

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



**Consulting Project: Descubriendo Juntxs**

**TESIS PARA OBTENER EL GRADO DE MAESTRA EN  
ADMINISTRACIÓN ESTRATÉGICA DE EMPRESAS OTORGADO  
POR LA PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ**

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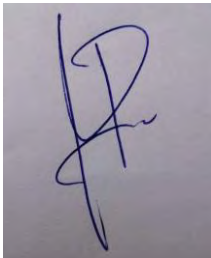
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## **Acknowledgments**

On behalf of Consulting Team Six, of 2023, Whitney Karrel (University of Victoria), Teresa Mayer (Johannes Kepler University), Diego Tarazona (CENTRUM PUCP) and Noemi Senger (Johannes Kepler University), we would like to thank our colleagues and friends who have helped us develop this consulting report. The support of our classmates, teammates, mentors, and colleague Saddit at Descubriendo Juntxs, have allowed us to find opportunities to successfully support Descubriendo Juntxs.

We appreciate the support and friendship of Saddit at Descubriendo Juntxs and are excited at the progress her company has made. This has been a fulfilling experience. Lastly, we appreciate the guidance and help from Professor Sandro Sanchez that has helped us complete this consulting report, stay on track, and overcome unforeseen obstacles.

## **Dedication**

To our families, friends, classmates, and professors for the continuous support throughout the journey that is the Master of Global Business Program and through our lives. We appreciate everything that has been done for us and thank them for their kindness and patience on our journey.

## Resumen Ejecutivo

El sector de las capacitaciones es cada vez más valorado por las empresas y busca mejorar el desenvolvimiento de las personas, tanto en lo laboral como lo social o familiar. Sin embargo, la desigualdad es una barrera para ciertas personas al momento de poder recibir este servicio. En ese sentido, es que nace Descubriendo Juntxs, empresa fundada el año 2023 con un importante enfoque social: llevar las capacitaciones a gente en los sectores de más difícil acceso peruano, como puede ser el sector rural. Esta realidad es contrastada por la fundadora de la empresa, Saddit Suice Vilchez, la cual es originaria de la ciudad de Huancayo y ha presenciado la desigualdad que vive mucha gente al momento de acceder a capacitaciones o educación de calidad.

Por ende, el foco y motivo de la empresa es buscar mejorar la vida de la gente que no tiene fácil acceso a este servicio, a través de capacitaciones y de manera gratuita. Esta labor social viene siendo financiada por la misma empresa a través de los servicios que brinda a sus clientes. No obstante, el problema identificado es que no existen clientes nuevos para la empresa, lo cual ha generado un bajo flujo de caja y una ausencia de movimiento laboral en Descubriendo Juntxs.

En consecuencia, el proceso de consultoría se centró en proponer soluciones a corto y mediano plazo, basadas en un análisis cualitativo y cuantitativo, donde se recopiló información de los clientes anteriores, la cual sirvió para estudiarse y contrastarla con nuevas oportunidades encontradas por el equipo. Después de evaluar las alternativas de solución, se propuso una solución final, la cual contempla una estrategia de negocios que servirá para que Descubriendo Juntxs pueda generar nuevos ingresos y luego expanda su equipo a más personas, poniendo en marcha un plan de marketing, necesario para captar más clientes.

## Abstract

The training sector is currently witnessing a heightened appreciation among companies, with a strong emphasis on enhancing individuals' performance across professional, social, and familial domains. Nevertheless, the pervasive issue of inequality acts as a significant impediment for certain individuals in accessing these services. It is in this context that Descubriendo Juntxs was established in 2023, underpinned by a profound social mission: to extend training opportunities to individuals residing in the most underserved regions of Peru, particularly in rural areas. The founder of the company, Saddit Vilchez, hailing from the city of Huancayo, brings a personal understanding of the inequalities many people face in their pursuit of quality training and education.

Hence, the company's core purpose and driving force revolve around enhancing the lives of individuals who encounter formidable obstacles in accessing such services, all the while delivering this training free of charge. To sustain this noble social endeavor, the company leverages the revenues generated from the services it provides to its clients. However, a critical challenge has emerged in the form of stagnant client acquisition, resulting in reduced cash flow and a notable absence of labor movement within Descubriendo Juntxs.

Consequently, the consulting process has been meticulously crafted to propose short and medium-term solutions. Rooted in both qualitative and quantitative analyses, this approach involved the aggregation of insights from prior clients, which were then meticulously scrutinized and aligned with fresh opportunities identified by the consulting team. Following a thorough evaluation of potential alternatives, a final solution has been outlined. This solution entails the formulation of a business strategy designed to enable Descubriendo Juntxs to secure additional income streams and subsequently expand its team, ushering in an era of growth through the implementation of an essential marketing plan aimed at attracting a broader clientele base.

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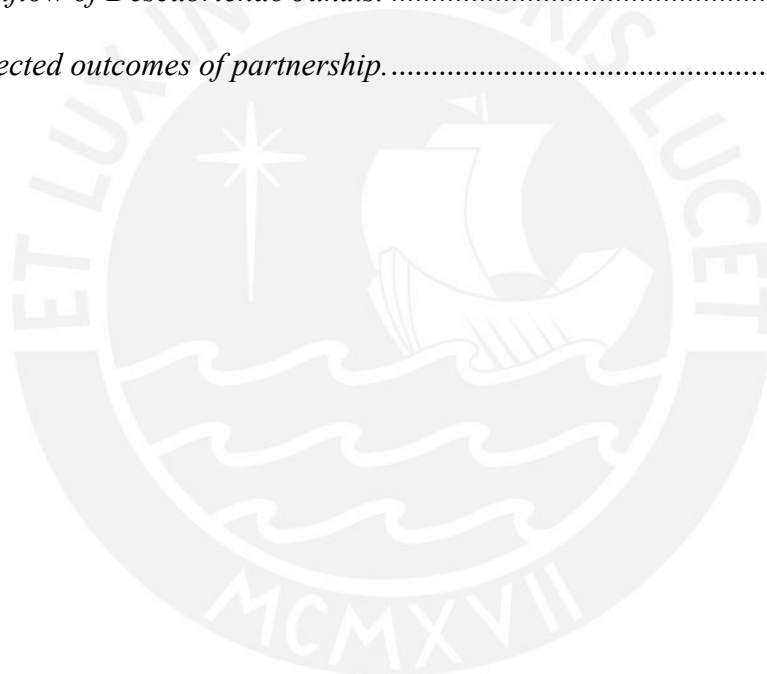
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## **Chapter I: General Situation of the Organization**

This chapter offers a concise overview of the organization's mission and vision. It also assesses the internal and external factors contributing to its development. The objective is to gain insight into and comprehend the company's current standing, thereby enabling a more in-depth exploration of its challenges.

### **1.1 Presentation of the Organization**

Descubriendo Juntxs, a pioneering social organization, established in 2023 with a compelling mission to empower individuals through workshops about personal development services. At the base of this transformative journey stands CEO Saddit Siuce Vilchez, whose leadership has guided the company towards making a positive impact on the lives of individuals through online and face-to-face workshops, retreats, and personalized mentoring sessions.

The establishment of Descubriendo Juntxs was driven by a profound commitment to address societal challenges and foster personal growth. Under the sole leadership of CEO Saddit Siuce Vilchez, the organization embarked on its mission with a clear vision of creating a meaningful difference in the lives of individuals established out of a situation in need. The year 2023 marked the beginning of their journey, fueled by a strong sense of purpose and dedication.

Central to Descubriendo Juntxs' services lies a diverse array of workshops, retreats, and personalized mentoring sessions, designed to empower individuals in various aspects of their lives. Through these comprehensive offerings, the organization focuses on cultivating effective leadership and soft skills, promoting self-esteem, empowering women, managing emotions and stress, fostering creative development, and advocating for gender equality. The company's holistic approach ensures that participants receive the necessary tools and support to unlock their full potential, transforming both their personal and professional lives.

Descubriendo Juntxs has already made significant strides in creating a positive impact on society. Its services have transcended geographical boundaries, reaching diverse regions across Peru, including Lima, Arequipa, Huancayo, Huancavelica, and Cuzco. Their transformative workshops have touched the lives of thousands of women, leaving a lasting impression. Exceptional satisfaction rates, with over 90% of participants expressing contentment with the training received, reflect the efficacy and significance of Descubriendo Juntxs' initiatives in fostering personal growth and empowerment.

As the organization looks towards the future, Descubriendo Juntxs envisions broadening its reach to create a more inclusive environment for personal development. A primary objective is to offer affordable or even free workshops to individuals in rural areas, providing access to personal growth opportunities that were once limited. To achieve this vision, Descubriendo Juntxs plans to forge strategic partnerships with larger companies or seek external funding support, ensuring that their transformative services can make a profound difference in the lives of marginalized communities.

For Descubriendo Juntxs, effective marketing and sales strategies are vital to their continued success as a growing organization. Expanding their reach to more companies in need of workshops and programs, as well as engaging a wider audience for personalized mentoring, remains a priority. This section explores the proposed strategies, highlighting the importance of communication, networking, and leveraging digital platforms to achieve their goals.

With the vision of inclusivity and accessibility, Descubriendo Juntxs paves the way towards a brighter, more empowered society, where personal growth and empowerment know no bounds.

## 1.2 Industry Analysis (Porter’s Five Forces)

With the Porter's 5 Forces analysis we can understand the market position of Descubriendo Jxntos and understand why it has the current market share. This is achieved by analyzing customers, competitors, substitute products, potential new competitors, and current competition. Through the following chart, we can analyze the landscape of Descubriendo Juntxs.

**Figure 1**

*Descubriendo Juntxs Porters Five Forces Analysis*



### **1.3 External Analysis (PESTE) – Opportunities and Threats**

The analysis provides a thorough understanding of the PESTEL factors that help Descubriendo Juntxs navigate the external environment, anticipate potential challenges, and capitalize on opportunities to achieve its mission of empowering individuals through personal development workshops and mentoring.

#### **Political Factors**

The political landscape in Peru may influence Descubriendo Juntxs' operations, particularly concerning regulations related to workshops, mentoring, and personal development services. Compliance with government policies and licensing requirements will be essential to ensure smooth operations.

Any significant changes in the political stability of Peru could impact the company's growth prospects, as uncertainty may affect consumer behavior and corporate decision-making.

#### **Economic Factors**

The overall economic growth and stability of Peru will influence the demand for personal development services. During economic downturns, there might be a potential decrease in corporate spending on employee development programs.

The income of potential customers will affect their ability to afford workshops and personalized mentoring services, especially in rural areas where income levels may be lower.

#### **Social Factors**

The cultural perception of personal development and mentoring in Peru will shape the acceptance and demand for Descubriendo Juntxs' services. Positive attitudes towards self-improvement may lead to higher participation rates.

Descubriendo Juntxs' offers services related to gender equality and female empowerment, societal awareness and acceptance of these issues will impact the relevance and reception of such programs.

### **Technological Factors**

Descubriendo Juntxs' ability to leverage digital platforms and technology will be crucial for expanding its reach and offering online workshops to wider audiences, especially in rural areas with limited physical accessibility.

As an organization dealing with personal information and sensitive data, maintaining robust data security measures will be essential to gain customer trust and comply with data protection laws.

### **Environmental Factors**

While Descubriendo Juntxs primarily focuses on personal development, the company's commitment to environmental sustainability in its operations and workshops can positively impact its brand reputation and attract environmentally conscious clients.

### **Legal Factors**

Compliance with labor laws in employment laws regarding employees will be critical for Descubriendo Juntxs to ensure fair treatment and avoid potential legal disputes.

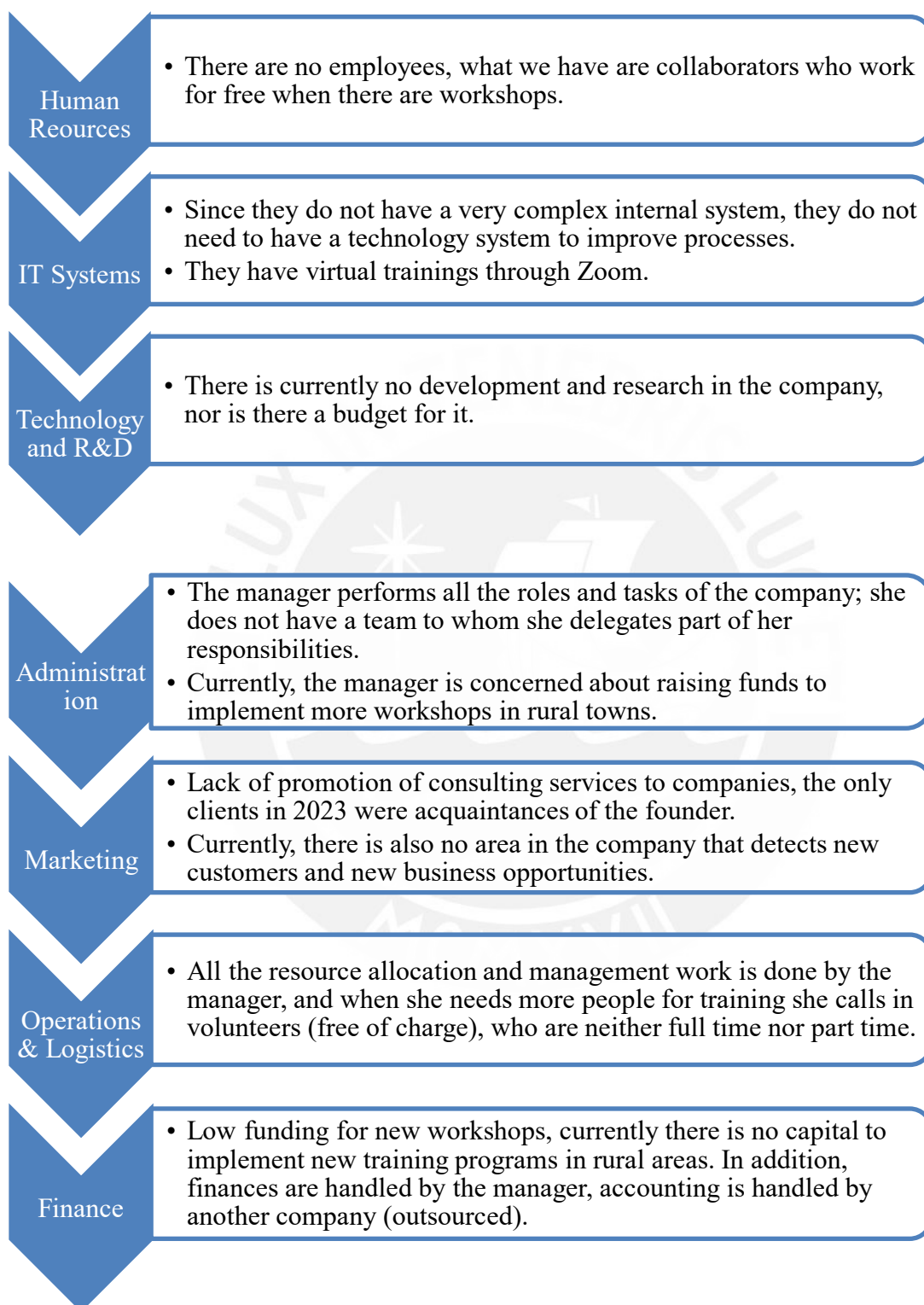
Securing intellectual property rights for unique workshop content and materials will be essential to protect the company's innovations from potential misuse or plagiarism.

## **1.4 Internal Analysis (AMOFHIT) - Strengths and Weaknesses**

Through the interviews and the information provided by Descubriendo Jxntos, it is possible to have the internal analysis to know in detail how the company is doing. Therefore, the AMOFHIT matrix allows to analyze issues of Administration, Marketing, Operations, Finance, Human Resources, IT Systems and Technology and Research. The following chart shows the AMOFHIT analysis performed for Descubriendo Jxntos.

**Figure 2**

*Analysis AMOFHIT of Descubriendo Juntxs*





## 1.5 Conclusions (SWOT)

Descubriendo Juntxs is an inspiring organization that has embarked on a transformative journey to empower individuals through personal development services. Under the visionary leadership of CEO Saddit Siuce Vilchez, the company has set forth on a compelling mission to make a positive impact on the lives of people. Through their diverse range of online and face-to-face workshops, retreats, and personalized mentoring sessions, Descubriendo Juntxs aims to unlock the full potential of individuals and foster personal growth.

The organization's foundation is built upon a profound commitment to address societal challenges and create a meaningful difference in the lives of individuals. Established in 2023, Descubriendo Juntxs commenced its journey with a strong sense of purpose and dedication, aiming to cater to various aspects of personal development.

Central to Descubriendo Juntxs' offerings is a holistic approach that empowers individuals in different facets of their lives. From nurturing effective leadership and soft skills to promoting self-esteem, female empowerment, emotional management, stress management, creative development, and gender equality, the organization's comprehensive services provide participants with the necessary tools and support to embrace personal and professional transformation.

Already making significant strides, Descubriendo Juntxs has transcended geographical boundaries, touching the lives of thousands of women in various regions across Peru. The exceptional satisfaction rates, exceeding 90%, reflect the efficacy and significance of the organization's initiatives in fostering personal growth and empowerment.

As Descubriendo Juntxs looks towards the future, inclusivity and accessibility remain at the heart of their vision. With a primary objective to offer affordable or even free workshops to individuals in rural areas, the organization aims to create a more inclusive

environment for personal development. By forging strategic partnerships with larger companies and seeking external funding support, Descubriendo Juntxs seeks to make a profound difference in the lives of marginalized communities.

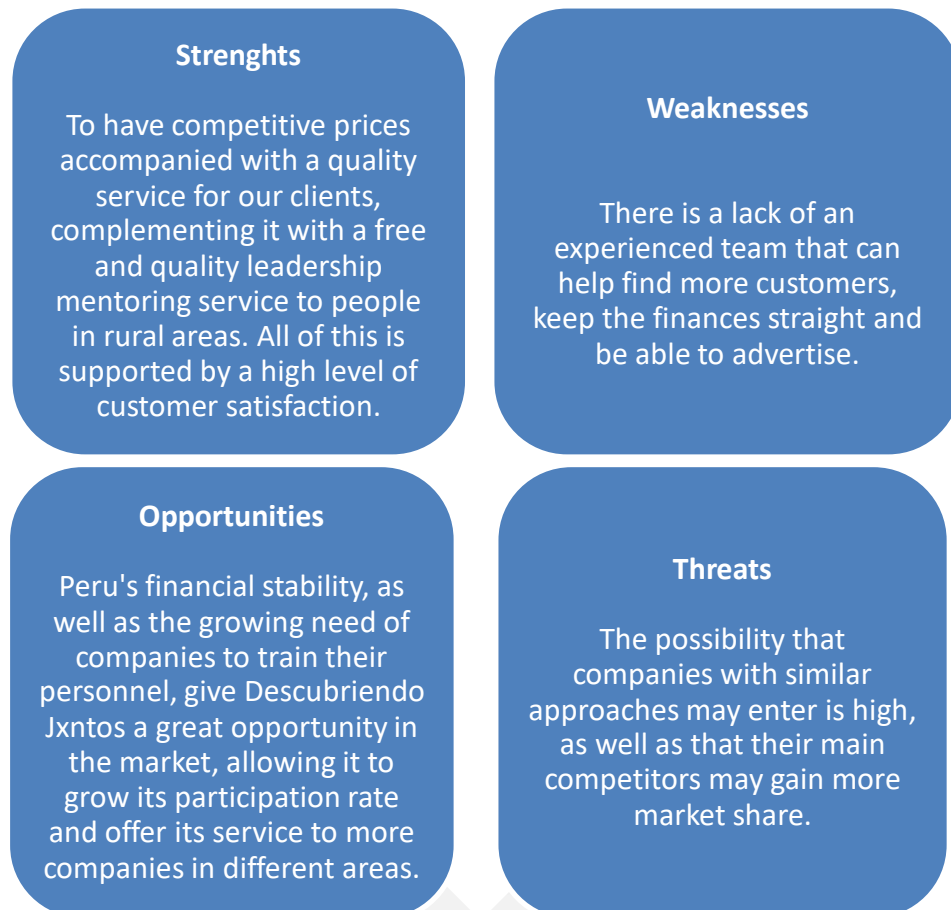
Furthermore, effective marketing and sales strategies are vital to the organization's continued success and expansion. As a growing entity, Descubriendo Juntxs understands the significance of reaching more companies in need of their workshops and programs, as well as engaging a wider audience for personalized mentoring. Communication, networking, and leveraging digital platforms are key elements to achieving these goals.

Descubriendo Juntxs not only strives to empower individuals but also aligns its values with environmental sustainability. By incorporating environmental consciousness into their operations and workshops, the organization aims to positively impact their brand reputation and attract environmentally conscious clients.

Based on the analysis and conclusions, the SWOT matrix of Descubriendo Jxntos can be formulated by examining the previous PESTEL matrix, which concentrates on external factors, and the AMOFHIT matrix, which addresses internal aspects of the company. This approach allows for a comprehensive and satisfactory SWOT matrix, encompassing all the relevant factors identified in the previous analyses.

