

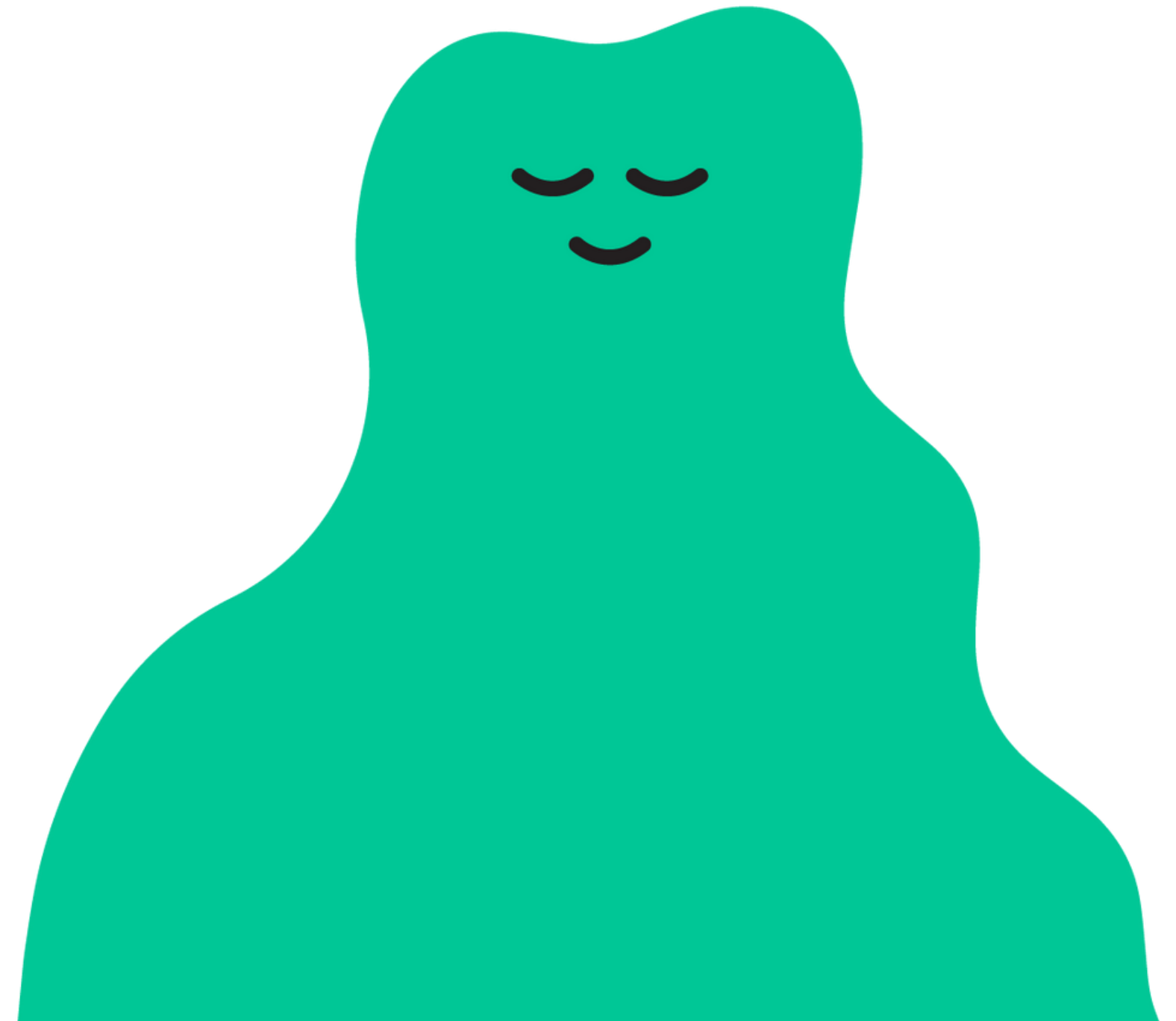
# Guerrero Emprendedor

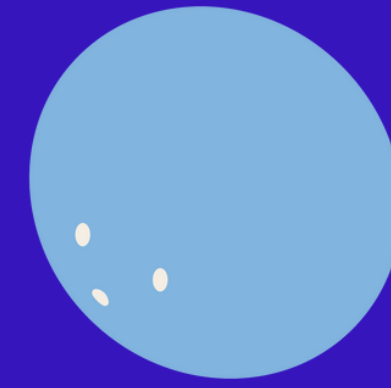
## Program

Sep 2021 Edition



Final Report  
December 2021





- ✿ Scope
- ✿ Implementation and results
- ✿ Results of the Final Survey

# Scope of the intervention of MUSA in the program

Musa joined the September 2021 edition of the Guerrero Emprendedor (Warrior Entrepreneur) program to facilitate mini-surveys by WhatsApp to entrepreneurs on the progress of the courses and validation of critical concepts covered in the program's training. Additionally, a participation confirmation module, an initial survey, and a final survey were delivered through Musa, in addition to the mini-surveys for each training module:

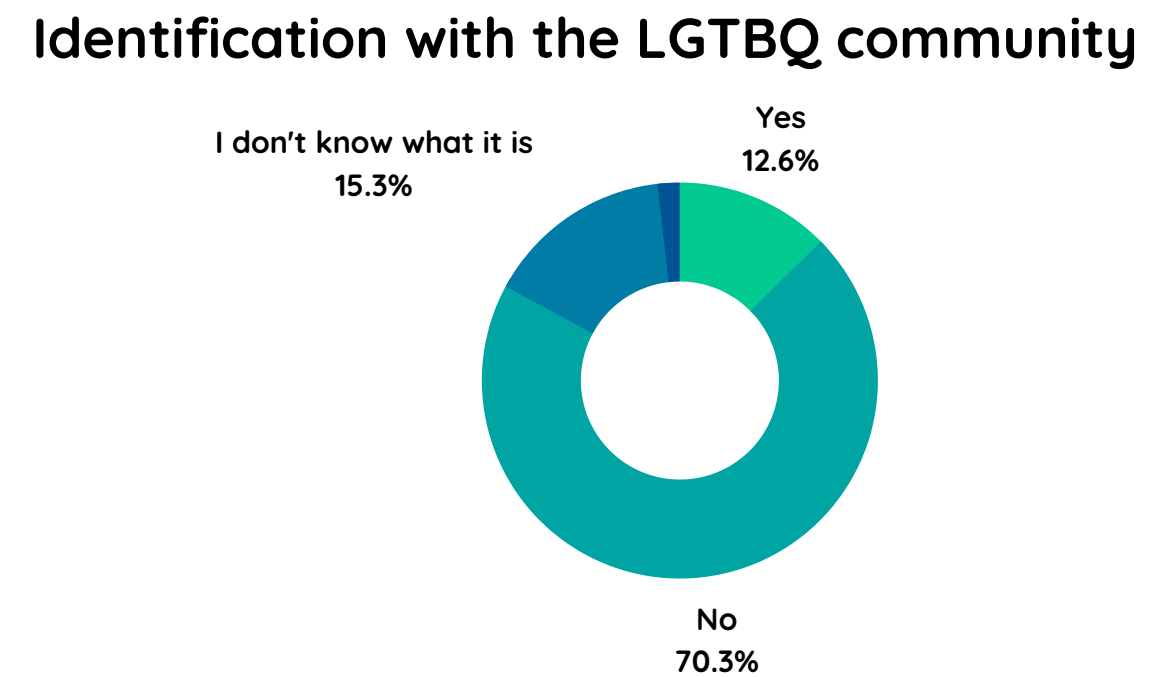
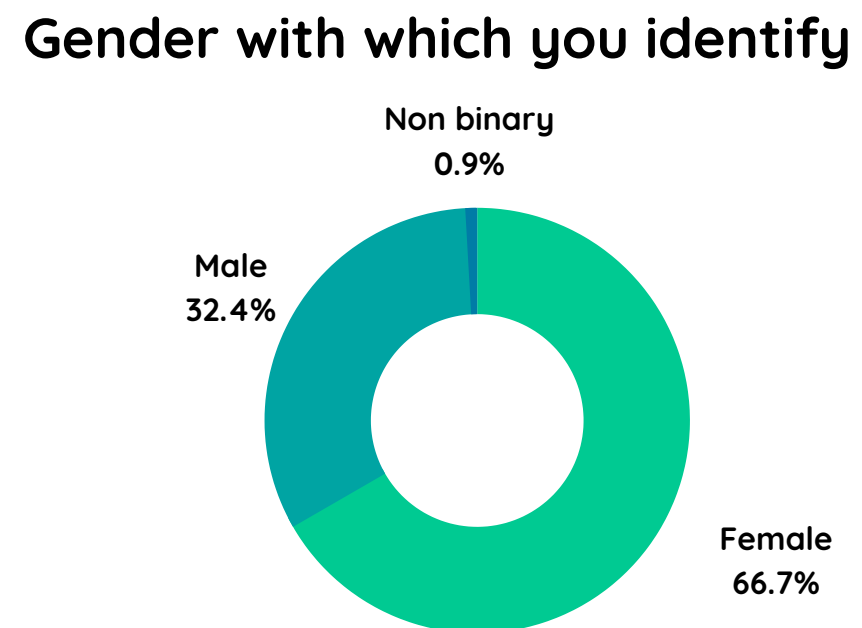
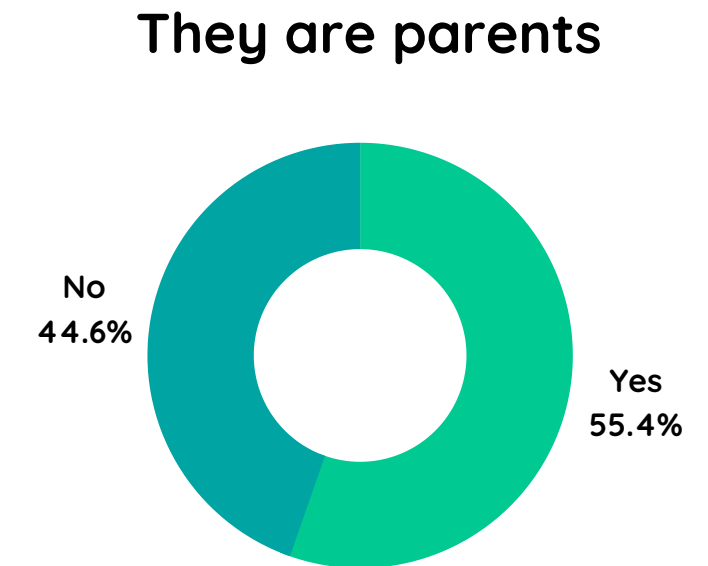
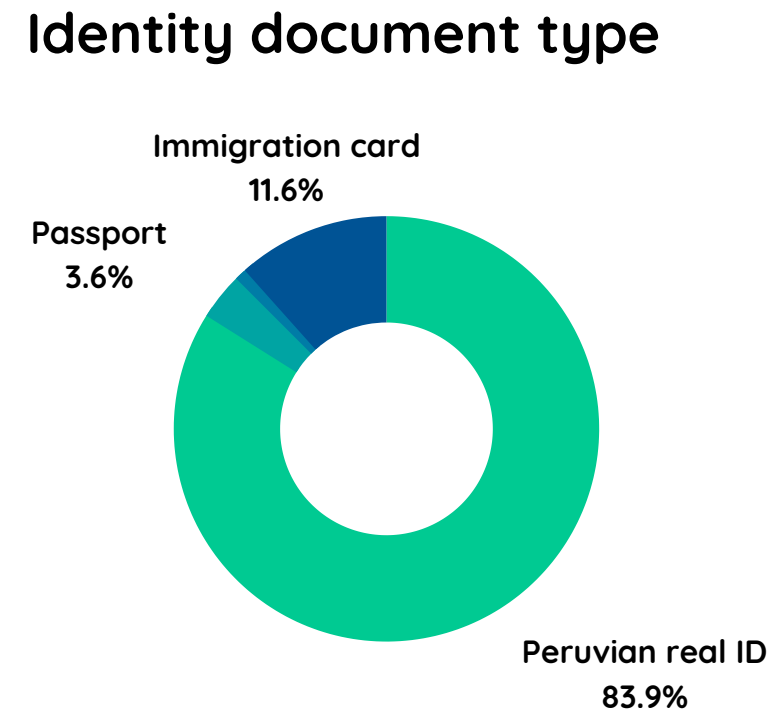
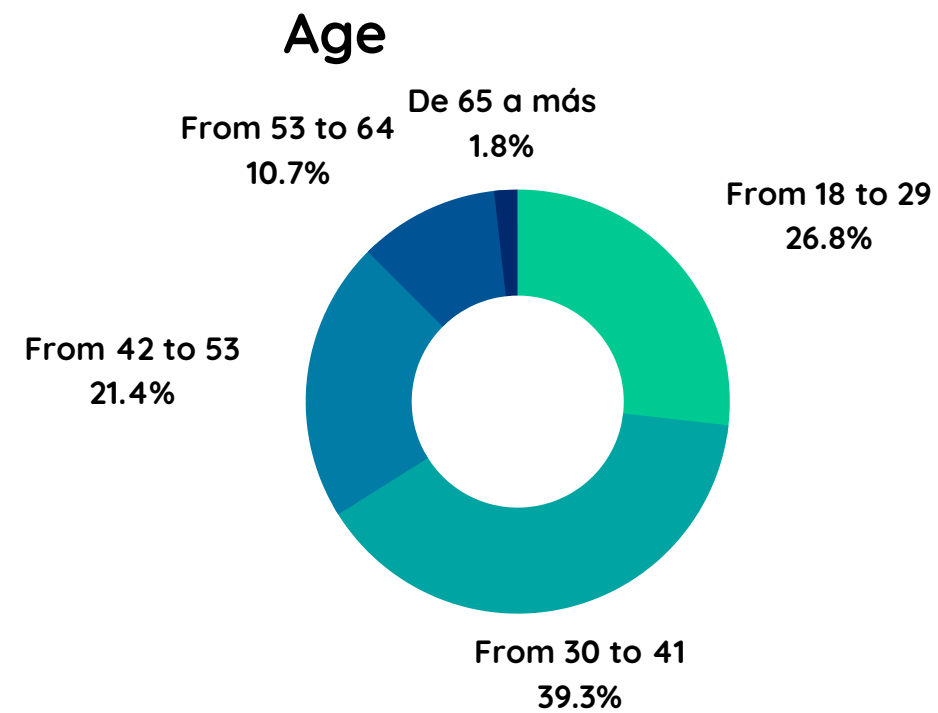
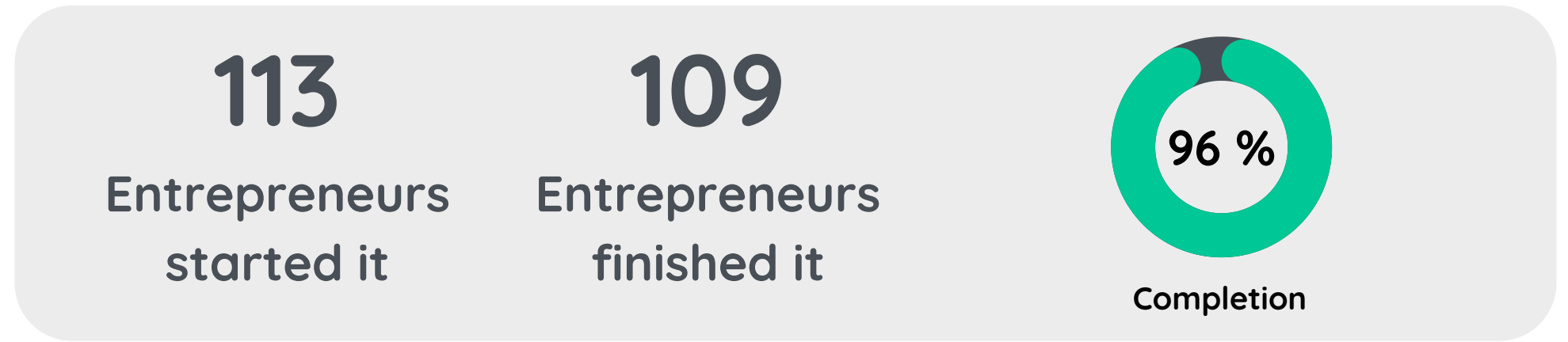
- 🌿 Confirmation module
- 🌿 Initial Survey
- 🌿 Module 01: Sales and Marketing Strategies
- 🌿 Module 02: Adapting my business to the new normal
- 🌿 Module 03: Finance for my business
- 🌿 Module 04: My business up to date
- 🌿 Module 05: Boosting my business
- 🌿 Final Survey

This document presents the implementation and results of the surveys mentioned above, modules, and the final survey analysis by nationality and gender.

# Implementation and results

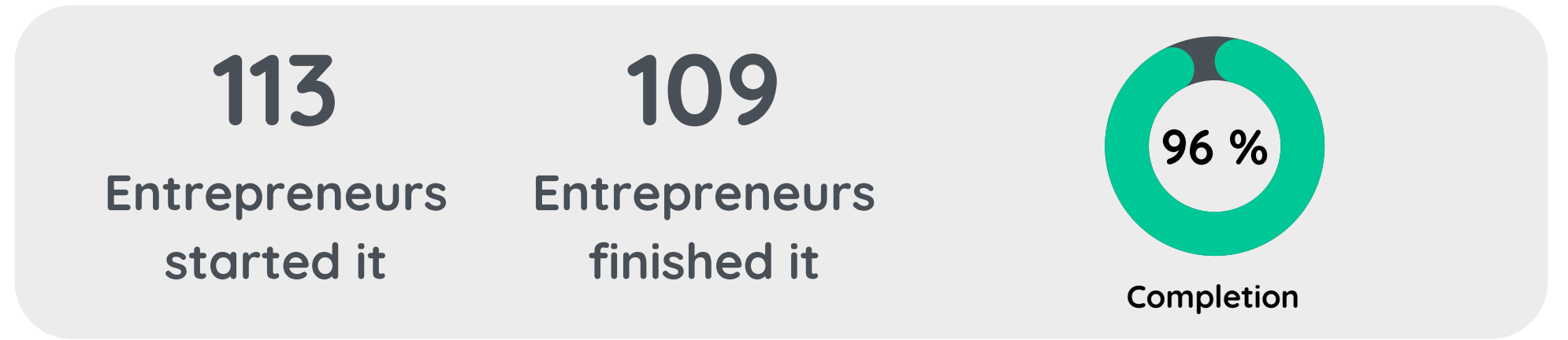
# Initial Survey

## About the entrepreneurs

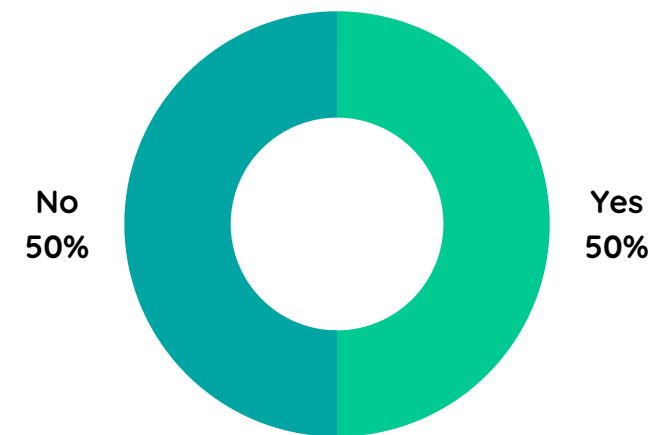


# Initial Survey

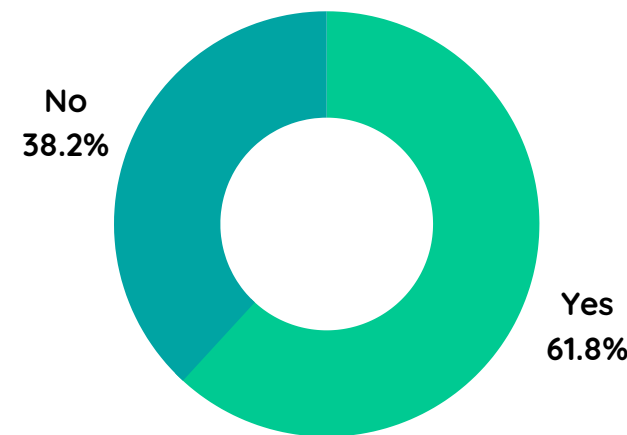
## About their business



Was your business born as an alternative to overcome the COVID-19 crisis?



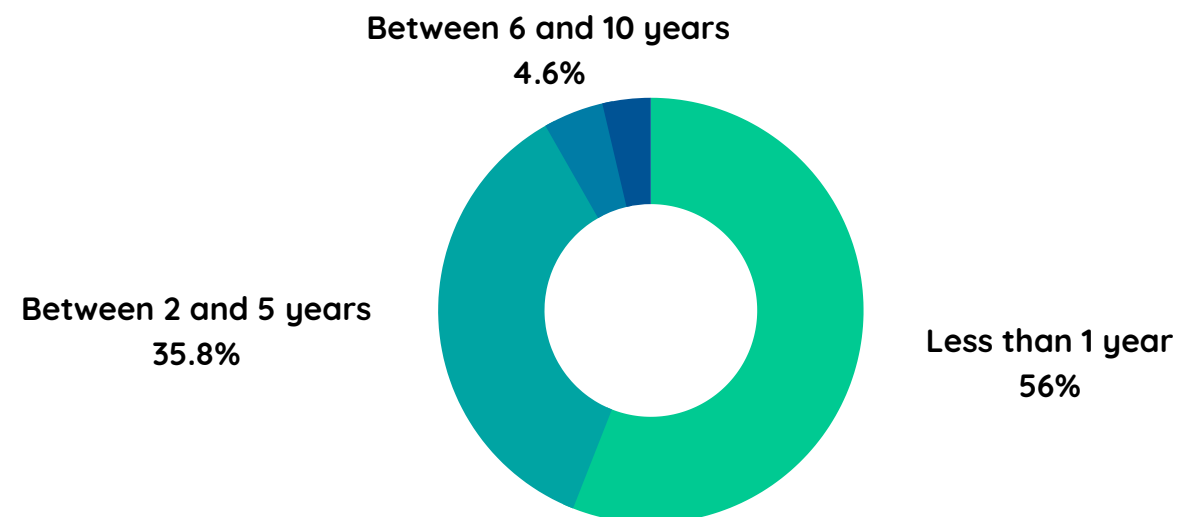
Do you dedicate yourself full time to your business?



Do you find problems in balancing your times of housekeeping with those of your business?



Time your business has been operating



Does your business have a Tax Identification Number?

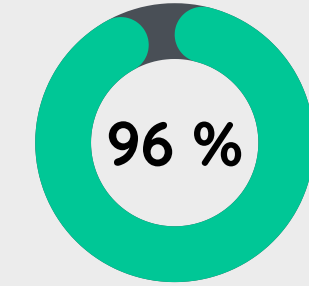


# Initial Survey

## About their business

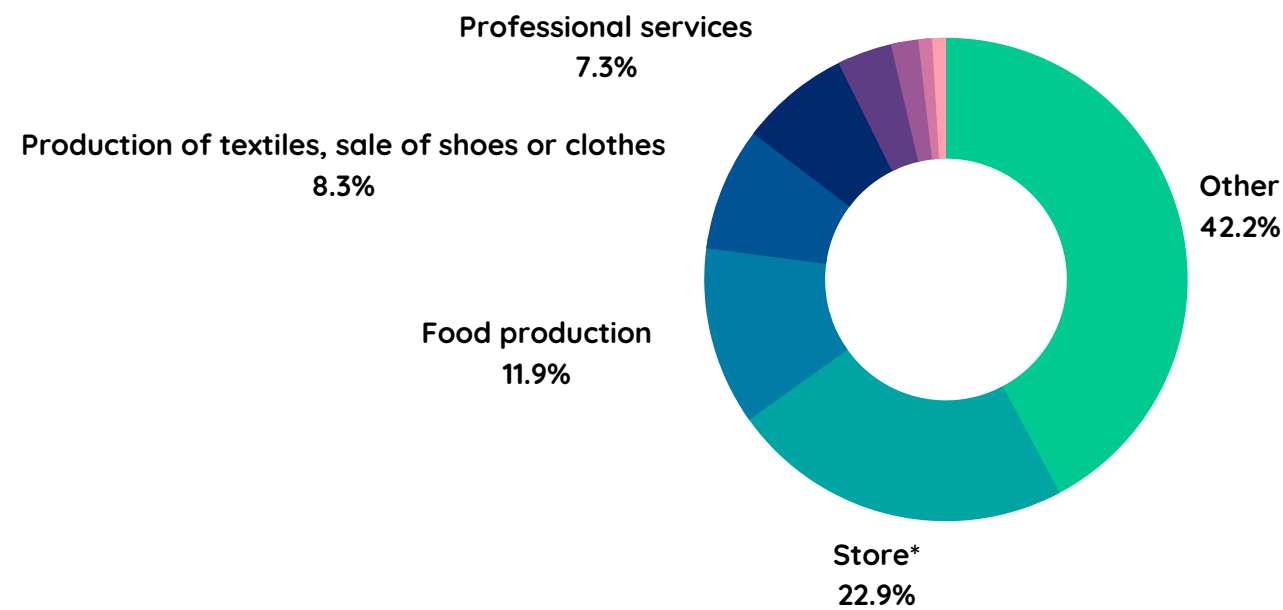
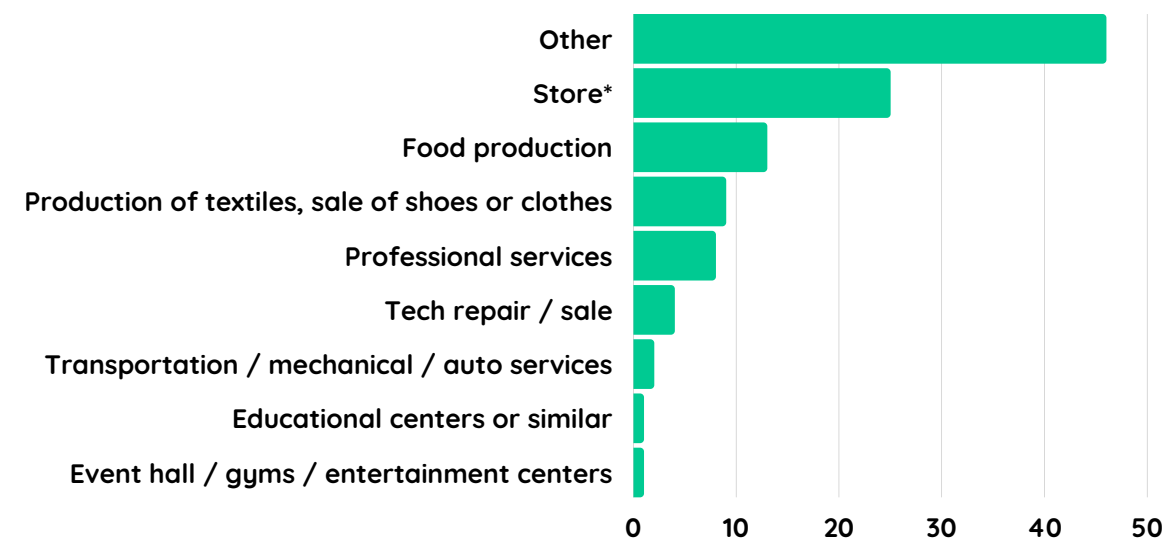
113  
Entrepreneurs  
started it

109  
Entrepreneurs  
finished it



Completion

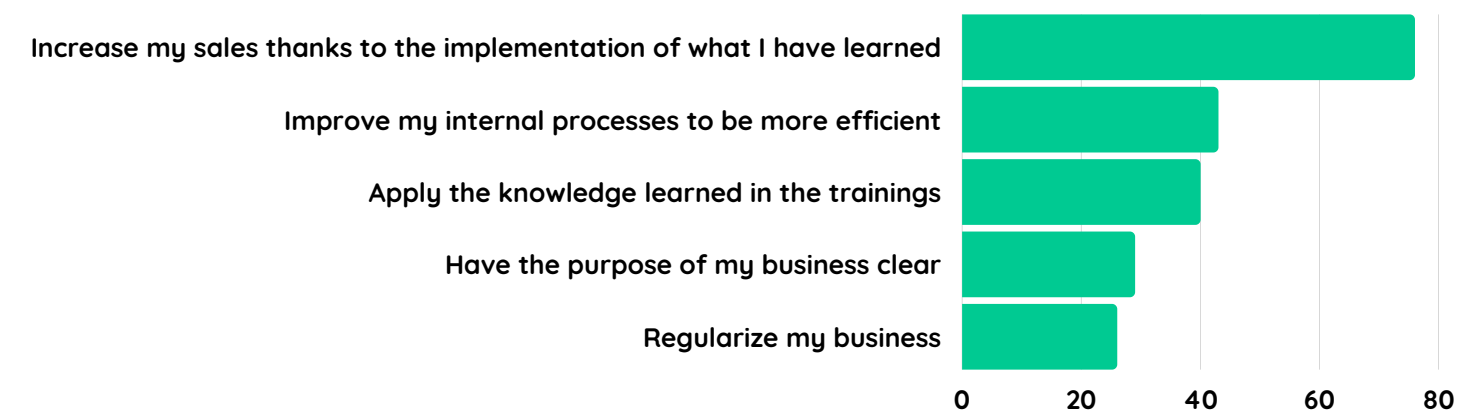
### Business Category



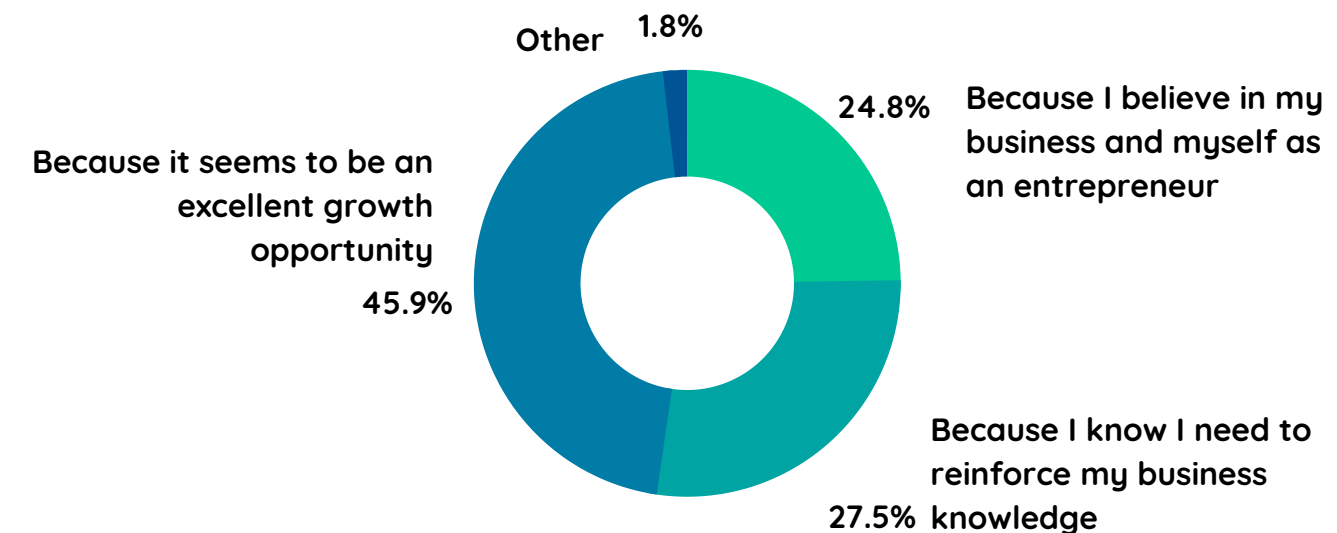
\* Grocery / grocery or fruit store / restaurant / coffee shop / bakery / stationery / bazaar / beauty salon / hardware stores / paintings

