perú, with its two "barrios", is only touching the tip of the iceberg.

FMP has a lot of work to do. In order to do so, it needs to determine a set of long-term objectives that are feasible considering the current situation and the organizational capabilities, but that still challenge it to improve. It is important to consider that the understanding of long-term depends on the nature of each organization. For the case of FMP long-term will around a four years window. After the second year, an increase in financial resources should allow investing in one more employee to support in marketing. According to D'Alessio (2013) long-term objectives (LTOs) have a defined time-horizon and are besides clear, quantitative, realistic, measurable, understandable and challenging but reachable. The following are the four LTOs that Fútbol Más Perú has to achieve to fulfill its vision. These

objectives in turn consider the organizational interest, having the desire better future for Peruvian children as an implicit constant in all of them.

LTO1. Raise a total of 120 000 USD on funds by 2019 to have FMP presence in four "barrios". Talking about the presence does not mean in this case to have operations, but rather to have influence in four locations. On the one hand, Fútbol Más Perú has funds to operate in two "barrios". These funds, provided by the Colunga Foundation, will run out by the end of 2016. The organization will have to raise in 2017 enough money to complete the three year process of the first two "barrios"; afterwards, these will operate independently, but the FMP presence will be there in the form of monthly control to support the local operations. On the other hand, the organization will have to raise money to start operations in two more "barrios", in order to achieve the desired total of four. This LTO will increase the project's scope in Peru, allowing continuing operations locally, while at the same time providing brand awareness.

LTO2. By 2019, have knowledge and operational know-how within the organization not dependent from available human resources. As mentioned in one of the organizational interest, FMP aims to be self-sustainable. In that sense, this LTO seeks to make the organization independent from the knowledge of the director of other employees. The director is the only person that knows the local methodology and is the only one that can train psychologists and sports teacher in the methodology. In turn, these professionals will be the only ones knowing the methodology until the director decides to train somebody else. By achieving to retain the know-how within the organization, FMP will automatically stop depending on the director and his know how. This will allow having in first instance management procedures established, not depending from the executive director. Moreover, easiness in training the operating personnel will be achieved by having different employees

(expected to come in the future) capable in training people, providing the director time to deal with tasks more related to management.

LTO3. By 2019, Fútbol Más Perú will increase its brand awareness by closing a minimum of ten sponsorship agreements. By sponsorship agreements it is here understood either financial support or different, such as marketing support, among others. While LTO1 focus specifically on the financial aspects, this LTO focuses in attracting different kind of support and in having collaboration as a tool for success. These agreements will support.

LTO4. By 2019, increase project's scope by collaborating with at least two schools in Lima. Working with private schools has two main purposes. The first one is to expand the scope if impact of the project to a part of the society that is not aware of the social problems many children have to face. This aims to make Peruvian society more socially responsible. The second purpose is to find new business opportunities that allow an increase in brand awareness and funds.

5.6. Conclusions

The analysis of the organization's interests and long-term objective has clarified the panorama on what are the key aspects Fútbol Más Perú needs to chase in order to succeed and to accomplish its mission. This chapter showed as well the particular potentials that this organization has. These should deal as the support to achieve the long-term goals and as a guideline to set short-term strategies in the coming chapters.

Regarding the organization's interest, it is clear that FMP's main interest is to improve the children's quality of life in the local environment. However, in order to achieve that, FMP has to first accomplish other interests that include the need to expand its presence and operations in the local environment and the consequent need to raise new funds, because the existing ones are already committed and have a determined expiry date. The pursuit of these vital interests will be supported by the important interests: increase brand awareness

and becoming a self-dependent organization. Some of these interests are shared with competitors and open the door for potential collaboration, as described in the organizational interest matrix. Another aspect to be seen thanks to the organizational interest matrix is that the increase of brand awareness is important and it will result in the possibility to raise more funds. Deeper analysis also shows that this interest is shared with competitors, but it is opposite at the same time due to competition for limited resources. Only an increase of brand awareness will give the organization enough exposure to attract further investment, which is in turn a vital interest.

The development of organization values is an interest shared with other organizations. This result in collaboration opportunities with entities willing to improve living standards in Peruvian society, especially with the ones focusing in helping children in underdeveloped locations. This statement was supported in the cardinal principle analysis, where counterbalance of interests shown that there are indeed opportunities in spite of possible environmental threats organizations not willing to cooperate. The analysis of the potentials of the organization showed that there are two big potentials that should support operations: the operational potential and the financial potential. The operational potential is the result of the know-how gained by Fútbol Más Chile and the commitment and control of local operations achieved by the local director. The service provided by FMP to the “barrios” ends up being the core competence of the organization. This means that it is key to address and exploit this fact in the design of the strategy and for attracting sponsors. The financial strength that FMP has is the result of external support provided previous to the entry in Peru. Although funds have already a determined purpose, this financial stability gives the opportunity to take the time to invest in other activities and to have enough time to deploy a plan to manage and prepare the organization for when the funds are gone. The financial situation needs of course further analysis; however, it is in general very beneficial for a non-profit organization to have

enough money to survive for a long period of time. Both the financial and operational potential are enough to aim to future growth and to overcome the difficulties arising from limited human resources, lack of planning among other issues.

The cardinal principles of the organization showed that there are third parties that strongly (could) influence the performance and existence of Fútbol Más Perú. National changes and regulation to the FMP could affect its finance, its operations and the behavior of potential sponsors. The General Government, the regulators and Fútbol Más Chile are the only third parties with enough influence to make the organization fail due to a lack of resources and support. Regarding past ties, FMP's director is closely related to Fútbol Más Chile. Therefore he may be facing difficulties to change policies and procedures that have succeeded in the past and his past experience.

Fútbol Más Perú did not have determined long-term objectives. From the interviews and conversations with the director, however, it was possible to identify the organization's interests. Hence, considering these and the organization's mission and vision it was possible to set the long-term objectives. These, working on a four year timeframe, aim to increase the organization's presence in the "barrios" by 100%, look to force the organization to find a strategy to raise funds from private entities and look to set up a structured managerial and operational procedure to organize everyday activities. The two year window was chosen as the first challenge the organization will face is to survive after the first funds are gone.

All in all, this chapter succeeded in clarifying what the organization's strategies should look for and what are its key advantages to develop and deploy such strategies. This sets up the field to explore strategies in a more detailed and specific manner.

Chapter VI: The Strategic Process

6.1. Strengths, Weaknesses, Opportunities and Threats Matrix - SWOTM

The SWOT analysis is a useful strategic tool that helps to understand the strengths and the weaknesses as well as identifying both the opportunities and the threats the association faces. In other words this matrix helps to carve a sustainable niche in the market. This matrix will help to provide insights in order to uncover opportunities that the association is well-placed to exploit. And by understanding the weaknesses of the association, it can be managed and to mitigate the threats. Hereby, this matrix refers to the strengths and weaknesses of FMP which are intern to the organization, while opportunities and threats relate to the external factors previously analyzed in section 3. This matrix will help us to define the coming strategy: intensive, diversification, integration or defensive. Although the resulting strategies forms the SWOT matrix are specific, they will be matched with more generic approaches from each one of the other matrixes. At the end of the other matrixes, the proposed strategies will be similar to the ones already found with the SWOTM.

The matrix presents four types of strategies resulting from the combination of internal and external factors. Strategies SO are the result of combining the strengths and the opportunities identified in order to come up with a strategy using strengths of the association to take advantage of the opportunities available. FMP would be using in this case an Intensive strategy. This strategies have to be exploited (Max-Max). Strategies ST are the result of combining the strengths and the threats identified in order to come up with a strategy using strengths to tackle threats. These strategies have to be confronted (Max-Min). Strategies WO are the result of combining the weaknesses and the opportunities identified in order to come up with a strategy minimizing the weaknesses and take advantage of the opportunities open; and integration strategy. These strategies have to be searched (Min-Max). Strategies WT are the result of combining the weaknesses and the threats identified in order to come up with a

strategy minimizing weaknesses and tackle threats, in this sense it would be using a Defensive strategy. These strategies have to be avoided (Min-Min).

Table 7 shows a SWOT Matrix designed to analyze the case of Fútbol Más Perú. The four quadrants show four different types of strategies, as explained before. Strengths, weaknesses, opportunities and threats have been numbered as follows: all strengths as S1, S2 and so on. All opportunities have been denominated as O1, O2 and so on. For weaknesses and threats the same criterion has been used.

The SO quadrant shows that strategies that combine both the organization's strengths and the environment's opportunities. These set of strategies aim to utilize the organization's advantages to exploit opportunities. The analysis shows that there are four strategies available for Fútbol Más Perú in this quadrant.

Strategy 1. Is designed to take advantage of the high quality of service that FMP offers –S4, S5 and S6- and use these to attract companies with available money and the will to be socially responsible. This strategy comes from the understanding that FMP is already adding value to the society. Even if its scope is still limited to two small locations, according to the information provided by the organization, the success is to be seen in the acceptance the project is having in the “barrios” and the increasing amount of children willing to participate. The organization has to use this positive impact as a tool to keep on penetrating the market –actually start penetrating it- by attracting private companies as sponsors. On the other hand, Peruvian GDP is starting to recover, which deal as a support to allow socially responsible companies to join the increasing CSR concern in the environment and support a social initiative. This strategy hence aims to show to specific companies –the ones benefiting from GDP growth and with interest in CSR- that impact that FMP, to gain them as sponsors, therefore expanding the impact in the market.

Table 7

SWOT Analysis

		STRENGTHS	WEAKNESSES
		1 Lawyers and Accounting outsourced mean less workload to the limited HR 2 Control of Costs: Real vs budget: no surprises 3 Control and monitoring of the project operations ensure quality 4 Development of very well organized activities in the "barrios" 5 Constant contact with the barrios allows to constantly improve and monitor the service offered according to children's needs 6 Professor and Phycologist provide quality service: Energetic efficiency	1 People: administrative responsible. Director and Marketing trainee (too few people) 2 Unstructured Research of new possible barrios 3 Undefined sales structure, procedure or methodology 4 Contact with suppliers and buyers in different ways; unstructured communications 5 Hiring people process undefined and time consuming 6 HR Operators. Outsourced suppliers - can be supervised but project depends on them 7 Communications. Facebook website limited 8 Quality of current information: not possible to show the service to sponsors 9 Unfinished Legal issues risk the permanence in the country as a non-profitable organization
OPPORTUNITIES	STRATEGIES SO	STRATEGIES WO	
1 GDP per capita of Peru and potential growth 2 Healthy banking system 3 Issues of mining: attracts too much attention from government and other organizations 4 Poverty Rate in Peru is high, 30%. 5 Internet and Social Media 6 Terms of Banking Payment - Mobile Transactions 7 CSR trend rising concern	1 Market penetration by using communication platforms to share the quality and care of the service with organizations willing to support (S4, S5, S6, O1, O7) 2 Follow market penetration approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness (S1, O5). 3 Market development to attract mining companies, showing the organized project, and allowing them to improve their controversial image by supporting also initiatives not only mining related (S3, S4, S3, O3). 4 Product development approach to expand the service provided in order to take advantage of faster payment methods, attracting fast funds benefiting also from the massive media (S3, S4, S5, S6, O1, O6, O5).	5 Market penetration by designing communication methods to catch interest from buyers and suppliers (W3, W4, W8, O5, O7) 6 Market development to approach the identified interested suppliers with CSR concern, to invite them to participate in the project. (W4, W2, O3, O7)	
THREATS	STRATEGIES ST	STRATEGIES WT	
1 Uncertainty. Presidential elections in 2016 2 Absence of institutionalization to solve Governmental Problem: Corruption 3 Lack of Social Policy 4 Lack of Law of Social Responsibility (like in Chile) 5 Social Programs in Peru, it is very limited. The approach is not defined. 6 Limited investment of the companies in CSR	7 Market penetration by exposing tactic to show the value of the product to attract sponsors (S4, S5, S6, T5, T6) 8 Increase control in the project management by identifying unnecessary expenses and time to look for saving opportunities (S1, S2, T1) 9 Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption (S5, T3, T2)	10 Establish an alliance with suppliers that are interested in the project, propose joint cooperation if they cannot continue with their support. (W5, W6, T1, T5)	

Strategy 2 needs internal changes. It benefits from the outsourced services that mean less work load for the director and the intern –S1- with the opportunity to exploit marketing and exposure platforms without incurring in extra costs, such as social networks –O5-. It is a strong benefit for the limited human resources to have the possibility to outsource time consuming activities, like accounting and law related issues. However, it is needed to have more “free” time for the key employees –the director- to really take the time to exploit these free of charge platforms. The executive director should make a structured program showing the tasks he has to do, in order to invest his and the intern’s time to explore the social media world. Although not experts, just increasing the brand presence in this media could have a significant positive impact, allowing to increase the organization’s presence in the market. Platforms such as Twitter allow direct contact to relevant characters that may answer the call, while platforms as LinkedIn could potentially deal as a communication tool with companies or key employees in these companies.

Strategy 3 benefits from the quality of the service due to control and monitoring of the operations in the “barrios” –O3- and tries to use this to benefit from social issues related to mining activities. In the local environment, mining is key to the country’s development but also highly controversial. The put on hold of projects such as Conga and Tía María shows how strong are social issues to mining companies nowadays, even capable to stop projects with an extreme economic benefit for the country and the companies. In this unstable environment, mining companies’ social activities are criticized as being only a part of a strategy to cheat the system and earn the exploitation opportunities. These companies –will- have to show a social impact that outside their scope of interests. FMP is a very well structured project. Though not administratively, operationally it works flawlessly. Attracting mining companies could be key to take advantage of the social distress they face to convince them to invest in different areas. Although many of these companies already do social work,

if FMP manages to increase its brand presence, the proposed strategy would have all the ingredients to be a major success for the organization, as mining companies could have a positive exposure in the “barrios” and the local media, by supporting a unique and refreshing social project; or by taking a unique methodology to their area of interest. This strategy is therefore market development.

