Round 3 – Execution and Scale-Up

STREET – Revolutionizing Youth Transition Into Tomorrow's Workforce

STREET

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1.   Social business description

1.1.   Social mantra one-liner

Our one-liner, "Revolutionizing Youth Transition Into Tomorrow's Workforce," concisely communicates the essence of our initiative. It highlights our focus on enhancing the employability of young individuals through innovative approaches. The choice of the word "revolutionizing" has been particularly commended by industry professionals such as Susana, who remarked, "I love the word 'revolutionizing'; it clearly conveys the message and aligns with your mission. It's attractive." (see attachment 5.2.). Her feedback affirms that our one-liner is not only memorable but also effectively conveys the transformative impact we aim to achieve.

1.2.   Business Model Overview

1.2.1.   Value proposition:

Street enhances the employability of young people without work experience by offering a project-based learning system. Our platform connects young students aspiring to apply their theoretical knowledge with Small and Medium Enterprises (SMEs) seeking affordable labor for specific tasks and projects. This way, the students gain experience, practical skills and a wider network in a shorter period of time, in addition to their respective compensation. Simultaneously, businesses rapidly receive the necessary support at a lower cost, saving both recruitment time and money.

1.2.2.   Customer segments:

Street has three customer segments: undergraduate business students, Small and Medium Enterprises (SMEs), and educational institutions. We have conducted a detailed qualitative and quantitative research through interviews and surveys (see attachments), and created a buyer persona for each of our segments.

Undergraduate students pursuing degrees in business or related fields (ex: Business Administration, Industrial Engineering, Economics, Finance, Accounting, Statistics). These young students are eager to apply their academic knowledge to simple, practical cases.

Demographics:
- Name: Luis Ramirez
- Age: 21
- Location: San Juan de Miraflores, Lima
- Education: Undergraduate student at Universidad Autónoma
- Field of Study: Business Administration

Background:
- Luis is in his third year of studying Business Administration and lives with his family in San Juan de Miraflores.
- He is the first in his family to attend university, creating both pride and pressure.

Challenges:
- Struggles to find job opportunities due to a lack of professional experience.
- The commute to various parts of Lima for job interviews is time-consuming and costly.
- Balancing academic responsibilities with job searching and family commitments is overwhelming.

Goals:
- Gain practical experience to complement academic knowledge and improve employability.
- Secure an internship or part-time job to support his family financially and gain professional skills.
- Long-term goal to become a successful business professional and possibly start his own business.

Needs:
- Access to entry-level job opportunities or internships without extensive experience requirements.
- Resources for resume building, interview preparation, and professional networking.
- Affordable or free workshops and practical training sessions.

Small and Medium Enterprises (SMEs) looking to reduce their personnel, recruitment, and hiring costs, and with a demand for labor for specific projects or periods of time, can benefit from this initiative. These SMEs need people for specific tasks but lack the internal resources to complete them efficiently and are seeking ways to save on costs and time associated with recruitment and personnel management.

Demographics:
- Name: Carlos Martinez (SME owner)
- Age: 45
- Location: Lima, Peru
- Business Size: Medium enterprise with 47 employees
- Industry: Manufacturing

Background:
- Carlos owns a medium-sized manufacturing business based in Lima.
- He has been in business for over 15 years, focusing on producing high-quality consumer goods.
- His company occasionally takes on large projects that require additional temporary labor.

Challenges:
- Struggles to find and hire skilled workers for short-term projects or peak production periods.
- The cost and time associated with recruitment and hiring processes are high.
- Lacks internal HR resources to efficiently manage temporary staffing needs.

Goals:

- Reduce costs and time spent on recruitment and personnel management.
- Find skilled workers for specific projects or periods without committing to long-term employment.
- Improve operational efficiency by having the right number of staff during peak times.

Needs:
- Access to a reliable pool of temporary workers with the necessary skills for specific projects.
- Solutions that streamline the recruitment process, saving time and resources.
- Flexible hiring options to scale the workforce up or down as needed without long-term commitments.

Educational Institutions looking to integrate practical training into their curricula and boost their students' employability rate. Some examples of universities include: Universidad Nacional de Ingeniería, Universidad del Pacífico, Universidad Nacional Federico Villarreal, and Universidad César Vallejo, which we have recently contacted with the intention of establishing an alliance (see interview with the dean of Universidad del Pacífico in attachment 5.4). Additionally, some institutes include: Instituto Tecnológico Superior Cibertec, el SENATI (Servicio Nacional de Adiestramiento en Trabajo Industrial), el Instituto San Ignacio de Loyola (ISIL) y el Instituto Superior Tecnológico TECSUP.

Demographics:
- Name: Universidad Autónoma
- Location: Lima, Peru
- Type: Private University
- Student Population: Approximately 10,000 students
- Programs Offered: Business, Engineering, Humanities, Social Sciences, and more

Background:
- Universidad Autónoma is a private university located in Lima, known for its diverse range of undergraduate and postgraduate programs.
- The institution aims to provide high-quality education that combines theoretical knowledge with practical skills.

Challenges:
- Seeking to enhance the employability of its graduates by integrating more practical training into the curricula.
- Needs to establish stronger connections with the industry to offer students real-world experiences.
- Facing pressure to maintain high educational standards while also adapting to changing job market demands.

Goals:
- Integrate practical training and real-world case studies into academic programs to better prepare students for the job market.
- Increase students' employability rate by providing them with hands-on experiences and internship opportunities.

- Build partnerships with businesses and organizations to create more opportunities for student engagement and practical learning.

Needs:
- Access to industry professionals and companies willing to collaborate on practical training initiatives.
- Resources and tools to develop and implement practical training modules and internships within the curricula.
- Strategies to measure and improve the employability outcomes of graduates.

1.2.3. Channels
- **Collaborations with Universities and Educational Centers**: Partnering with institutions to integrate our platform into their career services and curricula, ensuring students are aware of and can access Street easily.
- **Online Platforms and Social Media**: Utilizing platforms such as LinkedIn, Facebook, Instagram, and Twitter for outreach, recruitment, and engagement. This also includes targeted online advertising campaigns.
- **Street's Platform**: A user-friendly website and mobile app where students can find job opportunities and businesses can post listings. Regular updates and improvements will ensure an optimal user experience.
- **Workshops and Webinars**: Conducting informational sessions and training to educate students and businesses about the benefits and usage of our platform.

1.2.4. Customer relationship
- **Facilitating Communication**: We act as an intermediary between SMEs and undergraduate students, providing the necessary support to ensure smooth communication and transactions.
- **User Satisfaction Follow-Ups**: Conducting periodic surveys to gather feedback on user satisfaction (e.g., "How much is STREET helping you?").
- **Personalized Assistance**: Providing personalized support when needed, such as helping students prepare their profiles or assisting SMEs in posting job listings.

1.2.5. Revenue Streams
- **Compensation Percentage**: Charging a percentage of the compensation that SMEs give to students for completed projects.
- **Educational Institution Fees**: Fees paid by educational institutions to integrate their students into Street's programs, allowing access via educational email addresses.
- **Individual User Fees**: Charging a nominal entrance fee for students not affiliated with partner educational institutions.
- **Grants and Donations**: Seeking funding from governmental organizations, NGOs, and philanthropic entities to support our mission.
- **Sponsorships and Ads**: Displaying ads from sustainable businesses on our platform and securing sponsorships for specific initiatives or events.

1.2.6. Key Resources
- **Technological Infrastructure**: A robust digital platform for project management, communication, and user interactions.

- **Network of Partnerships**: Strong relationships with companies, universities, and educational centers to ensure a steady flow of opportunities and users.
- **Human Resources**: Skilled team members with expertise in IT, customer support, marketing, and partnership management.
- **Brand and Reputation**: Building and maintaining a strong, trustworthy brand that appeals to both students and businesses.

1.2.7. Key activities

- **Platform Development and Maintenance**: Ongoing improvements to the platform to enhance functionality, security, and user experience.
- **Customer Support**: Providing continuous support for both SMEs and students to ensure satisfaction and address any issues.
- **Marketing and Outreach**: Promoting the platform through various channels to attract SMEs and students.
- **Quality Assurance**: Conducting periodic reviews to ensure profiles and users are authentic, preventing scams or fraudulent activities.

1.2.8. Key Partners

- **Small and Medium Enterprises (SMEs)**: Partnering with SMEs from various industries to offer real projects and work opportunities to students.
- **Universities and Educational Centers**: Collaborating with educational institutions to integrate Street's services into their career programs.
- **Governmental Organizations and NGOs**: Working with entities that support youth employability initiatives, such as local government employment services, international NGOs focused on education and employment, and industry-specific associations.
- **Students**: While they are primary users, students can also be ambassadors, spreading the word and helping to refine the platform through their feedback.

1.2.9. Cost Structure (for year 1)

- Program Development and Maintenance:
  - **Initial development:** 300$ (develop the website internally using the team's own talent)
  - **Hosting and servers:** $1,000 per year (using shared hosting or inexpensive VPS services)
  - **Software licenses:** $500 per year (using open source software or free versions)
- Operational Costs:
  - **Administrative Expenses:** $3,000 (this includes time and monetary expenses related to the administrative tasks required for the operation of the busines)
  - **Technology Infrastructure:** $1,500 (expenses associated with the technology infrastructure needed to support the business operations, such as internet connectivity, IT maintenance, among others)
- Marketing and Outreach:
  - **Marketing Campaigns:** $2,000 (costs for advertising, social media marketing, content marketing, email marketing)
  - **University Talks:** $500 (expenses in participating in presentations, seminars, or workshops, that include time, transport fees, event material, among others)

- Payment Processing Fees: Charges incurred for processing online payments and transactions. These fees are typically charged by payment processors as a percentage of the transaction amount plus a fixed fee per transaction.

1.3. Growth potential

We surveyed 9 micro-businesses (under 10 employees, several with only one member), and all 9 explicitly expressed their desire to collaborate with the SDGs and utilize Street to achieve this goal. Moreover, 8 of the businesses were willing to pay a fee to join the platform, demonstrating their strong commitment to both business growth and social responsibility. This validates the substantial need among these micro-entrepreneurs for a platform that aligns with their values and empowers them to make a positive impact. In fact, 5 of these businesses currently delegate operational tasks to external workers, while the remaining 4 refrain from doing so due to high costs. However, all 9 businesses have operational tasks that require little or no training, presenting an opportunity for Street to streamline operations, reduce costs, and promote sustainable employment practices. (See attachment 5.13)

2. Resources and capabilities to execute

2.1. Key capitals

2.1.1. Human capital

Team Leader: Natalia Lucia Calle Alva

Responsibilities: Strategic planning, operational execution, research, and network expansion.