### What is your goal for the next 3 months in your business?

Each Entrepreneur answered 1 or more goals



### Why did you decide to participate in this program?





# Module 01:

## Sales and Marketing Strategies

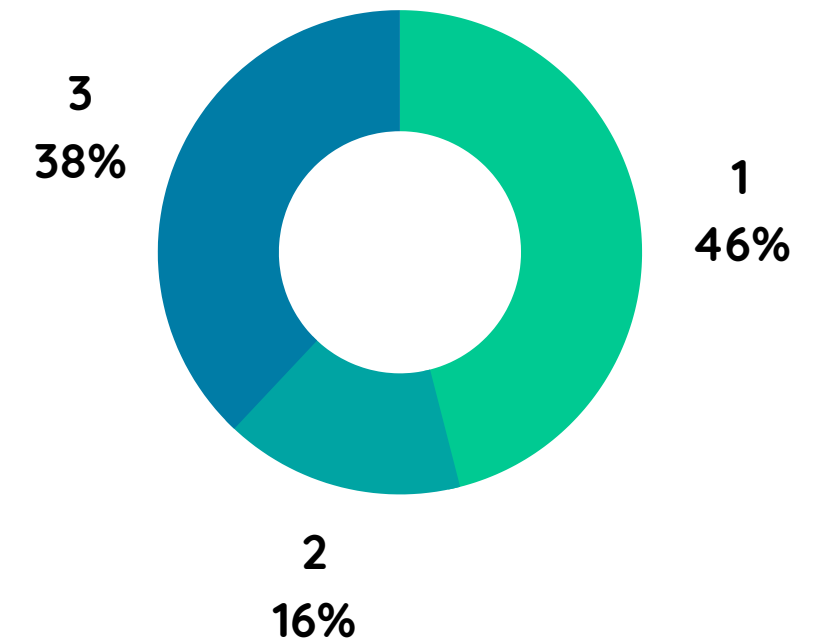
**126**  
Entrepreneurs started

**116**  
finished at least one mini-survey of this module

**54%**  
finished 2 or 3 mini-surveys of this route

Mini-survey	Social Media Management	Branding y Packaging	Payments Digital
Started the mini-survey	98	66	61
Completion	98 %	98 %	100 %
% correct answers 1	57 %	71 %	85 %
% correct answers 2	43 %	72 %	97 %
Content score (1/5)	4.51 ★	4.54 ★	4.59 ★
Expositor score (1/5)	4.46 ★	4.58 ★	4.51 ★
Usefulness score (1/5)	4.63 ★	4.58 ★	4.66 ★

Users according to number of mini-surveys that finished



## Module 02:

### Adapting my business to the new normal

104

Entrepreneurs started

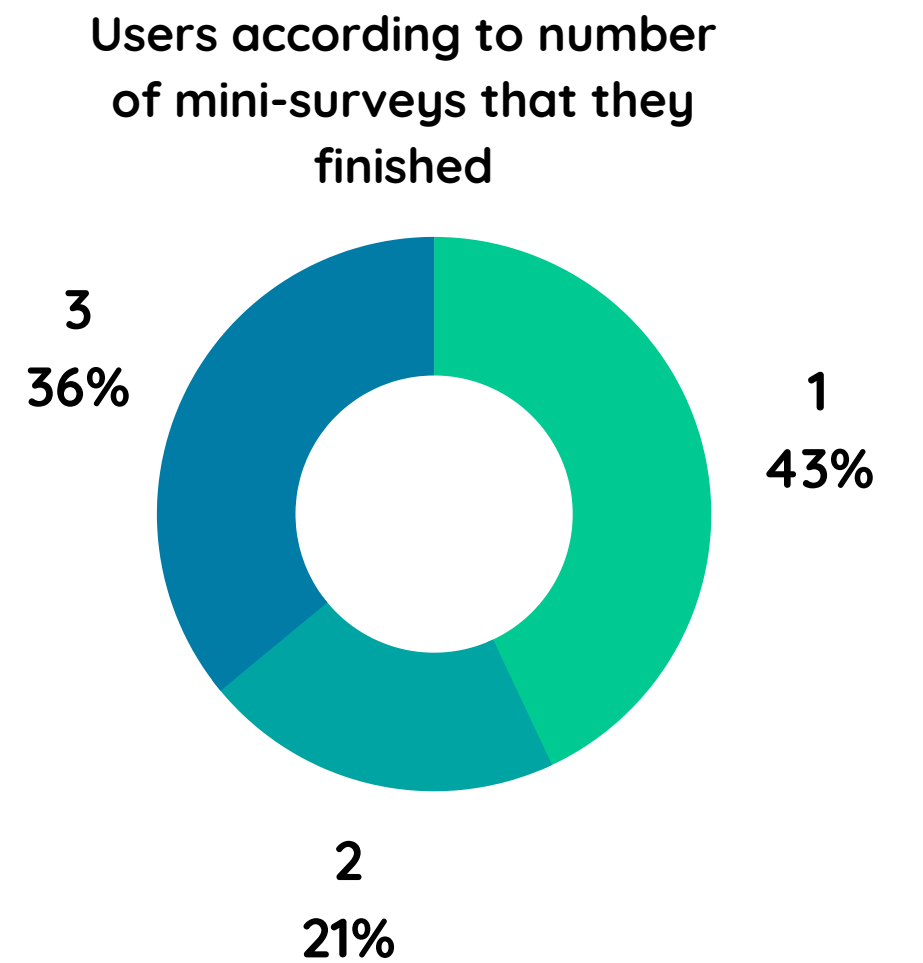
94

finished at least one mini-survey of this module

57%

finished 2 or 3 mini-surveys of this route

Mini-survey	Sales and loyalty techniques	Diversification of products and services	Optimization of processes
Started the mini-survey	80	57	61
Completion	98 %	98 %	100 %
% correct answers 1	88 %	89 %	88 %
% correct answers 2	82 %	89 %	67 %
Content score (1/5)	4.54 ★	4.59 ★	4.71 ★
Expositor score (1/5)	4.59 ★	4.59 ★	4.59 ★
Usefulness score (1/5)	4.65 ★	4.63 ★	4.73 ★



# Module 03: Finance for my business

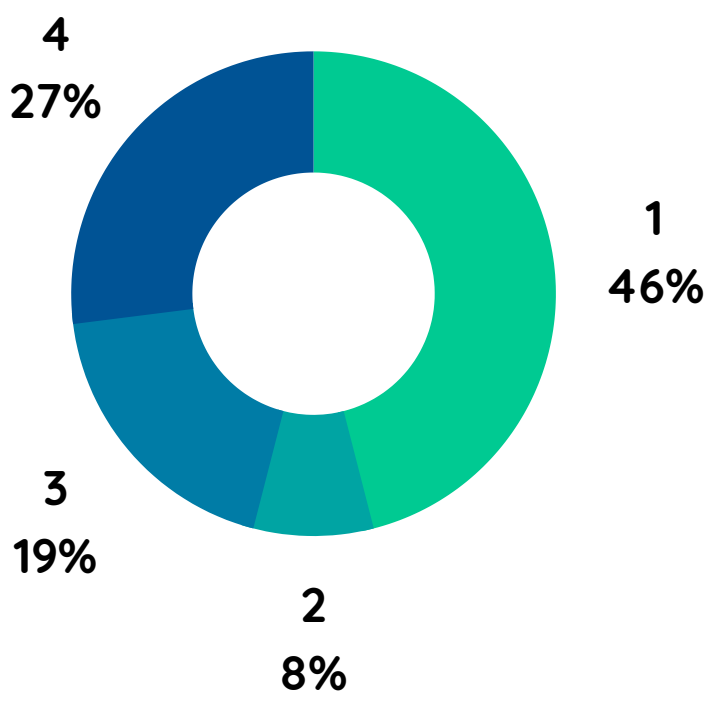
**53** Entrepreneurs started

**48** finished at least one mini-survey of this module

**54%** finished 2 or 3 mini-surveys of this route

Mini-survey	Introduction to the financial system	How to organize your personal finances	How to organize your business finances	Introduction to the financial system for migrants and refugees
Started the mini-survey	33	31	30	18
Completion	97 %	100 %	93 %	100 %
% correct answers 1	41 %	94 %	80 %	89 %
% correct answers 2	97 %	97 %	73 %	73 %
Content score (1/5)	4.61 ★	4.55 ★	4.64 ★	4.56 ★
Expositor score (1/5)	4.48 ★	4.45 ★	4.50 ★	4.44 ★
Usefulness score (1/5)	4.58 ★	4.55 ★	4.54 ★	4.50 ★

Users according to number of mini-surveys that they finished



# Module 04:

## My business up to date

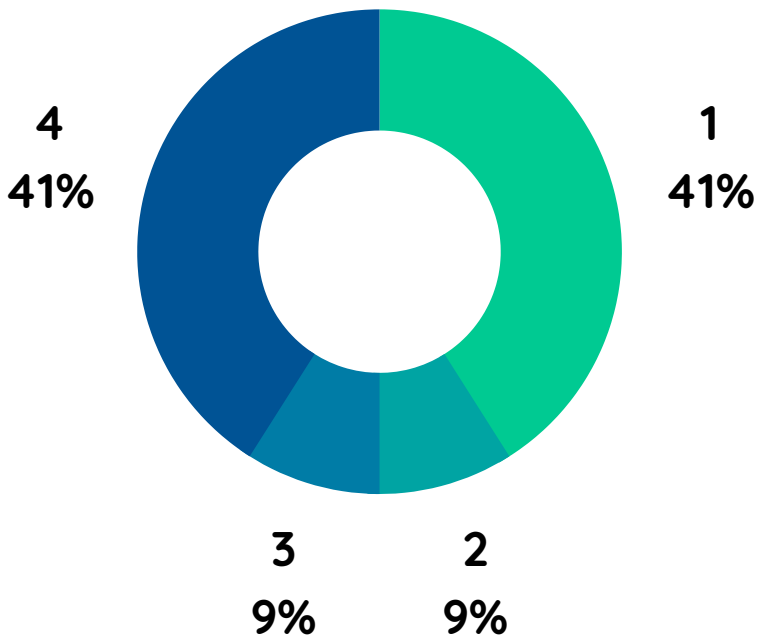
**24**  
Entrepreneurs started

**22**  
finished at least one mini-survey of this module

**59%**  
finished 2 or 3 mini-surveys of this route

Mini-survey	ABC of formalization	Accounting for my business	SUNAT* and taxes	Regularization for the migrant population
Started the mini-survey	17	18	11	10
Completion	94 %	100 %	100 %	100 %
% correct answers 1	75 %	80 %	85 %	70 %
% correct answers 2	38 %	100 %	85 %	30 %
Content score (1/5)	4.71 ★	4.56 ★	4.73 ★	4.80 ★
Expositor score (1/5)	4.59 ★	4.56 ★	4.55 ★	4.90 ★
Usefulness score (1/5)	4.71 ★	4.83 ★	4.73 ★	4.90 ★

Users according to number of mini-surveys that they finished



\*SUNAT: National Superintendency of Tax Administration

# Module 05:

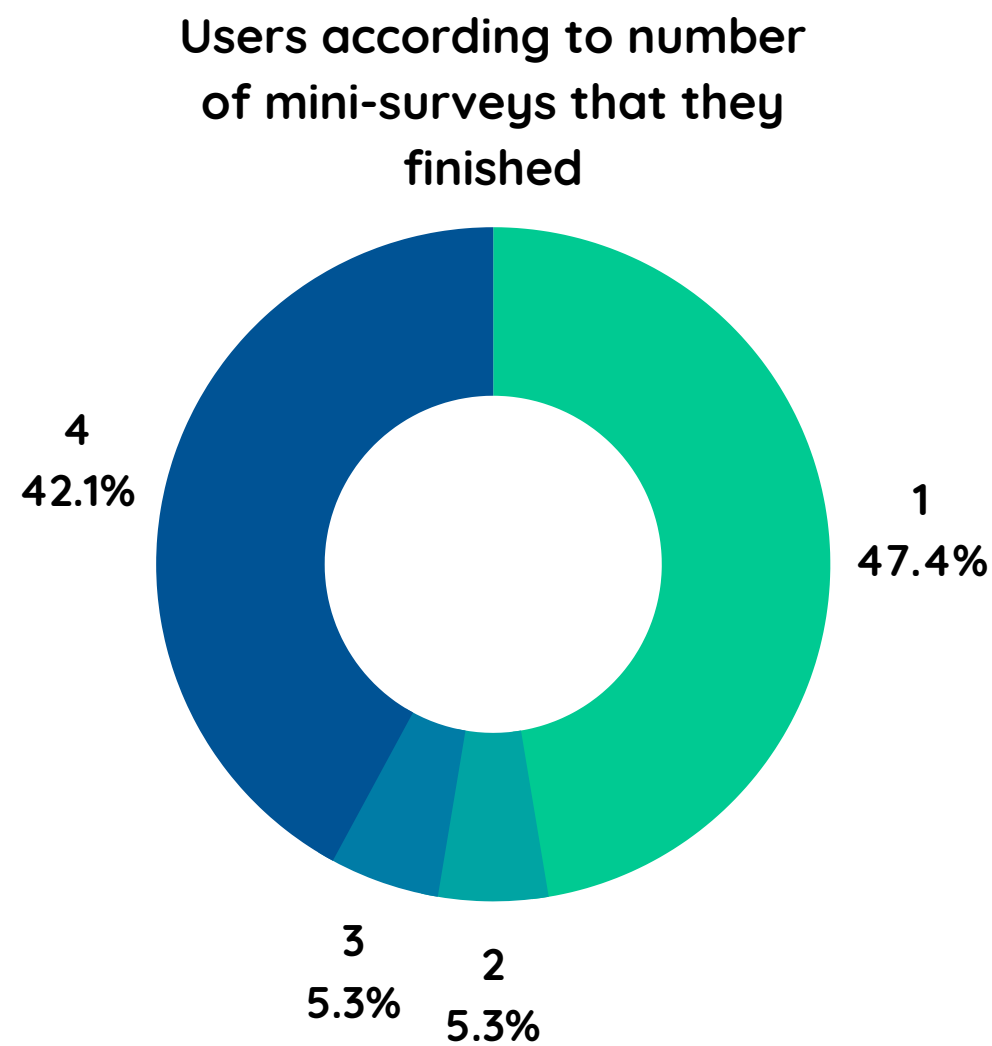
## Boosting my business

**19** Entrepreneurs started

**19** finished at least one mini-survey of this module

**53%** finished 2 or 3 mini-surveys of this route

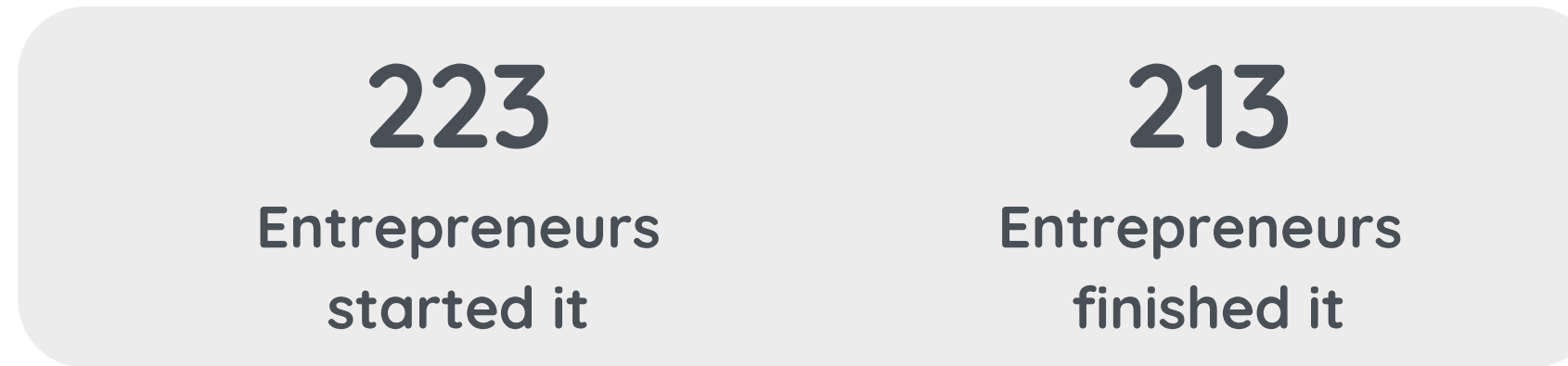
Mini-survey	Diversity and inclusion	Waste management	Sustainability	How to innovate in my business
Started the mini-survey	13	10	10	13
Completion	100 %	100 %	100 %	100 %
% correct answers 1	92 %	67 %	83 %	100 %
% correct answers 2	100 %	90 %	83 %	38 %
Content score (1/5)	4.77 ★	4.50 ★	4.70 ★	4.50 ★
Expositor score (1/5)	4.92 ★	4.50 ★	4.70 ★	4.50 ★
Usefulness score (1/5)	4.77 ★	4.50 ★	4.70 ★	4.50 ★



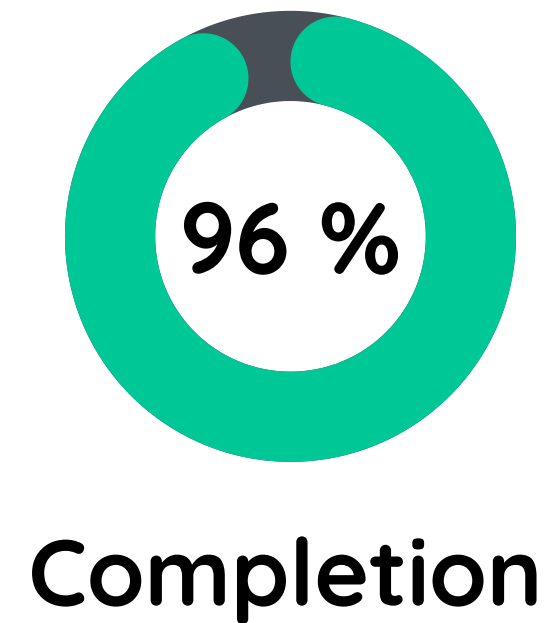
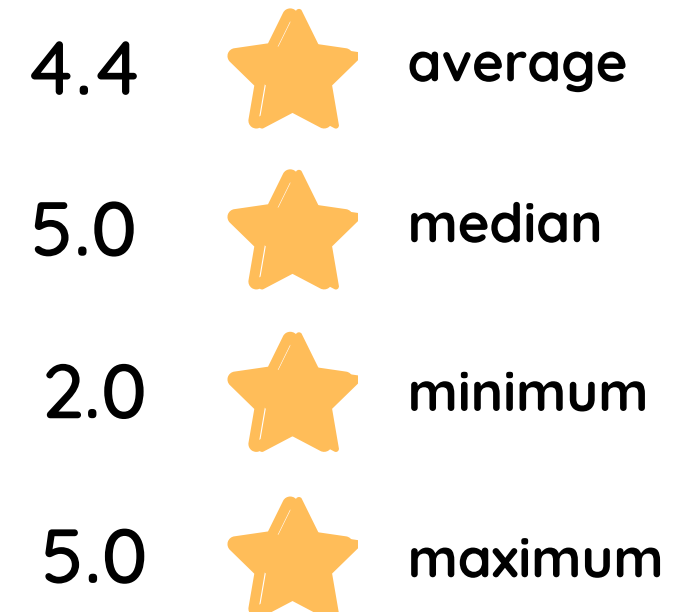
# Results of the Final Survey

# Final survey

From Nov 4th to Nov 20th



## Score of the program Guerrero Emprendedor



# Main conclusions



- 94% indicated that their business remained active during the pandemic.
- 72% (157 entrepreneurs) showed that their income increased during their participation in the Guerrero Emprendedor program.
- 76% (165 entrepreneurs) indicated that the number of business clients increases during their participation in the Guerrero Emprendedor program.
- 85% (186 entrepreneurs) indicated that their customer loyalty increased during your participation in the program.
- 43% of entrepreneurs indicated that their main objective for the next three months is to increase their sales thanks to implementing what they learned during the program. The following main goal (28%) is to apply the knowledge learned in training.
- The main objectives of Peruvians and Venezuelans are to increase sales and apply the knowledge learned.
- 56% identify as an entrepreneur with intermediate-level knowledge, followed by 31% who identify as an entrepreneur with basic business knowledge.
- The entrepreneurs scored 4.4 (out of 5) to the degree that the program helped them improve their entrepreneurship.



# Main conclusions



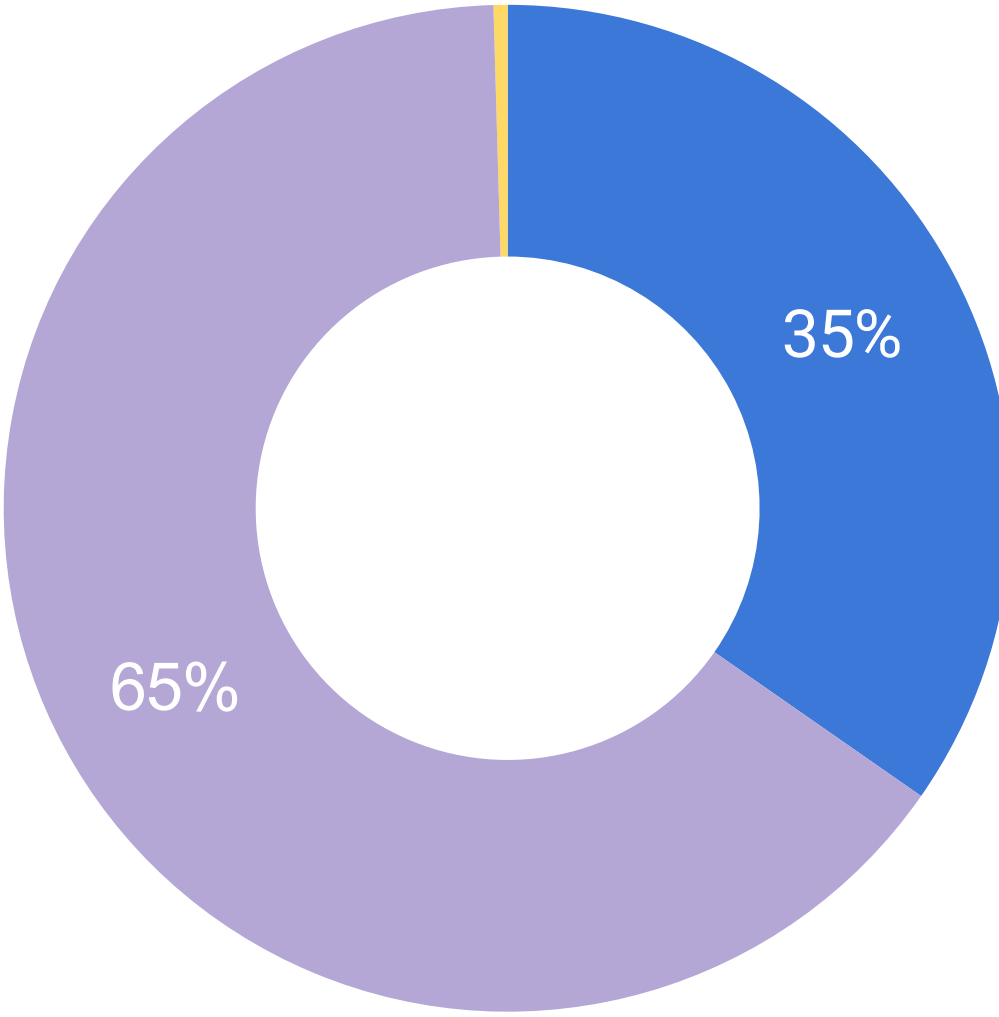
- 41% of entrepreneurs indicated that the most helpful topic was Marketing and Social Networks, followed by 26% who suggested that the most helpful topic was Sales and Production Techniques.
- The entrepreneurs indicated that the preferred actions to continue the accompaniment of the Guerrero Emprendedor program are more training (33%) and personalized advice (38%), followed by Benefits (26%).
- The entrepreneurs rated on a scale of 1 to 5 the different aspects of the program:

	Average	Median
Overall program	4.4	4
Platform (Youtube)	4.2	4
Volunteers	3.7	4
Content quality	4.4	4
Expositors	4.5	5
Content guides	4.1	4
Experience with Musa	4.2	4
Program organization	4.3	4

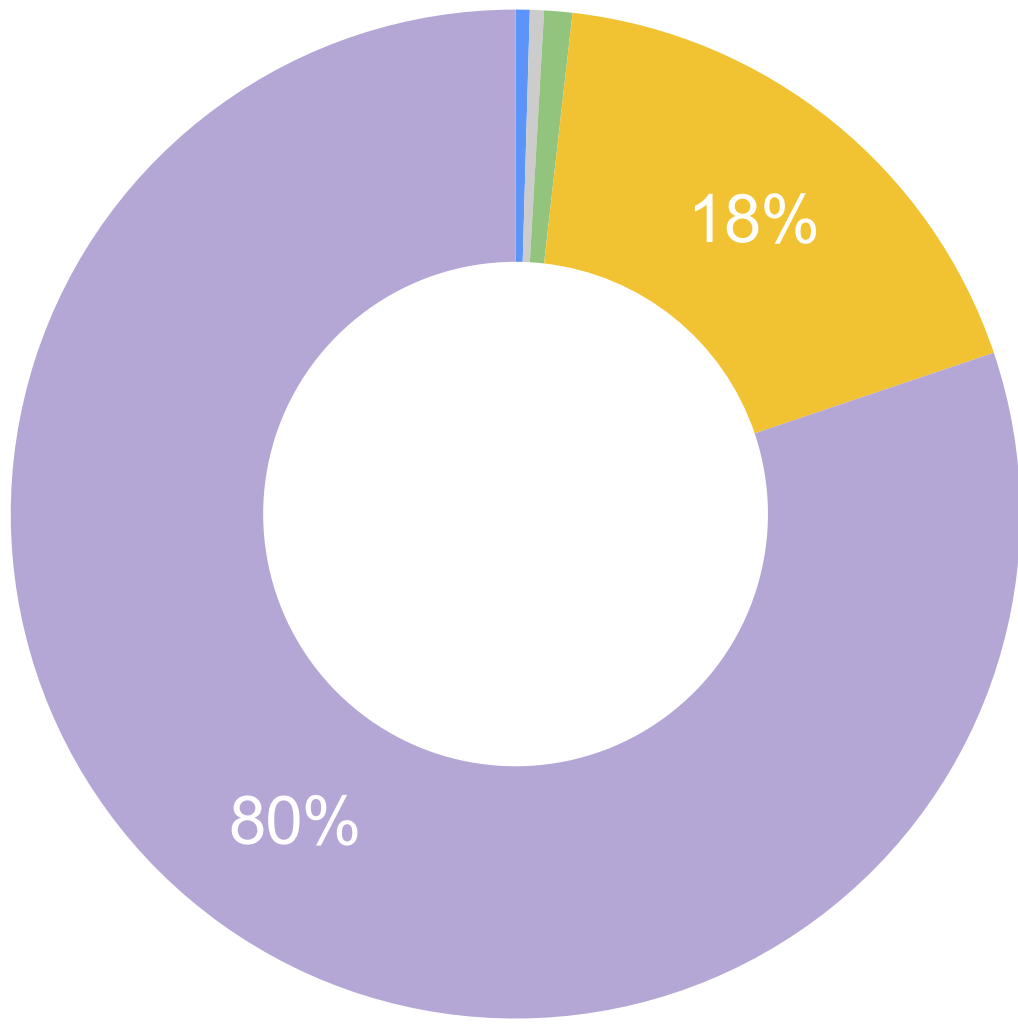
# 65% are women and 80% are Peruvian nationals

A total of 223 people answered the final survey.

