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Strategic Plan for YUNTA

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Resumen Ejecutivo

Yunta es una organización no lucrativa que se desarrolla en el ámbito de educación, específicamente en el desempeño socio-emocional de niños y adolescentes en situaciones vulnerables. Yunta surge como iniciativa de sus fundadores en Arequipa, quienes se percataron que la educación no es solo adquisición de conocimiento, sino requiere una sólida base psicológica para el correcto desarrollo de los menores. El principal objetivo del programa que Yunta desarrolla es el desarrollo de auto-estima y el desarrollo del sentido de la posibilidad.

El presente trabajo propone el desarrollo del Plan Estratégico de Yunta, el cual se sostiene en los lineamientos definidos por el profesor Fernando D'Alessio Ipinza, director general de CENTRUM Católica. Como resultado de un seguimiento estricto de esta metodología, se determinó que el compromiso y trabajo de todos los que forman parte de Yunta, resulta en un requisito indispensable para la mejora de la organización.

El plan sugiere la implementación de siete estrategias que permitirán que al 2020 Yunta sea reconocida como una organización sostenible que crea agentes de cambio en la sociedad peruana. Estas estrategias incluyen: (a) desarrollo de mercado para incrementar el número de patrocinadores, (b) desarrollo de productos a través de alianzas estratégicas con universidades que permita atraer alumnos extranjeros y profesionales que deseen aportar a la organización, (c) rightsizing a fin de incrementar el número de personas trabajando en el área administrativa de Yunta, (d) interna – calidad total a fin de promover una cultura de transparencia y análisis cuantitativo, (e) diversificación concéntrica a fin de crear nuevos programas innovadores para diferentes mercados, (f) penetración de mercado a través de alianzas estratégicas con agencias de publicidad que incrementen la exposición de la marca Yunta, y (g) interna – cultura a fin de promover una cultura interna de innovación y desarrollo de R&D a través de alianzas estratégicas con organizaciones internacionales.

Abstract

Yunta is a non-profit organization in the education sector, specifically concerning in the socio-emotional achievements of children and teenagers in vulnerable situations. Yunta is the result of the initiative of its founders in Arequipa, who realized that not only getting knowledge is important, but having solid psychological support for the well-being of the minors. The principle objective of Yunta is the socio-emotional development and the increase in the sense of possibility.

This project propose the elaboration of a Strategic Plan for Yunta, based on the guidelines defined by professor Fernando D'Alessio Ipinza, general director of CENTRUM Católica. As a result of the application of this methodology, it was determined that the commitment and work of all the members of Yunta, is an indispensable requirement to the improvement of the organization.

The plan suggests seven strategies to enable Yunta to be recognized by 2020 as a sustainable organization that empowers children that become agents of change in Peruvian society. These strategies include : (a) market development to amplify the scope of sponsors, (b) product development to develop a strategic alliance with universities in Perú to attract college students and professionals that are interested in volunteering, (c) rightsizing to increase the number of staff member supporting the administrative areas in Yunta, (d) internal - total quality to promote an internal culture of transparency and quantitative analysis, (e) concentric diversification to develop a strategic alliance with international organizations in order to create new innovative programs, (f) market penetration to develop a strategic alliance with a publicity agency to create brand awareness, and (g) internal - culture to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.

Table of contents

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
2.1. Background.....	4
2.2. Vision.....	5
2.3. Mission.....	6
2.4. Values.....	6
2.5. Code of Ethics.....	8
2.6. Conclusions.....	9
Chapter III: External Evaluation.....	11
3.1. Environmental analysis PESTE.....	11
3.1.1. Political, governmental, and legal forces (P).....	11
3.1.2. Economic and financial forces (E).....	15
3.1.3. Social, cultural and demographic forces (S).....	21
3.1.4. Technological and scientific forces (T).....	24
3.1.5. Ecological and environmental forces (E).....	25
3.2. External Factor Evaluation Matrix (EFEM).....	26
3.3. The Organization and its Competitors.....	27
3.3.1. Bargaining power of suppliers.....	27

3.3.2. Bargaining power of buyers	29
3.3.3. Threat of Substitutes	30
3.3.4. Threat of New Entrants.....	30
3.3.5. Competitive rivalry.....	31
3.4. The Organization and its Referents	33
3.5. Competitive Profile Matrix (CPM) and Reference Profile Matrix (RPM)	34
3.6. Conclusions.....	37
Chapter IV: Internal Evaluation.....	40
4.1. Internal Analysis AMOFHIT	40
4.1.1. Administration and management (A)	40
4.1.2. Marketing and sales (M).....	42
4.1.3. Operations and logistics. Infrastructure (O)	44
4.1.4. Finance and accounting (F)	45
4.1.5. Human resources (H).....	46
4.1.6. Information and communication systems (I).....	47
4.1.7. Technology and research and development (T)	47
4.2. Internal Factors Evaluation Matrix (IFEM)	48
4.3. Conclusions	49
Chapter V: Interests of the Organization and long-term objectives.....	52
5.1. Interests of the Organization	52
5.2. Potential of the Organization	53

5.3.	Cardinal Principles of the Organization	55
5.4.	Organizational Interests Matrix (OIM)	56
5.5.	Long-term objectives.....	57
5.6.	Conclusions	61
Chapter VI: The Strategic Process		63
6.1.	Strengths, Weaknesses, Opportunities and Threats Matrix (SWOTM)	63
6.2.	Strategic Position and Action Evaluation Matrix (SPACEM)	65
6.3.	Boston Consulting Group Matrix (BCGM)	69
6.4.	Internal-External Matrix (IEM).....	71
6.5.	Grand Strategy Matrix (GSM)	72
6.6.	Strategic Decision Matrix (SDM)	74
6.7.	Quantitative Strategic Planning Matrix (QSPM)	74
6.8.	Rumelt's Matrix (RM)	77
6.9.	Ethical Matrix (EM).....	77
6.10.	Retained and Contingency Strategies.....	77
6.11.	Long-term Strategies vs. Objectives Matrix	80
6.12.	Competitive Possibilities Matrix	80
6.13.	Conclusions	84
Chapter VII: Strategic Implementation		86
7.1.	Short-term Objectives	86
7.2.	Resources allocated to short-term objectives	90

7.3.	Policies for each Strategy.....	90
7.4.	Organizational Structure	90
7.5.	Environment, Ecology, and Social Responsibility.....	93
7.6.	Human Resources and Motivation	93
7.7.	Change Management.....	94
7.8.	Conclusions.....	94
Chapter VIII: Strategic Evaluation		97
8.1.	Control Perspectives.....	97
8.1.1.	Internal learning.....	97
8.1.2.	Processes.....	97
8.1.3.	Clients.....	98
8.1.4.	Financial	98
8.2.	Balanced Scorecard	99
8.3.	Conclusions.....	99
Chapter IX: Conclusions and Recommendations.....		102
9.1.	Comprehensive Strategic Plan	102
9.2.	Concluding Remarks	103
9.3.	Final Recommendations.....	107
9.4.	Future of Yunta	108
References.....		111
Appendix.....		114

List of Tables

Table 1.	<i>External Factors Evaluation Matrix</i>	28
Table 2.	<i>Competitive Profile Matrix</i>	39
Table 3.	<i>Reference Profile Matrix</i>	36
Table 4.	<i>Internal Factors Evaluation Matrix</i>	49
Table 5.	<i>Organizational Interest Matrix</i>	57
Table 6.	<i>Strengths, Weaknesses, Opportunities and Threats Matrix</i>	64
Table 7.	<i>Financial Strength</i>	67
Table 8.	<i>Competitive advantage</i>	67
Table 9.	<i>Industry Attractiveness</i>	67
Table 10.	<i>Environmental Stability</i>	68
Table 11.	<i>Strategic Decision Matrix</i>	75
Table 12.	<i>Quantitative strategic planning matrix</i>	76
Table 13.	<i>Rumelt's Matrix</i>	78
Table 14.	<i>Ethical Matrix</i>	79
Table 15.	<i>Retained and contingency strategies</i>	81
Table 16.	<i>Long-term strategies vs. objectives matrix</i>	82
Table 17.	<i>Competitive Possibilities Matrix</i>	83
Table 18.	<i>Allocation of Resources</i>	92

Table 19. *Policies for each strategy*..... 95

Table 20. *Balance Scorecard*..... 101

Table 21. *Comprehensive Strategic Plan*..... 110



List of Figures

<i>Figure 0.</i>	Sequential model of the strategic process.....	ix
<i>Figure 1.</i>	Confidence to invest.....	12
<i>Figure 2.</i>	Ease for Paying Taxes.....	14
<i>Figure 3.</i>	Growth of Gross World Product and Global Trade since 2002.....	16
<i>Figure 4.</i>	Gross Domestic Product 2008-2017.....	19
<i>Figure 5.</i>	Private Investment 2008-2017.....	19
<i>Figure 6.</i>	Investment projects for 2015-2017.....	20
<i>Figure 7.</i>	Ranking of Doing Business	20
<i>Figure 8.</i>	Five Forces of Porter.....	35
<i>Figure 9.</i>	Yunta Brand.....	43
<i>Figure 10.</i>	Strategic position and action evaluation matrix.....	68
<i>Figure 11.</i>	Boston Consulting Group Matrix.....	70
<i>Figure 12.</i>	Internal External Matrix.....	73
<i>Figure 13.</i>	Grand Strategy Matrix.....	73

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.

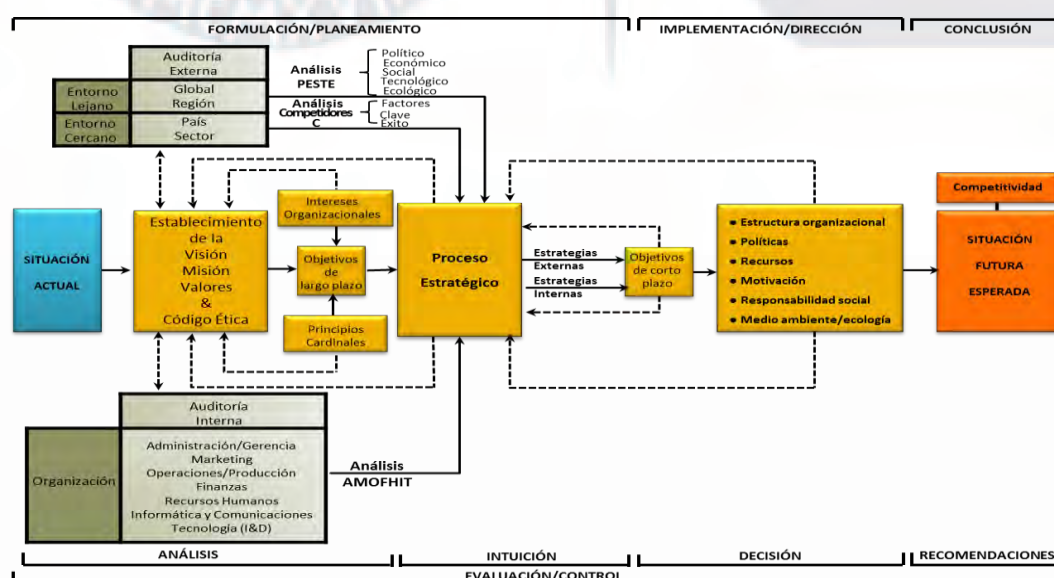


Figure 0. Sequential model of the strategic process.

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.

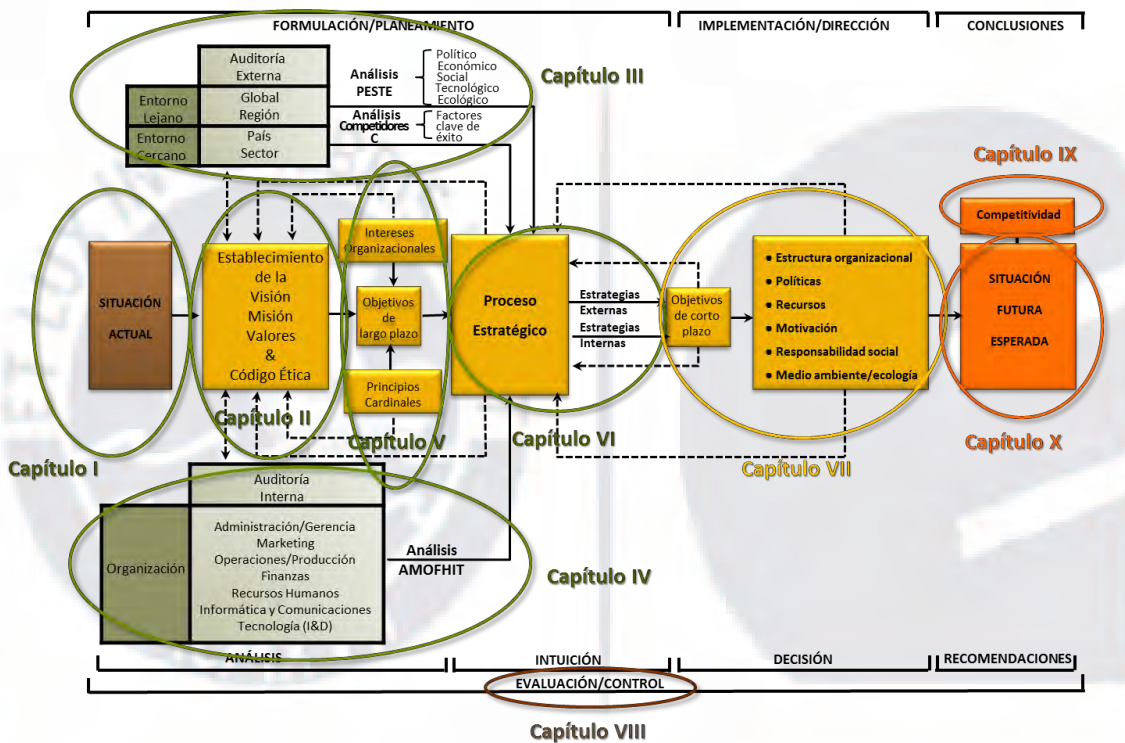
After formulating a strategic plan that allows accomplishing the future projection of the organization, the identified strategic guidelines are implemented. The strategic implementation basically consists on translating the strategic plans into actions and, subsequently, into results. It is worth to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

Chapter I: General Situation of the Organization

1.1. General Situation

Yunta is a Peruvian youth mentoring organization where students and professionals, who also can be psychologists or educators, volunteer to mentor children between the ages of 8 to 15 years. It is a unique non-profit organization founded and headquartered in Arequipa. Yunta's geographical scope includes five Peruvian cities, among which Lima and Arequipa are the two major ones. Yunta started in 2013 in Arequipa, 2015 is the third year of operations, and it has expanded its programs to Lima which have been ongoing for two years up to the date of 2015.

Yunta is a fairly small organization, consisting of three committed founders, one full time hired Executive Director, and a variable number of staff members that are non-paid volunteers. Formerly, there were five founders, but after 2013 two of them retired because of personal projects. The number of volunteers supporting the administrative area of Yunta are approximately ten members. The executive director had also been a volunteer in the project as a mentor.

Yunta has two major programs. First and most important is the mentoring program which is designed to improve self-esteem, abilities and sense of probability within the targeted scope of children and youth. This program is based in a one-on-one relationship between the mentor and the mentee. The second program is Cancer Foundation, this program is special because it is new and it is only developing in Lima. In addition the structure of the Cancer Foundation program is different than the mentoring program, because of the delicate situation of the beneficiaries. The strategic plan will be focusing mainly on the mentoring program.

Education in Peru according to research since 1996 has not been well developed or of high quality, because of several reasons ranging from income, to health, and government as

this has affected children and their willingness to commit to education (Clark, 2015). As a result Yunta has created the mentoring program to reinforce the children's strength and sense of possibility in the society.

The mentoring program proposed by Yunta is a unique methodology adopted from their associates in the US "Youth Mentoring Connection Organization". The methodology uses mentoring as a way to connect children with young adults through a five step process. The five steps of the methodology process are: *I know myself, I accept myself, I love myself, I want, and I act*. This program brings out two important factors that benefit both mentors and mentees reinforcing self-esteem developing a sense of possibilities and leadership. The programs length extends for nine months, having sessions two Saturdays per month. This program also involves the parents of the mentees, as they define their structure and what will their children be exposed to and how; as some parents join to support the cause and the children to later continue the same methodology used with their kids after the program ends.

The candidates of mentors are basically volunteers who can either be students or professionals in the field of psychology or education. Most of the children attending the mentoring program come from families with lower income compared to most Peruvian families. In addition, there is a high possibility that these families are affected by violence.

There are not a lot of opportunities given by the government for the mental development of children. Under this circumstance and a preadolescent age, children affected by poverty and violence from their families are vulnerable and very likely to lose confidence. As an attempt to change this situation and to support these children, Yunta was established.

The main concern for Yunta is the difficulty for obtaining funds. The urgent issues according to the analysis done, Yunta has a vague strategy and a loose managerial structure. The strategic plan will help Yunta build a strong strategy and work out ways to achieve clear and accountable financial management.

1.2. Conclusions

Yunta is a unique Peruvian program targeted on children and teenagers with socio-emotional deficiencies. The main objective of the project is to improve their self-esteem and increasing their sense of possibility by providing a mentoring program. Although, Yunta is a relatively new organization, the main concerns of the project are related to financial sustainability. Another concern is the development of R&D to maintain updated the mentoring methodology which is one of the main assets of the organization. Another problem that Yunta has is the internal management and the organization, this non-profit organization wants to expand to another cities in Peru, in order to accomplish that it is important to develop the right internal tools. Consequently, it is important to develop a strategic plan with a vision for 2020 to implement the results effectively.

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

2.1. Background

Yunta plays an essential role in the youth mentoring organization in Peru, which has been dedicating its efforts to develop their mentoring projects for many years. Mentorship is an empowering learning process that delivers encouragement and assistance to individuals in need (Holloway, 2001). Yunta targets the ages of children ranging from 8 to 15, who often have psychological problems with impoverished family backgrounds. In terms of short term objectives, Yunta wants to increase brand recognition in the country to bring more social attention to the activities what Yunta is providing for the society in Peru. In the long-run, Yunta is considering to expand the number of projects annually in a sustainable and professional manner.

Basically, Yunta is facing many challenges that could prevent them from achieving their objectives if they cannot manage to remove those barriers. For instance, the organization internally needs to have transparent and consistent structures at all levels to define the roles and responsibilities for all staff members in different functional teams, which could facilitate the work and communication more efficiency throughout the organization. Besides maintaining the competitive advantages for external environment, a detailed strategic plan would enlarge the opportunities of Yunta's organization to find financial and non-financial support from reliable sponsors in the long term.

In order to maintain the mentorship's core value and Yunta's core competency, it is necessary for Yunta to develop a specific strategic plan which ensures the accomplishment of their short term and long term objectives. The strategic plan proposed will help the organization to clarify its mission and vision so as to provide a clear blueprint that is able to guide every employee to commit to and to visualize a common goal. Furthermore, it could make the organization more proactive rather than reactive when external environment

negatively influences the organization (Barry, 1997). All in all, since the organization has been grown for several years, setting a strategic plan in place would provide a clear idea for Yunta on how to sustainably develop by being more focused on social values that they have been consistently brought about.

2.2. Vision

According to D'Alessio (2014), the concept of vision answers to the question of what an organization wants to be, this statement will be the compass for the strategic process. It has nine elements: have a central ideology that motivates change; project the organization into the future; be clear, simple and comprehensible; be ambitious and realistic; define a time horizon; project a geographical scope; be known by everyone in the organization; create a sense of urgency and develop a clear idea of the aspirations for the organization.

The current vision of Yunta is that the children and youth impacted by Yunta become agents of change in society. The ideology of this vision is to create agents of change in society, this idea is clear, simple and understandable. Although, this vision projects the organization into the future, it does not determinate a scope of time. In addition, this is a Peruvian organization, with a geographical scope in five regions including Lima, Arequipa, Ica, Moquegua and Puno; nevertheless, this scope is not indicated in the vision statement.

Furthermore, regarding the current situation of education and childhood in Peru, the vision is ambitious and transmits a sense of urgency. We introduced in the vision a geographical scope and a timeline. It is important to mention that within the organization, there is a mystic with this vision of creating agents of change in Peruvian society, so it is important to maintain it what became a motto. That being said, the vision statement would change to be as follows: in 2020, Yunta will be recognized as a sustainable organization that empowers children that become agents of change in Peruvian society.

2.3. Mission

According to D'Alessio (2014), the concept of mission answers to the question of what our business is, this statement will be the driver for the strategic process. The mission has three main components: the personality and beliefs of a leader, the values of the organization and the organizational climate. In addition, the mission has nine elements: define the clients, define the product, market, technology, organizational goals, organizational philosophy, self-concept of the organization, concern about the public image and concern about the employees. In order to analyze Yunta's mission, it is important to realize that it is a non-profit organization.

The current mission of Yunta is as follows: to be a non-profit civil society that contributes to vulnerable children to strengthen their self-esteem, enhance their skills and develop their sense of possibility through a mentoring program from young-to-child over a period of 9 months.

In this particular case, the clients and employees would be the vulnerable children impacted and the volunteer staff. Their product is the mentoring process which is according to the organization, their main asset. The market is Peru and this is already indicated in the vision. The concept of the organization, values and perception are clear because it is explained that Yunta contributes with society by supporting vulnerable children with a unique methodology. Nevertheless, in order to differentiate itself, the methodology should be highlighted. The mission statement would be as follows: through a mentoring program from young adults-to-children, Yunta contributes with vulnerable children to strengthen their self-esteem, enhance their skills and develop their sense of possibility.

2.4. Values

According to D'Alessio (2008), the values of an organization constitutes the acting pattern that guides the decision making process within an organization. These values are

essential for setting goals and purposes, producing politics and defining strategic intentions. In addition, values have a framework legality and ethical principles. That being said, there are four core values that the organization has as directives of their overall operations. Yunta strongly believes in the continuous pursuit of excellence and coherence in their daily activities, which guides and leads Yunta to add social value by providing a service to children and youth in risky environments. These core values are:

- To do things with your heart. The reason why they keep these value is that they want every employee to be passionate about what they are doing and be aware that they have done could make a big change in the society. In addition, it is important that mentors and staff understand the transcendental of this experience.
- To do things with happiness. It can encourage employees to enjoy what they are doing. As a result, employees can hopefully have more interest from the activities that they are engaging in. In addition, the volunteers are working with children, so keeping a good spirit is very important.
- To be flexible and adaptable. The organization is expecting that volunteers would have more patience to deal with all kind of situations they face while working, and be able to adapt to the working environments they are placed in. It is also important for volunteers to adapt to the different situations kids face them with in order to successfully achieve their goals.
- To take every opportunity as a learning experience. The organization wants volunteers to catch every chance to maximize the learning experience and reflections by immersing themselves in the organizational culture and achieving individual tasks. Patience is a critical factor of success while working with kids in vulnerable situations.