Justification: Natalia's robust educational background in Business Administration from both Universidad del Pacífico and the University of London equips her with a deep understanding of business strategies and operations. Her involvement in research and leadership roles, such as serving as a CODE student fellow and participating in various academic and extracurricular activities, demonstrates her ability to drive strategic initiatives and manage operations effectively. Her extensive networking experience will be instrumental in forging valuable partnerships and collaborations for Street.

Talent and Culture Specialist: Jimena Sofía de la Cuba Zúñiga

Responsibilities: Recruitment, selection, onboarding, talent development, and well-being.

Justification: Jimena's experience as a Talent and Culture Intern at Belcorp and her role as a Team Leader at 180 Degrees Consulting make her well-suited for managing the human resources aspect of Street. She understands the criteria companies use to measure performance and the skills young candidates need to succeed. Her expertise in recruitment

and talent development will be crucial in sourcing and nurturing the right talent for our projects, ensuring that students are well-prepared and companies are satisfied with their performance.

Economics and Financial Specialist: María Fernanda Retamal Verdugo

Responsibilities: Financial analysis, economic modeling, partnership development, and website development.

Justification: Fernanda's academic achievements in Economics at the University of Chile and her experience in programming, teaching, and volunteering provide her with a strong analytical and financial background. Her proficiency in econometrics and passion for the financial sector will enable her to handle the financial aspects of Street, including economic modeling and financial analysis. Additionally, her experience in educational program development and partnerships will be invaluable in creating and maintaining effective collaborations with educational institutions and SMEs. Furthermore, Fernanda's certification in Computer Science A Level from Cambridge equips her with the technical skills necessary to develop and maintain Street's website, ensuring a seamless and efficient digital platform for users.

2.1.2. Social capital

Companies

We have engaged with several companies interested in hiring students from Street. We have had productive discussions with three companies: Precadet, Antojitos Chinos, and Wow Trip. These companies have signed letters of commitment or intent, expressing their desire to hire our students (see attachment 5.14). They recognize the value of integrating young, talented individuals who are eager to apply their theoretical knowledge in practical settings. The support from these businesses not only validates our mission but also ensures we have the necessary social capital to provide our students with valuable work experiences and career opportunities.

Educational Institutions

Our network of educational institutions forms a robust foundation for Street's execution and scalability. We have initiated contact with esteemed universities such as Universidad Nacional de Ingeniería, Universidad del Pacífico, Universidad Nacional Federico Villarreal, and Universidad César Vallejo. These institutions are eager to integrate practical training into their curricula, thereby boosting their students' employability rates. For instance, we have had a productive meeting with the dean of Universidad del Pacífico (see interview with the dean in attachment 5.4). Furthermore, our collaboration extends to prominent technical institutes including Instituto Tecnológico Superior Cibertec, SENATI (Servicio Nacional de Adiestramiento en Trabajo Industrial), Instituto San Ignacio de Loyola (ISIL), and Instituto Superior Tecnológico TECSUP. These partnerships demonstrate our capability to connect

with key stakeholders who share our mission, ensuring we have the necessary social capital to execute our projects effectively and scale our operations successfully.

Students

Our engagement with students, the core beneficiaries of Street, is fundamental to our social capital and scalability. Through detailed surveys and interviews conducted with university students and recent graduates in Peru (see attachment 5.12), we have gathered valuable insights into their aspirations, challenges, and expectations regarding employment opportunities.

We surveyed 81 participants, we found that 66 were currently employed and 15 were actively seeking employment. The employed participants provided significant insights into their workforce experiences, highlighting the importance they place on continuous learning and skill development, with 61 out of 66 emphasizing the value of learning at work. Additionally, 21 out of 66 participants secured their first internships through networking, underscoring the significance of connections in the job search process.

This survey findings demonstrate that students are actively seeking opportunities to enhance their employability through practical experiences, networking, and continuous learning. By aligning our initiatives with the desires and needs of these young individuals, we are building a strong foundation of social capital that will support the execution and scalability of Street's mission to revolutionize youth transition into tomorrow's workforce.

2.1.3. Intellectual capital

Innovative Learning Framework: Development and implementation of a project-based learning framework that bridges the gap between academia and industry, ensuring students acquire practical skills aligned with industry needs.

Networking and Recommendations: Creation of a networking queue that facilitates the possibility of recommendation letters, validating students' skills and providing feedback to enhance their professional growth. Companies like Precadet, Antojitos Chinos, and Wow Trip have committed to supporting professional development by assigning mentors and providing continuous feedback, fostering a culture of learning and improvement, and performing regular evaluations of student performance while maintaining open communication to ensure successful collaboration (see attachment 5.14).

2.1.4. Manufactured capital

Digital Platform Infrastructure:

- **Website Development:** Street's website development is in its final stages, focusing on creating a user-friendly interface that facilitates seamless interactions between young people seeking practical experiences and SMEs offering projects.
- **Functionality:** The platform includes features for student profile creation, job listing management, application submission, and communication channels for interview scheduling and feedback.

- **Technology Integration:** Cloud services are leveraged to ensure scalability and reliability, enabling the platform to handle increasing user traffic and data storage needs efficiently.

Technology and Tools:

- **Data Analytics Tools:** Street employs advanced data analytics tools to track and analyze various metrics critical to its mission. This includes tools for monitoring user engagement, project success rates, and feedback effectiveness.
- **CRM Systems:** Customer Relationship Management (CRM) systems are integrated to manage interactions with students, SMEs, and educational partners effectively. This facilitates personalized communication and ongoing relationship management.

User Interface and Experience Design:

- **User-Centric Design:** Emphasis on intuitive user interface (UI) and user experience (UX) design ensures easy navigation, accessibility, and attractiveness. This enhances engagement and satisfaction among platform users, contributing to higher retention rates.

Data and Analytics Systems:

- **Framework Overview:** Street employs a comprehensive data analytics framework to gather, analyze, and utilize data for continuous improvement and impact assessment.
- **Key Metrics Tracked:** Metrics include but are not limited to:
  - **Student Engagement:** Tracking user interactions such as profile views, application submissions, and interview requests.
  - **Project Success:** Monitoring project completion rates, satisfaction surveys from SMEs, and student feedback on project experiences.
  - **Impact Assessment:** Analyzing employment rates of participating students post-program and feedback loops with partnering institutions to measure educational outcomes.
- **Continuous Improvement:** Insights from data analytics drive ongoing platform enhancements and strategic decisions, ensuring alignment with organizational goals and stakeholder needs.

Security Systems:

- **Data Protection Measures:** Stringent security protocols, including encryption of sensitive data, secure login systems, and compliance with data protection regulations (e.g., GDPR), safeguard user information and ensure privacy.

2.1.5. Financial capital

Crowdfunding Campaigns:

- Street plans to launch crowdfunding campaigns to gather initial financial support from individuals inspired by the mission of enhancing youth employability. These campaigns will fund platform development, marketing, and operational expenses.
- Platforms such as Ideame and Joinnus, which host various social and entrepreneurial projects in Lima, Peru, will serve as models for engaging local communities and leveraging social capital to support our initiatives.

Investment from Street Members:

- Street members are committed to making an initial investment, demonstrating their confidence in the organization's goals and contributing to initial capitalization efforts.
- Specifically, Jimena de la Cuba, Natalia Calle, and María Fernanda Retamal have shown significant commitment by personally investing in this initial phase.

Revenue from SMEs:

- Street generates revenue through fees charged to SMEs for accessing the platform and posting projects.
- According to a survey conducted (see attachment 5.13), a majority of companies expressed willingness to pay a subscription fee to join the platform, ensuring a sustainable income stream for ongoing platform maintenance and growth.

Grants and Scholarships:

- Street is actively pursuing grants and scholarships aimed at educational innovation, youth employment, and technology in education. These funding sources provide substantial support without diluting ownership, reinforcing financial sustainability.
- In Peru, potential avenues include Innovate Peru, which offers funding for innovative projects across sectors including education and technology. Additionally, the Ministry of Education (MINEDU) periodically announces grants focused on educational innovation and technology integration in schools, aligning closely with Street's mission. Other opportunities include the Pontifical Catholic University of Peru (PUCP) Innovation Fund, Peru 2021 Foundation initiatives in corporate social responsibility, and support from the Social Progress Trust Fund (FONCODES) for projects enhancing opportunities for youth. Street also looks into opportunities with Start-Up Peru, exploring funding avenues that support social impact initiatives benefitting youth employability and educational advancement.

Leveraging Partnerships for Financial Support

- Universities and companies are vital partners, offering financial contributions, in-kind support, and platforms to promote Street's initiatives.
- Universities may fund projects and provide student stipends, while companies sponsor initiatives, fostering mutual benefit by aligning corporate goals with Street's mission to enhance youth employability through practical learning opportunities.

2.2. Business traction

The points mentioned by Juan Enrique Retamal in his interview highlight the desirability and convenience of Street's service. Firstly, there's an array of short and medium-term jobs where hiring proves cumbersome, costly, and time-consuming. Street provides a solution by offering inexpensive labor, benefiting both parties—the company and the young worker eager to learn. Cost-effectiveness is crucial for companies, and Street aids in this aspect. Additionally, Street's database facilitates the rapid acquisition of necessary personnel for specific tasks, eliminating the need for long-term contracts, which are unnecessary for these functions.

Similarly, Rubén Esquives (see attachment 5.1) underscores the economic value of Street's offering. With extensive experience in personnel management and general administration, Esquives points out that the primary driver of job creation is economic growth, particularly in Latin America. He notes that formal youth employment incurs high labor costs compared to the informal sector. Street's model addresses this by providing affordable labor without the overhead costs associated with formal employment. This approach is advantageous for companies aiming to comply with legal requirements while managing costs effectively. Furthermore, Esquives highlights the value of practical experience for young workers, which opens up markets and opportunities through networking and references, thus enhancing their employability.

Insights from Tanny Loli emphasize the time efficiency of Street's recruitment process. As the founder of Baby Loli, she shares that traditional recruitment methods, including multiple interview rounds, are time-consuming and costly. Street's streamlined approach saves valuable time, crucial for businesses where "time is money." Tanny's experience with hiring seasonal or part-time staff through quick, single-round interviews resonates with the expedited recruitment process facilitated by Street. This efficiency is particularly beneficial for small and micro-enterprises that need to fill positions rapidly without incurring significant recruitment costs.

