



PARAGUAY IQP 2021 PROJECT REPORT

Extending the Poverty Stoplight to More Paraguayan Businesses

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fundación
paraguaya



WPI

Extending the Poverty Stoplight to More Paraguayan Businesses

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by

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This report represents the work of one or more WPI undergraduate students submitted to the faculty as evidence of completion of a degree requirement. WPI routinely publishes these reports on the web without editorial or peer review.

Abstract

The project team worked with Fundación Paraguaya's coordinator of their Empresas sin Pobreza program, Guido Ruiz Díaz. This program focuses on solving a major issue in Paraguay: the elimination of employee poverty within businesses. We conducted interviews virtually to gather success stories from businesses participating in the program. With the recorded interviews, the team developed and delivered new promotional materials for the program. These promotional materials will help Empresas sin Pobreza reach more Paraguayan businesses.

Abstracto

El equipo del proyecto trabajó con Guido Ruiz Díaz, coordinador del programa Empresas sin Pobreza en la Fundación Paraguaya. Este programa se centra en resolver un problema importante en Paraguay: la eliminación de la pobreza de los trabajadores dentro de las empresas. Realizamos entrevistas virtualmente para recopilar historias de éxito de empresas que participan en el programa. Con las entrevistas grabadas, el equipo desarrolló y entregó nuevos materiales promocionales para el programa. Estos materiales promocionales ayudarán a la Empresas sin Pobreza a llegar a más empresas.

Acknowledgements

There are many people we would like to acknowledge for their efforts guiding us throughout this project. First, we would like to thank our project counterpart, Guido Ruiz Díaz, whose advice and dedication lit up the conversation and was invaluable to our success. Next, we would like to thank our professors, Angel Rivera, Dorothy Wolf, and Robert Traver who worked with us during the semester, ensuring we stayed on track and created materials we could all be proud of.

We would like to acknowledge Melisa Portillo for her help during the interviews. Her efforts facilitated both the interview and editing process, for which we are thankful.

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Executive Summary

Background: Fundación Paraguaya is an NGO in Paraguay that uses social entrepreneurship to lift people out of poverty. To accomplish this, they developed the Poverty Stoplight, a poverty evaluation tool used in a number of their programs. One such program is Empresas sin Pobreza, which focuses on eliminating poverty in Paraguayan businesses. Currently, the Empresas sin Pobreza program comprises over 140 Paraguayan businesses. Since its development in 2013, annual measurements of employees' poverty indicators have illustrated the success of the program, but there has yet to be significant evidence collected of how this impacts the business.

Objective: Develop engaging promotional videos for the Empresas sin Pobreza program, using testimonials from interview recordings with participating business leaders, human resource managers, and a focus group of workers.

Deliverables and Results:

- One animated video to advertise the program to prospective companies
- Three interview compilations, one for each group of interviewees listed above
- One interview summary sheet with timestamps for the interview videos
- One infographic with additional resources for the viewers of the animated video

Methods:

1. Gather existing information about the program's success

2. Organize virtual interviews with members of participating companies
3. Review and select the best testimonials from the interviews
4. Compile recordings of testimonials into promotional videos
5. Pilot promotional videos and implement feedback
6. Deliver all promotional materials to Fundación Paraguaya

Recommendations: We recommend that Fundación Paraguaya improve and clarify their branding of the Empresas sin Pobreza program and implement more data collection from participating companies. This can most effectively be done in the following ways:

- Publish the promotional videos to Youtube with the existing material and include links to the website and infographic in the video description
- Encourage participating business owners to share the promotional videos via WhatsApp to potential program clients
- Refer to the program as Empresas sin Pobreza and avoid other titles that may cause confusion
- Develop a logo to associate with the Empresas sin Pobreza program on all future promotional material
- Create a section on the Poverty Stoplight website that is dedicated to organizing material relevant to Empresas sin Pobreza
- Gather numerical baseline data when a business begins working with Empresas sin Pobreza for future comparison during annual check-in
- Continue to follow-up with recorded interviews for the development of future promotional material

Resumen Ejecutivo

Fondo: Fundación Paraguaya es una ONG en Paraguay que usa el emprendimiento social para elevar personas de la pobreza. Para hacerlo, ellos crearon el Semáforo de Eliminación de Pobreza, una herramienta para la evaluación de pobreza que había usado en muchos de sus programas. Uno de estos programas es Empresas sin Pobreza, que se enfoca en la eliminación de pobreza en trabajadores en Paraguay. Ahora, el programa de Empresas sin Pobreza consta de más de 140 empresas en Paraguay. Desde el inicio en 2013, mediciones anuales de la pobreza en los empleados han mostrado el éxito del programa, pero no hay evidencia clara y colectada del impacto del programa en la empresa.