2.5. Code of Ethics

An efficient code of ethics provides a guideline for the organization. Specifically, the volunteers, staff and workers will have a clear perspective of some obligations they should comply with and restrictions they should not break. Yunta has no code of ethics, however, it would be a useful management tool to control the relationship between mentors and mentees. In order to accomplish that, there are four aspects of ethical principles that Yunta should take into consideration:

- Always consider the well-being and safety of the mentees. Mentors are supposed to put mentees' well beings in the first priority. Some volunteers may have limited experience in terms of how to deal with children, which may lead to a negative relationship between mentors and mentees. Also, a mentor must follow the ethical rules to ensure that they are never to pursue any harmful behaviors such as sexual harassment, abuse and physical punishment in the mentoring environment, which is not the current state in the organization however looking into the future as the Organization expands. As mentioned Yunta targets the children that mainly have psychological problems such as self-esteem and low confidence, and so on; so they have to be handled differently because they might be more sensitive than other children. Furthermore during mentoring sessions, mentors have to behave and act wisely in order to avoid any harm physically or mentally to the children.
- Most programs pay attention to background and procedures check in place beforehand, however safety issues are an important element when managing youth mentoring programs otherwise, it would affect the purpose of youth mentoring program and even ruin the reputation of Yunta organization respectively.
- Always be responsible and devoting. Mentors should be reminded about the importance of their obligations to their mentees once the organization helps them to

define roles and tasks of each individuals. High reliability and accountability of mentors definitely have a positive effect on effective outcomes for youth participants (Rhodes & DuBois, 2006). For example, a responsible mentor would like to dedicate more leisure time to reflect on past experience and conclude how it is possible to develop the best approach for coping with every mentee.

- Always be fair. This principle requires mentors to hold a neutral judgment on an assurance that their own backgrounds and perceptions in the past would not lead to a bias treatment to their mentees. Mentors sometimes may not intentionally have an unfair treatment in their work, although YUNTA's one-to-one relationship with a mentee can minimize the incidence of being not justice, differences in cultural and family backgrounds may lead volunteers to unwittingly have individual perceptions.
- Always act with integrity. This principle needs mentors to be thoughtful and honest about every commitment they make. Also, mentors have to be willing to share their values and mindset with both their mentees and colleagues. For example, they are supposed to always seek consultation from program staff and communicate with supervisors to find out what they can or cannot do rather than reject to face a practical situation by hiding real thoughts.

2.6. Conclusions

Building an effective vision, mission statement and company values can not only inspire volunteers and employees to increase their commitment, but also catch more attention and attraction from the society to share the values that Yunta is committed to. Meanwhile, the professional code of ethics guides mentors to regulate their behaviors based on the mentorship methodology that Yunta has provided in order to maintain the their structure and reputation in the industry and with society. Consequently, it can be concluded:

- Yunta faces many challenges that could prevent them from achieving their objectives, however the organization has important assets as their methodology and commitment.
- The vision is related to Yunta's ultimate goal: to create agents of change in Peruvian society. This is not only a goal, but a *raison de être* and a commitment with society.
- The mission of Yunta is centered in their mentoring methodology, which is a unique method in Peru, developed by the Youth Mentoring Connection and adapted to Peruvian reality.
- The values of Yunta are related with the individual relationship between a mentor or a volunteers and a mentee. These values are not only applied to the relationship between children and volunteers, but they are acting guidelines for the people committed with Yunta.
- The Code of Ethics regulates the relationship between mentors and mentees, taking in account the special background of vulnerable children.

Chapter III: External Evaluation

3.1. Environmental analysis PESTE

According to D'Alessio (2014) the external environment is out of the control of the organization that is why the external analysis is the study of the environment analysis and the industry analysis. In this external audit are revealed the key opportunities of the environment, threats of the environment and current situation of the industry competitors. This help the managers to formulate strategies that allow them to take advantage of the opportunities, avoid the impact of threats and overcome the competitors.

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

The Political, Governmental and Legal forces are main concerns for any organization operating in any part of the world and it is important to realize that an event in any part of the world could affect all the countries. That being said, this analysis will start with a political examination of Peru and the election's year to come. Then, this strategic plan will pose the main political risks for doing business in Peru and finally, establish the legal aspects for non-profit organizations.

Peru as a country recovered democracy in 2001, however elections are still a source of doubt and instability for investment and organizations. As displayed in Figure 1, the trust of organizations had declined in the past two electoral years, in 2006 the trust decline in 20 points and in 2011 it was on negative levels. This phenomenon is not usual in other countries, but in Peru the messages that are transmitted by presidential candidates usually concern the investment market (Moncada, 2015). For 2016, there is a major risk, because there are no clear candidates and the economy is already decelerated.

The main political aspect for any country is how to articulate all the legislation and politics in order to accomplish the settled goals. This is why a political and economic model is required. Peru has an economic model of social market economy, this means that it is a

liberal economy where the government promotes the private investment and does not get involved in private initiatives. However, at the same time, the government is responsible for basic welfare needs like education, health, work, security, public services and infrastructure.



Figure 1. Confidence to Invest

Taken from “Conflictos sociales, corrupción, inseguridad y elecciones 2016: lo que más preocupa a los gerentes generales” by Moncada, A. (2015). Retrieved from <http://semanaeconomica.com/article/empresa/164906-conflictos-sociales-corrupcion-inseguridad-elecciones-2016/>

Regarding risks for organizations and businesses, Peru has some major concerns due to issues of corruption, safety and tax legislation. Corruption is the main problem perceived by any other organizations located in Peru. Safety is also a major concern not only for organizations, but for individuals. Finally, tax regulation is a political concern because it is the main way for financing the government and obtaining the public budget, but also could be perceived as a tether to organizations entering the country.

According to Enterprise Surveys (2015) regarding corruption, Peru is over the bravery rate mean in Latin America and the Caribbean. For example, 20.5% of firms expect to give gifts to get a construction permit when the average in Latin America is 15%. Moreover, 21.4% of firms expect to give gifts to public officials “to get things done”; also 28.5% of firms expect to give gifts to secure government contracts. Finally, 44.5% of firms identify

corruption as a major constraint. These rates show that corruption is a huge deterrent for investment in Peru.

According to Enterprise Surveys (2015) regarding crime, Peru would need to improve its politics and safety environment in order to attract more private investment because 77.6% of firms pay for private security and this cost represents 1.4% of the annual sales of that firms (average). In addition, 27.6% of firms identify crime, theft and disorder as a major constraint for doing business in Peru. This is a regional problem because other countries in Latin America and the Caribbean face the same situation.

Tax Legislation in Peru is very restrictive, however in 2014 the Peruvian Congress approved a modification in the current regulation in order to reduce the tax percentage for third category rent (rent of enterprises) from 30% of total incomes to progressively 26% at the year of 2019 (Law 30296). This means that the Peruvian Government is promoting the investments in private sector. That being said, according to Enterprise Surveys (2015), in Peru 17.8 per cent of firms identify taxes as a major constraint for their operations.

For further information, as shown in Figure 2, the Doing Business Ranking locates Peru in the 57th position with a score of 79.43 over 100 regarding the ease for paying taxes. To accomplish this, Peru made two specific improvements during the last few years. First Peru made paying taxes easier and less costly for companies by distributing softwares for value added tax payments, reducing the check tax and introducing a new regime of accelerated depreciation. Secondly, Peru made paying taxes easier for companies by improving electronic filing and payment of the major taxes and promoting the use of the electronic option among the majority of taxpayers (The World Bank, 2014). As a result, Peru is improving in terms of attractiveness for investment by introducing technology in the process of tax paying.

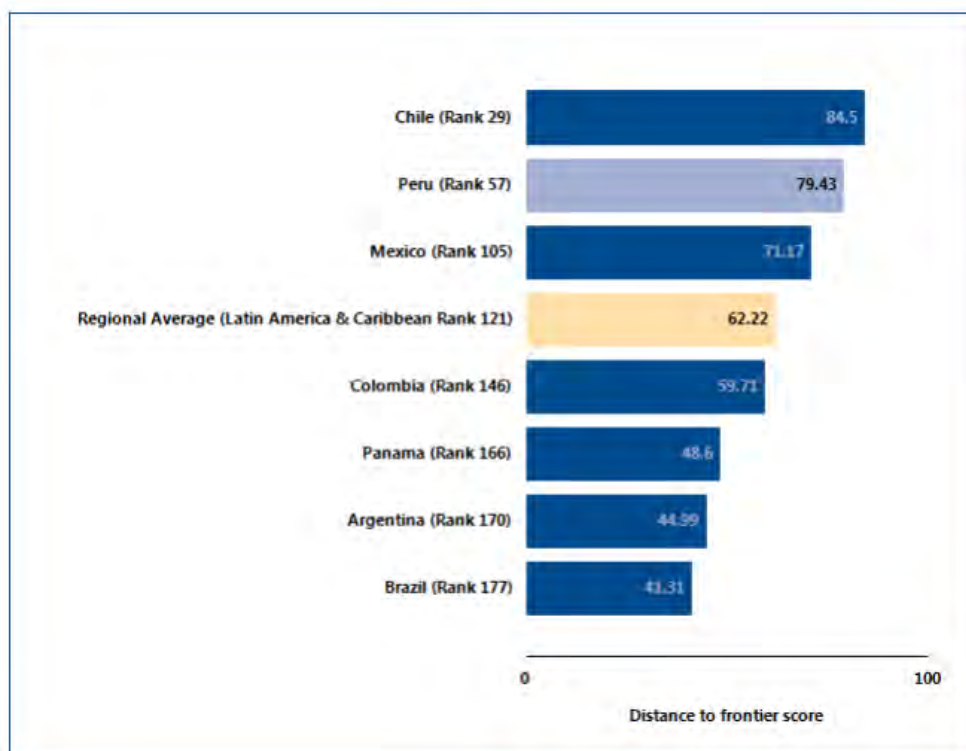


Figure 2. Ease for Paying Taxes.

Taken from “Doing Business 2015” by The World Bank, 2014. Retrieved from <http://www.doingbusiness.org/data/exploreeconomies/peru/~media/giawb/doing%20business/documents/profiles/country/PER.pdf?ver=2>

Regarding regulation and legal aspects, non-profit organizations can adopt several legal models in Peruvian Civil Code. For example, they could be formed as a Foundation or an Association, but the most important regulation is tax exoneration. According to the tax regulation (Texto Único Ordenado de la Ley del Impuesto la Renta D.S. 179-2004-EF) the rents of non-profit foundations or associations constituted to accomplish goals as social care, education, culture, science, art, among others, that allocate their incomes to their specific purposes within the country, are exonerated. The only restriction is that the organization need to register in a specific record.

In addition, in order to be exonerate while receiving a donation, the organization should be registered as an Entity Perceiver of Donations in a special register from the Peruvian tax regulator – Superintendencia Nacional de Administración Tributaria (SUNAT). Moreover, every donor should receive after the donation a special receipt containing specific

information of the donor. Moreover, the tax regulator can maintain all the information needed for the exoneration.

Another legal aspect about non profit organization in Peru is the existence of an agency for international cooperation called Agencia Peruana para la Cooperación Internacional (APCI). This agency is in charge of managing the international technical cooperation and has the responsibility to conduct, program, organize and supervise the international cooperation. The main values of this agency are efficiency, transparency, and agreement between the public entities and society (Law 28925). That being said, in order to receive donations from international cooperation entities, the Peruvian organizations should be registered in this organization.

3.1.2. Economic and financial forces (E)

The analysis of the economic and financial environment reflects all aspects that affect any Peruvian organization while operating; this analysis of the environment is not only local, but global and regional. The purpose of the research is to show how worldwide indicators may affect Peru's economy, and affect organizations in Peru in terms of investing and funding other local organizations. In this particular case the analysis is going to be as follows: firstly, there will be a world overview of the main constraints and trends that lead the global market, secondly, there will be an analysis of regional situation in Latin America and finally, the situation of Peru will be exposed with the use of several indicators like inflation rates, interest rates, public investment and tools according to the Doing Business Ranking for 2015.

Since the global financial crisis, global economy started a recovery process saddled with unfinished post-crisis adjustments, however this global economy expanded continually during all these years at a moderate and uneven pace. The World Gross Product grew at a moderate estimated pace of 2.6 % in 2014, this rate is marginally better than the growth of

2.5 % registered in 2013, but it is definitely lower than the 2.9 % projected (United Nations, 2015). As shown in Figure 3 there has been moderate but constant growth of world incomes since the financial crisis in 2008.

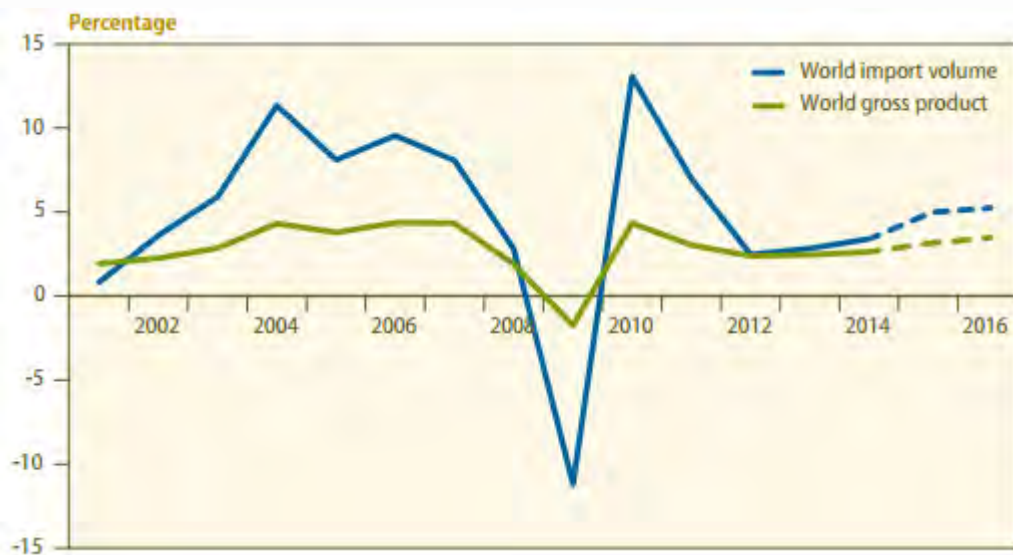


Figure 3. Growth of Gross World Product and Global Trade since 2002.

Taken from “World Economic Situation and prospects 2015” by United Nations, 2015. New York, NY: United Nations.

According to United Nations (2015), the global economic trends will be as follows.

Firstly, regarding Monetary Policy, in the United States it will change from the extremely accommodative “anti-crisis” mode to a more neutral position, then the interest rates will start to raise; the European Central Bank is expected to maintain their interest rates; The Bank of Japan will also maintain the interest rates and the People’s Bank of China will maintain their policy in order to adjust liquidity. Secondly, regarding fiscal policies, United States is expected to maintain restrictive, the Eurozone is expected to focus its efforts in reducing fiscal imbalances, Japan will be focused in improving the budget situation by increasing taxes and China will maintain the current fiscal policy. Thirdly, regarding exchange rates, the Euro is expected to depreciate against the Dollar in the years 2015 and 2016. Finally, the Brent Oil price is expected to down from 102 USD to 96 USD per barrel in 2016.

In addition, growth in the economies of the least developed countries will continue to exceed the global average, with an expected acceleration from 5.3% in 2014 to a forecast of 5.7% in 2015 and 5.9% in 2016. This growth will be fostered by the trade and financial flows, investment in infrastructure and the possession and investment in natural resource projects (United Nations, 2015).

According to United Nations (2015) there will be some risks and uncertainties in 2015-2016 that will affect the global economy like the normalization of the United States economy, the sovereign debt crisis from the Eurozone countries and the role of the European Central Bank, the vulnerabilities in the emerging countries facing challenging macroeconomic environments and delicate domestic economies and finally, the geopolitical tensions and risks that lead to barriers for commerce in parts of the world.

In Figure 3 it is also shown the development of the world trade since 2002. Global trade flow is recovering its former volumes after the financial crisis of 2008. According to United Nations (2015), developed countries will see improvements in trade flows. In Mexico, Central and Latin America will have some improvements and some decompositions, the slow growth in Europe and the growth moderation in China will continue to weigh on exports in South America, by contrast exports of Mexico and Central America are estimated to have increased by 4.1% in 2015 and 4.7% in 2016.

According to United Nations (2015) Latin America has a lot of developing projection, moreover the economies of Brazil, Chile, Peru and Colombia. Internationally, Peru's economy is expected to resume relatively strong growth of 4.9% in 2015, up from 3.2% in 2014, driven by a recovery in investment demand and resilient private consumption. Another fostering means will be the ease for monetary condition, public bank lending, more proactive fiscal policies, sizeable infrastructure programs and public-private partnership initiatives.

The GDP for Peru in 2014 was 202.9 billion USD with income level rate as Upper Middle Income (The World Bank, 2015a). In addition, Figure 4 shows the variation in percentage of the GDP from 2008 to a forecast number for 2017. According to the Peruvian Central Bank (BCRP, 2015), Peruvian GDP would decrease due to bad weather for agricultural industry and potato production, decrease in the production of natural gas and oil, decrease in investments and low exports of non-traditional goods. However, 2015 would end with better numbers than 2014 due to recovery from the El Niño phenomenon, increase in anchovy capture and increase in the production from the metallic mining industry.

Investments are a motor for country development. According to Figure 5 the real percentage variation from 2008 to the forecast projected 2017 is optimistic, because the investment rate will increase to 9.7%. Although, there is a positive panorama for investments, this year's investment rate is facing some issues due to the delay in mining projects and the political environment.

The investment projection panorama for 2015 is optimistic. According to the Peruvian Central Bank, there will be major investments in mining, hydrocarbons and infrastructure. The mining investments in Peru until December of 2014 were estimated in 8,654 million USD, being the most important projects Cerro Verde and Constancia. An additional, mining project with a wider scope in the coming years is Las Bambas with a forecast investment of 7,100 million USD. In the hydrocarbons industry, the market for natural gas and petroleum will continue to grow. In the electricity industry, projects like Cerro Águila are expected to start operations in 2016. In the infrastructure industry there are also major projects like the International Airport of Chincheros in Cusco. Other industries like telecommunications are also expected to grow, for example Telefónica del Perú invested in 3G technology. Finally, the public investment is expected to grow 4% in 2015. Figure 6 is an overview of the previous detailed investments (BCRP, 2015).

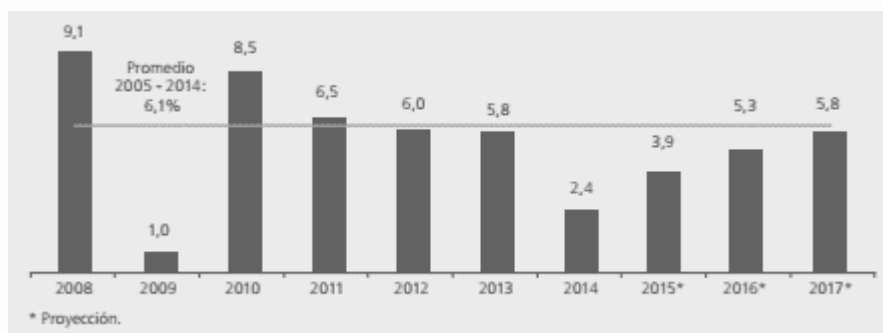


Figure 4. Gross Domestic Product 2008-2017. Real percentage variation of the GDP from 2008, forecasted to 2017. Taken from “Reporte de Inflación” by Banco Central de Reserva del Perú, 2015. (Report No. 1728-5739). Lima, Perú: Biblioteca Nacional del Perú.

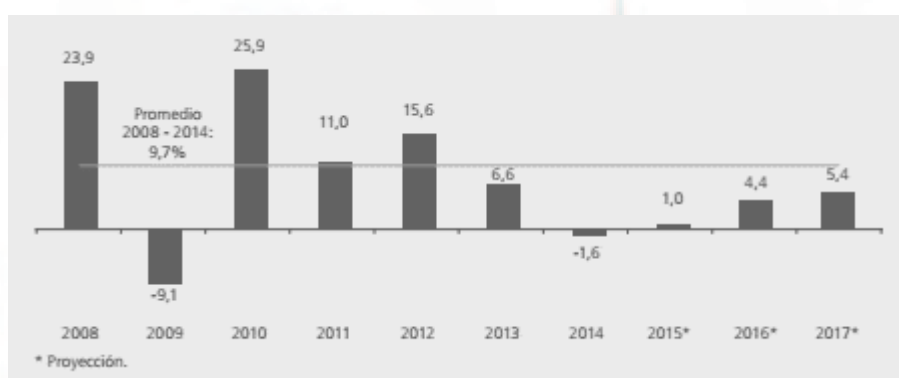


Figure 5. Private Investment 2008-2017. Real percentage variation from 2008, forecasted to 2017. Taken from “Reporte de Inflación” by Banco Central de Reserva del Perú, 2015. (Report No. 1728-5739). Lima, Perú: Biblioteca Nacional del Perú.

In addition, total reserves of Peru are estimated in 62,529,774,258 USD for 2014, this amount of money is similar to countries like Czech Republic, Sweden, Norway and Australia. Furthermore, the inflation rate has been reduced from 3.22% in 2014, to 3.02% in 2015; inflation is expected to decrease until 2.0% in 2017 (BCRP, 2015).

Regarding interest rates, according to Peruvian Central Bank (BCRP, 2015) the interest rate for national currency has decreased from 4.7% in 2014, to 4.3% in 2015. This is positive because low interests impel private investors to obtain financing and invest in different projects and at the same time, allow other projects to get financing with lower expenses.

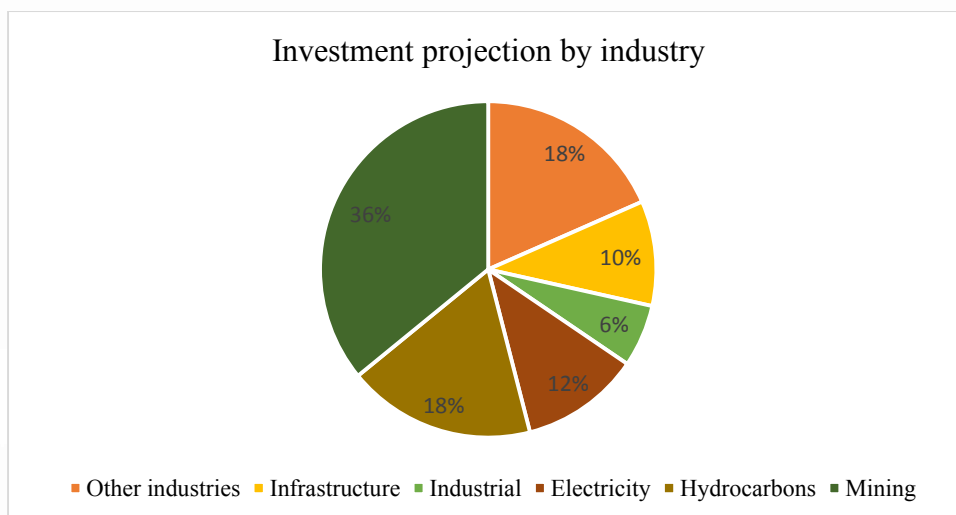


Figure 6. Investment projects for 2015-2017. Adapted from “Reporte de Inflación” by Banco Central de Reserva del Perú, 2015. (Report No. 1728-5739). Lima, Perú: Biblioteca Nacional del Perú.