**Figure 3**

*SWOT Matrix for Descubriendo Juntxs*



## Chapter II: Problem

Chapter two oversees the main problem identified during the consulting sessions with the owner of the company, Saddit Vilchez. Throughout the in-depth analysis of the company, a lack of sufficient marketing activities and sales strategies was origin of our findings. Despite the high potential of the start-up company Descubriendo Juntxs, several weaknesses regarding the team size, funding and the structure of the company have been detected. In the following paragraphs, the key problems will be explained in detail and will be set into perspective.

### 2.1 Identified Problem

The consulting team discovered that the marketing and sales strategies could be defined to reach more companies needing the workshops and programs of Descubriendo Juntxs. The more participants in workshops and personalized mentoring, the faster visibility can be increased, and more revenue can be created. Currently, marketing does not have a major role in the day-to-day activities of the CEO Saddit Vilchez, who doesn't hold any marketing experience, as clients are mainly acquired through word of mouth and e-mail from existing clients. However, a website is currently being created to increase the number of people aware of the range of offering of the company. As gender equality and mental health at the workplace are important topics, which come increasingly into focus in our current society, it is important for the visibility of this company to continue to grow. The problem of insufficient marketing should not be considered on its own but is interlinked with other difficulties such as a lack of capital. According to the CEO of the company, funding is necessary for the acquisition of more certificates for Saddit Vilchez, who oversees the workshops and could serve a wider range of issues with more expertise and a more professional outward image. Furthermore, funding is needed to pay for transportation to more rural areas, as the heart of her business idea is to serve especially women in more remote

areas. With funding, other marketing channels such as Google or radio advertisements could be used (MBO Partners, 2022).

## **2.2 Substance of the Problem**

The problem of insufficient marketing is partly created by the fact that the roles within the company are not clearly defined. Besides Saddit Vilchez, there are four employees who work voluntarily for Descubriendo Juntxs; however, they mainly offer support for upcoming workshops and events, rather than showing expertise in different fields. A company that is well structured and that can distribute various responsibilities accordingly is a productive company where unexpected problems can be solved immediately. Another part of the problem is the lack of expertise in the field of marketing. As the CEO of the company completed her study degree in the field of emotional intelligence. Saddit has rather little knowledge regarding marketing. The last part of the problem is that Descubriendo Juntxs is currently only collaborating with the Swedish Institute and therefore more partnerships would be required to increase the visibility and learn from a bigger company regarding internal structure, marketing, and funding possibilities. A successful company is normally considered as one who has a big network to rely on and many contacts to exchange knowledge with.

## **2.3 Location of the Problem**

The problem cannot be allocated to one organizational area, as the company does not consist of various divisions or departments. Furthermore, no physical location, like a building or an office exists, as the CEO has the possibility to work either online or gives the workshops on-site in the company. However, the problem can be seen as widespread around the company and affects all units, as all task areas are interlinked. The current situation in the company can be compared to a vicious circle, where no marketing leads to no sales through workshops, which in turn leads to no revenues, which would be necessary to pay the salary for qualified employees, more certificates, and more marketing activities. To reach the

primary goal of the company, which is to empower women and promote gender inclusivity, this cycle can be broken through several measures, such as targeted marketing activities, but will however be described in detail in the Chapters VI and VII.

#### **2.4 Ownership of the Problem**

As Saddit Vilchez is the sole owner and full-time employee of Descubriendo Juntxs, the ownership of the problem falls on her. The problems and concerns have been acknowledged and understood and a foundation for solutions has been created. Through understanding the team and the consultation process, the underlying problems were surfaced, and go beyond the lack of sufficient marketing activities and sales strategies. In recognizing that the outcome will be a complex interplay between the small team size, limited funding, and loose organizational structure. The addition of no clearly defined checkpoints or goals aside from empowering women feeds the issue of a loose structure with no immediate direction or path to follow.

The consulting team's unique vantage point, being involved with the organization but having an outside perspective, allows the problems to be seen more clearly and in a way that could be overlooked by someone in the company. Descubriendo Juntxs, being a social impact start-up, grasping the marketing issue can't be about applying the everyday sales and marketing strategies but need a nuanced and deeper understanding of the company's mission, audience, customers, resources, and motives.

By using literature and research to better understand the challenges of social impact companies and why they're unique, the gaps in the marketing for companies such as Descubriendo Juntxs can be filled by using customized solutions to reach the target audience and allow the company to have the biggest impact. The cyclical challenges also being faced must be broken by enhancing marketing but by taking ownership of organization and resource allocation. In the subsequent chapters, the consulting team will propose actionable

solutions. The ownership of the problems grows from the thorough understanding of Descubriendo Juntxs situation and goals, identifying gaps and solutions, and commitment from both parties.

## **2.5 Magnitude of the Problem**

The magnitude of the challenges faced by Descubriendo Juntxs exceeds the level of just this company. Many start-ups face the hardship of inadequate marketing and sales strategies. Those in social impact start-ups face a more critical problem of targeting the correct audience and reaching them in an appropriate way. The magnitude of the problem for Descubriendo Juntxs is amplified given the unique mission of empowering women and aiding in outlying communities where resources are scarce while finding the funding to do so. The lack of sales and marketing strategies in holding back the company's potential growth and outreach abilities.

Descubriendo Juntxs' compelling mission of promoting gender equality, empowering women, and understanding mental health in the workplace, are all highly relevant today. With the current marketing limitations, the company continues to be unable to reach the intended audience that needs them as well. The company provides the ability to impact its audience in a positive and powerful way. This is a huge loss for the audience as well as Descubriendo Juntxs in a meaningful and financial way through lower sales and poor revenue.

The consequences of the challenges impact various stakeholders. Internally, the effect on the overall health and sustainability of the company, limiting its growth, the expansion of programs, partnerships, and new hires are all at risk. Externally, the impact on potential clients who could highly benefit from Descubriendo Juntxs services, workshops, and programs, but are currently unaware of the offerings. The company's current inability to reach rural areas and high-risk populations due to lack of funding and resources denies these groups the access to mental health resources they deserve.

If the problem remains unaddressed, Descubriendo Juntxs will struggle to remain in operation. The potential impact that could be given by the company will remain limited and the opportunity for partnerships and collaborations could be missed. Most importantly, the societal impact of promoting gender equality and mental health would be diminished. Seeing Descubriendo Juntxs succeed could empower other social impact companies to continue their challenging work to help even more people in need with a successful ripple effect in Peru and abroad.

## **2.6 Time Perspective of the Problem**

Descubriendo Juntxs was founded, and soon after the challenges started to show. The lack of marketing and sales strategies became apparent in the first stages of the start-up once the first few clients that she had completed their programs. Despite the mission and strong potential, from the beginning it has been hard to reach the target audience. This is a continuing problem that will be a theme in this consultation.

This problem has persisted throughout the company's life and will continue to grow until procedures are put in place. As Descubriendo Juntxs seeks to expand its impact the problem becomes even more apparent. The need for structured strategy is pressing and without a solution the ability for the company to continue to create and impact is in jeopardy.

Without serious resolutions, this problem will continue and intensify. As the company grows it will face increased competition and high expectations from stakeholders. The lack of direction and strategies in place can limit the company's ability to claim funding and create partnerships. The time perspective outlines that these problems aren't new but a long-occurring issue that hinders Descubriendo Juntxs from reaching its full potential. Giving the urgency, the consulting group advises that this is a time sensitive matter and to avoid future implications, timely and effective solutions are crucial.



## 2.7 Conclusion

In this chapter, the consulting team dissected the challenges that Descubriendo Juntxs currently faces - inadequate marketing and sales strategies, visibility, and awareness. It has been established that the insufficiency in marketing strategies is the core challenge that is impeding the company's ability to reach its potential customers, create meaningful partnerships, and generate necessary revenues for its survival and expansion. The problem's combined with other organizational hurdles such as limited funding, small team size, and loosely structured organizational framework further magnify its intensity.

The problem is consistent throughout the company, with the owner, Sadding Vilchez, being at the center. Her acknowledgment and understanding of these issues set the stage for creating solutions to overcome them. It is essential to recognize the characteristics of Descubriendo Juntxs as a social impact start-up and tailor strategies that will enable it to maximize its potential reach and impact. The company needs to break away from the ongoing cycle of limited marketing, low sales, and inadequate revenue to pave the way for its growth and success.

With this problem assessment, we have set the stage for the following chapters where we will discuss potential solutions and strategic recommendations to address the marketing and sales challenges faced by Descubriendo Juntxs. These solutions, in understanding the company's unique mission, audience, and resources, aim to equip the company to overcome its existing hurdles and achieve its goal of empowering women and promoting gender equality and mental health in the workplace.

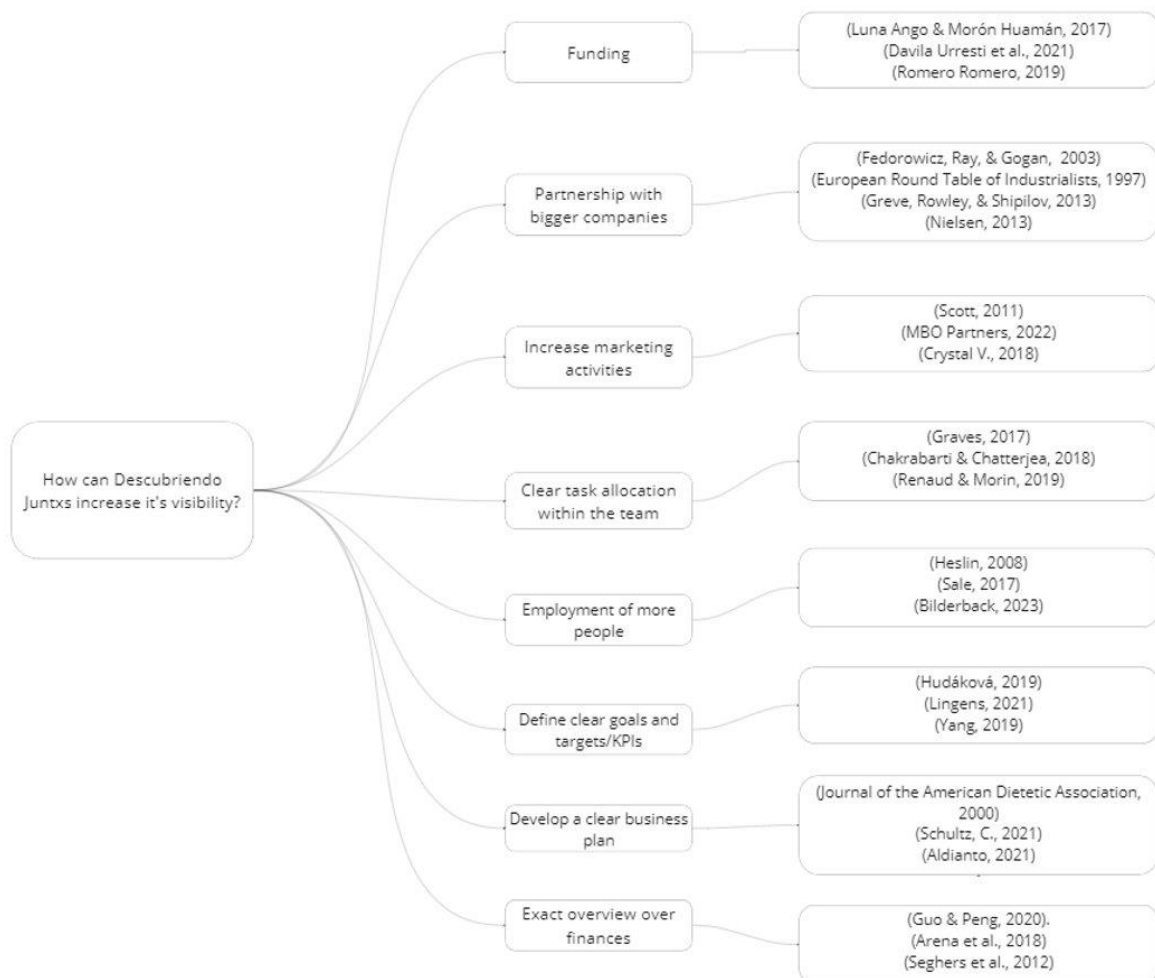
## Chapter III: Literature Review

Chapter 3 is dedicated to presenting pertinent information that the team deems essential for addressing the issue outlined in the preceding chapter. This information encompasses books and research articles that substantiate the fundamental concepts related to the problem.

### 3.1 Literature Mapping

**Figure 4**

*Literature Map*



### 3.2 Literature Review

#### **Define clear goals and targets/KPI's.**

In an article by Yang (2019), the exploration on how social impact accelerators (SIAs) support entrepreneurs and make decisions. SIAs assist resource-poor entrepreneurs, and their success often depends on external resources. The researchers used signaling theory to suggest that SIAs prefer social start-ups that demonstrate economic and social credibility through signals like equity or philanthropic investments. Additionally, they considered gender role congruity theory (GRCT) as a moderator, proposing that signals are more influential when they align with gender stereotypes.

Data from the Global Accelerator Learning Initiative was used, involving 2324 social start-ups applying to 123 SIAs. Results supported the hypotheses, showing congruent signals positively influenced selection probabilities. However, incongruent signals benefited men but disadvantaged women, indicating gender bias even in a non-masculine/feminine context. SIAs need to address these biases to better support a diverse range of social start-ups for positive impact.

Another article by Hudakova (2019), investigates the essential competencies of start-up founders and business leaders, along with the support provided by accelerator programs. The research focused on entrepreneurs' competencies needed for innovations, industry 4.0, and technologies to advance businesses. Data was gathered through questionnaires and interviews with start-up projects in accelerator programs from 2017 to 2019. The results highlighted key success criteria and competencies of successful start-up teams, including knowledge of the ecosystem, resource planning, ability to progress from initial stages, and communication skills. The study emphasized the importance of raising awareness among the target group, developing contacts, efficient resource use, and identifying and overcoming

barriers for project acceleration. This research contributes to understanding entrepreneurial competencies and may inspire further studies under different conditions.

A final article by Lingens (2021), challenges the belief that only big and powerful corporations can orchestrate ecosystems. Instead, it introduces four archetypes that show how start-ups can successfully fulfill the role of an orchestrator and overcome challenges. The research identifies two key dimensions - standardization/customization and sources of value creation - that define the role of ecosystem orchestrators. The study highlights the significance of start-ups as orchestrators in today's economy and explores how they can effectively manage ecosystems of larger firms. Through qualitative case studies, the article provides insights into how start-ups can overcome resource constraints and successfully orchestrate different types of ecosystems. Overall, the research suggests that start-ups can be successful orchestrators despite their inherent disadvantages.

### **Develop A Clear Business Plan**

An article by Schultz (2022), investigates the impact of different methods in entrepreneurship education (EE). It compares a business plan course and a lean StartUp camp, finding that they offer distinct learning outcomes for students' entrepreneurial intentions. While both contribute to entrepreneurial interest, the business plan course benefits those with low intentions, while the lean start-up camp fosters start-up projects. The research emphasizes the need for more comprehensive studies on EE pedagogies to enhance curriculum design and improve outcomes.

Another article by Aldianto (2021), states that the Covid-19 pandemic has significantly impacted the global economic sector, especially for start-up businesses. To ensure business resilience, entrepreneurs need continuous innovation and ambidexterity. This paper provides a business resilience framework for start-ups by exploring capabilities, behavior, and knowledge. It identifies factors that contribute to innovation ambidexterity and

business resilience, offering valuable insights for start-ups to navigate the challenges posed by the pandemic and uncertain conditions. The proposed conceptual framework can serve as a model for future quantitative research on start-up resilience.

A final article from Journal of The American Dietetic Association (2000), outlines the important aspects of what is to be included in a business plan. It highlights the key areas to focus on and why they are important. This provides a good simple framework for a start-up to follow.

### **Employ More People**

The journal by Heslin (2008) emphasizes that a growth-mindset intervention helps managers recognize changes in employee performance and provides better coaching. This approach allows for more informed hiring decisions, fostering a positive work environment, and ultimately helps in employing more people to drive productivity and growth.

"Mapping Motivation" by James Sale (2017) explores the importance of motivation in organizations. It introduces Motivational Maps, a diagnostic tool to measure and maximize motivation and performance. The book emphasizes how motivation impacts performance, productivity, and various management functions. It is a valuable resource for leaders, HR specialists, and consultants aiming to enhance employee engagement and productivity.

The text by Bilderback (2023) highlights the importance of employee development programs (EDPs) for businesses and employee motivation. Using the social exchange theory (SET), the authors provide practical implications and best practices for effective EDPs. Implementing strong EDPs attracts top talent, retains employees, enhances skills, and fosters a positive culture. This, in turn, helps organizations employ more people and improve overall performance.

### **Clear task allocation within the team**

The journal by Graves, K. (2017) "The Management and Employee Development Review" stresses the importance of effective management and employee development for transformative teamwork. Connecting with employees' intrinsic motivation leads to better task allocation within a team, fostering engagement and productivity for sustained excellence.

The book "Employees' Emotional Intelligence, Motivation & Productivity, and Organizational Excellence" emphasizes non-cognitive skills, like trustworthiness and adaptability, for predicting performance and effective leadership. Understanding these skills helps allocate tasks precisely within a team, promoting better collaboration and improved performance in a positive work environment. (Chakrabarti & Chatterjea, 2018).

The paper explores the impact of training indicators on firm outcomes using Canadian firm-level data. Offering more training programs reduces turnover and improves performance and profit. Training participation positively affects turnover. Clear task allocation benefits from diversified training programs, enhancing employee skills and stability, leading to improved team performance and productivity (Renaud & Morin, 2019).

### **Partnership with bigger companies**

An important consideration for Descubriendo Juntxs is the partnership with bigger companies. The article "interorganizational ecology and information visibility" discusses the importance of interorganizational information visibility in modern business environments. This article was chosen because the integration of information networks between companies can lead to improved transaction processing, better decision-making, and more effective planning. The paper suggests that researchers should take a holistic approach. Through studying and collaborating with other companies.

The book can be an insightful source regarding the potential of a partnership between small and large companies. It emphasizes the importance of building practical partnerships to

address challenges and enabling them to expand. In the book several advantages of a collaboration are given, as for example mentorship and guidance through best practices or access to markets, as large companies often have well-established distribution channels and customer bases. Through networking with like-minded companies, Descubriendo Juntxs can become more competitive and can gain a broader audience (European Round Table of Industrialists, 1997).

In comparison to the previous literature recommendation, the book “Network Advantage: How to Unlock Value from Your Alliances and Partnerships” describes how the partnership with another company failed to deliver positive results. Learning from mistakes from other companies can be beneficial for Descubriendo Juntxs in terms of achieving the three main goals mentioned in the book: superior information, better cooperation, and increased power through the business’s network (Greve, Rowley, & Shipilov, 2013).

The article “How to work with big companies to grow a small business” retrieved from the Guardian outlines that partnerships can increase the validity and credibility of a smaller company. Furthermore, the enhanced level of trust in the marketplace will have a positive impact on the development of the company (Nielsen, 2013).

### **Increase Marketing Activities**

As Descubriendo Juntxs is missing some concrete marketing strategies, the book “The new rules of marketing and PR” can give valuable insights into modern and quickly changing requirements in our digital world. Online visibility is a crucial tool to increase sales and to communicate with buyers directly. Companies, who require Descubriendo Juntxs’ services, will most probably look online to find workshops and mentoring sessions. The clue here is getting the right message to the right people at the right time (Scott, 2011). Networking is a very important part of marketing and new potential connections can be made via LinkedIn groups, small business owners or social media influencers. Furthermore, staying in touch

with the professional network can be a valuable resource in the future as well. Openly sharing relevant news articles or surveys can increase the visibility of Descubriendo Juntxs and attract potential clients (MBO Partners, 2022).

The article “Social media marketing strategies in landscape industry small businesses” evaluated the business’s viability due to marketing strategies. The analysis of several case studies revealed four key themes, which can also be valuable for Descubriendo Juntxs. They consist of a marketing strategy adoption, primary social media platforms, social media content types, including service education and holiday posts and lastly the benefits and challenges of social media marketing, such as improved visibility and low-cost marketing options (Crystal V., 2018).

#### **Exact overview over finances**

The article “Social media marketing strategies in landscape industry small businesses” evaluated the business’s viability due to marketing strategies. The analysis of several case studies revealed four key themes, which can also be valuable for Descubriendo Juntxs. They consist of a marketing strategy adoption, primary social media platforms, social media content types, including service education and holiday posts and lastly the benefits and challenges of social media marketing, such as improved visibility.

#### **Funding**

The research article "Success Factors of Startup's Financed by StartUp Peru" examines the factors contributing to the success of start-ups funded by StartUp Peru. Through qualitative research and a multiple case study strategy, nineteen successful start-ups that participated in the StartUp Peru contest by Innóvate Peru were analyzed. The study identifies defined success factors that, when implemented, can enhance the success rate of start-ups. These factors are categorized into three groups: individuals, organizations, and methodological, with key themes such as the network of contacts and talent of the



entrepreneurial leader, having the right team, finding a market, and utilizing technology. Additionally, the research proposes a conceptual framework for start-ups whose projects were financed by StartUp Peru, serving as a valuable reference and guide for new start-ups on their journey to success. This study's insights can potentially offer valuable guidance to Descubriendo Juntxs in its pursuit of viable marketing strategies, visibility improvement, and overall success.