Strategy 4 comes from the combination of S3, S4, S5, S6 and O1, O5 and O6. As mentioned before, FMP has strong operations, coming from the commitment of the professionals in the “barrios”, the control and monitoring and the well organized activities. Exposure in media platforms would enable to benefit from the banking system. If the company manages to show in the media strategy they given for children, aspects like the online banking and mobile transactions could be exploited. These mobile banking opportunities would make it possible for people to give small donations, which would be significant for the company if the amount of reached people is significant. The online world gives no limit to reach people, and online and mobile banking in the environment are being pushed by the banks following its own interests.

The WO quadrant combines the organization’s weaknesses and the opportunities given in the environment. The goal is to identify, which weaknesses to change to take advantage of specific opportunities.

Strategy 5. Weaknesses 3, 4 and 8 all relate to the organization’s communications. FMP has not been able to define specific selling approaches, procedures to contact with different types of potential sponsors nor how to show the positive impact the project has on children. Designing formal ways to communicate and a method to catch in first instance the interests of suppliers and buyers would allow overcoming these weaknesses. By doing this, FMP would be in position to exploit the free of charge networking tools and hence reach companies joining the increasing CSR concern in the country.

Strategy 6 aims to increase the market or enter a new market, by identifying organizations willing to invest in CSR initiatives. Knowing who to go to will result in a potential entry of new markets

The ST quadrant looks to utilize the organization's strengths to mitigate the threats in the environment. **Strategy 7** was already grasped before. Fútbol Más Perú has not a determined way to contact potential sponsors –W4- and has not a decision making process on which “barrio” to help –W2-. The organization is currently trying to contact different kind of companies basing exclusively on personal private contacts. Once they reach any company, the offer is to start a project in a “barrio” of the company's interest. While this could be seen as a benefit, it is not a strong benefit for a company to decide where to help and have brand presence, especially considering the limited amount of population in a neighborhood. On the contrary, by letting the company decide where to help, FMP is indirectly showing a lack of pacification for the project's scope –even if this is not the case, it is the impression-. It is strongly believed that the organization should approach sponsors in a determined manner and with determined proposals, if possible suitable to the companies' interests. This would allow to take advantage of CSR programs and perhaps even from specific industry sectors, such as the mining one. Moreover, this approach would really show the value of the project – understood as the mixture of service and organization- to be perceived as more attractive for companies looking to have a positive social impact.

Strategy 8 has a retrenchment approach, aiming to increase control, especially in the administrative part. Should potential saving opportunities be identified, the saved money could be invested in making a monetary backup in case 2016 proves too unstable due to the presidential elections.

Strategy 9. This seeks to utilize the already existing close relationship with the people in the “barrios” to establish more official links and groups of interest. These tools should deal as protection to support FMP in the case of corruption directly affecting it.

Quadrant WT is the most difficult one. Here the organization should find ways to improve its internal weakness and transform these in protection to mitigate the environmental threats.

Strategy 10. It looks to increase the degree of cooperation with suppliers. In previous chapter a series of suppliers were identified. The goal of this strategy is to achieve cooperation regardless of the financial aspect. By acknowledging the fact that suppliers or former suppliers have CSR concerns, tailor-made proposals can be made to each one of the different suppliers, to get different kind of supports. These supports could vary from receiving money, to have workforce free of charge, or to have some advertisement made.

6.2. Strategic Position and Action Evaluation Matrix – SPACEM

The SPACE Matrix differs from the SWOT matrix because it represents the Strategic Position and Action Evaluation of the organization. It is more complex. It evaluates different variables and assigns them a score considering how important they are for the situation of the company. It analyzes four different areas: two internal (Financial Strength and Competitive Advantage) and two external (Environmental Stability and Industry Strength) which represent the four quadrants in a graphic. The purpose of this matrix is to situate the company in one of these four quadrants and give a suggestion –according to which quadrant results to be about what type of strategies a company should follow: conservative, aggressive, defensive or competitive.

Table 8

Financial Strengths Evaluation - 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	High	0	1	2	3	4	5	6	Low
Cash flow	Low	0	1	2	3	4	5	6	High
Ease of market exit	Hard	0	1	2	3	4	5	6	Easy
Risk involved	High	0	1	2	3	4	5	6	Low
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 =		2.14							

Table 9

Industrial Strengths Evaluation - IE

Potential Growth	Low	0	1	2	3	4	5	6	High
Potential of Utilities	Low	0	1	2	3	4	5	6	High
Financial Stability	Low	0	1	2	3	4	5	6	High
Technological Knowledge	Simple	0	1	2	3	4	5	6	Complex
Resource Utilization	Inefficient	0	1	2	3	4	5	6	Efficient
Capital Intensity	Low	0	1	2	3	4	5	6	High
Market entry easiness	Easy	0	1	2	3	4	5	6	Hard
Productivity/Utilization of Capacity	Low	0	1	2	3	4	5	6	High
Bargaining Power of Suppliers (Producers)	Low	0	1	2	3	4	5	6	High
Average =		3.56							

Table 8 and 9 shows the evaluation of the financial and industrial strengths. The financial position of a company is perhaps one of the most important determinants of an organization's overall strategic position. Indeed, return on investment, leverage, liquidity,

working capital, and cash flow are commonly considered to be determining factors of an organization's financial strength. This matrix is tailored to FMP and based on factual information as much as possible. For the financial position and industrial position it has been defined a set of variables. A numerical value ranking from +1 (worst) to +6 (best) has been assigned to each of the variables that make up the FS and IE dimensions. It has been considered that the required capital versus the capital available is high because the association has funds available until the coming year.

Regarding the ease of market exit, it is quite risky for the association fairly due to its statue of association evolving in the Peruvian environment where few rules or policies promote and protect them. Therefore the financial risk involved is balanced. Potential growth and financial stability are quite high as well as utilization capacity and the bargaining power with the suppliers. On the other hand, it is possible to say that FMP has a simple technological knowledge and averages with regards to the resource utilization efficiency.

Table 10

Competitive Advantages Evaluation - CA

Market Share	Low	0	1	2	3	4	5	6	High
Quality Product	Inferior	0	1	2	3	4	5	6	Superior
Life Cycle	Advanced	0	1	2	3	4	5	6	Early
Replacement Cycle	Variable	0	1	2	3	4	5	6	Fixed
Consumer Loyalty	Low	0	1	2	3	4	5	6	High
Utilization of Competitors Capacity	Low	0	1	2	3	4	5	6	High
Technological Knowledge	Low	0	1	2	3	4	5	6	High
Vertical Integration	Low	0	1	2	3	4	5	6	High
Speed of New Product*	Slow	0	1	2	3	4	5	6	Fast
Average – 6 =		-2.89							

Table 11

Environmental Stability Evaluation - ES

Technological Changes	Lots	0	1	2	3	4	5	6	Few
Inflation Rate	High	0	1	2	3	4	5	6	Low
Demand Variability	Big	0	1	2	3	4	5	6	Small
Price Range of Competitors Products	Wide	0	1	2	3	4	5	6	Close
Market entry barriers	Few	0	1	2	3	4	5	6	Lots
Competitive Rivalry and Pressure	High	0	1	2	3	4	5	6	Low
Demand price elasticity	Elastic	0	1	2	3	4	5	6	Inelastic
Pressure of Substitute Products	High	0	1	2	3	4	5	6	Low
Average – 6 =		-3.29							

Tables 10 and 11 show the evaluation of competitive advantage and environmental stability. For the competitive and stability position a set of variables have been defined, then a numerical value ranking from -1 (best) to -6 (worst) has been assigned to each of the variables that make up the dimensions FS, IE, CA, ES. On the FS and CA axes, it can be made the comparison to competitors whereas on the IE and ES axes, it can be made the comparison to other industries. Then an average score for FS, CA, IE, and ES has been computed by summing the value given to the variables of each dimension and then by dividing by the number of variables included in the respective dimension. FMP market share is extremely low, however the quality product that FMP offers is superior, indeed customer loyalty is high too and in a life cycle, can be considered to be at early stage. Few technological changes are involved within FMP, the demand variability is quite small and competitive rivalry is seen as a bit below the average. Finally regarding the market entry barriers and the pressure of substitute products within the Peruvian environment, FMP position averages between high and low.

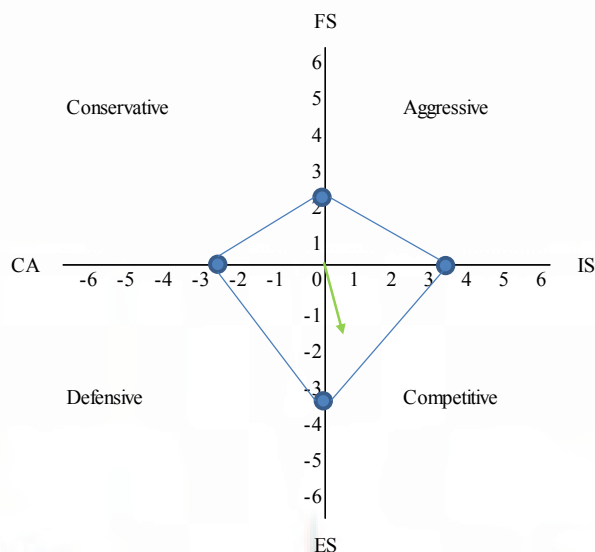


Figure 5. Space Matrix for Fútbol Más Perú

Figure 5 shows the resulted averages FS (2.14), ES (-3.29), CA (-2.89) and IE (3.56). In the X-axis, moderate industrial strengths and low competitive advantages, meanwhile in Y-axis both, financial strengths and environmental stability low. The final vector (CA and IS, FS and ES) is (0.67,-1.14), which means the strategic position of organization is in Competitive.

With the current evaluation strategies must be attempted, considering also the situation of each quadrant. FMP is very weak in the financial approach, since they are a NGO and do not generate equity, just use their fund for the development of the two “barrios” in Peru. They also need to work to gain and represent more their competitive advantage regarding an increasing industry on which the suppliers have a high bargaining of power and the environment sustainability is also following the trends that in Peru poverty is keeping under vulnerable conditions some portions of the country. Following strategies are proposed coming from this analysis. It is important to note that these will be similar to the ones coming from the SWOT matrix.

- Development of marketing initiatives that allow sharing the quality and care of the service with organizations willing to support.

- Expand to the area of interest of mining companies.
- Use faster payment methods to attract fast funds by showing the service with massive media and to let people give donations as an action of charity.
- Identify the interested suppliers with CSR concern to participate in FMP projects. This will result in having a value added product due to the positive impact of the project to the society.

6.3. Boston Consulting Group Matrix - BCGM

The Boston Consulting Group Matrix, is a useful tool that provides a way for FMP to analyze and search of growth opportunities. Indeed, the BCG Matrix aims to identify high-growth prospects by categorizing the company's products according to growth rate and market share. Consequently, by optimizing positive cash flows in high-potential products, FMP can capitalize on market-share growth opportunities.

Within the diagram, "stars" go in the upper-left quadrant, and "question marks" are put in the upper-right square. At the bottom, "cash cows" go on the left, and "dogs" are placed on the right. The diagram visually shows that stars have high market share and a high growth rate, while question marks have low market share and a high growth rate. On the bottom, cash cows have a low growth rate but a high market share, and dogs have a low market share and a low growth rate.

A changed BCG matrix is applied within financial analysis of NGOs. It analyses the portfolio of their financial sources and helps in better allocation of these sources and better valuation of independence on different financial sources (Haltofova, 2014). The chart has two dimensions. Categories located on the left count for NGO profitable financial sources in comparison to the right categories, which are unprofitable.

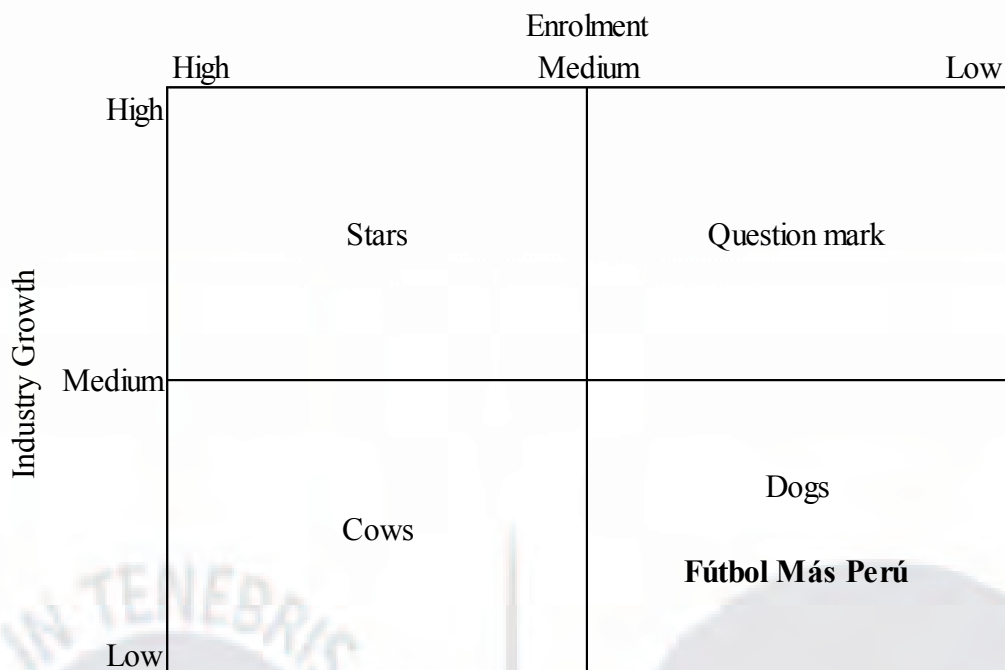


Figure 6. BCG Matrix of Fútbol Más Perú

Figure 6 shows the BCG matrix applied for Fútbol Más Perú. Since the industry growth and enrolment of the organization are low, strategies have to move it away from the dog quadrant to the cow quadrant. The following are the proposed strategies for this matrix. One more time, it is necessary to note that these may be similar to the strategies suggested in the SWOT Matrix.

- Increase costs control by identifying unnecessary expenses to look for saving opportunities
- Invest significant time available of HR to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness. Work focusing to become a Cow and, so
- Develop a way to show value added product to people and organizations outside of FMP. This will attract sponsors interested in the positive impact of the project to the society. This will support the low industry growth but gain attractiveness.