Furthermore, Figure 7 give an overview of what are the strengths and weakness of Peru as a country receptor for private investment. For example the best scores are from getting credit in Peru. According to The World Bank (2014) there are two frameworks to facilitate the access to credit: the first one is credit information systems, because they permit borrowers to establish a good credit history that will allow easier access to credit and the second one is bankruptcy laws that enable businesses to use their assets, especially movable property, as security to generate capital.



Figure 7. Ranking of Doing Business.

Taken from “Doing Business 2015” by The World Bank, 2014. Retrieved from <http://www.doingbusiness.org/data/exploreeconomies/peru/~media/giawb/doing%20business/documents/profiles/country/PER.pdf?ver=2>

3.1.3. Social, cultural and demographic forces (S)

The social environment is one of the most important factors when analyzing a market, because it includes global and cultural trends, demographics, health, education, human development and many more. It's important to be keen and aware of the society's social preferences in terms of their needs and wants, because the world's population will be influenced in accordance to their values, practices, decisions etc.

According to Al Gore (2014), there are ten issues that are seen as trends for the world in 2015. Some of these trends are deepening income inequality, persistent jobless growth, lack of leadership, rising competition, and growing importance of health in the economy. For income inequality for example, it has been found that the rich class is continually accumulating wealth as the middle class struggles. Income inequality is leading to unemployment, even though the economies are growing. Moreover for jobs to be stable and available in the market leadership and democracy is needed, as people see governments are failing to stay on board and in control.

Some of the top trends in society and culture is "speeding up", thus because of the internet, technology and smart devices that is allowing people to access their goods and services at any time, fast meals, multi-tasking leading work-life imbalance, stress and lack of sleep. Anxiety, another trend that the world is suffering from, which is a result of the amount of violence, wars and terror that people are facing every day (Watson, 2015). Demographic change is known as the top trend showing shifting in age populations in the entire world. Another major trend is globalization, where people and organizations are running towards, however after all the resources get used, the people will have to go back to localization and start adopting again. However every country has its own cultural trends, in Peru for example their cultural aspects are still very important and are respected widely. Their language, religion and customs are still practiced, as they have a sense of nationalism and pride of what

their country produces and makes from food, to drinks, to handicrafts, music and dances etc. what the Peruvian people worry about most is health and education, also money as they strive day and night to make good money to be able to afford food, and health to be able to send their children to school.

The world is changing year by year, and people are the ones changing the world over a period of time. In 2014 the world had 7.2 billion people living, with 4.4 billion in Asia, 1.1 billion in Africa, 740.7 million in Europe, 618.1 million in Latin America / Caribbean, 353.4 million in North America and 38.6 million in Oceania, with the assumption that the world population will grow to a total of 9.7 billion in 2050. Three main indicators identifies a country's richness, Total fertility rate which was 4.7 in 1970 to 2.5 in 2013, infant mortality rate which was 89 in 1970 and 38 in 2013, and life expectancy which was 58 in 1970 and 71 in 2013 (Population Reference Bureau, 2015). Compared to Peru the life expectancy is 73 in 2014, the infant mortality rate is 19.59 approximately in 2015 and their total fertility rate is 2.18 approximately in 2015 (Central Intelligence Agency, 2015).

With population of approximately 30,444,999 million people, Peru has faced many difficulties, however also emerged positively throughout the years. In the 1980s the economic crisis and the violent conflicts have fled the country, as more than 2 million Peruvians have emigrated mostly to the US, Spain, and Argentina. According to (Central Intelligence Agency, 2015), "Peru was a country of immigration in the 19th and 20th centuries, but has become a country of emigration in the last few decades". In the 19th century, Peru had many contracted with many Asian laborers to work mainly on plantations, furthermore people from China and Japan are known to be the largest group of people in Latin America, and are economically and culturally effective in Peru in recent days (Central Intelligence Agency, 2015).

According to Galea (2005), income and education are often considered “fundamental” determinants of health and primary indicators of socioeconomic status. Education worldwide is improving, however in some countries it is taking too long because the system is either corrupted, government spending is low, the teaching system is lacking of commitment and knowledge, and poverty remains as a critical factor.

According to the Central Intelligence Agency (2015), Peru’s urban and coastal communities have benefited a lot from recent economic growth than rural, indigenous and poor population of the amazon and mountain areas. Peru has blossomed economically over the past years and has become a major tourist destination; this has reflected the educational system by increasing the number of overseas students for short and long term programs. Today there are more US students in Peru than there are Peruvian students in the US (Clark, 2015). Clark also recorded that Peru was the 20th most popular study destination for American students, and the sixth most popular country of study in Latin America (2015).

Research has shown that in 1996 the government in Peru passed education laws extending free and compulsory school education to all students aged between 5 and 16 known as basic education and technical education productive. However when students reached secondary school they did not enroll, specifically in areas like the Highlands (Clark, 2015). Also up until now public schools are free but private schools are not, but they are both operated by the same education system, following the same curriculum, overseen by local education authorities. As a result this might be one of the issues that may not be allowing education in Peru to improve and develop. In January 2015, a new higher education authority took over, and assigned a new higher education law that seeks to improve quality standards within the sector (Clark, 2015).

The enrollment rate in primary education for students between six and eleven years old was 94.8 per cent in 2013 (Instituto Nacional de Estadística e Informática [INEI], 2015).

So, the school enrollment system has improved in Peru, but the results and achievements of students did not, the main problem of Peruvian education is quality. For example, in 2013, Peru scored the lowest among all the countries taking the PISA test in terms of mathematics, leading comprehension and science (“Evaluación PISA: el ránking completo en el que el Perú quedó último”, 2013).

Also, poverty has decreased from 55.6% in 2005 to 22.7% in 2013, and extreme poverty significantly decreased from 15.8% to 4.7% (The World Bank, 2015b). However, although poverty decreased, many poor children temporarily or permanently drop out of school to help their families, which is not only seen in Peru but in other countries worldwide; children with ages 6 to 14 work long hours at mining or construction sites (Central Intelligence Agency, 2015).

In Perú there are approximately 1890 non-profit organizations, however only 795 are registered (Panduro, 2013). Profit and non-profit organizations are starting to realize the absence of the education system in Peru and are trying to help the children mentally, physically, financially in any way possible. That is why Yunta has a great opportunity, helping the students in an early age emotionally allowing them to accept the external environment and be able to work with the current situations in the country. Thus, also helping their focus in their education, building their confidence and sense of responsibility in the society.

3.1.4. Technological and scientific forces (T)

The technological and scientific forces are impulse by change, scientific innovation, technological processes and knowledge spread (D’Alessio, 2014). Despite the economic growth of Peru, the country still lags behind other Latin American countries in terms of per capita income, productivity and innovation; and barriers weakening Peru’s growth is in research and development and low spending in science and technology and R&D (The World

Bank, 2015a). The budget for science and technology executed by The National Council on Science, Innovation and Technology [CONCYTEC] in 2013 was 17.4 million USD and in 2012 it was 5 million USD. Compared to other Latin American countries Colombia for example amounted for 210 million USD in 2013, while Chile spent 546 million USD during 2013 only (The World Bank, 2015a). As a result the government should support in investing more funds in technology for organizations to grow and better not just the economy of Peru but the population also. However, one of the most important factors in innovation is investing in research and higher education, Peru must lead in the education field to be able to lead in innovation.

One of the major trends of current technology is social media and advertising. Whether a country is promoting their country brand or an organization that is expanding their brand locally or globally. With educated students and innovation in research, companies will be able to advance and be successful in brand awareness, expanding the organization, and creating new unique ideas to implement for their companies. Non-profit organizations have to accomplish their goals and vision from other organizations and support of the people. Moreover for the support and funds to be accomplished and accepted, Yunta for example has to be able to promote their brand, allow the people know what they do, what their goals are, what they are trying to accomplish. Many social media tools now a days are free or for very low costs, such as Instagram, Facebook, twitter etc. Putting focus and effort in the marketing and social media department will allow them to reach the maximum amount of people in Peru, Latin America and also globally. Technology has to be taken into consideration, as it will help industries in growing in the future.

3.1.5. Ecological and environmental forces (E)

The ecological and environmental forces are related to consciousness about ecology and preservation of the environment (D'Alessio, 2014). According to research, Peru is known

to be a humid country throughout the year (The World Bank, 2015a). This causes health problems like asthma and allergies for students which lead to absences and low motivation to participate in such programs. Weather is also another factor in terms of not only health but transportation. If the weather is very cloudy or rain is pouring hard, this can lead to the cancellation of events, programs or anything planned.

Other environmental factors that may impact non-profit organizations, is another organization concerned in environmental issues like Greenpeace that worries about climate change and earth environmental issues. This organization may not be competing with Yunta on mentoring programs or education; however they might be taking away potential sponsors that may change their preference on what they should fund. Most organizations are more into sustainability and being green whether they are really honest or not but it's a global trend. So organizations would focus on that trend and forget the real cause that would lead to a better earth, which are the children. So Yunta, may not see it directly, but it does affect their business. Some of these organizations, are Medlife Peru, or the Peru Support Group that are highly known for their success not just in Peru but internationally (Wango, 2015).

3.2. External Factor Evaluation Matrix (EFEM)

The External Factors Evaluation Matrix analyzes the opportunities and threats of the external environment that influences Yunta. Twelve key external factors were enumerated with weights according to their influence in the Organization. The most important factors were the increase of private investment in Peru, health issues in children and environmental issues. Private investment is important because the sponsors of Yunta are mostly private companies, so if the economic environment is favorable for companies, it is more probable that these companies invest in social projects. Health issues and environmental issues are key factors because these issues could take attention from education; health is another important problematic in Peru and environmental issues are trendy due to climate change.

Yunta scored 2.45 over 4.00, this means that the organization is not separated from its environment. However, there are some critical aspects like not taking advantage of the banking system or having a bad response to the foreign students coming to Peru that could be able to help in the development of research as a pro-bono labor. Nevertheless, there are other critical aspects that Yunta faces with good response as the use of internet and social media or the decrease of poverty. As an overall conclusion, it is possible to establish that Yunta could improve its relationship with the environment, but it is also clear their effort to maintain effective.

3.3. The Organization and its Competitors

According to Michael Porter (1979), the essence of strategy formulation is coping with competition. In order to accomplish that, the professor listed five basic forces to analyze the competition within an industry: bargaining power of suppliers, bargaining power of buyers, threat of substitutes, and threat of new entrants and intensity of competitive rivalry. The analysis of these forces will serve as an initial point for the evaluation of the strategic situation of Yunta Organization and its relationship with competitors.

3.3.1. Bargaining power of suppliers

Bargaining power of suppliers comes from the bargaining ability of suppliers who provide market input. In non-profit organizations their human resources give the most important assets to their processes. In the particular case of Yunta, their suppliers are the mentoring volunteers, because with their work they help the organization create value for the children impacted. It is important to mention that volunteers work in two different locations: Lima and Arequipa.

There are two main types of volunteers that perform different activities within the Organization. The first type of volunteers are the ones chosen from different universities and high schools without limitation on major. The second type of volunteers work in the overall

development of the project, basically these volunteers are professionals in the field of psychology and education.

Table 1

External Factors Evaluation Matrix

External Factors Evaluation	Weight	Rating	Weighted Score
Opportunities			
1 GDP per capita of Peru and potential growth	0.05	3	0.15
2 Regulation for NGO's	0.10	2	0.20
3 Increase of private investment in Peru	0.15	3	0.45
4 Peru as a student's destination	0.05	1	0.05
5 Internet and Social Media	0.05	3	0.15
6 Decrease of Poverty	0.05	3	0.15
7 Access to banking system	0.10	1	0.10
Threats			
1 Uncertainty about the Presidential elections in 2016	0.05	4	0.20
2 Lack of institutionalization and corruption	0.05	4	0.20
3 Health issues in children	0.15	2	0.30
4 Competition between NGO's	0.15	2	0.30
5 Low innovation in Peru. No R&D	0.05	4	0.20
	1.00		2.45

Note. Value: 4= Superior response, 3= Above average response, 2 = Average response, 1= Bad response

In light of this evidence, Yunta has a broad range of volunteer force in the market, there are plenty of people that could accomplish the requirements to enter this organization. It is also easy to change or replenish volunteers when needed. Moreover, because of the voluntary intrinsic, volunteers receive no incomes for their work. Consequently, the bargaining power of suppliers is low in the case of Yunta volunteers. The major risk in working with volunteers is the possible lack of commitment that could lead to a decrease in the quality and scope of the project.

3.3.2. Bargaining power of buyers

Bargaining power of buyers is defined by the bargaining ability of customers who will receive the output. However, it is important to adapt this idea to the concept of a non-profit organization. Yunta has two types of buyers: the beneficiaries of the project because the schools agree to develop this projects and the donors that provide the funding to the operations.

The first group of clients are the beneficiaries, it is important to mention that the beneficiaries for this project are children between the ages of eight to fifteen years old with social-emotional disabilities. These kids are not chosen specifically by the organization because the first contact is with their school. Once the school is chosen, there is a joint work between the psychologist of the school and the Yunta personal in order to select the children in need for this reinforcement.

Furthermore, Yunta has a unique product in Peru because of the specific process they work with inspire in their association with Youth Mentoring Connection. This special project is based on mentoring, which means that this process not only impacts the children, but also the volunteers. During this process, volunteers have a deep connection with one kid and they learn how to transmit specific competences to them regarding esteem and sense of possibility. That being said, Yunta offers a unique product so the bargaining power of clients should be medium, however it is important to realize that not all the clients perceive that difference in the service.

The second group of clients are the donors, sponsors and philanthropic funders. In the case of Yunta, their project is supported by sponsors that give funding as part of their social responsible commitment with society. However, Yunta competes in equal conditions with other non-profit organizations to obtain this funding. This means that, one more time, the

bargaining power of these clients should be low, but not all of them perceive that Yunta offers an original or different service

3.3.3. Threat of Substitutes

The role of helping children developing their socio-emotional abilities after the parents, belong to their schools. So, the main substitute for the services Yunta provides are the schools. That being said, the quality of education in Peru is very low, so it would be very implausible that these educational centers provide additional support to kids, even more in the geographical areas that Yunta serves. In conclusion, the threat of substitutes is low.

3.3.4. Threat of New Entrants

The educational environment in Peru, as shown in the social analysis, has been improving throughout the years, however there is still a breach in integral education with international students and regarding quality education within the country. There are also several issues in the overall development of Peruvian childhood. Yunta is in the non-profit industry, so instead of monetary growth, we will take in account the current condition.

A real fact is that there are already a lot of youth focused programs, covering a variety of aspects. But in the Peruvian context, this means no limit or barrier for new entrants to arrive. The industry of non-profit programs has neither high entry barrier nor high sunk cost. However, there is a huge barrier to obtain funding and the competition for these could demotivate new initiatives.

For the brand equity, the non-profit organization industry is highly fragmented, without absolute leaders. In other words, new entrants need great effort on brand awareness building in order to pursuit the sponsors needed. Finally, when it comes to clients' loyalty, it is not uncommon that companies as part of their respective Social Responsible Programs support for years the same organizations. It is possible to conclude from all these factors

mentioned, that the threat of new entrants is in a high level. In addition, the sustainable long term development is very challenging.

3.3.5. Competitive rivalry

As mentioned that the service provided by Yunta is a unique service, and no other organization in Peru uses this type of mentoring strategy or pursuit the same goal as Yunta. However, as it has been analyzed that the competition is intense with similar projects that we treated as substitutes. It is important to remark at this point that non-profit organizations not only compete for funding, but for the adherence of volunteers. The main competitors for Yunta are the organizations that focus in similar projects with children in the education area.

Minkando is a quechua word that means working in community, this is a non-profit organization which scope are boys and girls in poverty situation from Ayacucho, Arequipa, Ica and Carabayllo (Lima). The methodology of this organization consists in doing games, artistic activities and reflective activities in order to improve the kid's development by acquiring competences, confidence, connection with the people that surround them and learn how to take care of themselves (Inversión en la Infancia, 2014).

Furthermore, the beneficiaries of this project are 11,500 children between four and fourteen years old who have learned that the joint effort foster them to accomplish their goals. This organization is currently working in a long term expansion plan to replicate their project in other regions such as Piura, Trujillo, Puno, among others. The social impact that Minkando pursuit is very similar to the impact that Yunta offers, however they do not work with the mentoring system.

Enseña Perú is a non-profit organization with the mission to create a movement made out by agents for change which, from their experience in teaching in vulnerable contexts, will contribute to society by eliminating the inequality and the low quality of education in Peru. Their vision for 2032 is that eight of every ten children will receive quality education in Peru.

In order to accomplish that they have a set of values that includes passion for accomplishing feasible results, excellence, humbleness, respect, trustworthy, perseverance, education and eagerness (Enseña Peru, 2015).

The project impacted 20, 830 students and is committed with 63 schools. The methodology of this project consists of volunteering work with two years of commitment. There is a four step process for the volunteers, first they assist in educational sessions as part of the training, the second step is the field work in the assigned schools, the third step is the reflective sessions and finally, applies all this knowledge with a working team. This project required a very high level of commitment in volunteers and a great responsibility for the children impacted.

Crea+ is a non-profit organization with a mission to promote the Individual Social Responsibility through a professional volunteers in schools in order to offer educational services that allow children discover their talents. Their vision is to be recognized as a model for sustainable and efficient organization that motivate children to discover their talents and influence in their lives and environment. This organization started in Chile in 2003 enclosed by the “Global Competitiveness Leadership Program”, then in 2010 the classes started in Peru (Creamás, 2015).

The methodology of this organization consists in the relationship between the volunteers and the kids in and integration space for creativity and sense of possibility. Every Saturday the kids reinforce their mathematical abilities and their socio-personal abilities. The main pillars of the project are the education in values and the development and upgrade of abilities. Throughout their years in Peru, this project impacted almost 10,000 kids, in 9,000 classes and 252,000 hours from volunteering work.

Peru Champs is a non-profit organization related to the Intercorp Group. A Champ is a Peruvian student with very high leadership potential and strong academics, but whose

family cannot afford a world-class education. In that sense, the objective of this organization is to connect this high-potential kids with people around the world who are willing to fund their education. These kids will receive a scholarship to study at Innova Schools which provides affordable world-class education to the Peruvian emerging middle class (Peru Champs, 2015).

The methodology of this organization consists in a joint effort to provide these kids with quality education. Each champ required 2,000 USD per year, which covers the expenses for enrollment, annual tuition, books and laptops. From this total amount of money, the family of the Champs supports the 25% in order to create commitment in the student, then Peru Champs support another 25% and the remaining 50% is covered by the voluntary contributions of individuals, companies or foundations that are willing to support this project.

With the concentration of education focused organizations and the innovation of several projects, the industry of Yunta could be labeled as has a high competitive industry. This labelling was made taking in account that Yunta did not develop their brand awareness and did not take advantage of the special features of their value proposal as mentoring project. Figure 8 resumes the five competitive forces that shape the strategy for Yunta.

3.4. The Organization and its Referents

Yunta is a young organization, and it is their third year of operation. They are proud to be the first non-profit organization in Peru to give a mentoring program to the children in need. From a broader point of view, they learned from other organizations that are in the same category, but has a more developed program, Youth Mentoring Connection. It is important to indicate that this organization is associated with Yunta and provides them with the unique methodology they use.

Youth Mentoring Connection has the vision of a community where young people are truly seen and not just watched, where society understands and accepts its responsibility in

meeting the needs of all young people, and where young people bring their gifts back into their communities as productive members of society. In order to accomplish that, their mission is to awaken at-risk youth to their power, unique gifts and purpose by matching them with caring adult mentors and placing that “match” within a structured group dynamic that provides the resources youth need to reach productive, conscious adulthood. We further seek to awaken society to the needs, promise and value of this overlooked population (Youth Mentoring Connection, 2015).

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

According to D'Alessio (2014), the Competitive Profile Matrix (CPM) identify the principle competitors of the organization, their strengths and weaknesses and relate them with the strategic position of the organization under analysis. The main purpose of this matrix is to compare the organization with its competitors in pursuance of to obtain information to establish the strategies to compete against another positions in the market. This matrix is based in the key success factors (KSF) of the industry which affect the organization and its competitors, this KSF are variables that derive from the interaction among economic and technologic characteristics of a specific industry.

The KSF that are going to be used in the CPM for Yunta and it competitors are financial support, brand awareness, innovative methodology, attractiveness of volunteers, leadership of management and project exposure. This KSF were worked with the organization and are related to the main aspects for success in this industry and regarding similar non-profit organizations.

Financial support refers to funding of the organization to pursuit their long-term and short-term objectives, this is particularly important referring to non-profit organizations. Brand awareness refers to the positioning of the brand in the market, it is important because donors need to be aware of a project to be interested in financing it. The innovative

methodology refers to having an attractive project for donors that at the same time is effective and advantageous for the beneficiaries. The attractiveness for volunteers refers to the amount of people that are willing to volunteer in the project, for the analysis the information used was the information provided about the applicant for the projects and the advertising about recruitment. Leadership of the management refers to the exposure and role of the leaders and the overall management of the organization. Finally, project exposure refers to social media, internet, and the total exposure the organization is having.

