

A Work Project, presented as part of the requirements for the Award of a Master's degree in Impact Entrepreneurship and Innovation from the Nova School of Business and Economics.

CHICAS PODEROSAS: A CASE STUDY OF BALANCING IMPACT AND BUSINESS
SUSTAINABILITY IN SOCIAL ENTREPRENEURSHIP

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Abstract

This case study delves into Chicas Poderosas, a pioneering non-profit founded by Mariana Moura Santos in 2013 to tackle gender disparities in media across Latin America, later expanding to Southern Europe and the USA. Originally a mentorship network, it evolved to include programs like leadership incubator and investigative journalism initiatives, profoundly influencing Latin America's media sector. As of early 2023, amidst substantial challenges, Chicas Poderosas confronted a critical crossroad. The organization faced the stark possibility of closure, compelling a deep reflection of the legacy and impact of their efforts in reshaping media narratives across continents.

Keywords

Business Sustainability, Impact Measurement, Non-Profit Funding, Organisational Resilience

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PART A: CASE STUDY

INTRODUCTION TO CHICAS PODEROSAS

Mariana Moura Santos initiated "Chicas Poderosas" ("Powerful Girls") in 2013 as a non-profit to empower the voices of minorities in media. Inspired by her experiences in predominantly male-dominated digital newsrooms, she recognized a critical need to bridge a significant gap in the traditional media sector: the marginal role of women in digital storytelling and their absence from key decision-making processes in newsrooms. Having noted that despite their contributions to research and story development, women and other minority groups were often sidelined from the later stages of journalism, creating an imbalance in storytelling narrative heavily influenced by male viewpoints.

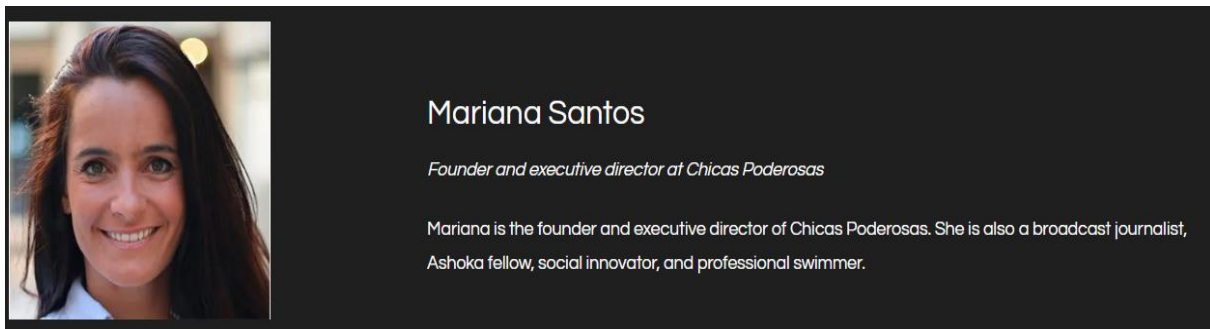


Figure 1 - The Social Entrepreneur

With a rich experience gained from British bespoke Newspaper, The Guardian, Mariana kickstarted Chicas Poderosas as a movement in Costa Rica to empower women on editorial and technological tools of journalism, and then she began traveling around Latin America to show journalists how to hone their digital skills, dream and aim for more in the media narrative. Primarily focused on women empowerment, Chicas Poderosas expanded to uplift underrepresented groups, including LGBTQIA+ communities, people of African descent, migrants, and dissidents. Within the first year, Chicas Poderosas had built a passionate team of volunteer mentors, training over one thousand journalists across Latin American countries and

the project spread into the United States, Portugal, and Spain. In 2017, Americas Quarterly publication highlighted the notable impact of Chicas Poderosas in advancing the roles of women within the rapidly transforming newsrooms of Latin America.

“I got this idea because in my first experience as a journalist, within the editorial team, in a group of 200 programmers, I was one of the only three women in the team. So, there was very little representation of women.” (Mariana, 2023)