6.4. Internal-External Matrix - IEM

Internal-External matrix differs from BCG matrix. It can be noticed the IE axis are different: X-axis represent IFE weighted score and Y-axis represent total EFE weighted score. The final score of the external and internal analysis matrixes have been found in chapter III and IV. Indeed, EFEM equals 1.43 and IFEM: 2.21.

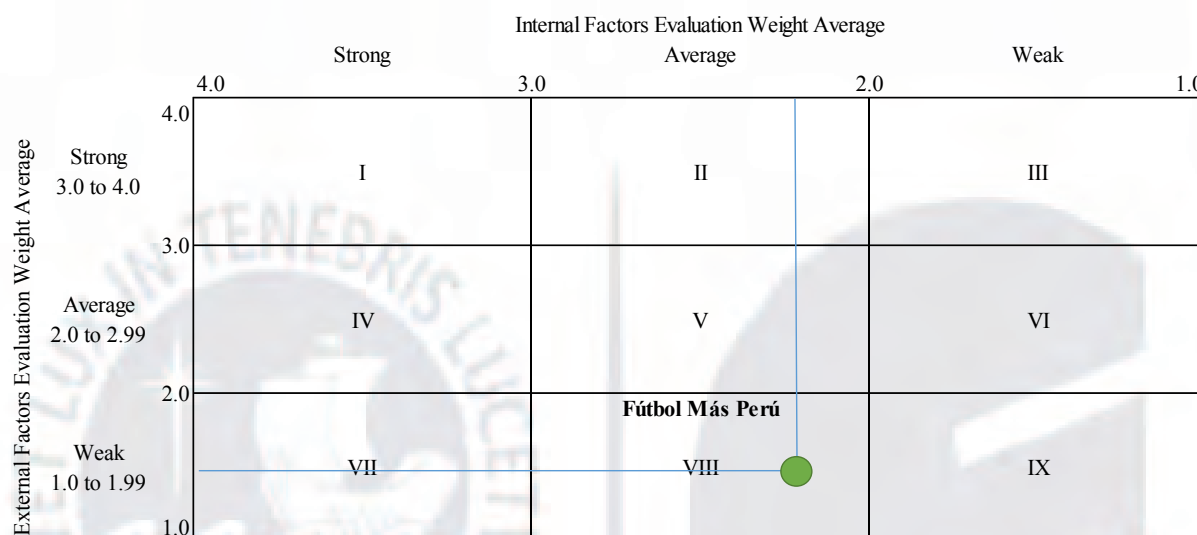


Figure 7. Internal-External Matrix of Fútbol Más Perú

Figure 7 shows the IE matrix requires more information about the division than BCG matrix in which only relative market share and industry growth figures are required. The IE matrix can be defined as an important strategic management tool which is used to analyze the current position of the divisions and suggest the strategies for the future in order to get better results. The IE matrix used to plot the organization divisions in nine cell diagram, each cell has some meaning associated which suggests strategies. On X-axis of the IE matrix, the IFE total weighted score of 1.0 to 1.99 represent weak position, 2.0 to 2.99 considered as Average and 3.0 to 4.0 on high extremes is strong. On Y-axis score of 1.0 to 1.99 represent low, 2.0 to 2.99 considered as Average and 3.0 to 4.0 is strong.

FMP is located in quadrant VIII, which means harvest or disinvest in the project before losing what you had built. From that analysis we propose strategies to backfire the

situation. To gain competitive positioning and growth in the market, alternative strategies regarding a defensive approach are stated as below:

- Assign time available of HR to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness in the market to counterbalance the difficulties.
- Establish an alliance with the HR outsourced or organizations which remain interested in the project with despite of having a finished contract..
- Increase costs control by identifying unnecessary expenses to look for saving opportunities and develop a structured valued product to attract sponsors regarding the impact of the project to the society.
- Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.

6.5. Grand Strategy Matrix - GSM

In addition to the SWOT Matrix, SPACE Matrix, BCG Matrix, and IE Matrix, the Grand Strategy Matrix has become a popular tool for formulating alternative strategies. This matrix will help us to position in one of the Grand Strategy Matrix's four strategy quadrants. The Grand Strategy Matrix is based on two evaluative dimensions: competitive position and market (industry) growth. Appropriate strategies for an organization to consider are listed in sequential order of attractiveness in each quadrant of the matrix. According to David, Fred R. (1999), the companies positioned in quadrant I have very strong strategic position. Firms located in quadrant II have the rapid growing industry but cannot fight competently. All those firms which fall in quadrant III have slow growth market and have relatively weak position. Companies competing in this quadrant have slow growth industry but have a strong competitive position.

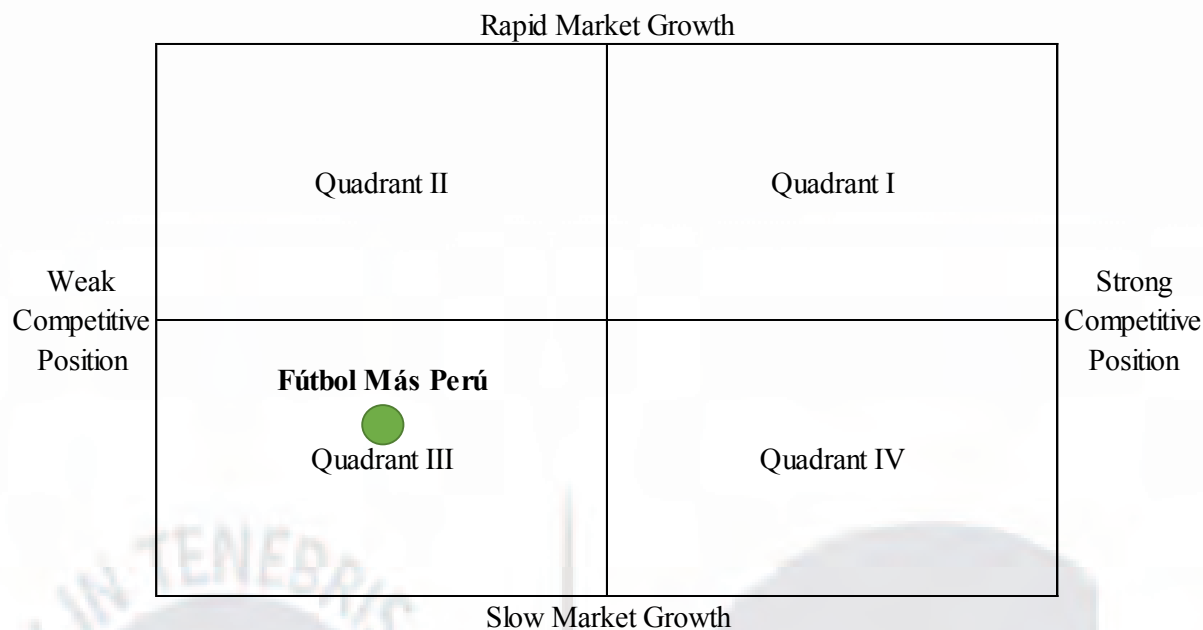


Figure 8. Grand Strategy Matrix of Fútbol Más Perú

Figure 8 shows the Grand Strategy Matrix. Since FMP is developing in a market with slow growth and has a weak competitive position, it is located in in quadrant III. To focus their work to strategically be located in the future in quadrant II, it is necessary to create brand awareness and earn competitiveness in the market. It is proposed:







- To focus in developing marketing techniques that allow sharing the quality and care of the service with organizations willing to support.
- Design a formal communication platform of sales to reach buyers and suppliers and communication strategies through network platform.
- Intensive use of social media and contact persons of interest.

6.6. Strategic Decision Matrix - SDM

All matrices that have been developed so far for the association FTP (SWOT, SPACE, IE and GS) will allow strategies to be implemented in the Strategy Decision matrix. This matrix is used as a basis specific strategies previously provided by the SWOT matrix, these strategies have their equivalence as generic strategies, which are obtained from other matrices.

Table 12

Strategic Decision Matrix

Alternative	Specific Strategies	SWOT	SPACEM	BCGM	IEM	GSM	Total
Intensive. Market Penetration	Usage of communication platforms to share the quality and care of the service with organizations willing to support.	X	X			X	 3
Intensive. Market Penetration	Approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.	X		X	X		 3
Intensive. Market Development	Attract mining companies, showing the organized project, and allowing them to improve their controversial image by supporting also initiatives not only mining related.	X	X				2
Intensive. Product Development	Expand the service provided in order to take advantage of faster payment methods, attracting fast funds benefiting also from the massive media.	X	X				2
Intensive. Market Penetration	Design communication methods to catch interest from buyers and suppliers.	X			X		2
Intensive. Market Development	Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.	X	X			X	 3
Intensive. Market Penetration	Expose a tactic to show the value of the product to attract sponsors.	X	X	X	X	X	 5
Defensive. Retrenchment	Increase control in the project by identifying unnecessary expenses and time to look for saving opportunities	X	X	X	X		 4
Strategic Alliance	Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.	X		X	X	X	 4
Strategic Alliance	Establish an alliance with suppliers that are interested in the project, propose joint cooperation if they cannot continue with their support.	X		X			2

Alternative	Specific Strategies	SWOT	SPACEM	BCGM	IEM	GSM	Total
Intensive. Market Penetration	Usage of communication platforms to share the quality and care of the service with organizations willing to support.	X	X			X	3
Intensive. Market Penetration	Approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.	X		X	X		3
Intensive. Market Development	Attract mining companies, showing the organized project, and allowing them to improve their controversial image by supporting also initiatives not only mining related.	X	X				2
Intensive. Product Development	Expand the service provided in order to take advantage of faster payment methods, attracting fast funds benefiting also from the massive media.	X	X				2
Intensive. Market Penetration	Design communication methods to catch interest from buyers and suppliers.	X			X		2
Intensive. Market Development	Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.	X	X			X	3
Intensive. Market Penetration	Expose a tactic to show the value of the product to attract sponsors.	X	X	X	X	X	5
Defensive. Retrenchment	Increase control in the project by identifying unnecessary expenses and time to look for saving opportunities	X	X	X	X		4
Strategic Alliance	Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.	X		X	X	X	4
Strategic Alliance	Establish an alliance with suppliers that are interested in the project, propose joint cooperation if they cannot continue with their support.	X		X			2

In the Strategic Decision matrix are accounted strategies and those that have been mentioned at least three times selected. In Table 12, the decision matrix shown that 5 strategies scored three or more, this is why they are retained to go through the next filter, the other are considered and contingency strategies.

6.7. Quantitative Strategic Planning Matrix - QSPM

The Quantitative Strategic Planning Matrix (QSPM) is a strategic tool which is used to evaluate alternative set of strategies. Other than ranking strategies to achieve the prioritized list, the Quantitative Strategic Planning Matrix is the only analytical technique that allow to determine the relative attractiveness of feasible alternative actions. According to David, Fred R. (1999), the Quantitative Strategic Planning Matrix, comprises Stage 3 of the strategy-formulation analytical framework.

This technique objectively indicates which alternative strategies are best. The QSPM uses input from Stage 1 analyses and matching results from Stage 2 analyses to decide objectively among alternative strategies. That is, the EFE Matrix, IFE Matrix, and Competitive Profile Matrix that make up Stage 1, coupled with the SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, and Grand Strategy Matrix that make up Stage 2, provide the needed information for setting (Stage 3).

Table 13 shows the QSPM matrix. There are four main columns, the left column list down the key internal and external key factors which are same as in EFE and IFE matrix. Adjacent column to key factors is Weight (relative importance of the factor) which hold the numeric value obtained from EFE and IFE matrix weight column. The next to weight is AS stands for attractive score assign priority to key factors using the numeric value 4 for most importance and 1 for least importance and the last column TAS (Total attractive score) is the value calculated by multiplying weight by AS. One thing important to note for each strategy

separate AS and TAS value added in the Table, weight remain same for all set of strategies mentioned in QSPM.

QSPM has advantages: it provides a framework to prioritize the strategies, integrate external and internal factors into decision making process. Therefore QSPM is a useful tool that allow to determine the best solution strategies for FMP. The weights and values of the retained strategies regarding the internal and external factors of the organization, give the results that the ones with more value are related with strategies of marketing to obtained a valued product to offer. Also a positive enrollment of the director and deployment of tasks creating a good environment. Also the correct assignment of time for the HR is essential and identifying the potential entities to invest in CSR in Peru too. This does not mean that one strategy y better than other one, it just picture the regarding it impact.

6.8. Rumelt's Matrix - RM

According to D'Alessio (2013), one of the instruments filter that evaluate the retained strategies is the matrix is Rumelt. In this matrix each strategy is evaluated upon four criteria: (a) consistency, that is, the strategy must not present mutually inconsistent goals and policies; (b) consistent, that is, the strategy should present a response to suit the environment and its changes; (c) advantage, that is, the strategy should create and/or maintain competitive advantages; and (d) feasibility, that is, the strategy should not result in extra costs in available resources or create unresolved problems. The selected strategies are those that meet the four aforementioned criteria.