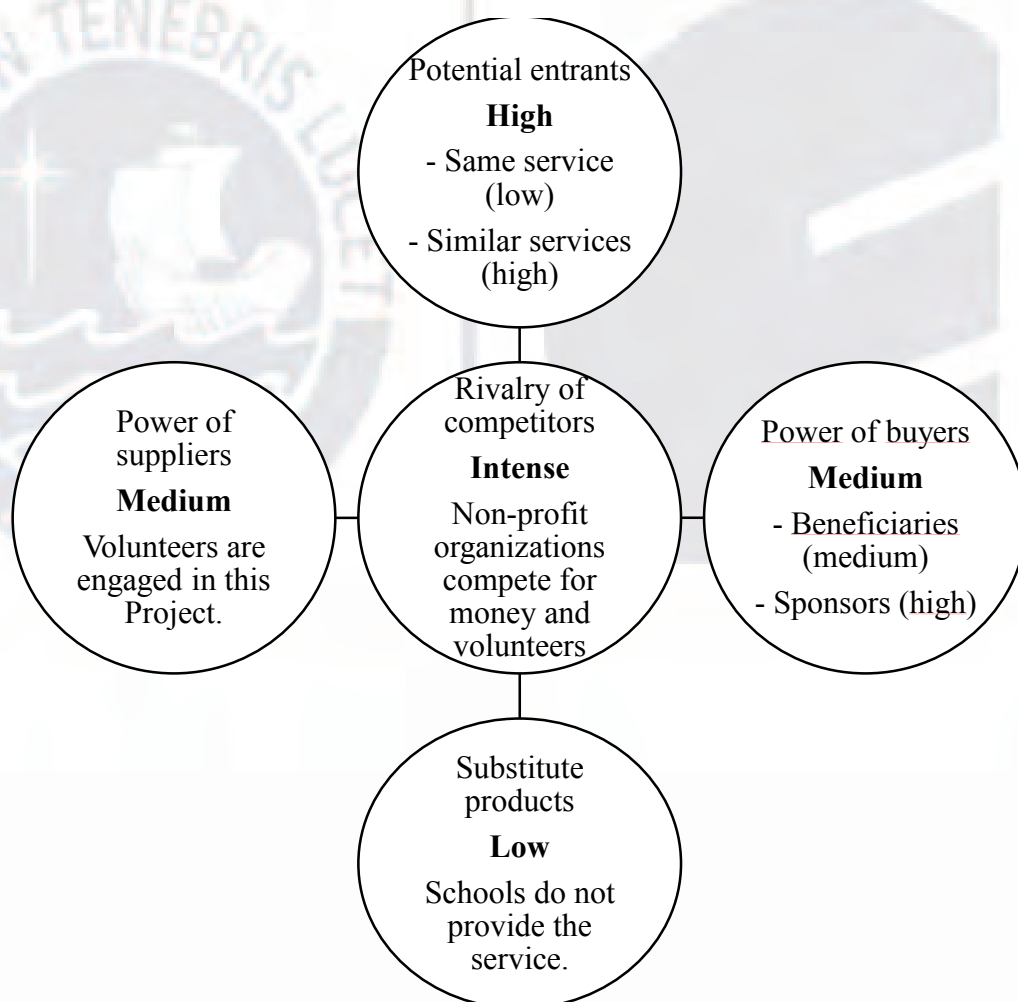


Figure 8. Five Forces of Porter.

Adapted from “Modelo de las cinco fuerzas competitivas” by M. Porter, 2009, p.32.

The values for the KSF were established with the information provided by the organization and information obtained from the research for the competitive analysis. The

CPM of Yunta, displayed in Table 2, compares the organization with Crea+, Minkando, Enseña Perú and Perú Champs, in section 3.3.5 this organizations were settled as the main competitors of Yunta.

From the analysis of Table 2 it is visible that Yunta is in a better competitive position than Minkando and Crea+. The main problems of Yunta are obtaining financial support and the recognition of the brand. For Minkando the main issues are brand awareness because the brand is not instantly related to an educational program and their methodology because they try to accomplish children emotional development, but they do not have a refined methodology. Crea+ main issues are related also to brand awareness and refine of methodology. Enseña Perú and Perú Champs are more structured and developed projects, in that sense this organizations are more attractive also for obtaining funding.

Table 3

Reference Profile Matrix

Critical Success Factor	Weight	Yunta		Youth Mentoring Connection	
		Value	Weighted Score	Value	Weighted Score
1 Financial Support	0.25	2	0.50	4	1.00
2 Brand Awareness	0.20	2	0.40	4	0.80
3 Innovative Methodology	0.15	4	0.60	4	0.60
4 Attractiveness for volunteers	0.15	4	0.60	4	0.60
5 Leadership of the management	0.15	4	0.60	4	0.60
6 Project exposure	0.10	3	0.30	4	0.40
Total	1.00		3.00		4.00

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

According to D'Alessio (2014), the Reference Profile Matrix (RPM) identify the benchmarks of the organization, their strengths and weaknesses and relate them with the strategic position of Yunta. It is important to use a benchmark that commits with the best practices in the global sector. Table 3 compares Yunta with Youth Mentoring Connection,

this organization is not only a benchmark to Yunta, but it is also its associate in the development of a methodology. So, this international association is the aspiration of what Yunta wants to accomplish in Peru.

3.6. Conclusions

The external evaluation values the influence of the environment in the organization. The global context is very important to an organization and the strategic decision making process because the organization is willing to be competitive in a specific scope. From the analysis of the external environment, it is possible to conclude as follow:

- Peruvian external environment has some critical aspects that the organizations should be aware of. The political analysis exhibited that the political environment is considered stable, but the presidential elections are a restraint for investment. Also, there are specific legal benefits for associations or foundations that serve as non-profit organizations like tax exoneration and the possibility of technical international cooperation.
- The economic analysis presented that Latin America has economic development projection. Also, Peru has had a strong growth and the forecast for increase in GDP is positive. In addition, investment is going to growth, especially in mining and hydrocarbons. However, there are some risks like social issues, corruption and legal framework.
- The social analysis demonstrated that even if the enrollment increase in Peru, the academic results and achievements do not respond to good quality education. This situation is aggravated in vulnerable and poor geographic locations of Peru.
- The technological analysis presented the relation between education and innovation, educations leads to innovation. In addition, the budget for innovation is very low comparing Peru with other countries in Latin America. The ecological and

environmental forces presented the current situation in Peru related with climate change and environmental issues.

- The PESTE analysis exhibited some interesting aspects of the Peruvian environment that non-profit organizations should take in account while operating. The major opportunities are related to the increase of private investments that could become sources of finance, the special regulation for non-profit organizations and the use of internet and social media. In the other hand, the major threats are those related to political aspects like presidential elections, the competition between the amount of non –profit organizations and the low budget for innovation in Peru.
- Regarding the Five Forces of Porter analysis, it is important to highlight the intense competition there is to obtain funding with other non-profit organizations, this is related to the threat of potential entrants because it is easy to establish a non-profit organization in Peru. However, Yunta has important assets as the commitment of the volunteers and its staff, and the networking that lead them to relate with many sponsors.
- The main competitors of Yunta are Crea+, Minkando, Enseña Perú and Perú Champs, the last two organizations are more structured, developed a higher sense of brand awareness and create specific channels for obtaining funding. Although, Yunta is well positioned in the CPM, the organization need to work on brand awareness and financial systems.
- The main referent of Yunta is Youth Mentoring Connection, this organization is a benchmark and an associate to develop the necessary methodology to pursuit Yunta's objectives. The RPM demonstrate that Yunta compared with Youth Mentoring Connection is in the right path and has the potential to improve to accomplish their objectives.

Table 2

Competitive Profile Matrix

Critical Success Factor	Weight	Yunta		Minkando		Crea+		Enseña Peru		Peru Champs	
		Value	Weighted Scored	Value	Weighted Scored	Value	Weighted Scored	Value	Weighted Scored	Value	Weighted Scored
1 Financial Support	0.25	2	0.50	2	0.50	3	0.75	3	0.75	4	1.00
2 Brand Awareness	0.20	2	0.40	1	0.20	2	0.40	4	0.80	3	0.60
3 Innovative Methodology	0.15	4	0.60	1	0.15	2	0.30	4	0.60	4	0.60
4 Attractiveness for volunteers	0.15	4	0.60	3	0.45	3	0.45	4	0.60	4	0.60
5 Leadership of the management	0.15	4	0.60	3	0.45	4	0.60	4	0.60	4	0.60
6 Project Exposure	0.10	3	0.30	3	0.30	3	0.30	4	0.40	3	0.30
Total	1.00		3.00		2.05		2.80		3.75		3.70

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

Chapter IV: Internal Evaluation

4.1. Internal Analysis AMOFHIT

The internal analysis AMOFHIT is based in the information provided by Yunta, its volunteers, founders and administrative supporters during the period of elaboration of this strategic plan. The Figures and Tables particularized are based in this information and support the explanation of the organization.

4.1.1. Administration and management (A)

In the administration and management aspect of Yunta, the analysis will provide an overview about the main current characteristics of the organization. This analysis is divided in four main topics: corporate governance, strategic planning, networking and prestige. After this analysis, the administrative part of the organization will be intrinsically explained.

In first place, the corporate governance covers the reputation of the high direction and managers, the system of decision making, the good practices of transparent government and the leadership styles. All this information together provide the initial framework for the consequential analysis and implementations.

The Organization is well qualified by its own staff regarding the reputation of the high direction and its managers. There are no impact tools to measure this because Yunta is a new organization with few years in the market, however the impact team of the organization measure the perception of the people involved in this project in yearly basis. The methodology used to have this metrics is the elaboration of satisfaction surveys. In Arequipa the result were positive during the last years, in Lima this will be the first year that the organization will use this methodology.

Regarding the system for decision making, it responds to a non-hierarchical organization with very flat interaction among members. The Executive Director of the program was a former volunteer that is much compromised with the project and have good

relations with the founders and program leaders. The decisions are mostly made by the executive director with the approval of the board of directors, the idea behind this methodology is that all the member involved in the decision making process need to create alliances and compromises between them.

Good practices of transparent government involve how the managers and founders share information with the whole organization. The executive director of the program send weekly reports to the board of directors specifying the activities done in that week and settling the goals for the upcoming week. In addition, every two months there are general meetings in Arequipa with all the directors and founders of the project in order to discuss the financial and economic situation, the milestones accomplished and the plan for the next two months.

The leadership style in the organization is using the example to teach. Yunta is a flat, non-hierarchical organization, also the people involved is very young and committed to their long term goals. Yunta promote leadership program for their mentors in order to foster their abilities and sustain their impact in the children.

In second place, the administrative analysis involves the systems for strategic planning. Yunta has no area dedicated no strategic planning, however they developed a long term plan called Plan Director Yunta 2020 where they settled some goals and a vision for the upcoming years. The main goals of this plan are: to increase the number of beneficiaries while assembling the whole budget for the operation, the program and the back office of the project consisting in self-sustained sources and sponsored sources.

In third place, the administrative analysis involves the management of networking. The main sponsors of the organization are companies located in Arequipa where there used to work, or have a connection some mentor or staff from Yunta. The relationship with this sponsors is mainly by electronic mails or phone calls. Moreover, Yunta has a well prepared

data base of potential sponsors and a large network of contacts. In this part is it important to point out that Yunta only works with companies who share the same values as them. This means that the companies should respect and act within Peruvian regulation, good manners and values accepted by Peruvian society.

In fourth place, the administrative analysis involves the image and prestige of the organization. Yunta is a well-known organization in Arequipa, because of the directors involves in the project and the years of work. However, in Lima the organization is new and there are no administrative areas.

4.1.2. Marketing and sales (M)

In the marketing and sales aspect of Yunta, the analysis will provide an overview about the main current characteristics of the organization. This analysis is divided in four main topics: product and market, brand, communications and opportunities. After this analysis, the marketing and sales part of the organization will be intrinsically explained.

In first place, the analysis will explain what the service that Yunta provides is and the market for this service. Yunta has a unique methodology that uses Mentoring as a way to connect a child with a young adult in a five step process. The first step is “I know myself”, in this step the child will develop the sense of recognition; the second step is “I accept myself”, here the child will a sense of acceptance; the third step is “I love myself”, in this step the child will develop self-esteem; the fourth step is “I want”, in this step the child develop sense of possibility and the final step is “I act”, in this step the child will project a vision for his or her life. Throughout this experience, the children’s guide will be the mentors that are also being impacted in the process.

In the service there are two programs developing at the same time. The Mentoring Program that focuses in reinforcing self-esteem, potentiating abilities and developing sense of possibility, and the Leadership Program that impacts in the mentors. This program has a

duration of nine months, two Saturdays per month. In parallel with the program, it is developed a school for the parents of the mentees in order to involve them in this process.

This project is focused on children from nine to fifteen years old from vulnerable environments. The geographical scope of the Program is located in Lima and Arequipa, right now they have the core projects of Mentoring one in Lima and one in Arequipa. In addition, they have a special project with the Cancer Foundation. The idea for this program is to expand to Moquegua, Ica and Puno in the coming years.

In second place, Yunta is already in the process of developing a brand as shown in Figure 9. This brand is already registered in the public register, however there is still missing the resolution of approval for the brand. Yunta with this brand want to project the image that this is a unique program, with a unique methodology, they are using education as a tool for social change and is a life changing experience for those who participate. In addition, Yunta would like to legally protect the methodology behind the program.



Figure 9. Yunta Brand. Provided by the organization.

In third place, regarding communications, there is no specific communication channel between the managers and the chiefs of the programs. There is an area that works as Human Resources but is not always the link within the organization. For external communications the organizers are the executive director or the directors.

Finally, regarding the opportunities to develop in the program are basically two. The first one is to expand to different projects as the Cancer Foundation. The second opportunity is to expand to profitable projects in order to finance the non-profitable ones. This last idea is explained in the Plan Director for 2020, where it is explained that the organization would develop some profitable projects for primary private school students, teenagers, impact programs for companies and leadership programs.

4.1.3. Operations and logistics. Infrastructure (O)

In the operations, logistics and infrastructure aspect of Yunta, the analysis will provide an overview about the main current characteristics of the organization. This analysis is divided in two main topics: materials and infrastructure. After this analysis, the operations and logistics part of the organization will be intrinsically explained.

In first place, materials have different sources of financing. In the project in Lima, the school impacted provide the program with all the materials needed, the parents also are involved in the program and provide the refreshments. The project in Arequipa has more donors, so the acquisition of materials is more dynamic. There is going to be a project called Familias Yunta in Arequipa which goal is to compile that money required to cover the basic expenses from the program un Lima.

In addition, there is a person in charge of the inventory for the organization in Arequipa. Every material acquired or donate has a sticker from the organization, indicating that it has already been registered. However, this procedure is not that regular in the project in Lima, because there is no person committed to maintain a register of the material.

In second place, the organization has an office in Arequipa donated by a private company, this is where the executive director works. In Lima, there are no offices so the program leaders use their houses as meeting places. In Arequipa, the office comply with all the requirement of safety and hygiene required by the legislation.

4.1.4. Finance and accounting (F)

In the finance and accounting aspect of Yunta, the analysis will provide an overview about the main current characteristics of the organization. This analysis is divided in three main topics: accounting systems, sponsors and finance decisions. After this analysis, the finance and accounting part of the organization will be intrinsically explained. It is important to mention that Yunta is an association, exonerate of taxes and register as a preceptor of donations.

In first place, Yunta has no accounting system, there is no cash flow, income statement or balance sheet. Also, there is no formal document or procedure no keep track of donations. There are no internal procedures for managing donations, costs and expenses of the organization. There is a bank account managed by the executive director with the approval of the directors.

In addition, the budget is not schemed for the upcoming years. However, there is and external accountant that help the organization with the tax obligations, this accountant only work in some occasions with the organization and it is a pro bono participant. The main expenses of the project are branding, materials like cardboards, pencils or paper shits, and mobilization for mentors and mentees while doing a final project together.

In second place, the sponsors are mainly companies that have some relation with the project or with someone working in the project. Networking is everything for Yunta when finding donors. They manage a spreadsheet with the name of the donor company, the amount of money involved and the date of reception. It is important that companies do not only give money, but merchandise, labor and locations.

In third place, the finance decisions are taken by the executive director and the board of directors jointly. The organization has no bank loan and it is not a resource they are

willing to use. There is no good registered under the name of the association and the possessed good are from minor value.

However, Yunta has two sources of finance: donations and sponsors. For 2015, they had in average 8 sponsors that gave 7,000 PEN. In addition, they receive donations from three companies that have tipping boxes in Arequipa and a project called Yuntas families to raise funding. The calculations for this amount of money lead us to an approximately yearly budget of 300,000 PEN.

4.1.5. Human resources (H)

In the human resources aspect of Yunta, the analysis will provide an overview about the main current characteristics of the organization. This analysis is divided in three main topics: organizational chart, competences and organizational culture. After this analysis, the human resources part of the organization will be intrinsically explained.

In first place, the organizational chart of Yunta (Appendix) shows that there are two main sources of management in the organization, the board of directors and the executive director. The board of director is in charge of supervise and the working plans posed by the executive director. The executive director directs the organization, plans its development and execute the opportunities for growth.

In one hand, regarding the project itself, the directors of the program are in charge of aligning the regional teams to the goals of the organization. The leaders of the project are in charge of plan the sessions and maintain the relationship between the mentors, the mentees and the parents. The assistants of the project are in charge of organizing and planning the logistics of the sessions. Finally, the impact assistants are in charge of all the administrative support to the sessions.

In the other hand, regarding the administrative part, the leader of sustainability is in charge of support the executive director in fund raising. The leader of culture and talent is in

charge of human resources, working in the organizational culture and the selection procedures. Finally, the leader of creativity is in charge of developing the brand and the positioning. There is no leader for the financial aspects of the organization.

In second place, regarding the competences, there is an internal process for choosing mentors and human resources is in charge of the staff recruitment. The process of recruitment for mentors takes approximately four months, it involves personal interviews, psychological interviews and a great demonstration of commitment. After a volunteer is recruited, the next step is capacitation for the nine month process that lasts the program. Volunteers are changed every year because they develop a unique bond with their mentee, however most volunteers want to stay in the program as administrative staff.

Finally, the organizational culture is very horizontal. The staff of the organization is committed with this cause and there is a sense of belonging from the people working in Yunta. Motivation is a big part of the directors concerns, they want to maintain volunteers attached to the main purposes of Yunta, the most important thing is to understand that what they are doing is transcendental. The only person hired that perceives a salary by Yunta is the executive director.

4.1.6. Information and communication systems (I)

There are internal communication channels and the external communication channels. The internal communication channels are very flat, the most used tools are the electronic mail, phone calls and WhatsApp. The external communication channels are the official Twitter of Yunta that does not have much activity as well as the LinkedIn page, the under construction webpage and the Facebook page in charge of the creativity leaders.

4.1.7. Technology and research and development (T)

Regarding technology and innovation, the organization only uses social media, there is no intranet or internal information systems. This lack of use of the technological available

tools represents a great opportunity for Yunta to improve their processes and manage of information available. The staff of the organization is not qualified in any ITC competence. Nevertheless, there is a project to develop an intranet for Yunta that will contain educational information for mentors and mentees.

Moreover, although Research & Development is not an established area in the organization, their processes are constantly being modernized and adapted to Peruvian reality. The programs are innovative because they derive from the methodology used by Youth Mentoring Connection and Futures Mentoring. The main sources of innovation are the international partners of Yunta.

4.2. Internal Factors Evaluation Matrix (IFEM)

According to D'Alessio (2014), the IFEM summarizes and evaluates the main strengths and weaknesses of the areas in an organization while identifying the relationship within the functional areas. Table 4 exhibits the analysis of the organization where Yunta scored 2.5 over 4.00, which is a positive score and envisions the possibilities of development if taking care of critical points.

The Internal Factors Evaluation Matrix displayed reveals the values that the organization perceived as the most important. Loyalty of human resources is important because these mentors are the engine of Yunta and after finishing the program they are willing to stay in the organization. The Directors are very important because of the commitment they have with the organization, mostly all of them are founders of the project and have a good working network with companies and specialists. Also, the Managing of Social Media is crucial because this is the main way of recruiting volunteers for the program, it is also a good way of exposing the program to potential donors.

The main weaknesses of Yunta are related to the financial situation. As mentioned, there is no area that consolidates the cash flows of the organization. Moreover, Yunta only

works in non-regular basis with an external accountant. Consequently, the organization has no clear outlook of the situation of the organization. This also is a restraint for obtaining funding because the organization is not transparent with the costs and expenses. The company overall scored 2.5 which is a positive score and envision the possibilities of development if taking care of critic points.

Table 4

Internal Factors Evaluation Matrix

Internal Factors Evaluation	Weight	Rating	Weighted Score
Strengths			
1 Board of Directors and Executive Director	0.08	4	0.32
2 Networking, relationship with sponsors	0.08	4	0.32
3 Loyalty of Human Resources	0.10	4	0.40
4 Manage of Social Media	0.09	3	0.27
5 Permanent training for mentors	0.03	3	0.09
6 Quality of current information	0.03	3	0.09
7 Methodology: mentoring	0.07	4	0.28
Weaknesses			
1 No strategic planning area	0.05	2	0.10
2 Brand awareness in Lima	0.08	1	0.08
3 No financial statements	0.15	1	0.15
4 No financial area	0.08	1	0.08
5 Office availability	0.03	2	0.06
6 No R&D area	0.08	2	0.16
7 No impact measures	0.05	2	0.10
	1.00		2.50

Note. The values oscillate between 1= major weakness, 2= minor weakness, 3= minor strength, and 4= major strength.

4.3. Conclusions

From the analysis of the Internal Evaluation it is possible to conclude as follows:

- The individuals committing their time and effort are the people that are holding the organization together. The organizational structure starting from the founders to the volunteers have to be well administrated. Even though Yunta has not fully matured as

an organization, but showing leadership, collaboration, and good flow of communication throughout the organizational structure will help in providing transparency creating strong strategic planning; maintaining relationships internally and externally; and build Yunta's image through sustained and involved directors in Arequipa and Lima.

- Marketing is one the most important elements for an organization as it involves marketing the product or service, brand image, the communication with consumers, and the potential opportunities available to be attained. A critical point is the difference between the project in Arequipa and the project in Lima; In Arequipa the brand is well-recognized and Yunta receives financial and community support. On the other hand the project in Lima is new, in a larger city with several other NGO's, so the brand needs extensive recognition to differentiate itself from other programs.
- Materials and office availability is a significant requirement for Yunta. As observed in the external analysis, that Yunta's base in Arequipa is very well equipped with materials and an office space to oversee all the operations, which helps with keeping the organizations operations recorded, and organized. On the other hand the project in Lima is still with no office making the organization hold meetings in houses resulting in less professionalism; and they also require more effort to attract sponsors to help them cover expenses of materials etc.
- The main critical points are related to financial decisions, it is important to work with an in-house individual in-charge of the daily cash flows, donations and financial statements. This will lead to a transparent administration. Another advantage of keeping the financials to order is for evaluation of the program and what is required to enable sponsors to be willing to donate to Yunta.