Objetivo: Desarrollar videos promocionales atractivos para el programa Empresas sin Pobreza, por medio de usar testimonios de entrevistas con empresarios, gerentes de recursos humanos, y un grupo focal de trabajadores que están participando en el programa.

Entregables y Resultados:

- Un video animado para anunciar el programa a empresas prospectivas

- Tres recopilaciones de entrevistas, un por cada grupo de entrevistados listados arriba
- Un resumen de las entrevistas con marcas de tiempo de los videos de las entrevistas
- Una infografía con más recursos para los espectadores del video animado

Métodología:

1. Recoger información existente sobre el éxito del programa
2. Organizar entrevistas virtuales con miembros de empresas participantes
3. Revisar y elegir los testimonios mejores de las entrevistas
4. Recopilar grabaciones de los testimonios en videos promocionales
5. Poner a prueba los videos promocionales e implementar la retroalimentación
6. Entregar todos de las materiales promocionales a Fundación Paraguaya

Recomendaciones: Recomendamos que Fundación Paraguaya mejore y clarifique su marca de Empresas sin Pobreza e implemente un proceso para recopilar datos numéricos de empresas participadas. Esto se puede lograr eficazmente al implementar los siguientes pasos.

- Publicar los videos promocionales a YouTube con la material existente y incluir los enlaces al sitio web y a la infografía en la descripción del video
- Preguntar directivos de empresas participantes a compartir los videos promocionales por WhatsApp a clientes potenciales del programa
- Refiérase consistentemente al programa como “Empresas sin Pobreza” y evite otros títulos que puedan causar confusión
- Desarrolle un logotipo para asociarse con el programa Empresas sin Pobreza en todo el material promocional futuro
- Crear una sección en el sitio web de Semáforo de Eliminación de Pobreza que se dedica a organizar material relevante para Empresas sin Pobreza
- Recopilar datos numéricos cuando una empresa comienza a trabajar con Empresas sin Pobreza para compararlo durante las futuras evaluaciones anuales de impacto
- Seguir haciendo un seguimiento de las entrevistas para el desarrollo de futuros materiales promocionales

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Employee Interview Video	<i>Madison Rutherford</i>	<i>All</i>
Interview Summary Sheet	<i>Marina Spenciner</i>	<i>All</i>
Infographic	<i>Marina Spenciner</i>	<i>All</i>

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1.0 Introduction

A landlocked country planted in the middle of South America, the Republic of Paraguay contains a delightful culture in a rich, tropical climate. Like its neighbors, Paraguay holds a great wealth of resources. However, rapid inflation, ineffective government policy, and unequal distribution of resources contribute to widespread, multidimensional poverty in almost half of the population (Lopez, 2017; Burt, 2013; World Bank, 2020). A variety of both Government and Non-Government Organizations (NGO's) have programs that share a common goal of reducing poverty in Paraguay. However, there is still an unmet need due to lack of infrastructure and data within most of these organizations.

Fundación Paraguaya is an NGO that has developed innovative strategies to collect data and target poverty directly (Fundación Paraguaya, n.d). The founder of Fundación Paraguaya, Martin Burt, explains that “many poor must first believe that they can move into the middle class before they can accomplish it” (Burt, 2013). This strategy and awareness gives families the “tools and motivation to overcome their poverty”, unlike the typical strategy that works only with “financial inclusion”(Fundación Paraguaya, n.d). The program also recognizes families’ successes, inspiring confidence and pride. With over 28 offices operating across Paraguay, Fundación Paraguaya has implemented these practices and made significant progress towards their goal of ‘zero poverty’ in Paraguay (Fundación Paraguaya, n.d).

The Poverty Stoplight is one of Fundación Paraguaya’s most successful poverty elimination tools (Fundación Paraguaya, n.d). This tool targets poverty directly by connecting with communities and companies, providing the motivation and support to help uplift families from all dimensions of poverty (Fundación Paraguaya, n.d). The Stoplight uses an accessible survey that allows people from all backgrounds to easily describe their situation (Fundación Paraguaya, n.d). Upon completion, the user receives a summary of their poverty and strategies on how to begin improving (Fundación Paraguaya, n.d).

Many programs use the Poverty Stoplight, including Empresas sin Pobreza, a program working to reduce employee poverty while strengthening businesses. When a business partners with Fundación Paraguaya, they receive training about how to implement the poverty assessment survey among their employees (Fundación Paraguaya, n.d). With that information, programs and services can be launched based on where need is present (Fundación Paraguaya, n.d).