Men Women I prefer not to say



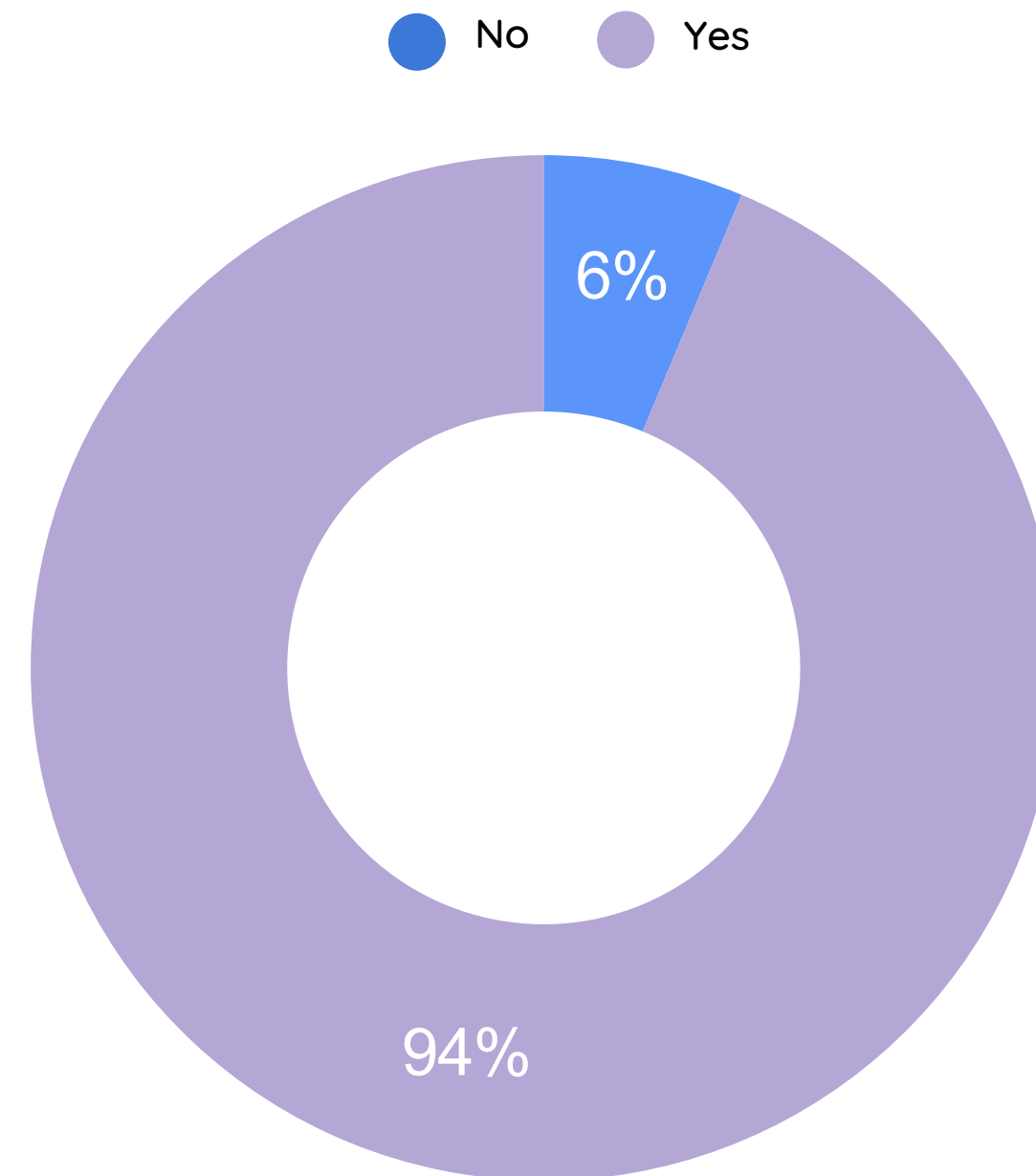
Colombian Does not say Bolivian Venezuelan Peruvian



# During the Program, did your business remain active?



- 94% indicated that their business remained active during the pandemic.
- 6% (14 entrepreneurs) indicated that their businesses did not remain active during the Guerrero Emprendedor program.
- Among the reasons why their business was not active, the entrepreneurs indicate the following:
  - The business is in development or starting
  - Lack of capital to invest
  - COVID-19 restrictions
  - They need to work
  - Economic viability of the business
  - Lack of raw material

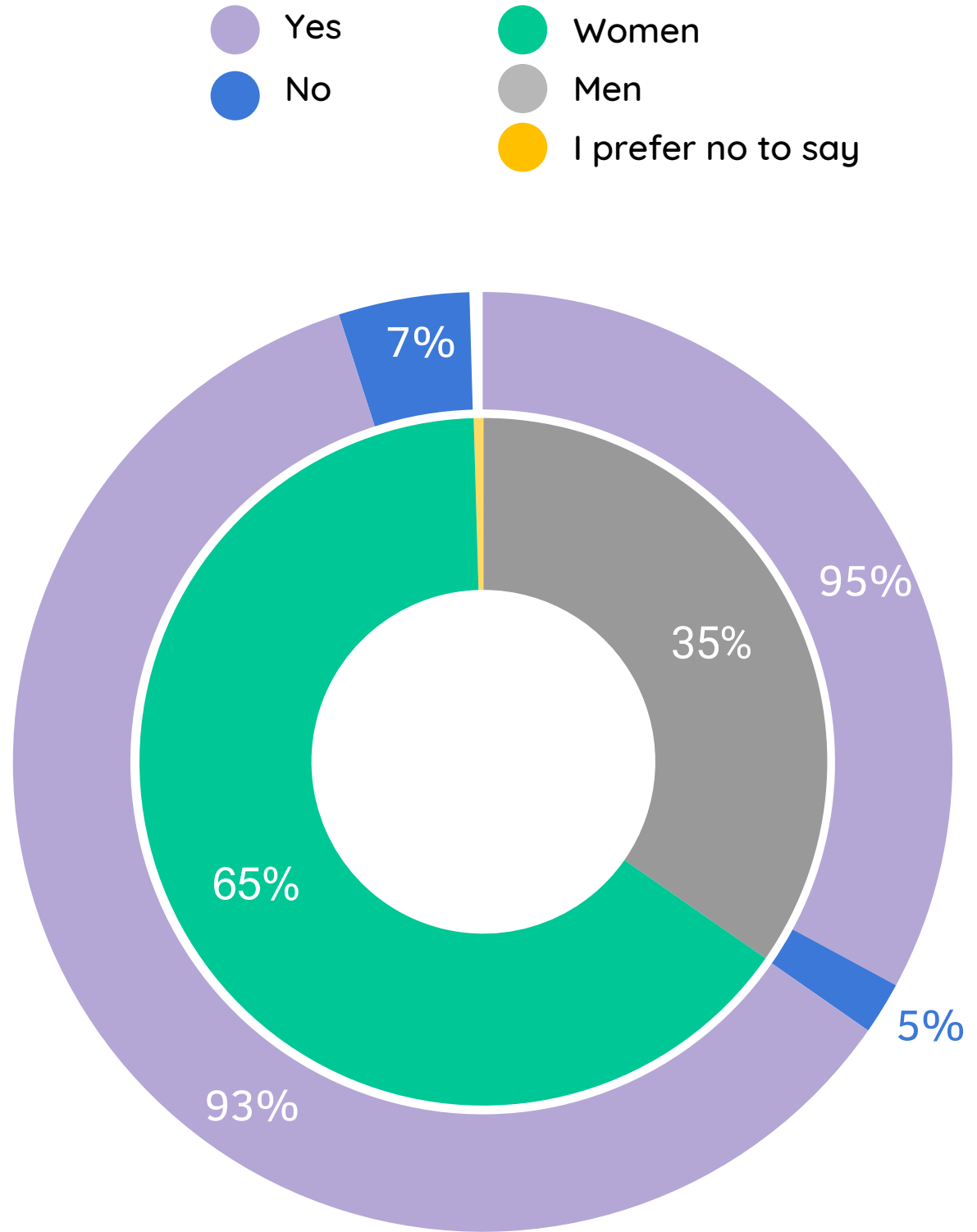


# During the Program, did your business remain active?



## Gender Analysis

- 65% of those who responded to the final survey are women.
- 93% of women indicated that their businesses remained active.
- Although the percentage of active businesses is higher in men, the difference is only two percentage points (93% in Women vs. 95% in Men).



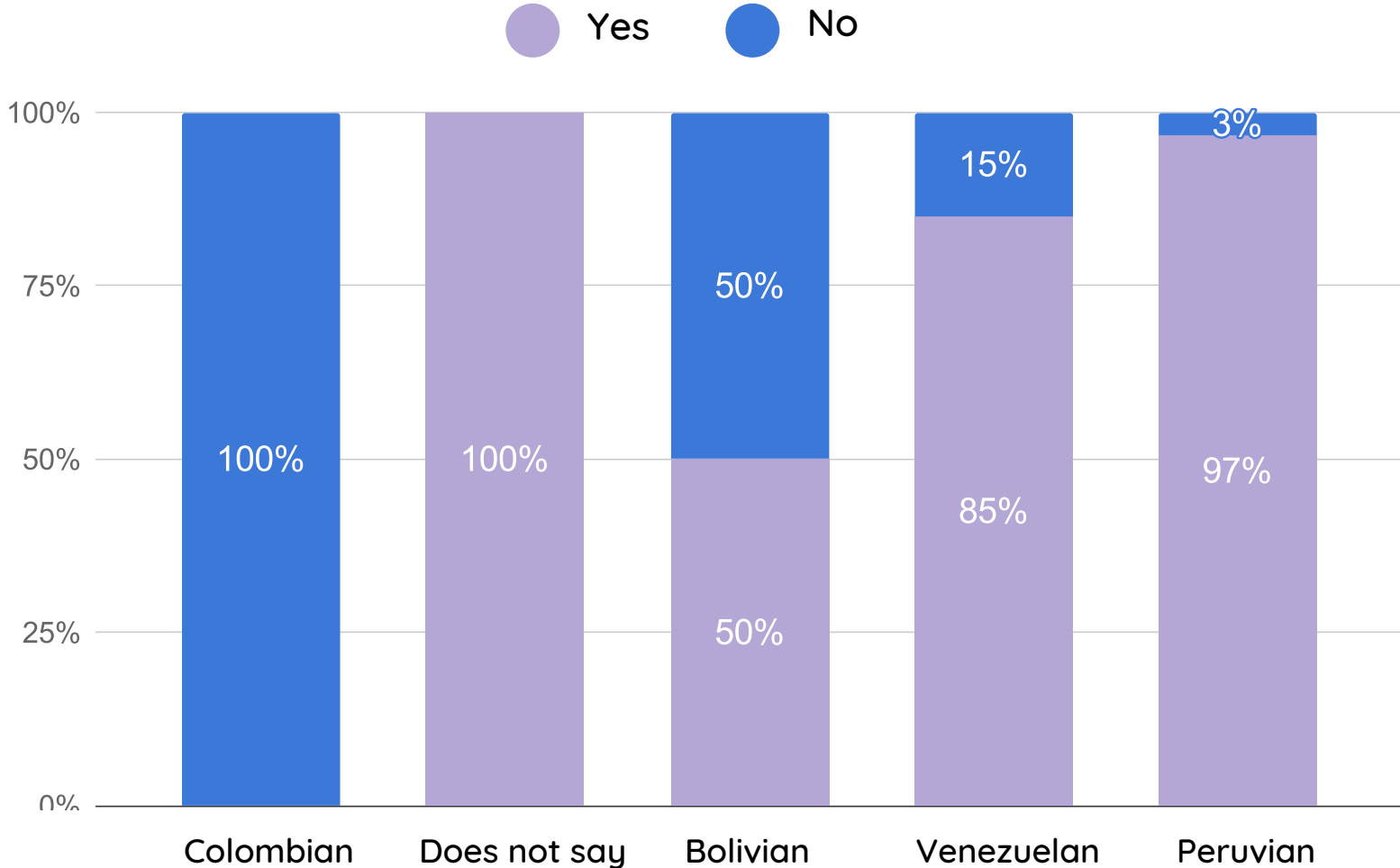
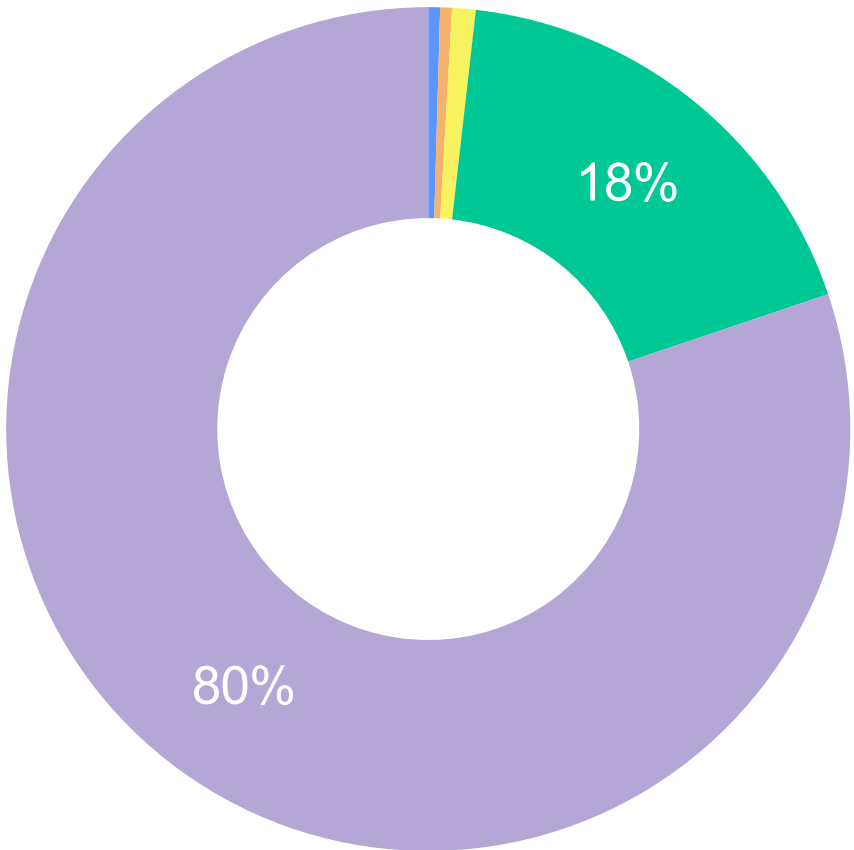
# During the Program, did your business remain active?



## Nationality Analysis

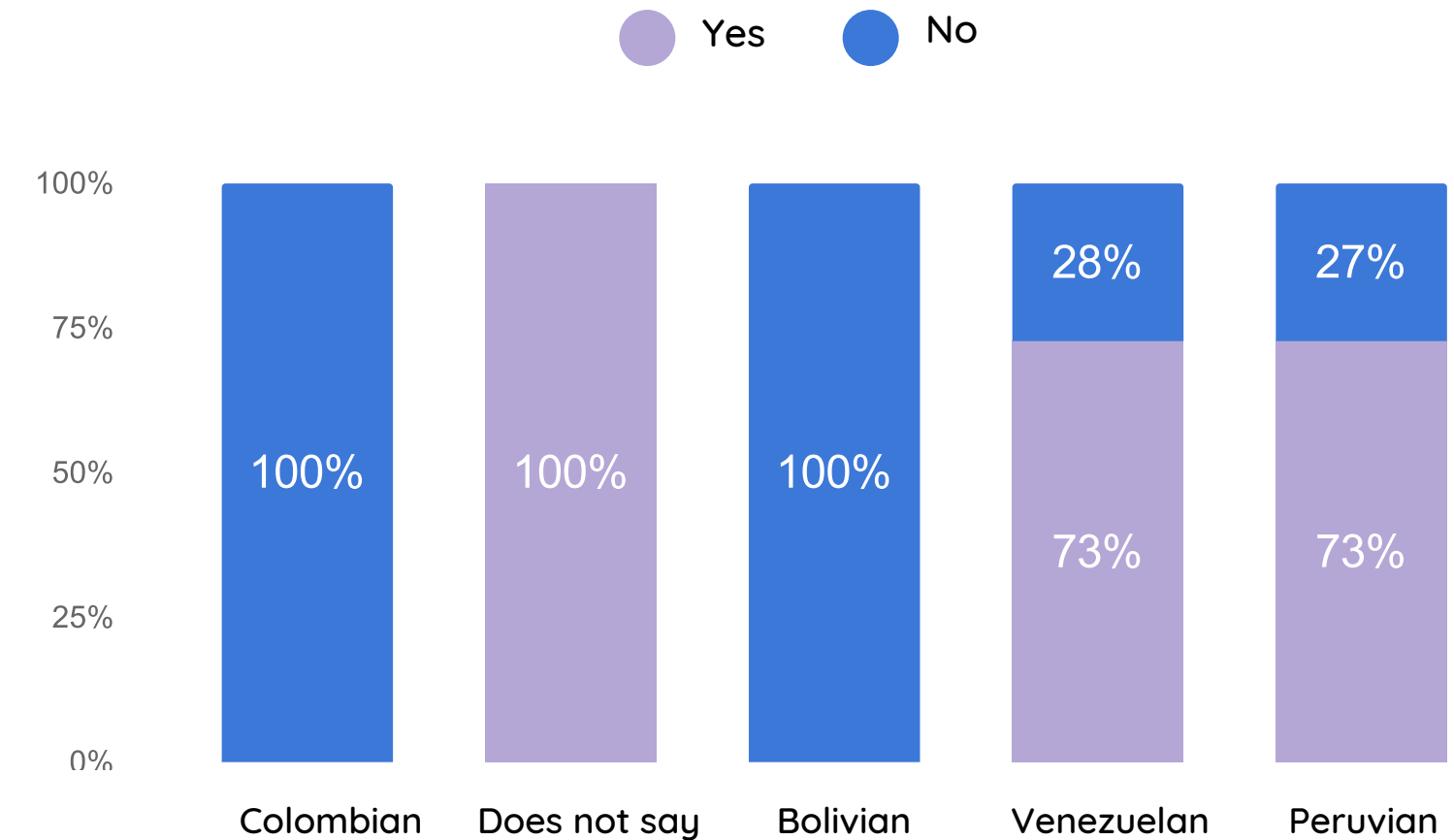
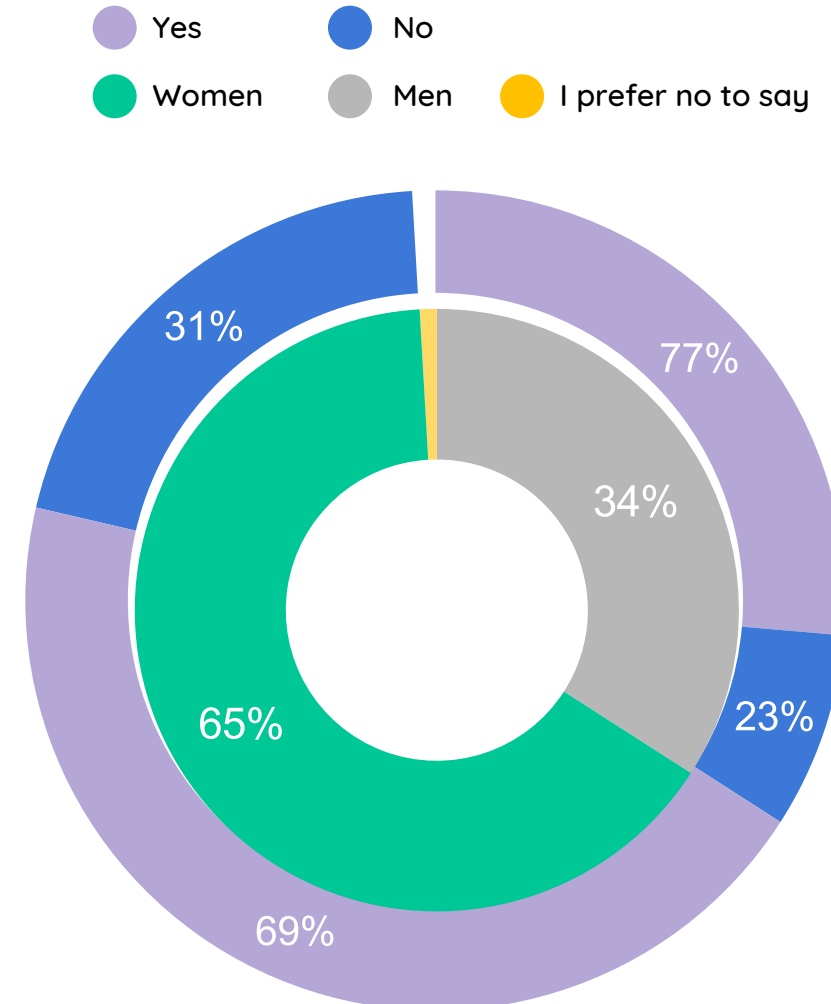
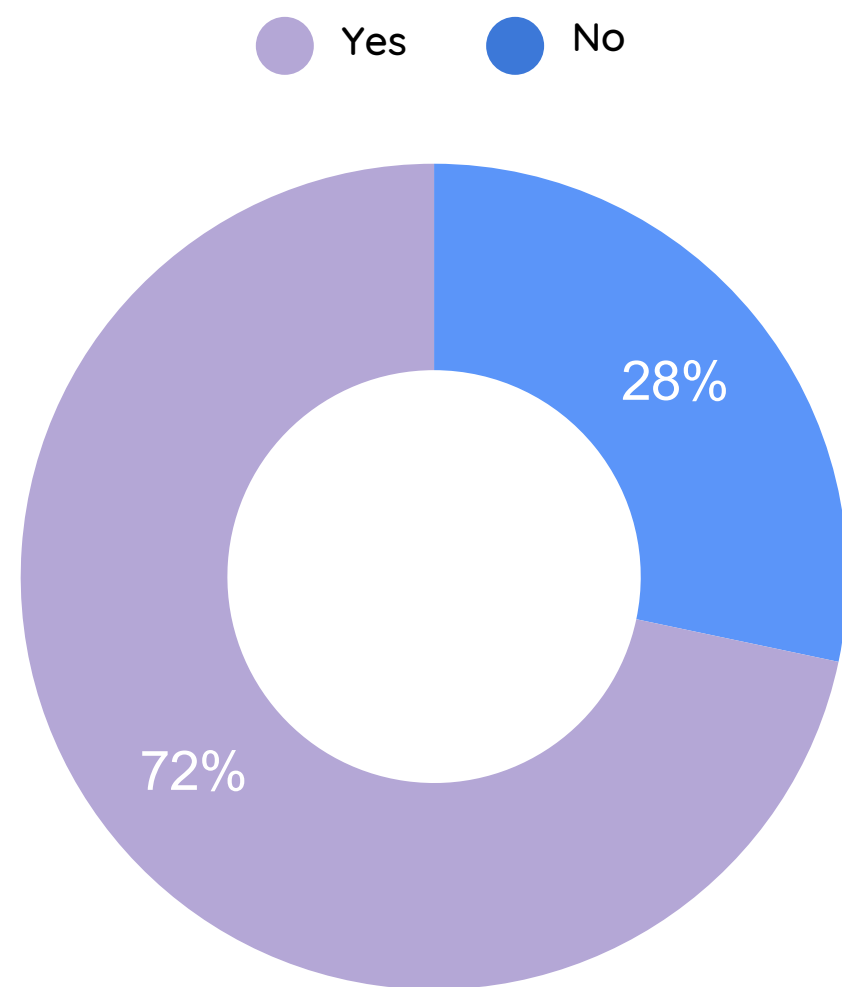
- 80% of those who responded to the final survey are Peruvian, followed by 18% of Venezuelans. The remaining 2% corresponds to Bolivian and Colombian nationals.
- 97% of Peruvians indicated that their business remained active during the Guerrero Emprendedor program, compared to 85% of Venezuelans whose businesses remained active.

Colombian Does not say Bolivian Venezuelan Peruvian



# During the Program, did you increase your business income?

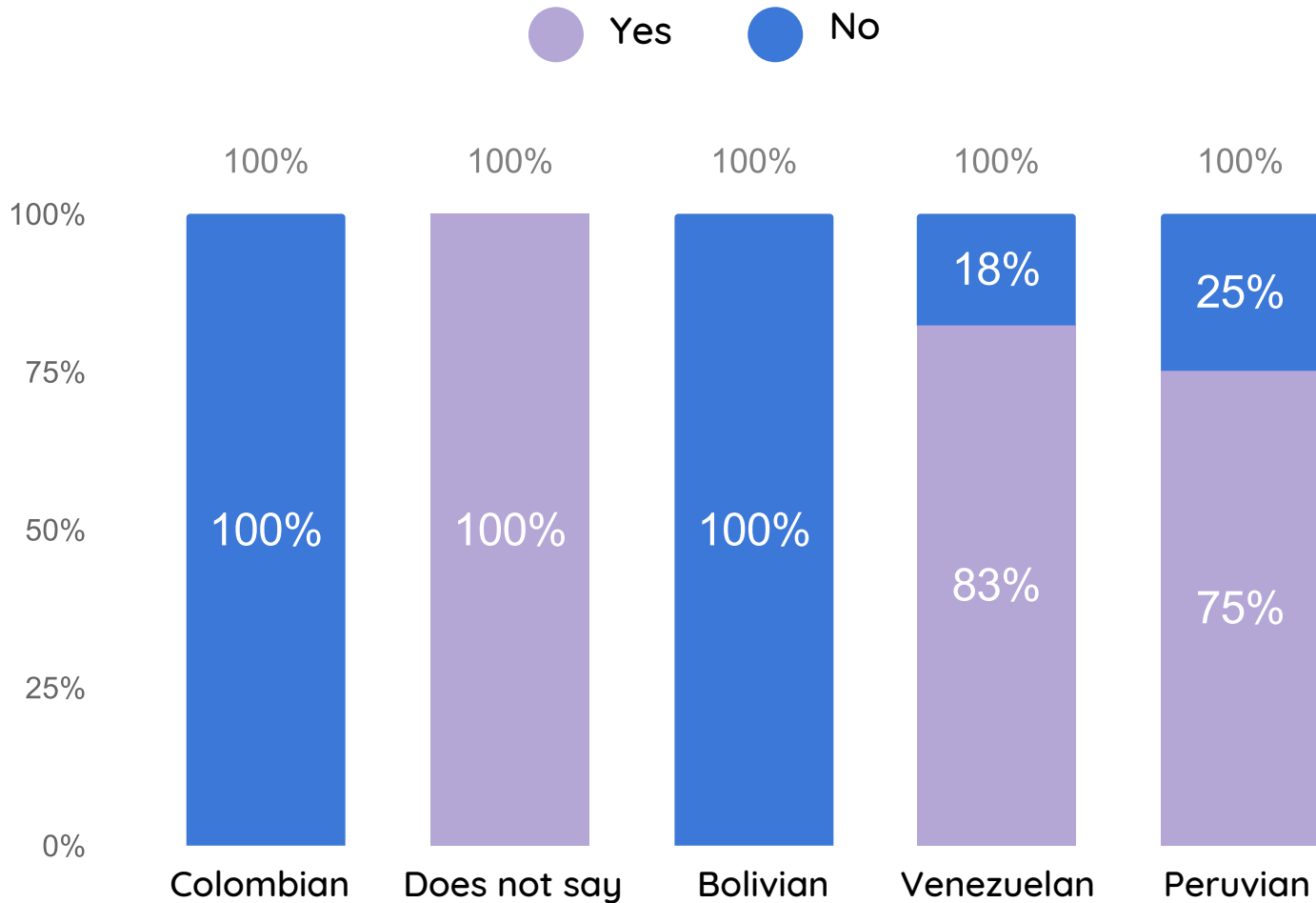
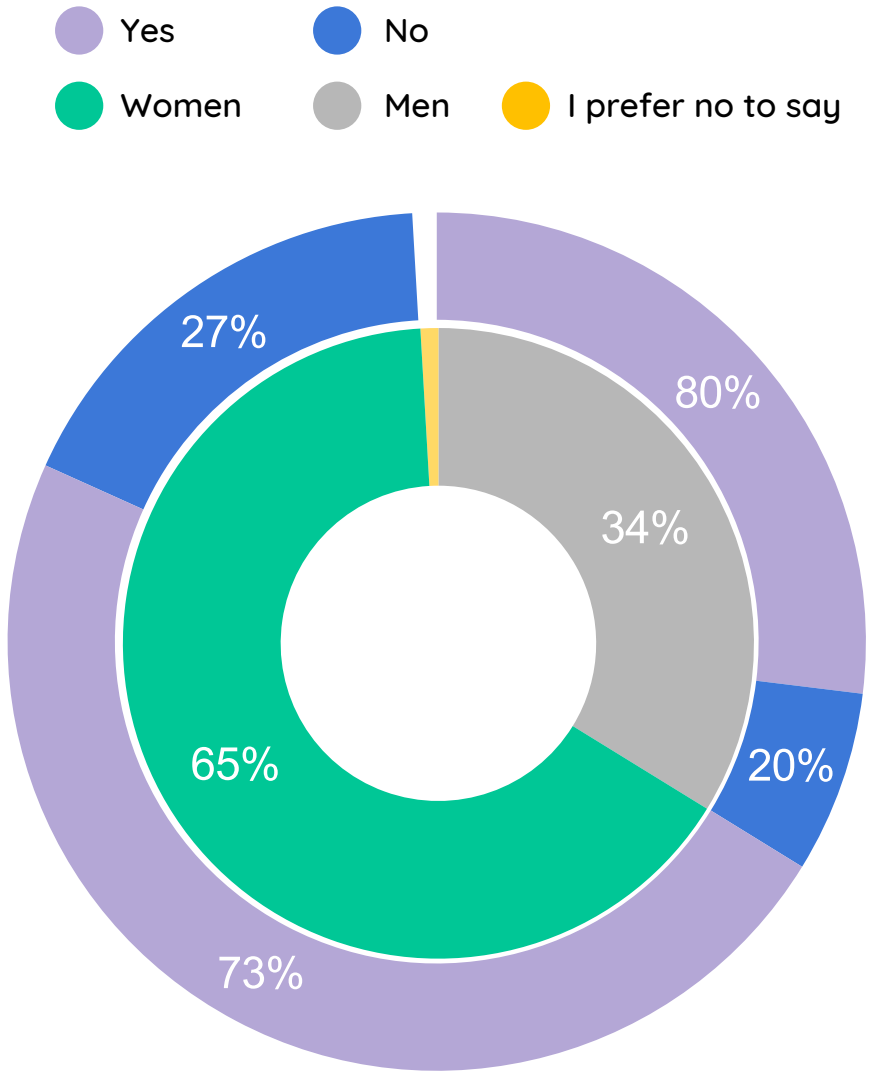
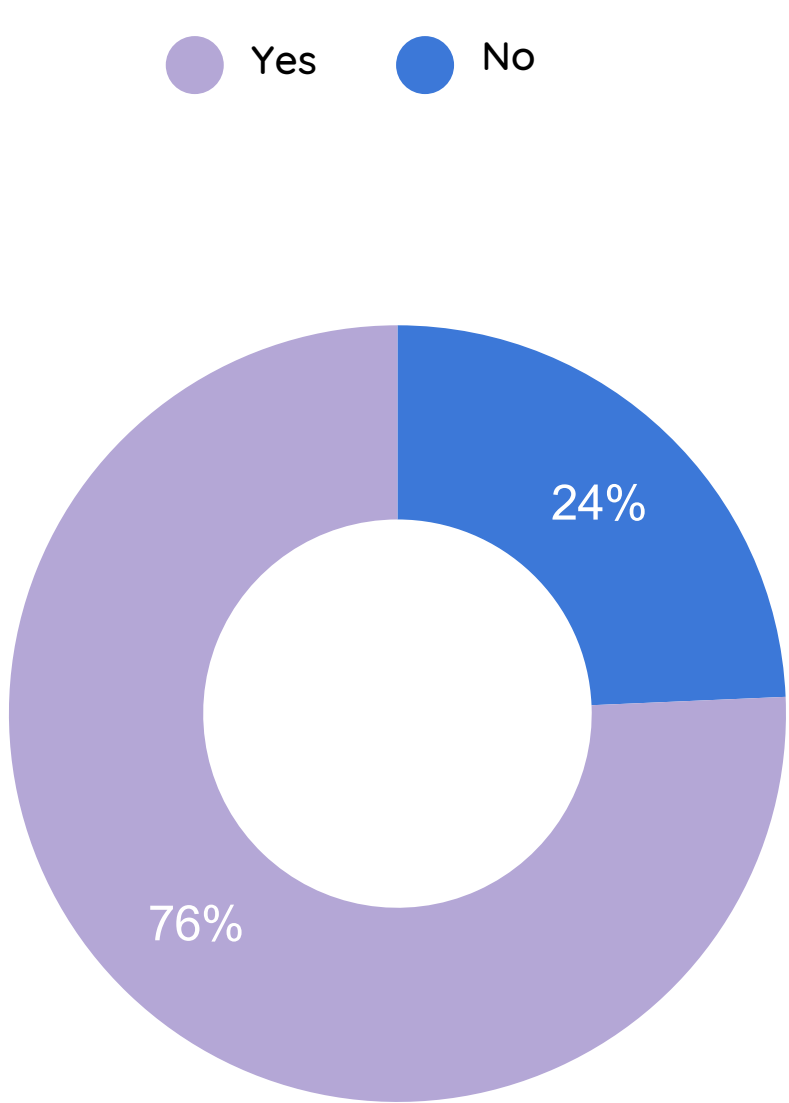
- 72% (157 entrepreneurs) indicated that their business income increased during the Guerrero Emprendedor program.
- 69% of women indicated that their business income increased, while 77% of men stated the same. In other words, the proportion of men who increased their business income is more significant than that of women.
- The proportion of Peruvians and Venezuelans who indicated that their business income increased is 73% in both cases. On the other hand, all Bolivians and Colombians stated that they did not increase their business income.