- People working in Yunta are a huge asset of the organization: directors, managers, Program leaders, volunteers are all committed and trust this program and methodology. As referred to the analysis, Yunta however has a flat organization, where communications between directors and volunteers are very common and easily approached, making the organization one family, all sharing responsibilities and passionate towards the success of Yunta. Another important aspect is regarding the mentors chosen to join Yunta, are background screened, and are carefully selected after a process of approximately four months; showing how serious they want their program to be successful to achieve their goals.
- The main aspect in the information and communication category is that the people working and helping Yunta's organization are well networked and positioned in the business field. This helps Yunta, when any issue is raised, to be able to find a solution or a network that may help resolve the problem. In terms of the communication systems, Yunta has to update its services in terms of social media for example, because this is a way of communication with the community. How the communication derived and versioned is very important as it can affect the organizations efficiency.
- Technology is used extremely by everyone in 2015, and as mentioned above that Yunta's communication is not very effective, so they should use social media to spread their message, have brand awareness, and also to research and develop the ways of coaching the methodology to the children. Technology, research and development is a benefit to all parts involved in the organization
- The internal evaluation matrix helped in identifying the strengths and weaknesses of the organization allowing Yunta to detect the importance of the factors chosen, and acknowledge what factors are in need for improvement, and what factors are to be focused on more.

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

The determination of the Long Term Objectives (LTO) and the Short Term Objectives (STO) will be the support for the actions required to accomplish the vision the organization has. According to D'Alessio (2014), the LTO are the base to design the processes and labor in the organization, organize the activities in the organization, provide a path and clear directions to the organization and accomplish the organizational synergy.

5.1. Interests of the Organization

According to D'Alessio (2014), the organizational interests identify the objectives that Yunta would like to accomplish in the market where it competes in the long-term run. This interests are the result of analyzing the intentions of the organization. The main interest are those concerning to the program as a tool for social change and the administration of their finances.

The interests of an Organization are very important, because they are factors that are correlated with the organizations wants and needs when preparing for a strategic plan. After further research, analyzing and collecting information, it has been concluded that the interests of Yunta are revolved around many elements such as to continue to impacts the children's life as a long term project and succeed in what their program is designed for.

Moreover, Yunta would like to be financially stable and independent to continue to increase the number of beneficiaries in their organization. They would like to continue their Research and Development in the mentoring methodology to further gain more knowledge and add new practices to adapt the project to the Peruvian reality.

Another element is human resource, Yunta would like to continue attracting new volunteers and bringing in new people that share the same passion and support towards the organizations purpose and also keep the organizing structure motivated and committed to working.

Finally Yunta's would like to share and spread its values to the community by brand recognition. They want to build a brand that visualizes and defines what they are working towards and what they are trying to accomplish, and marketing their brand will help them attain the market to gather more help and support from the community in Lima.

The interests of the organization are as follows:

- Financial independence
- Continue to impact on children
- Continue the development of R&D
- Maintain the organization attractive to volunteers and sponsors.
- Brand Recognition

5.2. Potential of the Organization

The existing competitive advantages of an organization are important assets that result in future success. The potential comes from the internal part of this organization, including aspects of labor, methods, mentality, internal environment, and finance.

The people working for Yunta are highly important to add value for the organization. In addition, the culture of Yunta is formed by the people working in Yunta. Volunteers are the main element that composite the workforce of Yunta. Most of them are working with children as mentors, and the others support the operation of the overall organization by contributing to the managerial processes. People working for Yunta are enthusiastic, committed, and faithful to the possible change they will make. We have attended mentoring sessions of Yunta; Children are taught in class first about the topic of day, and then they are taken to the school playground to engage in activities designed to bring the mentors and mentees together, and also include activities revolving around the topic of the day. The activities deeply enroll both sides of mentors and children with a lot of mutual communications. We have also interviewed several volunteers working for Yunta, and they

all care about the children, ready to provide the help needed, and believe that the activities being implemented throughout the program will make significant changes to the children's lives.

To add, the mentality of Yunta's workforce is an important element to build the potential of the organization; because people working in Yunta are the organizations representatives. Specifically, people recognize Yunta through the behaviors and activities of the people from Yunta. As a result, the mental condition of Yunta's people will affect this organization profoundly. The people in Yunta have an overall belief that what they are currently contributing to is transcendental to not only the children and their families, but the community and the whole society.

Another potential is the mentoring methodology adopted by Yunta. The mentoring method with adaptations according to the local reality is the highlight of how Yunta applies theories well with the reality of the local environments. Yunta carries out activities based on several cities and the adapted mentoring method is the basis of mentoring program in every location, and it is the basis of the success of building qualified mentors. The method taught in training program prepares good mentors for the mentoring program, confirms the quality of mentoring session, and adds value to children receiving the mentoring program.

Lastly, the financial management of Yunta maybe is not considered solid, but is a start, for the future achievement of financial independence in the short-run and financial stability in the long-run. Yunta has already an external accountant that works part time, that deals with financial statements and issues professionally. Although currently Yunta does not have a mature financial system, it is countable to build a mature financial system with the help of its financial workforce through training programs for that will be provided, which will also help in the future.

5.3. Cardinal Principles of the Organization

Cardinal principles help the organization to understand some significant factors derived from economic and political spectrums. By understanding the cardinal, the organization will be capable of operating their business activities in the social and cultural environment. Also, grasping past and current connections associated with organizational behaviors and activities would give the organization a clear image to rationally make a tradeoff among different interests of organization. Meanwhile, it is useful for the organization to identify the implications of enemies besides the public surveillance. There are four cardinal principles that the organization needs to pay more attentions to.

Influence of third parties. Although Yunta is a non-governmental organization, there could be third parties like government and other organizations that may have underlying effects on their current and future activates. In terms of political factors, how local government currently perceive these activities, which all non-profit organizations has been raising in the industry, would directly determine the trend of governmental policies and regulation that aim at the non-profit organizations in the long term. Also, due to other non-profit organizations improper or unethical activities, the government could have a negative effect on Yunta's organization by changing some policies to limit the organizational activities in the future. Furthermore, the sponsors as a third party will negatively or positively have a fiscal impact on the organization's finance, which could be a fatal obstacle for the organization to achieve the goal of expansions.

Past & Present Ties. The organization has been focusing on their one-to-one relationship of mentoring program since the establishment of Yunta. In the past, they have successfully applied their methodology for all of their mentoring programs so far and also achieved outstanding results from what they are using the five-steps approach to help those vulnerable children. In the present, they will have embedded the core value of their

methodology into future programs so that it can benefit more children from different communities.

Balance of interests. The competitors of Yunta are other non-profit organizations, most of them are related to childhood and education. This means that although, the funding competition could be intense, the transcendental resolution they have constitute a bond between this organization. So the ultimate goals this organizations pursuit are related to social well-being. Therefore, it is possible that in the future this competitors could be also allies to accomplish meaningful goals.

Conservation of the enemies. It is always essential for an organization to realize the enemies potentially existing in the market. Many organizations may traditionally regard competitors who are offering the same service or product compared to their enemies. In fact, besides the competitors, there could be many other enemies that invisibly influence the organization's activities from complicated social impacts. For example, individuals sometimes have a negative perception about what many non-profit organizations are undertaking. It has to admit that all these adverse images are truly created by some non-profit organizations doubtful experience and controversial conducts in the past in spite of the fact that every non-profit organization is supposed to have a code of ethics to guide their behaviors.

5.4. Organizational Interests Matrix (OIM)

According to D'Alessio (2014) the organizational interests are the ultimate objectives of an organization in order to be successful and sustainable in a long term scope. The objectives are to imply in the vision, but the Organizational Interests Matrix (OIM) are another style of evaluation taking in account the positive or negative interests involved. Table 5 exposes the OIM for Yunta, with the main interests of the Organization and the

principle activities, facts or stakeholders involve with this interests that influence the organization in a positive or negative way.

Table 5

Organizational Interest Matrix

Interest of Yunta	Intensity of the interest		
	Vital	Important	Peripheral
1. Financial independence	Sponsors + Yunta +	Volunteers +	
2. Continue to impact on children	Volunteers + Beneficiaries + Families of the children +	Schools + Sponsors + Local Community +	Creamás + Minkando + Ensená Peru + Peru Champs + Government +
3. Continue the development of R&D	Youth Mentoring connection +	Volunteers +	
4. Maintain the organization attractive to volunteers and sponsors.	Founders + CEO + Yunta +	Beneficiaries +	Crea +as - Minkando - Ensená Peru - Peru Champs - Other NGO's -
5. Brand Recognition	Founders + CEO + Sponsors +	Volunteers +	Crea +as - Minkando - Ensená Peru - Peru Champs - Other NGO's -

+common interests

-opposite interest

5.5. Long-term objectives

According to D'Alessio (2014), the LTO are expected results after the development of certain strategies, these results have a time scope depending on the industry and the organization. The nine main characteristics of LTO are that they are quantitative, measurable, realistic, comprehensible, challenging, hierarchical, achievable, congruent between the units of the organization and associable to a scope of time. Consequently, the LTOs for Yunta are:

- Long Term Objective 1 (LTO1): Until the year 2020, Yunta will become a partially self-sustained non-profit organization by accomplishing a 60% proportion of self-sustained operations from the current 0%.

The first long-term objective for Yunta is to become a self-sustained association in a big proportion. Conducive to this, the organization is developing profitable projects to support the activities of the non-profitable programs and will develop financial tools to maintain credibility and transparency. The vision of Yunta and the ideal of non-profitable project will remain intact; however Yunta is trying to have more power in direction of becoming a durable project that impacts several children and youth. Furthermore, the impact programs in Lima and Arequipa are financed by sponsors only from Arequipa.

The programs designated to be sources of finance for the project are focused on a different market. These projects are centralized in education centers for sector A and sector B, where the parents of the children and youth impacted could reward for this service and are interested in developing the emotional intelligence of their children. Furthermore, there will be programs focused on companies of more than 150 employees, which whom Yunta will develop leadership and soft skills courses.

- Long-term objective 2 (LTO 2): Until the year 2020, Yunta will be one of the most attractive organizations in Peru by having at least 16 sponsors per year that give an average amount of 7,000 PEN.

In order to accomplish this, Yunta will need to approach potential sponsors in Lima and maintain the networking in Arequipa. As reported by the executive director of Yunta, the average contribution per month of a sponsor company is 7,000 Nuevos Soles. In addition, the average numbers of sponsors are eight. The average amount of money handed out by the companies will maintain, so the organization will be able to use its network without changing the approach or the good will of the companies. However, the efforts to find contributors are

focused in Arequipa, in the case of Lima, Yunta need to find more sponsors. Moreover, the organization projects to expand the program to Ica, Moquegua and Puno, so it is important also to expand the portfolio of donors.

- Long Term Objective 3 (LTO 3): Until the year 2020, Yunta will be recognize as one of the most innovative non-profit organizations in Peru by developing six new Mentoring programs, improving the current indicator of 1 new program every 3 years.

This programs will be their tool to become a self-sustainable organization and will also increase the scope for impacting in more children and youth with their non-profit core programs. From these six program, fours projects are already in designing stage. The first project is Mentoring for children focused in children between fifth and sixth grade of primary school, it is the same program that Yunta already developed its activities but it is oriented to private schools from sectors A and B. The second project is Mentoring for youth this program will be develop in an alliance with Futures Vocational Mentoring from United Kingdom, it is oriented to teenagers in fourth and fifth grade of high school and the main target is to help them with vocational orientation.

The third project is Impact Project focused in educational institutions and enterprises that would like to develop the emotional intelligence and soft skills of their employees. The fourth project is the Summer Camp, this is a leadership program focused on children between 9 and 11 years old from the social sectors A and B. These four projects will follow the methodology of Yunta and are going to be adapted to Peruvian reality.

- Long Term Objective 4 (LTO 4): Until the year 2020 Yunta will amplified the scope of impact of the project in Peru, by increasing the number of beneficiaries and mentors from 105 mentors and 105 mentees, to 1,000 mentors and 1,000 mentees.

Conducive to accomplishing this, the organization should create brand awareness and be able to have impact measures that allow them estimate the metrics of their Program. As

reported by the directors of Yunta, in two years of operations they were able to impact on 270 mentors and mentees, 240 families, over 50 donors and over 30 companies. So, the project has good opportunities to improve. Furthermore, as it was explained, Yunta has projections to geographical expansion and increase of programs, so impacting in more people is conceivable.

- Long Term Objective 5 (LTO5): Until the year 2020, Yunta will be an example of quality management for non-profit organizations by controlling the quality of 60% of their processes.

Currently, Yunta does not have a Quality Management Tool, so it controls 0% of its processes. It is important to accomplish financial objectives and management objectives, but it is also important to maintain a quality management of the organization in order to improve internal administration and provide important assurance to the stakeholders of the organizations. In this sense, Yunta will need to develop a Quality Management Tool and measure their improvement from year to year. Therefore, according to the Technical Assistance for the Civil Society Organizations (2012), there are eight steps that a non-profit organization needs to accomplish in contemplation of creating a customized quality tool.

The first step is to determine what the commitment of the organization with quality is, in this case, Yunta could establish a small quality team, determine its composition, responsibilities and authorities. The second step is to identify the quality system that better suit the organization, then Yunta could purchase manuals or find support by intermediate organizations in Peru. The third step is to be clear about the products and processes. The fourth step is to maintain a documentation of this process as a way to standardize the work and its references, it is important to document what the NGO does, do what the NGO has already documented and audit every step. The fifth step is to train the employees and volunteers of the organization and review the procedures. The sixth step is to pre-audit

internally the quality system. The seventh step is to monitor the performance and schedule the critical points for the chosen quality management tool. Finally, the eighth step is to continue the quality improvement process as a key component of the organization.

5.6. Conclusions

From the analysis of the interests of the organization and long-term objectives, it is possible to conclude as follows:

- The interest of the organization are related to two major points. The first one is the well-being of kids and the second one, is the improvement in the internal processes. Yunta is interest in financial independence, continue the impact on children, continue the development of R&D, maintaining attractive to volunteers and sponsors and getting brand recognition.
- The potential of the organization is related to Hartmann's analysis of influence of third parties, past and present ties, balance of interests and conservation of enemies. The influence of third parties is determined by the influence of governments, of sponsors and other non-profit organizations. For the past and present ties, it is important to indicate that the organization is young and not many changes have been made. Related to balance of interests, other non-profit organizations could be in the future allies of Yunta, because of the transcendental objectives. Conservation of enemies is referred to a problem almost all non-profit organizations face, the public perception of this type of organizations.
- The OIM exposed the main interests of the organization and the principle stakeholders involved in this process.
- Five long-term objectives were established:

- Long Term Objective 1 (LTO1): Until the year 2020, Yunta will become a partially self-sustained non-profit organization by accomplishing a 60% proportion of self-sustained operations from the current 0%.
- Long-term objective 2 (LTO 2): Until the year 2020, Yunta will be one of the most attractive organizations in Peru by having at least 16 sponsors per year that give an average amount of 7,000 PEN.
- Long Term Objective 3 (LTO 3): From 2020, Yunta will be recognize as one of the most innovative non-profit organizations in Peru by developing six new Mentoring programs, improving the current indicator of 1 new program every 3 years.
- Long Term Objective 4 (LTO 4): Until the year 2020 Yunta will amplify the scope of impact of the project in Peru, by increasing the number of beneficiaries and mentors from 105 mentors and 105 mentees, to 1,000 mentors and 1,000 mentees.
- Long Term Objective 5 (LTO5): Until the year 2020, Yunta will be an example of quality management for non-profit organizations by controlling the quality of 60% of their processes.

Chapter VI: The Strategic Process

The strategic process is a methodologic path conducive to obtain the strategies required for Yunta. According to D'Alessio (2014), the formulation of the strategic process has 15 matrixes, six analysis matrixes in contemplation of the internal and external environment of the organization, five intuition matrixes that are the core strategic process and four decision matrixes which are related to the products of the organization. This chapter will generate the intuition and decision matrixes revealed before. Yunta has a general strategy of leadership in costs with a niche scope in the market for children and youth with socio-emotional problems.

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

As stated by D'Alessio (2014), this matrix is one of the most important matrixes because of the intuitive qualities required. The Strengths, Weaknesses, Opportunities and Threats Matrix (SWOTM) analyses the strengths and weaknesses of the organization already established from the AMOFHIT analysis, and the opportunities and threats extracted from the PESTE analysis. In addition, the composing of this matrix proposes four types of strategies regarding the items already detailed.

Consequently, this analysis provides four types of strategies: strength-opportunity strategies which take advantage of the environment with the strengths, weakness-opportunity strategies which improve the internal weaknesses to take advantage of external opportunities, strength-threat strategies which use the strengths of the organization to reduce the impact of external threats and weakness-threat strategies which generate defensive strategies (D'Alessio, 2014).

Table 6 displays the strategies concluded from the SWOT analysis, this strategies are not only external strategies, bit internal strategies, in order to have a holistic improvement of the organization, as a result the final strategies are:

Table 6

Strengths, Weaknesses, Opportunities and Threats Matrix

	Strengths – S	Weaknesses
	<ol style="list-style-type: none"> 1. Board of Directors and Executive Director 2. Networking, relationship with sponsors 3. Loyalty of Human Resources 4. Manage of Social Media 5. Permanent training for mentors 6. Quality of information 7. Methodology: mentoring. 	<ol style="list-style-type: none"> 1. No strategic planning area 2. Brand awareness in Lima 3. No financial statements 4. No financial area 5. Offices 6. No R&D 7. No impact measures
Opportunities - O	Strategies SO	Strategies WO
<ol style="list-style-type: none"> 1. GDP per capita of Peru and potential growth 2. Regulation for NGO's 3. Increase of private investment in Peru 4. Peru as a student's destination 5. Internet and Social Media 6. Decrease of Poverty 7. Access to banking system. 	<p>SO1: Market penetration: to increase the number of followers and visitors of Yunta's Facebook page and webpage. (S4,O5)</p> <p>SO2: Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru. (S1, S2, O1, O3)</p> <p>SO3: Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta. (S5, S7, O4)</p>	<p>WO1: Internal (rightsizing): To increase the number of staff member supporting the administrative areas in Yunta. (W3, W4, O2)</p> <p>WO2: Internal (total quality): to promote an internal culture of transparency and measurement of results. (W7, O3)</p>
Threats - T	Strategies ST	Strategies WT
<ol style="list-style-type: none"> 1. Uncertainty about the Presidential elections in 2016 2. Lack of institutionalization and corruption 3. Health issues in children 4. Competition between NGO's 5. Low innovation in Peru. No R&D 6. GDP per capita of Peru and potential growth. 	<p>ST1: Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs. (S7, T4)</p> <p>ST2: Horizontal integration: to consolidate the administration of the projects in Lima and Arequipa. (S1, T4)</p>	<p>WT1: Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand. (W2,T4)</p> <p>WT2: Internal (culture): To promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates. (W6, T5)</p>

- Market penetration: to increase the number of followers and visitors of Yunta's Facebook page and webpage.
- Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.
- Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.
- Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.
- Internal (total quality): to promote an internal culture of transparency and measurement of results.
- Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.
- Horizontal integration: to consolidate the administration of the projects in Lima and Arequipa.
- Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.
- Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.

6.2. Strategic Position and Action Evaluation Matrix (SPACEM)

According to D'Alessio (2014), the strategic position and action evaluation matrix was elaborated by Dickel in 1984 and it is used to determine the appropriate strategic posture of an organization or its business units. Two vectors are involved in this analysis, the internal vector which evaluates the financial strength and competitive advantage, and the external vector which evaluates the attractiveness of the industry and the stability of the

environment. The SPACEM matrix is a result of the intuitive analysis based on the information provided by the organization and obtained from the external analysis.

Before interpreting the internal and external evaluations there were two main facts that impulse the evaluation, the project in Arequipa is more structured and organized than the project in Lima and the rivalry between non-profit organizations, conducive to obtain funding, is tenacious. Table 7 exposes that Yunta has an overall low financial strength; the expertise in the use of their methodology is their main asset. Table 8 exposes that Yunta has a competitive advantage in their methodology and the directors and volunteers. Table 9 exposes that the non-profit organization industry is very competitive and not so attractive. Finally, table 10 exposes that the environment is very unstable.

Yunta got specific results after the evaluation of the individual conditions, for financial strength the score was 2.22, for competitive advantage -2.77, for industry attractiveness 2.88 and for environmental stability -2.87. This results are shown in Figure 10, the mean point (+0.11, -0.65) is in the competitive quadrant. According to D'Alessio (2014), the strategies for competitive organizations indicate that the organization can operate better than its competitors, so the strategies recommended are concentric fusion, conglomerate fusion, reconversion and differentiation, which means to create unique products in design, quality and added value. Nonetheless, it is important to emphasize that the organizational polygon is very symmetric, this means that although the organization was labeled as competitive, there are many possible improvements to be done.

The critical factor for Yunta is the financial strength and the main interest is to remain competitive, penetrate in the market and create new products. These interests are consequence of this analysis, and also will framework the type of strategies Yunta should promote.