### **3.3 Conclusions**

The literature review presented explores various key dimensions crucial for the success and sustainability of start-ups, focusing on aspects like clear goal setting, business planning, employment, task allocation, partnerships, marketing, finances, and funding. The review synthesizes findings from multiple studies, each contributing unique perspectives and actionable insights for start-ups, particularly for Descubriendo Juntxs. Overall, the literature provides a comprehensive overview of the multidimensional factors that contribute to start-up success. These findings can serve as a rich resource for Descubriendo Juntxs, guiding its strategic planning and operational activities.

## **Chapter IV: Qualitative/Quantitative Analysis**

This chapter focuses on gathering and analyzing the viewpoints of Descubriendo Juntxs' clients to identify areas for improvement and propose subsequent solutions. The insights presented here come from interviews conducted with key clients of Descubriendo Juntxs. Firstly, Ecoandino and the Association of Coffee Producers of Pichanaki, both recipients of Descubriendo Juntxs' training services, provided feedback focused on group dynamics. Additionally, interviews were conducted with individual clients seeking healing or lifestyle recommendations from Saddit.

In the qualitative analysis, these individuals were queried with dual objectives. Primarily, to gauge the transformative impact of coaching sessions, assessing whether their lives underwent positive changes and if the sessions were beneficial. Secondly, to evaluate marketing efforts; this facet aims to determine the efficacy of current marketing strategies and identify areas for refinement.

The quantitative analysis employed a designed questionnaire distributed among the same respondent pool. This survey allows individuals to assess the execution of marketing and sales endeavors, along with gauging the influence these efforts have had on their personal lives in relation to the work undertaken.

### **4.1 Qualitative Analysis**

As previously indicated, the surveys were bifurcated into two segments: the Impact section and the subsequent Marketing section. These surveys facilitated the identification of the company's areas of vulnerability, alongside generating novel improvement concepts to be implemented within Descubriendo Juntxs.

#### **Impact**

Concerning the influence of the workshops on the two prominent clients, namely the Association of Coffee Producers of Pichanaki and Ecoandino, both concur that the workshops

indeed left a positive impact on both workers and managers. Pichanaki, for instance, focused on the theme of "Women's Empowerment," benefiting numerous female agricultural laborers in their professional and personal spheres. Similarly, Ecoandino engaged in a "Leadership" workshop across its facilities, fostering a healthier work dynamic between supervisors and staff. This rectified a prior loss of respect and visible hierarchical tensions. Although the organizational structure retains its hierarchy, it now supports increased horizontal communication, marked by mutual respect.

However, a recurring critique revolves around the workshop's alignment with the target audience. It is emphasized that tailoring the presentation to the specific audience is crucial, whether it leans more theoretical or dynamic. For instance, workshops targeting farmer organizations could incorporate interactive exercises, while those directed at office audiences might feature slide presentations with a more theoretical backdrop, while retaining practical components.

Descubriendo Juntxs also offers personalized workshops for individuals in need. Assessing their impact reveals a consistent theme: participants express newfound capability to address emotional challenges using tools acquired during the workshops. Some interviewees who previously grappled with depression highlight the empathy fostered by Saddit during sessions, which nurtured self-confidence. Subsequently, tools from the workshops aided in overcoming such episodes. Thus, consistent client engagement emerges as an effective tool yielding positive results.

Additionally, several interviewees note measuring life changes through shifts in their thought processes during challenging situations and enhanced social interactions. As a result, the sessions manifest positive impacts across all participants, leading to an improved quality of life for everyone.

## Marketing

Concerning Descubriendo Juntxs' marketing strategies applied to its two major clients, facilitating workshops with Ecoandino necessitated the engagement of the individual responsible for Descubriendo Juntxs, owing to her prior association with the company. Conversely, in the case of the Association of Coffee Producers of Pichanaki, the link with Descubriendo Juntxs was established through the Ministry of Agriculture and Irrigation's workshop promotions. Consequently, the initial contact for the former was rooted in the founder's professional network, while the latter stemmed from a government program, illustrating a relatively limited presence on social networks or digital platforms to reach a broader clientele. However, upon their introduction to Descubriendo Juntxs, both companies concur that the overall experience, exposure to other workshops via channels like YouTube or Instagram, and the competitive pricing constituted pivotal factors in their decision to engage Descubriendo Juntxs. Additionally, the interviews sought suggestions for enhancing Descubriendo Juntxs' marketing approach, emphasizing the importance of bolstering advertising across social media platforms and tagging participating companies. Similarly, the creation of concise videos (ranging from 30 seconds to 1 minute) for platforms such as TikTok or Instagram was suggested. Lastly, a significant enhancement area was identified in enhancing Descubriendo Juntxs' visibility on Google through improved SEO and SEM, potentially affording the company greater exposure and credibility in the eyes of potential clients.

The evaluation on the impact of Marketing on individual clients, it was found that half of the interviewees became acquainted with Descubriendo Juntxs through recommendations or their prior familiarity with Saddit. The remaining half discovered the company via social media advertisements, notably on Facebook. These interviewees collectively underscored

several key reasons for selecting Descubriendo Juntxs as their emotional counseling alternative:

- The coach's extensive expertise in the addressed subjects.
- The incorporation of nature-centric elements in coaching sessions, including field excursions.
- The company's commitment to personalized service, exemplified by consistent check-ins with clients to monitor their progress.
- The availability of demonstrative videos showcasing the real impact on individuals, shared across social media platforms.

These motivations underpin the choice of Descubriendo Juntxs as a preferred emotional counseling provider. Importantly, a call for forging partnerships with universities (such as PUCP, for instance) or institutes was resoundingly expressed to broaden outreach to diverse target audiences. Similarly, the way the coach articulates the problem holds substantial value; customers are often drawn to a service based on how effectively the solution is conveyed, with empathy and eloquence representing crucial attributes that clients appreciate in a coach addressing their concerns.

Furthermore, respondents, having recognized the service's significance, advocate the use of platforms like LinkedIn to reach a more formal audience, aligning posts on that platform with a professional tone. Additionally, for younger demographics, the suggestion of creating informative short videos on Instagram or TikTok was proposed, aiming to enhance engagement on these mobile-centric social media platforms.

#### **4.2 Quantitative Analysis**

In the realm of qualitative analysis, a comprehensive survey was conducted, encompassing a total of 14 individuals. This participant pool consisted of both personnel affiliated with companies availing services from Descubriendo Juntxs and independent

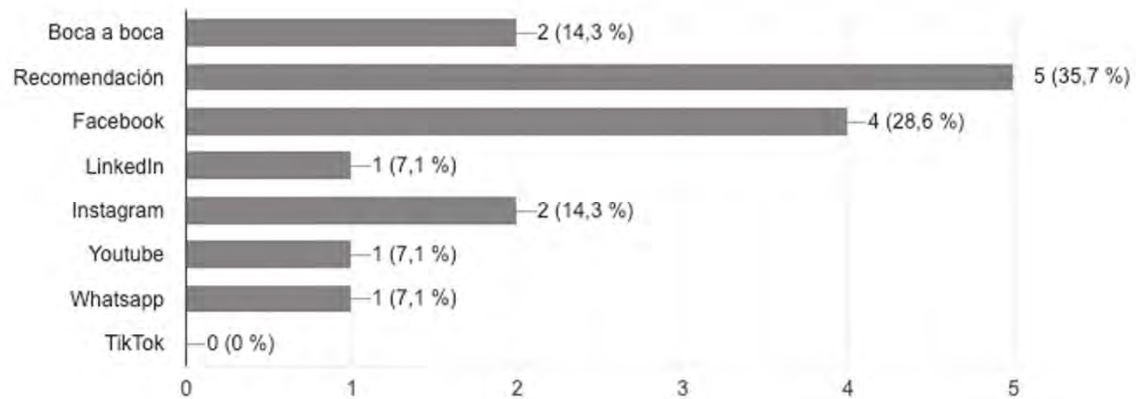
individuals benefitting from the company's offerings. The survey was structured to delve into key facets, notably the company's marketing dynamics, its influence on individuals, and culminated in eliciting valuable recommendations.

## Marketing

In this segment, participants were queried about their introduction to Descubriendo Juntxs. The findings revealed that 37.5% of respondents were acquainted with the company through referrals from acquaintances, while 28.6% became aware of it via Facebook.

**Figure 5**

*Graph of how interviewees found Descubriendo Juntxs company*

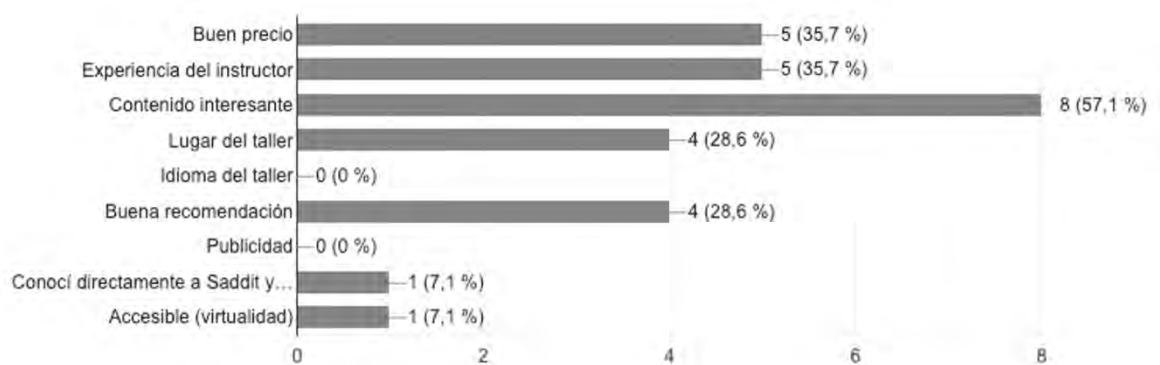


*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

Furthermore, participants selected Descubriendo Juntxs over other alternatives primarily due to their intriguing content (57.1%), followed by the attractive pricing (35.7%), and the instructor's expertise (35.7%).

**Figure 6**

*Graph of why respondents chose Descubriendo Juntxs over other options*

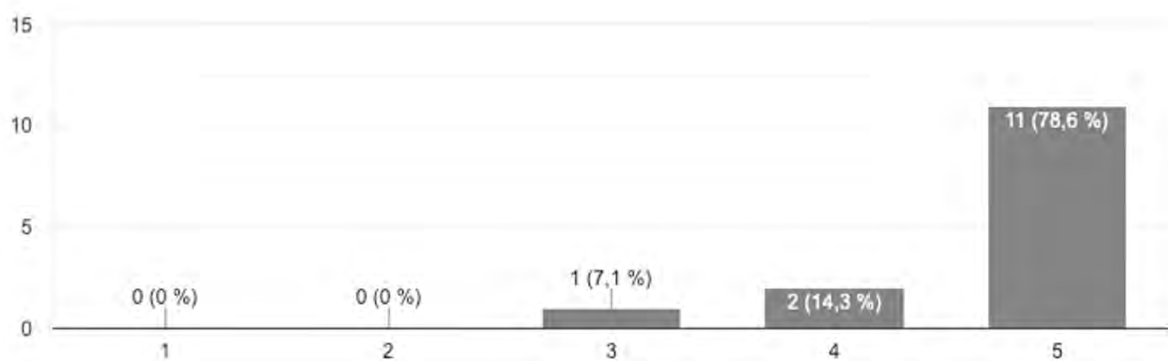


*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

Conversely, 78.6% of individuals believe that establishing partnerships between Descubriendo Juntxs and other organizations, such as universities or institutes, would be advantageous. This collaboration could facilitate reaching a broader audience in need of the service.

**Figure 7**

*Graph of how respondents rate the company's visibility*



*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

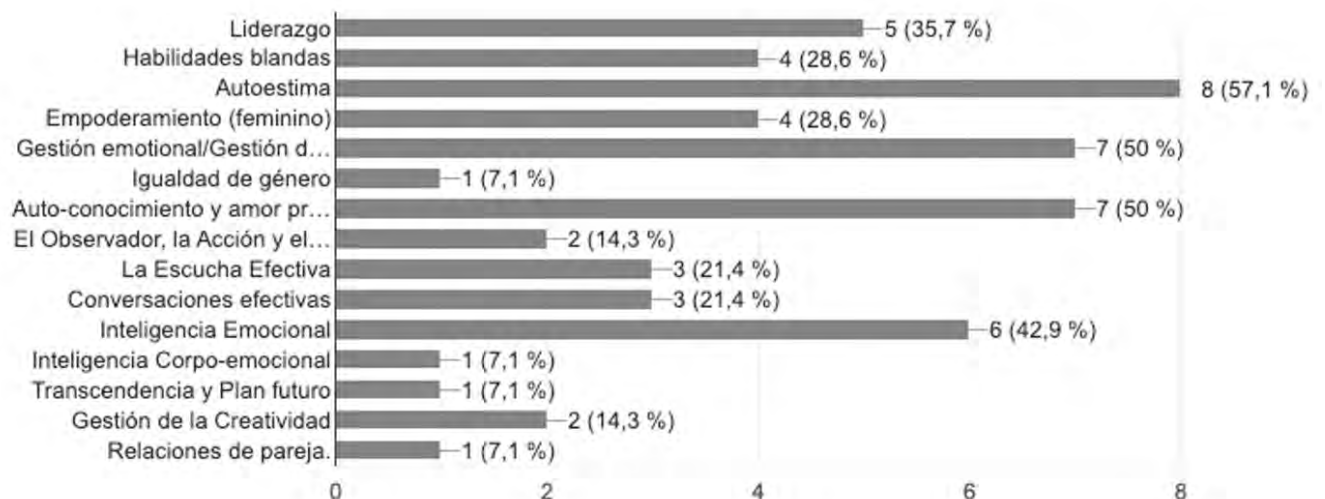
## Impact

To gain a deeper understanding of the workshop's impact on the participants, they were initially asked which workshop they had attended. The results revealed that 57.1%

participated in the "Self-esteem" workshop, while 50% took part in both the "Emotion management" and "Self-knowledge and self-love" workshops. This trend underscores a pronounced preference for these specific topics. Conversely, workshops such as "Gender Equality," "Body-emotional intelligence," "Transcendence and Future Plan," and "Relationships" garnered the least interest, with only 7.1% of respondents opting for these options. This indicates a lower inclination toward these workshops, suggesting the need for enhanced marketing efforts to promote them among new clients.

**Figure 8**

*Graph of workshop topics taken by interviewees*



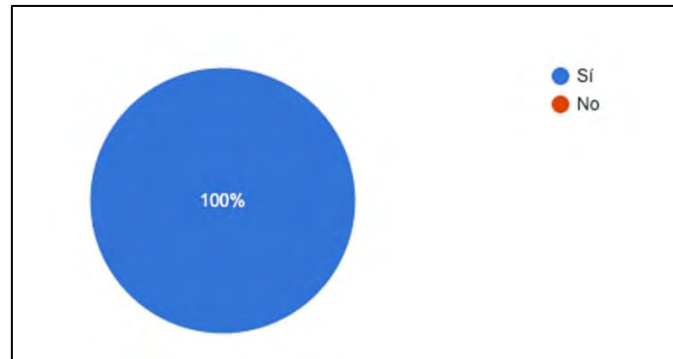
*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

Furthermore, every participant expressed their interest in attending follow-up sessions offered by Descubriendo Juntxs, along with a desire for more advanced workshops focused on their selected subjects. This enthusiastic response underscores the highly favorable reception of the attended audience.



**Figure 9**

*Graph on participants' interest in attending follow-up sessions or more advanced workshops on this topic*

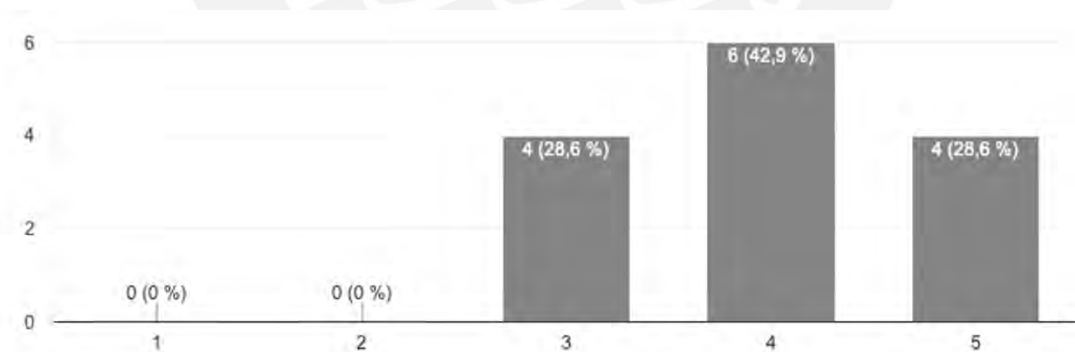


*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

Rated on a scale from 1 (very low) to 5 (very high), 42.9% of respondents reported a moderate impact on their daily life, with 28.6% indicating a significant positive change, while some perceived the effect as low.

**Figure 10**

*Chart on whether participants noticed a difference before and after having the workshops*

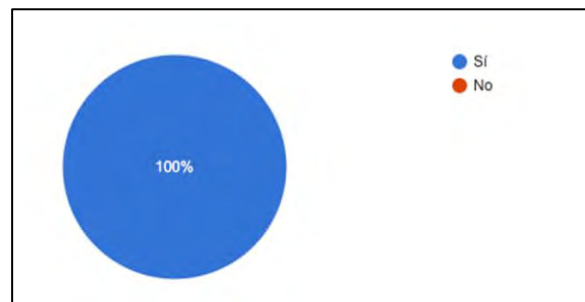


*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

In addition, the total number of respondents considered that there has been a positive impact on their personal lives or jobs.

**Figure 11**

*Chart on whether the workshops had a positive impact on their jobs or personal lives*

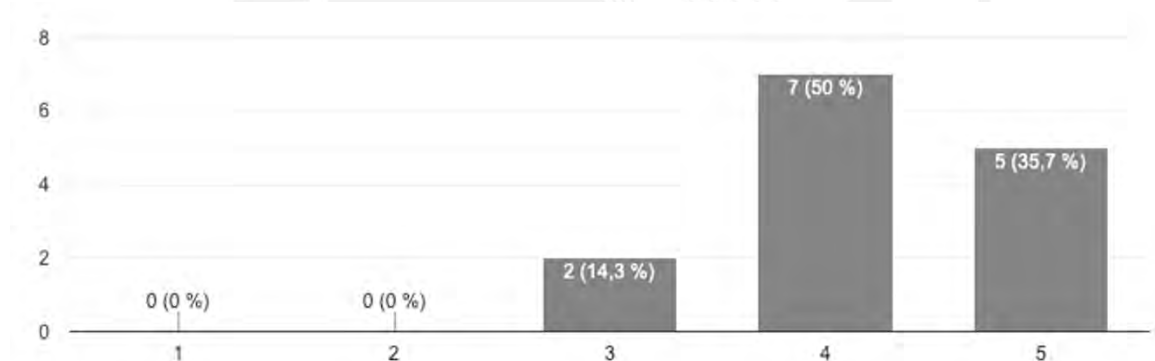


*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

Hence, 50% of the participants believe that the workshop has had a positive impact on their lives, with 35.7% expressing a strong conviction that the workshop has made a significant difference.

**Figure 12**

*Graph on the impact of the workshops on the respondents*

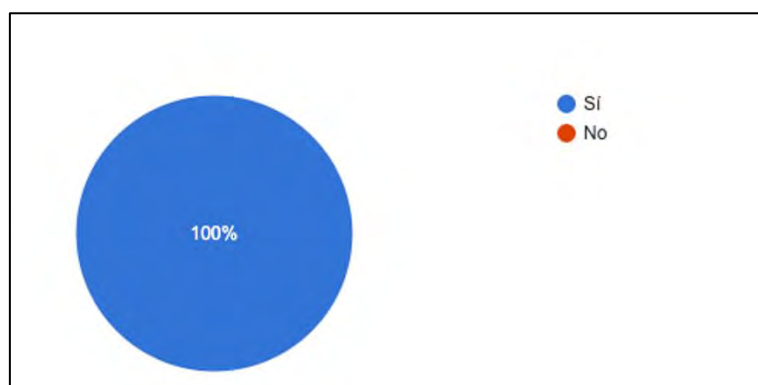


## Recommendations

In conclusion, all the respondents expressed their willingness to recommend the workshop to others, driven by factors like the company's expertise, the sense of empathy experienced during the workshops, or personal transformations they have undergone that they wish to share with others facing similar challenges.

**Figure 13**

*Chart on whether respondents would recommend Descubriendo Juntxs to others*



### Cash Flow

Furthermore, we have comprehensively considered the earnings amassed by Descubriendo Juntxs in the current year up until May, when revenue inflow ceased. Notably, January witnessed a founder's contribution of 1000 soles, and in February, income was generated through collaborations with Ecoandino and the Association of Coffee Producers of Pichanaki. Consequently, by the close of February, an aggregate income of approximately 1,197.95 soles was documented. Subsequently, during the ensuing two months, no additional revenue was realized, with expenditures confined to the upkeep of the company's fixed costs. However, come May, revenue of 1,350.00 soles was registered due to a training engagement in Lima facilitated by Ecoandino. After accounting for May's expenses, a concluding Net Profit of 999.85 soles was achieved.