The purpose of our project was to expand Empresas sin Pobreza to more Paraguayan businesses. We achieved this by creating effective promotional material that Fundación Paraguaya will use to advertise the program . Our promotional materials focused on the testimonials we gathered during interviews with participating members of the program. We convey this information in the form of a short promotional video for the Empresas sin Pobreza program, edited compilations of our interviews, and two supporting documents. In the short term, these materials will add to the list of partnerships made by Empresas sin Pobreza. In the long term, they will lead to a decrease in Paraguayan poverty.

2.0 Background

Poverty exists as a multifaceted phenomenon in Paraguay. Beyond the generational problems that it inflicts on families, poverty impacts Paraguayan employees' ability to work efficiently. In order to assist poor employees, Fundación Paraguaya started the Empresas sin Pobreza initiative. Because of its positive impact on a person's ability to work, this initiative makes businesses stronger (Personal Communication. Guido Ruiz Díaz, 03/15/21, email; Vandenburg, 2004). Now that the program has worked with over 140 businesses, Fundación Paraguaya wants to communicate its positive impact (Personal Communication. Guido Ruiz Díaz, 03/08/21, email). Advertising the program's success stories will allow Fundación Paraguaya to expand Empresas sin Pobreza to more businesses.

2.1 Impact of Poverty in Paraguay and Paraguayan Businesses

No matter where poverty manifests, various factors tend to propagate its vicious cycle. NGOs have been trying to eliminate poverty worldwide, but face many obstacles in doing so (Brown, 2017). The major obstacles involve reaching poor people and collecting data on what is needed and where (Brown, 2017). Elimination of poverty within businesses has proven to reach more elusive poverty (Guido Ruiz Díaz, personal communication, March 8, 2021). To determine where need is present, a standard, simple process is required to find the necessary trends.

2.1.1 Poverty in Paraguay

Paraguay has a long history of poverty, leaving a legacy of economic divide (Lopez, 2017; Brown, 2017). "Over 90% of the land in Paraguay belongs to less than 5% of the population", and almost half of the population lives in poverty (Lopez, 2017). The economic divide is clear, with "mansions a few streets away from insufficient housing" in the capital where roughly one-fifth of the city is poor (Barquin, 2011; The Borgen Project, 2019). This poverty persists as a cycle, as shown in the following image:

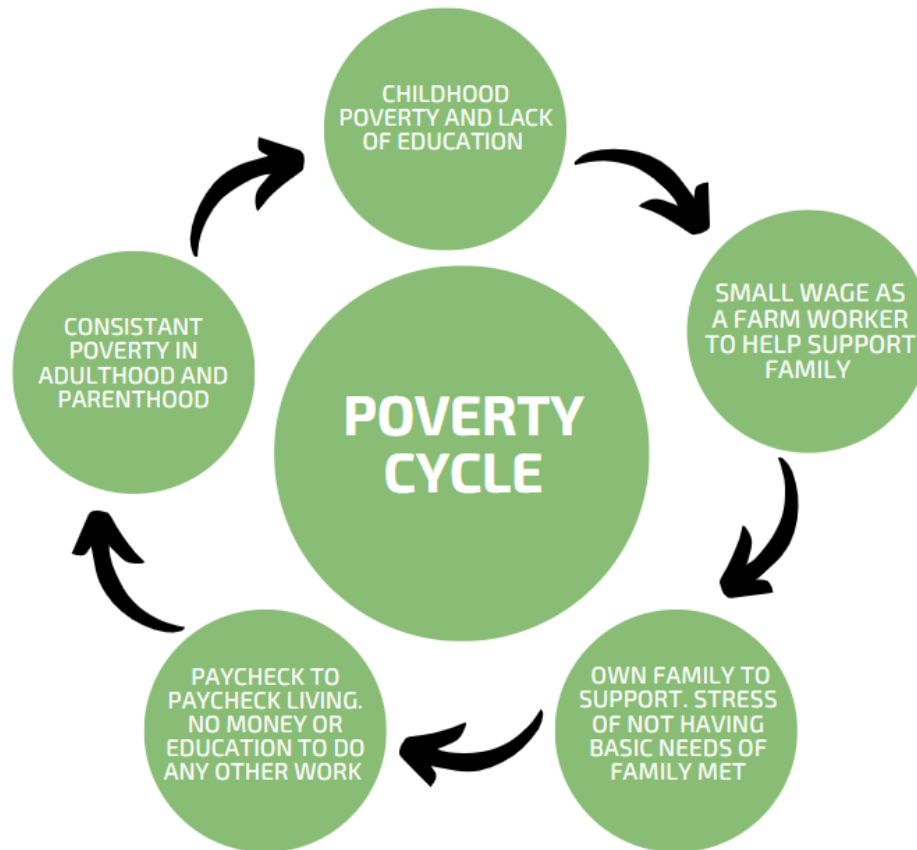


Figure 1: The Generational Poverty Cycle

In the cycle, poverty repeats itself over generations. When a child grows up poor, they lack resources and opportunity, as well as face excessive stress in their daily lives. Children who grow up poor are likely to struggle with lifelong poverty and poor mental health (University of Minnesota, 2016, University of Minnesota, 2016). Poor mental health causes an impairment of memory and language development skills (University of Minnesota, 2016). This, combined with a general lack of education in poorer populations continues to feed the poverty cycle. The key takeaway is that the poverty cycle is difficult to escape, making poverty-elimination programs essential.