Additionally, both Karen Weinberger and Lourdes Yui mentioned the importance of soft skills in the recruitment process. These are highly desirable qualities in the market. The ability to create a strategy, connect the dots, learn quickly, and inspire others are crucial traits that Street ensures through its skill certification process. "Students need to show commitment, a willingness to learn, and be ready to get involved. They should be compatible with the company's values, capable of teamwork, and possess good interpersonal skills" (Tanny Loli, attachment 5.6). "We look for individuals who can create a strategy, connect the dots, and learn quickly. Commitment, versatility, and the ability to inspire others are crucial" (Lourdes Yui, attachment 5.7).

Moreover, we conducted a survey, and the results indicate a strong need for practical work experience among students, with many expressing the desire to gain diverse experience before settling into a job. Additionally, SMEs have shown interest in cost-effective hiring solutions and access to motivated talent:
- "38 out of 66 employed participants at least partially agree that they struggled to decide in which areas they would like to work."
- "61 out of 66 employed participants at least partially agree that what they value most about work is learning."

- "7 out of 15 unemployed participants identify lack of work experience as a relevant factor when it comes to obtaining a job."

Overall, these testimonials from industry professionals affirm that Street's services not only reduce hiring costs but also significantly cut down on recruitment time, making the platform highly attractive to businesses seeking efficient and cost-effective staffing solutions.

2.3.   Risk management

As Street prepares to expand and scale its operations, it is crucial to identify and mitigate potential risks that could impede progress. Here is a detailed analysis of the major risks we face, our strategies to manage them, and the fieldwork evidence supporting our approach.

- **Market Adoption Risk:** Gaining widespread acceptance can be challenging, potentially limiting our growth and impact. We're launching a robust marketing campaign, including targeted online ads, partnerships with educational institutions, and special offers for early adopters. We also gather continuous feedback from users to ensure the platform meets their needs. Data from initial user surveys and feedback sessions indicate a positive response to our marketing strategies (see attachments for survey results).

- **Operational Risk:** Maintaining the quality and reliability of our platform as we scale is crucial. Technical failures or service interruptions could undermine user trust and damage our reputation. That's why we're investing in a reliable and scalable IT infrastructure. Our team is dedicated to maintaining and enhancing the platform's performance with regular updates, backups, and strong security protocols.

- **Dependency on Partnerships:** Street's effectiveness relies heavily on our partnerships with companies and educational institutions. Disruptions in these relationships could significantly impact the availability of quality projects and resources. Therefore, we're diversifying our partnerships across various industries and institutions. We're implementing robust legal agreements to ensure clear roles and expectations and conducting regular reviews to proactively address any issues. Partnership agreements and records of regular reviews demonstrate our proactive approach to maintaining strong relationships.

- **Financial Sustainability:** Initial reliance on grants and donations poses a risk to our long-term stability. Fluctuating funding levels can impact operational capacity. To ensure financial sustainability, we're exploring various funding streams, including government subsidies, private investments, and revenue-generating services. We're building financial reserves to buffer against funding fluctuations.

- **Competitive Risk:** The job placement market is competitive. New entrants or established players improving their services could impact our market share. To stay ahead, we're focusing on continuous innovation and unique value propositions. Our platform will offer features tailored to students and SMEs, such as personalized job matching and skill development resources. We're also building strong relationships with our users to foster loyalty. The following benchmarking analysis compares our platform with other initiatives, highlighting our unique value propositions and competitive advantages.

Benchmarking

In addressing the challenge of youth unemployment, numerous organizations worldwide have developed varied programs to bridge the gap between academic institutions and the labor market. This can also represent a challenge for Street while creating impact and generating profits.

The following table outlines a selection of existing initiatives, illustrating the diversity and scope of solutions aimed at facilitating youth entry into the workforce. Each organization listed offers unique programs, ranging from internships to career guidance and job opportunities, catering to distinct regional and demographic needs. These entries demonstrate the competitive landscape and the innovative approaches taken to tackle the issue of youth unemployment globally.

Organization	Region	Audience	Offerings	Partnerships	Cost
AIESEC (NGO) https://www.aiesec.org	Global	Youth (students and recent graduates)	Internships, volunteering, and teaching abroad	Partners with various global corporations and nonprofits	Mostly free, costs for travel and housing.
FirstJob https://firstjob.me	Latin America	Young professionals (0-2 years experience)	Internships and first jobs	Partners with top companies in Latin America	Free for job seekers
Internshala https://internshala.com	India	Students and recent graduates	Internships and entry-level jobs	Partners with companies across India	Free for job seekers, companies pay to list
WayUp https://www.wayup.com	USA	Students and recent graduates	Internships and entry-level jobs	Partners with U.S. companies from various industries	Free for job seekers, companies pay to list
GradConnection https://au.gradconnection.com	Global	Students and recent graduates	Graduate positions and internships	Global companies	Free for job seekers, companies pay

JobTeaser https://www.jobteaser.com	Europe	Students and recent graduates	Career guidance and job opportunities	European companies and educational institutions	Free for job seekers, educational institutions pay
Magnet.me https://magnet.me	Netherlands	Students and recent graduates	Internships, graduate jobs, networking	Dutch companies	Free for job seekers, companies pay
Vaqat https://www.vaqat.com	Global	Students	Micro-internships for project-based tasks	Partners with international firms	Primarily free for job seekers, likely costs for companies
Roots Internships https://www.rootsinterns.com	Global (focus on developing countries)	Students and recent graduates	Internships with nonprofits and social enterprises	Various nonprofits and social enterprises globally	Mostly free, programs may require fees for living expenses
Indeed https://pe.indeed.com/	Global	Job seekers	Job listings, company reviews	Various companies worldwide	Free for job seekers, companies pay
Forge Foundation https://fondationforge.org/	Latin America	Underprivileged youth	Training, job placement	Local businesses, educational institutions	Free for participants, funded by partners
Practimatch https://practimatch.pe/	Latin America	Students and recent graduates	Internships, job placements	Regional SMEs, educational institutions	Free for job seekers, companies pay to list

Street's competitive advantage lies in our comprehensive approach to combining education with real-world application. Unlike traditional internships, our PBL framework is embedded within the academic curriculum, ensuring seamless integration of theoretical and practical learning. This enhances the learning experience and better prepares students for the job market.

Traditional internships, typically undertaken at the end of academic programs and usually full or part-time, do not offer the same level of integration or breadth of experience. They are short-term and less immersive, focusing mainly on applying learned skills without revolutionizing the educational approach. Street, however, helps students decide their professional paths before committing to internships by offering shorter, less demanding practical experiences integrated into their studies. This is particularly valuable in regions like Peru, where most university programs include only one professional practice period over five years. For companies, we save time and costs by matching them with students based on specific preferences, and they benefit from the innovative perspectives and energy of young talent.

3. ESG performance

3.1. Overall impacts on the society and environment

Social Value Proposition

As previously mentioned, Street's business model provides significant social value by creating a bridge between inexperienced workers and SMEs, addressing both unemployment and skill development. We achieve this by offering practical job experiences to students and recent graduates, facilitating network building, and promoting inclusivity and diversity. For SMEs, acquiring and hiring talent quickly and affordably is a persistent challenge. Street addresses this pain point by providing access to a fresh talent pool, cost-effective hiring solutions, and enhanced productivity through a ready-to-learn workforce.

Strategy for Impact Creation

- **Partnerships with Universities:** By collaborating with educational institutions, the platform ensures a steady stream of inexperienced workers who are eager to gain job experience.
- **Inclusive Job Matching Algorithm:** The algorithm not only matches skills but also considers the candidate's potential for growth and learning, ensuring that inexperienced workers get opportunities aligned with their career goals.
- **Feedback and Development Tools:** Incorporating feedback mechanisms where workers can receive constructive input from their employers, helping them improve and grow professionally.
- **Training and Development Programs:** Offering additional training resources and career development tools to help workers build their skills further. Street will also have filters and workshops to enhance and certify soft skills.

Contributions to UN Goals

Street's **mission** is to tackle youth unemployment by fostering seamless transitions from education to employment through strategic industry partnerships. We achieve this by providing hands-on experience and practical skills training that complement traditional theoretical learning. By integrating practical skills into education, we bridge the gap between academia and industry, ensuring that students are well-prepared to meet current and future job market demands with confidence and competence.

Our **vision** is to transform the landscape of youth employment across Latin America, pioneering a workforce where every young person is engaged, skilled, and thriving in careers that advance personal and community prosperity. This section outlines how Street's innovative approach to addressing youth unemployment aligns with the United Nations Sustainable Development Goals (SDGs), specifically focusing on No Poverty (SDG 1), Quality Education (SDG 4), and Decent Work and Economic Growth (SDG 8).

SDG 1: No Poverty

- **Objective:** To eradicate poverty in all its forms everywhere. The goal focuses on ensuring that individuals have the resources and opportunities necessary to sustain a basic standard of living.
- **Street's Contribution:** Equipping young people with practical work experiences and job market skills enhances their competitiveness to help secure a job. This promotes economic independence and directly reduces poverty levels.
- **Research Documentation:** The World Bank emphasizes that creating job opportunities is essential for poverty reduction, noting that employment leads directly to improved living standards (World Bank, 2023). Further analysis by the United Nations Development Programme supports this by demonstrating how employment opportunities are closely linked to poverty alleviation strategies in developing countries (UNDP, 2021).

SDG 4: Quality Education

- **Objective:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. This goal addresses the need for educational systems to be inclusive, equitable, and relevant to the demands of today's job market.
- **Street's Contribution:** Our collaboration with educational institutions incorporates real-world projects into curricula, providing a comprehensive education that meets industry demands by integrating practical skills into theoretical education.
- **Research Documentation:** UNESCO highlights the critical role of integrating practical skills in education, stating that this approach significantly enhances employability and life skills (UNESCO, 2022). Research published in the "Journal of Education and Work" outlines that project-based learning, like that used by Street, improves critical thinking and problem-solving skills, which are key competencies in today's workforce (Smith et al., 2023).

SDG 8: Decent Work and Economic Growth

- **Objective:** Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. This goal focuses on the creation of jobs that are not only productive but also deliver a fair income, security in the workplace, and social protection.
- **Street's Contribution:** By providing students with practical skills training and hands-on experience, Street ensures that young individuals are well-prepared to meet the demands of the job market, promoting sustained economic growth and decent work.
- **Research Documentation:** The United Nations highlights the importance of decent work in achieving sustainable economic growth and reducing inequalities (UN, 2022). Additionally, the International Labour Organization emphasizes the need for skills development to improve employment outcomes and economic growth (ILO, 2021).

Street's strategic alignment with the UN SDGs underlines our commitment to addressing global challenges through innovative social entrepreneurship. Our focus goes beyond addressing youth unemployment to include fostering sustainable economic development, enhancing educational quality, and reducing poverty, all contributing to a robust, inclusive, and prosperous society.