# During the Program, did your number of clients increase?



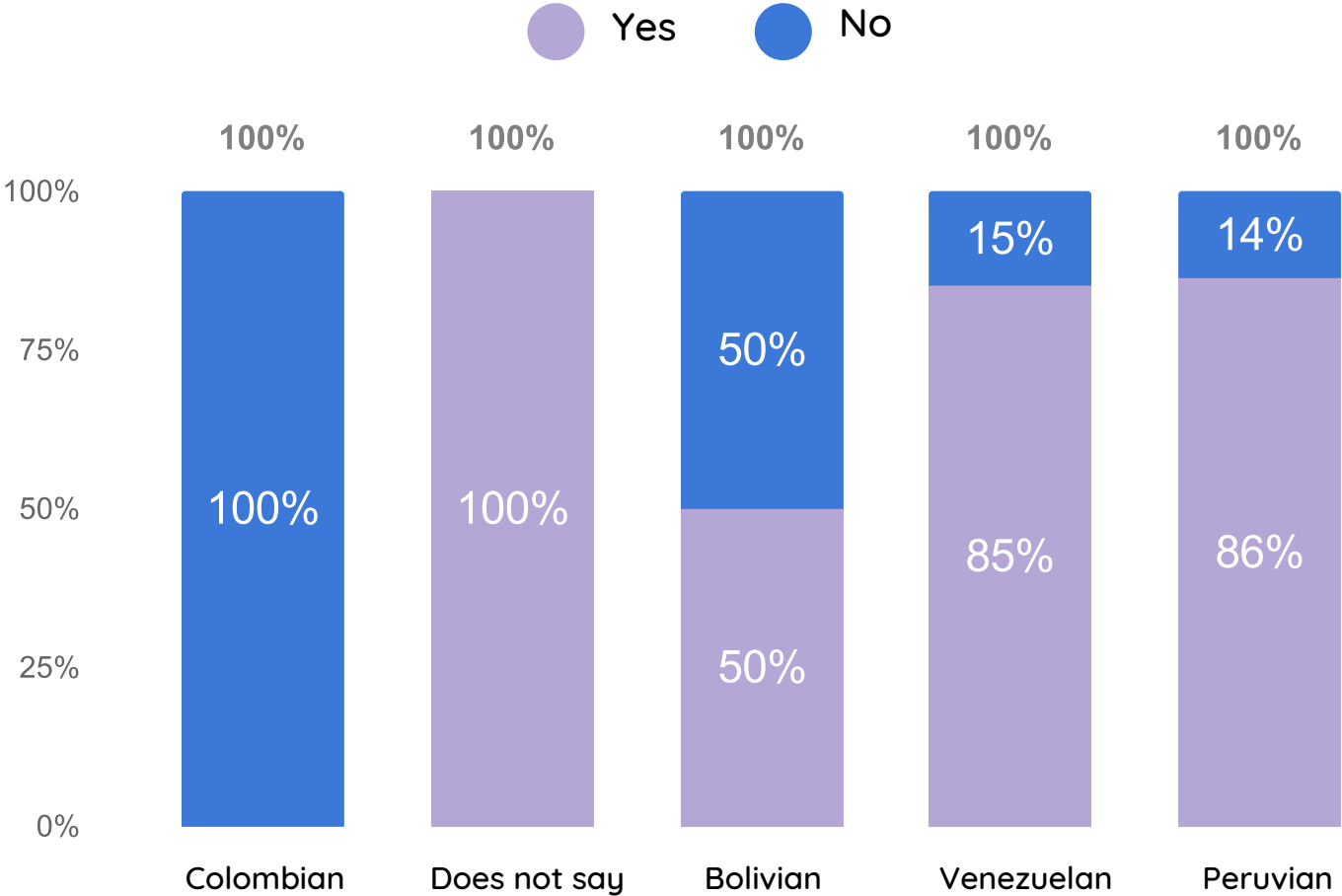
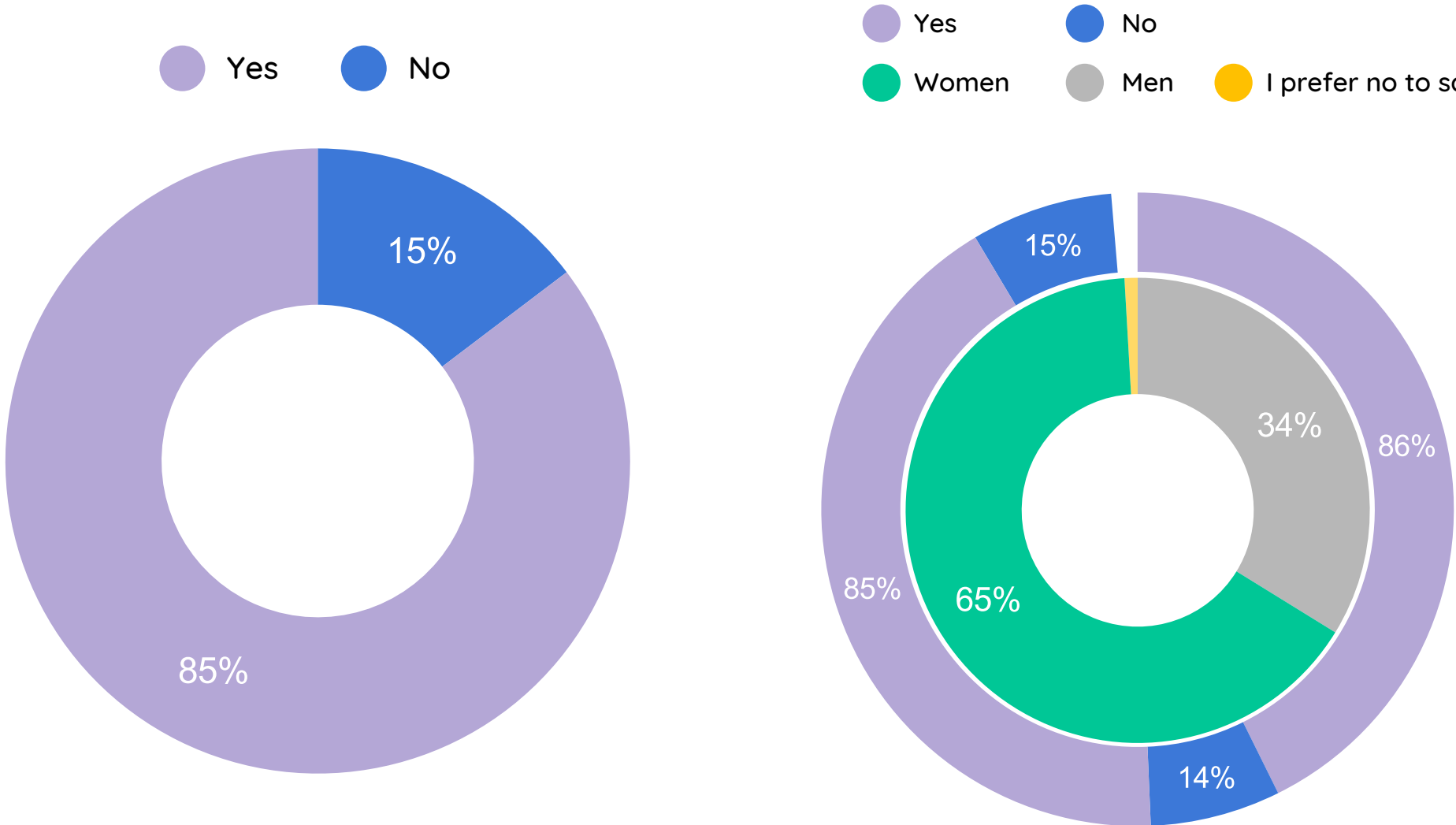
- 76% (165 entrepreneurs) indicated that the number of clients of their businesses increased.
- 73% of women showed that their number of clients increased, while 80% of men indicated that their number of clients increased.
- 75% of Peruvians and 83% of Venezuelans indicated that the number of clients of their business increased. On the other hand, all Bolivians and Colombians showed that their clients did not improve.



# During the Program, did your customer loyalty increase?



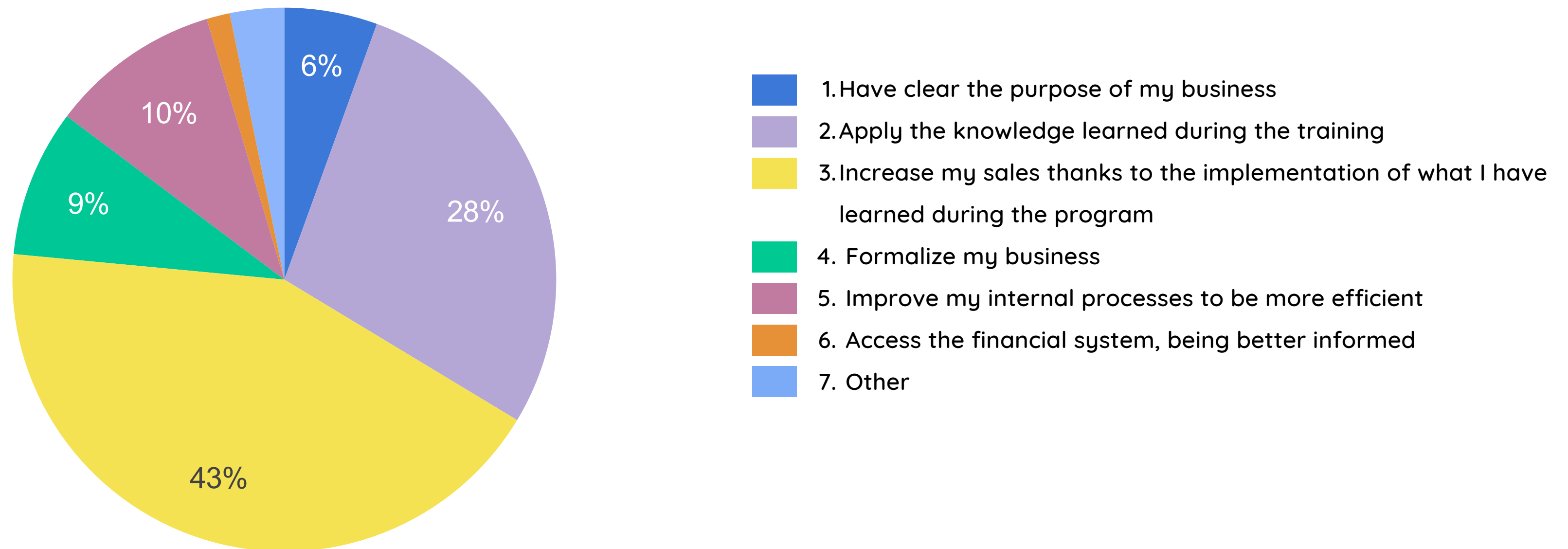
- 85% (186 entrepreneurs) indicated that their customer loyalty increased.
- 85% of women and 86% of men indicated increased customer loyalty.
- 86% of Peruvians and 85% of Venezuelans indicated increased customer loyalty.





# What is the main objective for the next 3 months of your business?

- 43% of the entrepreneurs indicated that their main objective for the next three months is to increase their sales thanks to implementing what they learned during the Program.
- The next main objective (28%) is to apply the knowledge learned during the Program.
- The third most important goal (10%) is to improve your internal processes to be more efficient.

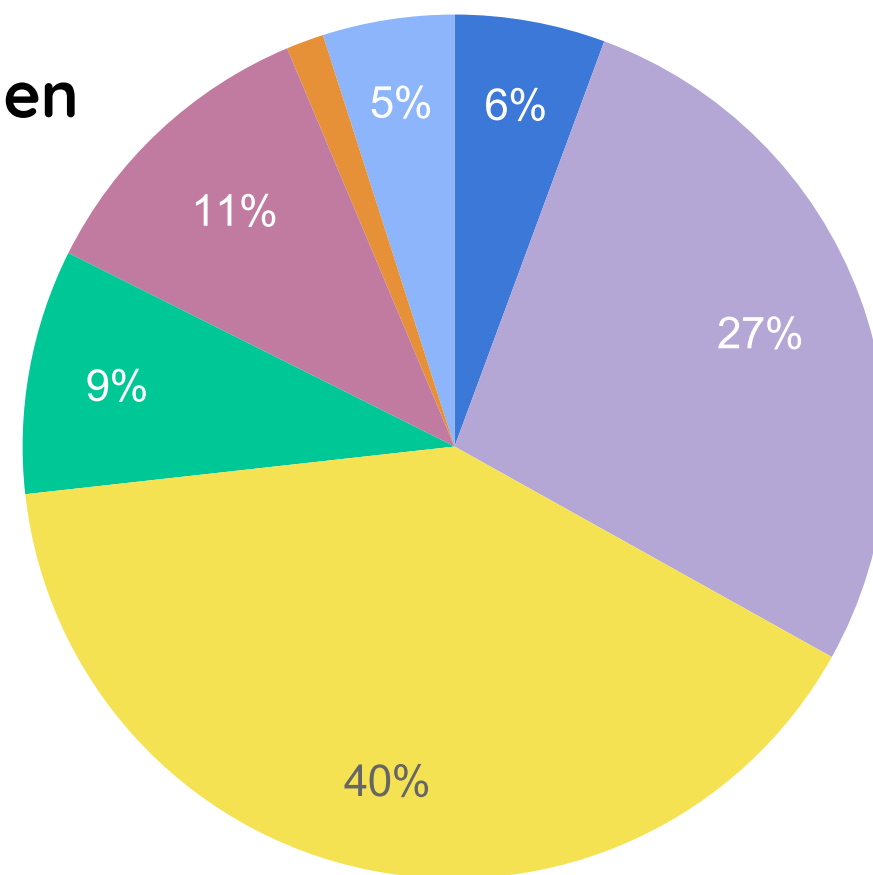


# What is the main objective for the next 3 months of your business?

## Gender Analysis

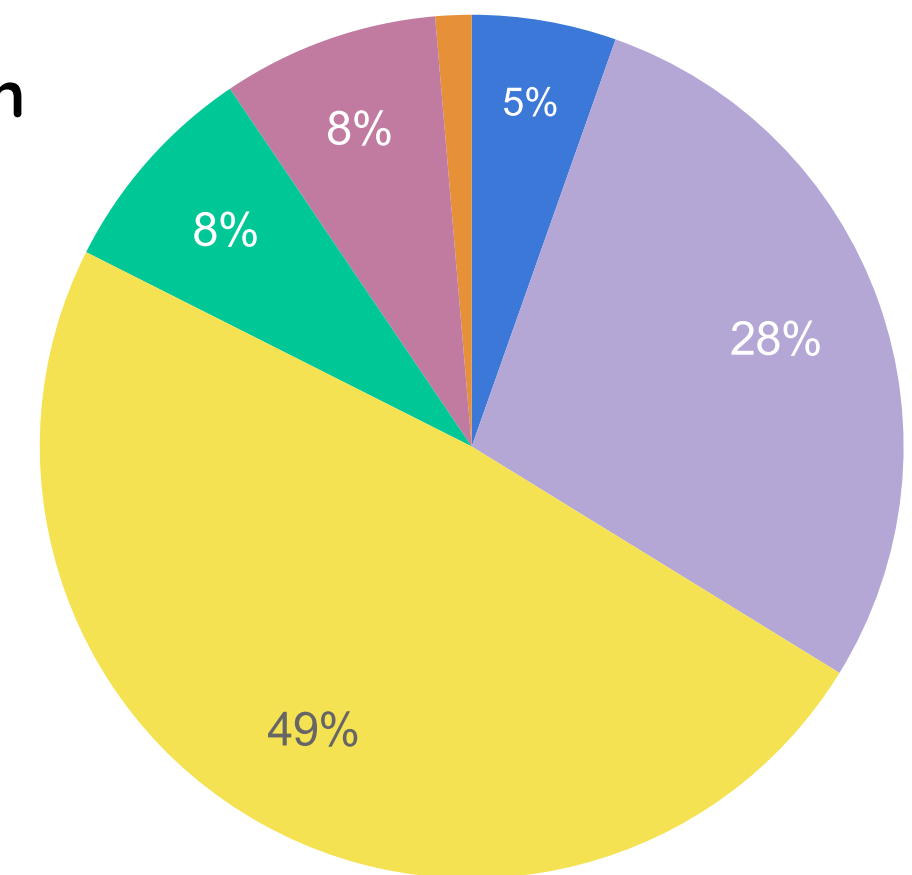
- The main goals of men and women are to increase their sales and apply the knowledge learned during the program.
- A higher proportion of women than men (11% vs. 8%) indicated that their main objective is to improve their internal processes to be more efficient.
- The women indicated "Other" main objectives such as accessing capital, acquiring raw materials, expanding their premises and acquiring a line of credit.

Women



- 1. Have clear the purpose of my business
- 2. Apply the knowledge learned during the training
- 3. Increase my sales thanks to the implementation of what I have learned during the program
- 4. Formalize my business
- 5. Improve my internal processes to be more efficient
- 6. Access the financial system, being better informed
- 7. Other

Men

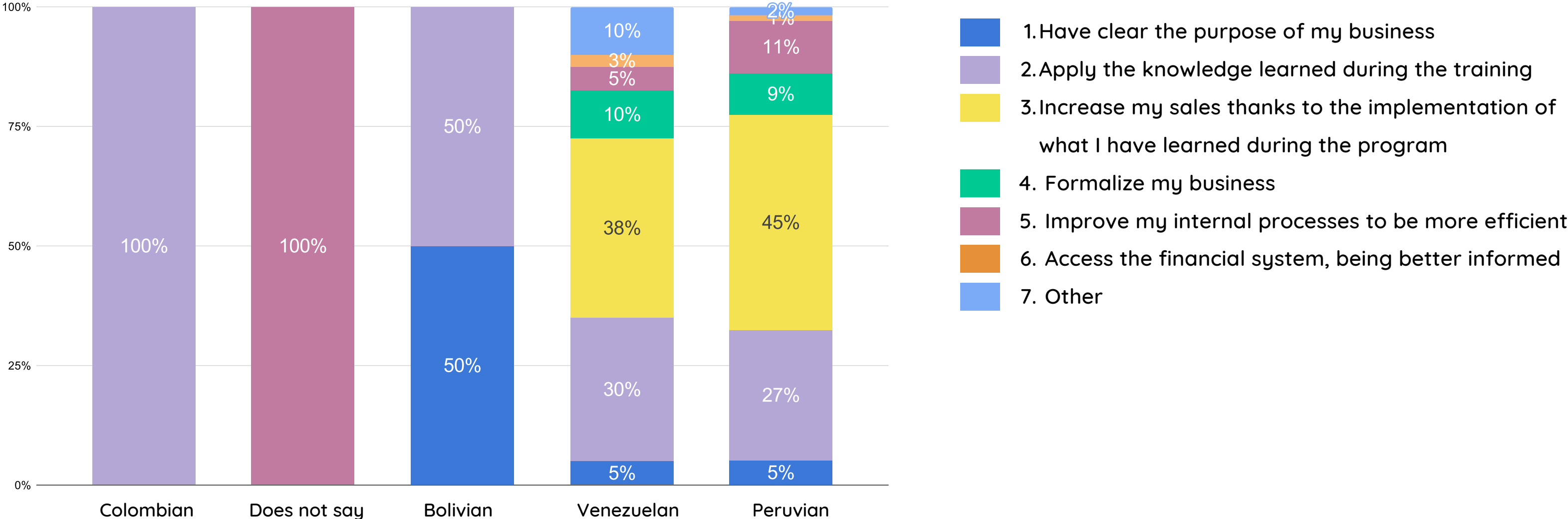


# What is the main objective for the next 3 months of your business?



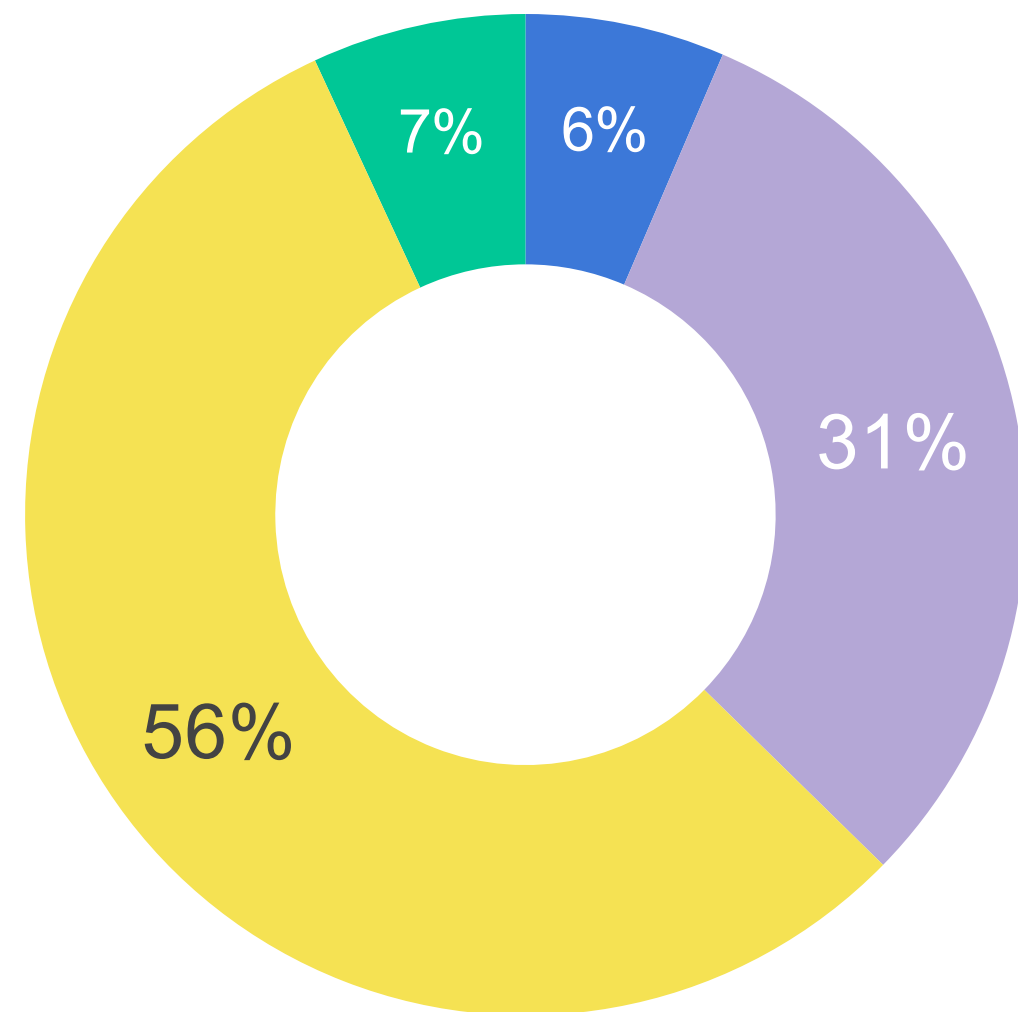
## Nationality Analysis

- The main objectives of Peruvians and Venezuelans are to increase sales and apply the knowledge learned.
- 11% of Peruvians indicated that their main objective is to improve internal processes, and 10% of Venezuelans indicated that their main aim is to formalize their business.
- The Colombian and Bolivian nationals indicated that their objectives are to apply the knowledge learned and have clear the purpose of their business.



# After the Program's training, which of these descriptions most closely resembles you as an entrepreneur?

- 56% of entrepreneurs identify as one with intermediate-level business knowledge, followed by 31% who identify as having basic business knowledge.



- 1. I am a new entrepreneur, and I do not have knowledge about running a business.
- 2. I am an entrepreneur with basic business knowledge; I am just learning how to run my business.
- 3. I am an entrepreneur with intermediate business knowledge, I have some knowledge about how to run my business, but there are still important things to learn.
- 4. I am an entrepreneur with advanced business knowledge; I know well what it takes to manage my business and define opportunities for improvement.

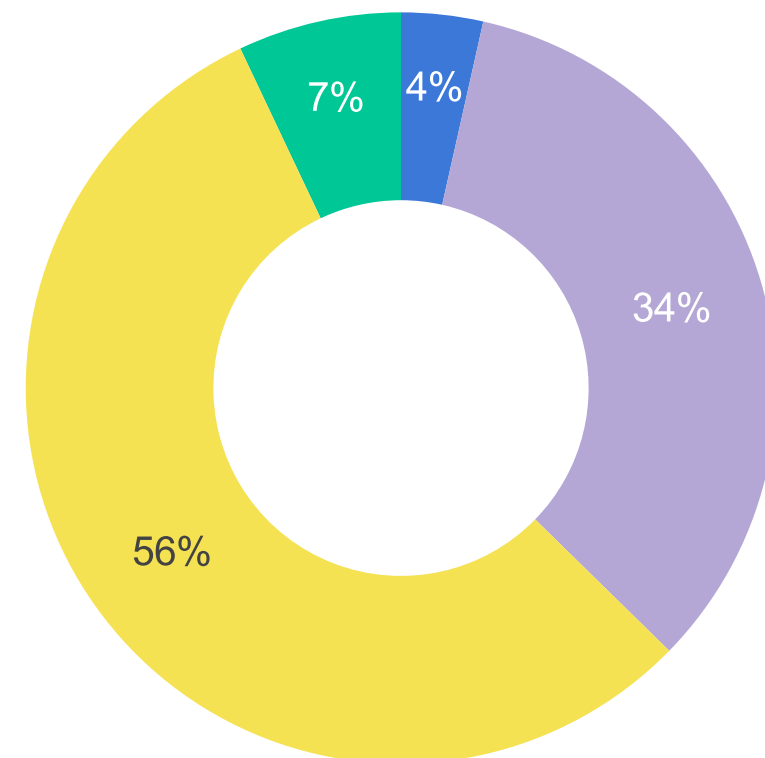
# After the Program's training, which of these descriptions most closely resembles you as an entrepreneur?



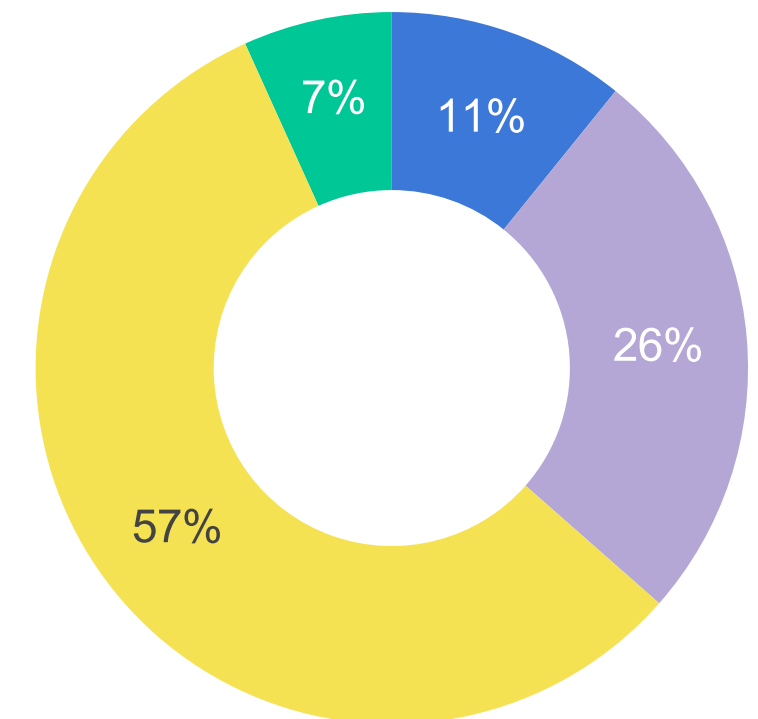
## Gender Analysis

- A more significant proportion of women than men (11% vs. 4%) identify as entrepreneurs with no knowledge of running a business.
- A larger percentage of men than women (34% vs. 26%) identify as entrepreneurs with basic knowledge.

Women



Men



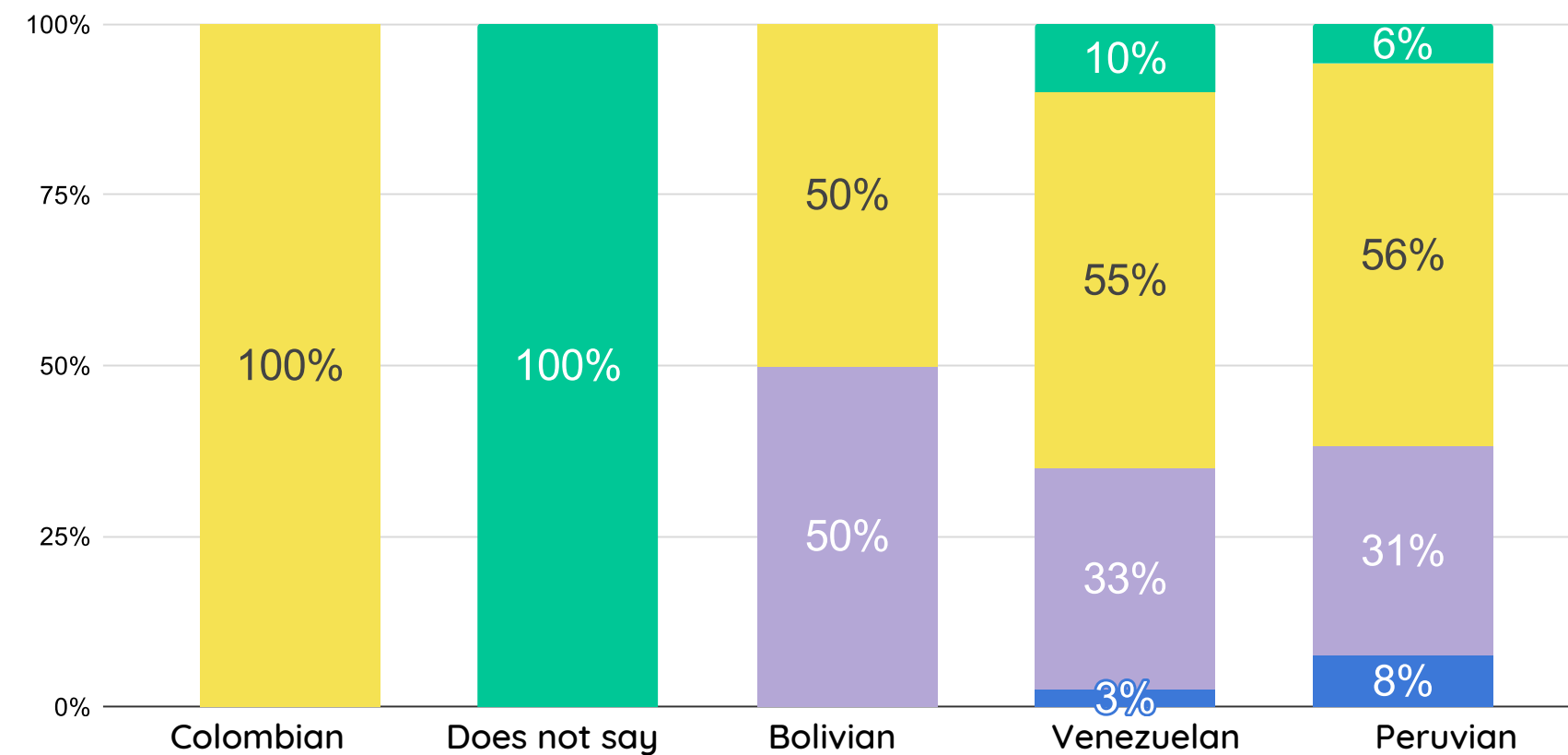
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# After the Program's training, which of these descriptions most closely resembles you as an entrepreneur?