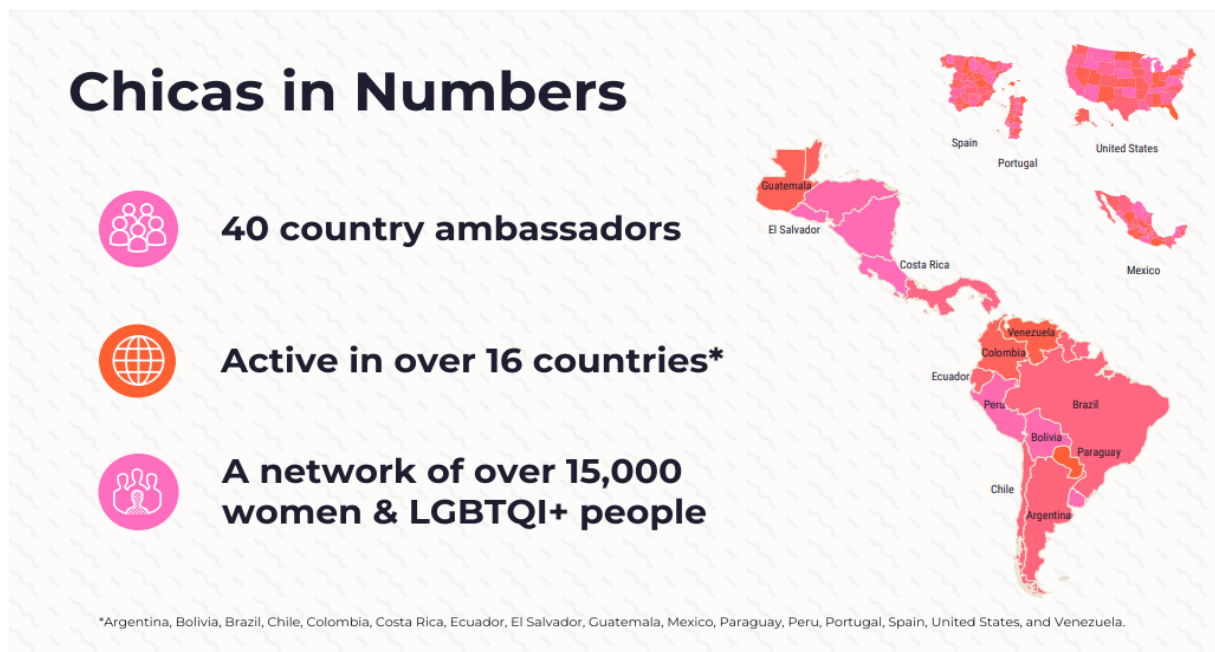


Figure 2 - Chicas Poderosas Geographical reach (2022)

Background Overview of Media Landscape in Latin America, Southern Europe, and U.S.A

In the modern media landscape, the necessity for diverse representation has never been more crucial. Even when efforts are made to highlight stories of diversity, the underlying dynamics often perpetuate traditional journalism and communication practices.

The Global Media Monitoring Project in 2015 found that women's presence in news topics globally was just 24 percent, same as in 2010, and they were often portrayed in biased ways, relegated to traditional roles or issues like social matters and gender violence.

- **Latin America**

In the early 2010s, the media industry in Latin America, a region comprising Mexico, the Spanish-speaking Caribbean islands, Central America, and extending to the southern tip of South America, faced a pivotal moment. Despite its cultural vibrancy and a population of around 650 million, the media was largely controlled by a few wealthy families, leading to limited viewpoints and marginalization of diverse narratives.

This lack of diversity was stark in gender, racial, and socio-economic representation, particularly in countries like Argentina, Brazil, Colombia, Mexico, and Peru. Editorial decision-making, dominated by men, further perpetuated a homogenous narrative, failing to reflect the region's rich cultural diversity.

Despite a decade long effort, gender equality in workplaces saw limited success in traditional newsrooms across Latin America. As per the Reuters Institute's 2023 research, women occupied only 22% of senior media positions globally, with an even lower representation in Latin America: 5% in Mexico and 13% in Brazil.

- **Southern Europe: Portugal and Spain**

In Southern Europe, particularly in Portugal and Spain, the media landscape in the early 2010s was marked by patterns like those observed in Latin America. These countries, known for their own rich histories and cultural diversity, also experienced a media industry where ownership was often concentrated among a few influential entities.

Despite a high regard for cultural production, the media industry lagged in gender parity, particularly in leadership and creative roles. The dearth of women in decision-making positions within media organizations led to a gender disparity that echoed through the content and narratives presented to the audience.

- **The United States**

Contrasting with the media landscapes of Portugal and Latin America, the U.S. scenario presented its unique challenges. While women in U.S. media frequently encountered a glass ceiling hindering their rise to top leadership roles, the gender disparity for American women was lower compared to minority groups in the region.

In 2010, women represented 24% of those heard, read about, or seen in news coverage, and minority representation was notably sparse, with Latino and Asian characters peaking at only 3% and 2.8% on television.

In response to these disparities, more news media in the U.S. showed a marked commitment to gender equality, aligning with global diversity objectives in media. In 2023, the percentage of women in top editorial positions increased significantly to 44%.

THE CHICAS PODEROSAS DECADE LONG JOURNEY

Planting the Seed: The Launch

Mariana Santos' path to establishing Chicas Poderosas began with a challenging episode during her career growth as a Visual Storyteller at The Guardian, London, where her ambition to rise to a leadership position was abruptly halted. Her aspirations for advancement were met with a stark rejection, highlighting a lack of female representation and mentorship at higher levels

within the organization. This turning point illuminated the systemic barriers women faced in the media industry, particularly in leadership roles, and sparked a desire in Mariana to foster change.