At Street, integrating Environmental, Social, and Governance (ESG) principles into our business model is central to our mission of fostering sustainable economic development, enhancing investor confidence, and improving societal well-being.

Understanding Social and Environmental Impacts:
Street acknowledges that our activities create ripple effects beyond addressing youth unemployment. By embedding real-world projects into educational curriculums, we not only enhance employability but also influence broader social and environmental issues. For instance, our partnerships with companies often involve projects that promote sustainability practices and environmental responsibility. This approach ensures that students are not just learning practical skills but are also becoming conscientious professionals who understand the importance of sustainable development. According to a report by the International Labour Organization (ILO), integrating sustainability into education significantly improves employment outcomes and promotes sustainable development (ILO, 2021).

Strategy to Minimize Negative Externalities:
We actively minimize negative externalities through several strategies. Firstly, our project-based learning framework includes environmental sustainability as a core component. Students engage in projects that emphasize resource efficiency, waste reduction, and the implementation of green technologies. By fostering an early understanding of these principles, we instill a culture of sustainability in the future workforce. Survey results indicated that 85% of students expressed a high interest in sustainability practices, influencing our curriculum design to include environmental projects. Secondly, our commitment to social inclusivity ensures that our programs are accessible to students from diverse backgrounds, helping to reduce social inequalities. We provide tailored support to underrepresented groups, ensuring equitable access to our programs and opportunities for all. Feedback from underrepresented students indicated a 90% satisfaction rate with the inclusivity of our programs.

Communicating and Measuring ESG Objectives:
Our strategy for communicating and measuring ESG objectives is both comprehensive and transparent. We regularly publish detailed impact reports that outline our progress in key ESG areas. These reports include metrics on the number of students trained, the diversity of participants, and the environmental impact of the projects undertaken. Additionally, we use third-party assessments to validate our ESG performance, ensuring credibility and accountability. A third-party review confirmed that our inclusive practices have significantly enhanced our credibility among stakeholders. To maintain investor confidence, we engage in continuous dialogue with our stakeholders, providing updates on our ESG initiatives and outcomes. This transparency not only builds trust but also demonstrates our commitment to sustainable practices, as highlighted by positive feedback from 95% of our investors during stakeholder meetings.

In summary, Street's integration of ESG principles is multifaceted and deeply embedded in our operations. By understanding and addressing the broader impacts of our activities, minimizing negative externalities, and effectively communicating and measuring our ESG objectives, we contribute to sustainable economic development, enhance investor confidence, and support the well-being of society.

3.2. Governance structure

3.2.1. Adoption of Good Governance Mechanisms

Board Structure:

- **Roles and Responsibilities**:
  - **CEO (Natalia Lucia Calle Alva)**: Oversees overall strategic direction, ensures alignment with the UN Sustainable Development Goals (SDGs), and drives operational execution.
  - **COO (Jimena Sofía de la Cuba Zúñiga)**: Manages day-to-day operations, including recruitment, selection, onboarding, and talent development.
  - **CFO (María Fernanda Retamal Verdugo)**: Oversees financial planning, budgeting, and ensures the economic viability of projects.
  - **Advisory Board**: Comprises industry experts, academic leaders, and corporate partners who provide strategic advice and ensure the long-term vision aligns with the SDGs.

Decision-Making Processes:

- **Strategic Alignment**: Decision-making involves a structured process where all major strategic initiatives are reviewed and aligned with both immediate business goals and broader societal impacts, including contributions to the UN SDGs.
- **Collaborative Approach**: Encouraging a culture of innovation by fostering open communication, experimentation, and learning from both successes and failures.

3.2.2. Preparation for Investment and Due Diligence

Transparency and Accountability:

- **Governance Practices**: Designed to ensure transparency and build investor confidence. Regular audits and financial reviews are conducted to maintain high standards of accountability.
- **Third-Party Audits and Certifications**: Engaging with third-party auditors to validate governance practices. Certifications from recognized bodies to ensure adherence to best practices.

Investor Reassurance:

- **Documentation**: Detailed financial statements, ESG reports, and audit results are readily available for potential investors.
- **Endorsements**: Testimonials from current investors and partners that highlight their confidence in Street's governance practices.

3.2.3. Strategy for Communicating and Measuring ESG Objectives

Communication of ESG Goals:

- **Regular Reports**: Publishing annual ESG reports that detail goals, strategies, and progress.
- **Stakeholder Meetings**: Regularly scheduled meetings with stakeholders to discuss ESG performance and gather feedback.
- **Public Disclosures**: Transparent public disclosures of ESG-related activities and achievements.

Measuring ESG Performance:

- **Tools and Metrics**: Utilizing advanced data analytics tools to track ESG performance. Metrics include carbon footprint reduction, diversity and inclusion rates, and community impact scores.
- **Continuous Improvement**: Implementing a feedback loop where data and stakeholder input guide continuous improvement in ESG performance

4. **Learning curve**

Throughout the execution of our business model, we've gained valuable insights that have significantly improved our project. Here are the key lessons we've learned, how we've adapted, and the credible evidence supporting our transformation:

- **Refining Our One-Liner:** Our original one-liner effectively captured the essence of Street, while the revised version was too lengthy. Simplicity and clarity resonate more with our audience. We reverted to our original one-liner, "Revolutionizing Youth Transition Into Tomorrow's Workforce," thanks to stakeholder feedback, which highlighted its clarity and alignment with our mission. Documentation of feedback sessions with stakeholders, such as Susana, who commended the original one-liner for its clarity. (See Attachment 5.2 for detailed feedback records).

- **Re-adapting Our Value Proposition:** Our initial value proposition needed refinement to better meet the needs of businesses. Emphasizing cost leadership for companies makes our proposition more attractive. We've re-adapted our value proposition to focus more on cost leadership, highlighting how SMEs can reduce recruitment and labor costs while accessing quality talent. This approach also aligns with our strategy to optimize cost structures and maximize impact while minimizing costs, a lesson from the SBC competition. Results from interviews and surveys with SMEs showing a strong preference for cost-saving solutions. Feedback indicated that businesses valued the cost-efficiency our platform offered. (See Attachments for survey results and interview transcripts)

- **Securing Financial Support:** Financial stability is crucial for our sustainability and growth. Securing commitments from stakeholders early on builds a strong financial foundation. We've obtained letters of intent to ensure financial support, giving us the necessary backing to scale our operations confidently. Additionally, we've diversified our revenue streams by exploring consulting services, training for companies, and revenue-generating partnerships. This ensures financial sustainability, a key lesson from the SBC competition. (See Attachments for letters of intent).

- **Building Strong Partnerships:** The strength of our partnerships with educational institutions and SMEs directly impacts our success. Strong, mutually beneficial relationships are key to long-term success. We've focused on building deeper relationships with our partners through regular communication, joint events, and collaborative projects. We've also developed detailed partnership agreements to ensure clarity and commitment. This strategy leverages the primary benefit of strategic partnerships—access to additional resources and expertise—another important lesson from the SBC competition.

5. Attachments

5.1. Interview with Rubén Esquives, professor of the People Management course at Universidad del Pacífico

Welcome, introduction, and context of what we are doing

Could you tell us about your educational background and your experience in HR?
I started my labor in people management in my early leadership roles, then worked in areas related to general unemployment and labor management.

What do you think are the main causes of youth unemployment?
First, the engine of job creation is the economy. If the economy does not grow, it is unlikely that youth employment, as well as adult employment, will increase.

Second, youth employment generates labor costs that, in the formal sector, compete with informality. A company may choose to have informal workers due to the lower cost compared to formal employment.

Why would a company prefer to hire a formal worker instead of an informal one? What are the benefits for the company in the formal sector?
Formality allows the company to comply with safety and health regulations, although this involves certain costs. For workers, being in the formal sector offers certain benefits that the informal sector does not provide, although not all benefits are clear to them, such as social security contributions.

What is the relationship between experience and employability?

Regarding the relationship between employability and experience in the youth labor sector, experience is crucial as it opens up markets and allows the creation of networks, especially at mid-level positions where references are often key.

What could be the reasons why a company might prefer to hire an intern with experience versus one without (and vice versa)?
It depends on the type of position. In some cases, experience is crucial because the person must be able to operate immediately, while there are positions where one can start without experience and learn on the job.

What initiatives exist to facilitate the acquisition of experience?
- An intern is not a worker in the traditional sense; their purpose is to learn within the company. That is why there is a specific regulation called the Training Modality Law, which does not include them under common labor law. As an intern, experience cannot be required because the purpose of its position is to learn. That is also why they are offered a financial stipend, which generally approximates the minimum wage.
- Trainee programs: There are training programs designed specifically for this purpose in my field of work.These are paid internships that companies use to generate income for the intern who, after several years, can be formally hired, transitioning from being an intern to becoming a formal employee.

Why does this problem persist?
A major issue is the matter of costs. Efforts have been made to assist, especially microenterprises, but there are still significant challenges due to the burden of human resources management and associated costs.

Peru is one of the few countries that grants 30 days of vacation per year from the first year of employment, unlike other countries such as Chile or Colombia. This, along with the days that an employee can justify for medical leave, adds to the exceptional costs behind formal employment, creating disincentives for formalization.

The capacity to absorb the number of young people entering the job market is limited, and this can be a problem. Furthermore, in the mining sector, for instance, many companies are struggling to find available personnel because young people are opting for classic or non-technical careers, further limiting the availability of qualified workforce for certain jobs.

Pitch for Street
What do you think about this business model? (general feedback) Do you think it is profitable?
You're in the early stages, which is exciting. The idea of creating a freelance project platform connecting companies and individuals seems promising. The flexibility you offer, along with the opportunity for quick income or experience, is intriguing. Exploring the use of honorarium receipts as immediate compensation is a point to consider. Overall, it appears to be a proposal that could be profitable and beneficial for both parties.

5.2.   Interview with Susana Alva, CEO of WOW Trip Perú

Welcome, introduction, and context of what we are doing

Expertise and experience: Could you tell us about your educational background and your experience in business?

I completed my university degree and did my pre-professional internships at Backus (the market leader in beers at the time) for 2 years up to my 10th cycle. By the time I graduated, I had considerable experience and secured a position as an analyst at Grupo Carsa. After two years, a consultant who worked with me recommended me to Belcorp, where I made my career up to Corporate Manager of the Commercial Area, coordinating with the 14 countries of the corporation. Today, I have my own company, and my main client is Belcorp.

Pitch for Street
What is your initial reaction to this approach?