Table 13
Quantitative Strategic Planning

Factors	Weight	Alternative Strategies												
		Intensive. Market Penetration		Intensive. Market Penetration		Intensive. Market Development		Intensive. Market Penetration		Defensive. Retrenchment		Strategic Alliance		
		STRATEGY 1 Usage of communication platforms to share the quality and care of the service with	STRATEGY 2 By investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.	STRATEGY 3 Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.	STRATEGY 4 Use the value of the product to attract new sponsors.	STRATEGY 5 Increase control in the project by identifying unnecessary expenses and time to look for saving opportunities	STRATEGY 6 Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating
OPORTUNITIES														
1 GDP per capita of Peru and potential growth	0.03	1	0.03	2	0.05	2	0.05	3	0.08	3	0.08	1	0.03	
2 Healthy bankig system	0.03	1	0.03	1	0.03	1	0.03	2	0.06	2	0.06	1	0.03	
3 Issues of mining: attracts too much attention from government and other orgnaizations	0.03	1	0.03	1	0.03	2	0.05	2	0.05	3	0.08	4	0.10	
4 Poverty Rate in Perú is high, 30%.	0.10	3	0.30	2	0.20	4	0.41	2	0.20	3	0.30	3	0.30	
5 Internet and Social Media	0.11	2	0.23	2	0.23	3	0.34	2	0.23	4	0.46	2	0.23	
6 Terms of Banking Payment - Mobile Transactions	0.08	1	0.08	1	0.08	1	0.08	1	0.08	1	0.08	2	0.17	
7 CSR trend rising concern	0.08	4	0.30	1	0.08	3	0.23	3	0.23	2	0.15	4	0.30	
THREATS														
1 Uncertainty. Presidencial elections in 2016	0.10	2	0.20	3	0.30	2	0.20	3	0.30	2	0.20	2	0.20	
2 Absence of institucionalization to solve Governmental Problem: Corruption	0.04	2	0.08	2	0.08	2	0.08	2	0.08	4	0.15	2	0.08	
3 Lack of Social Policy	0.09	1	0.09	1	0.09	2	0.18	2	0.18	2	0.18	2	0.18	
4 Lack of Law of Social Responsibility (like in Chile)	0.13	1	0.13	1	0.13	2	0.25	2	0.25	2	0.25	3	0.38	
5 Social Programs in Peru, its very limited. The approach isnt defined.	0.08	2	0.15	1	0.08	2	0.15	2	0.15	2	0.15	4	0.30	
6 Limited investment of the companies in CSR	0.11	4	0.46	2	0.23	4	0.46	2	0.23	2	0.23	4	0.46	
STRENGTHS														
1 Lawyers and Accounting outsourced mean less workload to the limited HR	0.03	2	0.07	4	0.14	4	0.14	3	0.10	2	0.07	2	0.07	
2 Control of Costs: Real vs budget	0.05	2	0.09	4	0.18	4	0.18	4	0.18	2	0.09	1	0.05	
3 Control and monitoring of the project operations	0.07	3	0.22	4	0.30	3	0.22	4	0.30	2	0.15	1	0.07	
4 Development of very well organized activities in the Barrios	0.08	4	0.32	4	0.32	4	0.32	3	0.24	4	0.32	1	0.08	
5 Constant contact with the barrios allows to constantly improve and monitor the service offered to children and society	0.06	3	0.17	4	0.23	4	0.23	2	0.11	3	0.17	2	0.11	
6 Professor and Phsycologist provide quality service: Energetic efficiency	0.07	4	0.27	3	0.20	4	0.27	2	0.14	4	0.27	1	0.07	
WEAKNESSES														
1 People adminstrative responsible. Director and Marketing trainee (too less people)	0.10	4	0.41	4	0.41	4	0.41	4	0.41	2	0.20	3	0.30	
2 Unstructured Research of new possible barrios	0.07	4	0.27	4	0.27	4	0.27	2	0.14	3	0.20	4	0.27	
3 Undefined Sales structure	0.11	4	0.45	4	0.45	4	0.45	3	0.34	2	0.23	4	0.45	
4 Contact with suppliers and buyers in a undefined platform of communication	0.07	4	0.27	4	0.27	4	0.27	2	0.14	2	0.14	3	0.20	
5 Hiring people process undefined	0.03	2	0.07	3	0.10	2	0.07	2	0.07	3	0.10	1	0.03	
6 HR Operators. Outsourced suppliers	0.08	2	0.16	3	0.24	2	0.16	2	0.16	2	0.16	4	0.32	
7 Limited communications. Only Facebook as social media	0.07	3	0.22	4	0.30	3	0.22	2	0.15	3	0.22	3	0.22	
8 Quality of current information limited. Non activities defined.	0.05	4	0.20	4	0.20	4	0.20	3	0.15	2	0.10	4	0.20	
9 Undefined Legal arguments to support the permanence in the country as a non profitable orgnaization	0.06	2	0.11	3	0.17	3	0.17	2	0.11	2	0.11	1	0.06	
	2.00		5.40		5.36		6.08		4.84		4.90		5.26	

Table 14

Rumelt's Matrix - RM

	Specific Strategies	Consistency	Consonance	Feasibility	Advantage	Accept Strategy
1	Intensive. Market Penetration: Usage of communication platforms to share the quality and care of the service with organizations willing to support.	X	X	X	X	Yes
2	Intensive. Market Penetration: Approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.	X	X	X	X	Yes
3	Intensive. Market Development: Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.	X	X	X	X	Yes
4	Intensive. Market Penetration: Use the value of the product to attract new sponsors.	X	X	X	X	Yes
5	Defensive. Retrenchment: Increase control in the project by identifying unnecessary expenses and time to look for saving opportunities	X	X	X	X	Yes
6	Strategic Alliance. Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.	X	X	X	X	Yes

Table 14 shows the relation between the strategies and the four criteria, which all of them are related and work aligned their conditions. In that sense, the evaluation is profitable and the strategies are following the correct path. They will in the future produce welfare for the organization regarding the time expended for their implementation to reach the objectives of the project.

6.9. Ethical Matrix - EM

Table 15 shows the assessment of the criteria of this matrix regarding the ethical aspects. As seen, the selected strategies, meet both selection filters, so the association FMP

would be in a position to apply these strategies to achieve the objectives. In the same line as Table 18, the strategies evaluation are used as a filter to demand what an ethical structured project must achieve during its process. Some of them have weak points as it shows, but the average and the impact of them regarding the majority of the conditions give the result that they are aligned.

Table 15

Ethical Matrix - EM

Strategies	Rights			Justice			Utilitarianism			Accept Strategy			
	Impact on the right to life.	Impact on the right to own property.	Impact on freedom of thought.	Impact on freedom from the interference with privacy.	Impact on freedom of conscience.	Impact on freedom of speech.	Impact on right to a fair trial.	Impact on distribution.	Equity in management.		Compensation norms.	Strategic objectives and results.	Strategic tools used.
1 Intensive. Market Penetration: Usage of communication platforms to share the quality and care of the service with organizations willing to support.	P	P	P	P	P	P	P	J	N	N	E	E	Yes
2 Intensive. Market Penetration: Approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.	P	P	P	P	P	P	P	J	J	N	E	E	Yes
3 Intensive. Market Development: Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.	P	P	P	P	P	P	P	J	J	N	E	E	Yes
4 Intensive. Market Penetration: Use the value of the product to attract new sponsors.	P	P	N	P	N	P	P	J	J	N	E	E	Yes
5 Defensive. Retrenchment: Increase control in the project by identifying unnecessary expenses and time to look for saving opportunities	P	P	P	P	P	P	P	J	N	N	E	E	Yes
6 Strategic Alliance. Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.	P	P	N	P	P	P	P	J	J	N	E	E	Yes

Notes: (P) Promotes, (N) Neutral, (V) Violates, (J) Just, (U) Unjust, (E) Excellent, (H) Harmful

The results for the ethical matrix end up in the approbation of all the strategies.

Regarding Strategy 4 and 6 which remain a neutral aspect in freedom of rights, being them

both internet strategies. Compensation is also a neutral aspect since the efforts do not benefit an equity for the organization and the people involved, but it has to be mentioned that it is profitable in the future for the organization. A managerial approach is also identified to be increased and to promote the equity for time expenditure for the responsibilities of each strategy.

6.10. Retained and Contingency Strategies

Retained Strategies:

- Usage of communication platforms to share the quality and care of the service with organizations willing to support.
- Approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.
- Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.
- Expose a tactic to show the value of the product to attract sponsors.
- Increase costs control in the project management by identifying unnecessary expenses to look for saving opportunities.
- Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.

Contingency Strategies:

- Attract mining companies, showing the organized project, and allowing them to improve their controversial image by supporting also initiatives not only mining related.
- Expand the service provided in order to take advantage of faster payment methods, attracting fast funds benefiting also from the massive media.
- Design communication methods to catch interest from buyers and suppliers.

- Establish an alliance with suppliers that are interested in the project, propose joint cooperation if they cannot continue with their support.

6.11. Long-term Strategies vs. Objectives Matrix

According to D'Alessio (2013) the strategies must be verified in order to make sure it achieves long term goals and to match them it has to be taken into account should the strategies retained in the matrix filter for possible use. Table 16 presents the Matrix Strategy and Long Term-Goals, where it can be observed the respective matches: LTO1 with STG1, STG2, STG3, STG4 and STG6; LTO2 with STG1, STG2 and STG5; LTO3 with ST1, STG2, STG4 and LTO6; and LTO4 with STG2, STG3, STG4 and STG6.

It is demonstrated with the matrix that the strategies proposed are aligned with the proposed long term objectives. Regarding its feasible implementation and possible outcome of the results, the vision has to be also perceived and captured by the strategies. The way to approach it is the combination of those.

Following the path of the intuition and decision of the strategic process, this matrix shows effectiveness of the proposed. It also end up with a structured definition of the future and leave the process ready to start thinking in short term. With activities controlled by indicators, short term objectives will be then proposed in the next chapters and need to be aligned with what Table 16 shows.

For instance, the matches does not mean the importance of a strategy or long term objective against other, it just show if it are related. As evaluated also in Rumelts Matrix, this Matrix shows consistency.

Table 16

Long-term Objectives vs. Strategies

Vision:		LTO1	LTO2	LTO3	LTO4
To be known by 2019 as an organization capable of guiding children in underdeveloped neighborhoods in Lima and provinces to endure the difficulties in their lives. To be well established in the local environment in order to not depend from any organization or person, as well as to extend the impact of the Fútbol Más Perú Philosophy to different layers in the Peruvian society.		Raise a total of 120 000 USD on funds by 2019 to have FMP presence in four "barrios".	By 2019, have knowledge and operational know-how within the organization not dependent from HR.	By 2019, increase brand awareness by closing a minimum of eight sponsorship agreements.	By 2019, increase project's scope by collaborating with at least two schools in Lima.
STG 1	Intensive. Market Penetration: Usage of communication platforms to share the quality and care of the service with organizations willing to support.	X	X	X	
STG2	Intensive. Market Penetration: Approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.	X	X	X	X
STG3	Intensive. Market Development: Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.	X			X
STG4	Intensive. Market Penetration: Use the value of the product to attract new sponsors.	X		X	X
STG5	Defensive. Retrenchment: Increase control in the project by identifying unnecessary expenses and time to look for saving opportunities		X		
STG6	Strategic Alliance. Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.	X		X	X

6.12. Competitive Possibilities Matrix

Table 17

Competitive Possibilities Matrix - CPM

	Retained Strategies	Competitors/Substitutes Possibilities		
		Techo	America Solidaria	Groups in the Barrios / Drugs
STG 1	Intensive. Market Penetration: Usage of communication platforms to share the quality and care of the service with organizations willing to support.	2	3	1
STG2	Intensive. Market Penetration: Approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.	2	3	1
STG3	Intensive. Market Development: Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.	2	3	1
STG4	Intensive. Market Penetration: Use the value of the product to attract new sponsors.	1	1	1
STG5	Defensive. Retrenchment: Increase control in the project by identifying unnecessary expenses and time to look for saving opportunities	3	3	3
STG6	Strategic Alliance. Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.	3	3	1

Note: 4= high response, 3=average response, 2= low response, 1= no response

Table 17 shows the Competitive Possibilities Matrix which has been designed to analyze the possible competitive responses from the competitors after FMP applied all the retained strategies. The main competitors of FMP are Techo and America Solidaria and the substitutes are the groups in the "barrio" fostering bad habits, often delinquency and drugs. The rating scale is from 1 to 4. 1 corresponds to no response from the competitors according the proposed strategies; 2 equals low response, which means the retained strategies have little impacts on competitors; 3 means average response from the competitors; and 4 means a high

response from the competitors to the proposed strategies. The assessment of retained strategies is going to compare between the competitors in Table 21.

The two first strategies retained are related to develop and intensify marketing efforts and gain exposure in term of brand awareness and presence in social media. Since Techo has been operating xx years in Peru, it has gain brand awareness and is recognize in the country as well established organization, therefore the response from this competitor is considered as low; whereas America Solidaria would have an average response because the organization is less recognize in the country and may perceive FMP's efforts and changes as a threat regarding sponsor acquisition. Even if FMP offers differentiation in its services in comparison to its competitors, they are all looking for sponsors somehow interesting in CSR concern which explains the average response for the strategy 6. Finally, as the substitutes are groups identified in the "barrios", only strategy 5 may receive an average response from those groups but the other strategies are not affected.

6.13. Conclusions

SWOT matrix generated 12 specific strategies between external and internal. 4 strategies available for Fútbol Más Perú. These are located in the quadrant that combines both the organization's strengths and the environment's opportunities. Also there are 3 strategies identified in the quadrant that combines the organization's weaknesses and the opportunities given in the environment. Furthermore, 4 strategies have been identified in the quadrant that utilize the organization's strengths to mitigate the threats in the environment and 1 strategy has been identified in the fourth quadrant where the organization should find ways to improve its internal weakness and transform these in protection to mitigate the environmental threats.

SPACE matrix, which, according to Table 12, placed Fútbol Más Perú in the competitive quadrant. Which means that according to the strategic position of the

organization, usually are identified backward, forward, horizontal integration, market penetration, market development and product development strategies.

BCG Matrix, where Fútbol Más Perú has been identified as quadrant dogs. Therefore, since the industry growth and enrolment of the organization them both are low, strategies have to plan in order to become stars. IE matrix where it has been analysed the scores of the EFE and EFI matrices, Fútbol Más Perú was located in the quadrant VIII. This means that FMP should harvest or disinvest in the project before losing what it has built. Consequently, in order to gain competitive positioning and growth in the market, alternative strategies regarding a defensive approach are to assign time available of HR to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness in the market to counterbalance the current situation.

The Grand Strategy Matrix, since FMP is developing in a market with slow growth and has a weak competitive position, the association is located in quadrant III. It can be deduced that in order to focus their work to strategically be located in the future in quadrant II, it is necessary to create brand awareness and ear competitiveness in the market.

Then in the third stage, the strategies generated in the previous step were filtered, using decision matrices, quantitative strategic planning, Rumelt and Ethics matrices. The end result counted 6 retained strategies and 6 contingency strategies. Finally, strategies retained with long-term objectives were matched to identify which strategies will allow achieving the long-term objectives identified; the chances of the competitors that were identified in the competitive analysis of FMP, to assess possible reactions when strategies are implemented was also analyzed.