2.1.2 Impact of Poverty on Paraguayan Businesses

As a result of the poverty cycle, poverty even persists across Paraguayan employees. Simply having a job is often insufficient to reach full stability in all dimensions of a family's poverty (Fundación Paraguaya, n.d). Living in poverty often makes work itself difficult, in fact studies show a clear correlation between poverty and employee productivity (University of Minnesota, 2016). Those living in poverty live with a short-term focus, based on immediate need for resources leaving them less time to focus on their quality of work.

The cycle of poverty in employees is shown below:

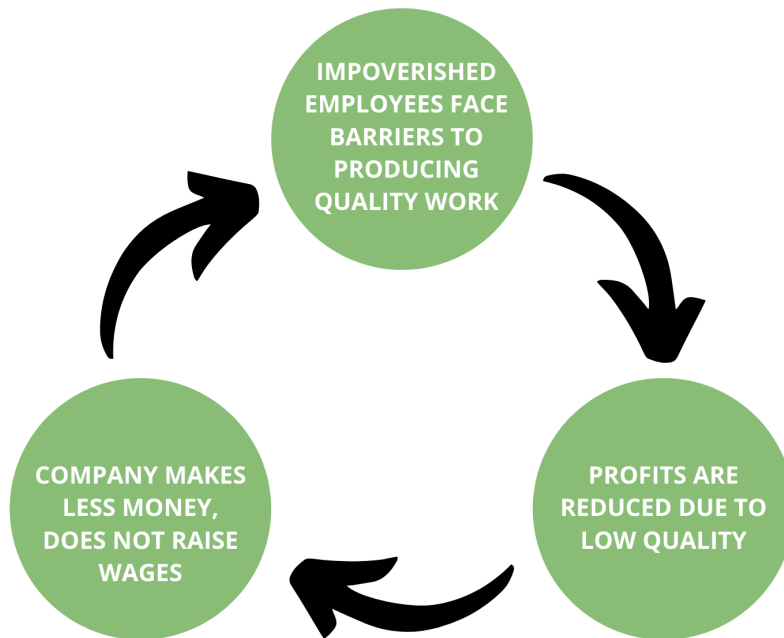


Figure 2: The Poverty and Productivity Cycle

The cycle shows that poor workers are less able to produce quality, efficient work, taking a toll on profits, making the company less profitable. A less profitable company is then less likely to increase wages, continuing the cycle. As a result, it can be incredibly difficult for people to lift themselves out of poverty without well-planned intervention.

2.2 How Poverty is Being Combated

Various organizations in Paraguay exist with the goal of fighting poverty. Generally, these organizations collect information on poor areas and try to figure out whether poverty is due to lack of resources or lack of money and respond accordingly (Brown, 2017). Unfortunately, the most poor populations tend to live in remote areas, making data hard to collect (Brown, 2017). The result is that most organizations do not have enough data to give targeted resources where they are most needed (Brown, 2017).

2.2.1 Fundación Paraguaya

Fundación Paraguaya has emerged as a major player in the fight against poverty since its establishment in 1985. It operates with the stated goal of “develop[ing] and implement[ing] practical, innovative and sustainable solutions that activate the entrepreneurial potential of families to eliminate their multidimensional poverty and live with dignity” (Fundación Paraguaya, n.d.). In order to achieve this, Fundación Paraguaya focuses on implementing integrated microfinancing solutions in families (Fundación Paraguaya, n.d.). Fundación

Paraguay is unique in that they put focus on financial literacy and social entrepreneurship in addition to improving access to resources (Burt, 2014b).

The foundation has also worked to expand understanding of poverty beyond finances to include other indicators, such as living situations and mental health (Burt, 2013). Through their unique approach and increased understanding, Fundación Paraguaya has successfully assisted thousands of families in poverty (Fundación Paraguaya, n.d.).

2.2.2 The Poverty Stoplight

In order to address all types of poverty someone could be facing, Fundación Paraguaya developed the Poverty Stoplight. The Poverty Stoplight is a tool that helps families characterize the problems they face and “design their own strategies out of poverty” (Accion, 2017). This section explains how the stoplight defines poverty and how this information benefits its users.