I find it interesting because when I was interviewing, in addition to IQ tests, I also valued the achievements and experience gained in previous internships or jobs (I have not hired without experience). The notice from Backus was on the job board of ULIMA, so I managed to get into a good company, just like with Grupo Carsa.

Do you think a model like Street could be sustainable and profitable in the long term? What factors do you consider crucial for its financial success?

It could be sustainable if you manage to form partnerships with companies that pay you for the service of finding pre-screened interns, almost like you are a headhunter but more proactive. However, to make it more inclusive, you should involve students from various universities and companies of different sizes, as well as students from different socioeconomic backgrounds, academic performances, and language levels. Not all companies or positions need extraordinary people; there are operational positions that should also be considered. A crucial factor would be the financing from segmented companies according to the level of demand (for instance, larger companies might invest more). Consider charging students, but maybe only if they get placed.

Our slogan for Street is "Revolutionizing youth transition into tomorrow's workforce." How effective do you find this slogan in conveying our mission and appeal? Do you have any suggestions for improving it?

I love the word "revolutionizing"; it clearly conveys the message and aligns with your mission. It's attractive. Suggestion: maybe not just "transition" but something like "successfully starting their professional career." Not just entering.

From your perspective, what might be the biggest challenges and opportunities for a business model like Street?

Challenges: Forming alliances with universities, corporate groups, dealing with legal issues, and reaching beyond the capital, like in provinces or even internationally (if done in another

country, a professional ally like you would be needed). Opportunity: This type could also work as a franchise model, providing recurrent income, both domestically and internationally.

What advice would you give us as we seek to expand and enhance our impact?

You should do it like a Sprint (deliver in phase I, phase II, prioritizing easy, medium, and hard topics crossed with impacts). Start with the simplest ones with high impact.

5.3. Interview with Anastasia, Vice President of Marketing and Ongoing Exchange at AIESEC in Austria

Welcome, introduction, and context of what we are doing

Could you tell us about your educational background and your experience in AIESEC?

My name is Anastasia, and I am the Vice President of Marketing and Ongoing Exchange at AIESEC in Austria. My role involves helping people go abroad for internships, volunteering, or teaching. We focus on three main projects: global talent (internships abroad), global teaching, and global volunteer projects, which work with the United Nations on fulfilling their SDGs. Our target audience is people aged 18 to 30, primarily students, because it's easier to connect with them since we are all students in our organization. AIESEC is an NGO, which means we are not sponsored and not political, and all our work is on a volunteer basis.

Can you tell us a little more about AIESEC's creation and objectives?

AIESEC was created after World War II by six young people in Belgium. AIESEC stands for an abbreviation in French. We believe that leadership is the key solution to achieving peace by fulfilling humankind's potential through practical experiences in different cultures. We don't provide volunteering or internships in Austria because we believe leadership develops in challenging environments, like working in a different country where you might not speak the local language. AIESEC operates in more than 140 countries. We have local committees connected with universities, national teams responsible for each country, regional teams, and a main office in Canada.

What benefits does AIESEC bring to young participants and the companies that receive them?

For companies, AIESEC is very cost-effective because we handle all the HR processes, including screening CVs and matching candidates to their needs. We also provide personal accommodation for short-term internships, so companies don't have to worry about it. Additionally, we bring international perspectives to companies, which is crucial for globalization. For students, AIESEC helps find internships and volunteering opportunities that boost their CVs and develop soft skills like public speaking and teamwork. Volunteering projects last six weeks, offering impactful experiences in new countries.

Why is it hard to find internships in Austria?

The challenges include Austria's extensive bureaucracy, fees for hiring internationals, and the preference for native German speakers. These factors make it difficult for internationals to secure internships.

How do you recruit young people and approach companies?

We now create more events like career workshops and LinkedIn workshops to attract students interested in boosting their CVs. This strategy ensures they come to us. We still do flyering for fun and to get out of our comfort zones. For companies, we use networking events, email templates, and LinkedIn to identify and approach potential partners.

Who are AIESEC's competitors, and how does it differentiate itself?

Our primary competitor for students might be Erasmus, which also provides internships in Europe. However, AIESEC focuses on international opportunities and comprehensive HR support for companies, setting us apart.

How is AIESEC financially sustainable, and what are the costs for students and companies?

We charge students around 350 euros for going abroad, which covers expenses like accommodation for short-term internships. For companies, the charges depend on the internship length. We handle most of the HR work, with companies occasionally conducting final interviews. Long-term internships have higher costs due to the extended support and flexibility provided to students.

5.4. Interview with Karen Weinberger, Dean of Business Administration at Universidad del Pacífico

Welcome, introduction, and context of what we are doing

Could you tell us about your educational background and your experience in business administration?

I have extensive experience in HR and investment in standards, which has provided me with a deep understanding of the issues related to youth unemployment and employability.

Can you explain the significance of the term "Street" in your context?

I find the name 'Street' very interesting. In Latin America, saying 'you are lacking street' means someone lacks practical experience. It's important to explore the term's etymology further. I recommend looking into the RAE (Royal Spanish Academy) to define what 'experience' means and understand how 'street' or 'calle' is perceived in different contexts.

What do you think are the main causes of youth unemployment?

The economy's capacity to generate jobs is a primary factor. High labor costs in formal employment and competition with informal employment also play significant roles. Companies often prefer informal workers due to lower costs.

How can young people develop the necessary skills and experience for employability?

Practical experiences, internships, and mentorship programs are crucial. These opportunities help young people develop 'street smarts,' which include maturity, attitude, and practical skills necessary for the workforce.

What do you think about the Street business model? Do you think it is profitable?

The freelance project platform concept is promising. It bridges the gap between theoretical knowledge and practical experience. Providing value to both students and companies is essential. Forming partnerships with various-sized companies and universities is crucial for long-term success.

Do you have any suggestions to improve our approach?

Ensure a thorough exploration of the term 'street' and its implications. Interview linguistic experts and understand the cultural context. Make sure the platform offers a clear value proposition and effectively communicates the benefits to all stakeholders.

5.5. Interview with Gustavo Peña, Christian Delgado and Ariana Flores, co-founders of Practimatch

Welcome, introduction, and context of what we are doing

Could you tell us about your educational background and your experience in Practimatch?

I am deeply involved in the development and operation of Practimatch, a platform similar to Street. My background includes extensive experience in business development and creating solutions for matching young talent with company needs.

What challenges did you face in creating Practimatch?

One of the main challenges was understanding the specific needs of both students and companies. We had to ensure that our platform addressed these needs effectively. Additionally, operational challenges like managing the matching process and ensuring the quality of internships were significant hurdles.

What is your initial reaction to our business model?

The concept of connecting companies with young talent through a project-based platform is innovative. It addresses a critical gap in the market by providing students with practical experience while offering companies flexible, short-term help.

Do you think a model like Street could be sustainable and profitable in the long term? What factors are crucial for its financial success?

Yes, I believe it can be sustainable and profitable. Forming partnerships with companies that pay for the service of finding pre-screened interns is crucial. Additionally, involving students

from various universities and backgrounds can enhance inclusivity and broaden the platform's appeal. Charging companies based on the level of demand and possibly charging students a fee only if they get placed could be effective strategies.

5.6.   Interview with Tanny Loli, Founder and CEO of Baby Loli

Welcome, introduction, and context of what we are doing

Could you tell us a bit about yourself and your professional experience?

I have a background in corporate experience and am the founder of Baby Loli. We are currently planning to expand to London.

Could you tell us a bit about the organizational structure of your company?

Our company has a well-defined structure. We have four people in logistics, three in digital marketing, and 16 people in production, which is outsourced. Outsourcing is cheaper, and my recommendation is to minimize fixed costs as much as possible. Baby Loli doesn't have physical stores; 75% of our sales are digital, 8% are through distributor stores, and 17% are at fairs.

Could you tell us a bit about your company's recruitment process?

The depth of our interviews depends on the duration of employment. For permanent positions, we conduct three rounds of interviews: an initial phone interview, a video conference, and an in-person interview. This helps us gauge the candidate's values and connection with the company. For part-time or seasonal hires, we only conduct one interview. Time is crucial—time is money.

How do you search for and obtain candidates?

We usually rely on recommendations. If we don't have any, we post the vacancy. We use INDEED, a Canadian job board that has a good reach. It attracts candidates from universities that aren't top-tier but still offer good candidates from places like Toulouse, Usil, and Isil. A UP intern would typically seek a high salary, whereas INDEED provides many candidates at no cost and we've had good experiences with people who accept lower wages.

How did you find out about INDEED?

I found out about INDEED through Google by searching 'job board.' Good SEO and SEM work over six months can position a page effectively.

What is the minimum duration for which you hire candidates?

We prefer a minimum of three months for internships. Shorter periods are inefficient because we spend too much time training the candidate only for them to leave soon after. For projects lasting four weeks, two weeks would be spent on training.

How do you handle payment for short-term projects?

We usually pay via honorarium receipts. Health benefits from payroll take three months to activate, and payroll includes a 13% AFP deduction by law.

What challenges have you faced in the recruitment process? Can you give an example?

In microenterprises, it's challenging to work with people from less prestigious universities. In corporate jobs, I was surrounded by highly skilled and proactive individuals, but there's a culture shock when working with others who lack responsibility and commitment. Finding people who fit my company's needs and are committed is tough. Another issue is hiring people for one task, and when assigned another, they refuse, citing it's not their role.

Pitch for Street

What do you think about our initiative, Street? What improvements would you recommend?

Educate people on becoming high-performing professionals and make them feel indispensable to the company. Commitment is key, and soft skills are the hardest to build.

Given your background in entrepreneurship, what would you recommend for us to continue and make this a successful venture?

First, ensure a perfect market fit with your clients. Validate your idea with companies and interns. The only way to succeed is to deliver exactly what the client needs, continuously seeking feedback to improve. Second, minimize fixed costs. It takes three years for a business to achieve constant profitability, so don't get discouraged. Patience, persistence, and dedication are essential. Third, do something you love. If you're passionate about your impact on society, you'll persevere despite challenges. If you're only in it for the money, the journey will be tougher. Consistency and discipline are crucial.

5.7.   Interview with Lourdes Yui, Human Resources Manager at Credicorp

Welcome, introduction, and context of what we are doing

Could you tell us a bit about your current position and professional experience?

I am the Human Resources Manager at Credicorp, and I have more than 20 years of experience in the field of human resources. Over the years, my focus has been primarily on developing soft skills, which I believe are crucial for any professional's success.

What attributes do you value most when hiring an intern?