Chapter VII: Strategic Implementation

Chapter VI was the end of the design phase. Up until that part of this strategic plan, the discussion was focused on analyzing the internal strengths and weaknesses of the organization, the opportunities and threats of the environment, and how the organization can develop a strategy coping with all of these aspects. Chapter VI is the one that will transform the strategies into feasible plans, with clear designs, goals, objectives and guidelines.

7.1. Short-term Objectives

Just as the long-term objectives are the paths to achieve the vision of the organization, the short-term objectives deal as a platform to achieve the long-term ones. According to D'Alessio (2013) each LTO has to be assigned a set of short-term objectives -STOs- to allow fulfilling it. STOs are key to the implementation of strategy, because they allow to have step by step follow up of the processes, measuring the goals and enabling timely reactions to face failures or delays.

Table 18 shows the STOs that have been assigned to each one of the long-term objectives presented in chapter V. The STOs are offered chronologically to allow clear overview of the requirements for each LTO. Figure 8 shows the timeline of the short and long term objectives of the four years horizon of the plan. As an estimated, it is considered a time horizon divided in four trimesters per year (1T, 2T, 3T and 4T).

It is possible to see LTO1 is the one with the most STOs behind it. The attempt is to push the company to the goal of attracting funds for new operations, while at the same time considering the need of self-sustainability for the neighborhoods in San Marín de Porres and Los Olivos. STO 1 recognizes the need to develop brand awareness and exposure by improving and increasing the presence in social media like Facebook, Twitter or LinkedIn; since Fútbol Más Perú already has a Facebook account, this short-term objective will lead the company to expanding its presence in different media platforms. While Twitter allows

extreme brand exposure if an important contact is made, LinkedIn provides the opportunity to contact key employees in different organizations to presents FMP proposal. A proper utilization of these networks will result in brand awareness, share of the organization's proposal and business opportunities. STO2 adds to this initiative by making the organization explore deeper the opportunities in the market.

While the internet expands the FMP brand, the organization must identify 20 organizations interested in investing in socially responsible initiatives by the first quarter of 2016. Fulfilling of STO2 should enable focusing on key organizations increasing the probability of success when approaching them. This should allow the accomplishment of STO3, raise USD 48,000 in 2017. As mentioned before FMP current funds will end in 2016. However, the two current "barrios" need to complete its three year cycle: 2015 – 2017. By raising the required money in 2017, FMP will ensure the completion of the project in the two current "barrios". STO4 prepares the organization for this point: by having two local leaders ready to continue the project independently –as is the Fútbol Más philosophy- these neighborhoods will be self-sustainable from 2018 to the future. By providing regularly support to the activities in 2018 and 2019, FMP will not use too many resources, but will ensure the future of the project and it will have "barrios" as a demonstration of success.

In 2018, the organization will raise USD 24,000 to start operations in one more "barrio", to have a total of three "barrios" under the FMP umbrella. After three years of exposure in the social media, the brand will be established. Combining this with the existing two self-sustainable "barrios" will allow Fútbol Más Perú to successfully attract the needed funds to fulfill LTO1.

Table 18
Short-term Objectives vs. Long-term Objectives

LTO 1	Raise a total of 120 000 USD on funds by 2019 to have FMP presence in four "barrios".	LTO 2	By 2019, have knowledge and operational know-how within the organization not dependent from HR.	LTO 3	By 2019, increase brand awareness by closing a minimum of eight sponsorship agreements.	LTO 4	By 2019, increase project's scope by collaborating with at least two schools in Lima.
STO 1	Have accounts in three social networks by 4T 2015.	STO 6	Have organization's activities classified with respectively responsible key employee in charge by 1T 2016.	STO 1	Have accounts in three social networks by 4T 2015.	STO 11	Begin negotiations with 15 private schools by 4T 2017.
STO 2	Identify 20 private organizations interested in investing in CSR by 1T of 2016.	STO 7	Reduce by 50% the director's visits to the "barrios" by 3T 2017.	STO 9	Close five sponsorship agreements by 4T 2017.	STO 12	Receive ten visits from private schools to the "barrios" by 2T 2018.
STO 3	Raise funds of 48 000 USD to sustain operations in the two current "barrios" by 1T of 2017.	STO 8	Elaborate document with administrative and operational procedures by 1T 2018.	STO 10	Appear in a minimum of two TV shows to present the service and the independent "barrios" by 4T 2018.		
STO 4	Have two local leaders ready to take over the project in the current "barrios" by 4T 2017.						
STO 5	Raise funds of 24 000 USD to have total of three "barrios" with FMP presence by 4T 2018.						

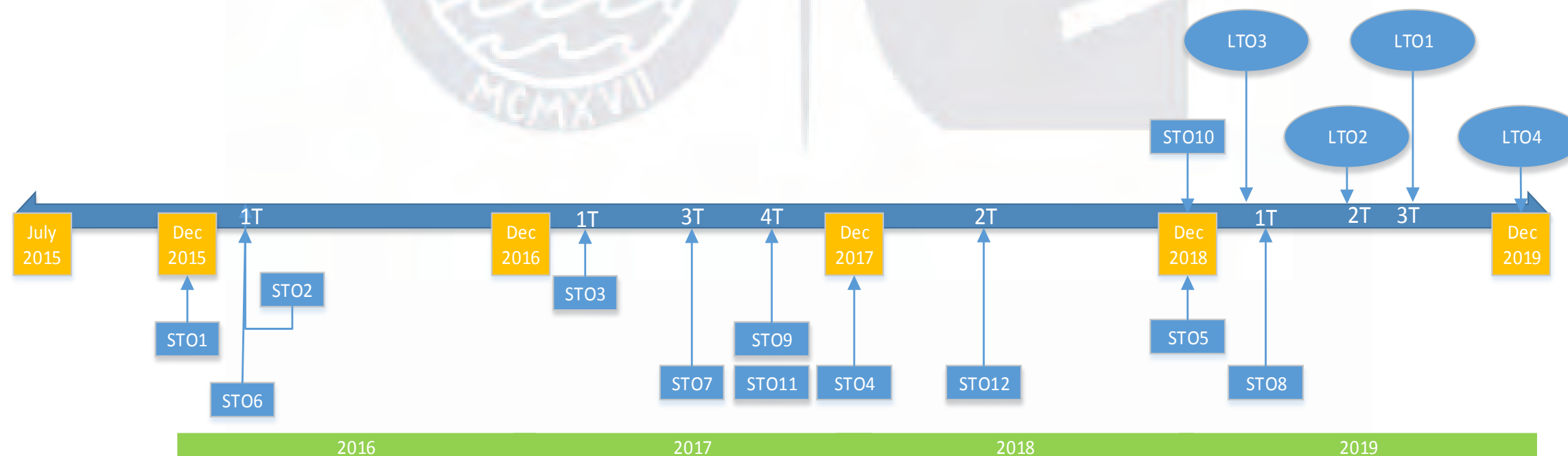


Figure 9. Timeline of the short and long term of the plan of Fútbol Más Perú.

It is possible to see LTO1 is the one with the most STOs behind it. The attempt is to push the company to the goal of attracting funds for new operations, while at the same time considering the possibility of a potential stop of operations in San Marín de Porres and Los Olivos due to internal or external factors that cannot be known now. In general, it is needed to develop brand awareness and exposure by improving and increasing the presence in social media like Facebook, Twitter, Snapchat, LinkedIn; STO1 attacks this need. STO2 adds to this initiative by making the organization explore deeper the opportunities in the market. This should be complemented by STO3, which aims to prepare a sales strategy having already identified potential customers. Such a sales strategy would have a defined target. Achieving these three short-term strategies would allow the fulfillment of STO4. With this solid base, and letting STO1 and STO3 affect more the environment surrounding the organization, STO5 will be reached and LTO1 will be then achieved.

LTO2 looks to retain the know-how and value within the organization, making it less dependent on external support. STO6 will allow the organization to identify responsible people to determined tasks. This will occur after mapping all the organization's activities and processes, and assigning specific tasks to the available human resources. Fulfillment of STO6 will also impact the executive director's workload: currently he is the only with the methodology know-how, the only one capable of training new personnel, the only one in charge of doing market research, the only one supervising operations and the only one dealing with different kind of daily administrative tasks.

STO7 will contribute by making the director reduce its presence in the "barrios" by 50%. He will be able to guarantee the quality of the product and he will be forced to realize that he does not need to invest as much time as he does. This will also give him time to focus in managerial aspects, while at the same time define activities that supporting human resources should be able to handle without his constant supervision. This, in turn, will define

activities and responsibilities for each one of the people working at FMP, including the director. After having setup that is in charge of what, STO8 will lead the people within the organization to put their tasks, responsibilities, methods, procedures and lessons coming from experience in paper. This will be the last step to retain the know-how in the organization. By doing this and polish the documents in the next months, FMP will arrive to a point where a person leaving the organization will not mean the end of the organization.

LTO3 looks to increase brand awareness and close at least 10 sponsorship agreements. As explained before, in this case sponsorship agreements do not necessarily mean financial support, but these could be related to marketing, free of charge advertising or any kind of support. STO1 is here the first step to fulfill. Increasing media presence should be done in 2015, in order to carefully utilize these platforms to become more popular. After letting the social media have an effect, STO9 will be doable: close five sponsorship agreements before the end of 2017. The organization will have a brand strong enough to be in a position to achieve this. With the brand as the shield and also having succeeded in two “barrios” Fútbol Más Perú will be able to appear in a minimum of two TV shows, if possible related to sports, social responsibility or to business people. This should launch the brand to a massive exposure, which will be beneficial as the organization will already have proven success to show, setting the way for the achievement of LTO3.

LTO4 has two short-term objectives. However, just as for the other long-term objectives, success related to brand awareness and others will benefit the achievement of this LTO. STO11 deals as the starting point. Negotiating with 15 private schools before the end of 2017 will make the organization active in the search of new partners and markets to enter with existing product. STO12 will enable loyalty from negotiating schools to set the stage to LTO4. Collaborating with private schools is not only crucial for funds, but also to increase the organization’s impact to different layers in the Peruvian society.

7.2. Resources allocated to short-term objectives

In order to achieve each one of the Short-term objectives, there is the need to allocate resources to each one of them. According to D'Alessio (2013) there are seven types of resources: materials -direct or indirect-, labor, machines -productive assets-, methods -systems and procedures-, mentality -working environment and organizational culture-, environment and money. Fútbol Más Perú does not have machines, materials and money, due to the youth and limited capabilities. To achieve the desired outcome a maximum of four types of resources will be used for the different LTOs:

STOs to LTO1:

- Labor: it will be the responsibility of the director and the intern to develop the new social networks strategy to really exploit the free of charge benefits these platforms offer. Besides, they will be also in charge of designing new sales strategies, conducting the research, establishing the contacts with media and potential sponsors, and it is the director the one that will conduct the negotiations.
- Methods: establishing new strategies for sales and marketing will make easier the administrative responsibilities. This will allow in time faster communications with external parties and easy harvesting of the benefits arising from other strategies.
- Mentality: it will be key to the success of all STO's to have committed human resources with willingness to adapt, to change and to prepare themselves to successfully implement new strategies.

STOs to LTO2:

- Methods: establishing new methods will again ease the administrative burden. This will also allow the transfer of knowledge, to make members of the organization and the organization self, less dependent on the director.

- **Mentality:** the director's flexibility will be key for these short-term objectives. he will be the sole responsible to define what he must do and what he must delegate, and he will need to take distance from his previous experience in Chile to adapt to the new environment.

STOs to LTO3:

- **Labor:** the limited human resources will have to find the time to design the methods, conduct the evaluations, and prepare the candidates to take over the project.
- **Mentality:** these STO's may not seem important at first sight but it is key to FMP's interest to ensure the sustainability of the project independent of its presence. This will allow a potential reallocation of resources if needed.

STOs to LTO4:

- **Labor:** the available personnel will have to conduct all the researches, establish all contacts, and organize all activities.

As a general comment, it is necessary to mention that regardless of the lack of funds that Fútbol Más Perú faces due to the commitment of the available money to future activities, the organization may very well need to reconsider and invest to support the accomplishment of these short-term objectives. It may come to a point where the limited amount of human resources and lack of expertise or knowledge call for support, be it a full-time or part-time employee or external advisor.

7.3. Policies for each Strategy

The policies for each strategy deal as the action guidelines for the organization and its strategies. These are general orientations that the organization should follow, as well as derivative of the organization's values and code of ethics.

What applies to all of the strategies in general is the need to transform short-term orientation in long-term orientation. Fútbol Más Perú has been working in short time in Peru

with no clear path to follow. Although it now enjoys having money it should nevertheless prepare a clear strategy to continue after the funds are gone.

The second important policy applying to all strategies is to avoid resistance to change. The design and implementation of a new strategy result inevitably in a change in how the organization does things. It is mandatory for the organization's members to understand the need to change and therefore adapt to the new procedures, methods, or structures.

The third general policy to all strategies is to become proactive and stop being reactive. A design and implementation of a new strategy will help following its new long-term orientation and hence preparing in advance for new challenges.

The fourth relevant policy is the quality of the service. Regardless of how much the organization may or not may grow, FMP should remain loyal to its service vocation and provide its deepest effort to generate happiness and resilience in the children they help.

7.4. Organizational Structure

The organizational structure of Fútbol Más Perú was already presented. It is very simple as the only employee operating in Peru is the local director. He has an intern as its support and is in charge of supervising the activities of the sports teachers and psychologists in the “barrios”.

In the current organizational chart it is possible to see that the director does not have other support but the intern to fulfill all his responsibilities. The International Director is only supporting to establish contacts, but he does not intervene in daily activities and problems.

It is clear that the Director in Peru needs support for these activities. An intern is not enough, especially considering that the director has to revise everything he/she does. That is the reason way following organizational restructuring is proposed in Figure 10.