Since its development in 2011, the Poverty Stoplight has impacted thousands of Paraguayan families (Fundación Paraguaya, n.d.). The Poverty Stoplight website claims that 6,000 families managed to improve all their indicators into “greens” while 30,000 managed to increase their income generation to above the poverty line. Its massive success in Paraguay resulted in its implementation all around the globe (Accion, 2017). The program is currently active in 30 different countries and allied with 316 different organizations, such as UNICEF China and Women’s Global Empowerment Fund in Uganda (Poverty Stoplight, n.d; Accion, 2017.)

The Stoplight process is designed to be understood by people with all levels of literacy and education. After connecting with people through their communities, companies, or organizations, families are surveyed on what level of poverty they face using 50 indicators categorized by the six dimensions of poverty: Income & Employment, Health & Environment, Housing & Infrastructure, Organization & Participation, Education & Culture, and Interiority & Motivation (Poverty Stoplight, n.d.). The person filling out the survey indicates their status with respect to the different indicators in red, yellow, or green, as shown in Figure 3. Red indicates a severe lack of the resource, yellow indicates an unstable access, and green indicates no poverty issues with that resource. Based on the data, the Poverty Stoplight survey shows all dimensions of a person or family’s poverty.



Figure 3: A Woman Proudly Displays her Family's Poverty Stoplight Survey. Source: Poverty Stoplight

The Poverty Stoplight acts as an elegant solution to one of the greatest challenges of fighting poverty: gathering information. According to a 2017 article published by the International Monetary Fund, “identifying poor households is often complicated by a lack of reliable data.” (Brown, 2017). The Poverty Stoplight gathers the data and defines it on the spot for the people who need it, allowing families to better understand their own situations and connect them with helpful resources.

The Poverty Stoplight program is well-established and proven to make progress in the fight against Paraguay’s poverty. The next step is to continue extending the program among as many avenues as possible.

2.2.3 Empresas sin Pobreza

Empresas sin Pobreza serves as an effective program to access more poor people while simultaneously uplifting businesses in Paraguay. Poor people often live far apart and in remote areas, making their work a catch-all place to access this population (Brown, 2017, Poverty Stoplight, n.d.). Since 2013, the Empresas sin Pobreza team has found many improvements in employee poverty indicators. From 2017 to 2019, Fundación Paraguaya found a 36% decrease in “red” or extreme poverty indicators, a 10% decrease in “yellow” or moderate poverty indicators, and an overall 5% increase in “green” or no poverty indicators across 2,093 employees in the program (Personal Communication, Guido Ruiz Díaz, DATE). The measured annual changes from 2013 are shown in the figure below:

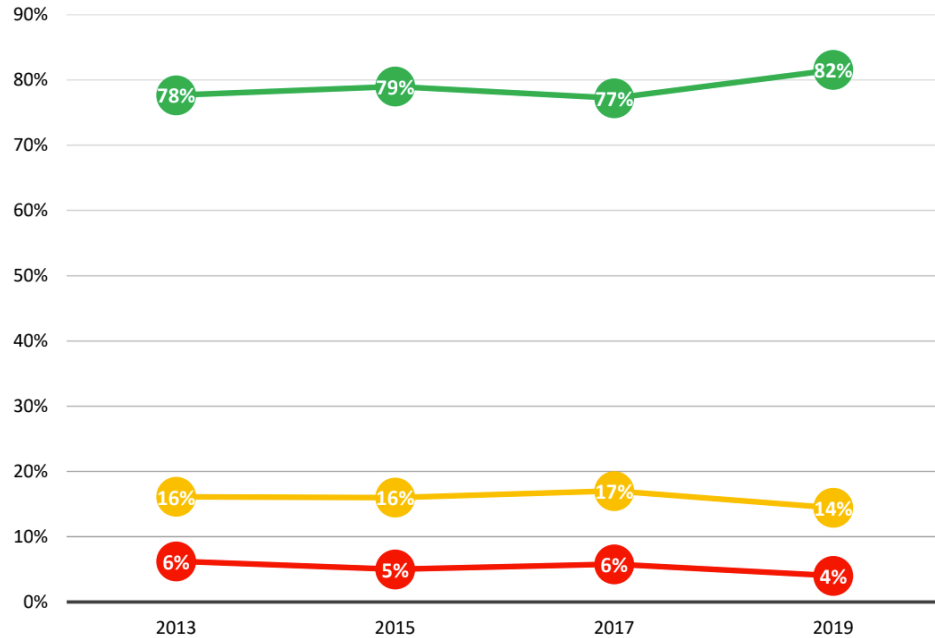


Figure 4: Percentage of Indicators in Each Poverty Level since the Program Started

2.3 Implementation of Empresas sin Pobreza

Empresas sin Pobreza follows a specific process to ensure consistent implementation and positive results. Their method of addressing poverty is straightforward, and has already demonstrated positive results for both employees and employers. These methods, along with their benefits, are explained in the following sections.