“I don't have women I can ask for help and be guided by. So, when they offered me a scholarship to go to Latin America to teach what I had learned at Guardian, I said, I'm going to dedicate myself to doing a specific project for women to be more leaders in journalism, so we're not always dependent on bosses that we can also be leaders.” (Mariana, 2023)

Seizing an opportunity in 2013 to join the Knight International Journalism Fellowship in Costa Rica as an Interactive Visual Storyteller, Mariana embarked on a new journey where she trained journalists at La Nación newspaper in San José, Costa Rica, and led workshops on interactive design, programming, and data visualization throughout Latin America. Hence, she launched Chicas Poderosas as a mentorship program.

The Right Season: Global Awakening

As Chicas Poderosas made its debut, the global awakening to gender disparity was gaining momentum, significantly bolstering the project's reception and impact. Launched amidst the burgeoning fourth wave of feminism and a transformative period in digital media, Chicas Poderosas directly addressed the critical need for digital literacy among women journalists adapting to the shift from print to digital. Mariana's initial self-led workshops, which later expanded through her professional network, significantly empowered women to take charge of their digital narratives.

This initiative struck a chord at a pivotal time when feminist journalism was on the rise, aligning seamlessly with a worldwide movement towards gender equality and amplifying minority voices in media. The emergence of Chicas Poderosas precluded significant movements like Ni

Una Menos in Argentina (2015) and the global #MeToo movement (2017), which further shifted public discourse across continents. This alignment with global consciousness and advocacy bolstered Chicas Poderosas' growth, attracting considerable support from both local communities and international entities.

Fertile Ground: Local Reception and Community Building

As Chicas Poderosas spread its wings across Latin America, Mariana Santos found fertile ground for her vision, navigating a unique cultural and professional landscape. Her European identity, especially her Portuguese roots, combined with her rich experience with The Guardian, granted her an unexpected edge as a foreigner. This she referred to as the "gringo factor" proved to be a crucial lever in opening doors typically closed to local women in Latin American media. Mariana was able to bypass the entrenched gender biases and machismo culture prevalent in the region.

“for example, women who did not know how to work digitally did their reports and sent them to the technology department only with men, that is, they were completely edited, they completely lost control of their stories, and I thought, no, this has to end, we women, we have to have control over technology, we have to know how to write in line, we have to know how to publish ourselves digitally.” (Mariana, 2023)

Within the first four years, Mariana Santos significantly expanded the reach of Chicas Poderosas, extending her network and workshops not only to the United States but also to Portugal and Spain, gaining substantial support in these regions. The U.S. expansion began in 2014 with a notable event at Univision and the University of Miami, attracting over 100 participants from Latin America and the Miami area.

This strategic expansion into developed countries like the U.S., Portugal, and Spain was driven by Mariana's vision to bridge the gap between developing and developed nations, drawing upon the unique experiences and perspectives of Latin Americans who confront social and political challenges daily.

As the movement expanded, Mariana traveled extensively to foster its growth. However, within the first two years, she observed a decline in momentum whenever she left a region. To address this, Mariana initiated an ambassador program in countries with established Chicas Poderosas communities. This strategy ensured that the movement's mission and activities continued to thrive, driven by local leadership, and sustained by the collaborative spirit that had been the hallmark of its success.

Mariana's approach to listen, empower, and build a network of support resonated deeply with the local community, as she not only shared her expertise on transitioning from print to digital media but also ignited conversations on diversity and inclusion. She attributed the early success of Chicas Poderosas to the powerful dynamic of "a lot of women helping each other."

Solid Root: The Integrated Approach to Organisational Structure

Embracing a non-hierarchical structure, Chicas Poderosas encouraged each member, particularly the ambassadors across Latin America, to take on leadership roles, fostering a collaborative ethos over traditional top-down models. This approach fostered a close-knit team environment akin to a family, comprising accomplished journalists and media figures dedicated to empowering women in digital media despite the initial lack of financial compensation.

As Chicas Poderosas' operations evolved, they were structured around a three-part business model: the Academic and Research Center for continuous training in journalism and leadership; the Powerful Community network connecting members across multiple countries for

professional development; and the Storytelling Laboratories providing resources for journalists to produce and narrate stories.

These elements seamlessly integrated, underpinned by Mariana's passion for storytelling and a commitment to elevating diverse voices in media. The organization's unified approach not only created a platform for professional growth but also cultivated a diverse and inclusive media landscape.

Under these three pillars, a diverse array of initiatives emerged, encompassing Massive Open Online Courses (MOOCs) to provide accessible, inclusive learning opportunities in journalism; a Leadership Incubator aimed at women and underrepresented groups in media; the Powerful Stories Laboratory, which focused on creating diverse, compelling narratives; the Powerful Investigations program dedicated to investigative journalism; Mediathons designed to foster collaborative project development; Training for Ambassadors to empower local leaders and disseminate the organization's principles; and a Data Verification program, emphasizing the importance of accuracy and integrity in journalism.