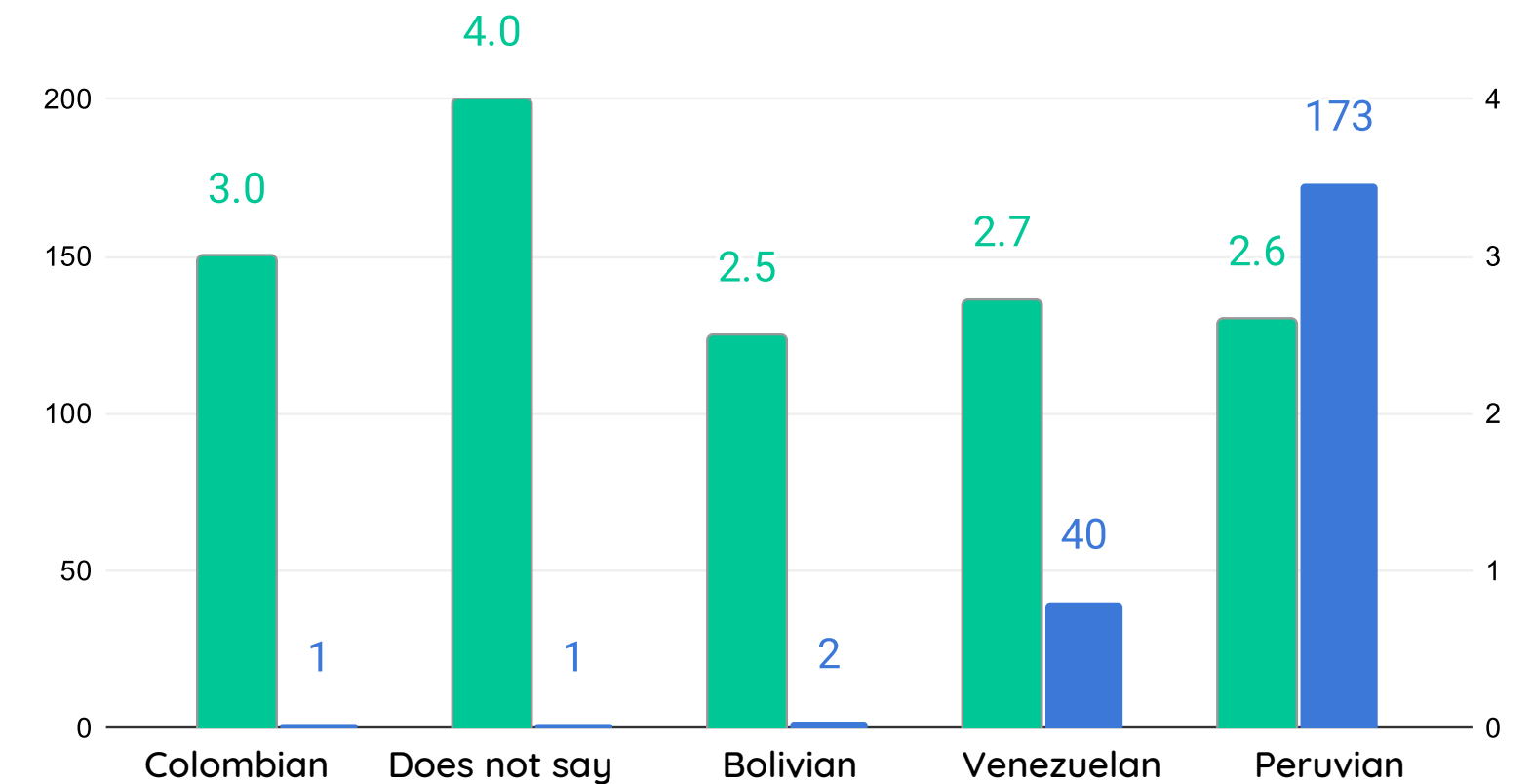


## Nationality Analysis

- Peruvian and Venezuelan entrepreneurs identify themselves with similar levels of business knowledge.



- 1. I am a new entrepreneur, and I do not have knowledge about running a business.
- 2. I am an entrepreneur with basic business knowledge; I am just learning how to run my business.
- 3. I am an entrepreneur with intermediate business knowledge, I have some knowledge about how to run my business, but there are still important things to learn.
- 4. I am an entrepreneur with advanced business knowledge; I know well what it takes to manage my business and define opportunities for improvement.

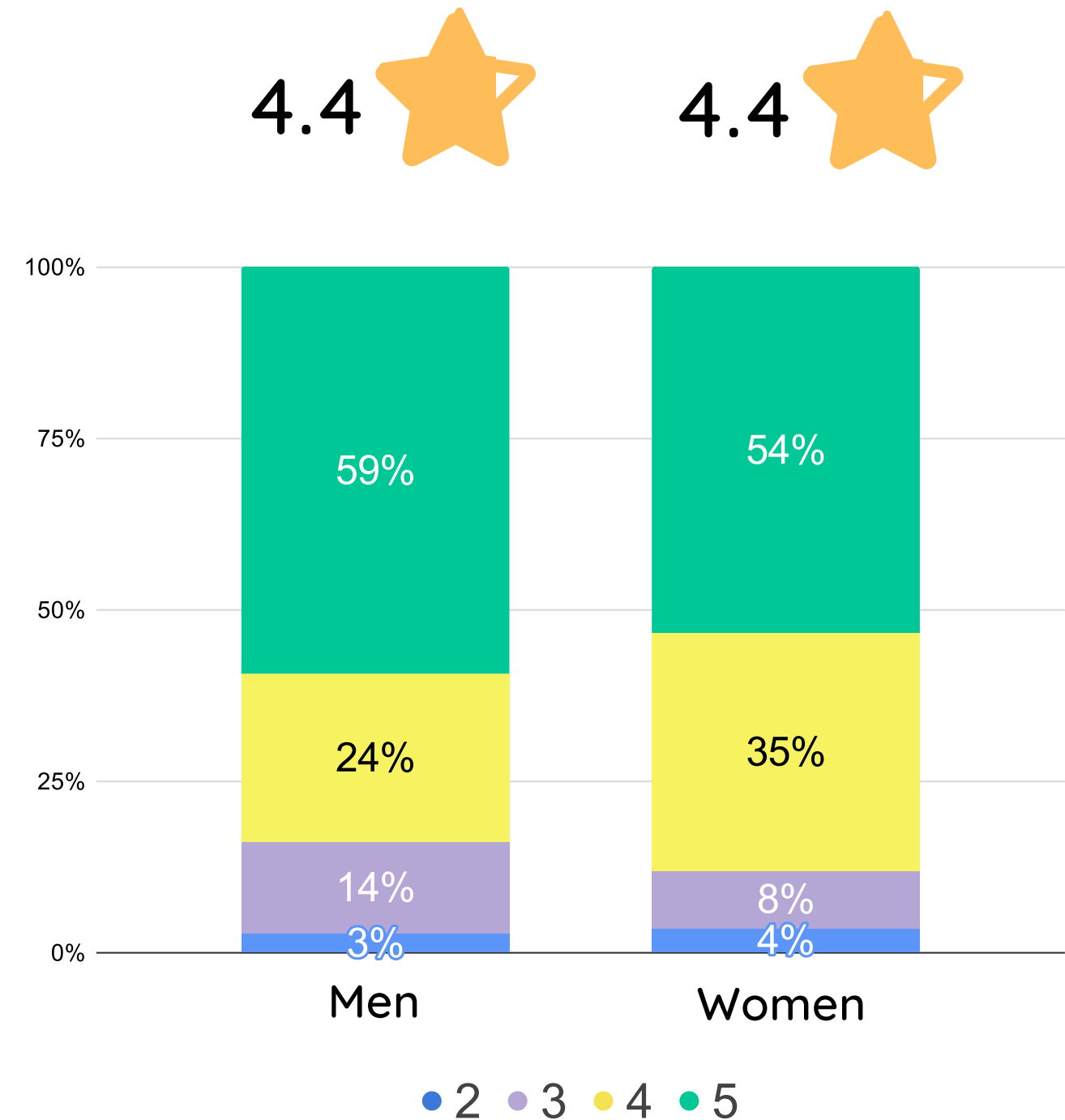
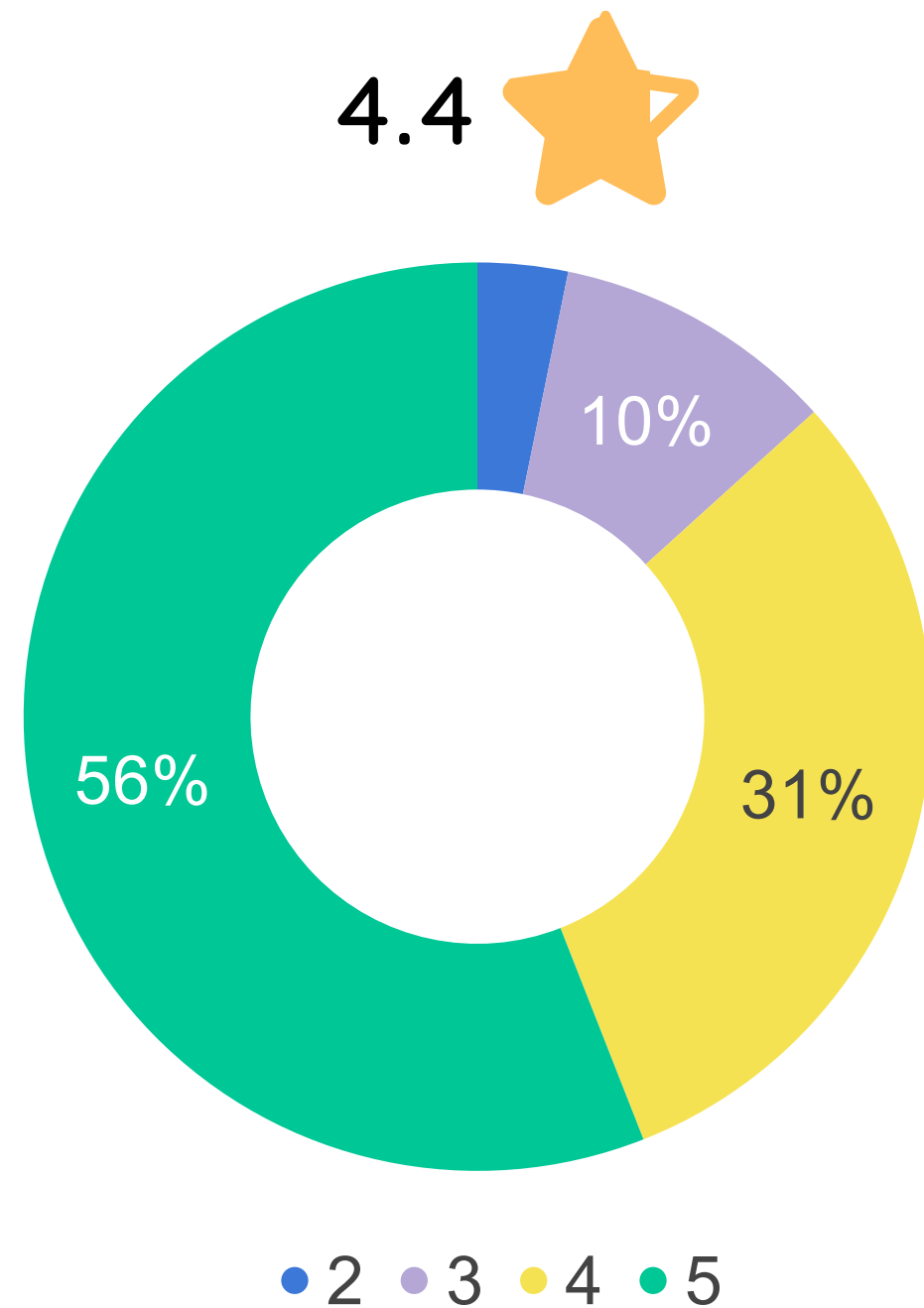


- Average score by nationality
- Total entrepreneurs who answered the question

# On a scale from 1 to 5, to what extent do you think that the Guerrero Emprendedor Program has helped you improve your business?



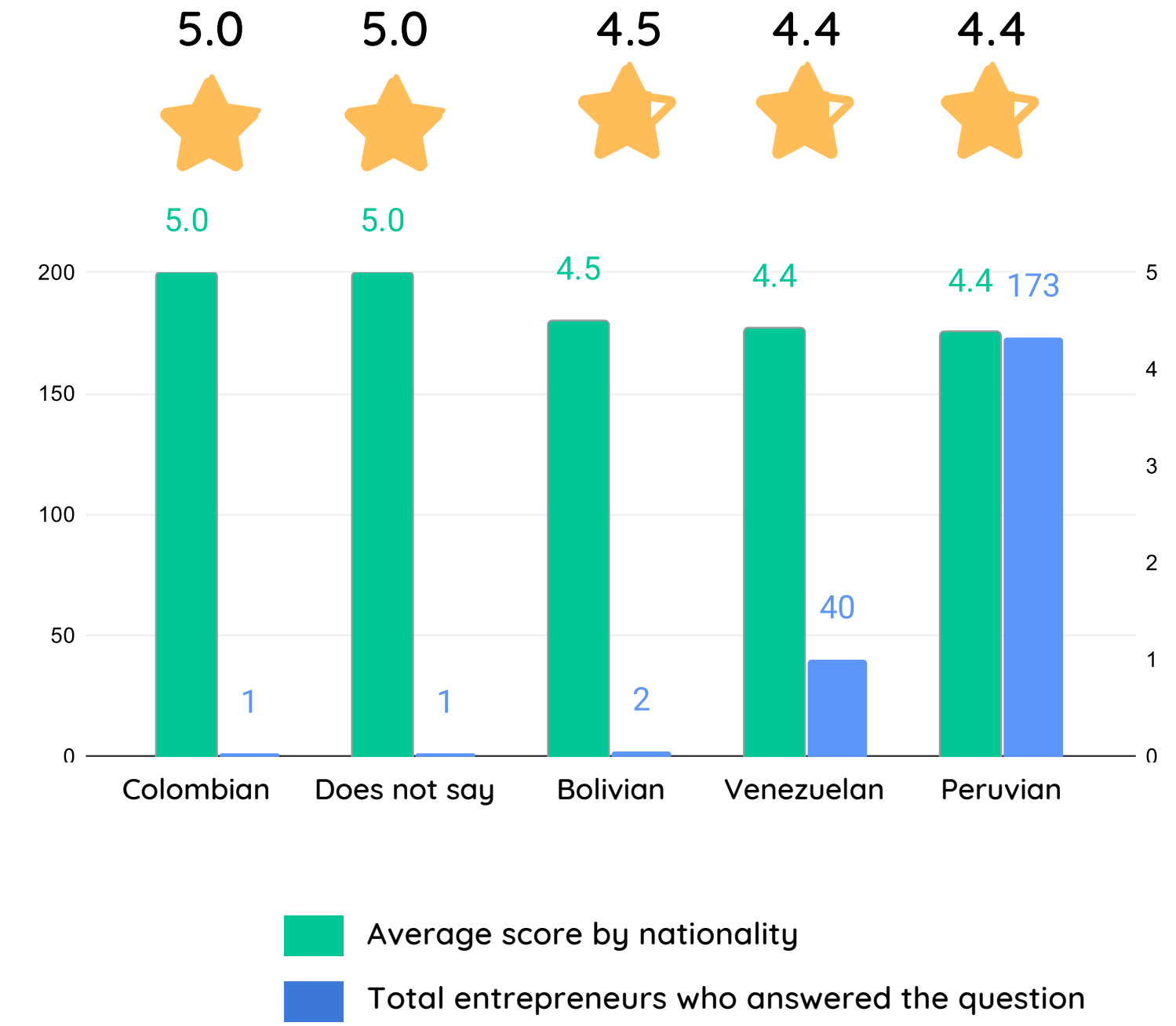
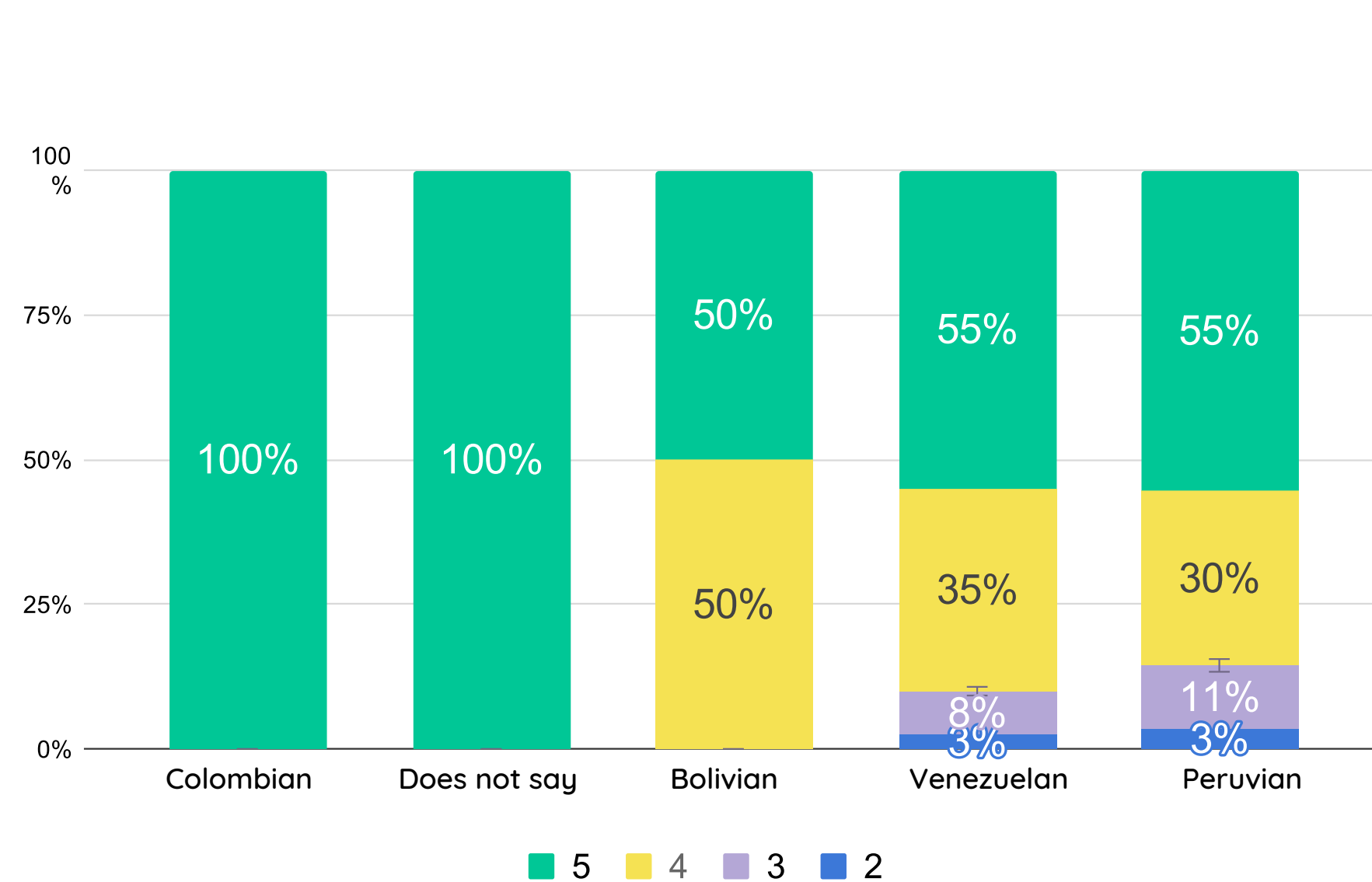
- The entrepreneurs indicate that the program helped improve their business by 4.4 on a scale of 1 to 5.



# On a scale from 1 to 5, to what extent do you think that the Guerrero Emprendedor Program has helped you improve your business?



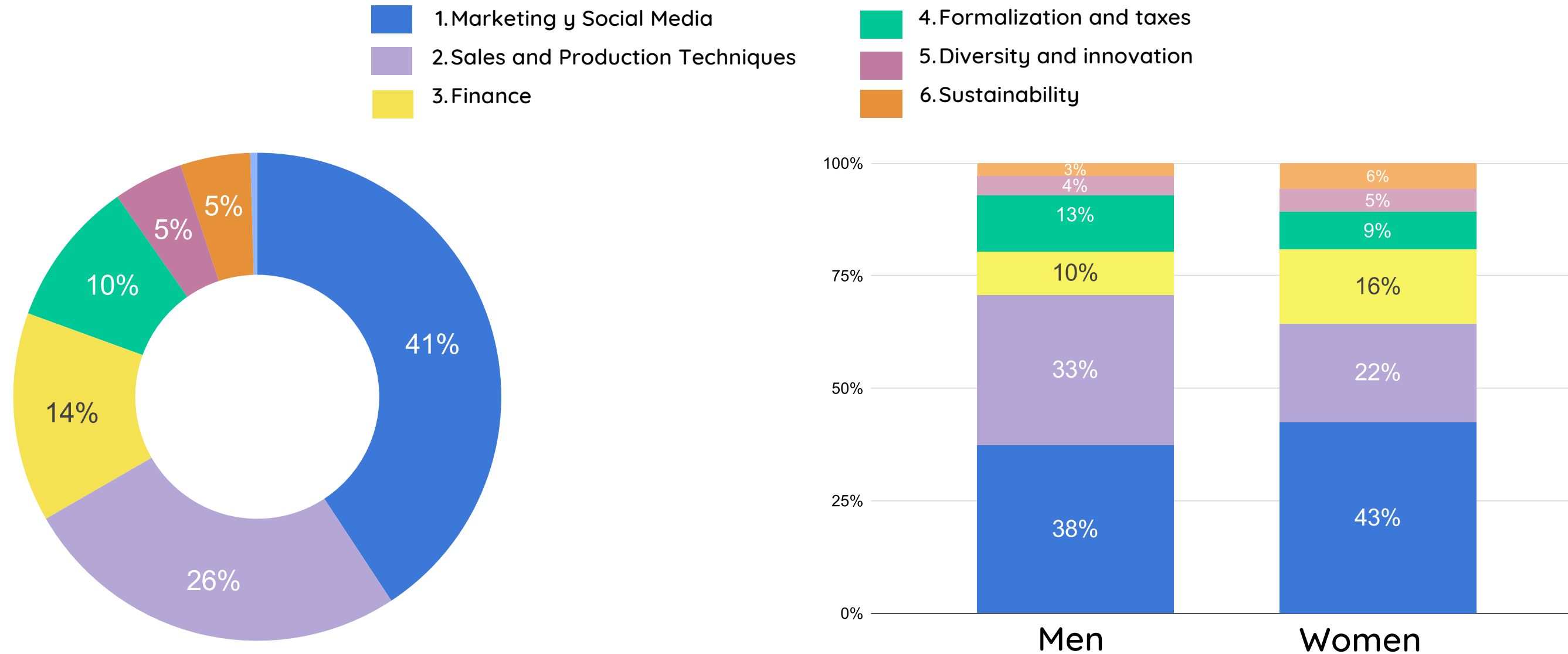
## Nationality Analysis





# Which topic did you find most helpful?

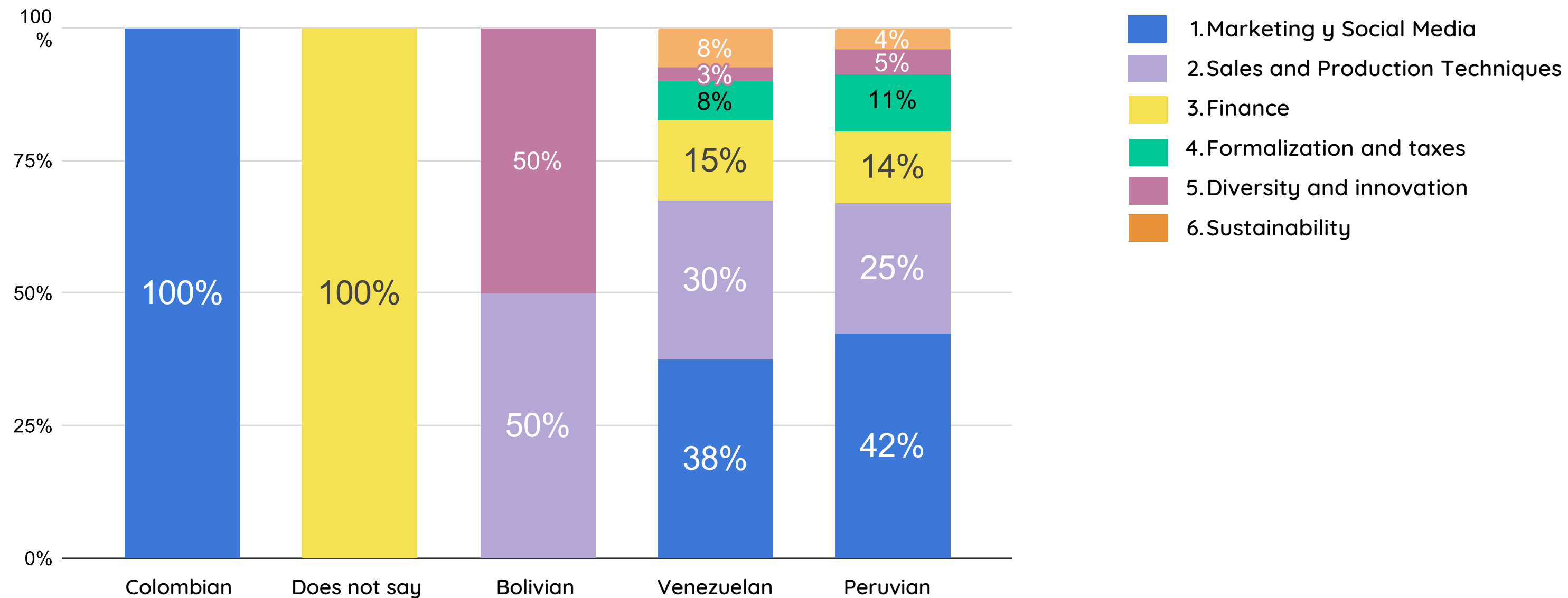
- 41% of entrepreneurs indicated that the most helpful topic was Marketing and Social Media, followed by 26% who indicated that the most useful topic was Sales and Production Techniques.
- Both women and men indicated that topics 1 and 2 (Marketing and Social Media and Sales and Production Techniques) were the most useful, however, a higher proportion of women than men (16% vs. 10%) indicated that the topic Finance was the most helpful



# Which topic did you find most helpful?



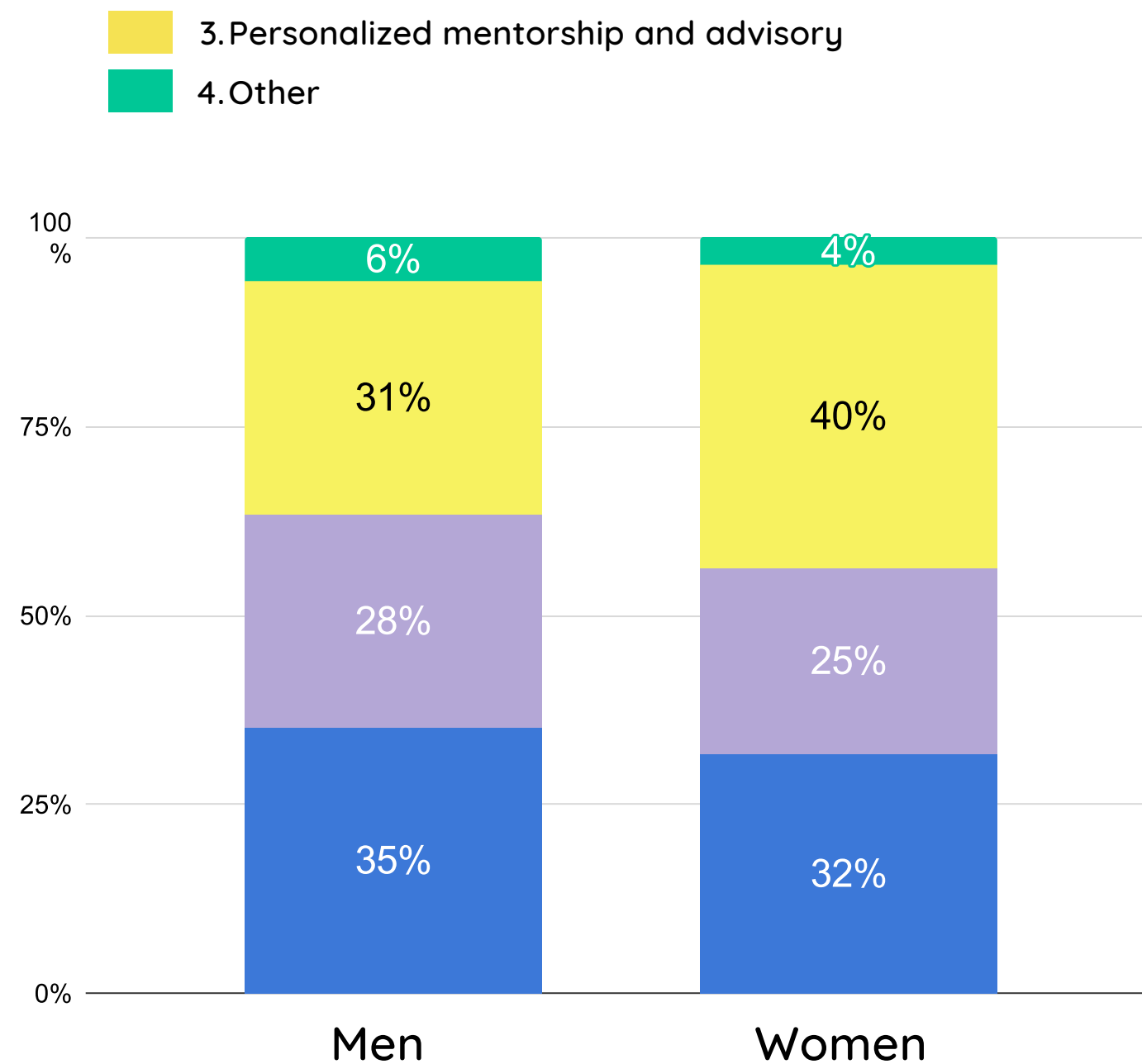
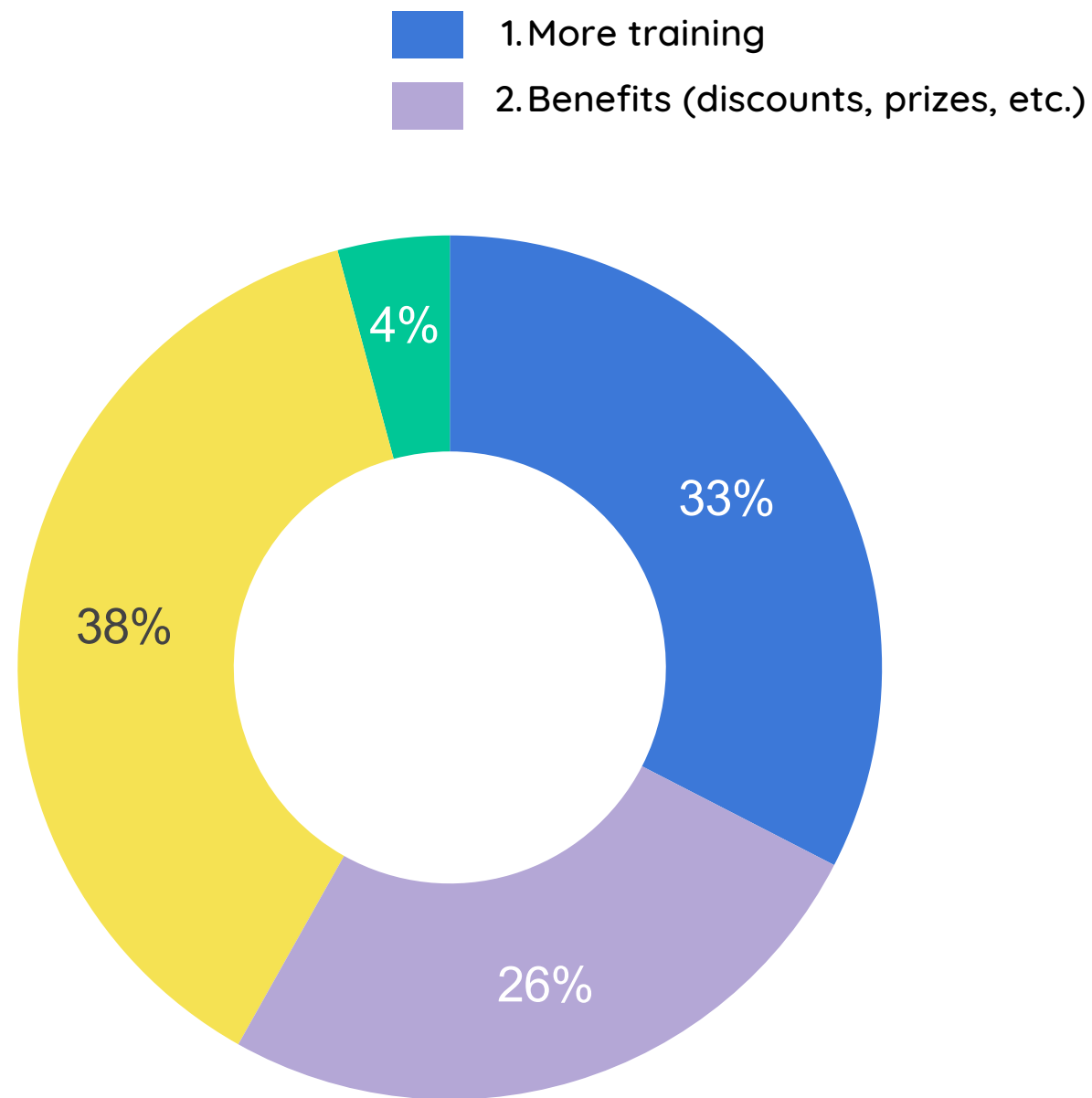
- Peruvian and Venezuelan entrepreneurs indicated similarly what topics they found most helpful.
- On the other hand, Colombian and Bolivian entrepreneurs indicated that the topics of Marketing, Sales Techniques, and Diversity and innovation were the most useful.