2.3.1 Breaking Down the Process

When a business gets involved with the Empresas sin Pobreza program, they follow a particular process. Each step in the process is shown and explained in detail below.

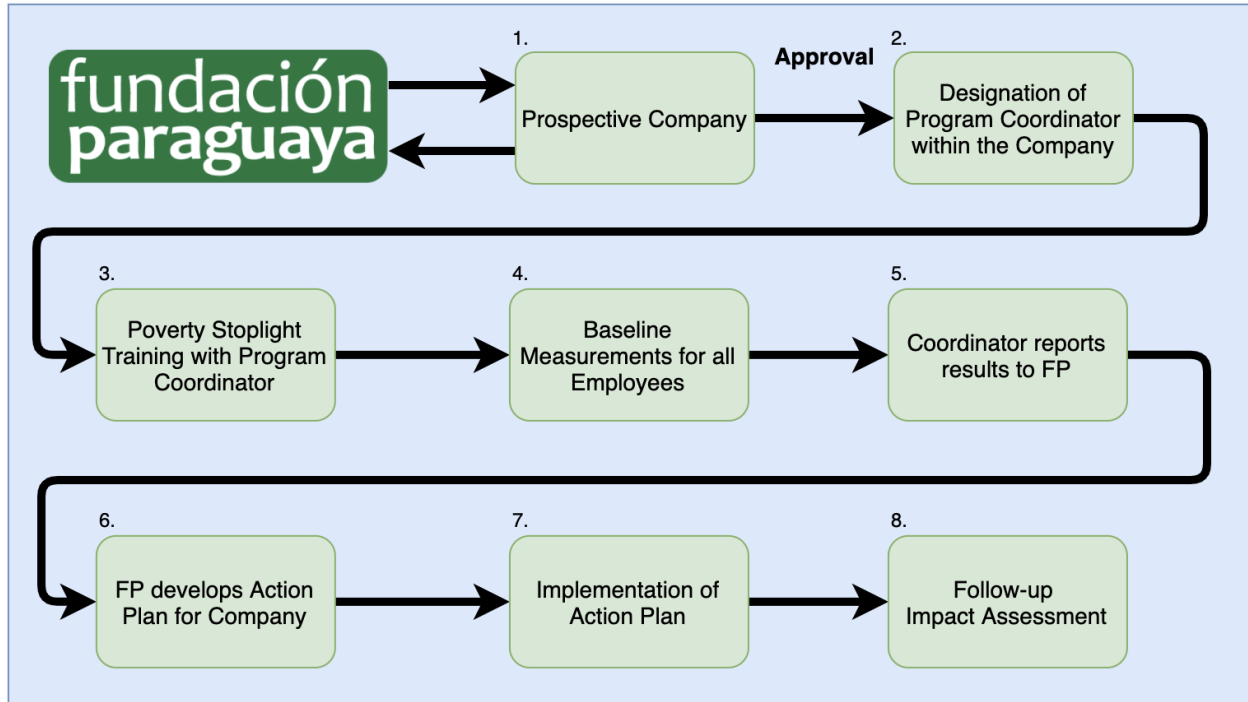


Figure 5: Connection Process between Fundación Paraguaya and Prospective Companies

1. First, there is an initial connection between the business and Fundación Paraguaya (Personal Communication, Dorothy Wolf 02/22/21, email). For that connection to occur, the business has to be aware of Fundación Paraguaya and interested in the services they provide (Personal Communication, Dorothy Wolf 02/22/21, email). This connection can be made through an invitation from Fundación Paraguaya or through an inquiry from the business (Personal Communication, Dorothy Wolf 02/22/21, email). Fundación Paraguaya primarily reaches out to businesses that advertise their interest in corporate social responsibility (Personal Communication, Dorothy Wolf 02/22/21, email).
2. Once a company has partnered with Empresas sin Pobreza, a member of the participating company is designated as the program coordinator. This coordinator is generally a manager or member of human resources. This approach of working from within makes poverty elimination community-based. As a result, the company members serve as “the main agents of change” in helping to lift their workers out of poverty. (Poverty Stoplight, n.d). Such a setup builds a collaborative and supportive environment and develops pride in the business. (Poverty Stoplight, n.d).
3. After being chosen, the coordinator begins the training process with Fundación Paraguaya. They learn what resources are available to employees and learn how to administer the Poverty Stoplight survey.