Sturdy Trunk: Operational Direction and Funding Stability

Initially, Chicas Poderosas was funded through personal savings and collaborative support for projects, a typical approach for early-stage non-profits. This phase was crucial for establishing the organization's foundation and initiating its key operations. In 2015, Chicas Poderosas adopted a crowdfunding model for specific projects, marked by a successful Kickstarter campaign that attracted 108 backers who pledged \$10,677. This transition to crowdfunding demonstrated the effectiveness of engaging a broader community for financial support and allowed the organization to tap into a wider network of donors.

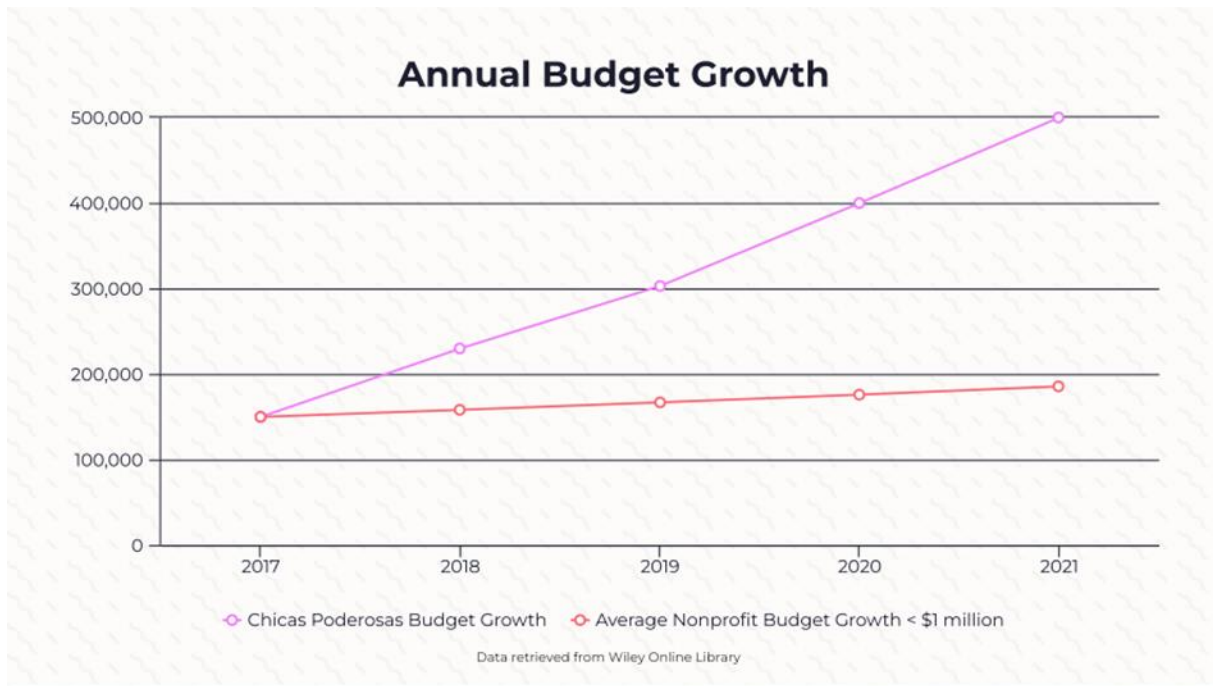


Figure 3: Chicas Poderosas budget growth between 2017 - 2021

As Chicas Poderosas' reputation and impact grew, it began to attract institutional funding, marking a significant shift in its financial strategy. Contributions from entities like the Google News Initiative and support from various NGOs, government agencies, and international bodies became integral to its funding mix.