Table 7

Financial Strength

Return over investment	Low	0	1	2	<u>3</u>	4	5	6	High
Leverage	Unbalanced	0	1	<u>2</u>	3	4	5	6	Balanced
Liquidity	Unbalanced	0	<u>1</u>	2	3	4	5	6	Solid
Capital required versus capital available	High	0	1	<u>2</u>	3	4	5	6	Low
Cash flow	Low	0	<u>1</u>	2	3	4	5	6	High
Easiness of market exit	Difficult	0	1	2	<u>3</u>	4	5	6	Easy
Business risk	High	0	1	<u>2</u>	3	4	5	6	Low
Inventory turnover	Slow	0	1	<u>2</u>	3	4	5	6	Fast
Economies of scales and expertise	Low	0	1	2	3	<u>4</u>	5	6	High
Average		2.22							

Table 8

Competitive advantage

Market share	Small	0	1	<u>2</u>	3	4	5	6	Big
Product quality	Inferior	0	1	2	3	4	<u>5</u>	6	Superior
Product life cycle	Advance	0	1	2	3	<u>4</u>	5	6	Early
Product replacement cycle	Variable	0	1	2	3	<u>4</u>	5	6	Fixed
Customer loyalty	Low	0	1	2	3	4	<u>5</u>	6	High
Employment of the competitors capacity	Low	0	1	<u>2</u>	3	4	5	6	High
Technologic know-how	Low	0	1	2	<u>3</u>	4	5	6	High
Degree on vertical integration	Low	0	<u>1</u>	2	3	4	5	6	High
Speed of new product development	Slow	0	1	2	<u>3</u>	4	5	6	Fast
Average – 6		-2.77							

Table 9

Industry Attractiveness

Growth potential	Low	0	1	2	3	4	<u>5</u>	6	High
Profit potential	Low	0	1	2	3	<u>4</u>	5	6	High
Financial Stability	Low	0	1	<u>2</u>	3	4	5	6	High
Technological knowledge	Simple	0	1	<u>2</u>	3	4	5	6	Complex
Resource Usage	Inefficient	0	1	<u>2</u>	3	4	5	6	Efficient
Capital intensity	Low	0	1	2	<u>3</u>	4	5	6	High
Easiness of market entry	Easy	0	<u>1</u>	2	3	4	5	6	Difficult
Productivity/capital usage	Low	0	1	2	3	<u>4</u>	5	6	High
Negotiating power of producers	Low	0	1	2	<u>3</u>	4	5	6	High
Average		2.88							

Table 10

Environmental Stability

Technology changes	Many	0	1	2	<u>3</u>	4	5	6	Few
Inflation rate	High	0	1	2	3	4	<u>5</u>	6	Low
Demand variability	Large	0	1	2	3	<u>4</u>	5	6	Small
Price range of competitive products	Broad	0	1	2	<u>3</u>	4	5	6	Narrow
Market entry barriers	Few	0	1	<u>2</u>	3	4	5	6	Many
Competitive rivalry/pressure	High	0	<u>1</u>	2	3	4	5	6	Low
Price Elasticity of Demand	Elastic	0	1	<u>2</u>	3	4	5	6	Inelastic
Pressure of substitutes	High	0	1	2	3	4	<u>5</u>	6	Low
Average-6		-2.87							

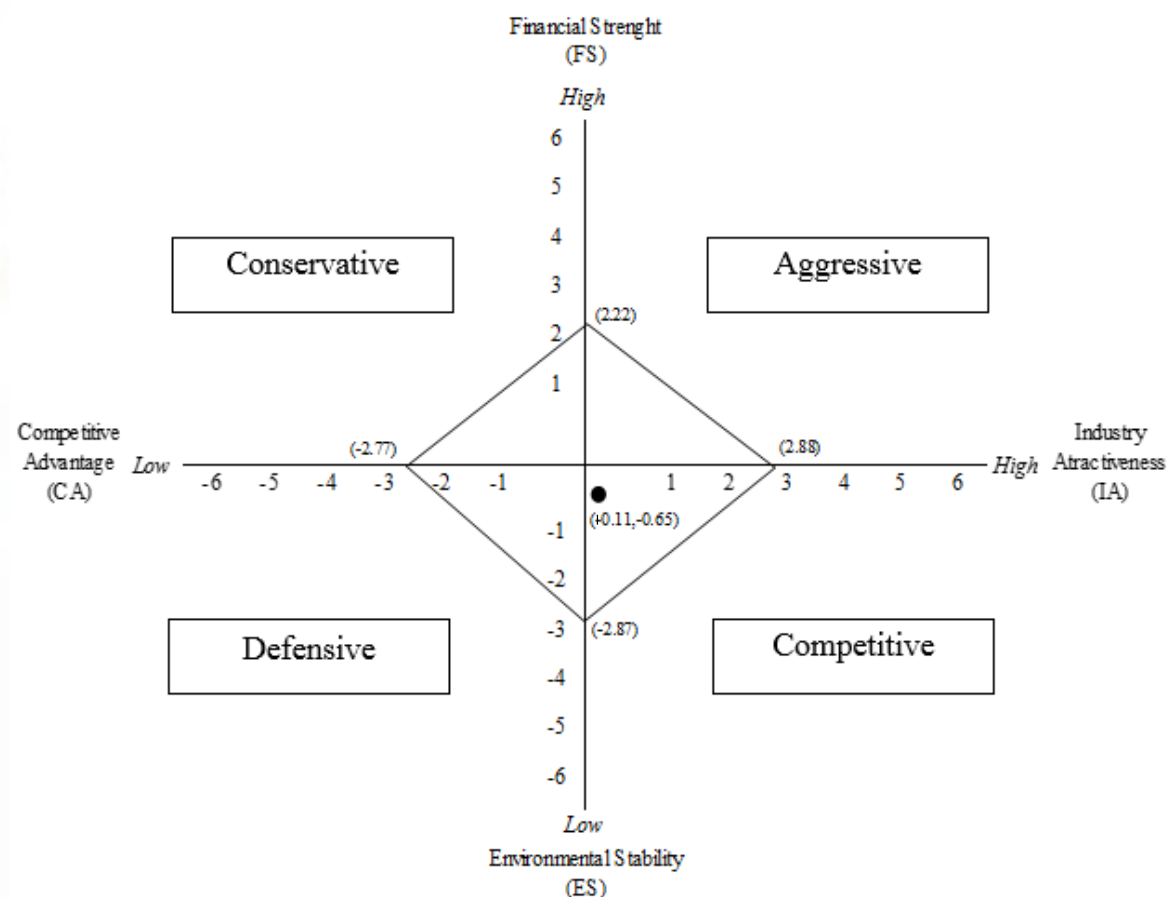


Figure 10. Strategic position and action evaluation matrix.

From this analysis the strategies to maintain and improve the position of Yunta and its competitive assets are:

- Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.
- Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.
- Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.
- Internal (total quality): to promote an internal culture of transparency and measurement of results.
- Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.
- Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.
- Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.

6.3. Boston Consulting Group Matrix (BCGM)

According to D'Alessio (2014), the Boston Consulting Group Matrix is a portfolio matrix that was designed to help in the formulation of strategies. This matrix allocates business units, products or organizations in a division to obtain the competitive position of each one. This is a tool to increase the overall competitive advantage of the organizations. The BCGM has two axis, the X axes is the relative participation in the market and the Y axis is the sales growth of the industry.

In contemplation of Yunta being a non-profit organization and the information collected from the organization, the BCGM was accommodated. The sales growth in the industry aspect was changed for industry growth and the participation in the market was

changed by a criterion of enrollment of volunteers and beneficiaries. Yunta has a high rate of enrollment, but it is a slow and fragmented market; that is why, the organization is positioned as a question mark. In this quadrant, the strategies viable are those related to generation of cash, intensive strategies and defensive strategies.

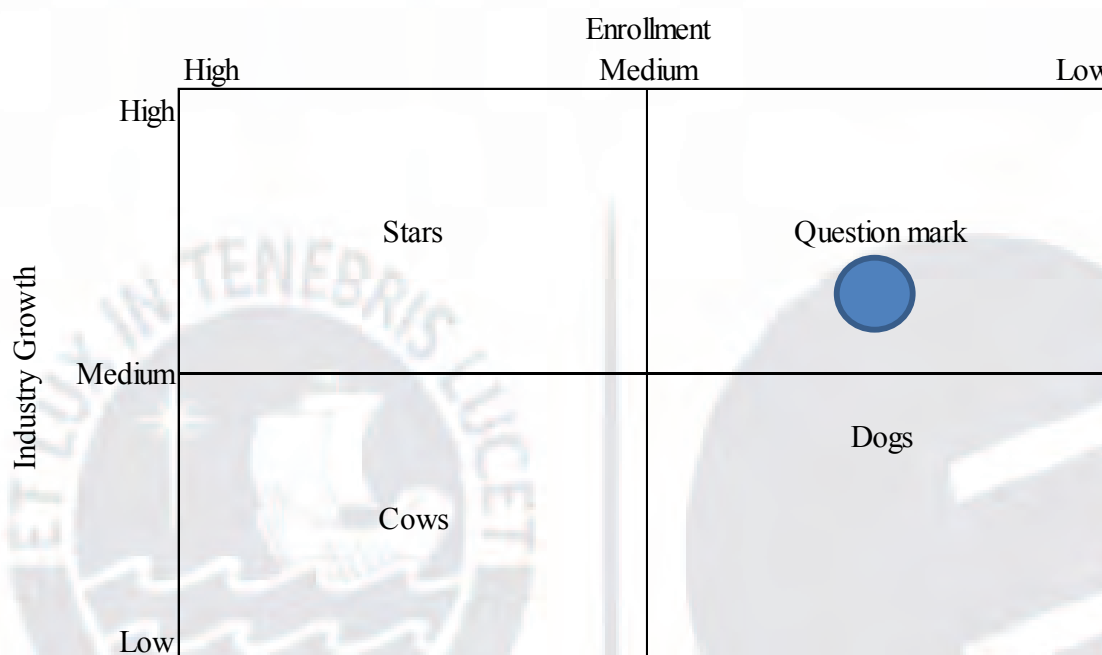


Figure 11. Boston Consulting Group Matrix

From this analysis the strategies related to generation of cash, intensive strategies or defensive strategies are:

- Market penetration: to increase the number of followers and visitors of Yunta's Facebook page and webpage.
- Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.
- Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.
- Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.

- Internal (total quality): to promote an internal culture of transparency and measurement of results.
- Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.
- Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.

6.4. Internal-External Matrix (IEM)

According to D'Alessio (2014), the IEM is a portfolio matrix because it demonstrates the division of the organization within nine cells under the dimensions of the result of the External Factor Evaluation Matrix and the Internal Factor Evaluation Matrix. According to the executed evaluation of Yunta, the EFEM result is 2.45 and the IFEM result is 2.50. This score locate Yunta in quadrant V.

The V quadrant is related to the diagnosis of "hold and maintain" where the strategies should be market penetration and product development. In addition, quadrant V is related with quadrants III and VII, so the main activity should be selective development and work with the internal strengths in order to improve. This is a very optimistic panorama for Yunta, it means that the organization has a competitive advantage, however it needs to improve in some internal areas to accomplish a better position.

From this analysis, the strategies related to market penetration and product development are:

- Market penetration: to increase the number of followers and visitors of Yunta's Facebook page and webpage.
- Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.

- Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.
- Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.

6.5. Grand Strategy Matrix (GSM)

According to D'Alessio (2014), the Grand Strategy Matrix is a tool to formulate alternative strategies it is based in two dimensions the market growth and the competitive position of the organization. Although legally initiating a non-profit organization is a simple procedure, the industry of non-profit organizations is growing slowly, there are not many organizations dedicated to socio-emotional aspects. However, Yunta has a strong competitive position, it has a methodology supported by an international well-known association and the staff and volunteers are not only committed, but qualified.

According to the analysis of the competitive position and market growth, Yunta is located in quadrant IV. According to D'Alessio (2014), this quadrant shows a strong competitive position, but a slow growth in the industry, the organizations can diversify or establish joint ventures to pursuit more goals and activate the market. The organization should look for challenging methods of growth.

From this analysis, the strategies related to concentric diversification, horizontal diversification, conglomerate diversification and joint venture are:

- Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.

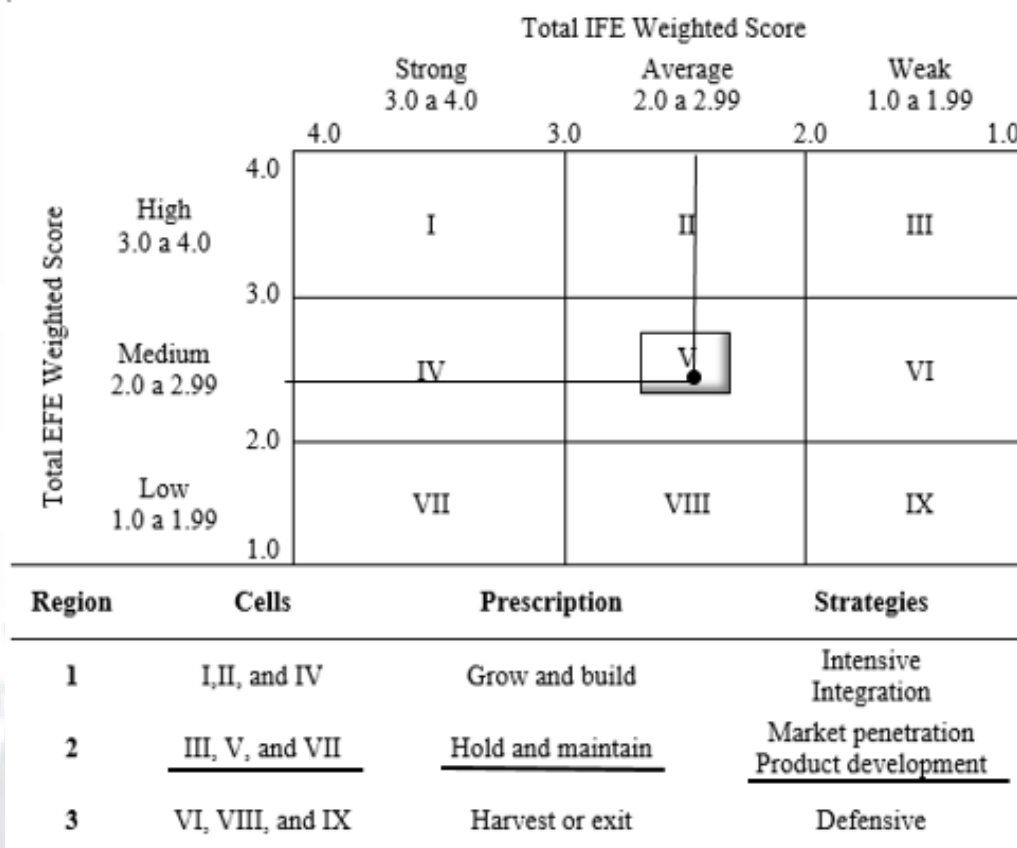


Figure 12. Internal External Matrix.

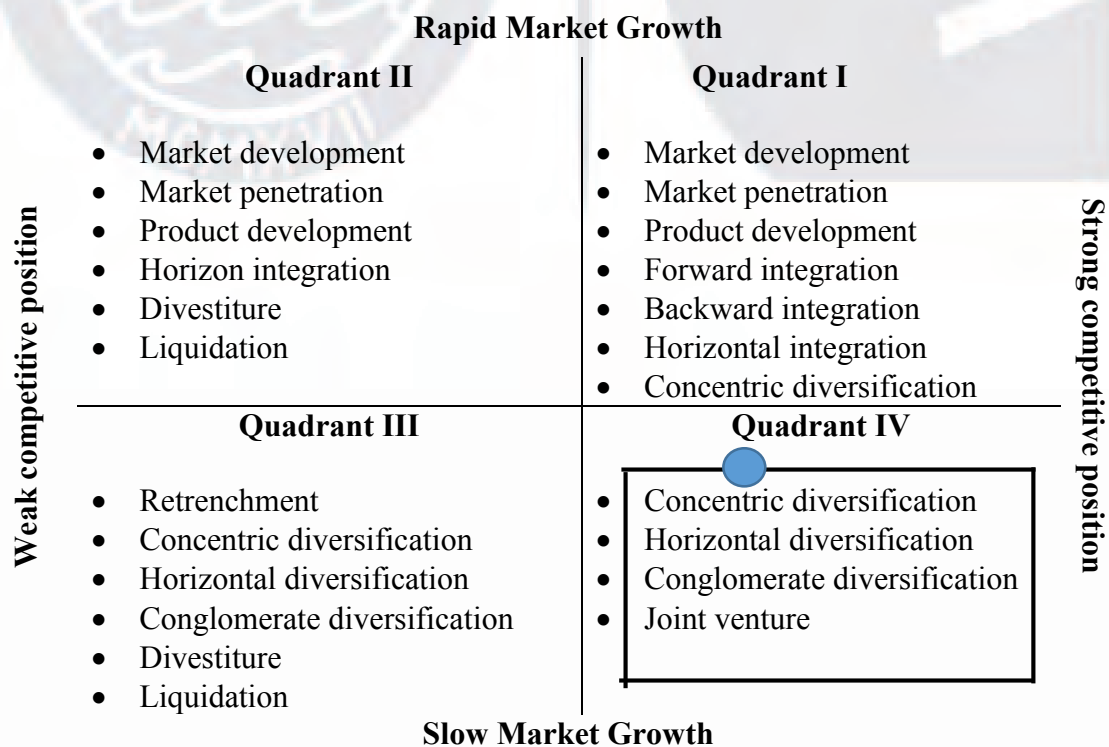


Figure 13. Grand Strategy Matrix

6.6. Strategic Decision Matrix (SDM)

The Strategic Decision Matrix is a tool that assembles the previous matrixes (SWOTM, SPACEM, BCGM, IEM and GSM) and accredits the strategies posed with the result of these matrixes. Those strategies validated by three or more matrixes are the ones selected for the organization. In this particular case, seven strategies out of nine strategies were selected dismissing the horizontal integration of the management of the projects of Lima and Arequipa and to increase the number of followers and visitors to the institutional Facebook and Web pages (see Table 11).

The strategy to increase the number of followers and visitors of Yunta's Facebook page and webpage was dismissed, because after the analysis of the organization it was found that Yunta is already displaying efforts in improving its internet aware. For example, the institutional webpage of Yunta is under construction and there are three staff members in charge of managing social media. So it would not be useful to increase the amount of efforts, human resources, economical resources and time in figuring out activities that are already in the right path.

6.7. Quantitative Strategic Planning Matrix (QSPM)

The quantitative strategic planning matrix evaluates the seven strategies selected in the strategic decision matrix, as exposed in Table 12. This matrix scrutinize the strategies with the opportunities and threats selected in the external analysis (EFEM) and the strengths and weaknesses selected from the internal analysis (IFEM).

The strategies with a score of five or more and those strategies that are considered necessary, will continue in the process as retained strategies. In this particular case, the seven strategies previously selected obtained a score of five or more than five, so all the selected strategies passed this filter.

Table 11

Strategic Decision Matrix

Alternative/Internal strategies	Strategies	SWOT	SPACE	BCG	IE	GSM	TOTAL
Market penetration	To increase the number of followers and visitors of Yunta's Facebook page and webpage.	X		X	X		3
Market development	To amplify the scope of sponsors from Arequipa to other cities in Peru.	X	X	X	X		4
Product development	To develop a strategic alliance with universities in Peru to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.	X	X	X	X		4
Internal (rightsizing)	To increase the number of staff member supporting the administrative areas in Yunta.	X	X	X			3
Internal (total quality)	To promote an internal culture of transparency and measurement of results.	X	X	X			3
Concentric diversification	To develop a strategic alliance with international organizations in order to create new innovative programs.	X	X			X	3
Horizontal integration	To consolidate the administration of the projects in Lima and Arequipa.	X					1
Market penetration	To develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.	X	X	X	X		4
Internal (culture)	To promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.	X	X	X			3

Table 12

Quantitative strategic planning matrix

		To amplify the scope of sponsors from Arequipa to other cities in Peru.		To develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.		To increase the number of staff member supporting the administrative areas in Yunta.		To promote an internal culture of transparency and measurement of results.		To develop a strategic alliance with international organizations in order to create new innovative programs.		To develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.		To promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.		
	Weight	Value	W.A.	Value	W.A.	Value	W.A.	Value	W.A.	Value	W.A.	Value	W.A.	Value	W.A.	
Opportunities																
1	GDP per capita of Peru and potential growth	0.05	4	0.20	4	0.20	4	0.20	3	0.15	4	0.20	4	0.20	2	0.10
2	Regulation for NGO's	0.10	2	0.20	2	0.20	4	0.40	2	0.20	4	0.40	2	0.20	2	0.20
3	Increase of private investment in Peru	0.15	4	0.60	2	0.30	4	0.60	3	0.45	4	0.60	4	0.60	4	0.60
4	Peru as a student's destination	0.05	4	0.20	4	0.20	2	0.10	4	0.20	4	0.20	4	0.20	4	0.20
5	Internet and Social Media	0.05	2	0.10	4	0.20	2	0.10	4	0.20	2	0.10	4	0.20	3	0.15
6	Decrease of Poverty	0.05	1	0.05	4	0.20	1	0.05	4	0.20	1	0.05	1	0.05	4	0.20
7	Access to Banking System	0.10	2	0.20	1	0.10	4	0.40	2	0.20	1	0.10	1	0.10	1	0.10
Threats																
1	Uncertainty about the Presidential elections in 2016	0.05	3	0.15	3	0.15	3	0.15	3	0.15	3	0.15	3	0.15	2	0.10
2	Lack of institutionalization and corruption	0.05	1	0.05	4	0.20	1	0.05	1	0.05	1	0.05	1	0.05	2	0.10
3	Health issues in children	0.15	1	0.15	4	0.60	1	0.15	4	0.60	1	0.15	1	0.15	4	0.60
4	Competition between NGO's	0.15	4	0.60	4	0.60	4	0.60	4	0.60	4	0.60	4	0.60	4	0.60
5	Low innovation in Peru. No R&D	0.05	1	0.05	4	0.20	3	0.15	4	0.20	4	0.20	2	0.10	4	0.20
Strenghts																
1	Board of Directors and Executive Director	0.08	4	0.32	3	0.24	4	0.32	4	0.32	4	0.32	4	0.32	4	0.32
2	Networking, relationship with sponsors	0.08	4	0.32	3	0.24	4	0.32	4	0.32	4	0.32	4	0.32	4	0.32
3	Loyalty of the Human Resources	0.1	4	0.40	2	0.20	2	0.20	2	0.20	4	0.40	4	0.40	4	0.40
4	Manage of Social Media	0.09	2	0.18	3	0.27	2	0.18	3	0.27	1	0.09	4	0.36	2	0.18
5	Permanent training for mentors	0.03	2	0.06	4	0.12	4	0.12	4	0.12	4	0.12	2	0.06	4	0.12
6	Quality of current information	0.03	4	0.12	1	0.03	4	0.12	4	0.12	1	0.03	2	0.06	2	0.06
7	Methodology: mentoring	0.07	2	0.14	4	0.28	4	0.28	4	0.28	4	0.28	2	0.14	4	0.28
Weaknesses																
1	No strategic planning area	0.05	4	0.20	2	0.10	4	0.20	4	0.20	4	0.20	4	0.20	4	0.20
2	Brand awareness in Lima	0.08	2	0.16	4	0.32	4	0.32	3	0.24	4	0.32	4	0.32	2	0.16
3	No financial statements	0.15	1	0.15	1	0.15	4	0.60	2	0.30	4	0.60	3	0.45	3	0.45
4	No financial area	0.08	1	0.08	1	0.08	4	0.32	2	0.16	4	0.32	3	0.24	3	0.24
5	Office availability	0.03	3	0.09	1	0.03	4	0.12	1	0.03	1	0.03	4	0.12	3	0.09
6	No R&D area	0.08	1	0.08	4	0.32	4	0.32	4	0.32	4	0.32	4	0.32	4	0.32
7	No impact measures	0.05	3	0.15	4	0.20	4	0.20	4	0.20	4	0.20	3	0.15	4	0.20
		2.00		5.00		5.73		6.57		6.28		6.35		6.06		6.49

6.8. Rumelt's Matrix (RM)

Rumelt's Matrix is a validation matrix for the strategies already chosen. This matrix evaluates the consistency, consonance, feasibility and advantage the strategies. The consistency is related to the objectives and politics of the strategy, the consonance is related to the adaptation to the external environment, the feasibility is related to financial possibility and the advantage is related to the competitive advantage of the organization. As shown in Table 13, the entire list of strategies qualified through this matrix.

6.9. Ethical Matrix (EM)

The Ethical Matrix verifies that the strategies previously selected do not collapse with the general ethical principles as law, justice and serve to the preferred goals. In case a strategy does not pass the ethical filter, it should be discarded (D'Alessio, 2014). The Ethical Matrix for Yunta is displayed in Table 14.