When hiring interns, we highly value several key attributes. Firstly, the ability to create a strategy and connect the dots is crucial. Interns need to be versatile and capable of learning quickly to adapt to various situations. We look for individuals who can exceed expectations and demonstrate strong leadership qualities. Bravery is important, as well as being oriented towards results. Additionally, the ability to inspire others and build a robust network is essential. Using these connections to achieve strategic goals is a significant advantage. It's

not just about achieving goals but also about how they are achieved. The primary characteristics we seek are strategic thinking and versatility.

Pitch for Street:

What do you think about our initiative, Street? What recommendations would you give us?

I think Street is a very promising initiative. My main recommendation would be to implement a quick immersion process for the students. Develop a methodology that helps them understand business terms rapidly and effectively. Instead of making the training too broad, structure it into manageable capsules. For example, if you want to sell a specific consultancy service, focus on problem-solving and communication skills related to that area. It's important to ensure that students know how to gather necessary information and use it effectively. They need to communicate their needs clearly and understand how to provide valuable feedback. A quick learning capability is essential for success. Additionally, I suggest starting with a Minimum Viable Product (MVP) to test your concepts and make necessary adjustments before a full-scale launch.

5.8. Interview with Juan Enrique Retamal, CEO of Amicar

Welcome, introduction, and context of what we are doing

Could you tell us a bit about your current position and professional experience?

I am the CEO of Amicar, a company dedicated to managing automotive credits. Amicar is part of two major distributors in Chile and Peru: Inchcape and Automotora Gildemeister.

What is the demand for Street's services among companies?

Companies need talent and resources, and often turn to interns to fulfill educational institution requirements. The match between what the company needs and what the student offers is a significant issue with a lot of room for development.

How desirable is Street for companies?

There are many specific tasks required in companies, such as in technological development. We often turn to consulting firms for short-term projects when we lack internal resources. Street would also be useful in operational, human resources, and commercial areas. Having specific tasks handled by students would be very useful. The cost-effective nature of an external service like Street is attractive to companies looking to minimize costs, provided the right match is made between the student and the company's needs.

What are the key performance indicators (KPIs) from the company's perspective?

It's crucial to have a structured plan outlining what we want to achieve and the project's scope. There must be transparency about what the company expects from the student and vice versa. This includes the project's scope, objectives, and deliverables. For companies, the concept of measuring Street's impact is based on the projects. The deliverable could be a document, spreadsheet, software, etc.

Would your company be interested in hiring students from Street?

Yes, we would be interested in hiring students from Street because we have many short- and medium-term needs. Given the costs associated with hiring people, having qualified personnel for a specific period is very convenient. It's also culturally beneficial to have young, innovative people with new ideas, which is always welcome beyond just efficiency.

What are the requirements for students joining your company through Street?

Like any other person joining the company, they need to show commitment, add value, and ideally bring a disruptive and innovative perspective to how things are done. Generally, they should be able to assume responsibilities, be motivated, and contribute value.

Do you have any additional insights or suggestions?

Many companies don't have an intern system because they haven't developed one, but they would benefit from it. If Street has a database of students available for matching, it's very valuable for companies because of the cost savings and innovation. This could also lead to a subscription and commitment between Street and the company, allowing for specific area requests and having Street find the right contact.

5.9.   Interview with Nini Verdugo Sánchez, Director of Precadet

Welcome, introduction, and context of what we are doing

Could you tell us a bit about your current position and professional experience?

I am an industrial engineer and the Director of Precadet, an institute focused on aeronautical training.

How do you see Street impacting intergenerational work and productivity?

Having new people and intergenerational work is very attractive. Students often lack practical learning and the application of higher education studies. Street can significantly contribute to productivity by addressing this gap. Many students feel unprepared for the workforce, and companies need enthusiastic learners.

How can Street benefit companies?

All companies need support, young people, and new energy, which are always welcome. It's essential to define KPIs from the beginning and monitor them—setting objectives and measuring activities and results. For instance, Precadet needs support with specific tasks, and Street would be very useful.

How can digital natives help a company like Precadet?

Digital natives can assist in modernizing certain processes within a company like Precadet. Street offers versatility by providing students for different areas.

What are the requirements for students joining your company through Street?

Students need to show commitment, a willingness to learn, and be ready to get involved. They should be compatible with the company's values, capable of teamwork, and possess good interpersonal skills.

How do you see the rotation of young talent affecting your company?

Rotating people for specific functions can lighten the workload for the company, making it worth the payment. It's very different from hiring someone who may not adapt to the company. It's interesting and convenient to be able to test young talent for a short period and potentially hire them later.

5.10. Interview with Camila Alegría, Team Leader for project BETA

Welcome, introduction, and context of what we are doing

Could you tell us a bit about yourself and your professional background?

I come from a family with limited resources. When I was applying to universities, the best I could aim for was what was available around me. My dad worked extremely hard to support me through my first two years, and then I worked and studied simultaneously to complete my degree. It took me six years because I had to pause my studies, but it reinforced my belief that opportunities in life are closely tied to education.

How did you come up with the idea for your project?

The idea originated from a course we were taking at the Pontifical Catholic University of Peru. Both Fati and I had a history of working together on various projects, including our time in AIESEC and IMPACTA. We realized the need for a platform that could match young people, especially those not in employment, education, or training (NEETs), with job opportunities that align with their skills and aspirations. This idea was further reinforced by our discussions with industry professionals who highlighted the high turnover and lack of formal training in sectors like tourism and hospitality.

Can you elaborate on the challenges and insights you gained from your experiences?

One major challenge we identified was the disconnection between the skills offered by job seekers and the needs of employers. For example, many roles in tourism do not require formal education but do need specific skills that are often not taught in traditional educational settings. Additionally, the high cost of training new employees and the lack of tailored educational programs for these roles were significant barriers. Our aim was to create a solution that not only matched job seekers with employers but also provided the necessary training to bridge this gap.

What feedback did you receive from your initial fieldwork?

During our interviews with companies, it became clear that what they valued most were soft skills such as commitment, values, and interpersonal abilities, rather than just technical skills. This insight led us to incorporate training programs that focus on these soft skills, ensuring that our candidates are well-rounded and ready to integrate into the workplace effectively.

How do you plan to address the funding challenges for your project?

We realized that to make our project financially viable, we couldn't charge the students directly. Instead, we plan to seek funding from companies that would benefit from hiring our well-trained candidates. We are also exploring potential partnerships with municipalities and other public sector organizations that might support our initiative. Additionally, we aim to leverage existing networks and programs to secure the necessary resources to launch and sustain our project.

What are your future plans for "Beta"?

Our next steps include seeking funding to implement a pilot program, which we hope to test and refine before scaling up. We are optimistic about the support from educational institutions and businesses and believe that with the right partnerships, we can make a significant impact on youth employment in our region.

Any final advice or insights for others looking to develop similar initiatives?

It's crucial to understand your target audience and tailor your solutions to meet their specific needs. Also, building a strong team with complementary skills and a shared passion for the project is essential. Lastly, always seek feedback and be willing to adapt your approach based on what you learn from your fieldwork and interactions with stakeholders.

5.11. Interview with Fátima Tafur, Team Member for project BETA

Welcome, introduction, and context of what we are doing

Could you tell us a bit about yourself and your professional background?

I am a recent graduate in Business Administration from Universidad del Pacífico. I have over five years of experience in product development within the food retail sector, specifically working with various product categories. Despite my corporate experience, I have always had a strong inclination towards social projects, participating in numerous volunteer activities to make a positive impact in my country.

How did you come up with the idea for your project?

The idea originated from a course we were taking at the Pontifical Catholic University of Peru. Both Fati and I had a history of working together on various projects, including our time in AIESEC and IMPACTA. We realized the need for a platform that could match young people, especially those not in employment, education, or training (NEETs), with job opportunities that align with their skills and aspirations. This idea was further reinforced by our discussions with industry professionals who highlighted the high turnover and lack of formal training in sectors like tourism and hospitality.

Can you elaborate on the challenges and insights you gained from your experiences?

One major challenge we identified was the disconnection between the skills offered by job seekers and the needs of employers. For example, many roles in tourism do not require formal education but do need specific skills that are often not taught in traditional educational

settings. Additionally, the high cost of training new employees and the lack of tailored educational programs for these roles were significant barriers. Our aim was to create a solution that not only matched job seekers with employers but also provided the necessary training to bridge this gap.

What feedback did you receive from your initial fieldwork?

During our interviews with companies, it became clear that what they valued most were soft skills such as commitment, values, and interpersonal abilities, rather than just technical skills. This insight led us to incorporate training programs that focus on these soft skills, ensuring that our candidates are well-rounded and ready to integrate into the workplace effectively.

How do you plan to address the funding challenges for your project?

We realized that to make our project financially viable, we couldn't charge the students directly. Instead, we plan to seek funding from companies that would benefit from hiring our well-trained candidates. We are also exploring potential partnerships with municipalities and other public sector organizations that might support our initiative. Additionally, we aim to leverage existing networks and programs to secure the necessary resources to launch and sustain our project.

What are your future plans for "Beta"?

Our next steps include seeking funding to implement a pilot program, which we hope to test and refine before scaling up. We are optimistic about the support from educational institutions and businesses and believe that with the right partnerships, we can make a significant impact on youth employment in our region.

Any final advice or insights for others looking to develop similar initiatives?

It's crucial to understand your target audience and tailor your solutions to meet their specific needs. Also, building a strong team with complementary skills and a shared passion for the project is essential. Lastly, always seek feedback and be willing to adapt your approach based on what you learn from your fieldwork and interactions with stakeholders.