4. Next, the coordinator arranges for all the employees to take the Poverty Stoplight survey (Poverty Stoplight, n.d). Completing the survey allows employees and coordinators to visualize the poverty present (Gustale, 2017). This point in the process is crucial to understanding the way poverty manifests in one's business. One such example can be seen at IRIS, a Paraguayan manufacturing company with over 250 employees (Dun & Bradstreet, 2021). As Estela Valiente, an assistant manager for IRIS, explains, "it wasn't until after the traffic light assessment we realized that we had poor people in our company." She goes on to explain that because the workers receive a minimum wage and company benefits, she was shocked to see so many indicators marked as red. This realization inspired her to learn about the ways her employees were poor and how their situations can be improved. (Poverty Stoplight, 2018).
5. Once the data has been collected, the coordinator works with Fundación Paraguaya to develop a report. The report reflects which indicators and dimensions of poverty require attention.
6. Based on the report, Fundación Paraguaya designs an action plan for the coordinator (Poverty Stoplight, n.d). The action plan details are based on how much need is present for the different indicators. For example, if thirty employees indicated red for managing debt, the plan may recommend an inclusive workshop on financial education. In contrast, if only one employee indicated red for this category, the plan would recommend individualized training for that employee.
7. Then, the coordinator helps each employee implement their action plan. An example of an action plan that was developed for a participating company can be found in Appendix F (in Spanish).
8. The process continues according to the action plan through regular check-ins and follow-up surveys (Poverty Stoplight, n.d). From these check-ins and surveys, poverty levels can be monitored over time. The goal is to see yellow and red indicators migrating towards green. If this is not the case, then the foundation will help redesign the company's action plan to better address worker poverty.

2.3.2 The Benefits for Employers and Employees

Participating companies have seen clear benefits for both employers and employees. At IRIS, an employee states, "few companies worry about their workers improving, so I am proud to wear the IRIS shirt because they want what's best for my well-being and that of my family." Above all, the employee stressed how other employees are happier and "feel better working for the company with pride and more joy and bringing up more ideas" (Poverty Stoplight, 2018).

An employee who begins making progress and achieving their goals is far more likely to attend work regularly with the added ambition essential to a prospering workplace (Vandenburg, 2004). As the Poverty Stoplight team notes, “Only a happy worker can give 100%” (Poverty Stoplight n.d). In addition to internal benefits, companies can share experiences and best practices with other participating companies (Gustale, 2017). This collaboration encourages improvement and builds a like-minded, innovative network (Guido Ruiz Díaz, personal communication, March 8, 2021).

2.4 How to Expand the Program

To achieve their goal of zero poverty, Fundación Paraguaya intends to expand their Empresas sin Pobreza initiative to even more Paraguayan companies (Guido Ruiz Díaz, personal communication, March 8, 2021). To understand how to attract more participants for the Empresas sin Pobreza initiative, our group analyzed how the program is currently advertised. This section outlines the current websites and social media pages being used.

2.4.1 Website Presence of Empresas sin Pobreza

After analyzing current available promotional material, our group has determined that Empresas sin Pobreza does not have sufficient online resources.

Currently, the Poverty Stoplight website displays brochures, presentations, and videos about how the overall Poverty Stoplight works and its measured impact on individuals (Fundación Paraguaya, 2020; Poverty Stoplight, 2018). None of the sources detail the impact on businesses or explain how businesses can get involved.

The closest acknowledgement to business involvement on the Poverty Stoplight website can be seen on the “How it Works” page, which refers to organizations in general. As a result, potential partner companies looking at these websites would not see a clear explanation as to how the Poverty Stoplight relates to them or why they should participate.

2.4.2 Empresas sin Pobreza in Social Media

Fundación Paraguaya is active on multiple social media platforms, including Facebook, Instagram, Twitter, YouTube, and LinkedIn. A brief description of Fundación Paraguaya’s use of each, as well as its promotion of Empresas sin Pobreza, is explained below.

Facebook, Instagram, and Twitter all show a variety of overview content relating to Fundación Paraguaya and the Poverty Stoplight. Underneath the overarching Poverty Stoplight program, lots of smaller community stoplight programs also manage their own pages under the brand (@ps_pennsylvania, 2018). Posts range from recaps of talks delivered by the founder, Martin Burt, to a couple advertisements for special offers for businesses to join the Poverty Stoplight (@fundaparaguaya, 2021; @fundacionparaguaya, 2021).

They post consistently, link to their website, and engage with viewers through comment responses and likes (@fundaparaguaya, 2021; @fundacionparaguaya, 2021). These practices follow a lot of common recommendations for organization of social media presence, including

those advertised by Forbes (Rampton, 2014). The overall social media strategy for Fundación Paraguaya clearly supports the goals and activities of the organization as a whole.