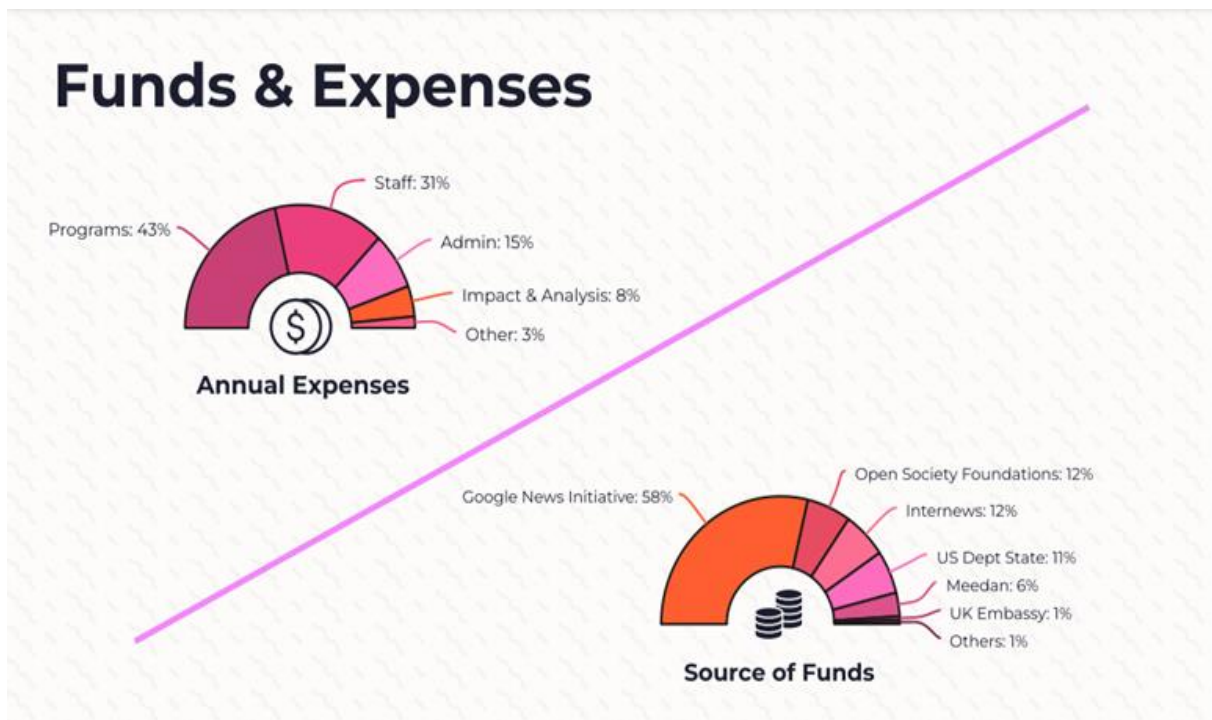


Figure 4 - Financial Breakdown for 2022

Bearing Fruit: A Decade of Chicas Poderosas' Flourishing Impact

Chicas Poderosas blossomed remarkably over the years, with an extraordinary journey of growth and impact. Within a year of operations, the organization expanded to Argentina, Chile, Colombia, the United States, training over 1,000 women and organizing 11 events across Latin America and the U.S., along with over 70 interactive projects.

The year 2015 was a turning point, where Chicas Poderosas nurtured future leaders, initiating training for women to represent the organization internationally. This growth continued with the 2016 launch of the “19 Million Project”, gathering 150 professionals to share untold migration stories. By 2017, the organization had firmly rooted itself as a non-profit in the United States. In 2018, its scope widened to include the LGBTQIA+ community and racialized people, gaining accolades in investigative journalism and impacting public policy.

In 2019, Chicas Poderosas organized significant mediathons in Argentina, Colombia, and Mexico, focusing on various social and environmental issues. These events, supported by the Open Society Foundations and Google News Initiative, showcased the organization's growing influence. The same year saw the initiation of the "10 Migrant Stories" project, aiming to amplify migration narratives.

Testimonials

Fabiana lives in Sucre, in Bolivia. She was one of the participants in the Mediathon Resonar. This was her first time working with people from other countries, as the Mediathon included journalists from Bolivia, Colombia, Ecuador and Venezuela. "It was nice to share about ourselves" and get to know them, she highlights.

Fabiana collaborated remotely to tell the story of how afro-descendent women in Bolivia and Ecuador organized to respond to the consequences of the pandemic in their communities. To do the interviews, she had to travel for 15 hours to visit a community in the Yungas, since they did not have internet to do it online. As she is a designer, this was her first time interviewing people, and in a place she didn't know, but she understood the need to make their voices heard. Along the way, she was supported by the mentor assigned by Chicas Poderosas to work with her team. "She helped us calm down and focus on the story" she said.

Fabiana stayed for two days in the community, getting to know the people, their routines, and their work. She was able to capture sounds along with the interviews, to enrich her team's podcast. She also bonded with the woman she interviewed: "I came for an interview and found a sister." When asked what she learned from the Mediathon, she said: "that I can create bonds of trust. That I can be good at doing interviews. That I can help raise other people's voices."

Fabiana Callapa

Figure 5 - Beneficiary testimony

2020 marked another significant milestone with the launch of the Rapid Response Fund, supporting journalists and media outlets affected by the pandemic and aiding 19 initiatives across 12 countries. The New Ventures Lab, active from 2017 to 2019, focused on education and mentorship for women leading independent media outlets. In 2021, the organization opened its second Leadership Incubator in Brazil, part of the Powerful Stories Laboratory, and by December 2022, they launched MOOC 3: Diversities in Command, in collaboration with Meedan and UN Women, furthering their commitment to diversity in journalism.