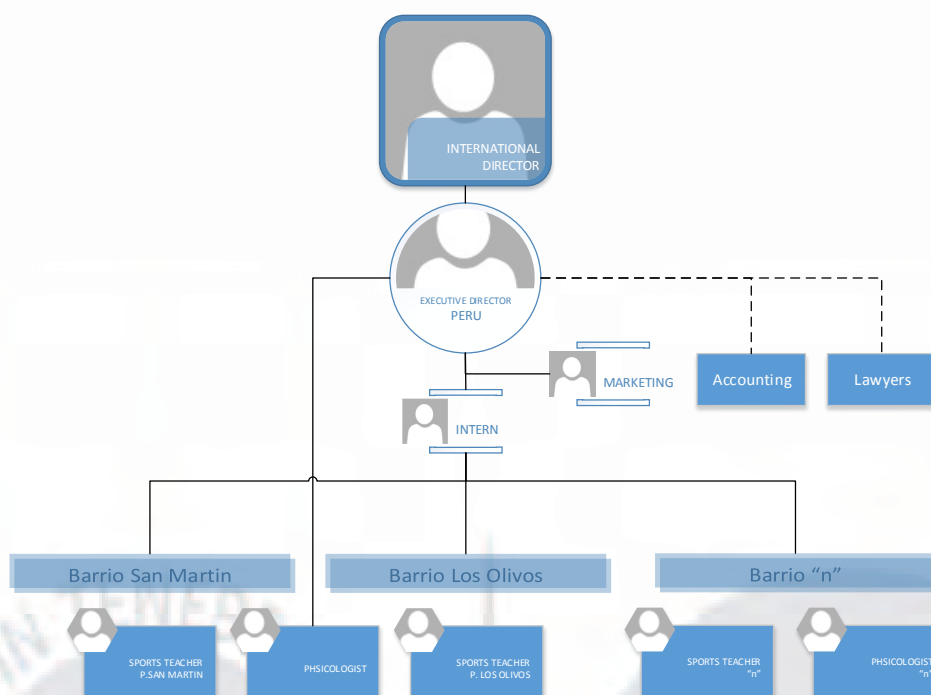


Figure 10. Proposed Organizational Chart of Fútbol Más Perú

As it is possible to see, there are three suggested changes: the first one is to put the intern as the filter between the operations in the “barrios” and the director. This is due to the belief that there are operational and practical coordination’s that the intern is capable of doing. Having this person as the link will enable to diminish some of the director’s work load. Complicated decisions will be still consulted with the director. As the director has to anyway check all documents or tasks prepared by the intern, there could be one moment in the day destined to these activities.

The second modification is to hire the one psychologist as an employee. In the future the amount of money they make being paid by the hour is close to what they would earn as employees. Besides, in the two current “barrios” both the psychologist and sports teacher will slowly start to go fewer hours to prepare them to be sustainable independently. (The resulting increase of administrative tasks would be mostly related to accounting, which is already outsourced). The amount of workforce that this person would put for the organization would be significant. This person will deal as a coordinator for two “barrios” at least, as long as

these two “barrios” develop at the same pace (as is the case in SMP and Los Olivos). This will in turn allow centralizing tasks related to the operations this employee, who has social and operational expertise. This will also reduce the administrative coordination to purely administrative tasks, not related to methodology issues, making the workload manageable for the intern. It was included in the new structure a “barrio n”. This one has been included to show the future growth of the organization. However, this one will have its own psychologist and professor as coordination between “barrios” can only work if these are developing at the same pace.

The third and last change done to the organization chart is to hire a person exclusively to deal with marketing and social media. Since the intern works as a volunteer, this would be the first second employee of the organization. It is the belief that FMP should destine a fair amount of time and money to marketing purposes if it is trying to survive and grow. Among all the administrative tasks that the director has to do, the marketing activities are the ones that are more urgently needed to be done by an expert. If it is not possible to hire an employee, it is suggested to look for an intern with experience in that area. Although the proposed chart would be the optimum solution without increasing costs too much, it is understandable that the organization may not be willing to assign monetary investment to the changes. In that case, for efficiency purposes, at least the first change should be made.

This organizational chart does not release the director from working as quality control. He will still attend to see the operations, only he will do it less times and will not deal with everyday operational coordination.

7.5. Environment, Ecology, and Social Responsibility

Fútbol Más Perú cares for the environment and ecology, but its activities do not impact these ones, nor directly either indirectly. The organization's impact relate to the social aspect and social responsibility.

FMP's core activity can be summed up as being socially responsible. This is the organization's overall purpose to exist and also its ultimate goal. The chosen strategies are hence aligned with the social responsibility purpose of FMP. In that sense FMP seeks to be socially responsible internally and externally. Internally the organization will employ and collaborate with people that share the organizational values. This will ensure the proper functioning of all activities as well as the well-being of the collaborators.

Externally it is important to consider that FMP provides a non-profit service to children and the society. Another important aspect to mention is the fact that FMP will potentially need to adapt its service to the demands of the sponsor. However, these adaptations will only occur within a framework that allows the organization to still provide the service it wants, share its values and generate happiness and resilience in children. This means that the organization's sustainability will not always be achieved putting in first place the mission, vision and the will to help.

7.6. Human Resources and Motivation

In this document a set of proposals for strategies and organizational changes are made for Fútbol Más Perú. The employees and collaborator must fulfill certain criteria in order to be capable to implement the required changes (D'Alessio, 2013). If this is not the case, the organization will fail.

In first instance, the organization's director should be prepared in managerial aspects. He enjoys the knowledge and expertise on how to ensure quality social services, but lacks the strategic view to project the organization to the future. It is necessary to ensure that the

person in charge will be capable of understanding the methodologies and tools such as the ones presented in this paper, to be able to take them as a powerful tool for future analysis and control.

In second instance there is the need to have a clear leader in the organization. By leader here it is not only meant the highest hierarchical rank, but also the will to change and deal as an example to transition to harder but more effective and beneficial processes and practices. This leader should be the one most committed to change and the biggest its supporter.

A third important characteristic that FMP's employees should have is the dominance of internet and social networks. Even if the organization cannot hire an extra person for marketing purposes, it is needed to instruct whoever will be in charge of this on how to exploit the web. Social platforms are an easy way to earn exposure, brand awareness and even make interesting connections. A creative and proper utilization of these resources would be an extremely important asset and tool for the organization's goals and objectives.

The fourth and last milestone of the human resources is the need to share the values and the social vocation. All personnel should aim for this goal, regardless of the money or benefits involved. This also relates to interpersonal relations and the need to respect the other, as well as to listen to new ideas and suggestions.

Having personal with common values, a leader and a manager director will help accomplishing the long term goals set up in the strategies. The personnel should support with operations capabilities such as internet and social media. Since the director is currently the only employee, he will be the one leading and dealing with change. Moreover, should more personnel come in time, he will be the one submerging this new person in what the organization it.

7.7. Change Management

The change management is arguable the key point to translate a good strategy to a successful implementation and to a successful organization. The case of Fútbol Más Perú is rare, as there is only one person working in the organization. The director is the one that will be in charge of dealing and adapting to change. The intern is not relevant and the operating personnel will not closely experience the changes arising from the implementation of new strategies.

Mr. Barros will be the manager of change. He will have to momentarily put aside what he has learned in Fútbol Más Chile and deal with the fact that Fútbol Más Perú is different and will need a different approach.

As the leader his first action should be to plan a change strategy. He will have to find a way to organize the changes needed in a way that allow him to smoothly adapt to them, but that nonetheless makes the changes on time.

His second action should be to recover the sense of urgency. By having available the funds received by the Colunga Foundation, the organization is currently relaxed on the matter of attracting new funds. The leader and change manager needs to understand that the change is being made as the funds are not infinite and because it is better to be ready as soon as possible to exploit the benefit of having that money in the first place.

Although he is the only employee, he will need to communicate with both the intern and the operating personnel what is happening. Even if these persons are not as strongly affected as he will, letting them know will provide him support in case it is needed. Specifically referring to the intern, it may be healthy if this person is also fully involved in the change process. He/she could be an important support.

It will be also extremely useful if the director manages to identify a benchmark to compare the change process with. This could deal as both, an example on what to and not to do, and a guideline to identify what changes are needed in the process.

In general, the change process should be captured for future opportunities, to exploit the knowledge from the easy and difficult parts. Moreover, the openness to change management could lead the director to discover other changes needed or other strategies for further improvement.

7.8. Conclusions

As mentioned in the introduction to this section, chapter 7 is the part where all the planning and design are put into action. In this chapter short-term objectives -STO- were allocated to each one of the long-term objectives -LTOs- in order to show how long term goals will be achieved by implementing tactics to fulfill the short-term goals. This chapter also included mention on the requirements for the changes to be made, the guidelines and how to deal with change. 12 short-term objectives were distributed among the four long-term objectives to show a clear path on how to execute strategies. These STO are clear, concise, and specific and have a determined time horizon. This makes them measurable and controllable.

LTO1 relates increase funds and making internal changes by elaborating strategies, make market researches and exploit resources like the social media to achieve brand awareness. The funds increase will mean an increased amount of “barrios”. LTO2 relates with the need to change. As explored in previous section, Fútbol Más Perú has very limited resources that need to allocate effectively. Among the critical ones are the human resources. Currently everything is centralized in the director, which means a waste of useful time and intellectual resources in many simple and time consuming activities such as explaining new personnel the FMP philosophy, transit time to the “barrios”, or even deciding how to

approach different potential sponsors. Establishing clear operational and managerial procedures will be a significant time saving tool. Besides, defining the key role that the director cannot delegate will allow making the organization changes suggested in section 7.4: placing the intern as a filter for the director. The intern should be capable of dealing with many of the time consuming daily activities, allowing the director to focus in more important or strategic matters. It was suggested to hire new personnel but this strongly relates to the organization's financial capabilities and decisions.

LTO3 aims to gain exposure for the Fútbol Más Perú brand and its service and effect on society. Having independent "barrios" would mean having FMP results plausible for external parties to see, while at the same time having FMP presence in underdeveloped neighborhoods without a meaningful allocation of resources. By having plausible results and current operations, the organization will be in a position to really show what FMP is about. Hence the exposure will potentially result in more funding opportunities. LTO4 focus on funds. The achieved brand awareness will deal as the platform to develop different kind of products that will increase the organization's income. Regarding the resources allocated for the short-term objectives, it was explained that Fútbol Más Perú does not count with materials -there are materials but not significant-, machinery or money. In the case of money, the organization does have money in its coffers, but it is already committed to the future operation at the two locations it already has presence at.

The resources that the organization will utilize to accomplish the short-term goals are methods, mentality and labor. Labor will be key and critical to the process due to the limited human resources. This leads back to the suggested hire of new personnel. The policies that will guide the chosen strategies are the result of the strategic changes that are needed to implement new strategies and of the organizational values. In general, it is possible to say the FMP will put its social responsibility purposes -both internal and external- as the first

priority. The human resources aspect was touched deeper. It was mentioned that there is need of managerial and technical expertise for different tasks and to take advantage of the resources provided with this work. In order to do so, the director should be the one taking the responsibility of preparing himself to complement its social expertise with managerial tools. He and all employees should also be skilled in internet and social networks to exploit the free platforms and share the organization's values. The director as leader and sole full-time human resource should be leading the change. As identified in previous section, he may struggle in taking distance from his previous experiences in the social enterprise in Chile. However, this is mandatory.

The organization has to adopt a sense of urgency to change. This is not only to achieve a successful change but also realize that having funds to operate two "barrios" is no guarantee of success, nor an indicator to be relaxed. The fact that this fund is already committed limits significantly the potential investments needed to be made. Fútbol Más Perú and its employees need to change its view and see that the organization has to change to survive. It will have to find the way to implement the short-term goals.

Chapter VIII: Strategic Evaluation

8.1. Control Perspectives

The evaluation and control of the strategic planning has to be present during all the process. It is used as a strategic review that measure and compare constantly the results. Measured with indicators that have to assign to each step of the process and compared with spontaneous changes of the environment than can alter the current proposal. The strategical planning process is an interactive and iterative work, which means that changes may appear and have to be done and that it is made by a many opinions and points of views (D'Alessio, 2013).

There are always going to be changes in the environment (competitors, demand, market, etc.) so especially long-term and short-term objectives of the strategic the process have to measured, evaluated and controlled. The sum of the STOs are the LTs, and the sum of the LTOs are serve to obtain the vision (D'Alessio, 2013). To make sure that the organization is in the correct path during the process the learning must be communicated as a tool of positive feedback.

Kaplan & Norton introduced in 1992 a tool used to measure and compare the organizations performance, named Balance Scorecard (BSC). There are 4 perspectives of the BSC: Internal Learning, Processes, Clients and Financial. The logic of it usage is that if the people in the organization learn well, they will achieve productive processes, if the processes are productive, the products are well done and that makes clients happy. In that sense, if clients are happy, they will keep on buying the product and so that means the internal financials will be positive; for the case of FMP obtain funds. It is a chain of successes, in which the organization at the final gain competitiveness.

8.1.1. Internal learning

The Internal Learning perspective is the first step and it means beginning to work aligned with the vision. It is related to the fact that the organization must learn and improve constantly. FMP may need to focus on its capital for the organization, information and human resources. The values and code of ethics need to lead the daily work and build a culture of positivity and teamwork managed by the person responsible; in order to have leadership and structured activities regarding the objectives of the organization. The people involved in the process have also to be aligned and accept that changes are going to happen. In that sense, Mr. Barros needs to be conscious and ready so that new methods and approaches may be established.

Processes. Daily activities and tasks have been developed in FMP since it started operations. Processes are understood as a combinations of operations that create value of an entry in order to obtain a result. The transformation of the external and internal analysis of an organization into strategies to reach the vision regarding short and long term objectives is the strategic plan (D'Alessio, 2013). This concept has to be understood to satisfy better the requirements of interested entities or to react against eventual changes in the environment that can affect the organization.

There are four types of processes: operational management, client management, innovation management and regulatory and social processes. The first one consists in supply, production, distribution and risk management processes. Since FMP had to buy the necessary materials used for the operations in the “barrios” and also since it does not produce a tangible product -but a service of happiness to children- the distribution also does not apply to the process. Regarding the risk management, it is necessary to establish tools that work against the impact that might occur if a risk is presented. The second is regarding the selection and retention of the clients. FMP has not established a structured valued product to offer to the

clients. In that sense, this is a gap with the operations in the “barrios” and the administration of the organization that does not follow a strategy to be sustainable. There is an important necessity to define this process. The third is to identify new opportunities. It is necessary to research for the most interested suppliers to invest in FMP. Regarding, R&D and design development it is not so necessary. The last one is related to the environment. Since FMP vision is to create and establish happiness children with activities related with sports, their core competence is their social responsible activities.