**Table 11**

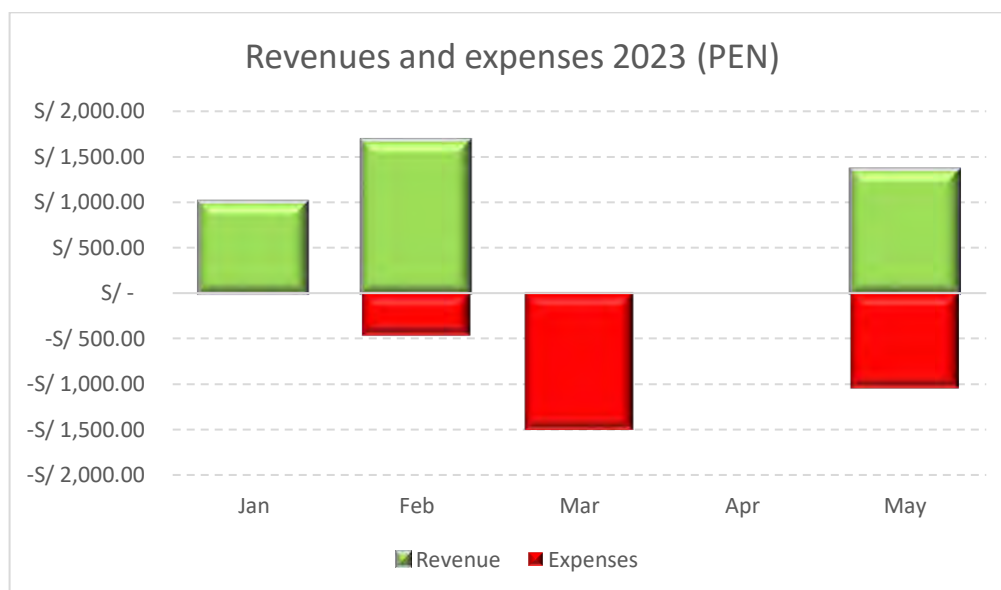
*Cash flow for Descubriendo Juntxs for the 2023 year.*

|          | Jan.        | Feb.             | Mar.         | Apr. | May.         |
|----------|-------------|------------------|--------------|------|--------------|
| Revenue  | S/ 1,000.00 | S/ 1,673.00      | S/ -         | S/ - | S/ 1,350.00  |
| Expenses | -S/ 0.05    | -S/ 475.05       | -S/ 1,498.00 | S/ - | -S/ 1,050.05 |
| Sum      | S/ 999.95   | S/ 1,197.95      | -S/ 1,498.00 | S/ - | S/ 299.95    |
|          |             | Total, until May |              |      | S/ 999.85    |

The depicted pattern, elucidated in the preceding paragraph, corresponds to the illustrated graph below. Evidently, revenue was generated from training sessions in the months of January and February. Conversely, the subsequent months witnessed an outflow of funds, culminating in May when revenue was once again realized. Regrettably, this revenue resurgence in May fell short of bolstering the company's overall profitability.

**Figure 14**

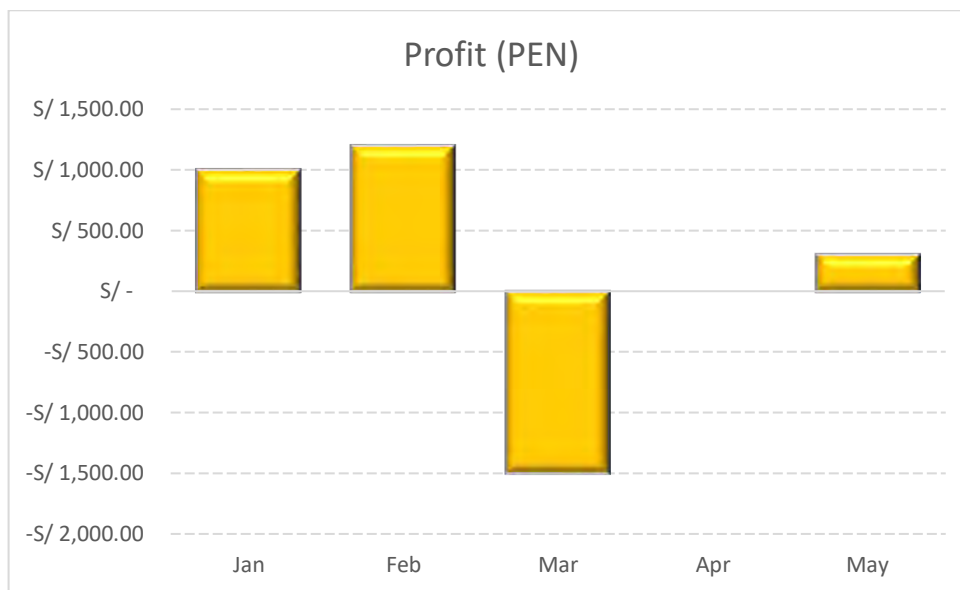
*Revenue and expenses of Descubriendo Juntxs on the 2023 year (soles)*



Consequently, the ensuing Profit graph portrays a cumulative profit of 999.85 soles by the conclusion of May. This data assumes significance as it underscores the imperative nature of acquiring new clientele, thereby ensuring the company's operational continuity, and securing adequate financing to sustain its workshops in the rural regions of Peru.

**Figure 15**

*Profit of Descubriendo Juntxs during the 2023 year to date (soles)*



### 4.3 Conclusions

In summary, the combined results of the qualitative and quantitative analyses highlight a deficiency in the company's marketing strategy, evident in the year's modest sales figures. This sentiment is echoed by the participants' remarks, particularly those affiliated with companies, who cited their pre-existing familiarity with the founder or their discovery through government initiatives as their reasons for engaging with Descubriendo Juntxs. The main findings from the qualitative analysis were grouped into the impact of the workshops on the one hand and the assessment of the marketing activities of Descubriendo Juntxs on the other hand. During this survey, it became clear that the workshops had a positive impact on the life of the participants, traceable in Figure 12. Most respondents from the qualitative survey answered that through the workshops their work environment could be improved, useful tools for dealing with emotional problems have been taught and the empathy with the couch to generate more trust was very helpful. However, also negative feedback could be gathered as some participants would have wished for more dynamic workshops. Especially

people in rural areas, who are not used to sitting in front of a screen the whole day, struggle to stay focused during long presentations without interaction. The outcome of the marketing part was that most people found out about the company via word of mouth or recommendation. This is also visualized in Figure 5, which was part of the quantitative analysis. It means that a lot of customers already knew the company beforehand, meaning that there is a present lack of sufficient marketing. Furthermore, this survey taught us about the 3 main reasons, why the company Descubriendo Juntxs was chosen over other options. The first one is the experience of the founder, the second one is the possibility to attend coaching sessions and personalized services and the third reason is the presence of engaging demonstration videos on YouTube, according to our participants. The feedback was hereby to generate shorter informational videos on platforms such as Instagram or TikTok. As she has several long YouTube videos online, she needs some shorter clips for common social media channels, which are easier to digest. Moreover, partnerships with the university or other institutes were even suggested by the participants. Lastly, free sessions were given as suggestions for improvement. As some parts of the survey consisted of open questions, interesting insights could also be gained regarding the concrete impact of the workshops on the daily life of the participants, which can be found in the Appendix.

Key findings from the quantitative survey were the profit analysis, shown in Figure 15. As the CEO of the company is not conducting enough workshops to have a positive cashflow each month, it shows that the company is not financially sustainable. Figure 14 exemplary shows that in March and April 2023, the company had more expenses than revenues, or no revenues at all.

Consequently, the subsequent chapters will present solutions pertaining to Marketing and Sales, aimed at enhancing the company's visibility among potential clients and driving increased sales for a robust financial outlook.

## Chapter V: Root-Cause Analysis of the Problem

In this chapter, an insight into Descubriendo Juntxs' marketing capabilities and the core obstacles outlined in Chapter 2 through an in-depth investigative process is given. The primary objective is to uncover the underlying root causes that form the foundation of the company's challenges in implementing effective marketing and sales strategies. These root causes represent the fundamental elements contributing to the overarching problem, the absence of effective marketing and sales strategies.

The following section provides a comprehensive analysis that dissects these identified causes, exploring their interrelationships and their impact on the broader marketing landscape. The aim is to pinpoint the key root causes that demand immediate attention and strategic intervention. Guided by a clear mission, to unravel the intricacies of Descubriendo Juntxs' marketing predicament and pave the way for targeted solutions that promise enhanced visibility, broader engagement, and a more profound societal influence.

### 5.1 Identified Causes

- **Reliance on Word of Mouth and Email:** Because the company is not actively engaging in broader marketing channels, relying solely on traditional methods of client acquisition.
- **Limited Marketing Activities:** Relating to the fact that the CEO's daily focus and priorities aren't centered on marketing efforts, resulting in limited initiatives.
- **Insufficient Financial Resources:** Point to the lack of funding available for investing in marketing campaigns and strategies.
- **Lack of Expertise:** The limited certificates and expertise of the CEO lead to a cause where the company cannot address a broader range of issues and market itself effectively.

- **Geographical Constraints:** The need to reach remote areas presents a financial constraint, leading to a cause where funds are allocated to transportation rather than marketing.
- **Absence of Clear Marketing Strategy:** Arise from the company's lack of a defined marketing strategy that aligns with its mission, audience, and available resources.
- **Lack of an Existing Team:** The absence of a dedicated marketing team is a cause as it limits the company's capacity to plan and execute effective marketing strategies.

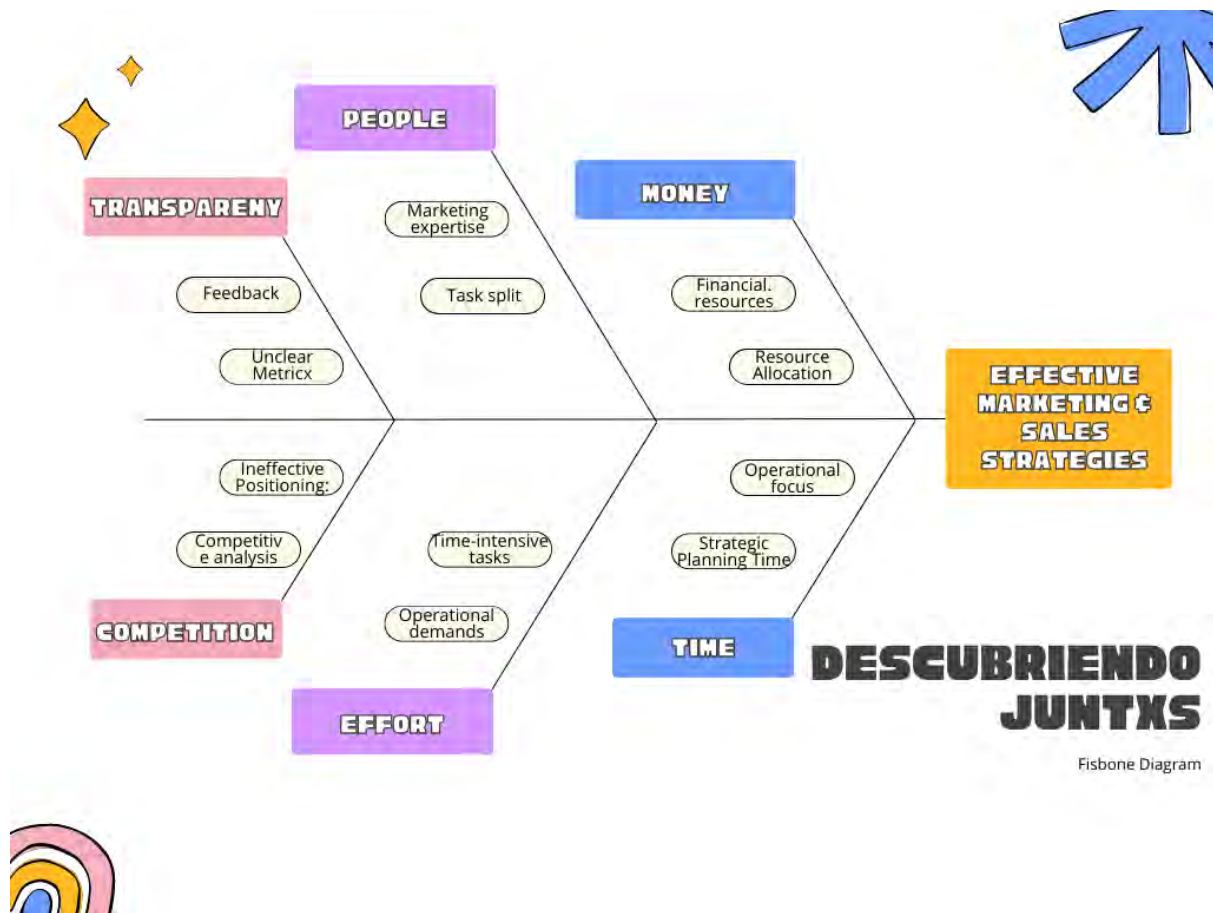
### **5.1.1 Fishbone Diagram**

A comprehensive exploration of the challenges facing Descubriendo Juntxs' marketing strategies reveals key root causes that are crucial to address. Represented in the fishbone diagram, these root causes are dissected across significant criteria, with time and money emerging as the most pivotal factors impacting the company's marketing effectiveness. The visual depiction of the fishbone diagram illustrates a web of interconnected causes that contribute to the inadequacies in Descubriendo Juntxs' marketing endeavors. As we move towards the right side of the diagram, it becomes evident that time and money play central roles in influencing these challenges.



Figure 16

*Fishbone diagram for Descubriendo Juntxs*



## 5.2 Main Causes of the Problem

A key factor contributing to the company's marketing challenge is its reliance on word of mouth and email as primary methods of client acquisition. While these approaches can cultivate personal connections, they inherently limit the reach to a relatively narrow network. To broaden its influence and reach, Descubriendo Juntxs needs to explore contemporary and expansive marketing avenues, particularly leveraging social media platforms.

Furthermore, the limited allocation of time and resources towards marketing activities due to the CEO's focus on day-to-day operations constrains the company's ability to establish a robust marketing presence. Striking a balance between operational demands and dedicated marketing initiatives is pivotal for enhancing visibility.

Insufficient financial resources present another barrier. The company's limited funding restricts its capacity to invest in substantial marketing campaigns. To circumvent this obstacle, creative utilization of cost-effective digital strategies and innovative marketing tactics is necessary to optimize the impact of available resources.

Additionally, the lack of expertise within the CEO's skill set hampers the company's ability to address a diverse range of issues and effectively market its services. The CEO's professional development and continual learning are vital to expanding competencies and communicating the company's value more compellingly.

The company's commitment to serving women in remote areas results in financial constraints due to transportation costs. Finding innovative solutions and forging local partnerships can alleviate this challenge, enabling the redirection of funds towards marketing initiatives.

The absence of a clear marketing strategy is further considered problematic. A well-defined marketing strategy that aligns with the company's mission, audience, and available resources is crucial for focused messaging and optimal resource allocation.

Ultimately, the lack of an existing marketing team poses an obstacle to formulating and executing effective marketing strategies. Incorporating marketing professionals or outsourcing marketing tasks can infuse the necessary expertise and enhance outreach efforts.

In the quest to address the challenges faced by Descubriendo Juntxs in effectively implementing marketing and sales strategies, an in-depth analysis was undertaken to uncover the root causes hindering their progress. Among the myriad of factors considered, a systematic ranking approach highlighted three key root causes that significantly contribute to the company's struggle. The criteria used were people, time, transparency, money, effort, and competition.

The first root cause, Limited Marketing Activities, underscores the significance of an organization's commitment to marketing as a central driver of growth and visibility. It points to a scenario where marketing is not given the requisite emphasis, as the CEO's primary focus lies in daily operations. The lack of dedicated time and resources towards marketing efforts hampers the formulation and execution of effective strategies. This deficiency is reflective of the broader challenge of allocating sufficient effort and attention to strategic marketing initiatives, which could unlock the company's untapped potential.

The second root cause, Lack of Expertise, highlights the critical role of specialized skills in navigating the complexities of modern marketing landscapes. The absence of individuals possessing comprehensive marketing knowledge limits the company's ability to devise innovative approaches, analyze market trends, and craft compelling messaging. This root cause reinforces the importance of continuous learning and development, as well as investing in training opportunities to equip team members with the expertise needed to propel Descubriendo Juntxs' marketing endeavors forward.

The third root cause, Lack of an Existing Team, draws attention to the necessity of collaboration and synergy within an organization's structure. An effective marketing team can bridge gaps between different departments, ensure transparent communication, and align efforts towards common goals. The absence of such a team affects the planning, execution, and coordination of marketing strategies. This root cause emphasizes the significance of building a team that possesses the necessary skills, shared vision, and commitment to elevate Descubriendo Juntxs' marketing performance.



### 5.3 Conclusions

In this chapter, the objective has been to uncover the root causes underlying the challenges faced in implementing effective marketing and sales strategies at Descubriendo Juntxs. Through a comprehensive analysis of these identified causes, their interconnections and broader impacts on the marketing landscape have been explored. The mission has been clear: to pinpoint the key root causes requiring immediate attention and strategic intervention.

The fishbone diagram visually represented these interconnected causes, with time and financial constraints emerging as central factors significantly affecting Descubriendo Juntxs' marketing effectiveness. Addressing these root causes is crucial for overcoming the company's hurdles.

Moving forward, the focus will be on crafting actionable solutions to enhance Descubriendo Juntxs' visibility, increase engagement, and deepen its societal influence. Armed with a clearer understanding of these root causes, the path forward is better defined for the company's marketing success and broader impact.

## Chapter VI: Assessed Solution Alternatives

Evaluating the assessed solution alternatives will allow for an understanding and breakdown of each one and why the final conclusions will be decided. In this chapter the alternatives will be broken down individually and combed through in detail. Understanding the risks and benefits of each is crucial in making a final decision. Each of the three alternatives will be discussed with Saddit and evaluated on a ranking scale to determine the importance of the individual factors of each. The goal of this chapter is to conclude on the final solution that will best serve the needs of the company and have the strongest effect for Descubriendo Juntxs leaving the strongest impact for them in the market.

### 6.1 Alternatives to Solve the Problem

In response to the mission of Descubriendo Juntxs, led by CEO Saddit Vilchez, this assessment of alternatives proposes three strategic solutions aimed at enhancing awareness, visibility, and reach. The primary objective is to further the company's work in personal development services across regions in Peru, with particular attention to empowerment for women and gender inclusion. The possible alternatives have been narrowed down to three options to aid the main problem of a lack of effective sales and marketing for Descubriendo Juntxs. The first alternative in consideration, is creating a partnership and having collaborations with CENTRUM PUCP through their empowerment center. The university has an existing program for women to join in programs and seminars as well as all genders for inclusivity sessions in which Descubriendo Juntxs can collaborate with. This alternative requires the mutual agreement between the university and Descubriendo Juntxs on how programs and seminars would be conducted. The second alternative is to intensify the sales strategies of Descubriendo Juntxs and more clearly define the target audience and how to reach each subgroup in these categories. Descubriendo Juntxs is currently more focused on providing programming for companies and groups rather than individuals. The final

alternative is to use a more expansive marketing strategy and discover how reaching social media marketing can be. Currently Descubriendo Juntxs has no marketing or customer retention strategy.

### **6.1.1 Partnership and Collaboration with CENTRUM PUCP**

The first proposed solution is the establishment of a partnership with CENTRUM PUCP. Such alliances hold the potential to amplify the reach and impact of Descubriendo Juntxs. Through collaboration with the university, Descubriendo Juntxs can access new audiences and logistical support, particularly in rural areas where the need is acute. This partnership could provide additional financial support, which is essential for funding transportation to remote areas and acquiring further training for CEO Saddit. However, partnerships also come with inherent risks, such as a potential loss of autonomy and control in program design and content, and the risk of mission drift due to different goals with various organizations. To mitigate these risks, it is important to establish a Memorandum of Understanding (MoU) that clearly outline each party's roles, responsibilities, and commitments (Kenton, 2023), ensuring alignment with Descubriendo Juntxs's core values and objectives.

***Centrum PUCP Partnership Strategy.*** Partnerships create an opportunity for collaboration and creation of value, in this case, to organize impactful women empowerment programs. Forming partnerships with leading a business such as CENTRUM PUCP, could offer dual benefits for both parties. It would allow Descubriendo Juntxs to gain more visibility create valuable networking opportunities as well as diversify the program pool for CENTRUM PUCP to include gender inclusion which is an extremely important topic. Social start-ups such as Descubriendo Juntxs, are driven by Corporate Social Responsibility (CSR) initiatives. CENTRUM PUCP will sponsor these empowerment workshops, thus financially securing the programs and enabling Descubriendo Juntxs to offer their services free or at a

reduced cost to participants in rural communities while getting paid by the university. In return, Descubriendo Juntxs could provide CENTRUM PUCP with workshop facilitation expertise, impacting their female workforce and student base positively and promoting gender equality within the institution. This is valuable programming that students will take with them to the workforce and use in their daily lives. The mutual exchange of value in such partnerships would not only make the programs financially sustainable but also deeply ingrained in Peru's educational culture, facilitating broader societal transformation.