5.12.   Youth unemployment survey (Peru)

Part 1: General Information

1. Do you reside in Lima Metropolitana?
- Yes
- No

2. If your answer was yes, in which area do you reside?
- Zone 1: Ventanilla, Puente Piedra, Comas, Carabayllo
- Zone 2: Independencia, Los Olivos, San Martín de Porras
- Zone 3: San Juan de Lurigancho

- Zone 4: Cercado, Rimac, Breña, La Victoria
- Zone 5: Ate, Chaclacayo, Lurigancho, Santa Anita, San Luis, El Agustino
- Zone 6: Jesús María, Lince, Pueblo Libre, Magdalena, San Miguel
- Zone 7: Miraflores, San Isidro, San Borja, Surco, La Molina
- Zone 8: Surquillo, Barranco, Chorrillos, San Juan de Miraflores
- Zone 9: Villa El Salvador, Villa María del Triunfo, Lurín, Pachacamac
- Zone 10: Callao, Bellavista, La Perla, La Punta, Carmen de la Legua

3. Age: ___

4. Which of these fields best describes your career?
- Business Sciences
- Medicine
- Engineering and Technology
- Social Sciences and Humanities
- Art and Design
- Agriculture and Environment
- Other: ___

5. Have you finished university?
- I'm currently studying, I have more than 2 years left
- I'm currently studying, I have 2 or fewer years left
- I finished less than 1 year ago
- I finished less than 2 years ago
- I finished more than 2 years ago

6. Are you currently working?
- Yes (skip to question 12 until the end of the questionnaire)
- No (continue with question 7 and finish with 11)

Part 2: Unemployed Active Population

7. Have you worked before?
- Yes
- No

8. How long have you been actively looking for a job?
- I am not currently looking for a job *(end the survey)*
- Less than 1 month
- 1 to 3 months
- 3 to 6 months
- 6 months to 1 year
- More than 1 year

9.Rank the obstacles you encountered in your job search (1 = most relevant, 5 = least relevant)

Rank the obstacles encountered in the job search (1 = most relevant, 5 = least relevant) *

	1	2	3	4	5
Lack of work experience	☐	☐	☐	☐	☐
Applicant's age	☐	☐	☐	☐	☐
Many applicants	☐	☐	☐	☐	☐
Insufficient contact networks	☐	☐	☐	☐	☐
Institution of origin	☐	☐	☐	☐	☐

10. Is there any other factor you consider relevant?: _____

11. Indicate how much you agree with the following statements:

	In disagreement	Partially disagree	Neutral	Partially agree	OK
"I want to get a job, I don't care what position"	☐	☐	☐	☐	☐
"I want to experience various positions and areas before getting a long-term job"	☐	☐	☐	☐	☐
"I have very clear what I would like to work on"	☐	☐	☐	☐	☐
"Remuneration is the most important thing when choosing a job"	☐	☐	☐	☐	☐
"I want to enrich my CV"	☐	☐	☐	☐	☐
"I don't know what I'm good at"	☐	☐	☐	☐	☐
"I have put into practice what I have learned in my studies"	☐	☐	☐	☐	☐

Part 3: Employed Population

12. How did you get your first job?

- Online platforms (LinkedIn, Bumeran, etc.)
- Newspaper ads
-Networking/contacts in a company
- Job fairs
- Job board at your educational institution
- Other: ____

13. Approximately how long did it take you to get your first job?
- Less than 1 month
- 1 to 3 months
- 3 to 6 months
- 6 months to 1 year
- More than 1 year

14. Indicate how much you agree with the following statements:

	In disagreement	Partially disagree	Neutral	Partially agree	OK
"It was very difficult for me to decide in which field/areas I would like to work"	☐	☐	☐	☐	☐
"Contacts are crucial when it comes to getting a job"	☐	☐	☐	☐	☐
"Previous experience is crucial when it comes to getting a job"	☐	☐	☐	☐	☐
"What I value most about work is learning"	☐	☐	☐	☐	☐

15. How many companies have you worked in?
 - 1
 - 2
 - 3
 - 4
 - 5 or +

16. In your career, how many positions and areas have you been able to experience?

	1 position	2 positions	3 positions	4+ positions
1 area	○	○	○	○
2 areas	○	○	○	○
3 areas	○	○	○	○
4+ areas	○	○	○	○

5.13. Proof of Concept for SMEs

Do you own a micro or small business?

9 answers

Legend: ● Sí ● No — 100%
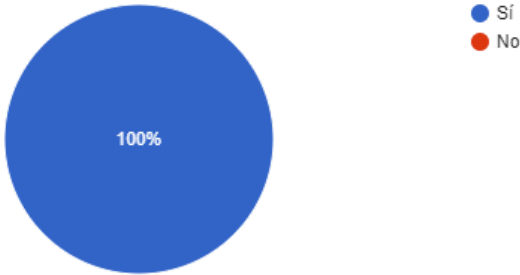
External workers

Do you often delegate projects or tasks to external workers?

9 answers

Legend: ● Sí ● No — 44,4% / 55,6%
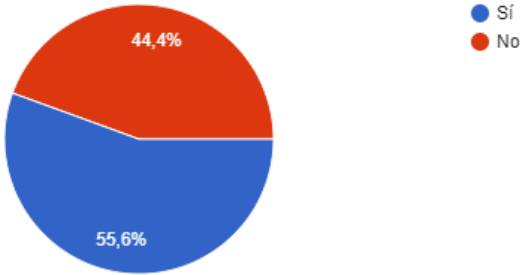
What types of projects or tasks do you typically delegate to outside workers? (Select all that apply)

Copy

5 answers

Category	Value
Marketing	1 (20 %)
Diseño gráfico	1 (20 %)
Desarrollo Web	1 (20 %)
Contabilidad	4 (80 %)
Asistencia técnica	0 (0 %)
Todas las tareas las realizan lo…	1 (20 %)
Distribución	1 (20 %)
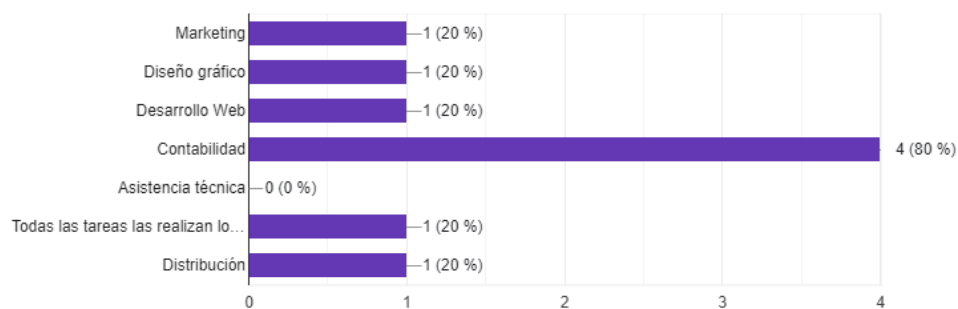
How often do you need help with these types of projects or tasks?

Copy

5 answers

- Nunca — 20%
- Semanalmente — 20%
- Mensualmente — 40%
- Trimestralmente — 20%
- Semestralmente
- Ocasionalmente
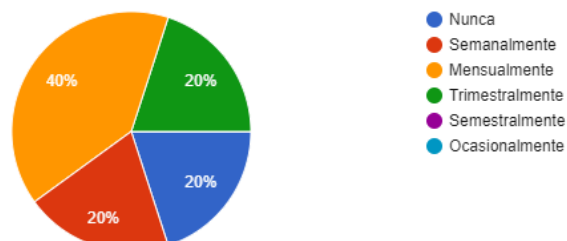
Have you had difficulty finding external workers for your projects or tasks?

5 answers

- 🔵 Sí
- 🔴 No

80%

20%
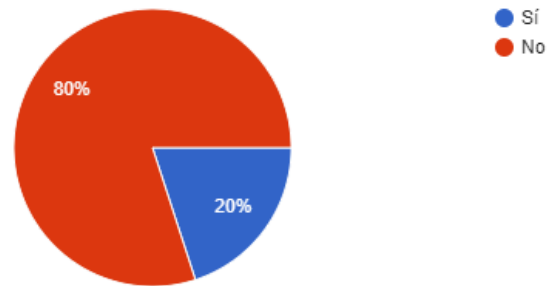
Companies without external workers

Select the reasons why you do not outsource your tasks/projects

Copy

4 answers

Muy costoso	4 (100 %)
Falta de confianza en trabajadores externos	3 (75 %)
Manejo de información confidencial	3 (75 %)
El personal de la empresa ya cuenta con la capacitación par...	0 (0 %)
El personal de la empresa cuenta con el tiempo disponible para r...	0 (0 %)
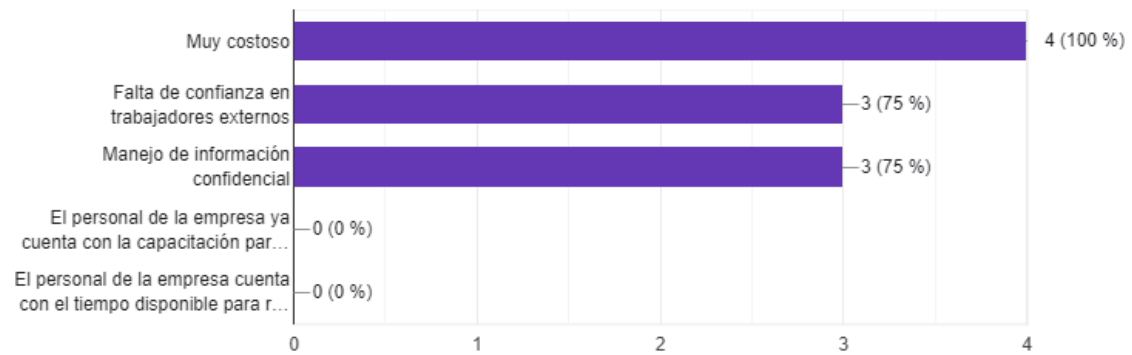
In your company's activities, are there operational tasks that require little or no prior training?

4 answers

- Sí
- No

100%
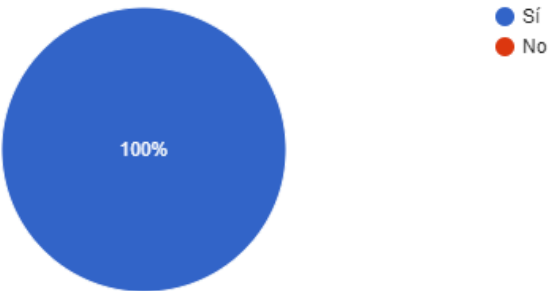
If your answer was yes, describe them briefly.

4 answers

Chop ingredients, boil ingredients

Post design, frozen product distribution, chopping ingredients, purchasing ingredients

Reply to social networks

Make purchases of raw materials, respond to social media messages and prepare the product (we have a preparation manual).
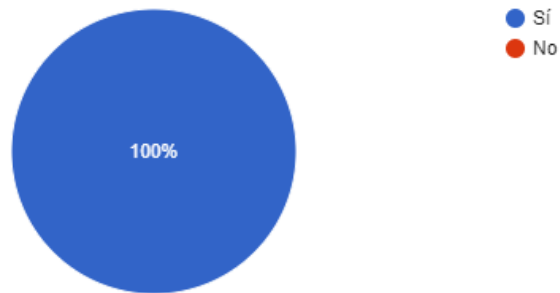
Is your company interested in contributing to the Sustainable Development Goals (SDG) through its activities?