8.1.2. Clients

The process has taken place and the development of the operations in the “barrios” is currently performing excellent. The clients may need more attention and FMP needs to be prepared for their requirements in order to keep aligned with the vision. The transfer of a solid process of social responsibility has to be shown and offer the value of what FMP has gained during their development in the market. The creation and establishment of brand awareness in the Peruvian environment has to be followed by a strategy, as mentioned in Chap VI. In the same line, the value to offer has to be sustained by the price of investment of the project in each “barrio”.

8.1.3. Financial

Since the financial assets for the development of the projects of FMP came from the Colunga-funds, the control has to be very detailed and supported to obtain the further results on financial support. With the fund for the current two projects in the “barrios”, the organization needs to keep on working and monitoring their development. At the same time it should also aim to obtain additional funds to increase the number of “barrios” and be available to stay in the Peruvian environment for more than two years”.

8.2. Balanced Scorecard

Balanced Scorecard, as mentioned is a matrix launched by Kaplan and Norton to measure the progress of short-term goals developed in the Strategic Plan. Table 19 shows the list of the short terms and relates them with and indicators that is show how to measure and also has initiatives proposed to launch the goal. As follow are the main indicators with regards to the four perspectives presented in the balance scored chart:

Client perspective. It is related to services and process improvements implemented by FMP for the companies interested in investing in the association and therefore in the “barrios”. Among the main indicators are the number of likes and comments posted on the Social Network platform, the number of company, data collected per company, assessments criteria per kid among others.

Process perspective. This perspective is related to measuring the implementation of internal improvements developed in FMP. It can be controlled by the number of HR office hours, the number of contract signed with private companies, the amount of responsibilities per employee, collaborations agreements with the “barrios”, amount of information regarding each “barrio” and percentage of leader candidates, among other indicators.

Internal learning perspective. In this perspective there are indicators related to the number of activities, the number of processes, the number of milestones, meet compact tasks and the impact on Peruvian society, among others.

Financial perspective. In this perspective the focus is to measure the development of the organization in terms of income. It is necessary ti evaluate the income of the company as it will represent how many “barrio” it can operate in.

Table 19

Balanced Scorecard

Perspective	#	Short Term Objective	Measure	Indicator	Goal	Way to Measure	Initiatives
Financial	3	Raise funds of 48 000 USD to sustain operations in the two current "barrios" by 1T of 2017.	USD	US Dollars (USD)	48 000	Amount of money and number of "barrios" partners	Expose the operational value Organize activities to bring "barrio" 's leaders closer to FMP
	5	Raise funds of 24 000 USD to have total of three "barrios" with FMP presence by 4T 2018.	USD	US Dollars (USD)	24 000	Amount of money and number of "barrios" partners	Expose the operational value Organize activities to bring "barrio" 's leaders closer to FMP
Clients	2	Identify 20 private organizations interested in investing in CSR by 1T of 2016.	Companies	Potential Companies	20	Number of companies identified	Market research
	10	Appear in a minimum of two TV shows to present the service and the independent "barrios" by 4T 2018.	Times	Media Exposure	2	Number of time exposed	Gain exposure with Social Media.
	9	Close five sponsorship agreements by 4T 2017.	Sponsors	Sponsors	5	Number of Sponsors	Identify the interested sponsors
	11	Begin negotiations with 15 private schools by 4T 2017.	Schools	Meetings with each school	30	Meetings with identified Schools	Identify the potential schools. Make a first contact. Establish a schedule of presentations. Identify the approved schools
	12	Receive ten visits from private schools to the "barrios" by 2T 2018.	%	Plan of contacts and agreements with schools	100	Visits / Schools approved	Expose the project to the school's staff and students.
Process	3	Establish a defined sales strategy to approach private companies by July 2016.	%	Sales structure	100	Structured written / Structure define	Define a mechanism to approach new clients. Map the needs and mechanisms.
	1	Have accounts in three social networks by 4T 2015.	Accounts	Social Media accounts	3	Accounts launched / proposed	Propose initiatives to manage SM accounts Approved initiatives.
	7	Reduce by 50% the director's visits to the "barrios" by 3T 2017.	%	Time expended in operations in the barrio for the director	50% less than actual	Time in barrio / Total Time	Evaluate the time incurred in the organization for the activities. Evaluate the time incurred for the director.
Internal Learning	4	Have two local leaders ready to take over the project in the current "barrios" by 4T of 2017	People	Leader Candidates per "barrio"	4	Level of Successful Learning	Evaluate the performance of each children and families in the "barrios". Assistance of the people. Establish surveys to reach opinions.
	6	Have organization's activities classified with respectively responsible key employee in charge by 1T 2016.	%	Activities mapped	100	Written / Identified	Identify the daily tasks. For each task identify the activities involved. Evaluate the time incurred in the organization for the activities.
	8	Elaborate document with administrative and operational procedures by 1T 2018.	%	Procedures mapped	100	Written / Identified	Assign responsible. Map the procedures. Design a schedule to write them. Assign responsible.

8.3. Conclusions

Regarding the changes that might occur during the process, FMP has to be aware of them and also measure and compare the results obtained in the process of strategic planning to be alert. In the same path to obtain what are they willing to get in the vision, the sum of all the short term objectives need to have initiatives which remain an efficient workload of the people involved in FMP. In that sense, build an environment in the organization on which the learning and acceptance to change is the first step. Then a correct assignment of the processes to build a product to offer as a value product for the people interested investing in CSR. So finally, reach the fund to develop and stay in the Peruvian environment, Internal Learning has to be led by the executive director.

Initiatives regarding a monitoring of the tasks and talked issues during meetings have to be document in minutes to facilitate the follow up of the development. An environment of change has to be understood and accepted by the people involved. Daily activities have to be supported by a structured workload of time that facilitates the processes for the people. In the same time, a structured control of the operations in the “barrios” need to be defined and aligned with initiatives to measure the findings of the leaders of the “barrios” and the good development of the activities that offered aligned with the corporate values.

Regarding the value of the product of FMP, marketing strategies have to be supported with initiatives that remain an attractive offer for the Peruvian society. Gaining brand awareness the clients will increase their interests and would be easier to reach their expectations of investment in CSR. In order to gain expenditure and brand recognition of those interested to penetrate and gain the “barrio”’s attention. The control of the initiatives and measured with indicators that would give information to compare it with the market has to followed by those 4 perspectives, starting from the internal learning. FMP has to be aware of that and work always each step of the strategic planning controlled and monitored.

Chapter IX: Conclusions and Recommendations

9.1. Comprehensive Strategic Plan

The comprehensive strategic plan is the result of the analysis done in the previous chapter. This plan includes all the aspects that the organization should consider for its proper implementation and control. Table 20 presents the comprehensive strategic plan.

It is possible to see that there are three transversal pillars that will support the whole plan and will guide the organization through the right way: these are the vision, mission and the values and code of ethics. After this, it is necessary to consider the organizational interest, which are aligned with the three pillars and sum up what the organization wants and needs to do.

The second level of the strategic plan includes the long-term objectives. There are five of them and they all seek to change the organization and put it in a better position in the future. These objectives are clear, concise and work on a similar time frame, bordering the two years. The long-term objectives have each one a set of short-term objectives that are as well clear and that have a determined time horizon. The 12 short-term objectives are the steps and that Fútbol Más Perú needs to do in order to get to the long-term objectives that are in turn needed to fulfil the stated vision.

Considering all relevant perspectives, six strategies have been designed to deal as Fútbol Más Perú's path to success. These strategies are stated in a short and precise manner, but sum up all the analysis presented in this document.

Table 20
Comprehensive Strategic Plan Chart

MISSION: To promote the development of resilience in girls, boys and teenagers that live in socially vulnerable contexts, giving them the opportunity to realize their personal potential in benefit of their wellbeing and well communities, as well as allowing the creation of a positive local reality in the locations where our organization works. This commitment towards positive local environments and improvement of children's life quality engage local program beneficiaries and the local employees, improving their social awareness, sharing the experiences outside the organization. This will in turn be reflected in increased social awareness in the region, putting on Más unique working proposal and activities.

VISION: To be known by 2019 as an organization capable of guiding children in underdeveloped neighborhoods in Lima and provinces to endure the difficulties in their lives. To be well established in the local environment in order to not depend from any organization or person, as well as to extend the impact of the Fútbol Más Perú Philosophy to different layers in the Peruvian society.

		Long Term Objectives				Cardinal Principles: 1. Influence of third parties: Government, Regulators, Sponsors, Professional Fútbol Más Chile 2. Present and past ties: Director's relation with Fútbol Más Chile, current "barrios" 3. Counterbalance of interests: associations with other non-profit organizations with different goals. 4. Conservation of enemies: adapted approach; FMP should seek for collaboration instead with competitors.	Values: 1. Respect 2. Joy 3. Responsibility 4. Teamwork 5. Creativity
		LTO1	LTO2	LTO3	LTO4		
Organizational Interests: 1. Raise Funds 2. Increase Brand Awareness 3. Be Self-dependent Organization 4. Increase operations and presence in Peru 5. Human cause. Better future for Peruvian children and contribute with socially responsible society		Raise a total of 120 000 USD on funds by 2019 to have FMP presence in four "barrios".	By 2019, have knowledge and operational know-how within the organization not dependent from HR.	By 2019, increase brand awareness by closing a minimum of eight sponsorship agreements.	By 2019, increase project's scope by collaborating with at least two schools in Lima.		
STRATEGIES	1 Intensive. Market Penetration: Usage of communication platforms to share the quality and care of the service with organizations willing to support.	X	X	X		POLICIES 1. Need to transform short-term orientation in long-term orientation. 2. To avoid resistance to change. 3. To become proactive and stop being reactive. Following its new long-term orientation and hence preparing in advance for new challenges. 4. Quality of the service. Remain loyal to its service vocation to generate happiness and resilience in the children they help	<ul style="list-style-type: none"> • Promote freedom of expression and opinion. All the people in the organization are free to express their thoughts and opinions while not affecting the organizational value good customs. • Achieve and maintain efficient use of material and financial, measured, quantified and verified to ensure the rational use of these resources. • Promote relations with the residents of the barrios, based on mutual trust, transparency, honesty and open communication. • Promote personal and professional development of the staff, providing equal opportunities for all, according to their skills, abilities and results. • Property of the organization: Staff given access to any property of the organization should ensure that it is properly used for the purpose of conducting the organization's resource for children and society, for the organization's mission and vision, but not for the organization itself. • Trust and transparency are important regarding the management of the association and the employees as well as the relationship between the association and the customer. • Gambling: Staff given access to any property of the organization should ensure that it is properly used for the purpose of conducting the organization's business framework. • Conflict of Interest: A conflict of interest situation arises when the "private interests" of the staff compete or conflict with the interests of the organization. • Transparent accountability on the management of the budget and the costs incurred by the association. It is mandatory to treat the money received -via donations or sale-
	2 Intensive. Market Penetration: Approach by investing HR time to exploit the free benefits of social media and internet platforms to gain exposure and brand awareness.	X	X	X	X		
	3 Intensive. Market Development: Approach the identified interested suppliers with CSR concern, to invite them to participate in the project.	X			X		
	4 Intensive. Market Penetration: Use the value of the product to attract new sponsors.	X		X	X		
	5 Defensive. Retrenchment: Increase control in the project by identifying unnecessary expenses and time to look for saving opportunities.		X				
	6 Strategic Alliance. Develop increased cooperation with the "barrios" to overcome lack of social policies, gain presence and be immune to governmental corruption.	X		X	X		
CONTROL PANEL		RESOURCES		ORGANIZATIONAL STRUCTURE		OPERATIONAL PLANS	
PERSPECTIVES: INTERNAL LEARNING STO8. Indicator: Procedures mapped. STO6. Indicator: Activities mapped. STO4. Indicator: Leader Candidates per "barrio" PROCESS STO7. Indicator: Time expended in operations in the barrio for the director. STO1. Indicator: Social Media accounts. STO3. Indicator: Sales structure.		STO 1 Have accounts in three social networks by 4T 2015.	STO 6 Have organization's activities classified with respectively responsible key employee in charge by 1T 2016.	STO 1 Have accounts in three social networks by 4T 2015.	STO 11 Begin negotiations with 15 private schools by 4T 2017.	PERSPECTIVES: CLIENTS STO12. Indicator: Plan of contacts and agreements with schools STO11. Indicator: Meetings with each school. STO9. Indicator: Sponsors. STO10. Indicator: Media exposure. STO2. Indicator: Potential companies identified. FINANCIAL STO3. Indicator: USD dollars STO5. Indicator: USD dollars	
		STO 2 Identify 20 private organizations interested in investing in CSR by 1T of 2016.	STO 7 Reduce by 50% the director's visits to the "barrios" by 3T 2017.	STO 9 Close five sponsorship agreements by 4T 2017.	STO 12 Receive ten visits from private schools to the "barrios" by 2T 2018.		
		STO 3 Raies funds of 48 000 USD to sustain operations in the two current "barrios" by 1T of 2017.	STO 8 Elaborate document with administrative and operational procedures by 1T 2018.	STO 10 Appear in a minimum of two TV shows to present the service and the independent "barrios" by 4T 2018.			
		STO 4 Have two local leaders ready to take over the project in the current "barrios" by 4T 2017.					
		STO 5 Raise funds of 24 000 USD to have total of three "barrios" with FMP presence by 4T 2018.					