Partnering with the university offers an opportunity to reach younger women who are shaping their future. This partnership could lead to the development of comprehensive leadership and empowerment curricula, designed to be integrated into university programs and follow into the workplace. Such collaborations may also allow Descubriendo Juntxs access to research and academic expertise, enhancing the content and evidence base of their workshops. A university partnership could lead to a more formalized and accredited training program, furthering the credibility and reach of Descubriendo Juntxs's services while growing the customer base and contacts for future programming.

To actualize this partnership effectively, several key strategies are recommended. First, developing a clear and detailed Memorandum of Understanding (MoU) with CENTRUM PUCP is essential. The MoU should clearly define the roles, responsibilities, and expectations of each party, ensuring alignment with Descubriendo Juntxs's mission and values while maintaining the required curriculum and standards of the university. It should also include the structure and content of the programs, specifying the target demographics, intended outcomes, and metrics for success. Having a clearly defined way to evaluate each workshop is important for adjusting and feedback to ensure successful programming the students look forward to taking.



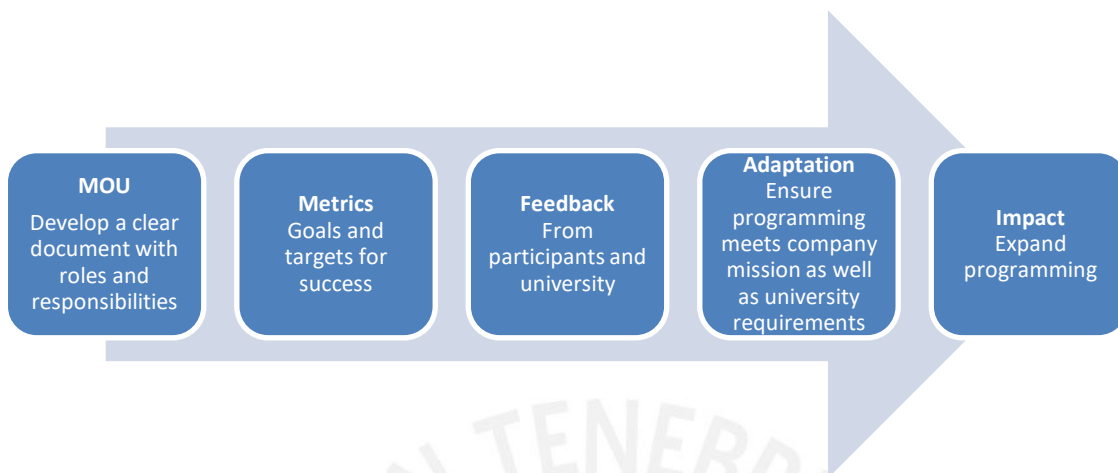
Having consistent communication and feedback with partners and participants is vital. Regular meetings and updates between Descubriendo Juntxs and the university would ensure the programs remain aligned with shared goals, adapting and evolving based on participant feedback and societal trends. These partnerships, while there is plenty of potential, are not risk free. One considerable risk is the potential for mission drift. Engaging with corporate or academic partners may, over time, subtly shift the focus of Descubriendo Juntxs's programs, aligning them more closely with the interests of these partners and potentially compromising the core mission of empowering women and gender inclusion. Strict evaluation and a commitment to the organization's mission will be crucial to mitigating this risk. An option is to have the programming offered by Descubriendo Juntxs approved by CENTRUM PUCP and offered as well as other programs requested by the university run at the same time to offer satisfaction to both parties as well as more diverse offerings.

As this partnership would offer S/380 per 2-hour session compared to the S/300 per 3-hour session she was offering, the additional and consistent income would allow her to have the funds to continue her work in rural communities to continue her original goal. As there are 3000 students per year graduating from CENTRUM PUCP who are required to take programming to graduate, the sessions would be constantly offered allowing her to earn more than she had anticipated.

In conclusion, a strategic partnership with CENTRUM PUCP represents a promising avenue for Descubriendo Juntxs to extend its women empowerment programs substantially. This collaboration could unlock new funding streams, enrich program content, expand reach, and deepen impact, all while upholding the visionary principles that drive Saddit and her team. As Descubriendo Juntxs moves forward, this partnership could prove crucial in achieving her vision of a society where women's empowerment is not a dream, but a reality.

**Figure 17**

*Processes to generate greater visualization of the company and its expansion*



**University Expansion Strategy.** The expansion strategy of Descubriendo Juntxs’s women empowerment programs through partnerships with multiple universities includes a detailed and phased approach. The first phase, *Research and Targeting*, includes doing market research to identify universities across Peru, particularly those with strong women's studies, psychology, or related programs. Special consideration would be given to institutions in both urban and rural areas, aligning with Descubriendo Juntxs’s mission of inclusivity and accessibility. This phase also involves looking into the alignment of each university’s ethics, programs, and initiatives with Descubriendo Juntxs's mission, as well as outreach to gauge interest among university stakeholders.

In the *Proposal Development* phase, the focus shifts to creating detailed partnership proposals for prospective university partners. These proposals outline the objectives, curriculum, logistical requirements, financials, and mutual benefits of the partnership. This phase is also important for consulting with legal experts to ensure that the partnership agreements adhere to laws and regulations and protect Descubriendo Juntxs’s interests.

Upon completion of the proposals, the *Outreach and Negotiation* phase begins. Formal communication with prospective partner universities is initiated, and partnership

proposals are sent to relevant decision-makers, such as department heads, deans, or university presidents. This stage involves negotiations with interested universities to conclude the terms of the partnership to meet the wishes and requirements of both parties.

As agreements are reached, the plan progresses to the *Implementation and Launch* phase. Formal MoUs are drafted and signed, clearly stating each party's roles, responsibilities, and commitments. Initially, women empowerment programs are launched at one or two universities, serving as a testing ground to refine the program's format, content, and delivery mechanisms like Descubriendo Juntxs is doing at CENTRUM PUCP. This stage will allow for a review of how the programs are responded to a more rural universities and how they may need to be adapted to ensure they're beneficial for those attending.

The subsequent *Monitoring, Evaluation, and Scale* phase is key for the plan's long-term success. Data collection steps are implemented during the pilot programs to assess impact, participant satisfaction, and areas for improvement. The collected data is then used to perform a thorough evaluation of the pilot programs, based on this evaluation, necessary revisions are made. With successful pilots and refined programming, Descubriendo Juntxs can begin scaling its women empowerment programs to additional universities, using insights learned from the pilots. While these programs may not be as consistent and have the same level of partnership as with CENTRUM PUCP, they continue to allow for networking and get closer to reaching the initial goal of aiding women and others in rural areas and opening the conversation on gender inclusion.

The final phase, *Long-Term Relationship Management*, is devoted to sustaining and improving the established partnerships. Regular communication schedules with university partners are organized to share updates, address challenges, and celebrate successes. As initial partnership terms approach their conclusion, Descubriendo Juntxs will works

proactively with the universities to renew and potentially extend the partnerships, ensuring the longevity and continued impact of the programs.

In conclusion, this strategic plan provides Descubriendo Juntxs with a comprehensive and structured blueprint for expanding its women empowerment programs through partnerships with multiple universities. It emphasizes preparation, transparent communication, legal compliance, learning, and sustainable relationship management, laying the foundation for Descubriendo Juntxs to further its mission of empowering women across diverse regions of Peru.

### **6.1.2 Intensified Sales Strategy**

To further Descubriendo Juntxs's impact, a significant improvement of the sales strategy is recommended. At the base of this approach is the development of a comprehensive sales plan. This plan would outline target markets, potential sales channels, clear and competitive pricing strategies, and client retention tactics. A focus on target markets is essential; by identifying and understanding the unique needs of different company types such as large corporations, small and medium enterprises (SMEs), and non-profits, this allows Descubriendo Juntxs to tailor its offerings more effectively.

To reach these target markets, the organization would explore and leverage a diverse pool of sales channels. These would include direct sales through cold calls or emails, indirect sales through partnerships with other organizations or institutions, and digital sales through the company's developing website and social media platforms. The strategy should also address the expansion into new regions, beyond the current outreach in areas such as Lima, Arequipa, Huancayo, Huancavelica, and Cusco.

Important to this strategy is the design of flexible and appealing pricing models. For example, Descubriendo Juntxs could develop a tiered pricing model that offers basic, premium, and enterprise-level packages, each with different features and price points.

Incentives, such as package deals or discounts for long-term contracts, could be introduced to attract new clients and incentivize existing clients to prolong their programming. This could be particularly appealing for companies that are committed to ongoing employee development and want to partner with Descubriendo Juntxs for the long term.

Observing that the needs of companies can be very complex, this strategy would also propose the use of custom sales pitches, developed based on detailed client segmentation. By understanding the unique needs, challenges, and goals of different types of companies, Descubriendo Juntxs can develop persuasive and customized pitches that resonate deeply with potential clients.

While this refined sales strategy would likely attract an initial investment, potentially in professional sales training, the probability for generating a sustainable and growing revenue stream is high and could justify these initial expenses. Hiring a dedicated salesperson, who would be able to focus solely on client acquisition and retention, leaving the CEO, Saddit Vilchez, and other team members free to concentrate on program development and execution would be beneficial as Saddit does not have a background in sales or experience.

Lastly, this strategy highlights the importance of constant monitoring and collection of feedback. Regular client check-ins, satisfaction surveys, and market analysis will be essential. By continuously gathering this data and responding proactively to client feedback and market trends, Descubriendo Juntxs can adapt its sales strategy over time, ensuring it stays effective and responsive to the always-evolving marketplace.

In conclusion, this enhanced sales strategy, focused on client engagement and a comprehensive sales plan, positions Descubriendo Juntxs to significantly expand its client base and increase its revenue, thus further empowering the organization to fulfill its mission.

### 6.1.3 Expansive Marketing Strategy

In today's digital age, a strong online presence is more than a perk—it is a necessity. Understanding this, it is suggested that Descubriendo Juntxs invests in the development of a comprehensive Social Media Marketing Strategy. Platforms such as TikTok, Instagram, and Facebook, as well as LinkedIn and Twitter, are influential tools for both brand promotion and audience engagement.

Engrained in this strategy is the consistent creation of high-quality content that shows the core themes of Descubriendo Juntxs's work: gender equality, mental health, women empowerment, and personal development. With engaging images, inspiring stories, creative videos, and articles, the organization can voice the message of its potential impact. Educational content about the societal challenges that Descubriendo Juntxs seeks to address, and the solutions it provides, could prove interesting and appealing.

Engaging with current social media trends is another part of this strategy. By developing interactive opportunities, such as hashtag challenges or live Q&A sessions, Descubriendo Juntxs can use the power of social media to attract engagement and spread its messages more widely. Participating in trending conversations related to mental health awareness, women's rights, and education can further increase visibility.

The strategy would also outline the possibility of collaboration with influencers, individuals who hold significant impact through their social media channels and whose values align closely with those of Descubriendo Juntxs. Through these partnerships, Descubriendo Juntxs could expand its reach significantly, tapping into the influencers' existing follower bases and leveraging their endorsement to enhance credibility.

Implementing this strategy involves a substantial commitment to ongoing content creation, social media management, and user engagement. To meet these demands efficiently and effectively, Descubriendo Juntxs may need to consider hiring a staff member, such as a

social media manager or a digital marketing specialist or partnering with an external digital marketing agency. These professionals can make sure that the organization's social media channels are effective, creative, up-to-date, and strategically aligned with its broader mission and goals.

With an expanded digital footprint comes increased public scrutiny and reputation management considerations. As social media can be a double-edged sword, proactive and thoughtful management of the organization's online reputation is important. This involves monitoring social media channels for feedback and potential crises, responding to comments and messages in a timely and respectful manner, and developing a crisis communication plan to address any negative publicity swiftly and effectively.

In conclusion, a thriving social media marketing strategy stands as a promising avenue for Descubriendo Juntxs to elevate its brand, connect with wider and younger audiences, and amplify its powerful message of empowerment and equality. While this approach demands a commitment to content creation and management, as well as a readiness to navigate the complexities of online reputation management, the potential rewards in terms of heightened visibility, engagement, and impact, are incredible and align seamlessly with the organization's vision.

## **6.2 Assessment of Alternatives**

To evaluate the alternatives, they have been graded on a scale from 1 to 10 (10 being the highest) on the following criteria: (a) sustainability, (b) risk, (c) importance for owner, (d) added value, (e) financial requirements, (f) time, (g) innovation, and (h) added knowledge required. First, sustainability measures how long this option is feasible for and if could be a lasting strategy. Next, risk, evaluates what the chances are of the alternative being successful. Next, is the importance for the owner, Saddit, she has explained to us why she has assessed each alternative in this way. Added value comes next, in showing the potential benefits from

the alternative. Following are the financial requirements required to sustain this option. We then have the time required to execute the alternative to its fullest potential. Innovation allows us to see how unique an idea is. Lastly, we have added knowledge required which is based off Saddit's current skillset. The following table breaks down the components by alternative so they can be viewed in relation to one another.

**Table 3**

*Assessment of proposed alternatives.*

| Criteria                    | Weight (%) | Possible Solutions                                   |   |   |
|-----------------------------|------------|--|---|---|
|                             |            | Alternative 1:<br>Partnerships and<br>Collaborations | Alternative 2:<br>Intensified Sales<br>Strategy | Alternative 3:<br>Expansive Marketing<br>Strategy |
| a) Sustainability           | 10%        | 8  | 5   | 7   |
| b) Risk                     | 10%        | 7  | 7   | 4   |
| c) Importance for Owner     | 15%        | 10   | 5   | 6   |
| d) Added Value              | 15%        | 9  | 5   | 7   |
| e) Financial Requirements   | 25%        | 3  | 8   | 8   |
| f) Time                     | 10%        | 9  | 8   | 7   |
| g) Innovation               | 5%         | 5  | 3   | 3   |
| h) Added Knowledge Required | 10%        | 6  | 6   | 7   |
| Total Score                 | 100%       | 7.13   | 5.88  | 6.13  |

*Note:* The ranking of 10 is the highest rank on the scale from 1 to 10.

The advantages of Alternative 1, forming a partnership with CENTRUM PUCP, offers Descubriendo Juntxs a sustainable and resource-effective strategy to expand its reach and impact. This partnership could provide the company with additional income, resources, and expertise to design and deliver more comprehensive and effective programming. Collaborations with educational institutions could lead to the creation of accredited courses, increasing the prestige and recognition of the programs and credibility of Descubriendo Juntxs. This strategy aligns with the visionary and specific driven values of CEO Saddit, as it directly engages with societal challenges. The disadvantages to establishing partnerships often involves a significant time investment in negotiations and agreements and may necessitate compromising on some aspects of program design or delivery to align with a partner's expectations or requirements. There is also a risk that partnerships can bring



misalignment of objectives, potential conflicts, or dilution of the brand if the values of the partners are not closely aligned with those of Descubriendo Juntxs.

For Alternative 2, an Intensified Sales Strategy, structured around a detailed sales plan, is designed to significantly increase Descubriendo Juntxs's client base and revenue. This strategy, complete with targeted marketing, client segmentation, and custom-tailored service packages, directly addresses the organization's financial sustainability. Long-term contracts, package deals, and a more aggressive engagement with potential corporate clients could turn into stable, recurring revenue streams, giving the organization the financial backbone, it needs to expand. The disadvantages to implementing an intensified sales strategy would require an initial investment, either in hiring experienced sales staff or training an existing team member. It may also demand a more aggressive approach to the market, which may not always align with the company's mission-driven character. Constant monitoring and adaptation are required, which may stretch the organization's current resources and place additional stress on the team.

Lastly, Alternative 3, an Expansive Marketing Strategy. In the online age we live in, a strong social media marketing strategy can significantly increase Descubriendo Juntxs's visibility and engagement with potential clients. Platforms like LinkedIn, Instagram, and Facebook allow for innovative and interactive campaigns that resonate with younger, more diverse audiences. Collaborations with influencers who align with the organization's values can increase its message, providing a fresh and modern approach that brings the cause of gender equality and mental health into the daily lives of people country wide and potentially further. To highlight the disadvantages of an expansive social media strategy, it requires consistent, high-quality content creation, which could demand hiring dedicated staff or engaging an external agency. This could lead to substantial ongoing costs. The organization's reputation would also become more exposed to public scrutiny, and online engagement

always carries some risk of negative attention or controversy. Furthermore, keeping up with rapidly changing digital trends demands continuous learning and adaptation.

### **6.3 Conclusions**

Now that the key problems of Descubriendo Juntxs have been identified, and the three alternative solutions have been created. The first, as a partnership with CENTRUM PUCP to create a mutual programming plan to benefit both parties and create new contacts and revenue. The second as an intensified sales strategy to reach a more corporate audience with a stable revenue from doing ongoing programming with employees on performance building. Making the third, an expansive marketing strategy to better reach the younger audience of the new technology filled era we live in.

In evaluating the potential paths forward for Descubriendo Juntxs, a strategic partnership with CENTRUM PUCP shines as the most promising and aligned strategy for expanding the organization's initiatives. This alternative holds great potential for achieving the organization's mission to foster personal growth and societal change, particularly in empowering women and promoting gender equality and mental health. However, it is important to remember the challenges of this approach, including potential bureaucratic hurdles, the need for careful alignment of values and objectives, and the time required to cultivate and formalize these partnerships. Descubriendo Juntxs will need to navigate these complexities with an open mind, patience, and a steadfast commitment to its vision and principles.

## Chapter VII: Proposed Solution

The following chapter gives an adoption of an alternative, emphasizing partnerships and collaborations to enhance Descubriendo Juntxs' marketing impact. This approach strategically addresses the primary issue of insufficient marketing and sales strategies, offering a comprehensive solution to elevate Descubriendo Juntxs' visibility and growth potential.

Alternative one was chosen, as partnerships and collaborations are an excellent way to increase the visibility of a company, especially as CENTRUM PUCP has the reputation of being one of the 12 best business schools in South America, according to the QS World ranking in 2023 (Centrum PUCP, 2023). As the CEO mainly acquires clients via word of mouth and E-Mail contact, her workshops together with the created added value must be transparent and spread to a bigger audience. Especially the fact that Saddit offers workshops with translators in Quechua, her very practical approach and the ability to adjust to the wishes and preferences of her group differentiates her from her competitors.

As Centrum PUCP has more than 147.000 followers on their LinkedIn homepage, Descubriendo Juntxs could take a big advantage of their reach and could post several trailers, videos, and advertisements on their homepage (Centrum PUCP LinkedIn Homepage, 2023). By connecting Descubriendo Juntxs with the women empowerment program from the university, a framework for a successful collaboration will be established and can be taken as a valuable example for engaging in more partnerships. As Centrum PUCP is in the capital Lima, the next step would be to engage in cooperation's with universities in more rural areas like Arequipa, Huancayo, Huancavelica and Cuzco.

Furthermore, companies with a high percentage of women can be approached to offer women development programs all over Peru and beyond its borders. In summary, the idea is to integrate the workshops of Saddit Siuce into the women development program of Centrum,

which can serve as a platform and a laboratory. If the workshops are well received, the expansion to other universities and companies will become a simple procedure, because the CEO Sadding Siuce can follow the same pattern.

The main problem, as evaluated thoroughly in Chapter 2, entails the missing marketing and sales strategies of Descubriendo Juntxs. In the mentioned approach, online visibility can be increased in form of the presence on the frequently used social media channel LinkedIn. After the participation in one of the workshops of the Women Empowerment Program at the university, word of mouth will also be spread further.

Many Peruvian consumers state that personal recommendations have a big influence on their purchase decision, it can be viewed as one of the most valuable marketing sources with high benefits for Descubriendo Juntxs (Vásquez & Doloriert, 2011). As a lot of problems of the company are interlinked and reinforcing each other, solving the problem of a lack of visibility will also solve a few other hurdles at the same time. The conduction of more workshops will lead to higher incomes, which can be used to invest in online advertising, more employees who support the CEO with administrative tasks or a clear business plan and would also cover the expenses for travelling to rural areas and conducting workshops there. Furthermore, root causes like the absence of a clear marketing strategy and the absence of a dedicated marketing team could be solved by partnering with the university.

During an interview with Sofia Montanez, who oversees the co-curricular activities, a collaboration with Sadding Siuce seemed to be a promising opportunity. For around 3000 graduate students from the CENTRUM and PUCP university, it is a requirement to participate in total 36 hours in a university recognized program that is not class time and is educating about cultural development. Those extra-curricular workshops need to be attended by master students from all faculties and can be attended virtually or online. As Sadding Siuce already has experience in offering kind of workshops, she is very flexible regarding this

issue. Right now, each month around 20 workshops from changing practitioners to various themes such as soft skills, personal development and sustainability ideas are offered. Saddit offers similar workshops and would therefore be a good fit regarding the content of those extra-curricular activities for male and female students.

The way to start a collaboration is a fairly simple process, according to Sofia Montanez. During an interview, her proposal for the workshops will be evaluated and administrative tasks, such as finding a title for her workshop together with a little explanation and fixing an agenda and calendar will be worked on. Afterwards, she can immediately start with her workshops.

This partnership offers various benefits for both parties. With a possible reach of about 3000 students, the visibility of Descubriendo Juntxs can be increased tremendously. As students often move to other places after their graduation, the knowledge about the existence of the company will be spread and good recommendations about the positive impact of the workshop will increase the number of customers. Furthermore, the network and therefore valuable connections with like-minded people will increase through the collaboration with other practitioners working for the university.