# What do you think could be the actions to develop to continue guiding you?



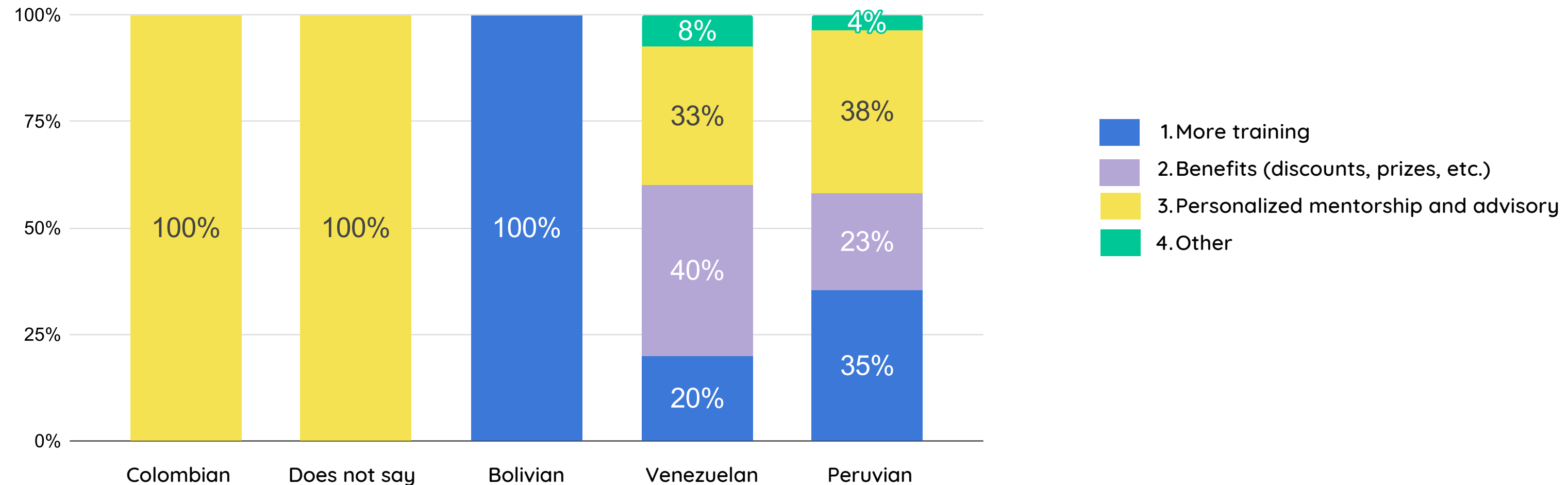
- The main actions are more training (33%), personalized advice (38%), and benefits (26%).



# What do you think could be the actions to develop to continue guiding you?



- A higher proportion of Venezuelan entrepreneurs (40%) indicated "Benefits" as an action to complement the Program than entrepreneurs of other nationalities.
- The entrepreneurs that indicated "Other" included Project Financing, follow-up meetings with other entrepreneurs to review progress after the Program, working with sponsoring companies and investors, and small-business advocacy.