According to the description of this matrix, all the retained strategies are neutral to the rights of life, property, freedom of thought, privacy, conscience and speak. Some of the strategies serve to justice principles as fair trial, distribution, administration and compensation. Finally, all the strategies serve the strategic objectives and results and the strategic tools used.

6.10. Retained and Contingency Strategies

The contingency strategies are those strategies that did not pass the previous matrixes evaluation, this strategies could be maintained in order to be developed in the future, if necessary. In the case of Yunta, the contingency strategies are horizontal integration to consolidate the administration of the projects in Lima and Arequipa and develop of an internal managerial procedure to regulate the content and use of social media and the webpage.

Table 13

Rumelt's Matrix

Specific Strategies	Validation				
	Consistency	Consonance	Feasibility	Advantage	Accepted
Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.	yes	yes	yes	yes	yes
Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.	yes	yes	yes	yes	yes
Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.	yes	yes	yes	yes	yes
Internal (total quality): to promote an internal culture of transparency and measurement of results.	yes	yes	yes	yes	yes
Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.	yes	yes	yes	yes	yes
Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.	yes	yes	yes	yes	yes
Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.	yes	yes	yes	yes	yes

Table 14

Ethical Matrix

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.	Impact in administration.	Compensation norms.	Strategic objectives and results.		Strategic tools used.
1 Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.	N	N	N	N	N	N	N	N	N	N	E	E	Yes
2 Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.	N	N	N	N	N	N	N	J	N	N	E	E	Yes
3 Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.	N	N	N	N	N	N	N	N	N	N	E	E	Yes
4 Internal (total quality): to promote an internal culture of transparency and measurement of results.	N	N	N	N	N	N	N	J	N	J	E	E	Yes
5 Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.	N	N	N	N	N	N	N	J	N	J	E	E	Yes
6 Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.	N	N	N	N	N	N	N	N	N	N	E	E	Yes
7 Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.	N	N	N	N	N	N	N	N	N	J	E	E	Yes

Note: For Rights: "P"= Promotes, "N" = Neutral and "V" = Violates. For Justice: "J" = Just, "N" = Neutral and "U" = Unjust. For Utilitarianism: "E" = Excellent, "N" = Neutral and "H" = Harmful.

Although the market penetration strategy to increase the number of followers and visitors of Yunta's Facebook page and webpage passed the filters of the matrixes, it demands a lot of resources in terms of time and people. In addition, Yunta without this internal procedure managed social media very well, and example of this is its institutional Facebook page. The other contingency strategy is the horizontal integration of the administration of Lima and Arequipa, in order to manage them from one department. However, the communication among Lima and Arequipa has improvement opportunities and separating the management could be beneficial to organize the activities, increase the scope for sponsors and beneficiaries.

6.11. Long-term Strategies vs. Objectives Matrix

The Long-Term Strategies versus the Objectives Matrix compare the long term objectives established in the section 5.5 with the retained strategies of the matrixes analysis. As exhibit in Table 16, all the strategies recommended serve the long-term objectives, so all the strategies retained passed this filter.

6.12. Competitive Possibilities Matrix

According to D'Alessio (2014), the matrix of competitive possibilities serves during the implementation of strategies because it allows the organization to analyze the possible reaction of its competitors. In the case of Yunta, the matrix was developed with Crea+ and Minkando because this two organizations are the most similar to Yunta, in terms of purpose, processes and lifetime. Enseña Peru and Peru Champs were dismissed because, the programs this organizations carry have different structures and methodologies that would make the comparison not accurate. As exhibited in Table 17, Crea+ and Minkando could also be able to accomplish some strategies, but right now the competitive advantage is with Yunta. This Table displays the results based on the information provided by the organization and found in the research.

Table 15

Retained and Contingency Strategies

Item	Strategy	
ST1.	Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.	Retained
ST2.	Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.	Retained
ST3.	Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.	Retained
ST4.	Internal (total quality): to promote an internal culture of transparency and measurement of results.	Retained
ST5.	Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.	Retained
ST6.	Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.	Retained
ST7.	Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.	Retained
ST8.	Horizontal integration: to consolidate the administration of the projects in Lima and Arequipa.	Contingency
ST9.	Market penetration: to increase the number of followers and visitors of Yunta's Facebook page and webpage.	Contingency

Table 16.

Long-term Strategies vs. Objectives Matrix

Vision: In 2020, Yunta will be recognized as a sustainable organization that empowers children that become agents of change in Peruvian society.						
		LTO 1: Until the year 2020, Yunta will become a partially self-sustained non-profit organization by accomplishing a 60% proportion of self-sustained operations from the current 0%.	LTO2: From 2020, Yunta will be one of the most attractive organizations in Peru by having at least 16 sponsors per year that give an average amount of 7,000 PEN.	LTO3: Until the year 2020, Yunta will be recognized as one of the most innovative non-profit organizations in Peru by developing six new Mentoring programs, improving the current indicator of 1 new program every 3 years.	LTO4: Until the year 2020 Yunta will amplify the scope of impact of the project in Peru, by increasing the number of beneficiaries and mentors from 105 mentors and 105 mentees, to 1,000 mentors and 1,000 mentees.	LTO5: Until the year 2020, Yunta will be an example of quality management for non-profit organizations by controlling the quality of 60% of their processes.
Organizational Interests						
1. Financial independence						
2. Continue to impact on children						
3. Continue the development of R&D						
4. Maintain the organization attractive to volunteers and sponsors.						
5. Brand Recognition						
ST1.	Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.	X	X	X	X	X
ST2.	Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.	X	X	X	X	
ST3.	Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.	X	X	X	X	X
ST4.	Internal (total quality): to promote an internal culture of transparency and measurement of results.	X	X	X	X	X
ST5.	Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.	X	X	X	X	
ST6.	Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.	X	X	X	X	
ST7.	Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.	X	X	X	X	X

Table 17

Competitive Possibilities Matrix

Strategies	Competitors	
	Crea+	Minkando
Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.	Fixed sponsors: Wiese foundation, Savia Perú, IBM, EY, Nestlé, among others.	Can adopt the strategy.
Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.	No developed learning methodology.	No developed learning methodology
Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.	Can adopt the strategy. The organization does not have an internal financial area.	Can adopt the strategy.
Internal (total quality): to promote an internal culture of transparency and measurement of results.	Can adopt the strategy, but the methodology is not well developed.	No developed learning methodology
Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.	Can adopt the strategy, there is no R&D area.	Can adopt the strategy, there is no R&D area.
Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.	The brand is an important asset of Crea+. They are working on brand awarness.	Can adopt the strategy.
Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.	Can adopt the strategy.	Can adopt the strategy.

6.13. Conclusions

From the analysis of the strategic process, it is possible to conclude as follows:

- From the analysis of the intuitive matrixes (SWOT, SPACEM, BCGM, IEM and GSM), nine possible strategies were proposed:
 - Market penetration: to increase the number of followers and visitors of Yunta's Facebook page and webpage.
 - Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.
 - Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.
 - Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.
 - Internal (total quality): to promote an internal culture of transparency and measurement of results.
 - Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.
 - Horizontal integration: to consolidate the administration of the projects in Lima and Arequipa.
 - Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.
 - Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.

- Concluding the analysis of the decision matrixes (SDM, QSPM, RM and EM), only seven out of nine strategies were selected. The integration of the managements from Lima and Arequipa is not necessary because it would be better to use the available internal communication channels and maintain the separation of managements to work adequately in fund raising. The objective about increasing the number of followers and visitors of Yunta's Facebook page and webpage was discarded, because the organization has an image area that is already working on social media and internet awareness. For a small non-profit organization as Yunta it is better to use the resources efficiently and focus the effort in the weak areas.
- Then, the long-term objectives were compared with these strategies, the result was that all the seven selected strategies were compatible. After this, the strategies applied for Yunta were contrasted with the possible actions the main competitors could make.
- Another criterion to discard strategies was the limited amount of human resources and financial resources in the organization. So it would be better to prioritize the urgent. Finally, the seven strategies that persist through the strategic process, were selected for the development of the strategic plan.

Chapter VII: Strategic Implementation

According to D'Alessio (2014), the second part of a strategic plan is the implementation and has four principle aspects: the formulation of the short-term objectives, the policies for each strategy, the allocation of resources and the organizational structure. It is important to illustrate that a successful formulation of the strategic plan, does not ensure a successful implementation.

7.1. Short-term Objectives

The following sub-chapter presents the Short-Term Objectives (STO), associated with the six Long-Term Objectives (LTO) proposed in section 5.5.:

- LTO1: Until the year 2020, Yunta will become a partially self-sustained non-profit organization by accomplishing a 60% proportion of self-sustained operations from the current 0%.

- STO 1.1: in 2016, Yunta will reduce in 10% de operation expenses by having clear financial statements that provide accurate and transparent information about cash flows.

The main requirements for a non-profit organization are the statement of financial position, the state of activities and change in net assets and the cash flows. Right now, Yunta does not have any of this documents and this does not allow Yunta to have a transparent accountability. In addition, it is important to produce a yearly budget to control costs and expenses.

- STO 1.2: From 2016, Yunta will have 2 trained people in finances every year. Currently, the organization is not able to provide transparent or accurate financial information because there is a lack of financial statements. The main activity of this objective is to train the members of the staff of Yunta, in charge of the finances of the organization. This training does not have to represent an

expense for Yunta, because it could be done as a cooperation training from a professional volunteer or a pro bono organization.

- LTO 2: Until the year 2020, Yunta will be one of the most attractive organizations in Peru by having at least 16 sponsors per year that give an average amount of 7,000 PEN.
 - STO 2.1: In 2015, Yunta will have a document with their marketing strategy. In order to attract more sponsor, Yunta need to be clear of their potential market, the targeting and their positioning. This is why it is important to develop a document where there is an established analysis and a clear specification of the segmentation, targeting and positioning. Yunta has started to develop this document with the support of Futura and Cupido, two important publicity agencies.
 - STO 2.2: From 2016, Yunta will contact 5 possible sponsors every month. Conducive to relate with more potential sponsors, and finance the project, Yunta will prepare a database. This database will be in charge of the marketing area of the organization called Creativity. The database will maintain updated throughout the years.
 - STO 2.3: From 2016, Yunta will attract two additional sponsors every year. Yunta did not exploit the market opportunities in Lima for obtaining funding from sponsors. In addition, the networking of Yunta is one of the main assets so it is important to continue the raise funding operations.
- LTO 3: From 2020, Yunta will be recognize as one of the most innovative non-profit organizations in Peru by developing six new Mentoring programs, improving the current indicator of 1 new program every 3 years.
 - STO 3.1: By 2017, Yunta will have four new programs.

This programs are already in the designing stage. The main objective of Yunta is to expand the scope of beneficiaries of their projects, in order to accomplish that the organization need funding. The methodology Yunta uses is unique and in the development of four additional programs that represent a sustainable source of financing for the organization. It is important to mention that Yunta has already been developing these four programs in association with Youth Mentoring Connection and Futures Vocational Mentoring (UK).

- STO 3.2: From 2017, Yunta will have two monthly meetings with potential buyers of new programs.

In 2017, Yunta will already have four new programs focused on private schools, summer camps and companies with more than 150 employees. So, it is important to held regular meeting with potential buyers of this programs in order to sustain the regular operations.

- Long Term Objective 4 (LTO 4): Until the year 2020 Yunta will amplify the scope of impact of the project in Peru, by increasing the number of beneficiaries and mentors from 105 mentors and 105 mentees, to 1,000 mentors and 1,000 mentees.

- STO 4.1: From 2016, Yunta will have 80% of general assistance to the mentoring sessions.

In order to accomplish this Yunta will develop a rewarding system for volunteers to promote commitment and attendance. Yunta wants to expand the scope of beneficiaries of its program. In order to attract the total amount of mentors required, Yunta will develop an incentive system that will reward volunteers with certificates and recommendation letters during their year of volunteers. This measure will conclude in dual consequences: volunteers will be attracted and good volunteers will maintain mentees happy.

- STO 4.2: From 2016, Yunta will have a rate of 90% satisfaction from its volunteers.

In order to accomplish this, Yunta will develop a well-being project for mentors consisting in two social events and an introductory coaching session per year.

One the main assets of Yunta is the commitment of the volunteers. So, the organization needs to implement a well-being strategy to maintain that internal environment. According to this, Yunta will have 2 camaraderie events per year a social and introductory coaching session for the mentors and staff before the initiation of the yearly programs.

- STO 4.3: From 2015, Yunta will have 1 contact from the Ministry of Education. Yunta will make an approach with an official of the Ministry of Education in order to initiate the networking with public schools conducive to increase their scope of beneficiaries. Having this contact with the Ministry of Education, will help the organization by reducing time in searching for potential public schools and also will give the organization an advantage when approaching public schools, because they would be getting in contact through a Government Agency.

- LTO5: Until the year 2020, Yunta will be an example of quality management for non-profit organizations by controlling the quality of 60% of their processes.

- STO 5.1: In 2015, Yunta will have 3 members for quality assessment.

This members should be part of a new area for quality management or ascribe this team to the Executive Direction.

- STO 5.2: From 2018, Yunta will have 60% of trained members in quality management.

A Quality Management Tool serves the whole organization, so it is important to coach as many people as possible in the use of this internal tools. In order to pursue this aspiration, the training in this tool should impact as many Yunta staff members as possible.

7.2. Resources allocated to short-term objectives

According to D'Alessio (2014) the resources are divided into three groups: a) tangible assets: machinery, financial assets, materials and processes; b) intangible assets: technology, reputation, and organizational behavior; and c) human resources: leadership, knowledge, communication and interactive skills, and motivation. The resources allocated to each short term objective are detailed in Table 18.

7.3. Policies for each Strategy

According to D'Alessio (2014), the policies for each strategy are the limits for the management. These policies include rules, methods, practical activities and procedures to support the achievements of the objectives by providing boundaries to the actuate of an organization. Throughout the policies it has designed the path for the vision. The policies for each strategy are displayed in Table 19.

7.4. Organizational Structure

According to D'Alessio (2014), the organizational structure is the frame of the organization. This structure will be the support of the organization during the implementation of the strategies, so it is important to define whether the organization should maintain the organizational structure, or it would be better to change it. Consequently, the worst mistake for any organization is to implement new strategies with an old organizational structure.

The necessity to coordinate organizational structure in project implementation stage is high as the resources of a non-profit organization are usually limited. As a result, how to take

advantage of the limited resources efficiently is crucial to the performance of a non-profit organization. According to Mostashari (2005), an operational non-profit organization requires complex organization to complete the processes of mobilize resources, in the form of financial donations, materials or volunteer labor, in order to sustain their projects and programs. Clearly, an efficient organizational structure improves the use of resources and leads the organization to perform well.

As presented in the Appendix, the current organizational structure of Yunta is simple and the division of work for each position is vague. In the current administrative area, workforce is divided abstractly into three categories, which are talent and culture in charge of human resources, viability in charge of the core of the program, and creativity in charge of marketing. One significant disadvantage brought by this classification is the unclear work division.

In pursuance to improve this division, it is suggested that Yunta add three more areas to their organizational structure: a finance area, a public relationship area, and a quality area. The responsibility of people working in finance covers all the activities related to capital operations, the duties include budgeting, accounting and reporting. The duties of people in public relationship sector include the duties of a sales area, carrying business. The function of quality area is to execute action plans step by step to maintain the quality throughout the organization.

The duties of viability area will be to measure the impact of the program, to improve and maintain current programs and to develop new programs. The creativity area will be in charge of marketing, social media and maintaining the databases updated. The talent and culture area will be in charge of human resources. The Executive Director is a coordinator for all this working areas, and the coordinator with the directors of the association.

Table 18

Allocation of resources

STO	Short Term Objectives	Tangible Resources	Intangible Resources	Human Resources
1.1	In 2016, Yunta will reduce in 10% de operation expenses by having clear financial statements that provide accurate and transparent information about cash flows.	Laptop - 1,500 PEN	Internet	Head of finances
1.2	From 2016, Yunta will have 2 trained people in finances every year.	600 PEN		Head of finances
2.1	In 2015, Yunta will have a document with their marketing strategy.			Cupido and Futura
2.2	From 2016, Yunta will contact 5 possible sponsors every month.		Internet Free software	Creativity area
2.3	From 2016, Yunta will attract two additional sponsors every year.			Talent and culture area
3.1	By 2017, Yunta will have four new programs.		Knowledge	Impact area
3.2	From 2017, Yunta will have two monthly meetings with potential buyers of new programs.			Talent and culture area
4.1	From 2016, Yunta will have 80% of general assistance to the mentoring sessions.	10 PEN		Talent and culture area
4.2	From 2016, Yunta will have a rate of 90% satisfaction from its volunteers.	1,200 PEN		Talent and culture area
4.3	From 2015, Yunta will have 1 contact from the Ministry of Education.			Talent and culture area
5.1	In 2015, Yunta will have 3 members for quality assessment.		Internet Free software Plan	2-4 volunteers part of the staff
5.2	From 2018, Yunta will have 60% of trained members in quality management.	600 PEN		Trainer (1 volunteer part of Quality Team)

7.5. Environment, Ecology, and Social Responsibility

Yunta is an organization well aware of the corporate social responsibility (CSR). To be specific, Yunta cares about the sustainability of the environment and the balance of ecology in the strategies applied. The settled goals and the implementation are all environmental friendly, taking the balance of ecology into serious consideration. There was a check of every detail from the organization strategy and the detailed action plan to assure that there is no attempt to harm the environment.

Moreover, Yunta cares about its social responsibility and makes effort to benefit the society. The activities Yunta carries out are focused on goals and aligned with the standards of social responsibility. From the long term and short term goals, we can see an expectation of financial sustainability and organizational growth. These goals are focused on the vision and mission of Yunta, striving to bring changes to underprivileged children. This will eventually contribute to the society in the sense of reducing the number of people with social problems and alleviating the risk of crimes. At the first place, Yunta is fulfilling its social responsibility outstandingly by contributing to the mental health of underprivileged children.

7.6. Human Resources and Motivation

Human resources management plays a crucial role in Yunta, because the volunteers are the main force that supports the operation of the organization. Researchers emphasized the importance of matching human resource with the latest business strategy. Olson, Slater and Hult (2005) reached a conclusion after their research based on 200 companies, which is that the firms overall performance is strongly influenced by how well a firm's business strategy is matched to its organizational structure and the behavioral norms of its employees.

To make the best use of human resource, we suggest Yunta put the right people in the right positions. As introduced before, people with different professional knowledge should be assigned to the work that matches best with the knowledge and skill. Furthermore, to improve

the efficiency and reduce the response time, a more flexible system that allows workforce movement is suggested. The difference of new system does not fix mentors under certain leaders. Workforce in one area has the freedom to deal with problems.

Apart from the human resource allocation issue, motivation is another important element of Yunta. Both the culture of the organization and morale among volunteers make a difference, especially when the major service of Yunta is provided by direct interactions between child to mentor. When it comes to specific suggestions to improve motivation, we consider work on both the organization leader and the executive workforce.

To establish and maintain motivation in the workforce, we recommend Yunta to create morale maintaining program. In this program, trainings and activities are carried out among mentors, and the topic of all activities is to maintain an upward attitude and cheerful morale. Because Yunta is highly depended on the mentoring work of volunteers, the motivation of volunteers will directly decide the quality of mentoring program and experience of children. In order to prevent the decline of motivation, periodical training and activity is recommended.

7.7. Change Management

Yunta is a change organization, they are not only working for the well-being of Peruvian childhood in order for them to become agents of change in society, but they are introducing new techniques and an innovative methodology in the market. This means that Yunta is working for a transcendental objective and in the way, the organization is impacting other non-profit organizations fostering them to innovate in the methodologies applied.

7.8. Conclusions.

From the analysis of strategic evaluation, we can conclude as follows:

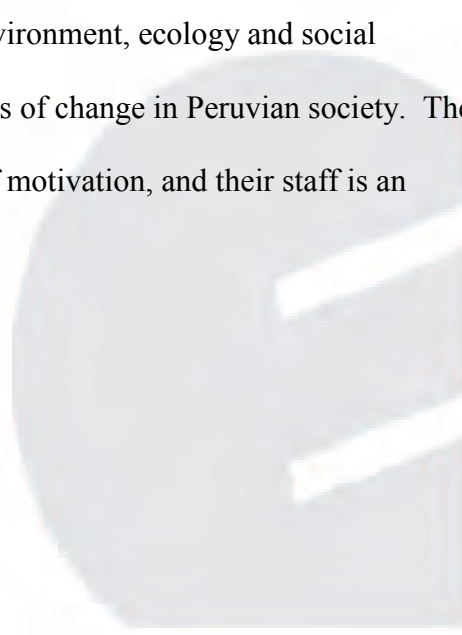
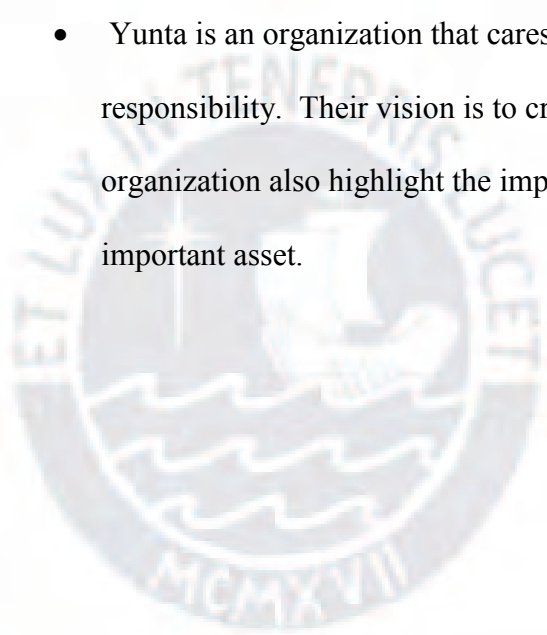
- The short-term objectives should be the steps to accomplish the long-term objectives. For the five long term objectives proposed in chapter V, there are proposed 12 short term objectives.
- The policies for the strategies are related to accomplishing a culture of transparency and innovation that foster Yunta to maintain a competitive position in the NGO industry.

Table 19

Policies for each strategy

Strategies	Policies
Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.	Promote the quality in the management of relationships Encourage transparency in the process of raise funding
Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.	Encourage innovation in Peru Promote integration in transcendental objectives Promote the usage of knowledge
Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.	Promote transparency and control Promote good usage of the financial resources Promote a culture of control and allocation of resources
Internal (total quality): to promote an internal culture of transparency and measurement of results.	Promote a culture of control in the measurement of impact Encourage the organization to maintain high standards
Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.	Promote innovation and knowledge acquisition Encourage the innovation for raise funding
Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.	Promote the integration to accomplish objectives Encourage the value of reputation
Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.	Promote innovation and knowledge acquisition Encourage de cooperation

- Regarding the allocation of resources, it is important to realize that Yunta is a non-profit organization and the resources, especially financial are very limited. In that sense, it is proposed to take advantage of the good human resources Yunta possess and focus on the usage of alternative free software to pursuit the settled goals.
- Regarding the organizational structure of Yunta, it is important to add a financial area, a public relationships area and to specify the members working in the area of the executive director, for them to be able to support the whole organization.
- Yunta is an organization that cares about environment, ecology and social responsibility. Their vision is to create agents of change in Peruvian society. The organization also highlight the importance of motivation, and their staff is an important asset.