Lastly, a collaboration with a university like CENTRUM makes a very good impression in Saddit's curriculum and quotes from positive feedback on her homepage will surely increase the number of customers. As the university is frequently informing about new events and activities on their LinkedIn homepage, Sofia Montanez already mentioned the possibility to mention some key information after the workshop, which will in return be beneficial for Saddit's visibility, overall reach, and social media presence. As there are around 20 monthly workshops for 3000 students, and around 23 students participate in one on-site seminar, a permanent contract for about 2 workshops per month could be taken into consideration. This would provide Descubriendo Juntxs with a stable income flow and would

enable the company to provide more workshops in rural areas, which are free of charge. The regular time for workshops at the university is around 2 hours with a salary of 380 soles. For each hour more, Sadding Siuce would gain 190 soles more. In comparison to the earnings from her regular workshops, a collaboration would be very beneficial, not only because of the range, but also financially (Montanez, 2023).



## Chapter VIII: Implementation Plan and Key Success Factors

The last chapter mainly deals with the theoretical approach and the evaluation of the best solution to increase visibility and therefore the success of Descubriendo Juntxs. The following chapter now tackles the practical approach to reach this goal and will be explaining each step-in detail together with a suggested timeline. Internal deadlines help organize the daily activities in the short-term, but also give an overview over upcoming tasks in the long run. It is important to mention that the order of the actions and the estimated working hours needed are just an approximation and may deviate from this. Several activities, like signing contracts with new employers, only happen once and will normally not be repeated soon. Other steps, like the updating of existing material, are activities which need to be repeated weekly. Steps, which are marked with an error, represent activities related to expenses, the other activities only require the working time of the CEO. Furthermore, it must be said that at the end of each step stands the evaluation of the success of each activity by the CEO. The following implementation plan can be adapted anytime as well as applied to different problems Descubriendo Juntxs is facing.

### 8.1 Activities

The first action to increase the visibility of the company is to get in touch with the responsible person overseeing the organization of the collaboration, which are for example Exequiel Albeiro, the sustainability coordinator of Centrum University and Sofia Montanez, the Director of Cultural Activities. Communication works mostly via E-Mail, phone, or social media channels, like LinkedIn. During this first step also required documents like the CV and the letter of motivation will be sent, eventually also an exemplary PowerPoint deck about the content and the intended program for the workshops. If a positive answer follows, the CEO will conduct an interview to convince her employer of her qualities and to see if her expectations meet the ones of her employer. While the content and length of the workshops

need to be tailored to the requirements of the employer, the revision of the existing material will be necessary in the second week. Hereby it is important that all the information is up to date and fit the knowledge, the age and amount of the clients, e.g., regarding practical activities. Furthermore, the name of the company, the LinkedIn and Facebook name as well as the E-Mail address and phone number of Descubriendo Juntxs should be visible on the first and the last slide. This enables clients to reach out for follow-up questions and visualization helps to remember the name easier. During the whole first two weeks, clear goals and expectations from the next workshops should be set. On the one hand, it evidently happens in collaboration together with the partners, but should also include personal goals set by the CEO regarding the development and the execution of this new phase of workshops. In the third week, the work conditions with the new employer will be reviewed and discussed and the contract for the collaboration will be signed after all. In a next step, the workshops need to be advertised on social media. Therefore, engaging posts about the content and date of the upcoming event will be posted on Instagram, Facebook and on the LinkedIn homepage to reach the largest number of clients possible. It is recommended to post the information around 2 weeks before the event, to enable customers to save the date, but also to send a reminder 1-2 days before the start. Another possibility would be to send reminder E-Mails to existing clients for follow-up workshops, if the CEO possesses the E-Mail addresses and acts within the terms and conditions of the E-Mail policy. If the budget allows, a professional photographer could also be engaged for the first workshops to take photos and videos, which can be cut with for example with iMovie and can be used as a very engaging form of advertisement on social media for the next workshops. Furthermore, one person should be engaged to create a thought-through marketing strategy including search engine optimization for better Google results and Google advertisement to increase the visibility of Descubriendo Juntxs. Another form of advertisement would be flyers, which of course need to be allowed



first by the university. The distribution of flyers is a very powerful tool for advertising, as clients have a physical piece of paper in their hands and will probably look at it several times. This stands in contrary to social media posts, which are recognized unfiltered by our brains and will be forgotten soon due to the quantity we receive every day. If the university is in favor of this project, flyers need to be developed in week 4, e.g., via PowerPoint, with all the relevant information, such as current topics and dates of the workshops. Afterwards, flyers need to be printed with environmentally friendly, recycled paper in colors and different sizes. Some bigger posters can hang on blackboards of the university, which students pass frequently, smaller ones can be distributed as “take-away” flyers for students to take home. In week 5, the workshops should be practiced in front of family or friends to ensure comprehensibility and clarity of the content. Furthermore, practical exercises should also be executed so the feasibility and time needed can be estimated. Good preparation for the first round of workshops is crucial to ensure successful execution and a long-lasting collaboration.

After all this work in advance, the workshops will be conducted either online or on-site in front of customers and valuable feedback can be received. Indirect feedback will be received in the form of body language, like face expressions and participation from the clients, while direct feedback can be received by asking the customers about their impressions and learnings afterwards. Another form of receiving direct feedback would be an anonymous questionnaire in case the customers do not want to speak openly in front of the group. This feedback should be taken seriously and should be integrated into the tasks of Week 2, being the revision of the existing material. In general, this implementation plan can be seen as a double-loop learning, where the causality was identified and understood and actions to fix the problem have been taken.

Parallel to all the mentioned activities from the previous weeks, the business plan needs to be revised constantly and eventually adapted. Furthermore, constant self-education

and keeping up to date with current trends and the latest state of knowledge is required to stand out against competitors and to deliver high quality content. This education can take place with the help of documentaries, workshops, and YouTube Videos. Moreover, applying for funding is an activity that stretches over the entire time span of 5 weeks and further, as financial liquidity is essential for different activities, such as printing the flyers or self-education with books for example.

To give an outlook, one employee can be hired in the future as soon as enough revenues from the workshops have been conducted. In week 20, after 5 months, an open part-time position can be advertised on LinkedIn and other social media channels. This additional person would oversee the financials and the growth strategy. In week 21, interviews will be conducted with possible candidates who fulfill the requirements for the open position. In week 22, a suitable candidate will be selected and a contract with suitable working conditions will be drawn up. The estimated working hours for this whole process will be around 30 hours.

## **8.2 Implementation Gantt Chart**

The following Gantt Chart describes each activity together with the time needed to fulfill the task. The time frame of the Gantt Chart covers a time frame of 5 weeks, whereas each week is divided into 5 working days. One working day is considered to have 8 hours, which represents two cells, therefore each cell covers 4 working hours. In overall, all the activities that need to be conducted in each week are mentioned in the chart. The last three activities, consisting of the revision and adaption of the business plan, the self-education regarding current trends and the latest state of knowledge as well as the applying for funding reach over the entire time frame of five weeks, as they need more time and should be constantly reviewed and worked on. The table below shows a more detailed explanation of each task from a) to o).

**Figure 18**

*Gantt chart for Descubriendo Juntxs*

| Activities | Description                | Week 1 |    |    |    |    | Week 2 |    |    |    |    | Week 3 |    |    |    |    | Week 4 |    |    |    |    | Week 5 |    |    |    |    |
|------------|----------------------------|--------|----|----|----|----|--------|----|----|----|----|--------|----|----|----|----|--------|----|----|----|----|--------|----|----|----|----|
|            |                            | 1d     | 2d | 3d | 4d | 5d | 1d     | 2d | 3d | 4d | 5d | 1d     | 2d | 3d | 4d | 5d | 1d     | 2d | 3d | 4d | 5d | 1d     | 2d | 3d | 4d | 5d |
| a          | Contact partners           | █      | █  |    |    |    |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |
| b          | Interviews with partners   |        |    |    |    |    | █      | █  | █  |    |    |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |
| c          | Revision of material       |        |    |    |    |    |        |    | █  | █  | █  |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |
| d          | Setting clear goals        |        |    |    |    |    |        |    |    |    | █  |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |
| e          | Signing new contract       |        |    |    |    |    |        |    |    |    |    | █      |    |    |    |    |        |    |    |    |    |        |    |    |    |    |
| f          | Advertisement social media |        |    |    |    |    |        |    |    |    |    | █      | █  | █  | █  | █  |        |    |    |    |    |        |    |    |    |    |
| g          | Development of flyers      |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    | █      | █  |    |    |    |        |    |    |    |    |
| h          | Printing of flyers         |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |        |    | █  |    |    |        |    |    |    |    |
| i          | Distribution of flyers     |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |        |    | █  | █  | █  |        |    |    |    |    |
| j          | Practice workshops         |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    | █      |    |    |    |    |
| k          | Hold workshop              |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    | █      | █  | █  | █  |    |
| l          | Feedback                   |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |        |    |    |    |    |        |    |    | █  | █  |
| m          | Business plan              | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  |
| n          | Self-education             | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  |
| o          | Funding                    | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  | █      | █  | █  | █  | █  |

**Table 4**

*Description of the proposed milestones in the Gantt Chart.*

| <b>Activities</b> | <b>Explanation</b>  |
|-------------------|---|
| <b>a</b>          | Getting in touch with partners for collaboration + sending required documents |
| <b>b</b>          | Interviews with potential employers   |
| <b>c</b>          | Revision of existing material   |
| <b>d</b>          | Setting clear goals and expectations for next workshops                       |
| <b>e</b>          | Signing contracts with new employers  |
| <b>f</b>          | Advertising workshops on social media (e.g. professional photographer)        |
| <b>g</b>          | Development of flyers with current topic of courses + dates                   |
| <b>h</b>          | Printing flyers in different sizes  |
| <b>i</b>          | Distribution of flyers at the university                                      |
| <b>j</b>          | Practice workshops in front of Friends/family                                 |
| <b>k</b>          | Holding workshops in front of customers                                       |
| <b>l</b>          | Feedback from clients regarding content + presentation                        |
| <b>m</b>          | Revision of the current business plan + adaption                              |
| <b>n</b>          | Self-education regarding current trends + latest state of knowledge           |
| <b>o</b>          | Applying for funding  |
|                   |   |
| <b>p</b>          | Advertisement on LinkedIn/social media an open parttime position              |
| <b>q</b>          | Conducting interviews with possible candidates                                |
| <b>r</b>          | Selection of a candidate + setting up a contract with working conditions      |

The following table shows the allocation of a budget of 10.000 USD and distributes it to all different activities that require Budget. The first one is the advertisement of the workshops on social media. This is partly for free, partly requires third-hand parties, such as for example a professional photographer, who will take pictures and videos of recent workshops to promote workshops in the future. The one-time cost for this service will be estimated at around 400 dollars. Printing flyers as additional form of advertisement will be estimated at about 100 dollars, as different sizes and colors will be required. Self-education is needed in the form of the requirement of books or the participation in workshops and will be estimated at 200 dollars. For the development of a concrete marketing strategy, an expert will be hired to increase the visibility and the number of clients. It will require Descubriendo Juntxs a budget of 2800 dollars. As Google Advertisement is a very powerful tool with a great range, 5000 dollars will be invested as well as 1500 dollars for search engine

optimization. The following table gives an overview of the activities in dollars and in soles, as the project takes place in Peru.

**Table 5**

*Budget for the company Descubriendo Juntxs for the year 2023 in dollars.*

| <b>Activities that require Budget</b>    | <b>Value (USD)</b> |
|--|--------------------|
| 1. Advertising Workshops on social media | 400                |
| 2. Printing of flyers                    | 100                |
| 3. Self-education                        | 200                |
| 4. Development of marketing strategy     | 2.800              |
| 5. Google ads                            | 5.000              |
| 6. Search engine optimization            | 1.500              |
| <b>Total</b>                             | <b>10.000</b>      |

**Table 6**

*Budget for the company Descubriendo Juntxs for the year 2023 in soles.*

| <b>Activities that require Budget</b>    | <b>Value (Sol)</b> |
|--|--------------------|
| 1. Advertising Workshops on social media | 1.480              |
| 2. Printing of flyers                    | 370                |
| 3. Self-education                        | 740                |
| 4. Development of marketing strategy     | 10.360             |
| 5. Google ads                            | 18.500             |
| 6. Search engine optimization            | 5.550              |
| <b>Total</b>                             | <b>37.000</b>      |

To calculate the outlook of Descubriendo Juntxs for the years 2024 – 2028, the cashflow will be estimated. The total income consists of workshops, which will happen twice a year in 2024, last for 2 hours each and will be paid with 180 soles/hour. Furthermore, indirect customers through increased visibility have been estimated at 48.000. It is assumed that 3000 students from the Centrum University can attend her workshops. 40% of those

people will be satisfied with the workshops, which leaves us with 1200 students. Each of those students recommends the workshops to two friends, so 2400 additional customers will be reached through word of mouth. For each workshop, the CEO receives 300 soles. If 15 people attend, the income per person and per workshop will be 20 soles. As 2400 people are interested  $\times$  20 soles gives us the number of 48.000. To know the number of workshops per week, it will be assumed that 2400 are interested and 15 people take part in each workshop, then 160 workshops will be held per year, 13,3 workshops per month and around 4 workshops per week, possibly from Monday to Thursday.

The direct customers through an increased marketing strategy are around 16,000. It will be assumed that approximately 60 people attend her workshops per year. Through improved marketing her visibility is 15 times more successful and reaches 600 people. If this number will be timed by 20 per person, we receive 12,000 soles through direct customers. Furthermore, a 5% increase will be estimated for each year.

The expenses consist of the salary of the CEO, google ads, SEO, salary for the marketing strategy employee, self-education, printing of flyers and advertising the workshop on social media. Those expenses will not change over the years 2024 – 2028. The investment (CAPEX) will be estimated at around 37.000. Regarding the cashflow, it can be said that positive numbers are made starting in the year 2024 and will grow exponentially. The net present value (NPV) is calculated with 10.107 and the rate of return (IRR) will be 17%. The following table shows the cashflow in detail.

**Table 7***Cashflow of Descubriendo Juntxs.*

| Description   | Cashflow Descubriendo Juntxs (Sol) |         |        |        |        |        |        |
|---|------------------------------------|---------|--------|--------|--------|--------|--------|
|   | 2023                               | 2024    | 2025   | 2026   | 2027   | 2028   |        |
| <b>Incomes</b>  |                                    |         |        |        |        |        |        |
| Workshops   |                                    | 720     | 1.440  | 2.880  | 5.760  | 11.520 |        |
| Indirect customers through increased visibility       |                                    | 48.000  | 50.400 | 52.920 | 55.566 | 58.344 |        |
| Direct customers through increased marketing strategy |                                    | 18.000  | 18.900 | 19.845 | 20.837 | 21.879 |        |
| Total Income  |                                    | 66.720  | 70.740 | 75.645 | 82.163 | 91.743 |        |
| <b>Expenses</b>                                       |                                    |         |        |        |        |        |        |
| Salary  |                                    | 18.000  | 18.000 | 18.000 | 18.000 | 18.000 |        |
| Google Ads  |                                    | 2.220   | 2.220  | 2.220  | 2.220  | 2.220  |        |
| SEO   |                                    | 22.200  | 22.200 | 22.200 | 22.200 | 22.200 |        |
| Salary for marketing strategy employee                |                                    | 9.000   | 9.000  | 9.000  | 9.000  | 9.000  |        |
| Self-education  |                                    | 1.200   | 1.200  | 1.200  | 1.200  | 1.200  |        |
| Printing of flyers                                    |                                    | 1.200   | 1.200  | 1.200  | 1.200  | 1.200  |        |
| Advertising workshop on social media                  |                                    | 10.000  | 10.000 | 10.000 | 10.000 | 10.000 |        |
| Total Expenses  |                                    | 63.820  | 63.820 | 63.820 | 63.820 | 63.820 |        |
| <b>CAPEX</b>  |                                    | -37.000 |        |        |        |        |        |
| <b>Cash Flow</b>                                      |                                    | -37.000 | 2.900  | 6.920  | 11.825 | 18.343 | 27.923 |
|   |                                    |         |        | 139%   | 71%    | 55%    | 52%    |

### 8.3 Key Success Factors

The successful execution of the Marketing Improvement Project at Descubriendo Juntxs hinges on a constellation of key success factors that collectively guide the transformation of the company's marketing landscape. These key success factors serve as critical enablers, steering the project towards the realm of enhanced visibility, increased engagement, impactful outreach and are as follows:

#### Holistic Leadership Support and Commitment

As mentioned by Ries (2011) the unequivocal commitment of the leadership, particularly the CEO and top management, stands as a fundamental pillar. Their unwavering support translates into the allocation of resources, endorsement of strategies, and the creation of an organizational culture that underscores the significance of marketing efforts. This top-level backing sets the tone for the project's success.

### **Formation of a Specialized Marketing Team**

The establishment of a dedicated marketing team, comprising professionals with diverse skill sets, is pivotal. This team's diverse expertise spans digital marketing, content creation and data analytics. This ensures a comprehensive approach to the project. The multifaceted team not only infuses innovation but also ensures adaptability in the ever-evolving marketing landscape (Ries, 2011).

### **Strategic Development of Marketing Plan**

As already mentioned by Lawther et al. (2010), the creation of a well-defined and aligned marketing plan is the project's guiding beacon. Defining a throughout plan serves as a crucial roadmap, harmonizing marketing initiatives with Descubriendo Juntxs' mission and target audience. The marketing strategy outlines objectives, tactics, and measurable outcomes, ensuring clarity and direction in execution.

### **Effective Resource Allocation and Budgeting**

Resource allocation, particularly financial allocation, is a cornerstone. A robust budget provides the necessary financial backing to execute marketing campaigns effectively. Prudent budget management ensures optimal utilization of resources, leading to maximized impact and engagement.

### **Cross-Functional Collaboration and Integration**

Cultivating cross-functional collaboration, especially between marketing and operations, holds immense value. The integration of marketing initiatives with broader business strategies results in a cohesive approach. This alignment boosts campaign effectiveness and reinforces the overall resonance of marketing endeavors.

### **Data-Driven Decision-Making Culture**

The adoption of a data-driven decision-making culture empowers the marketing team. By leveraging data analytics and metrics, decisions are rooted in empirical insights. This



approach refines strategies, allowing for nimble responses to changing market dynamics (Berger, 2013).

### **Continuous Learning and Skill Enhancement**

Fostering a culture of continuous learning and skill enhancement is paramount. Equipping the marketing team with the latest industry trends and tools ensures strategies remain cutting-edge (Kendrick, Goldstein, & Braver, 2012). This adaptability empowers the team to innovate and execute strategies aligned with the evolving market landscape.

### **Transparent Communication Channels**

Kendrick et al. (2012) mention that transparent communication, both internal and external, is central to success. Effective communication disseminates marketing initiatives across the organization, fostering shared understanding and garnering support. This transparent approach aligns marketing efforts with broader company goals.

### **Well-Defined Metrics and KPIs**

Establishing clear key performance indicators (KPIs) is essential. These benchmarks provide a tangible measure of campaign success. The availability of these metrics enables the team to make informed adjustments, ensuring strategies remain on course (Berger, 2013).

### **Agility and Adaptability as Core Traits**

Cultivating agility and adaptability within the company culture is pivotal. According to Berger (2013) this flexibility enables the marketing team to swiftly respond to emerging opportunities and navigate evolving market dynamics. This trait ensures marketing strategies remain relevant and impactful.

By embracing all mentioned key success factor with a special highlight on the needs of Descubriendo Juntxs, the company sets itself on a trajectory of enhanced marketing efficacy. This further results in amplified visibility, resonant engagement, and lasting impact.

## 8.4 Conclusions

In summary, Chapter 8 gives a short-term roadmap of the actions that need to be implemented within the first five weeks to ensure increased visibility for Descubriendo Juntxs. Those actions include free marketing activities, such as the advertisement on social media through posts and comments. Other actions, such as the printing of flyers, require financial resources and are part of the cashflow of the company, portrayed in Table 7. The Gantt Chart gives a very detailed overview of the first activities, which should help the CEO to get a feeling for this new way of doing business and to have a clear and structured guideline that needs to be followed. After successfully implementing all the steps in a timely manner and structure, medium- and long-term goals need to be taken into consideration. Medium-term goals include the employment of one additional person in a part-time position who will take care of more advanced marketing efforts, such as search engine optimization and Google advertisement. Long-term goals would include the employment of more people who would take care of different departments, such as finances, marketing, human resources and the preparation and conduction of workshops. Furthermore, a permanent collaboration with the government, specified companies and established partnerships with long-term contracts would be the goal.

The partnership with the university has several advantages. Above all, the university has a great reach. A lot of students need to attend extra-curricular activities, such as the workshops. Furthermore, students will move to other cities or companies for their future working life, where they can spread the knowledge about the existence of Descubriendo Juntxs. Moreover, Saddit has the possibility to join the network with other practitioners, as there are more people giving workshops for the university and are talking about similar topics. This partnership with the university can also serve as laboratory, as the developed implementation plan can serve as a framework of how to collaborate with universities. This

valuable knowledge can then be transferred to other possible collaborations with universities or companies. Of course, a partnership with the university also leaves a very good impression on the CV. The possibility to hold consistent workshops is also a big advantage as it guarantees a consistent cash inflow, which then can be reinvested in marketing activities, for example. Finally, the process to start the collaboration is quite simple, as only an interview and several documents are required.