Over the past decade, Chicas Poderosas has become a key player for women and marginalized groups in the media industry, not just in Latin America but globally. The network has expanded from 6,000+ members in 2019 to over 15,000 women and LGBTQIA+ individuals by 2021, with 32 country ambassadors active in 16 countries. Supported by a robust network of international backers, including Google News Initiative, Open Society Foundation, Meedan, UN Women, Ashoka, CNN, Fondo Lunaria Mujer, Internews, ijnet, Fopea, International Women's Media Foundation, Department of States United States of America, British Embassy Buenos Aires, Poynter, Knight Foundation, UNFPA, UNESCO, IPPF, etc., Chicas Poderosas' offerings, which includes publications, grants, workshops, projects, incubator lab, and trainings, have reached more than 60 countries, reinforcing the leadership of over 10,000 individuals in journalism and communication, and establishing a significant online presence boasting over 50,000 followers across major platforms.

SUSTAINABILITY CHALLENGE

Financial Instability

The first major hurdle was in the form of inconsistent funding, a common challenge for non-profits reliant on grants and donations. These financial hurdles impacted not only Chicas Poderosas day-to-day operations but also threatened the long-term sustainability of their programs. The unpredictability of funding streams, often swayed by shifting donor priorities, presented a recurring obstacle, highlighting a familiar struggle within the non-profit sector.

Additionally, the organization contended with challenges arising from its decentralized structure. While this model fostered local empowerment and adaptability, it sometimes led to variations in the interpretation and execution of Chicas Poderosas' core mission across different regions. This issue was exemplified in a notable incident involving an ambassador who, over time, diverged from the organization's ethos, eventually leaving to start a similar competing

entity. This not only caused internal strife but also led to the loss of vital funding in that area. The culmination of these challenges came in 2022 with the withdrawal of a major institutional backer, a setback that highlighted the organization's vulnerability to both internal dynamics and external shifts in the funding landscape.

The Crossroad

- **Shifting Media Landscape**

At the start of the journey, Mariana embarked on a mission to close the gap in newsrooms. The focus was placed on pathways to equip women with skills to publish their content themselves. However, the rapid ascent of digital platforms, including social media, as primary news sources has shifted the paradigm of the industry. This change enabled individuals and minority groups to directly reach audiences through other media channels, reducing their dependence on traditional media for representation.

The COVID19 pandemic further accelerated this shift, as people turned to digital platforms for news, entertainment, and interaction, thereby democratizing content creation and distribution. Digital technologies have created substantial opportunities for women in the newsroom as sources, gatherers, and decision-makers. However, the bulk of these opportunities lie outside the newsroom where women have used these digital technologies and social media platforms to reinvent and rebrand themselves as content creators, content aggregators, and influencers.

- **Shifting Focus of Non-Profit Funding**

This new media landscape, while offering opportunities for direct engagement, also presented funding challenges for non-profit organizations like Chicas Poderosas. Recent trends indicate a shift in donor priorities, with funders increasingly supporting initiatives that engage directly with new digital mediums. Online giving in 2021 grew 9% year over year³, indicating a shift

towards digital mediums. This shift has significantly impacted Chicas Poderosas, leading to challenges in securing consistent funding.

“we're in a phase where, with the world crisis, we couldn't raise the capital that was needed to keep the team in the center, and without being able to give contracts to my team because I don't have money to pay us. Meanwhile, the director of operations, who is a right arm, who does the finances, the accounting, the contracts, gave up, now at Christmas, because he says he has personal problems.”- Mariana, 2023.

This situation mirrors a broader trend in the closure of feminist-focused NGOs and digital media sites, often attributed to financial and management challenges. Notable examples in the US include Bitch Magazine, Feminist Frequency, and Jezebel, which ceased operations due to similar struggles. The difficulty in sustaining financially viable operations in the digital media environment, coupled with management issues, has been a recurring theme in these shutdowns.

- **The Personal Toll**

Amidst these challenges, Mariana shoulders the weight of her decade-long legacy of Chicas Poderosas. The mental burden of steering an organization amid waning financial and community support looms large. With institutional funding drying up and operations stalling, Mariana confronts the stark reality of potentially shutting down Chicas Poderosas.

“Now, I don't know what's going to happen, I just know that I don't let myself be as anxious as I used to be. And I'm not going to let myself die from the stress of thinking that this is going to end because things are what they have to be. I'm trying everything I can, so if it's going to end, I'm confident that I did everything I could.”- Mariana, 2023

As of the end of 2022, Mariana helmed Chicas Poderosas with a team of eight staff members who though passionate about impacting their world now face the possibility of moving on from

Chicas Poderosas. For Mariana, driving global change has always been her central mission. She now stands at a crucial turning point, alongside her 7-member board of directors, to determine the future direction of Chicas Poderosas. They face a challenging decision: whether to continue forging ahead through sheer determination and resilience, to evolve the organization's vision in response to changing times, or to confront the tough possibility of closure. At this critical moment, the lasting influence of Mariana's efforts and the enduring legacy of Chicas Poderosas are paramount considerations in this pivotal decision-making process.