9.2. Concluding Remarks

This work has focused on analyzing Fútbol Más Perú association. Its youth and size combined posed a challenging process to the application of organizational analysis and the development of the strategic plan. However, it was possible to deepen in the organization's analysis and therefore develop a set of strategies and recommendations, considering Fútbol Más Perú's values, mission, vision, capabilities and resources. The limitations and scope of this project is closely related to the information provided by the organization and to the knowledge of the consulting team. Resulting from the analysis, these are the concluding remarks in relation to Fútbol Más Perú:

Fútbol Más Perú is an association newly established in Lima. Due to its youth it lacks recognition in the environment despite of being part of the Chilean NGO Fútbol Más. Fútbol Más Perú utilizes soccer as the tool to attract children's and family interest. Its core work is, however, done in initiatives and activities that foster positive values and happiness in children. Despite its unique proposal, the organization has still not managed to attract private sponsors in Lima due to a lack of strategic approach to sales and marketing. Unlike Chile, Peruvian law does not offer strong tax benefits to companies supporting social initiatives. The organization needs to adapt to the local environment, understanding that the Chilean case of success will need adaptations in Peru.

Fútbol Más Perú needs as well to adapt its mission and vision to the organization's own needs and objectives –related to Peru-. This will deal as goal to know where it is going. The environment is unstable due to political factors. Combined with lack of social policies, this can be an important obstacle to overcome. However, the quality of service, unique proposition and financial stability for the next two years should deal as tools and foundation to outstrip the difficulties and exploit the given opportunities. The main advantage is that FMP core value proposition –the service to the children- is also its main strength. Setting a

clear strategy and aiming to specific private organizations should be supported by environmental opportunities –economic stability, controlled inflation, among others- towards FMP’s objectives.

The main weaknesses that the internal analysis reflected were the administrative procedures and the limited human resources. Setting up clear strategies, objectives and procedures will allow making administration and management more effective. A restructuration in the organization is necessary to better divide tasks. It is suggested to hire a person in charge of marketing activities within the next two to three years.

Fútbol Más Perú needs to exploit all resources available. Social networks offer a strong free of charge platform that is widely expand in the country. Designing a clear strategy for each network –Facebook, Twitter, LinkedIn- will allow benefiting from each one of them in different manners, having a combined positive effect. It is not needed to have a highly specialized employee for this task

The IFEM and EFEM showed that FMP scored below the average and the minimum acceptable result. This indicates that the organization is not coping well with external factors and has room for improvement to better approach the internal key factors for success. These matrixes support the qualitative analysis. Resulting from this external and internal analysis there are six strategies that are suggested to the organization. These aim to change the organizational weaknesses into positive aspects –such as the limited human resources-, deploy capabilities to achieve organizations interests –marketing strategies-, identify potential sponsors with more willingness to cooperate, transfer service value to the sponsors and in general add value to FMP to increase its bargaining power and brand awareness.

Fútbol Más Perú has benefited from its past ties. The methodology used is the outcome of implementation and changes made since the creation of Fútbol Más in 2008 in Chile. It also benefited financially, as it received funds from the Colunga foundation due to the Fútbol

Más name prior to start operations in Lima. This past ties also impact the operations in Lima, by having this a sole reference to evaluate the local success. However, the organization needs to implement a strategy without referring solely to Fútbol Más Chile. The lack of strategy is one of its biggest weakness and the main key to success. The direction should understand that despite of having funds for two years, these are already committed and further expansion and improvement in the environment needs more support. It is needed to establish a sense of urgency to change.

The administrative tasks should be redistributed to reduce the director's workload. This would allow him to be more effective and invest more time in relevant aspects, such as developing a marketing strategy. On the other hand, the implementation of new strategies will potentially face resistant to change due to the director's closeness to Fútbol Más Chile. It is important for him to realize that the Peruvian environment is different and that Fútbol Más Perú is a new organization.

The four long-term objectives determined conciliate mission, vision, values and interests and should deal as milestones for the organizational success. They are quantifiable and in a defined time horizon to allow control. The 12 short-term objectives are the smaller goals that will lead to the accomplishment of the long-term objectives. These short-term objectives are quantifiable and should be measure to have the opportunity to timely make changes and corrections to the strategies.

Brand awareness is the added value that Fútbol Más Perú should look for to become more attractive for potential sponsors. The service FMP provides to the children and society is unique. However, to private organizations the key is the added value they will obtain. This research concludes that the added value should be the positive brand image collaboration with Fútbol Más Perú offers, once FMP brand is well-known. It is mandatory not to forget that the strategic process is alive. This means that changes will always be made, adjusting the

strategies to the need and changes in the environments. The key is to maintain a clear north and exploit opportunities.

9.3. Final Recommendations

- Implement this plan. The analysis in this document has shown the situation of Fútbol Más Perú and has tailor-made a strategic plan to overcome the challenges the organization is facing.
- Adopt new strategies. Fútbol Más Perú has been working with short-term view. This day presents the opportunity to change and operate in a more structured manner. It may not be seen as needed now, but the goal of strategic planning is to prepare in advance.
- Fútbol Más Perú should exploit the cost free tool available in everyday life. Social networks are a powerful tool to gain exposure and brand awareness. There are other options that the organizations must explore.
- The direction should rethink the allocation of resources. Committing all funds to the operations of two “barrios” is altruistic, but perhaps saving some amount to invest in capable human resources or marketing would pay off more in the long run.
- The organization must research on which companies have strong CSR programs or are very interested. Although having personal contacts is easier, these will not always be there and the amount is very limited. Researching on companies would make it possible to direct efforts to more reachable targets.
- How to sell the product is a key aspect the FMP has to define. It is necessary to define what to offer, how and tailor-made it to each one of the potential sponsors.
- The organization has to do the required internal changes before developing external strategies. The structure needs to change for the strategies to work.
- Identify companies that could easily sponsor the project. Universities like San Martín the Porres or César Vallejo, for instance, are companies and universities and have soccer

teams. They already have social initiatives, but approaching such entities increase the possibility of success in gaining sponsors. It is necessary to define and segment the types of companies to approach, and develop separate strategies on how to approach each one of these.

- Change will be hard. The director must prepare for this and decide in advance whether he is willing to deal with the difficulties or not. If he is not sure or does not believe in the need to change, trying to implement new strategies will be a waste of resources.
- Integral revision of strategic plan after the first two years of deployment. It could be necessary to redesign a new strategic plan and / or set up new long-term objectives for five more years.

9.4. Future of the Organization

The future of the FMP depends on how successful they will be in raising awareness and funds for their operation in Peru. As mentioned in the recommendation section, the organization should make an integral revision of its strategic plan in the 2017. Then it should periodically revise its objectives and whether it is achieving them.

Since CSR is hardly present in the corporate world in the country, there is limited funding to be found using such a source. Networking, having presence in social media and creating brand awareness is the key to make the organisation known in Peru. In this case it will be important to periodically control how much exposure the organizations is gaining in the media. The increase of contacts or followers in networks such as LinkedIn or Twitter will be the key criterion to control and measure the development of the brand in the online world

The fact that Fútbol Más has existed in other Latin American countries should be used as leverage to raise funds in Peru. Being able to document proven performance with success stories from Chile, Bolivia, Haiti and the two “barrios” operated in Lima is very important as it has been shown on the Fútbol Más web-page under the research impact category. It is

important, however, to also show the local development of the project. A key indicator could be the amount of independent and sustainable “barrios” or an index measuring happiness in the children. This will be a way to control the local impact of the projects, as well as to show sponsors how successfully it is impacting society.

The upcoming Peruvian presidential elections in 2016 can bring instability and uncertainty for companies and NGO’s. This may be a difficult obstacle to overcome. Although not controllable, it will be also necessary to follow the country’s development in terms of GDP and poverty rate. These two indicators will show how much money is there in the country to invest, and also how much has the organization’s game field increased or reduced. Yet, as the organization’s size and scope of the project will be incomparable, this will only deal as considerations but no as determinants of the future.

The long future presents opportunities, too. The Pan-American games in Lima 2019 will be an opportunity. If Fútbol Más Perú manages to develop consistently until date point of time, it could aim to make strategic alliances with the game’s organizations or with related entities. Following examples such as the one of Fútbol Más Chile and the American Cup in 2015, FMP could rocket its presence in the local environment by utilizing this games as marketing, showing its achievements until that moment.

Depending on how good they are at creating attention and brand awareness for their cause FMP should be able to reach their long-term objectives. Once FMP is known and well established in Peru, it will gradually become easier to attract sponsors and their popularity will be their bargaining power.

References

- Almazan, M., & Frydrych, J. (2015). *Mobile Money for the Unbanked*. Retrieved from Groupe Speciale Mobile (GSM):
<http://www.gsma.com/mobilefordevelopment/mobile-financial-services-in-lac>
- Banco Central de Reserva del Perú. (2015). *Reporte de inflación*. Retrieved from Banco Central de Reserva del Perú: <http://www.bcrp.gob.pe/publicaciones/reportes-de-inflacion>
- Banco Central de Reserva del Perú. (2013). *Annual Report 2013*. Retrieved from Central Reserve Bank of Peru: <http://www.bcrp.gob.pe/publicaciones/annual-report/annual-report-2013>
- Barros, R. (2015, July 14th). Interview by G. Pitta [no record].
- Central Intelligence Agency (2015). Peru. *The World Fact book*. Retrieved from <https://www.cia.gov/library/publications/the-world-factbook/geos/pe.html>
- Centre for excellence in CSR (2015). Peru. *Centre for excellence in CSR*. Retrieved from <http://www.cim.org/en/CIMSubSites/CenterForExcellence/Country-profiles/Peru/Peru-overview.aspx>
- Compagnie Française d'Assurance pour le Commerce Extérieur [COFACE]. (2015). *Economic Studies Peru*. Retrieved from Coface: for safer trade:
<http://www.coface.com/Economic-Studies-and-Country-Risks/Peru>
- Consensus Economics. (2015). *Peru Economic Forecasts*. Retrieved from Consensus Economics: http://www.consensuseconomics.com/Peru_Economic_Forecasts.htm

Cummings, T. (2008). Handbook of Organization Development. In T. Cummings, Handbook of Organization Development. London: Sage.

David, Fred R. (1999). *Strategic Management: Concepts* (7th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc., p. 191.

El Comercio. (2015). *Politica*. Retrieved from El Comercio:

<http://elcomercio.pe/politica/elecciones/elecciones-2016-candidatos-que-son-seran-y-suenan-noticia-1809625>

El Comercio. (2015). *Portafolio*. Retrieved from El Comercio:

<http://elcomercio.pe/economia/peru/analisis-sobre-responsabilidad-social-corporativa-peru-noticia-1786795>

European Commission. (2013). *International Cooperation and Development*. Retrieved from

European Commission: http://ec.europa.eu/europeaid/node/13494_en

Franco, R. (2015, March 19). *People*. Retrieved from Peru This Week:

<http://www.peruthisweek.com/the-break-2016-general-elections-105594>

Fútbol Más. (2014). *What is Fútbol Más*. Retrieved from Fútbol Más:

<http://www.futbolmas.org/en/what-is-futbol-mas/>

Gestión (2015). *Ollanta Humala: últimas noticias*. Gestión. Retrieved from Gestión:

<http://gestion.pe/noticias-de-ollanta-humala-90>

Halftova, P. (2014). An Application of the Boston Matrix within Financial Analysis of NGOs. *Procedia: Social and Behavioral Sciences*.

Hartmann, F. (1978). *The Relations of Nations*. Macmillan Publishing Co.

Hyland, J. (2014). *Disrupt Latin America*. Retrieved from Americas Quarterly:

<http://www.americasquarterly.org/content/disrupt-latin-america>

Instituto Nacional de Estadística e Informática [INEI]. (2008). *Situation of children in Peru*.

Lima: UNICEF.

Internet World Stats. (2015). *America Stats*. Retrieved from Internet World Stats:

<http://www.internetworldstats.com/stats10.htm>

Los Pioneros. (2014). *Nosotros*. Retrieved from Los Pioneros:

<http://lospioneroscallao.org/nosotros/>

Medina, J. (2014). *Peru's Business & Investment Guide 2014 / 2015*. Lima : Ernst & Young.

PriceWaterhouseCoopers. (2013). *Mining Industry: Doing business in Peru*.

PriceWaterhouseCoopers.

Slum Soccer. (2015). *About us*. Retrieved from Slum Soccer:

<http://www.slumsoccer.org/aboutUs.php?cont=3>

Streetfootballworld. (2015). *Asociación Civil Los Pioneros*. Retrieved from

Streetfootballworld: <http://www.streetfootballworld.org/network-member/asociaci%C3%B3n-civil-los-pioneros>

Streetfootballworld. (2015). *Our Purpose*. Retrieved from Streetfootballworld:

<http://www.streetfootballworld.org/who-we-are/our-purpose>

Techo. (n.d.). *Peru*. Retrieved from Techo: <http://www.techo.org/paises/peru/>

The Economist. (2014). *The "yes, but" syndrome*. Retrieved from The Economist:

<http://www.economist.com/blogs/americasview/2014/01/poverty-latin-america?AID=11555526&PID=0&SID=412831M1M150731010747VTY>

The World Bank. (2015). *Overview*. Retrieved from The World Bank:

<http://www.worldbank.org/en/country/peru/overview>

Trading Economics. (2015). *Peru: Economic Indicators*. Retrieved from Trading Economics:

<http://www.tradingeconomics.com/peru/indicators>

Trading Economics. (2015). *Peruvian Nuevo Sol*. Retrieved from Trading Economics:

<http://www.tradingeconomics.com/peru/currency>

Unicef. (2015). *Copa America 2015*. Retrieved from Unicef:

http://www.unicef.org/lac/media_30027.htm



Appendix A Fútbol Más Broucher.



Fútbol Más designs and implements social-sports activities for girls, boys and teenagers in schools or multipurpose courts located in the hearts of the slums. The work carried out by the Fútbol Más' instructors has as its objective the promotion of resilience, generating a protective space for the child, where skills, attitudes and knowledge can be developed and enhanced through sports. In this way, boys and girls have the chance to develop their potential in an integrated approach, with the participation of their families, communities and Fútbol Más.

Fútbol Más takes on the challenge of working for a happier childhood, protected from risks such as violence, family dysfunction and the absence of community social capital.

In this quest for generating educational program in non-formal teaching environment, Fútbol Más has developed sports fields in slums, not only to transfer life skills to girls, boys and teenagers, but also to work with their families and communities.

Retrieved from Fútbol Más Website (2015).