Chapter VIII: Strategic Evaluation

8.1. Control Perspectives

According to D'Alessio (2014), the third stage of the strategic procedure is evaluation and control. The intensity and frequency of the environmental changes, competition and demand generate the necessity of a dynamic strategic planning. The strategic control is also an instrument to close the breach between what is planned and what is executed.

8.1.1. Internal learning

According to D'Alessio (2014) the perspective of internal learning analyzes the internal environment of the organization focusing in human resource. Some key indicators are: (a) the satisfaction of the workforce, (b) retention of the workforce, (c) productivity of the labor force, (d) systems capabilities information, and (e) capacity of the enabling systems.

For the learning and growth perspective, the organization needs to align employee capabilities and skills, technology, and a corporate culture to support a strategy. Based on the situation of Yunta and the leadership of the director, it is possible to make more staff members and volunteers truly believe in the company and its culture, which assists more vulnerable children in changing their well-being for a brighter tomorrow. Moreover, Yunta can attempt to make full use of social media to share their company values in the society and utilize some communicative tools to make temporary volunteers to share their mentoring experience and learning with each other and potential mentors who will join the organization in the future.

8.1.2. Processes

According to D'Alessio (2014) the perspective of processes evaluates any type of processes that an organization possess. Some key indicators for this perspective are the following: (a) innovation; (b) after-sales service; (c) operational efficiency; (d) quality measures, production, and waste; and (e) cycle times. There should be a connection between

the overall strategy and the critical factors while improving the internal process. By using this approach, the organization would be capable of frequently identifying processes at which the organization would be able to meet its goals. Yunta needs to improve their internal inventory management so as to effectively use their resource allocation. Meanwhile, it is necessary for Yunta to develop a comprehensive tool to track employees' performance and customer experience although they have a well-developed mentoring training and teaching approach.

8.1.3. Clients

According to D'Alessio (2014) the perspective of clients evaluates: (a) market share, (b) retaining customers and consumers, (c) attracting new customers and consumers, and (d) the profitability per customer and consumers. The core of any business strategy is the customer-value proposition so an organization must identify the customers it wants to attract and the market segment in which it will compete. Customers represent the essence of why an NGO exists. In terms of Yunta, there are two customer perspectives of volunteers and mentees. Yunta is supposed to focus on not only delivering valuable experience to volunteers but also boosting their quality of mentoring service for mentees. Even though there is an increasing number of volunteers that tend to participate in Yunta annually, the organization needs to emphasize on their volunteer retention owing to low employee turnover rate.

8.1.4. Financial

Financial growth is typically completed through two approaches of increasing revenue and improving productivity. In a not-for-profit organization the emphasis is a maximization of funding from outside sources in order to maintain a fiscal stability. Externally, Yunta has been seeking to getting more financial support through more sponsorships and fundraisings. However, Yunta has not internally established an efficient financial system to increase financial accountability within the organization.

8.2. Balanced Scorecard

The Balance Scorecard for Yunta is displayed in Table 20.

8.3. Conclusions

From the analysis of strategic evaluation control perspectives focuses on the strategy is being implemented as planned accordingly and the results produced by the strategy are those planned for. Thus from the analysis of the strategic evaluation it is possible to conclude as follow:

- Strategic evaluation helps the organization to comprehensively monitor the implementation of strategic process and the formulation of business operation. In order to mitigate the potential risks, strategic evaluation focuses on creating the applicable measurement to track organizational performances, adjusting the strategies to actively react to complex business environment.
- The balanced scorecard leads an organization to have conceptual framework of four perspectives so that employees are able to have specific objectives to accomplish. Meanwhile, the setting indicators could correspondingly and timely reflect the performance even if it is recognized would be an extremely difficult process as real outcomes are not easily measurable. Still, the formulation of outcome measures is a continuous development process, which could be beneficial to the organization in the long run.
- According to the Balance Scorecard, in terms of Yunta, there are short term objectives for four perspectives in the table financial, customers, internal process, and learning perspectives. The accomplishment of each short term objective will help in meeting the long term objectives in the future.
- The financial perspective is mainly focusing on making and managing a yearly financial budget to keep control and track their expenses.

- The customer's perspective evaluates the database created to manage sponsors, keeping contacts in order, and having a tool to measure the rate of potential buyers.
- The internal perspective evaluates the quality team's system approach and success, and also maintains supervision of individuals training in the financial area.
- The learning / growth perspective evaluates two elements, first to rate volunteers according to their performance and to have an overview of what they will require for future volunteers. The second element is to assess the performance and success of the profitable projects to cover organizational expenses and to further develop and improve the programs.
- More importantly, it is necessary to focus on the linkages between each segment and the strategic plan by aligning every perspective with the overall strategic objectives. Another significant concern would be the focus on accurate and suitable metrics, which would be much more difficult and time consuming to develop metrics especially for not-for-profit organizations.

Table 20

Balance Scorecard

Perspective	STO	Objective	Actions	Indicator	Goal	Way to measure
Financial	1.1	From 2016, Yunta will reduce in 10% de operation expenses by having clear financial statements that provide accurate and transparent information about cash flows.	Create a finance area Gather information about finances for a non-profit organization Organize the financial information in a spreadsheet	Report of analysis financial statements. Operation expenses	10% in operation expenses	Evaluation of financial statements
Customers	2.1	In 2015, Yunta will have a document with their marketing strategy.	Make and internal evaluation of the organization Coordinate with Cupido and Futura	The existence of a document containing Yunta's Marketing Mix.	To have a marketing mix for Yunta (STP, 7p)	Existence of the document (Creativity area)
	2.2	From 2016, Yunta will contact 5 possible sponsors every month.	Gather information. Create a database.	Number of potential sponsors contacted.	To contact 5 potential sponsors every month.	Information of contacts.
	2.3	From 2016, Yunta will attract two additional sponsors every year.	Designate public relations collaborators to maintain these meetings	Number of new sponsors - Number of previous sponsors	To have 2 new sponsors every year	Number of current sponsors
	3.2	From 2017, Yunta will have two monthly meetings with potential buyers of new programs.	Designate public relations collaborators to maintain these meetings	The number of meetings per month	2 meetings per month	Meetings from Public Relations area
	4.2	From 2016, Yunta will have a rate of 90% satisfaction from its volunteers.	To have a yearly coaching. To have two yearly social meetings.	Percentage of satisfied volunteers.	90% satisfaction from volunteers	Survey.
	4.3	From 2015, Yunta will have 1 contact from the Ministry of Education.	Designate a person in charge of this STO. Contact the relevant area of the Ministry	Number of updated contacts from Ministry of Education in Directory	To have 1 current contact at the Ministry of Education.	Directory.
Internal process	5.1	In 2015, Yunta will have 3 members for quality assessment.	Select the members of the team Develop an agenda	Number of members in Quality Team	3 members every year.	Organizational chart.
	5.2	From 2018, Yunta will have 60% of trained members in quality management.	Develop the training agenda Identify the staff to be trained	The number of individuals trained/ Number of members in Yunta Staff	60% of trained members in the organization	Training reports
Learning/Growth	1.2	From 2016, from 2016, Yunta will have 2 trained people in finances every year.	Manage and develop the training agenda Identify the staff to be trained	Yearly report of training	2 trained people every year.	Report
	3.1	By 2017, Yunta will have four new programs.	Coordinate with Youth Mentoring Connection (US) and Futures Vocational Mentoring (UK)	Number of new methodological projects in 2017	4 new complete programs ready to implement.	Existence of the program.
	4.1	From 2016, Yunta will have 80% of general assistance to the mentoring sessions.	Create a record for volunteers Create a managerial tool for assistance and measurement. Qualified volunteers are those who assisted to 100% of the sessions.	The number of qualified volunteers/the number of entrants volunteers	80% of total assistance	Volunteer records

Chapter IX: Conclusions and Recommendations

9.1. Comprehensive Strategic Plan

This chapter is structured to finalize the overall strategic plan for Yunta, highlighting the important factors and analysis of the industry as a whole from global to local, also adding final recommendations that will benefit the Organization, which will raise all the activities and work that will have to be implemented to achieve the short and long term objectives outlined in the strategic plan.

It is important for Yunta to be clear about the strategy they are pursuing in order to accomplish their goals. To be clear about a strategy, the organizations need to understand the historic development of the company, the path they are taking and the activities they are developing. To promote a strategy, it is important to use Mintzberg's 5Ps (1989): pattern, perspective, plan, position and ploy.

- Regarding pattern, Yunta is a new organization, it has three years of development in Arequipa and two years in Lima. The experience of the project in Arequipa is very positive and Yunta is a well-known organization, however in Lima the project is new and the competition among organizations is higher.
- Regarding vision, Yunta wants their mentees and mentors to become agents of change in the Peruvian society, this vision is timeless because this desire that Yunta has is stable in time, the perspective of Yunta is to be a continuous font of change, a support for children in risky environments and a platform for mentors.
- Regarding plan, there are five settled long-term objectives, thirteen short-term objectives, seven strategies, interests and policies for the development of a plan that conduce Yunta to the position they want to be.

- Regarding position, Yunta is not very clear about segmentation, targeting and positioning, that is why one of the short term goals is to develop a document with this information in the framework of their work with Cupido and Futura Agencies.
- Regarding ploy, Yunta will continue to innovate in the methodology of their projects and willingness to become a model organization in the NGO industry.

9.2. Concluding Remarks

- Yunta is a unique Peruvian project that started in Arequipa with the idea that education is not only about knowledge, but socio-emotional support to the children. It was formed as an association and there is only one hired employee which is the Executive Director. However, staff members are formed by the volunteers. Yunta can be considered a small association, so the strategic plan should be focused in being understandable, simple and effective.
- This program is focused on children and teens between eight and fifteen years old from environments with few opportunities. This program is focused in improve the self-esteem and increase the sense of possibility. The methodology employed is based in what Youth Mentoring Connection applicate. The process require a mentee which is a child and a mentor which is the volunteer, these two participants create a unique bond through the mentoring. At the end the project, both the mentor and the mentee benefit by developing new abilities such as leadership.
- The vision of Yunta is related with its commitment with society and their *raison de être*, to create agents of change that impact in Peruvian society. Their mission is related to the methodology they apply, the mentoring. The values and and code of ethics of Yunta are complementary to the special care any organization need to have while working with children and teens with emotional issues.

- The organizations are inserted in an environment and respond to its incentives. From the PESTE analysis, there are important remarks. For the political analysis, even though the political environment is unstable because of the coming presidential elections, the non-profit organizations should take advantage of the legal benefits they could have. For the economic analysis, Peru has been growing at a stable rate and the forecast for the private investment is positive. The social analysis exhibited an unstable education environment, where the access for education is increasing, but not the quality of education. The technological analysis revealed that there is a low investment in innovation and technology. The ecological and environmental forces presented the current situation in Peru related with climate change and environmental issues.
- Regarding the Five Forces of Porter analysis, there is an intense competition to obtain funding between the non-profit organizations, the main competitors of Yunta are Crea+, Minkando, Enseña Perú and Perú Champs and the main referent is Youth Mentoring Connection which is also its associate.
- The internal analysis is also important to obtain all the inputs for the strategic planning process. Yunta came from the ideal of its founders and they are actively compromised with the development of the project. The organization is very flat and the communication is fluent and informal throughout the programs located in Lima and Arequipa, and the work teams.
- The brand of Yunta is well recognized in Arequipa and they started a joint work with two important publicity agencies to improve the use of their brand. Social media is an important asset of the organization; that is why, the remodeling of the web page is under construction. In terms of materials and infrastructure there is a big difference

between the program in Arequipa, which is more developed, and the program in Lima.

- The main internal critical point for Yunta is the lack of financial information. The organization does not have financial statements, complete information about cash flows, donations and sponsors. Yunta's critical factors of success are the people committed with the program, the networking, the leadership of the directors and the innovative unique methodology.
- The interests of the organization are related to the well-being of the kids and teens involved in this project, but the organization is clear about the importance of improving the internal procedures to obtain funding. The potential of the organization is distinguished by the transcendental ultimate objectives it has and the newness of its development.
- Five long-term objectives were established:
 - Long Term Objective 1 (LTO1): Until the year 2020, Yunta will become a partially self-sustained non-profit organization by accomplishing a 60% proportion of self-sustained operations from the current 0%.
 - Long-term objective 2 (LTO 2): Until the year 2020, Yunta will be one of the most attractive organizations in Peru by having at least 16 sponsors per year that give an average amount of 7,000 PEN.
 - Long Term Objective 3 (LTO 3): From 2020, Yunta will be recognize as one of the most innovative non-profit organizations in Peru by developing six new Mentoring programs, improving the current indicator of 1 new program every 3 years.
 - Long Term Objective 4 (LTO 4): Until the year 2020 Yunta will amplify the scope of impact of the project in Peru, by increasing the number of

beneficiaries and mentors from 105 mentors and 105 mentees, to 1,000 mentors and 1,000 mentees.

- Long Term Objective 5 (LTO5): Until the year 2020, Yunta will be an example of quality management for non-profit organizations by controlling the quality of 60% of their processes.
- The strategies that are going to be used in the implementation of the strategic plan were the result of the generation of the intuitive matrixes (SWOT, SPACEM, BCGM, IEM and GSM) and the decision matrixes (SDM, QSPM, RM and EM). From the nine strategies raised, only seven were selected as follows:
 - Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.
 - Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.
 - Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.
 - Internal (total quality): to promote an internal culture of transparency and measurement of results.
 - Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.
 - Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.
 - Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.

- In accordance with the establishment of the long-term objectives, 12 short-term objectives were settled. Each one of the short-term objectives, has allocated resources. Also, these objectives were the input to elaborate the Balance Scorecard.

9.3. Final Recommendations

- After the completion of the analysis; by following this plan Yunta will meet its financial goals from operations, to budgets, to profitable programs, to having a committed financial staff volunteer running the financial department at Yunta. In addition, the organization will meet its target requirement of attaining 16 sponsors per year, by creating a new static approach to attracting new sponsors. Furthermore, by following the developed plan and creation of the recommended databases, they will continue to build their existing relationship with sponsors in Arequipa and expanding further relationships with new sponsors from Lima.
- Quality Management is important in any organization profitable or non-profitable, because it is related with excellence and continuous improvement. Yunta is a young organization and the resources are limited, however Yunta can develop a simple Quality Management Tool to maintain competitive in the market and regularly implement upgrades. It is important to realize that information and tools are available in the internet, so this tool can be retrieved from a free simple software and worked within the organization.
- Yunta will expand and grow largely in Lima, as their brand will be recognize and identified in the community to what their mission and purpose really is in regard of children and teens. An advantage to always be considered is that Yunta has a unique program and a methodology.
- The creativity, commitment, and collaboration will help Yunta attain their vision, also by following their short and long term objectives suggested in the plan. Some factors

that will contribute to successful planning at Yunta are: to allow participation and input by the share of ideas among staff, beneficiaries, volunteers, sponsors and stakeholders of the programs.

- Communication is very important within the organization. It has been mentioned that the internal communication channels are informal and technological; however it is important to emphasize that keeping communication between all members working in Yunta is essential, because they are the reason to the organization's success.

Furthermore, the communication between the program in Arequipa and the program in Lima could be improved.

- To maintain the networking is essential for Yunta. This networking does not only involved the potential sponsors which are the sources of raise funding, but the organizations associated because this are the sources of innovation.

9.4. Future of Yunta

The program that Yunta developed in Arequipa worked really well and they are impacting on children and youth that will become agents of change in Peruvian society. After the great experience they had in Arequipa, the organization decided it was time to expand and establish an impact program in Lima. The networking of the organization allowed them to contact a school in Ate Vitarte to initiate this project. However, the program in Lima highlighted the weaknesses of the organization as fund raising, internal communication and management of inventory. Nevertheless, Yunta is a competitive organization, so this weakness can become the foster to improvement, to be innovative, to become leaders and to potentiate the organization for the upcoming challenges.

The environment for a non-profit organization in Peru is ambivalent, that is why Yunta should maintain flexible to the external incentives in order to respond to them as good as possible. Consequently, it is important to maintain and control the internal the

management, develop the core competences and foster the innovation that differentiate Yunta from other organizations. The major external critical factors are related to the growth in Peru, which lead to investments and are directly related to raise funding. Another critical factor is public opinion because non-profit organizations are always under public scrutiny and the perception people have of them is hesitant. Also, the competition between Non-profit organizations is an important factor to take in account because it is not only for fund raising, but for volunteers to commit in time and efforts with a cause.

Regarding internal factors, Yunta has a good competitive advantage because they thought about using the methodology and the knowledge they have to create projects for companies to support financially the regular activities. Associations can make profitable activities as long as that money is destined to the non-profitable objectives. In order to accomplish this, Yunta should work on internal aspects such as finances, internal communication channels and quality management.

The scope of Yunta targets children with socio-emotional insufficiencies from vulnerable and poor sector. If Yunta was not committed with this cause, this responsibility would be designated to the schools or the parents. Therefore, the scope of impact for Yunta is not only big, but it will continue to expand. This expansion implies not only to geographical aspects, but demographical aspects. Yunta has the desire and impulse to increase operations and beneficiaries.

Yunta had already the tools to be competitive in a complicated industry. Now, Yunta needs to adopt the necessary strategies which lead them to improvements in the management of the organization. Another issue Yunta faced was expansion, respecting to this the organization does not need to replicate the same experience from Arequipa, Yunta need to manage the key factors of success and apply them specifically to the project in Lima.

Table 21

Comprehensive Strategic Plan

Mission: Through a mentoring program from young adults-to-children, Yunta contributes with vulnerable children to strengthen their self-esteem, enhance their skills and develop their sense of possibility.	Vision: In 2020, Yunta will be recognized as a sustainable organization that empowers children that become agents of change in Peruvian society.								
	Organizational interests			Long-term objectives		Cardinal Principles		Values	
	1. Financial independence	LTO 1: Until the year 2020, Yunta will become a partially self-sustained non-profit organization by accomplishing a 60% proportion of self-sustained operations from the current 0%.	LTO2: From 2020, Yunta will be one of the most attractive organizations in Peru by having at least 16 sponsors per year that give an average amount of 7,000 PEN.	LTO3: Until the year 2020, Yunta will be recognized as one of the most innovative non-profit organizations in Peru by developing six new Mentoring programs, improving the current indicator of 1 new program every 3 years.	LTO4: Until the year 2020 Yunta will amplify the scope of impact of the project in Peru, by increasing the number of beneficiaries and mentors from 105 mentees and 105 mentees, to 1,000 mentees and 1,000 mentees.	LTO5: Until the year 2020, Yunta will be an example of quality management for non-profit organizations by controlling the quality of 60% of their processes.	1. Influence of third parties: Government, other NGOs, sponsors 2. Past and present ties: new organization, operating for 3 years 3. Balance of interests: NGOs have transcendental objectives, possible future strategic alliances in the industry 4. Conservation of enemies: public perception of NGOs		To do things with your heart. To do things with happiness. To be flexible and adaptable. To take every opportunity as a learning experience.
	2. Continue to impact on children								
	3. Continue the development of R&D								
	4. Maintain the organization attractive to volunteers and sponsors.								
	5. Brand Recognition								
	Strategies							Policies	
	Market development: to amplify the scope of sponsors from Arequipa to other cities in Peru.	X	X	X	X	X	Promote Quality throughout the organization		
	Product development: to develop a strategic alliance with universities in Perú to attract college students or professionals that are interested in volunteering to contribute to the product development in Yunta.	X	X	X	X	X	Promote integration in transcendental objectives		
Internal (rightsizing): to increase the number of staff member supporting the administrative areas in Yunta.	X	X	X	X	X	Promote transparency and control			
Internal (total quality): to promote an internal culture of transparency and measurement of results.	X	X	X	X	X	Promote good usage of the financial resources			
Concentric diversification: to develop a strategic alliance with international organizations in order to create new innovative programs.	X		X	X	X	Promote innovation and knowledge acquisition			
Market penetration: to develop a strategic alliance with a publicity agency to create brand awareness for the Yunta brand.		X	X	X	X	Encourage the value of reputation			
Internal (culture): to promote an internal culture of innovation and R&D by developing strategic alliances with Yunta's international associates.	X	X	X	X	X				
Balance Scorecard			Short-term objectives				Code of Ethics		
Financial Perspective STO 1.1: In 2016, Yunta will reduce in 10% de operation expenses by having clear financial statements that provide accurate and transparent information about cash flows.	STO 1.1: In 2016, Yunta will reduce in 10% de operation expenses by having clear financial statements that provide accurate and transparent information about cash flows.	STO 2.1: In 2015, Yunta will have a document with their marketing strategy.	STO 3.1: By 2017, Yunta will have four new programs.	STO 4.1: From 2016, Yunta will have 80% of general assistance to the mentoring sessions.	STO 5.1: In 2015, Yunta will have 3 members for quality assessment.	Always consider the well-being and safety of the mentees. Always be fair Always be responsible and devoting. Always act with integrity			
Customers perspective STO 2.1. In 2015, Yunta will have a document with their marketing strategy.									
STO 2.2. From 2016, Yunta will contact 5 possible sponsors every month.									
STO 2.3: From 2016, Yunta will attract two additional sponsors every year.									
STO 3.2. From 2017, Yunta will have two monthly meetings with potential buyers of new programs.									
STO 4.2: From 2016, Yunta will have a rate of 90% satisfaction from its volunteers	STO 1.2: From 2016, Yunta will have 2 trained people in finances every year.	STO 2.2: From 2016, Yunta will contact 5 possible sponsors every month.	STO 3.2: From 2017, Yunta will have two monthly meetings with potential buyers of new programs.	STO 4.2: From 2016, Yunta will have a rate of 90% satisfaction from its volunteers.	STO 5.2: From 2018, Yunta will have 60% of trained members in quality management.				
STO 4.3. From 2015, Yunta will have 1 contact from the Ministry of Education.									
Internal process perspective STO 5.1. In 2015, Yunta will have 3 members for quality assessment.									
STO 5.2. From 2018, Yunta will have 60% of trained members in quality management.									
Learning perspective STO 1.2. From 2016, Yunta will have 2 trained people in finances every year.								STO 2.3: From 2016, Yunta will attract two additional sponsors every year.	
STO 3.1. By 2017, Yunta will have four new programs.									
STO 4.1. From 2016, Yunta will have 80% of general assistance to the mentoring sessions									
Resources									
Organizational Structure									
Operational Plans									

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Appendix: organizational chart