# General score of the Program Guerrero Emprenderor given by the entrepreneurs



Total Answers

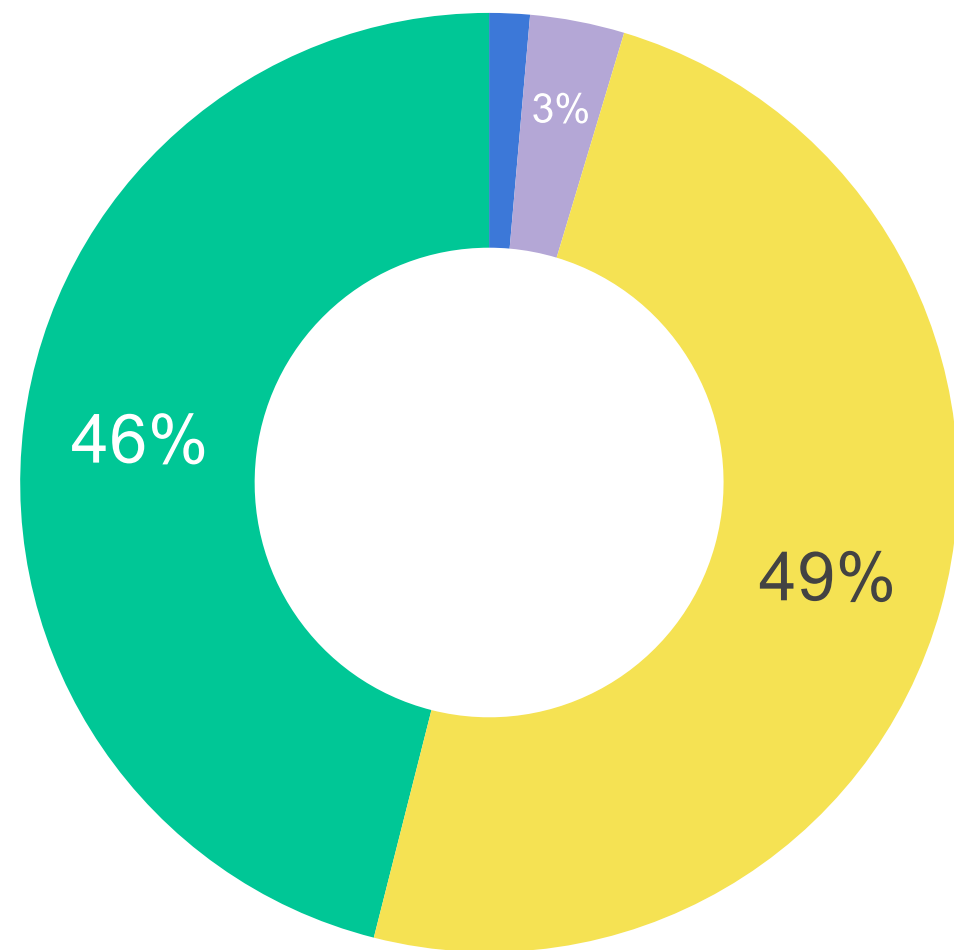
215

Average

4.4 

Median

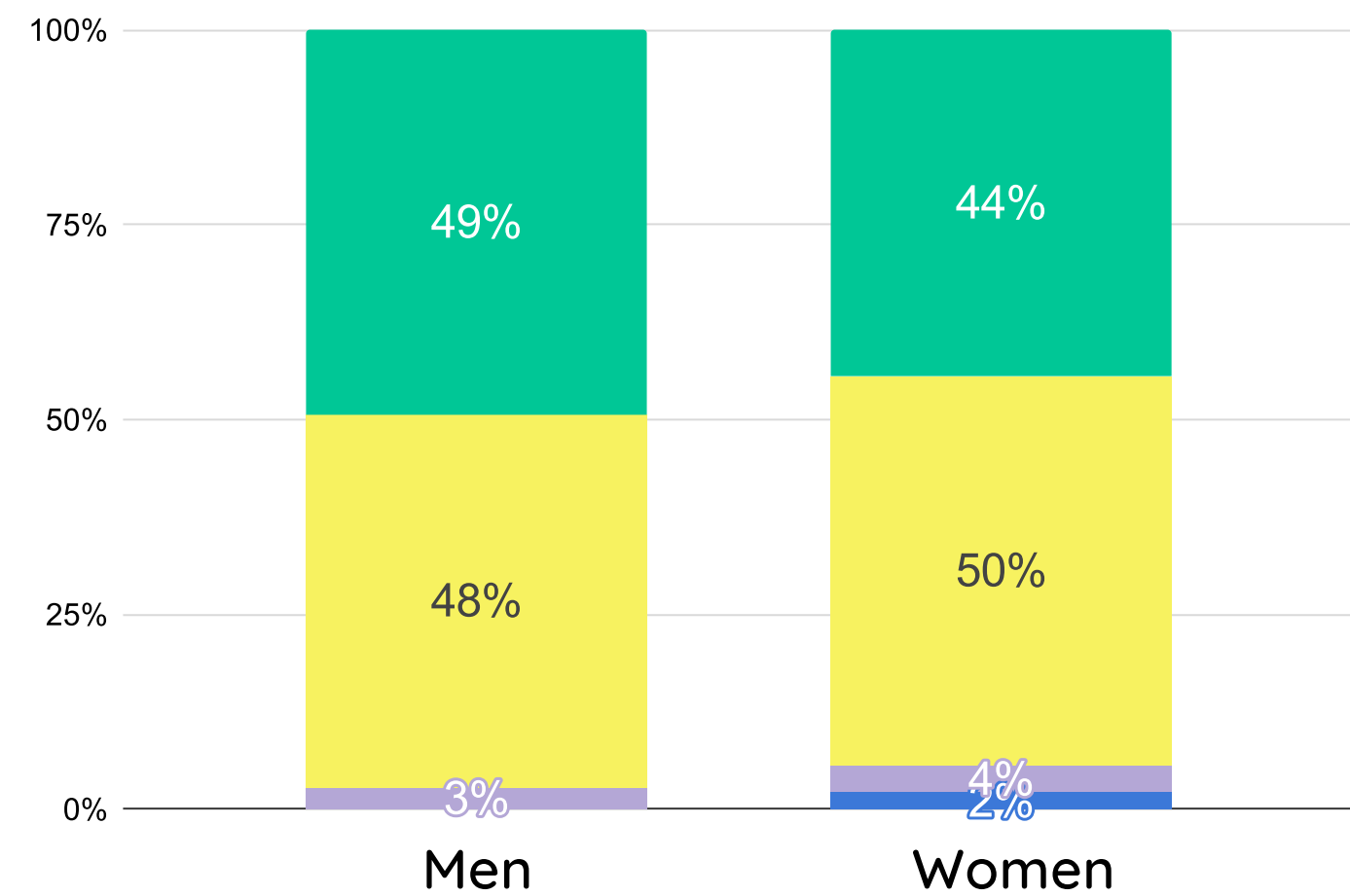
4.0 



Average Score

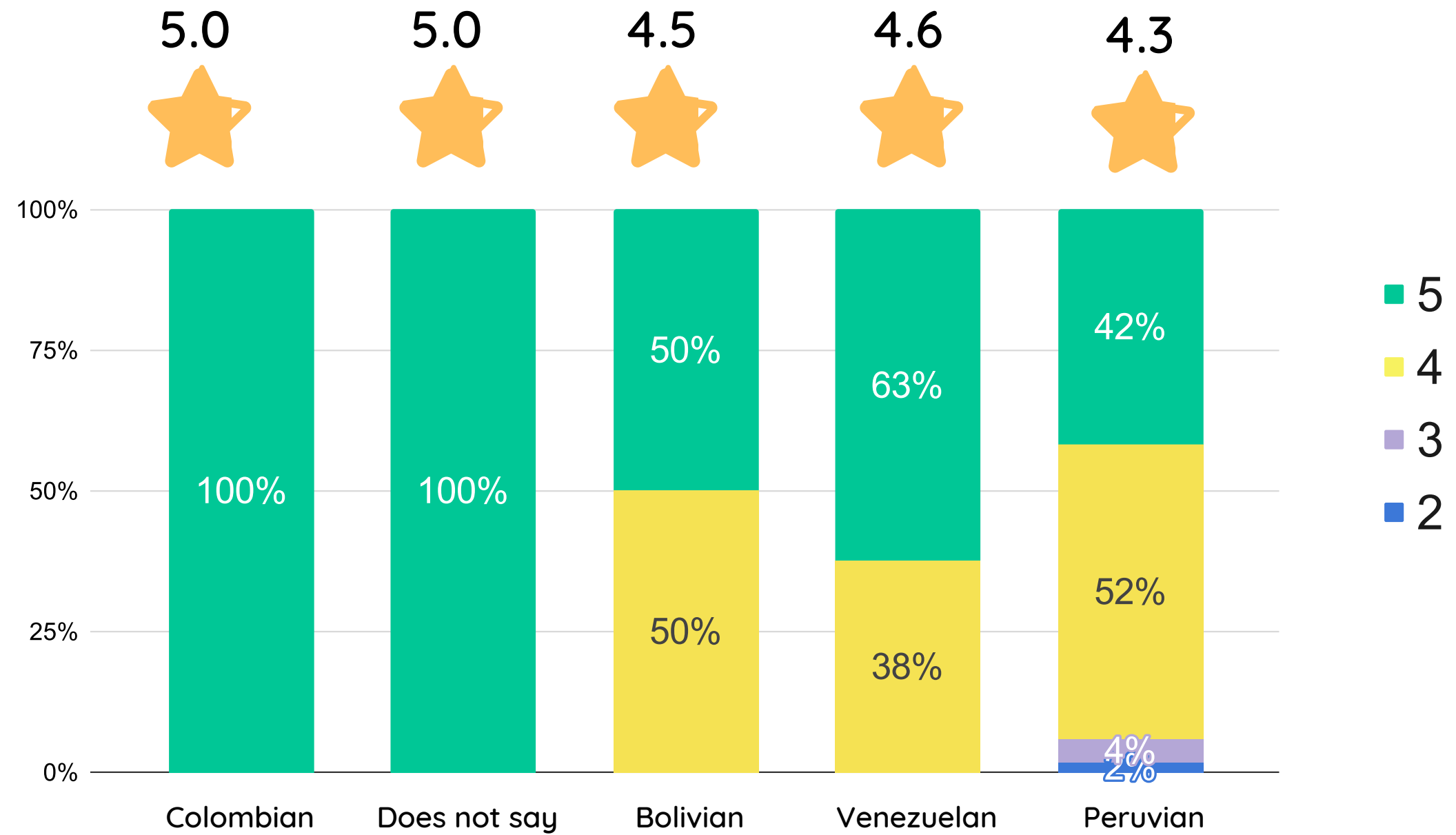
4.5 

4.4 



5 4 3 2

# General score of the Program Guerrero Emprenderor given by the entrepreneurs



# Score of the chosen platform for the Program (Youtube) given by the entrepreneurs



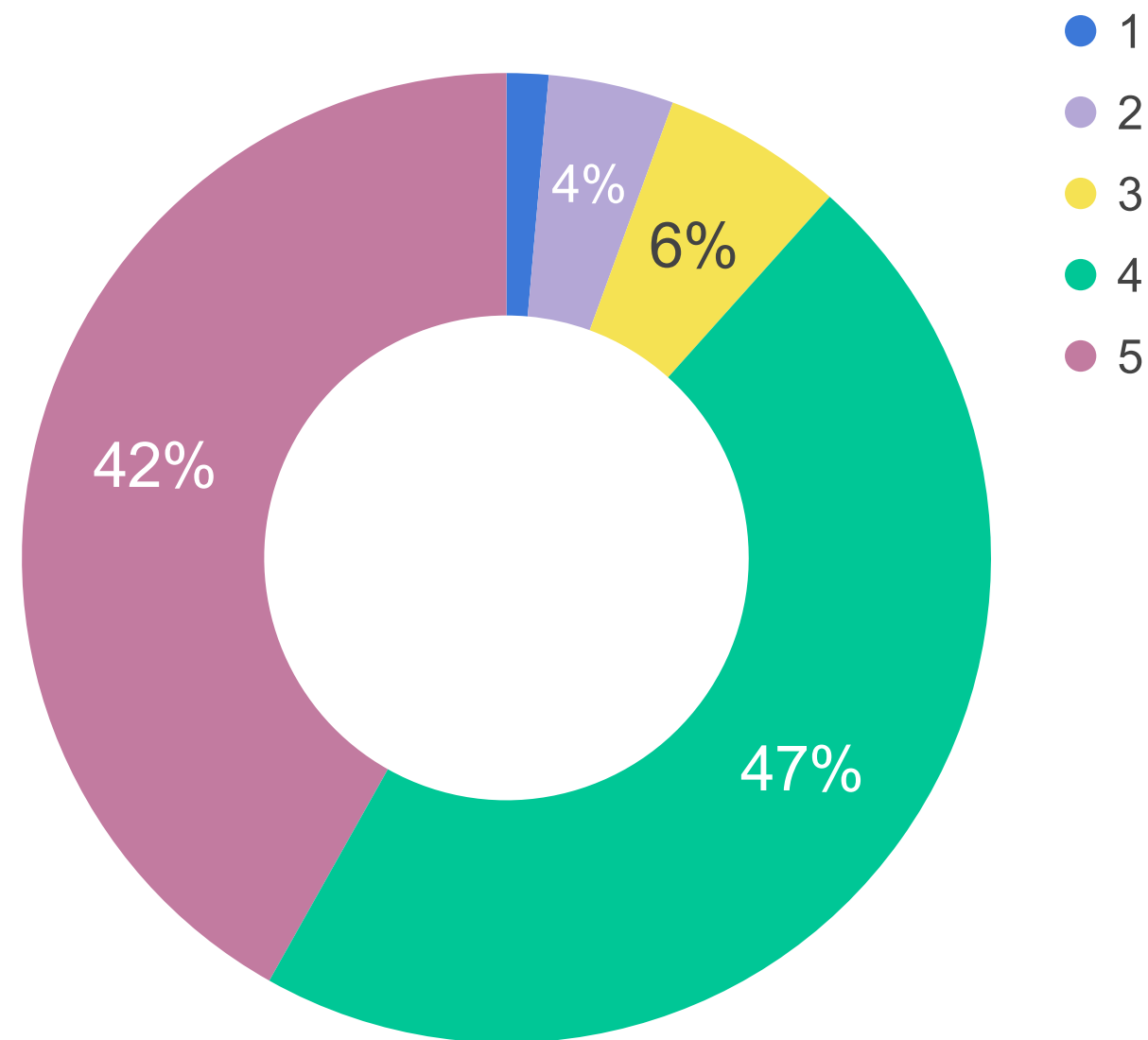
Average

4.2



Median

4.0

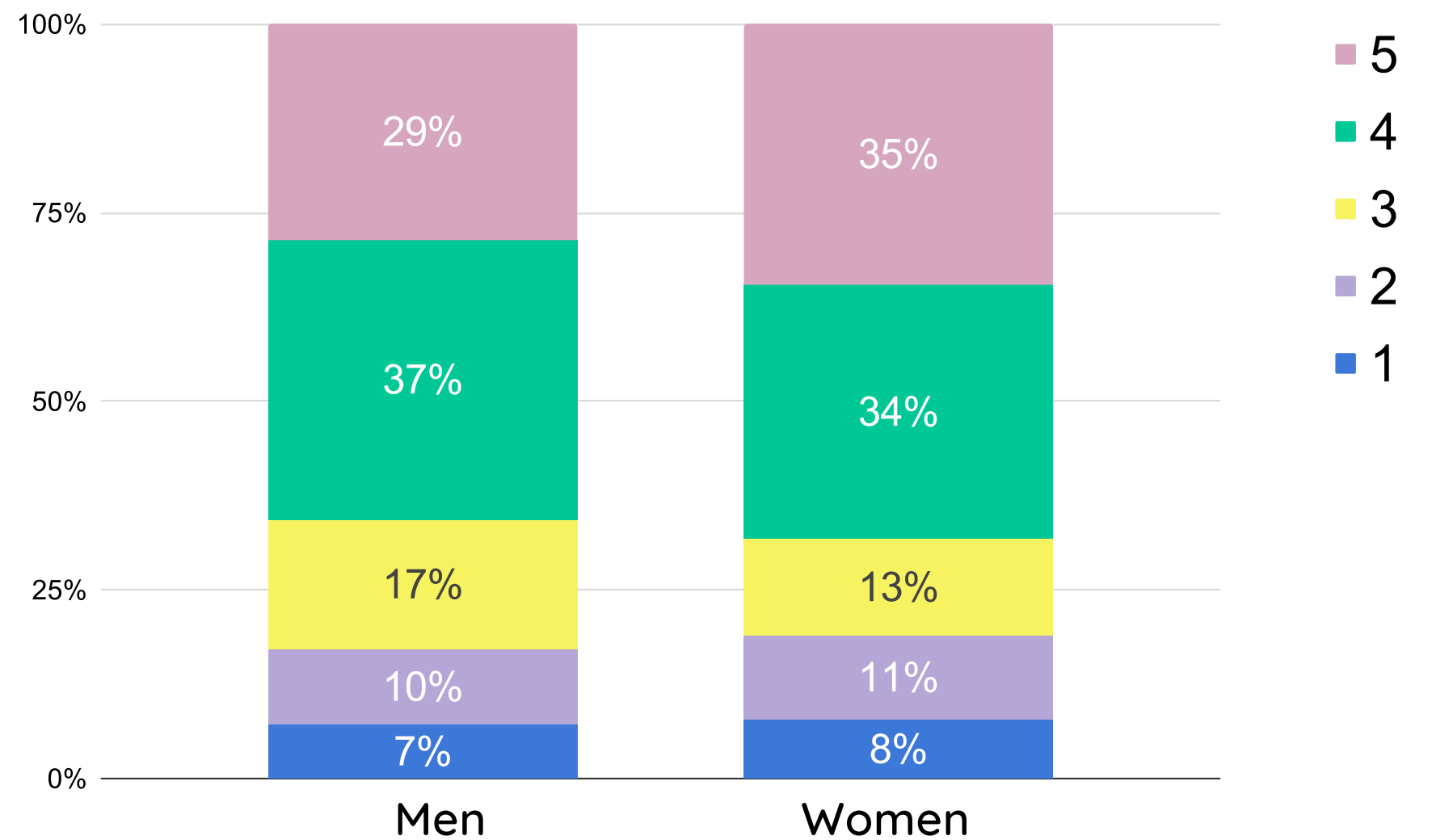


Average Score

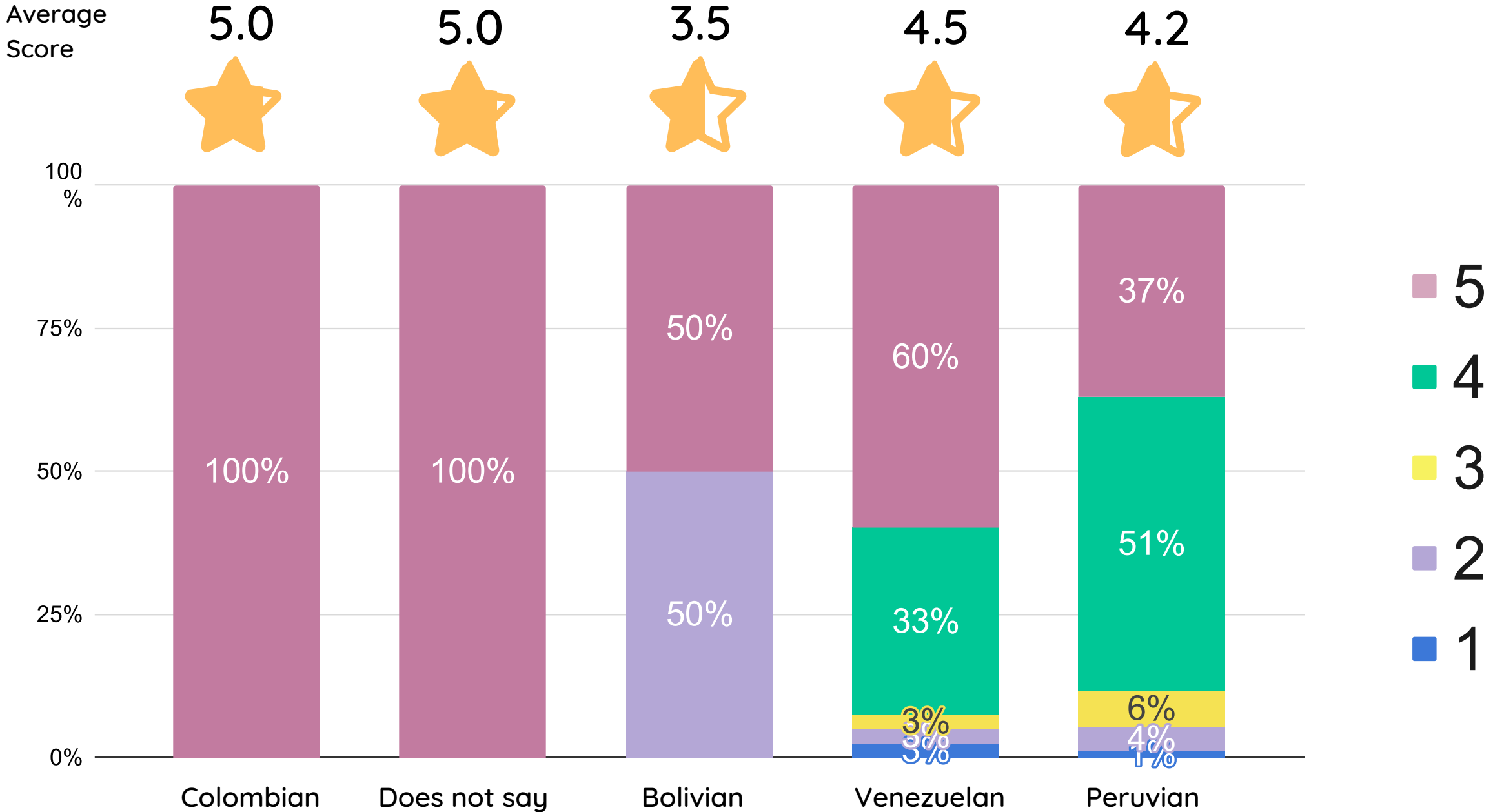
4.3



4.2



# Score of the chosen platform for the Program (Youtube) given by the entrepreneurs





# Score regarding the guidance and support of volunteers given by the entrepreneurs

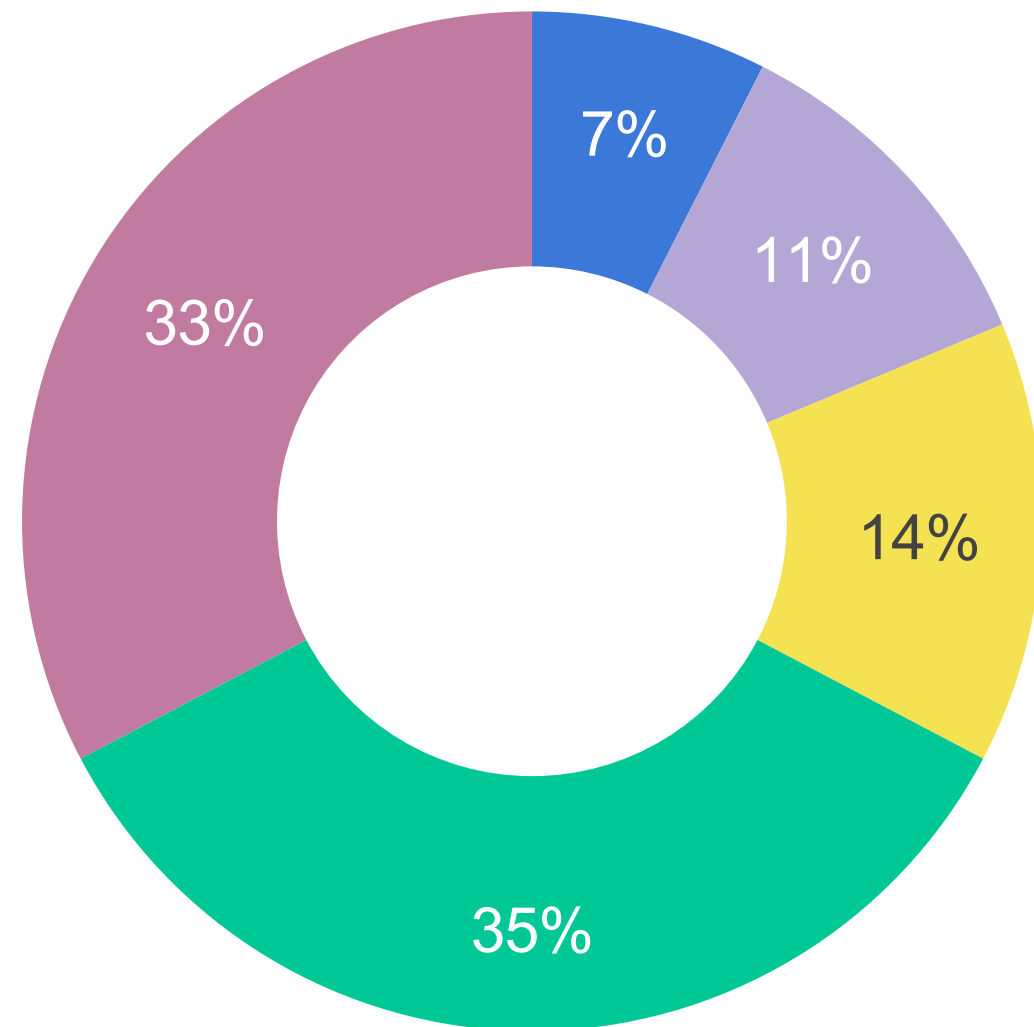
Average

3.7



Median

4.0

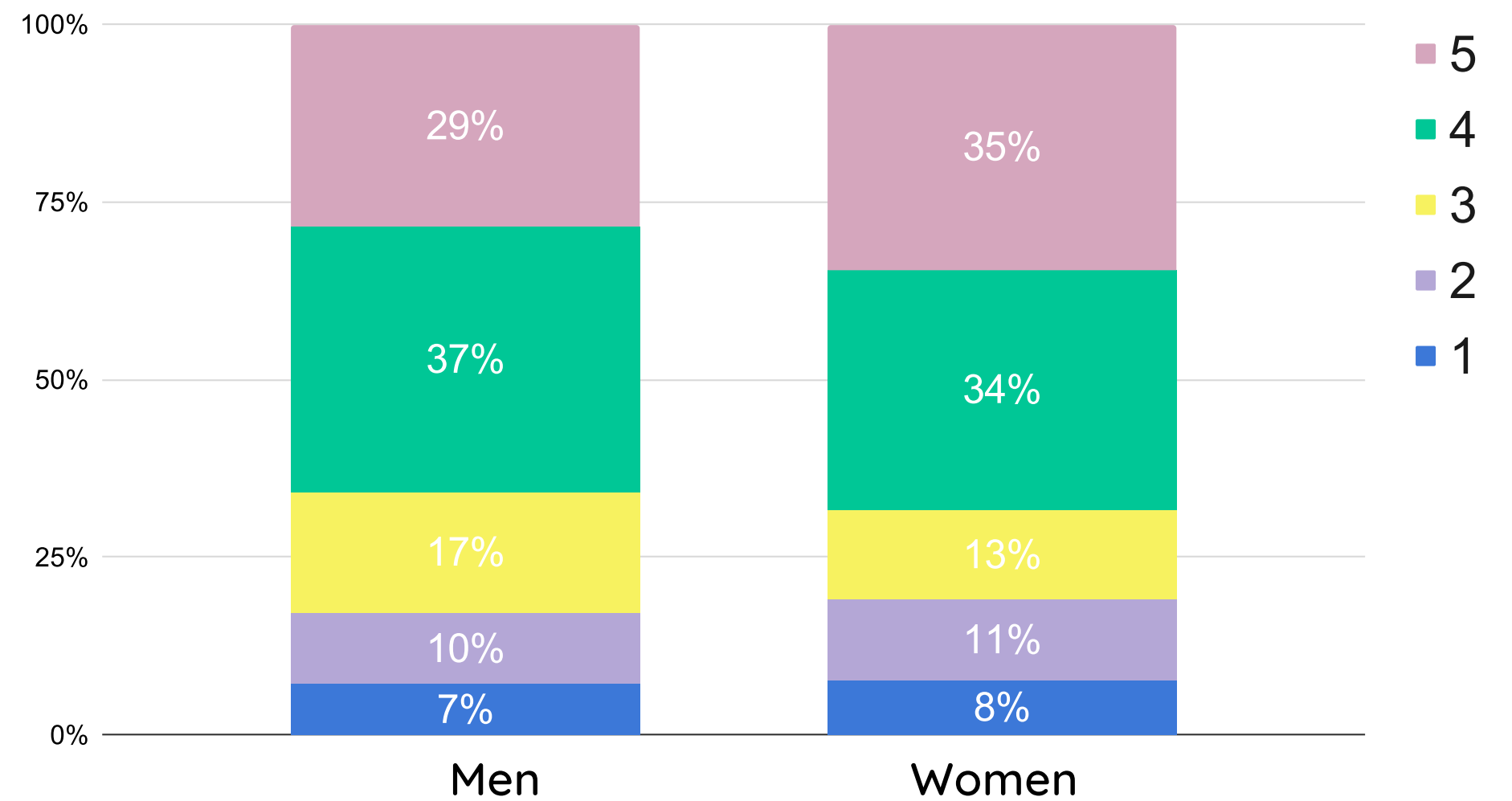


Average Score

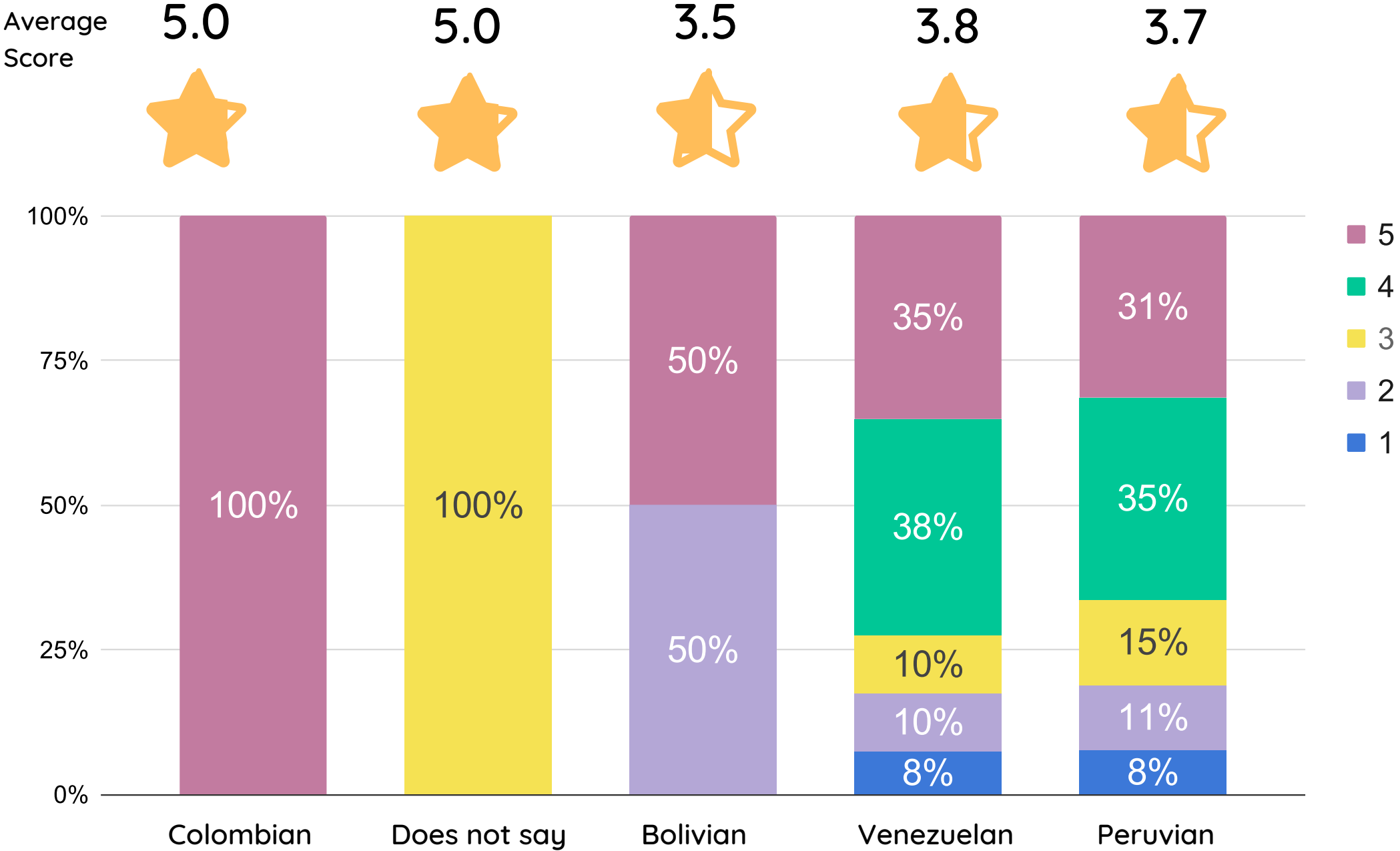
3.7



3.8



# Score regarding the guidance and support of volunteers given by the entrepreneurs



# Score regarding the content quality given by the entrepreneurs

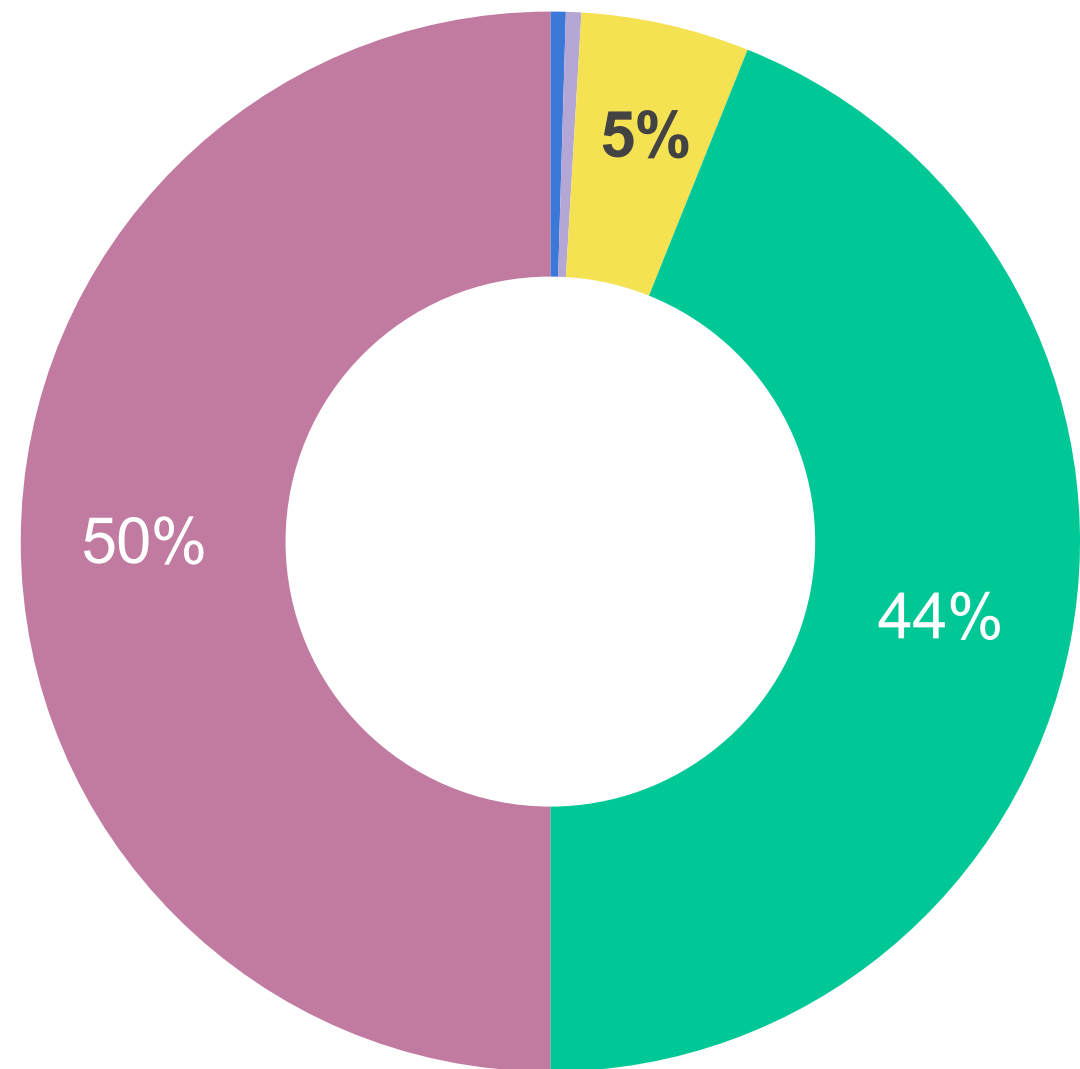
Average

4.4



Median

4.0



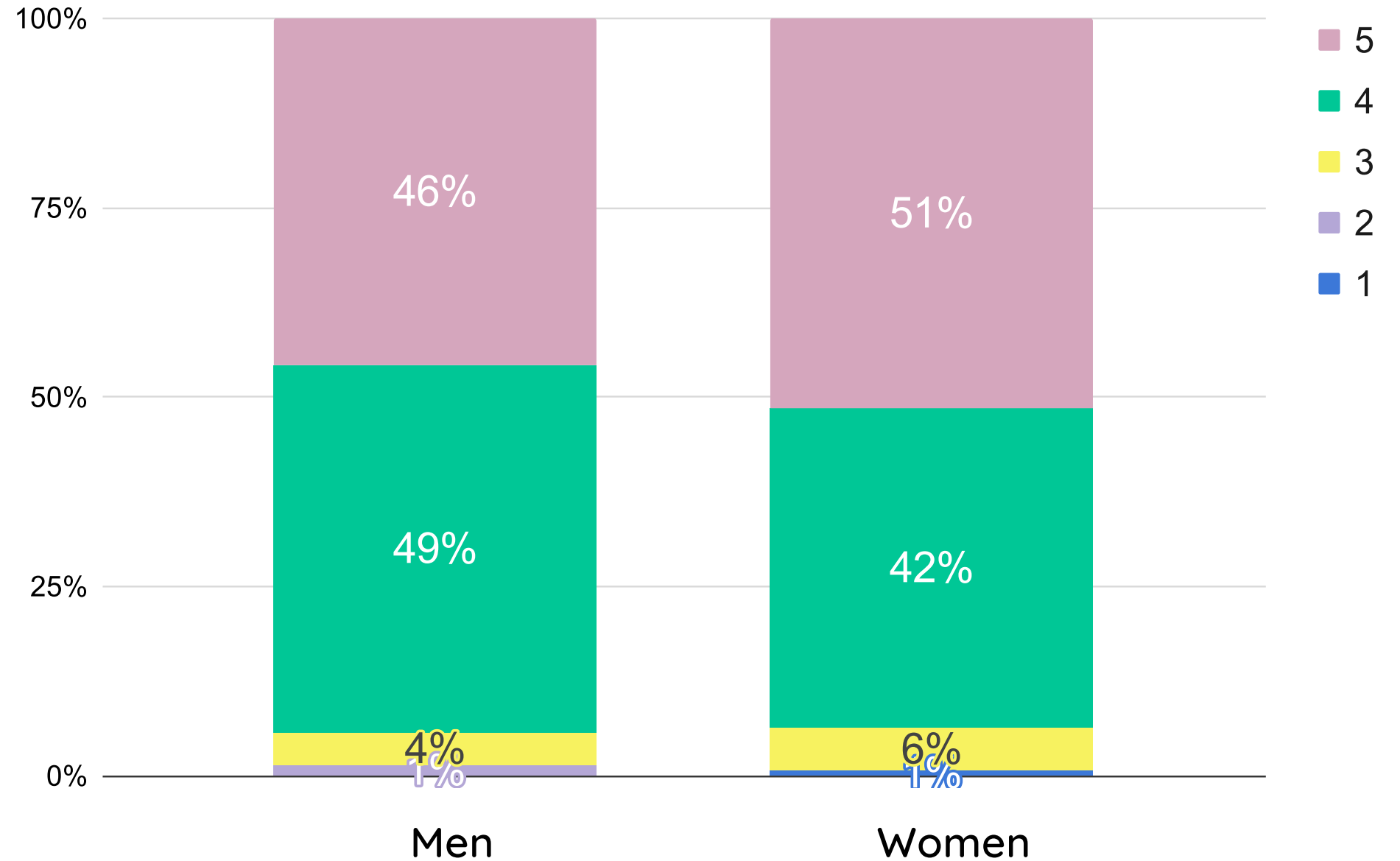
- 1
- 2
- 3
- 4
- 5

Average Score

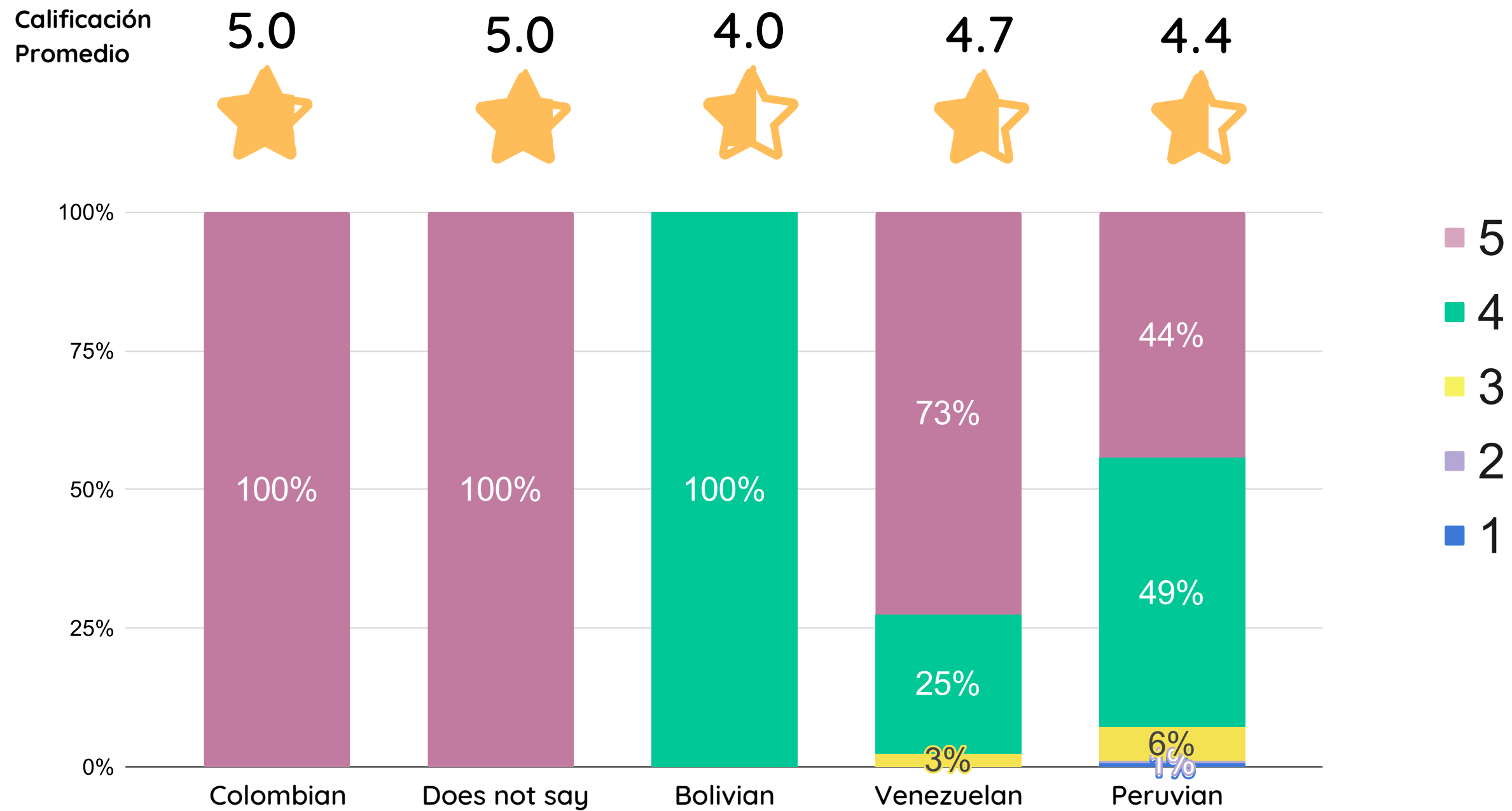
4.4



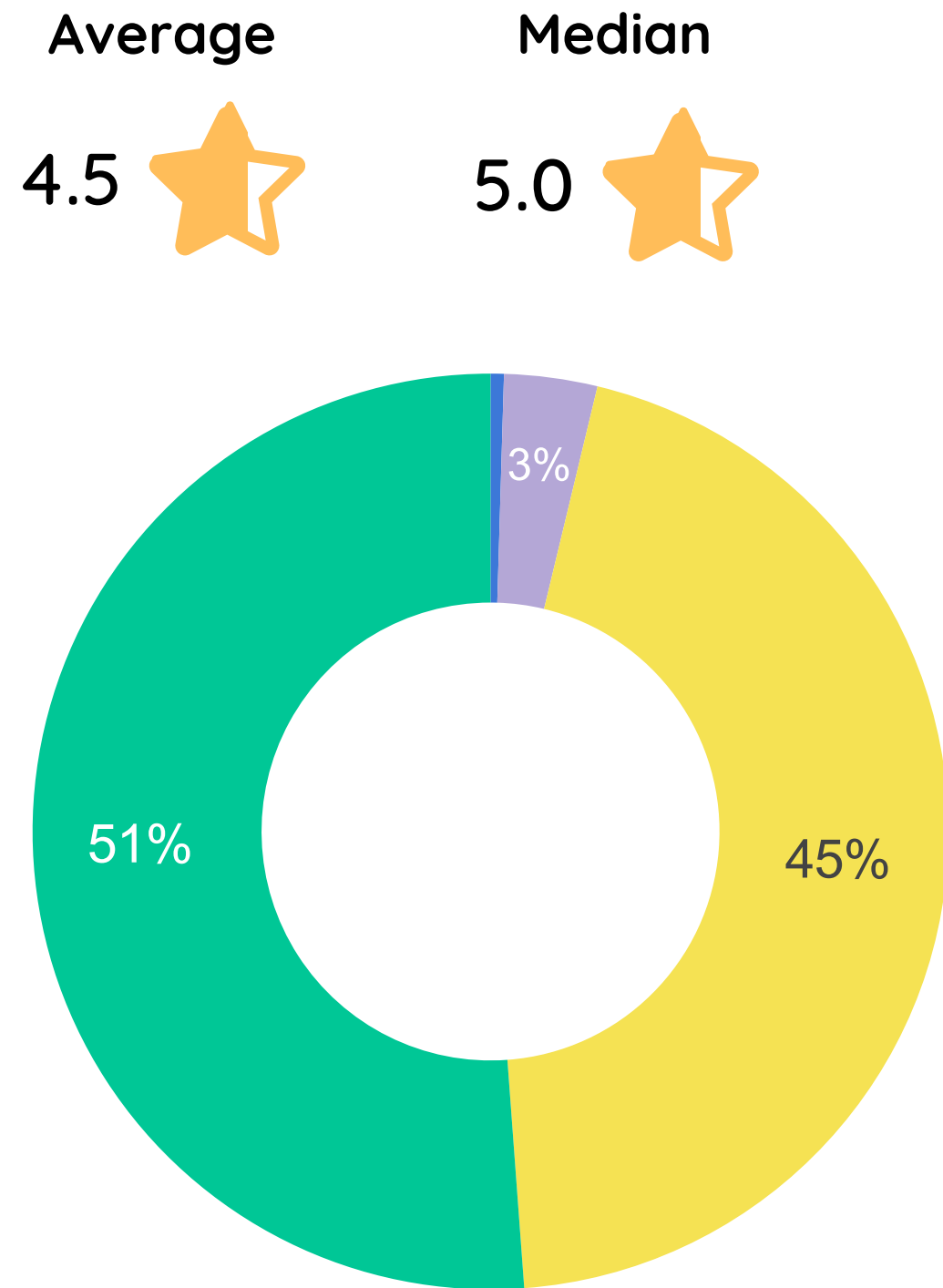
4.4



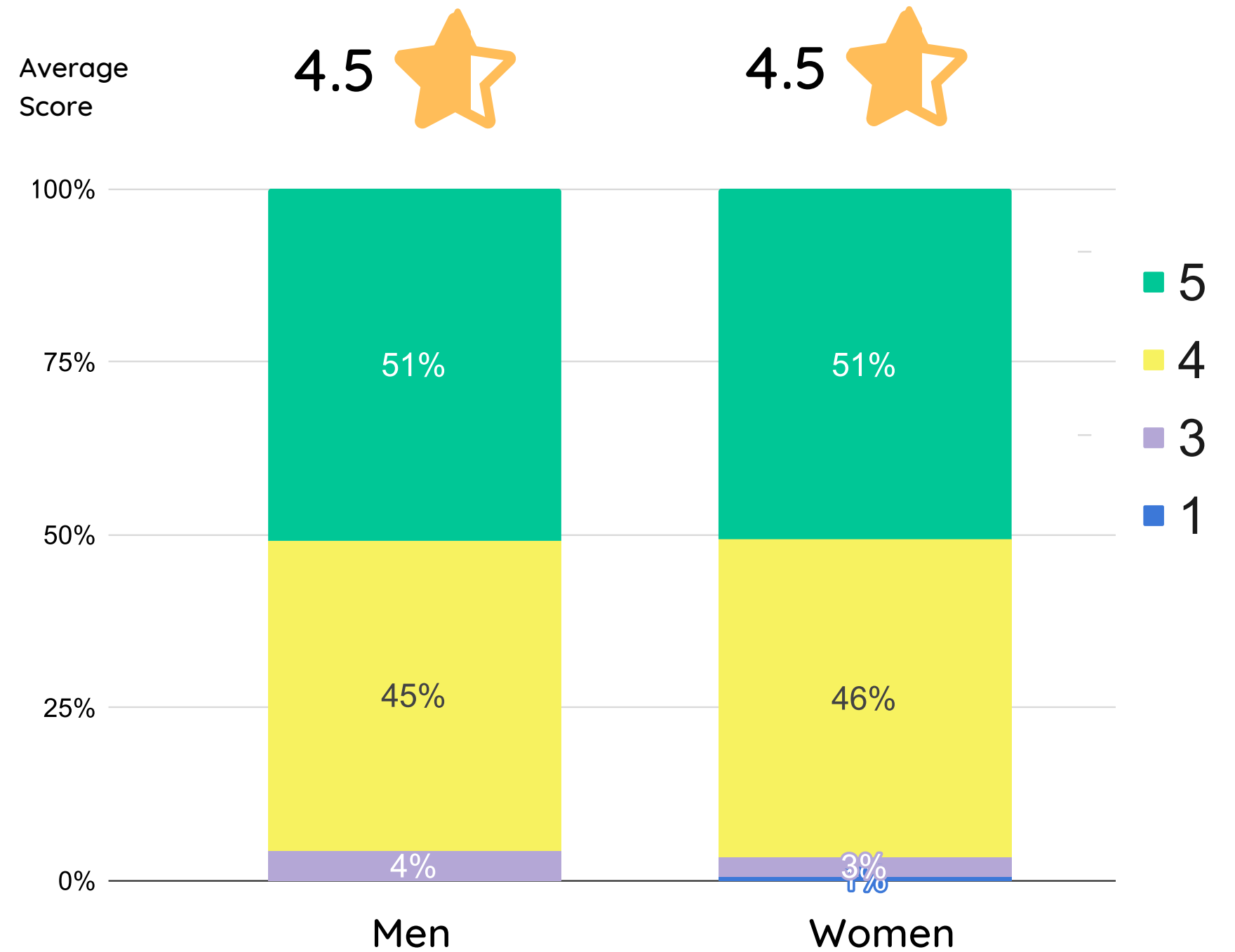
# Score regarding the content quality given by the entrepreneurs



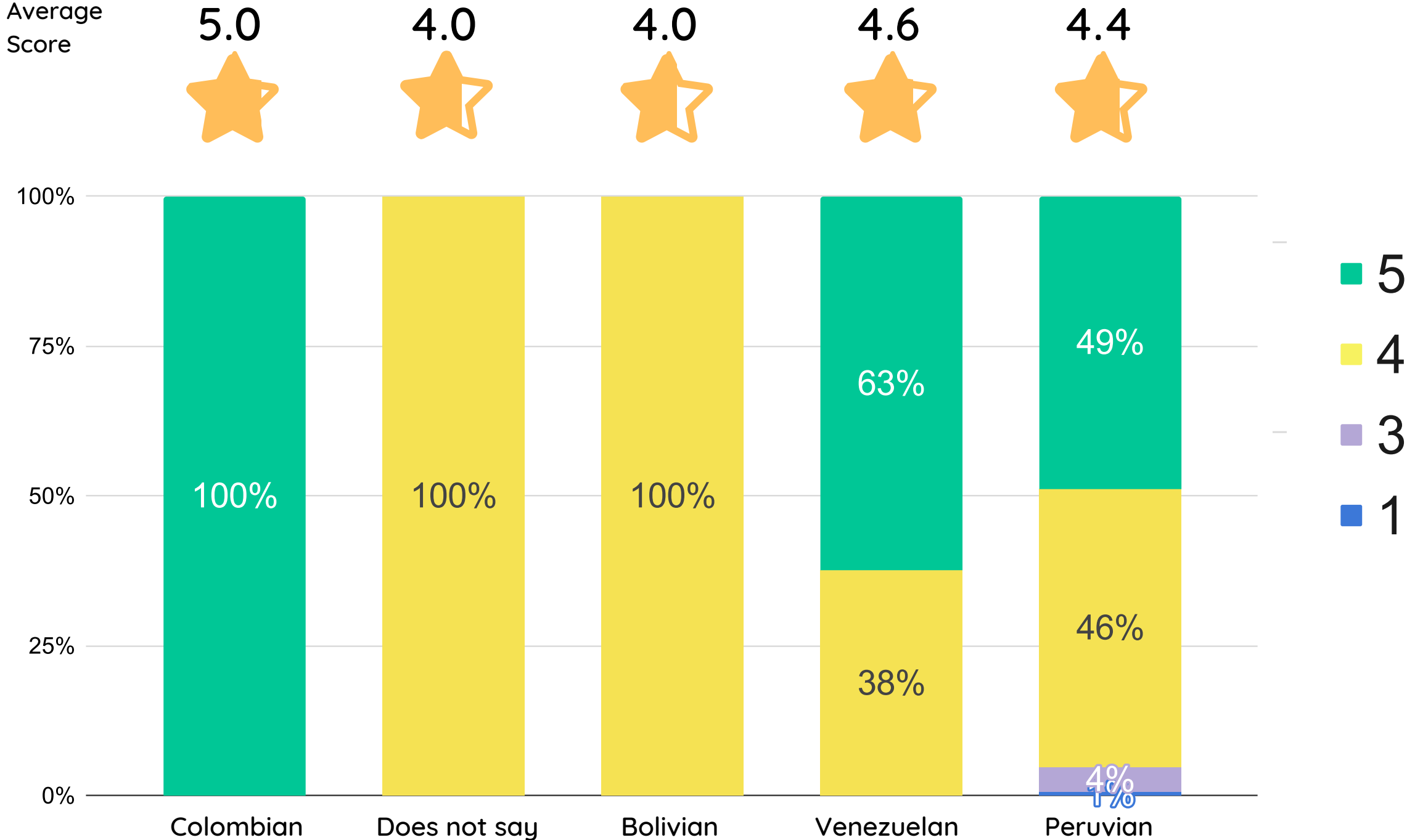
# Score of the expositors given by the entrepreneurs