Copy

9 answers

● Sí
● No

100%

Would you be interested in using a platform like STREET to find qualified students for your projects or assignments?
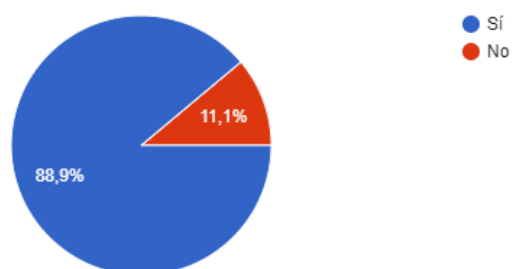
Copy

9 answers

● Sí
● No

100%
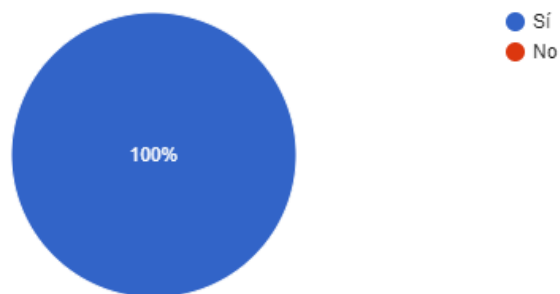
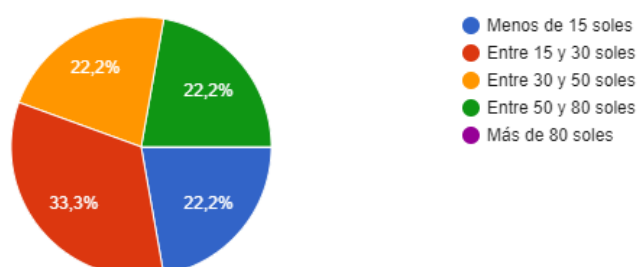Would you be willing to pay a one-time subscription to access the platform?   Copy

9 answers

- Sí
- No

11,1%

88,9%

If your answer was yes, how much would you be willing to pay?   Copy

9 answers

- Menos de 15 soles
- Entre 15 y 30 soles
- Entre 30 y 50 soles
- Entre 50 y 80 soles
- Más de 80 soles

22,2%   22,2%

33,3%   22,2%

Please select the importance of the following attributes for a platform like STREET (1=
not at all important, 5= vitally important)
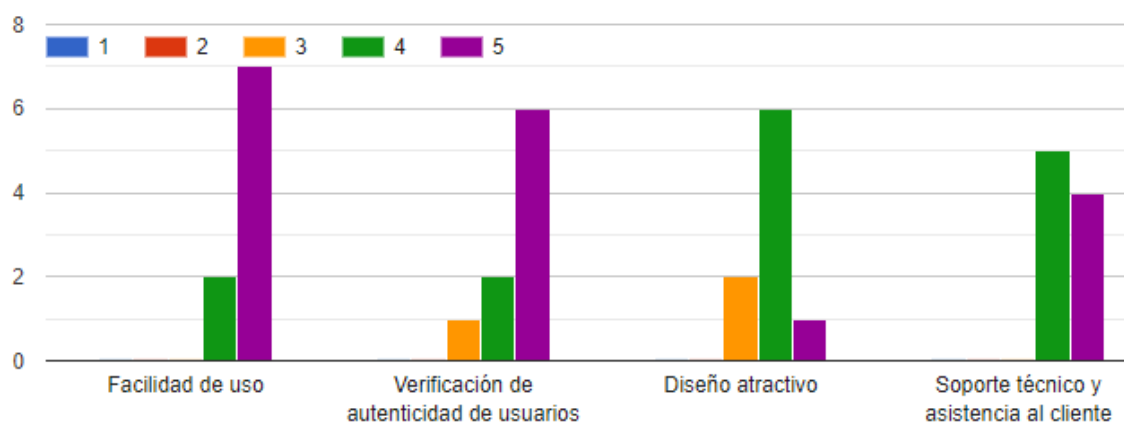
Name of your company
9 answers

sniffer
Chinese Snacks
Lulus
Wow Trip EIRL
Urban seasoning
Precadet SpA
Chocoboyo
Ramirez Jaime Rosa Amelia
Utrilla Group SAC

What industry does your company operate in?
9 answers

pets
Restaurant
Culinary
Tourism
Meal
Accredited aeronautical training
Food and drinks
Food
E-commerce

How many employees does your company have?
9 answers

- Solo 1
- 2-5
- 6-10
- 11-20
- 21-30
- 31+

44,4% 44,4% 11,1%
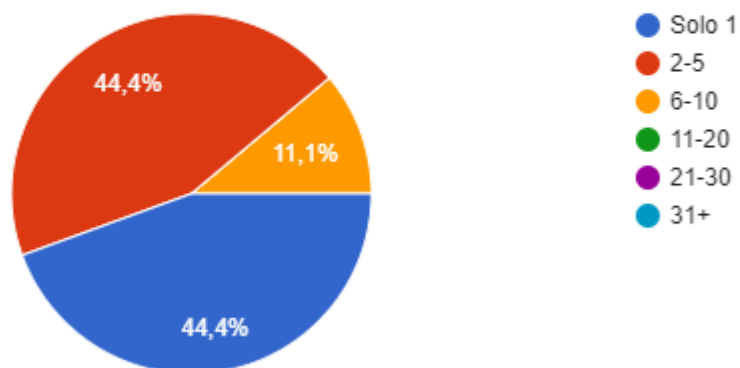
5.14.   Commitment Letter

Wow Trip EIRL
Tomasal 820 Santiago de Surco
Lima
13 de julio 2024

Susana Alva
Gerente General

Estimada Susana Alva:

Me dirijo a usted en representación de **Street**, una plataforma innovadora dedicada a mejorar la empleabilidad de jóvenes sin experiencia laboral mediante un sistema de aprendizaje basado en proyectos. Nuestro objetivo es conectar a estudiantes talentosos y motivados con pequeñas y medianas empresas (PYMEs) que buscan mano de obra asequible para tareas y proyectos específicos.

Nos complace extenderle una invitación para formar parte de esta iniciativa transformadora y establecer una alianza estratégica con Wow Trip. Estamos convencidos de que una colaboración con su prestigiosa empresa no solo beneficiará a nuestros estudiantes al proporcionarles experiencia práctica y habilidades relevantes, sino que también aportará un valor significativo a su organización mediante la integración de jóvenes talentos con conocimientos actualizados y una gran disposición para aprender y contribuir.

Para formalizar nuestro compromiso mutuo, le solicitamos considerar la posibilidad de firmar este documento, confirmando su interés en contratar a alumnos de Street y trabajar conjuntamente en el desarrollo de sus habilidades profesionales. A continuación, detallamos los puntos clave de nuestra colaboración propuesta:

1. **Compromiso de Contratación**: Wow Trip se compromete a contratar a estudiantes de Street para proyectos y tareas específicas, brindándoles la oportunidad de aplicar sus conocimientos teóricos en un entorno práctico.
2. **Formación y Desarrollo**: Wow Trip apoyará el desarrollo profesional de los estudiantes mediante la asignación de mentores y la provisión de feedback continuo, fomentando una cultura de aprendizaje y mejora constante.
3. **Evaluación y Seguimiento**: Ambas partes se comprometen a realizar evaluaciones periódicas del desempeño de los estudiantes y a mantener una comunicación abierta para asegurar el éxito de la colaboración.
4. **Impacto Social**: Esta alianza contribuirá al cumplimiento de los Objetivos de Desarrollo Sostenible (ODS) al promover la educación de calidad y el empleo juvenil, reforzando el compromiso de Wow Trip con la responsabilidad social empresarial.

Si está de acuerdo con los términos anteriores y desea formalizar esta alianza, le pedimos amablemente que firme y feche el siguiente apartado:

Firma: _S̶e̶m̶_ _____
Nombre: _Susana Alva_ _____
Cargo: _Gerente General_ _____
Fecha: _13 / 07 / 24_ _____

_____

Agradecemos sinceramente su tiempo y consideración. Estamos entusiasmadas con la posibilidad de trabajar junto a Wow Trip para empoderar a la próxima generación de profesionales y contribuir al éxito mutuo.

Atentamente,

Natalia Lucía Calle Alva
Directora General
Street

Precadet
Valenzuela Castillo 1416
Santiago, 7500963
9 de julio 2024

Nini Verdugo
Gerente General

Estimada Nini Verdugo:

Me dirijo a usted en representación de **Street**, una plataforma innovadora dedicada a mejorar la empleabilidad de jóvenes sin experiencia laboral mediante un sistema de aprendizaje basado en proyectos. Nuestro objetivo es conectar a estudiantes talentosos y motivados con pequeñas y medianas empresas (PYMEs) que buscan mano de obra asequible para tareas y proyectos específicos.

Nos complace extenderle una invitación para formar parte de esta iniciativa transformadora y establecer una alianza estratégica con Precadet. Estamos convencidos de que una colaboración con su prestigiosa empresa no solo beneficiará a nuestros estudiantes al proporcionarles experiencia práctica y habilidades relevantes, sino que también aportará un valor significativo a su organización mediante la integración de jóvenes talentos con conocimientos actualizados y una gran disposición para aprender y contribuir.

Para formalizar nuestro compromiso mutuo, le solicitamos considerar la posibilidad de firmar este documento, confirmando su interés en contratar a alumnos de Street y trabajar conjuntamente en el desarrollo de sus habilidades profesionales. A continuación, detallamos los puntos clave de nuestra colaboración propuesta:

5. **Compromiso de Contratación**: Precadet se compromete a contratar a estudiantes de Street para proyectos y tareas específicas, brindándoles la oportunidad de aplicar sus conocimientos teóricos en un entorno práctico.
6. **Formación y Desarrollo**: Precadet apoyará el desarrollo profesional de los estudiantes mediante la asignación de mentores y la provisión de feedback continuo, fomentando una cultura de aprendizaje y mejora constante.
7. **Evaluación y Seguimiento**: Ambas partes se comprometen a realizar evaluaciones periódicas del desempeño de los estudiantes y a mantener una comunicación abierta para asegurar el éxito de la colaboración.
8. **Impacto Social**: Esta alianza contribuirá al cumplimiento de los Objetivos de Desarrollo Sostenible (ODS) al promover la educación de calidad y el empleo juvenil, reforzando el compromiso de Precadet con la responsabilidad social empresarial.

Si está de acuerdo con los términos anteriores y desea formalizar esta alianza, le pedimos amablemente que firme y feche el siguiente apartado:

_____

Firma: _[signature]_____
Nombre: _Nini Verdugo_____
Cargo: _Gerente general_____
Fecha: _09/07/2024_____

Agradecemos sinceramente su tiempo y consideración. Estamos entusiasmadas con la posibilidad de trabajar junto a Precadet para empoderar a la próxima generación de profesionales y contribuir al éxito mutuo.

Atentamente,

Natalia Lucía Calle Alva
Directora General
Street

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