## Chapter IX: Expected Outcomes

In the expected outcomes section, we turn our attention to what Descubriendo Juntxs aims to achieve through its strategic decision to partner with CENTRUM PUCP. Here, we will look at both the projected benefits and challenges that such a partnership may bring to the organization and its stakeholders. This analysis serves two purposes: first, to establish key performance indicators for evaluating the success of this chosen strategy; and second, to ensure that the strategy aligns with Descubriendo Juntxs' core objectives of individual empowerment, gender equality, and societal transformation. This section will provide a roadmap for the organization, guiding future evaluations and adjustments to the strategic course (Group, 2023).

**Table 8**

*Expected outcomes of partnership.*

| <u>Short Term</u>        | <u>KPI</u>   | <u>Time</u>                 |
|--------------------------|--|-----------------------------|
| Initiate Partnership     | <ul style="list-style-type: none"> <li>Formalize partnership agreement with Centrum PUCP</li> <li>Develop a pilot program for the university, curating content specifically catering to its student demographic.</li> <li>Initiate the rollout of the initial pilot program.</li> </ul>  | First Month                 |
| Stakeholder Engagement   | <ul style="list-style-type: none"> <li>Organize a series of meetings and workshops with the Centrum PUCP administration, faculty, and student representatives to communicate the mission and objectives of Descubriendo Juntxs.</li> <li>Commence the first series of workshops targeting an engagement rate of at least 70%.</li> </ul> | First 3 Months              |
| Feedback Loop            | <ul style="list-style-type: none"> <li>At the end of the pilot program, collect feedback from participants, facilitators, and university stakeholders.</li> <li>Analyze the feedback to identify areas of strength and opportunities for improvement.</li> </ul>   | First 3 Months              |
| <u>Medium-Term</u>       | <u>KPI</u>   | <u>Time</u>                 |
| Expand                   | <ul style="list-style-type: none"> <li>Refine the Centrum PUCP program based on feedback from the pilot phase.</li> <li>Aim for an average attendance rate of 80% in workshops.</li> </ul>   | After 9 months              |
| Media Brand and Presence | <ul style="list-style-type: none"> <li>Engage with Centrum PUCP publications and local media outlets to gain at least three positive media impressions.</li> <li>Increase online presence through regular collaboration with Centrum PUCP social media channels.</li> </ul>  | Between 6-8 months          |
| Continuous Monitoring    | <ul style="list-style-type: none"> <li>Regularly check on KPIs such as ROI, Gender Equality Impact, and Satisfaction Rates.</li> <li>Implement changes in real-time to consistently deliver on the value proposition.</li> </ul>   | Ongoing over the first year |

| <b>Long-Term</b>      | <b>KPI</b>  | <b>Time</b>                                  |
|-----------------------|---|--|
| Sustained Partnership | <ul style="list-style-type: none"> <li>• Solidify Descubriendo Juntxs' role as a staple of the Centrum PUCP's extracurricular and developmental offerings.</li> <li>• Aim for high retention rates, targeting a 70% or higher student participation rate over multiple academic terms.</li> </ul>   | After 3 Years of Good Partnership            |
| Diversification       | <ul style="list-style-type: none"> <li>• While maintaining a strong partnership with the initial university Centrum PUCP, explore opportunities to replicate the model and form partnerships with other universities, based on the success and learnings from the initial collaboration.</li> </ul>   | After 2 Years of Consistent Success          |
| Strategic Evolution   | <ul style="list-style-type: none"> <li>• Continually revisit the strategic partnership model to ensure it evolves with changing societal needs, educational trends, and student demographics.</li> <li>• Engage in research and development, staying updated with the latest methodologies and tools in personal development and gender equality advocacy.</li> </ul> | Ongoing to ensure content is still relevant. |

### 9.1 Short-Term Plan

In the immediate future, spanning the initial 0-3 months, Descubriendo Juntxs want to firmly establish its pilot partnership with the CENTRUM PUCP. This phase will be characterized by the formalization of a partnership agreement, underscoring shared objectives, and ensuring mutual benefits. Recognizing the importance of a tailored approach, Descubriendo Juntxs will curate a pilot program specifically designed to cater to the unique demographics and needs of the university's students. This program won't only serve as an introduction to the transformative workshops the organization offers but will also act as a testing ground for understanding the specific dynamics of university collaborations.

Intense stakeholder engagement is paramount. This necessitates conducting a series of interactive sessions with key university partners, including administrative personnel, faculty members, and, most crucially, student representatives. These initial conversations aim to not only increase Descubriendo Juntxs' mission but also to foster a sense of ownership and collaborative spirit among all involved parties. The immediate objective is to roll out the first series of workshops, aspiring for an initial engagement rate that surpasses the 70% threshold.

As with any pilot initiative, the importance of adaptation cannot be understated. Towards the culmination of this phase, a dedicated feedback mechanism will be instituted. Upon the conclusion of the pilot program, comprehensive feedback will be collated from a

diverse array of participants, facilitators, and overarching university stakeholders. This gathering of insights will serve a dual purpose: celebrating the program's successes and specifically pinpointing areas warranting enhancement or adjustments.

By the conclusion of this short-term period, Descubriendo Juntxs aspires to not only have set the foundational stones for a thriving university partnership but to have also instituted a cyclical feedback loop, ensuring that the organization remains attuned to the voices and needs of its primary beneficiaries.

## **9.2 Medium-Term Plan**

As Descubriendo Juntxs navigates the phase succeeding its initial establishment at the university, the focus over the 3-month to 2-year span will be on optimization, scalability, and brand visibility. Having learned invaluable insights from the pilot phase, the medium-term seeks to adapt the content, approach, and delivery of the university program. This refinement isn't just about rectifying the identified shortfalls but is as much about amplifying what already works, ensuring that the program's efficacy and resonance with students are continually improved.

Attached to these improvement measures, there is an ambitious expansion strategy. Descubriendo Juntxs intends to break the confines of its initial foothold and extend its offerings to a broader spectrum within the university. By targeting diverse departments and faculties, the organization aims to capture an array of student demographics, ensuring that its message of empowerment and self-growth permeates as many students as possible at the university. A testament to its growing influence, the organization sets its sights on an average attendance rate that eclipses the 80% mark in its workshops and sessions.

Yet, in an era where brand reputations deeply influence stakeholder perceptions, Descubriendo Juntxs recognizes the importance of a constant media presence. Collaborative endeavors with university publications and engagement with local media platforms form the

base of this strategy. First, to create a positive media impression that improves the organization's credibility, and second, to tap into the power of digital narratives, merging the organization's voice with the university's digital channels. Such a synergy not only improves Descubriendo Juntxs' message but also roots it deeply within the university's ethos.

Managing all these strategic maneuvers is a tough process. Through regular checkpoints assessing Key Performance Indicators (KPIs) like Return on Investment (ROI), Gender Equality Impact, and Satisfaction Rates, the organization ensures that its goals align with its foundational vision. These metrics also equip Descubriendo Juntxs with the capability to adjust and recalibrate in real-time, adapting to the evolving needs and feedback of its stakeholders.

### **9.3 Long-Term Plan**

As Descubriendo Juntxs advances beyond its pilot years, the long-term vision solidifies around sustainability, impact, and systemic change. While the initial phases are predominantly focused on establishment, refinement, and visibility, the subsequent years are seen as an era of consolidation and expansion.

Foremost, a key objective is ensuring the sustainability of the programs instituted at CENTRUM PUCP. This doesn't only pertain to the continuity of the workshops and sessions but extends to nurturing a self-sustaining ecosystem. Descubriendo Juntxs envisions the establishment of a university chapter or club, administered, and led by the students themselves. Empowered with the tools and knowledge imparted by the organization, this student-led group will become the pilot of the empowerment mission.

Going beyond the initial partner university, the long-term blueprint also visualizes replication. Drawing on the experience, insights, and best practices gathered over the years, Descubriendo Juntxs contemplates creating partnerships with other academic institutions. Integral to this expansive vision is the cultivation of thought leadership.

Finally, the long-term plan sets a commitment to continual learning and evolution. The dynamic nature of societal challenges and empowerment necessitates that Descubriendo Juntxs remains ever evolving. Regular reviews, global benchmarking, and embracement of technological advancements are noted, ensuring that the organization remains future-ready and always aligned with its customer's needs.

#### **9.4 Conclusions**

During the strategic moves of Descubriendo Juntxs, each phase—short, medium, and long-term—represents a step towards achieving its grand vision. Beginning with the immediacy of the short-term, the organization's focus on creating a robust partnership with CENTRUM PUCP highlights its dedication to create immediate impact while establishing a strong foundation. Transitioning into the medium-term, the emphasis shifts to solidifying its position, expanding its outreach, and diversifying its programs, ensuring a sustained influence that can resonate with wider demographics. The long-term vision goes beyond programming achievements, aiming at systemic changes, thought leadership, and the institutionalization of empowerment within education and beyond. Together, these steps complete a plan for Descubriendo Juntxs but also for countless individuals it aims to help.



## Chapter X: Conclusions and Recommendations

The content of this chapter is derived from the comprehensive overview presented earlier. Its primary objective is to draw conclusions regarding how the consulting project can contribute positively to the growth of Descubriendo Juntxs, particularly in terms of expansion and fostering customer loyalty. Furthermore, this chapter will provide recommendations intended to guide the company's actions throughout the execution of the proposed plan and in the long term. These recommendations are aimed at solidifying the company's position in the market as a prominent provider of personnel training services.

### 10.1 Conclusions

Descubriendo Juntxs, founded in 2023 in Lima by Saddit Vilchez, is a company dedicated to creating a better world through training workshops addressing common issues. Furthermore, the company places a strong emphasis on social impact, extending its workshops to low-income individuals in rural areas of Peru. This outreach aims to enhance their quality of life and social relationships. The founder, renowned for her charisma, expertise, and empathy, has garnered a solid reputation.

Initial success was achieved with notable clients, such as the Association of Coffee Producers of Pichanaki and Ecoandino, who lauded the training's effectiveness and financial benefits. However, this momentum was short-lived, as subsequent large-scale client acquisition proved challenging. Recognizing the need for professional support, this document serves as a strategic guide to enhance the company's development.

From our collective experience working with Descubriendo Juntxs, several key conclusions have been drawn:

- **Lack of a Marketing Plan:** A well-defined marketing plan was absent, leading to ambiguity in strategies for boosting visibility, budget allocation, and anticipated returns.

- **Inadequate Team Structure:** Over-reliance on the founder for all aspects of company operations hindered growth and client acquisition.
- **Financial Constraints:** A shortage of funds, stemming from the dearth of clients, hindered hiring, outsourcing, and expanding the workshop reach.

Considering these findings, the proposed solutions are deemed valid and actionable for expanding the business and increasing its visibility. Chapter 6.2 highlights the assessment of alternatives, with the choice to partner with Centrum PUCP as the preferred option. This path is not only cost-effective but also rapid in generating income, acquiring new clients, and fostering customer loyalty. Initiating this partnership is highly recommended, particularly considering the potential to train approximately 3,000 students. This would yield an income of 2,900 soles in the first year, with the possibility of increasing to 6,920 soles in the second year, culminating in a net income of 27,923 soles by 2028.

The second conclusion emphasizes the importance of reinvesting the augmented cash flow resulting from the initial winning strategy. Therefore, it is prudent to contemplate other solutions outlined in Chapter 6.2. By doing so, projected cash flows can be recalibrated to account for investments in marketing and building a competent team. While this may initially decrease net income, the long-term potential for robust results exceeds prior projections.

## **10.2 Recommendations**

As the conclusions drawn, the recommendation is to implement all the strategies outlined in this document, adhering to the prescribed Gantt chart structure, and utilizing the defined Key Performance Indicators (KPIs) to measure progress. It is imperative to underscore that effective progress necessitates diligent measurement of implementation; a developmental effort without such metrics falls short of sound practice. Consequently, it is of

paramount importance to diligently incorporate these key metrics throughout the entirety of the implementation process to enhance customer acquisition.

Furthermore, the CEO bears the responsibility of overseeing the proper execution of this proposal. If adjustments to the process are warranted to optimize company performance, it falls within the CEO's purview to effect these changes.

In essence, the CEO should maintain continuous vigilance over the entire development, ready to revise any aspect of the proposed strategy as needed to enhance customer acquisition. Moreover, in alignment with the dynamic nature of new businesses, the CEO should possess the prerogative to pivot or modify the value proposition or target clientele if deemed necessary. In such cases, the CEO may consider the recommendations outlined in this document as a guide for any potential alterations.

In summary, the work at hand provided Descubriendo Juntxs a very valuable source for development and improvements, simultaneously giving the consulting team, master students of Global Business students, the possibility to get interesting insights into the South American business context for social start-ups. Furthermore, working as consultants provided us with the chance to collaborate with a real Peruvian company and apply our theoretical knowledge to a practical case. Thanks to the close and effective collaboration with our CEO Saddit, we successfully managed to agree on milestones the company wants to achieve in the future and develop those goals step by step. As the beginning of partnerships with the university has been set, important topics such as empowering women, gender equality and self-love will receive a bigger audience. Students at the university will attend these workshops and these crucial topics will hopefully find their way into the workplaces at their upcoming jobs and make a change in the mindset of people. Thanks to Saddit's promising company, Descubriendo Juntxs, women in urban and rural areas will receive the gift of

education and have the chance to become more confident versions of themselves through theoretical insights and practical exercises throughout the workshops.

The consulting team of this report is very thankful for this great experience and wishes Saddit and her company all the best for the future!



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## Appendix

### Appendix A: Sample Memorandum of Understanding

The following is a sample document used to complete a MoA when entering a partnership.

## MEMORANDUM OF UNDERSTANDING

### PARTIES

- This Memorandum of Understanding (hereinafter referred to as the “**Agreement**”) is entered into on \_\_\_\_\_ (the “**Effective Date**”), by and between \_\_\_\_\_, with an address of \_\_\_\_\_ (hereinafter referred to as the “\_\_\_\_\_”), and \_\_\_\_\_, with an address of \_\_\_\_\_ (hereinafter referred to as the “\_\_\_\_\_”) (collectively referred to as the “**Parties**”).

### PURPOSE

- This Agreement is entered into for the following reasons:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### RESPONSIBILITIES OF THE PARTIES

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

### GOVERNING LAW

- This Agreement shall be governed by and construed in accordance with the laws of \_\_\_\_\_.

**ALTERNATIVE DISPUTE RESOLUTION**

- Any dispute or difference whatsoever arising out of or in connection with this Agreement shall be submitted to \_\_\_\_\_ (Arbitration/mediation/negotiation) (Circle one) in accordance with, and subject to the laws of, \_\_\_\_\_.

**AMENDMENTS**

- The Parties agree that any amendments made to this Agreement must be in writing and they must be signed by both Parties to this Agreement.
- As such, any amendments made by the Parties will be applied to this Agreement.

**ASSIGNMENT**

- The Parties hereby agree not to assign any of the responsibilities in this Agreement to a third party unless consented to by both Parties in writing.

**ENTIRE AGREEMENT**

- This Agreement contains the entire agreement and understanding among the Parties hereto with respect to the subject matter hereof, and supersedes all prior agreements, understandings, inducements and conditions, express or implied, oral or written, of any nature whatsoever with respect to the subject matter hereof. The express terms hereof control and supersede any course of performance and/or usage of the trade inconsistent with any of the terms hereof.

**REPRESENTATION AND WARRANTIES**

- The Parties agree and disclose that they are authorized fully for entering this Agreement. Both Parties' performances and obligations are not to violate the rights of any third party or else violate other, if any, agreements made between them and/or any other organization, person, business or law/governmental regulation.

**LIMITATION OF LIABILITY**

- Under no circumstances will either party be liable for any indirect, special, consequential, or punitive damages (including lost profits) arising out of or relating to this Agreement or the transactions it contemplates (whether for breach of contract, tort, negligence, or other form of action) in case such is not related to the direct result of one Party's negligence or breach.

**SEVERABILITY**

- In an event where any provision of this Agreement is found to be void and unenforceable by a court of competent jurisdiction, then the remaining provisions will remain to be enforced in accordance with the Parties' intention.

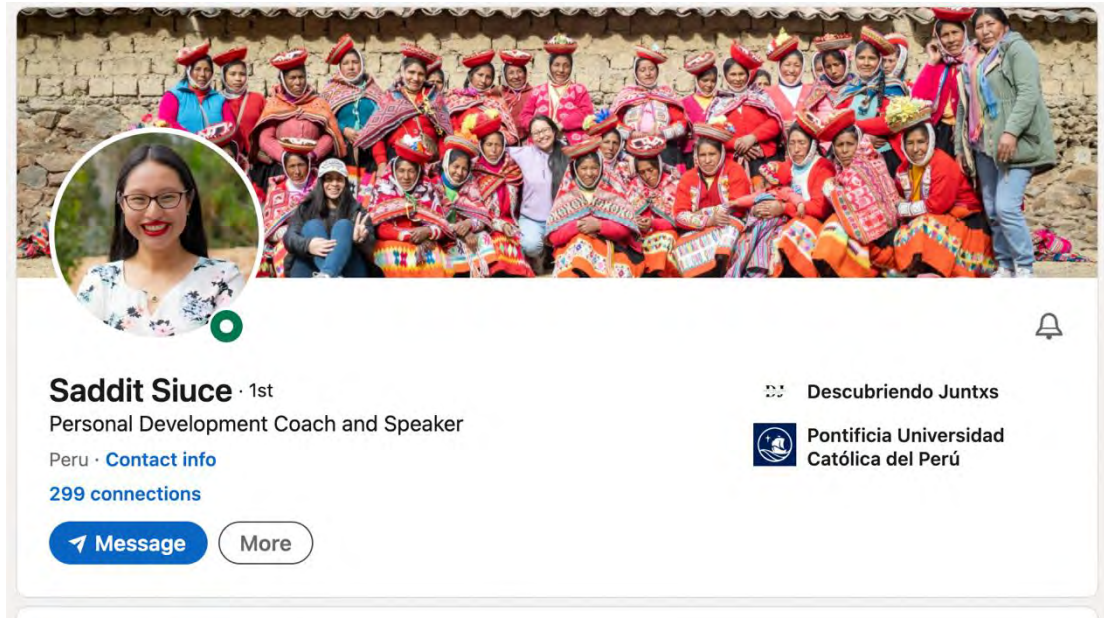
**SIGNATURE AND DATE**

- The Parties hereby agree to the terms and conditions set forth in this Agreement and such is demonstrated throughout by their signatures below:

|                  |                  |
|------------------|------------------|
| Name: _____      | Name: _____      |
| Signature: _____ | Signature: _____ |
| Date: _____      | Date: _____      |

### Appendix B: Newly Developed Social Media Profiles

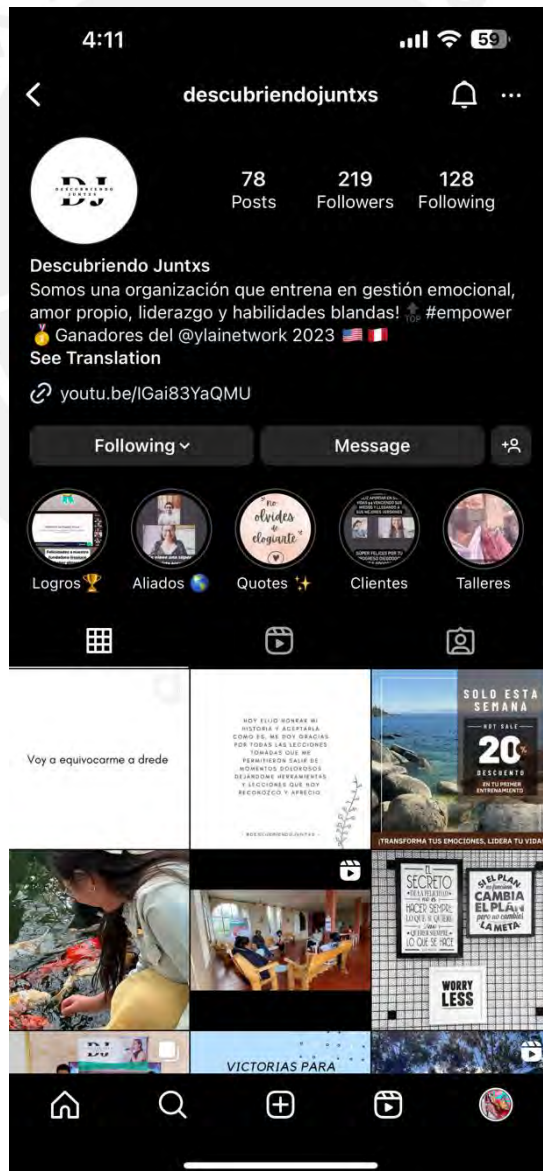
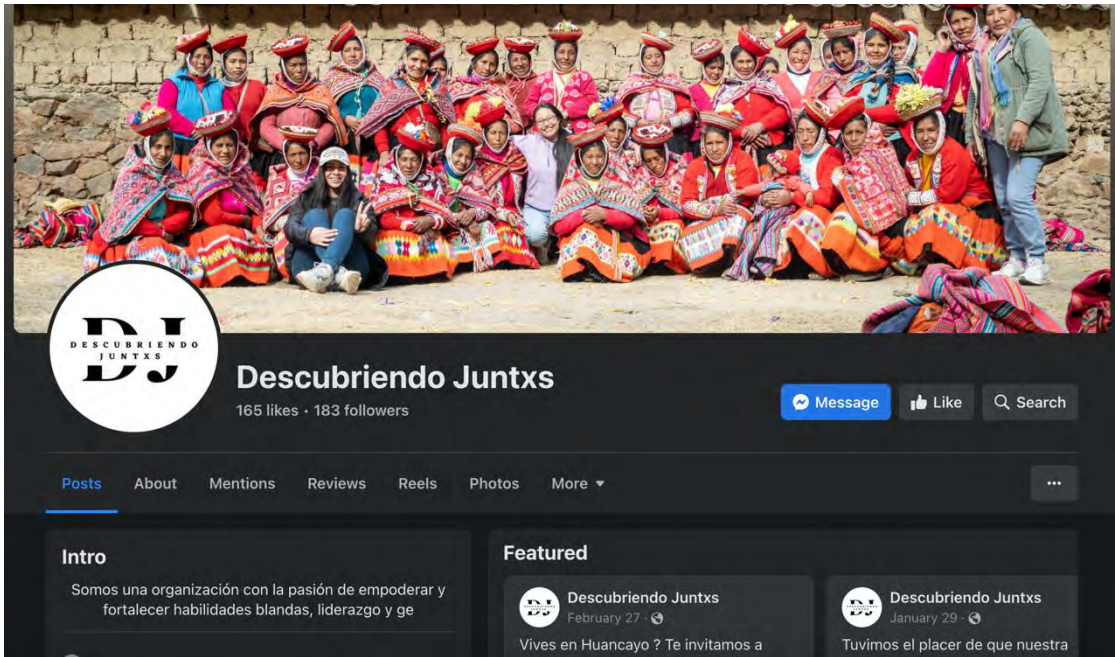
The following are the pages of the recently created LinkedIn for Saddit, LinkedIn for Descubriendo Juntxs, Facebook for Descubriendo Juntxs, and Instagram for Descubriendo Juntxs.