- 1
- 3
- 4
- 5



# Score of the expositors given by the entrepreneurs



# Score regarding the content guides given by the entrepreneurs

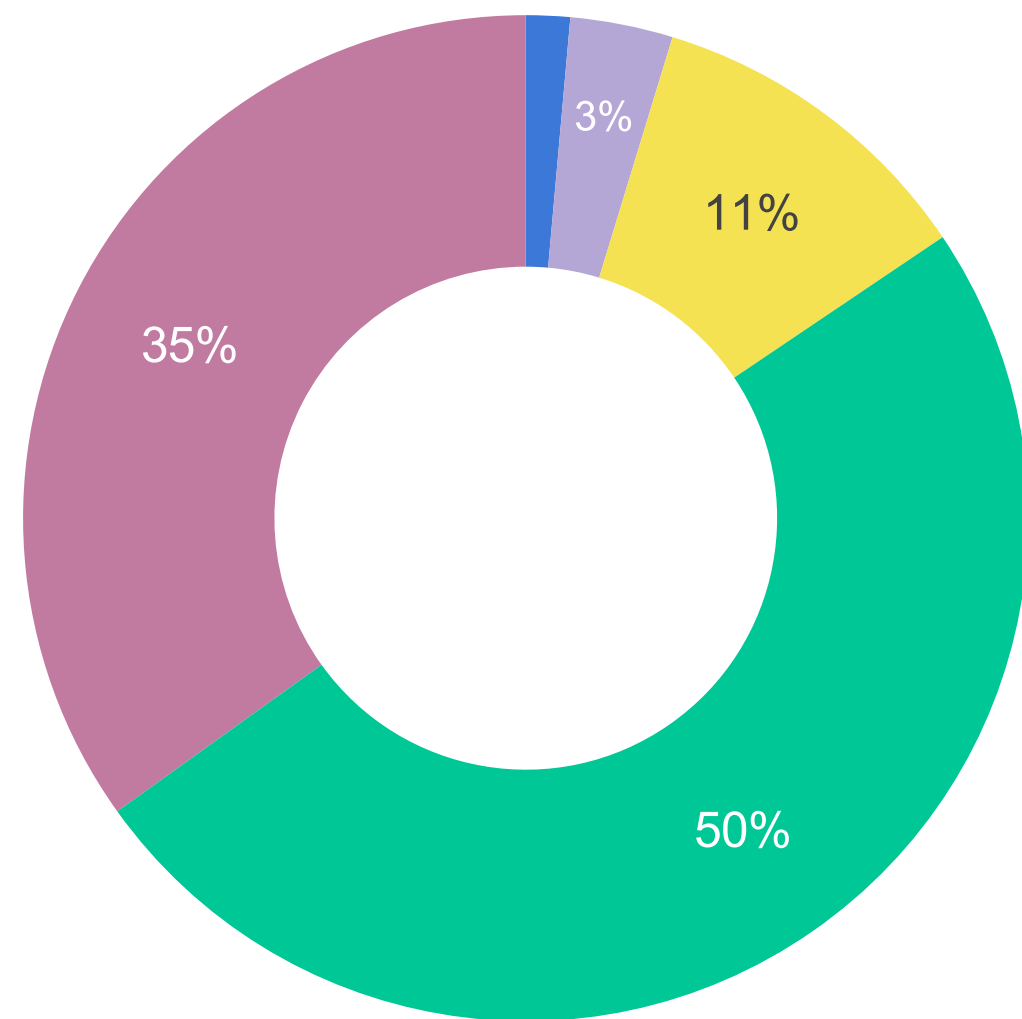
Average

4.1



Median

4.0



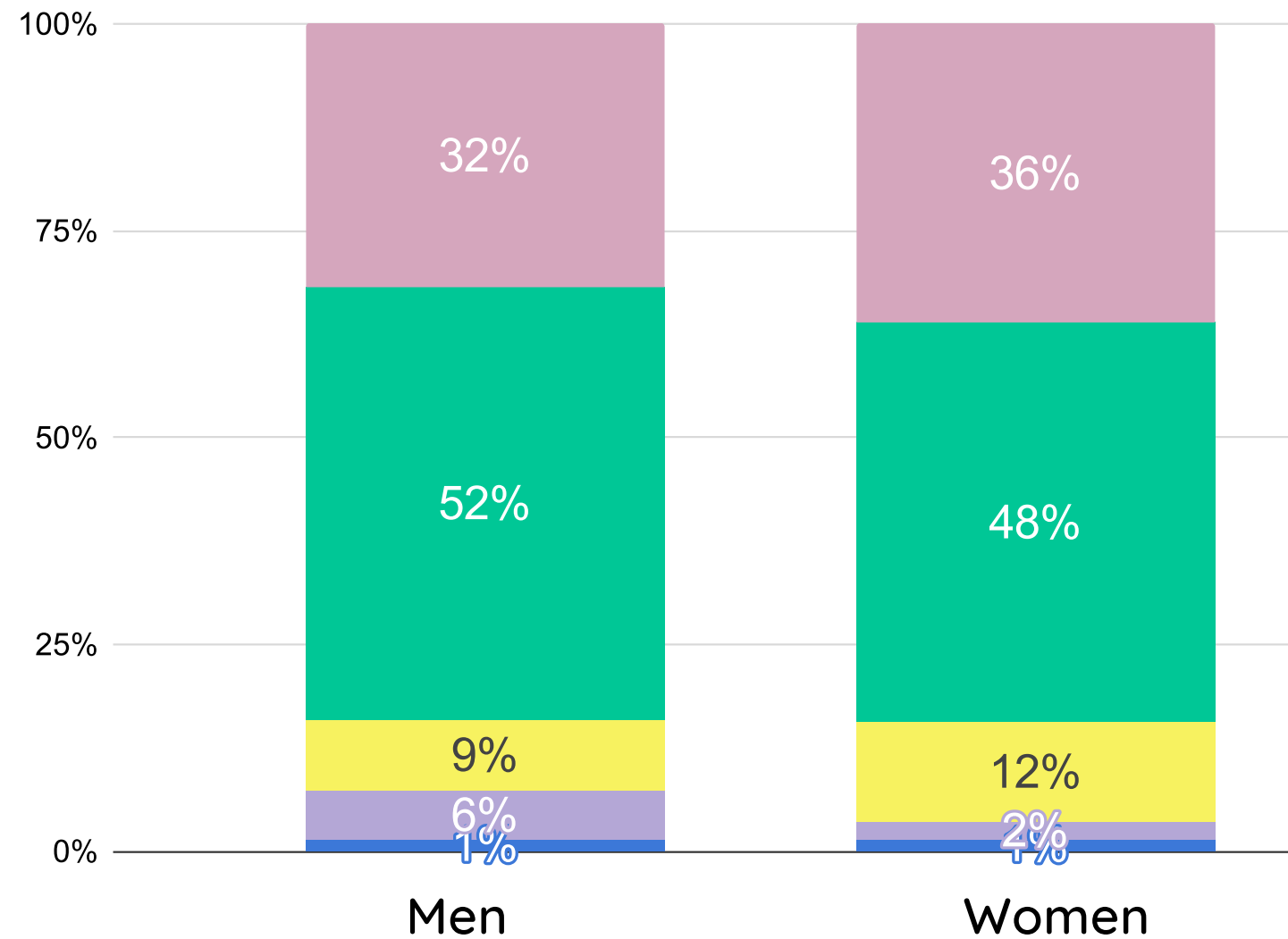
- 1
- 2
- 3
- 4
- 5

Average Score

4.1

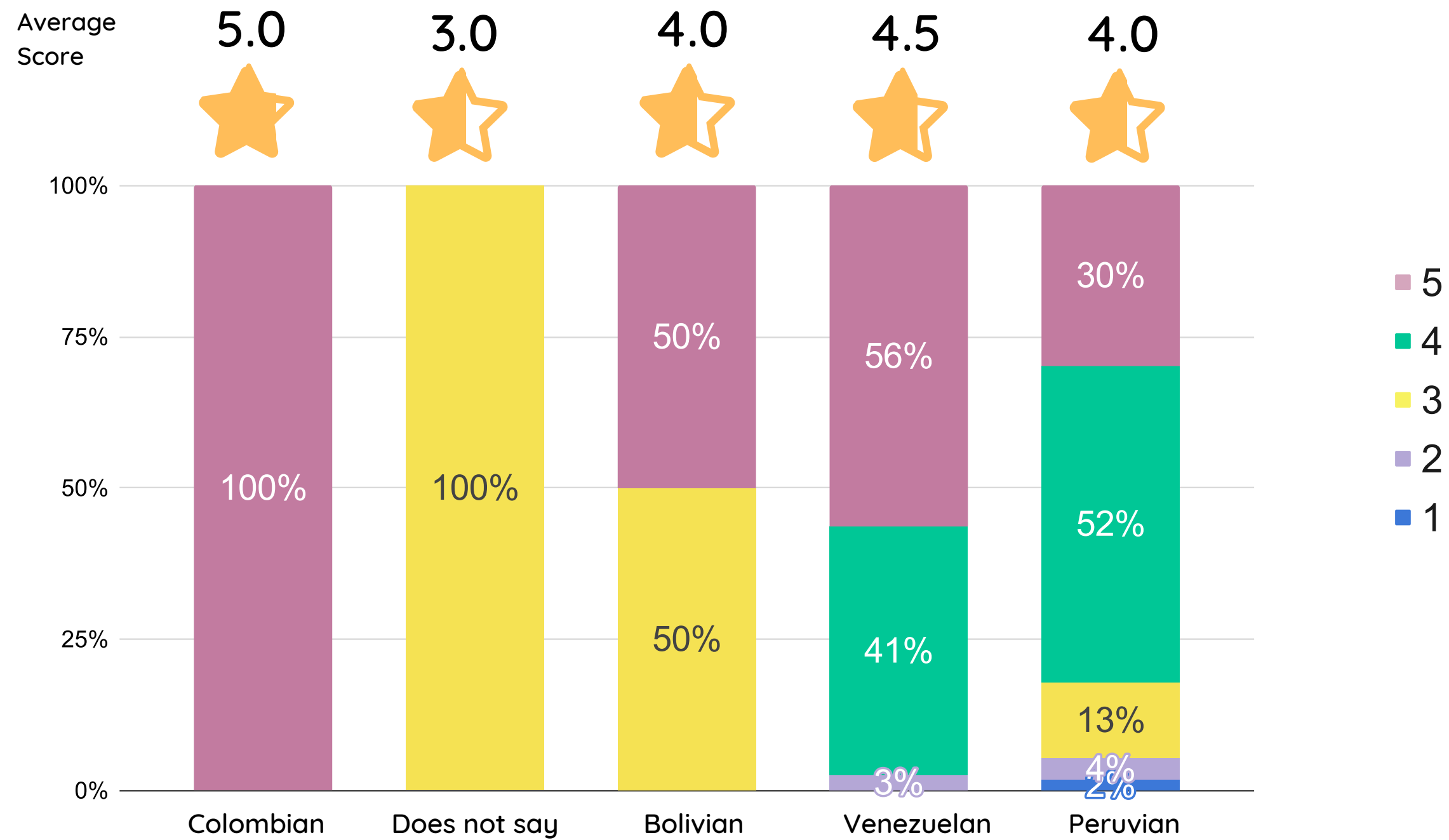


4.2



- 5
- 4
- 3
- 2
- 1

# Score regarding the content guides given by the entrepreneurs





# Score of the experience with Musa (surveys through WhatsApp)



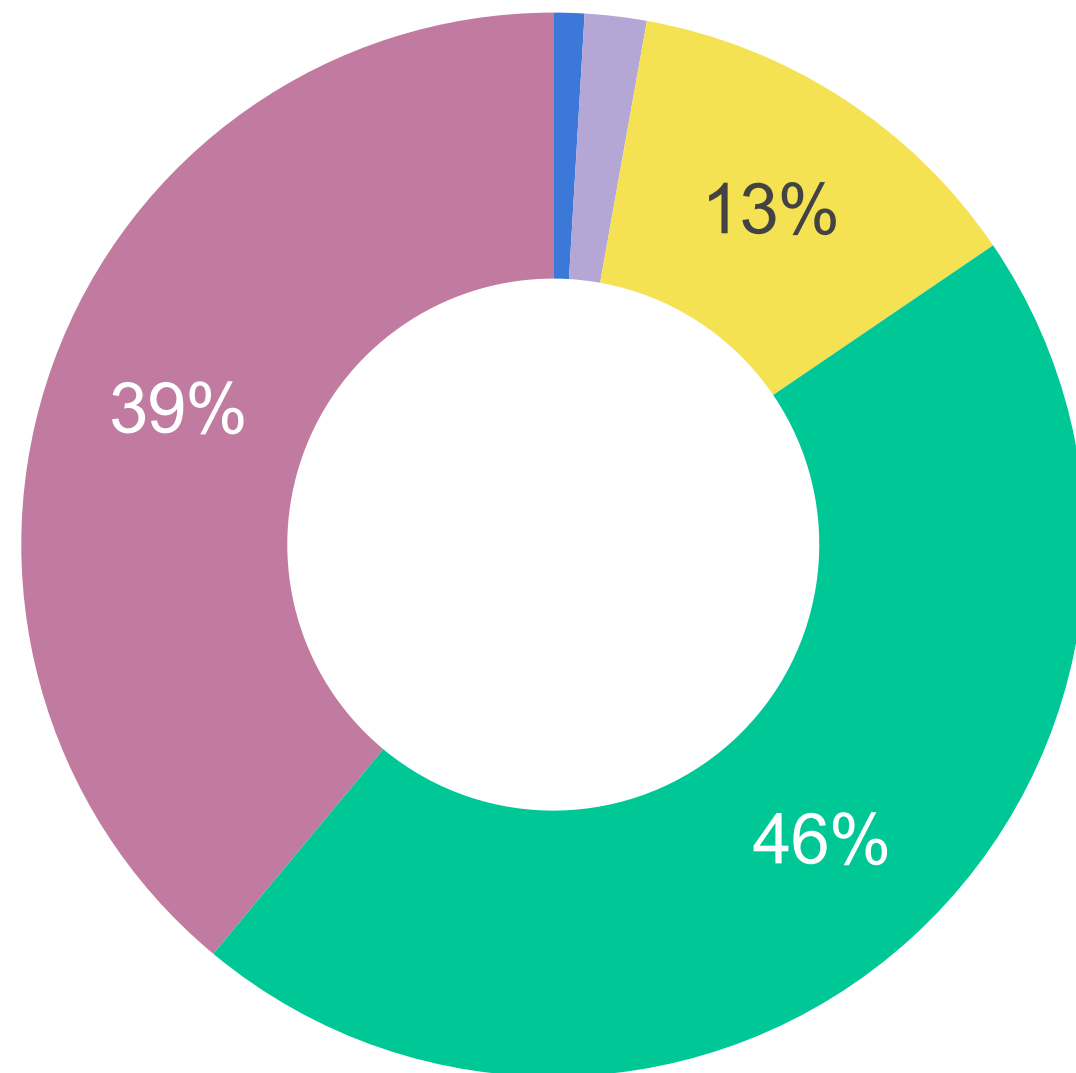
Average

4.2



Median

4.0



Average Score

4.1



4.2



100%

75%

50%

25%

0%

36%

46%

13%

3%

1%

41%

45%

12%

1%

5

4

3

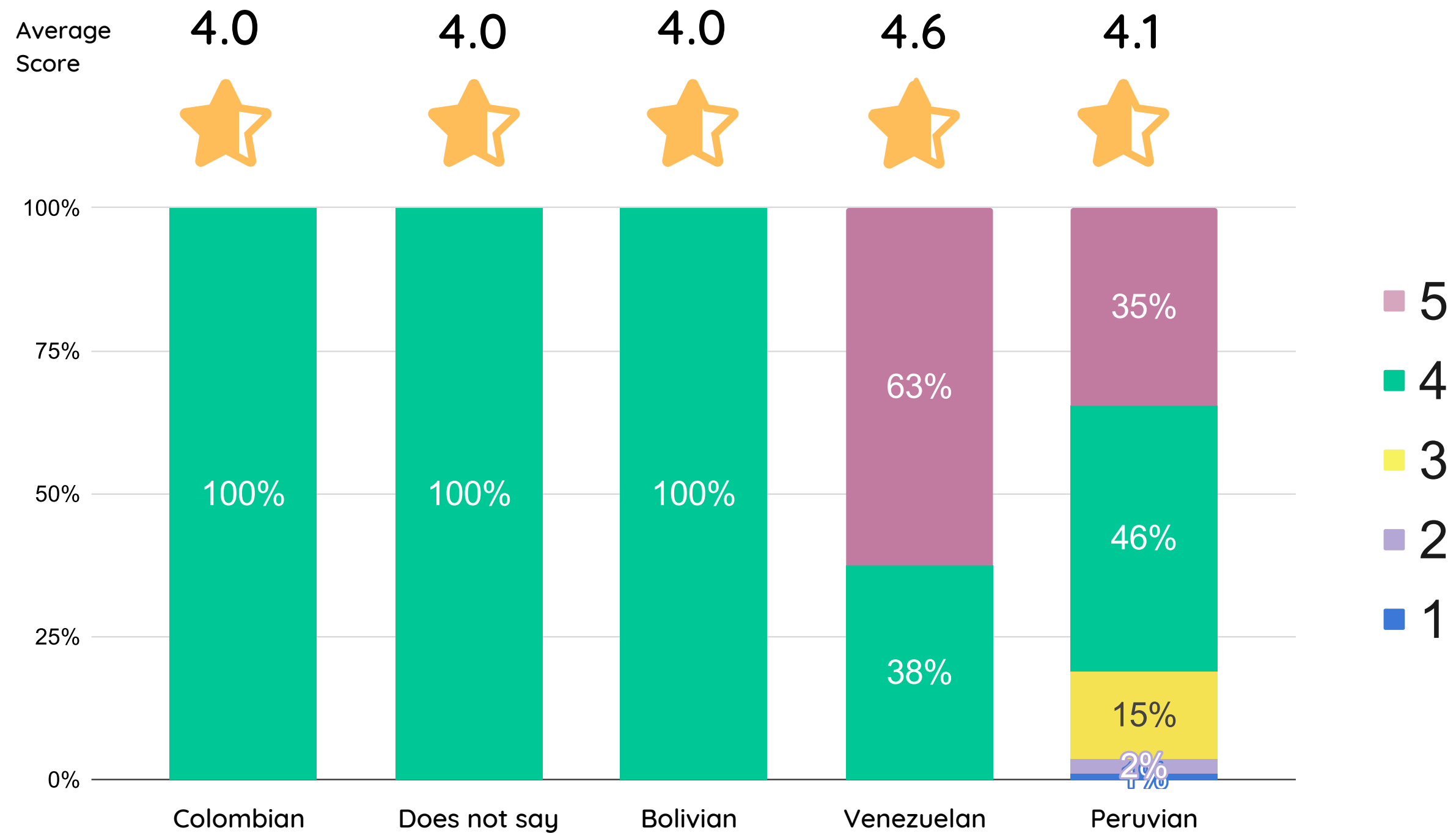
2

1

Men

Women

# Score of the experience with Musa (surveys through WhatsApp)

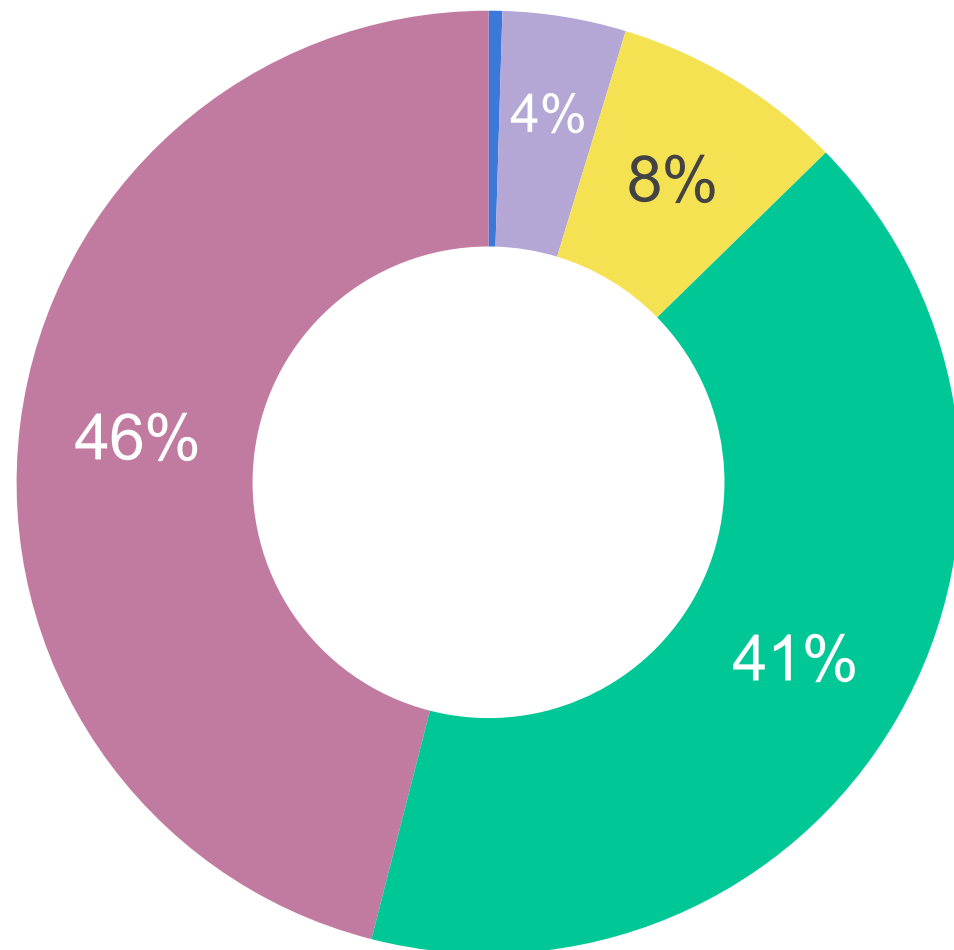


# Score of the general organization of the Program

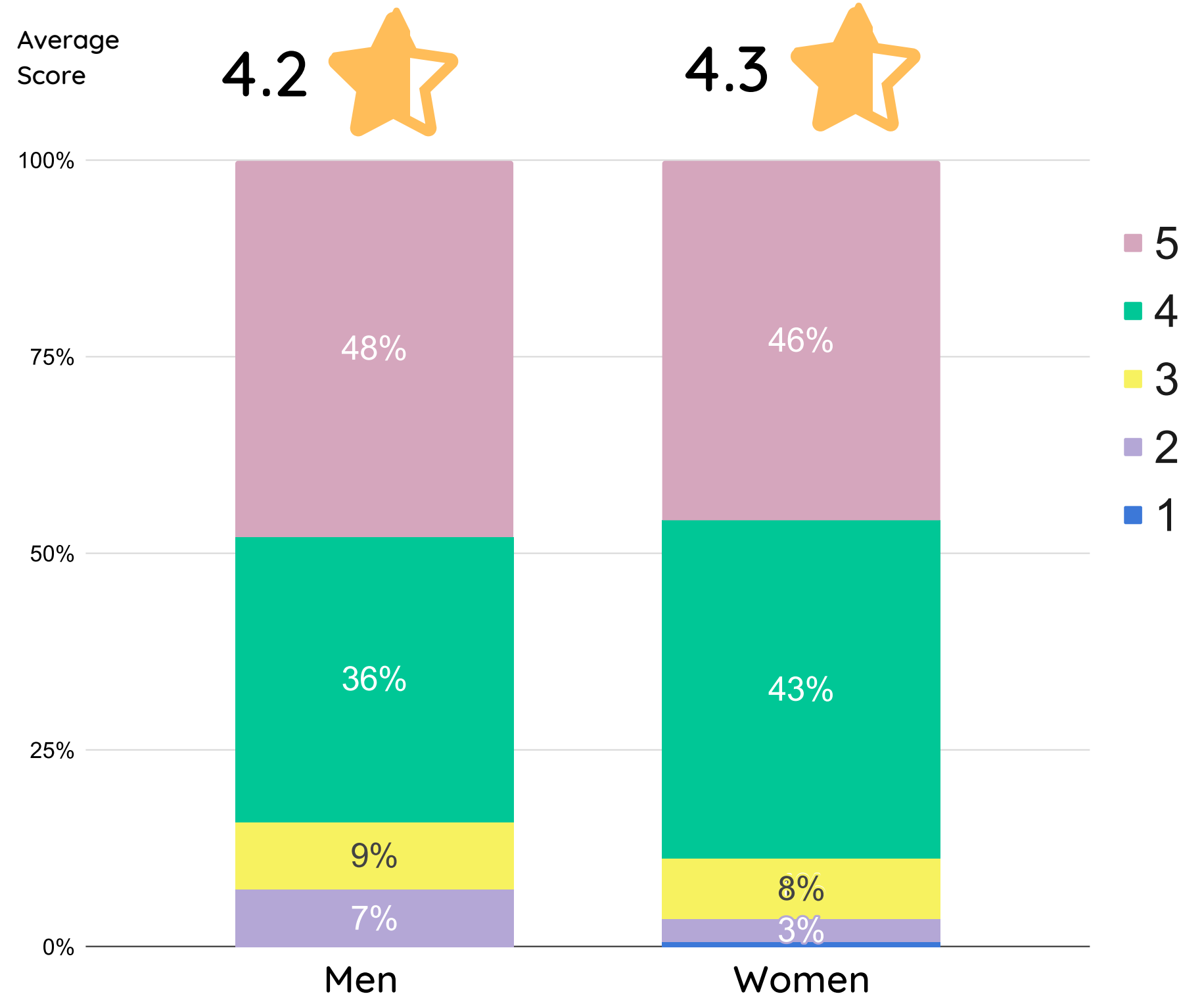


Average  
4.3 

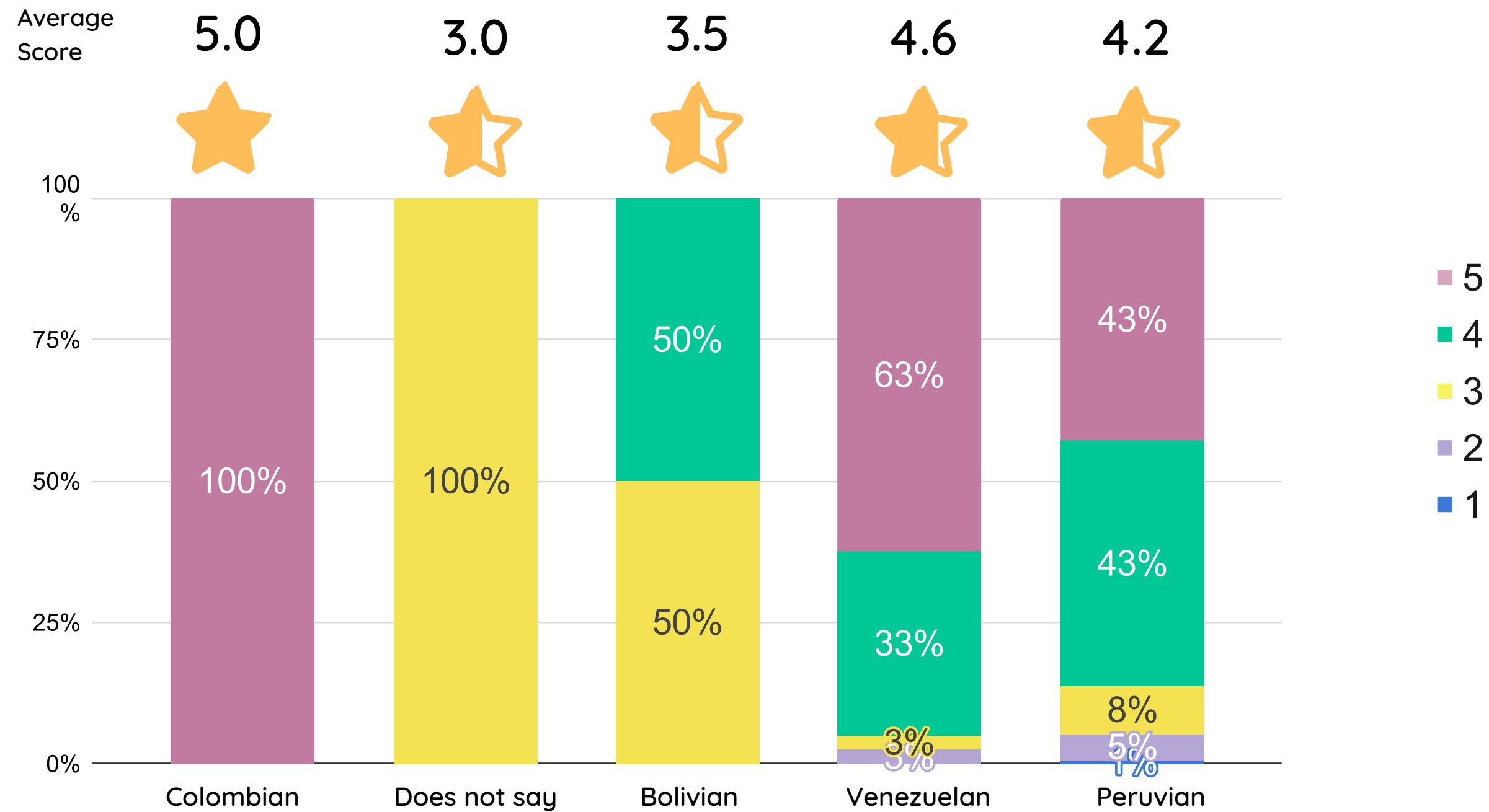
Median  
4.0 



- 1
- 2
- 3
- 4
- 5



# Score of the general organization of the Program



# Deliverables

- Final Report in Spanish and English
- Databases with all the answers provided by users in each survey and modules in excel files