PART B: TEACHING NOTE

Chicas Poderosas: A Case Study of Balancing Impact and Business Sustainability in Social Entrepreneurship

Case Synopsis

The case study highlights the journey of a non-profit initiated by Mariana Moura Santos in response to overwhelming gender disparity in newsrooms, illustrating the challenges of sustaining a movement-focused vision in a swiftly evolving media landscape. This exploration details the organization's decade-long journey, marked by its commitment to reshaping media representation and fostering leadership diversity. Today, Mariana faces the difficult decision of possibly closing the venture after ten years. With essential insights for understanding the multifaceted aspects of managing a non-profit, this case study is particularly relevant for courses in Impact Entrepreneurship, Non-profit Management, Leadership and Organizational Behavior, Innovation and Change Management.

Critical Challenges Facing Chicas Poderosas

1. Evolving Media Landscape and Its Impact on Vision

Chicas Poderosas' vision initially aimed to empower women in digital newsrooms and bring attention to underrepresented stories. However, over the past decade, the rise of social media has significantly altered this landscape, enabling a wider array of voices, especially from underrepresented demographics, to gain visibility.

2. Financial Instability and Shifting Funding Landscapes

Non-profits like Chicas Poderosas heavily rely on funding, and any major reduction or cessation of support from institutional sponsors can be devastating. This is particularly true for

organizations that have grown substantially in size and scope.

3. Founder's Burden of Balancing Impact and Sustainability

Mariana's deep personal attachment to Chicas Poderosas, rooted in her experiences with newsroom limitations, intensified the pressure and challenge of shouldering the responsibility while adapting the organization to a rapidly changing media landscape.

4. Measuring Impact and Success

Non-profits, including Chicas Poderosas, face challenges in creating metrics to assess broad impacts, like media inclusivity. While outputs and beneficiary feedback provide short-term insights, gauging long-term, industry-wide changes demands extensive analysis that is not possible now that Chicas Poderosas has lost funding and might shutdown.

Key Insights

Chicas Poderosas, which began as a mentorship program offering physical workshops, evolved into a significant support system for minorities in journalism connected across continents through digital platforms. This evolution was marked by several key insights:

- **Creating a Movement Amidst Global Awakening:** Mariana's recognition of a male-dominated Western media landscape resonated with a broader audience, leading to wide acceptance and support for her initiative. The insight here is profound: addressing a pervasive problem can catalyze a community-driven movement, gathering momentum from shared experiences and goals.

- **The Importance of Teamwork and Local Leadership:** Managing everything single-handedly was an overwhelming task for Mariana. The insight gained was the value of a reliable team and the distribution of leadership at the local level.
- **Fostering a Strong Community of Support:** Social capital is key to the success of a non-profit. A significant aspect of Chicas Poderosas' success was its emphasis on community building.
- **Developing Scalable Programs and Curricula:** This strategy involved programs and curricula that could be effectively replicated across different countries and cultural landscapes, channeling energy into training ambassadors who adapted and implemented these programs locally, ensuring the organization's principles and methods were consistently applied, yet tailored to meet regional needs.
- **The Evolving Nature of Problems and Solutions:** Mariana's approach to addressing media inclusivity through digital means was both timely and effective, capitalizing on the burgeoning digital landscape. However, this same digital evolution that facilitated Chicas Poderosas' growth also altered the very fabric of the problem they were addressing. As the media landscape evolved with the rise of social media, the issue of underrepresentation in traditional newsrooms became less pronounced, changing the perceived urgency and nature of the problem.

Students should read up on the following article in preparation for class:

Time to Fold: Keys to Gracefully Winding Down a Nonprofit." Blue Avocado. Accessible -

<https://blueavocado.org/leadership-and-management/time-to-fold-keys-to-gracefully-winding-down-a-nonprofit/>.

TEACHING PLAN

Session Title: Is Passion Enough? Navigating Evolving Pathways in Social Impact

Learning Outcomes

Duration: (Flexible) Recommended at least 90 minutes

Teaching Objectives:

At the end of the session, participants should be able to

1. Evaluate Leadership and Organizational Models that are suitable for Non-Profit sustainability.
2. Strategize the Future Direction for Chicas Poderosas to shut down or not and defend their decision.