The image shows a LinkedIn profile for Saddit Siuce. The profile picture is a circular portrait of a woman with glasses and a floral top. The background banner image shows a group of women in traditional Peruvian attire, including colorful blouses and red hats, sitting in front of a stone wall. The profile information includes: Name: Saddit Siuce · 1st; Title: Personal Development Coach and Speaker; Location: Peru · [Contact info](#); Connections: 299 connections; Buttons: [Message](#) and [More](#); Affiliations: Descubriendo Juntxs and Pontificia Universidad Católica del Perú.



The image shows the Facebook page for Descubriendo Juntxs. The cover photo shows a workshop in progress with a banner that reads "TALLER LIDERAZGO Y EMOCIONAL". The page information includes: Name: Descubriendo Juntxs; Description: Awaken the inner power of your team, potentiate its abilities and surpass the goals of your organization!; Category: Education Administration Programs · 42 followers · 1 employee; Status: Saddit follows this page; Buttons: [Message](#), [Following](#), and [More](#); Navigation: Home, About, Posts, Jobs, People, Insights; About section: Somos una organización que brinda talleres, programas, retiros y mentorías en liderazgo, habilidades blandas, autoestima, amor propio, empoderamiento femenino, gestión emocional, gestión del estrés, gestión creativa e igualdad de género en todo el Perú.



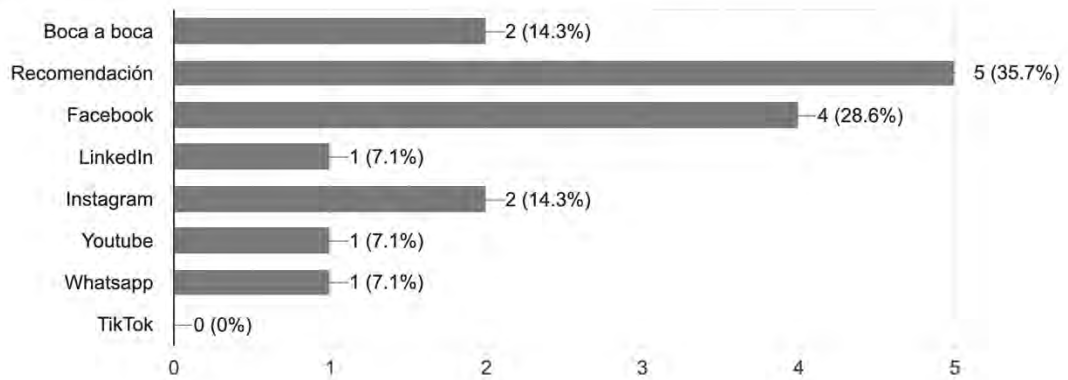


## Appendix C: Quantitative Survey Results

### Q.1

How did you find out about Descubriendo Juntxs?

14 responses



*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

### Q.2

What did you think of our advertising in the medium that you chose?

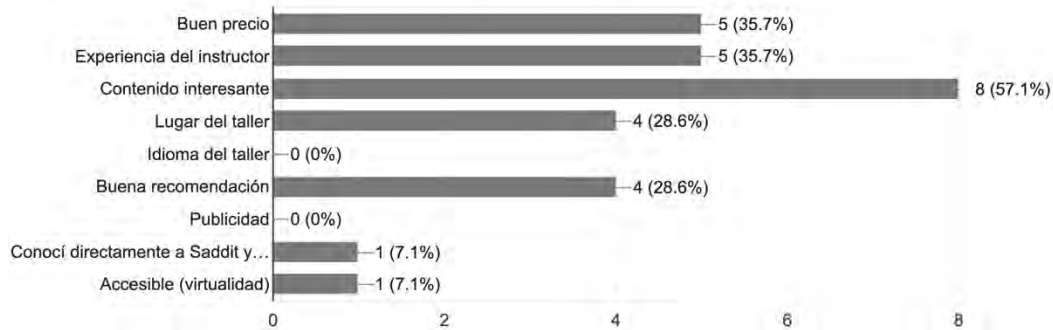
14 responses

- I did not know by advertising
- After I started following the page on IG, I found the posts and stories with testimonials interesting.
- interesting and striking
- motivating
- Nice, but can always be improved
- Normal. It appeared to me in search of relaxation centers
- I like it, the information is good
- I have been a part of the publicity as Sadith posted my achievements and parts of our chat as proof of improvement. I have seen in some posts and videos on IG in which they actually have cases of improvement. And I'm glad that the sessions are fruitful, I'm glad that people can see it and cheer up <3

## Q.3

Why did you choose to do a workshop with Descubriendo Juntxs among other options?

14 responses

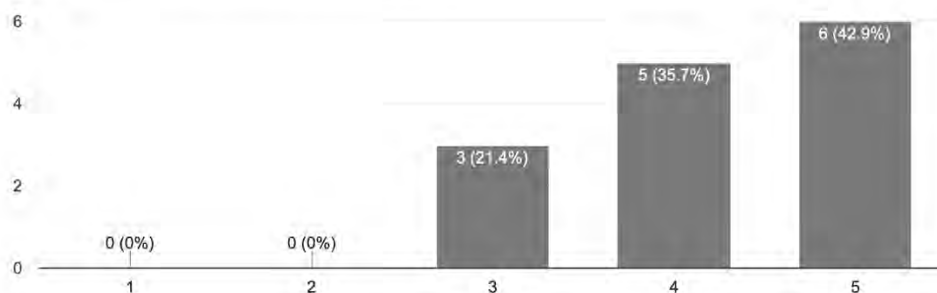


*Note:* Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

## Q.4

How do you assess the visibility of the company?

14 responses



Q.5

How could the visibility of the company be improved?

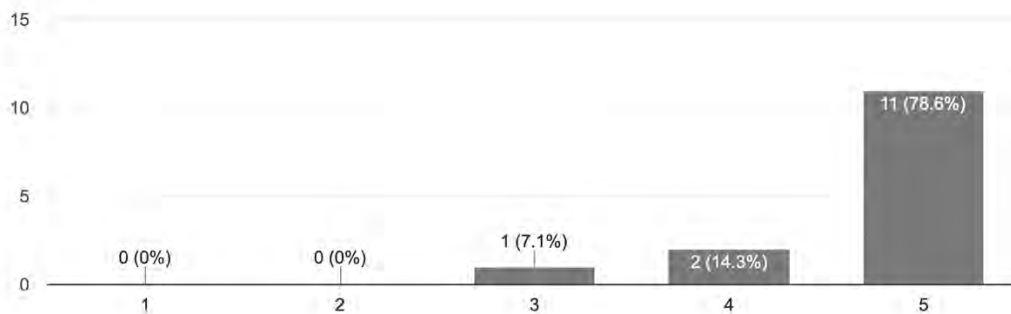
14 responses

- Make your presentation look easier to assimilate
- Marketing
- It's very well underway
- Make daily or similar content
- More number of social media posts
- universities
- Have multiple instructors
- Maybe with live on IG, more interaction with the public with games or charades through IG stories. For people to realize the beautiful world of emotional intelligence and the importance of self-love.
- Achieve alliances - more diffusion in networks - interviews

Q.6

In your opinion, would Descubriendo Juntxs benefit from having relationships with other associations (for example, with universities or institutes)?

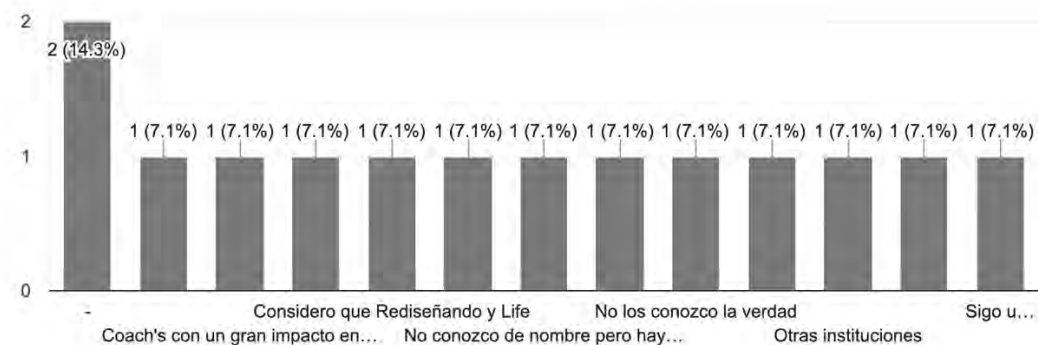
14 responses



Q.7

What are the most important competitors of Descubriendo Juntxs?

14 responses

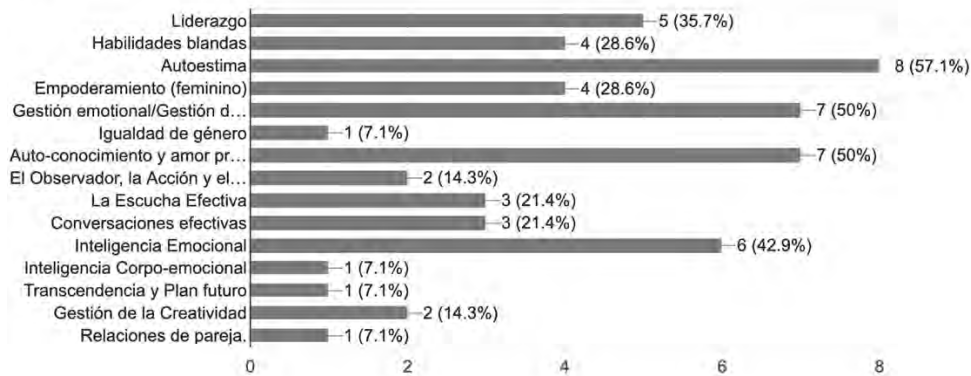




Q.8

What was the theme of the workshops?

14 responses



Note: Comments in Spanish cannot be edited to English, data is pulled from a program used to conduct the surveys with Spanish respondents.

Q.9

Would you be interested in attending follow-up sessions or more advanced workshops on this topic?

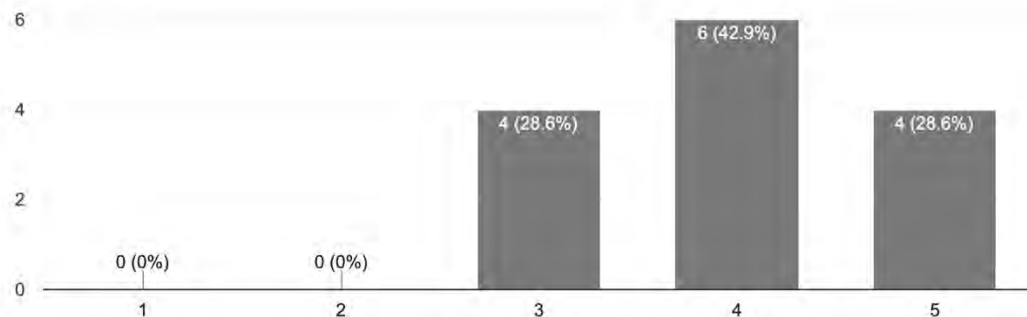
14 responses



Q.10

Did you notice a difference, if you compare the situation before and after the workshop?

14 responses



Q.11

Has the workshop had a positive impact on your work or personal life?

14 responses



Q.12

### PART 3: IMPACT TO WHAT EXTENT

If so, please share some concrete examples of how they have been beneficial.

14 responses

Distribution of my times

It has allowed me to lead a calmer life, get to know myself better and therefore feel that I have better tools to fulfill my purpose.

Interior peace

Improvement in the communication I have with my boyfriend.

I have recognized a little more the ideas that I have and some steps to change them

I can better manage my emotions at work

Another perspective

Better focus on interaction with collaborators

Stress management. Meditation and mindfulness helped me to improve my emotions and also the

Awareness of how my subconscious acts

has organized me better

how i thought and acted

I have already managed to take care of myself and look for the resources that I learned with Sadith so as not to stone myself and be the victim of the situation. I manage to get up and realize that I have the power over me. I manage to embrace my past and accept that my depression was not my fault, that I really am strong.

Remember how important self-love is, be kind to yourself, breathing exercises

### Q.13

How do you measure the improvements you have achieved during the workshop (for example, in which life situations do you see change)?

14 responses

Greater organization

How I react to complex situations, how my relationship with people is changing: both personal and professional. How I feel at the end of the day, if I feel satisfied with how I handled my day.

In myself and work environment

In conflict resolution.

It is still a little early to determine it, since it has only been a few sessions.

In my family to listen more to my daughters

Predisposition to success

Improve my relationship with my colleagues

In situations of high pressure or risk at work

In the day to day, with the interactions, I apply the learning touched on in the session.

At school

Concentration, knowing myself

When I am in events that perhaps at another time would sink me and I no longer seek to lapidate myself but on the contrary by my resources and I get up. Basically, I measure it through how constant I am how strong I am to no longer self-sabotage.

When I have intrusive thoughts

#### Q.14

In your opinion, how could the workshop have the most impact on your professional growth or development?

14 responses

Continue leading workshops at other levels of development.

Maintaining continuity in the process.

Continue with the workshops

If it would last longer.

As you continue with the sessions and recommendations on a constant basis.

If self-instructive sheets are used

distinct structure

I believe that a single workshop has less effect than permanent training

Give deeper workshops on leadership, creativity and stress management



Proposing group workshops more often.

In class and I'm the best student

With examples from life

Having face-to-face sessions at universities or schools.

More tools and exercises that can be done without a coach

### Q.15

For what reasons would you recommend Descubriendo Juntxs to a friend?

14 responses

well trained instructors

I know people in situations similar to mine and I would like them to also experience the process that I have experienced.

Because it is productive by workshops that provide us

Because the primary objective is the person, but not time and money. I have found a great sense of humanity and passion from the coach

Because just as it is serving me, I think it can give other people a different and a little more concrete orientation about insecurities and fears.

Because its themes help to know yourself and better improve your emotions

Because they do it well and from the heart

The topics in which he specializes are relevant and he develops them very professionally

In-depth knowledge Manages practice very well with theory. Connect practices with nature

For the mastery of the speaker when dealing with the topics of the workshops.

Why the workshops are good

Because it helps you improve as a person, among other things such as self-knowledge

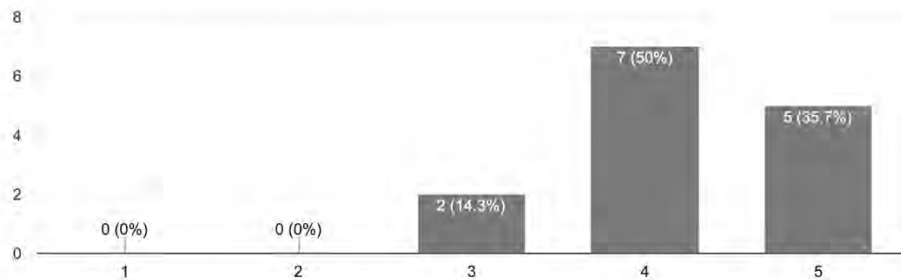
Because it is a space in which they help you to realize what to do is what is best for you. It is a space for active listening. The coaches are sufficiently prepared so that instead of advising you, they give you the tools so that you can help yourself and decide what to do. It's real empowerment.

The way of approaching the topics and the exercises are new. The coach has empathy and builds trust

Q.16

What has been the impact of the workshop?

14 responses



Q.17

Would you recommend Descubriendo Juntxs to people who want to change something in their life?

14 responses



Q.18

Space for ideas, complaints, suggestions for improvement...

10 answers

I am very happy with the process, I look forward to continuing it!

face-to-face workshops

-

Hits, your approach is good

Much success!

There could be more workshops, without withdrawals (that is, being able to return home) More interaction on the networks. Have follow-ups after the workshops and/or retreats. Maybe a platform with virtual classes or similar

None

None

I am happy with my process. I would only like to have face-to-face sessions at my university in groups.

## Appendix D: Qualitative Survey Questions

*Note: Questions were originally asked in Spanish, over the phone.*

### About the Impact

1. Which Discovering Together workshop have you participated in? Which of the services do you find most valuable?

- Self-awareness and self-love. Workshop "fall in love with yourself", self-concept, self-esteem, self-love, effort. Among the ones I could bring would be soft skills and emotional intelligence.

2. What things did you learn in the workshops and are you applying now?

- To give a different perspective on how things are done, how to believe it more than anything else. She has been taking the workshops for a short time (3 sessions), but there are not many, it has not had much effect yet. Other dynamics have given her more opportunities, making her negative self in the last session.

3. Did the workshop provide you with practical ideas or skills that you can apply in your work or personal life? (If yes, please share some specific examples of how they have been beneficial.)

- Yes, it has given you those skills, as you move forward things will give you further improvements.

4. How do you measure the improvements made during the workshop (e.g., in what life situations do you perceive the change)? (To what extent have the skills gained in the workshop contributed to your professional growth or development)?

- How you handle situations give you some improvement, the time has been short yet so you can't measure well. When he wants to get discouraged or think negatively, he revisits what he has seen with Saddit. He usually writes down ideas or recommendations and when a negative idea comes to him, he usually goes back to what he wrote down as recommendations and advice. In addition, Saddit taught him a dynamic where things are bad, that he should spend a maximum of 22 minutes to let off steam and invest twice as much time in more relaxing activities that will clear his mind.

5. Would you be interested in attending follow-up sessions or advanced workshops on this topic?

- In the future if you would be interested, as you progress through these workshops it would be interesting to do so.

### **About Marketing**

1. How did you hear about the company?

- His dad recommended it to him, he saw it on social networks or through a contact. He is with Saddit.



2. What were the 3 main reasons for choosing Descubriendo Juntxs as the company that conducts the workshop?

- The recommendation or the track record that she has, she is quite prepared and knows these issues and is willing to help and recognize. - EXPERIENCE
- The need was also, of the person.
- The subject matter, to see what it consists of or how it can help and that's where she is encouraged.

3. To increase the visibility of the company, what could be the possible suggestions/solutions on your part?

- More dedication in social networks, reels or TikTok's could help. Look for platforms with target audiences, where there are young people or adults, and they can access.

4. Are there any specific aspects of our current marketing efforts that you find appealing or ineffective?

- The website thing is good, you can access detailed and specific information with categories. The videos are good, there you can see what activities are being developed and what impact they have, to generate more attention.

5. Is there any competitor that, in your opinion, is doing a better job in marketing and sales?

How do they differ?

- He knows very little; he does not have any in mind.

6. In your opinion, what are the key strengths and unique selling points of our company that should be highlighted in marketing efforts?

- See what things the workshop includes, what they want to promote to reach a lot of people that want to. Promote in a more active way those links and sessions. Adapt

it with some videos, themes, or small tips to let them know more to participate in the workshop.

- Offering free workshops may be an option that catches your attention. Starting with a free session to induct the person is something that might get their attention but is not necessarily disincentive.

7. Have you recommended our services to others? Why? Why not?

- You have not yet recommended, but if you have talked about it with other people in a positive way, as you go along you will generate more connection and if the person is interested, he/she could participate.