Duration	Content Details	Teaching Method	Resources
10 minutes	#1 Introduction Start by briefly introducing the class to Chicas Poderosas, focusing on the story of its launch, the entrepreneurial passion behind it, and the fundamental	Initiate by showing the Chicas Poderosas introduction video, which puts a face to the organization and its workshops. This visual presentation provides an engaging overview of the social entrepreneur, media landscape, and the vital aspects of their training sessions. Following the video, the instructor should engage the students by asking them to identify factors that contributed to the launch of Chicas Poderosas in Latin	Prepare a projector to display a 1:37-minute YouTube video by the founder, accessible at https://youtu.be/pRd7d0KUI2U .

	elements of its business model.	America. This exercise aims to stimulate class participation and verify if students have reviewed the case study beforehand.	The class should have a board with writing materials for noting down points raised by students during the discussion.
20 minutes	<p>#2 Group Discussion on Business models</p> <p>Initiate a group discussion centered on business models, with a deep dive into growth strategies.</p> <p>Examine the challenges, strengths, and weaknesses specific to non-</p>	<p>#1 Group Activity (15 minutes)</p> <p>The discussion should center on Chicas Poderosas' expansion into new countries and its major achievements.</p> <p>The questions for the group dialogue are as follows:</p> <p>a) Identify two primary entrepreneurial challenges encountered by Chicas Poderosas and their solutions.</p> <p>b) Assess whether these solutions and outcomes have altered the business model and vision, and if so, to what extent.</p>	<p>Projector should display the questions and instruction on the board.</p>

	<p>profit organizations.</p> <p>Divide the students into small groups, ideally consisting of 4-5 members each.</p>	<p>c) Debate the potential benefits of Chicas Poderosas operating as a hybrid organization.</p> <p>#2 Activity debrief (5 minutes)</p> <p>The instructor will conclude the group discussions, answer the posed questions, and share key insights derived from the case study.</p>	
10 minutes	<p>#3 Understanding Funding Models</p> <p>This segment involves a critical examination of the funding model used by Chicas Poderosas, with a specific focus on the sustainability challenges encountered towards the conclusion of their journey.</p>	<p>Instructor analyses different types of funding models for business ventures, discussing the best approach for non-profits.</p> <p>Instructor can also engage the students by asking them to identify funding model in the case study and mention other types not used by Chicas Poderosas.</p>	<p>Use of class board and writing material to pen down the points mentioned by students.</p>

5 minutes	Coffee Break	Coffee Break	Coffee Break
10 minutes	<p>#4 Impact Measurement</p> <p>Break-out session to discuss the major dilemma and the way forward.</p> <p>Here, participants will be faced with the task to measure impact through output and outcome against the goal and vision at the start of the company.</p>	<p>Group Activity outside class: The class maintains previous groups and will attempt the following question before returning to class:</p> <p>Reflect on whether Chicas Poderosas has achieved success in its mission through a decade of effort. Respond with YES or NO. Provide three key reasons to substantiate your answer. Results can be discussed in the next segment when students return to class.</p>	<p>Projector showing the questions and instruction on the board.</p>
10 minutes	<p>#5 Decision Making</p> <p>In this segment, the class will collectively make a critical decision: determining</p>	<p>The participants return to class and the instructor briefly highlight the impact of Chicas Poderosas.</p> <p>The instructor can go ahead to take an open poll in class to determine who supports the decision to shut down the venture.</p>	<p>Instructor guides class through poll and creates an in-class group discussion</p>

	<p>whether Chicas Poderosas should continue its operations or if it's time to consider shutting down.</p> <p>This will open a debate with Team A supporting shutdown and Team B advocating continuity.</p>	<p>In the case where there are participants who do not support the shutdown, participants should be separated into two groups for a brief group discussion to curate points supporting their decision.</p>	
<p>10 minutes</p>	<p>#6 Decision Presentation</p> <p>Each group will select a representative to present their collective decision on whether to shut down Chicas Poderosas or not, along with the reasons</p>	<p>Team that advocates for the continuation of Chicas Poderosas will be tasked to present a compelling strategy for the organization's ongoing viability. Their primary objective is to devise tangible solutions to counteract the challenges posed by reduced funding and changing media landscape.</p> <p>The team that supports shutdown should also give tangible reason that is convincing and not only because of founder's burden.</p>	<p>Presentation</p>

	<p>underpinning their conclusion.</p> <p>In this session, both groups must answer the question of achieved impact or sustainable pathway.</p>		
15 minutes	<p>#7 Final Debrief</p> <p>The instructor introduces to the participants the reality of Chicas Poderosas at end of 2023 is to shut down.</p>	<p>Instructor will finally inform the students that Chicas Poderosas has decided to shut down.</p> <p>Chicas Poderosas founder Mariana Santos will join the class to:</p> <p>a) Share the reasons why she made the brave decision to shut down.</p> <p>b) As an impact maker, she will also share about her next step on how to move forward after shutting a non-profit venture.</p> <p>c) Students will be allowed to ask questions from Mariana Santos.</p>	<p>Guest appearance by Chicas Poderosas founder - Mariana Santos.</p>

d) The instructor will then close the session by highlighting lessons and key insights from the case study.

e) Students can be encouraged to write a journal on lessons from the case study.

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