The Poverty Stoplight YouTube channel features videos explaining various initiatives and success stories from program participants, including videos featuring employees of participating companies sharing how they were impacted (Poverty Stoplight, n.d. b)

Fundación Paraguaya's LinkedIn functions as a tool for recruiting new employees (Fundación Paraguaya, n.d. b) and promoting the foundation. The Poverty Stoplight LinkedIn shares information about the Stoplight's global presence and impact, along with relevant articles (Poverty Stoplight, n.d. c). Some of these articles contain information relevant to potential company participants, but attracting new business partners does not appear to be a major goal of either LinkedIn account (Poverty Stoplight, n.d. c; Sundström, 2020).

The major takeaway from these social media accounts is that, while they are well-designed, none have the specific goal of attracting new businesses to the Empresas sin Pobreza program.

2.4.3 Targeting Businesses

Fundación Paraguaya has testimonials that demonstrate their success as an organization combating poverty. They also have unpublished presentations demonstrating their program's success in business (Guido Ruiz Díaz, personal communication, March 8, 2021). However, their primary focus to date has been demonstrating the positive impact on individuals, rather than attracting new partnerships (Guido Ruiz Díaz, personal communication, March 8, 2021).

In order to successfully target and form relationships with businesses, the "What's in it for Me?" (WIIFM) mindset must be considered (Vitasek, 2013). The WIIFM mindset states that in any business partnership, the involved parties are looking to see what benefit their group will see from involvement (Vitasek, 2013). Even companies looking beyond purely transactional relationships need to see and understand desired outcomes before they spend resources on a new partnership (Vitasek, 2013).

While demonstrating positive impact on employees is a good start, clear quantitative benefits to the prospective business would better address the WIIFM mindset. One common method of demonstrating benefits is through return-on-investment (ROI) data. ROI compares the cost of a program or product with the potential earnings that would result from investing in that program or product (Pratt, 2017). The cost/earnings balance is most often measured with changes in revenue, but qualitative improvements such as employee fidelity, workplace environment, and employee family prosperity can be used as well (Vandenburg, 2004). Unfortunately, it can be difficult to prove a direct correlation between the program and corresponding social returns, so it is important to express the company's ROI both quantitatively and qualitatively.

Ultimately, Empresas sin Pobreza is a Fundación Paraguaya program that encourages corporate social responsibility (CSR) as it pushes for companies to engage in and take responsibility for social problems. In order to convince corporations to partake in CSR, the WIIFM is addressed through those bottom-line benefits (Xu, 2017).

3.0 Methodology

To extend Empresas sin Pobreza’s program to more Paraguayan businesses, our team developed promotional materials that communicate the benefits businesses can expect from participation in the program. We worked with Fundación Paraguaya’s Empresas sin Pobreza coordinator, Guido Ruiz Díaz, to collect success stories reflecting the program’s impact. We then used these success stories to develop digital promotional materials. Specifically, we developed advertising and reference material in the form of videos and graphics. During development, we tested and piloted the materials repeatedly to ensure they best advertise the program. Our process is illustrated below and explained in detail in the following sections.

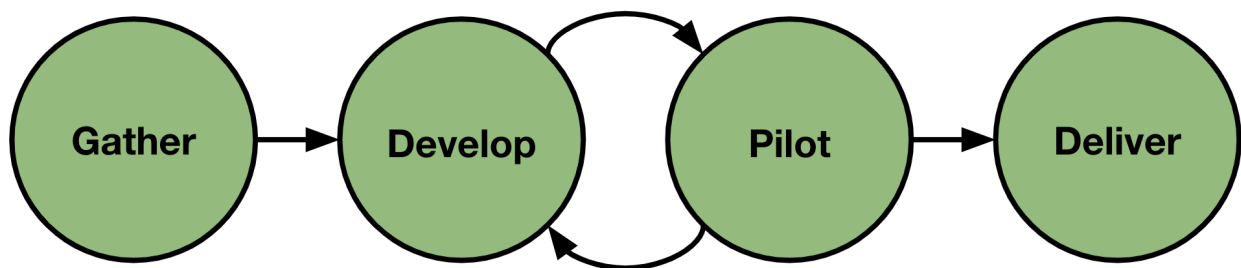


Figure 6: Methodology Flow-chart

3.1 Gather Information

We determined that gathering information from Fundación Paraguaya, Paraguayan business leaders, human resource personnel, and employees from participating businesses would allow us to make the most convincing promotional material. Mr. Ruiz Díaz scheduled interviews with members from each of these groups. Each of the members we interviewed had participated in the program for multiple years, making them the ideal group to give informed perspectives on the program's impact within their businesses.

3.1.1 Existing Information from Fundación Paraguaya

Our first step was learning background information about the program from Fundación Paraguaya. This background included the Poverty Stoplight brand and logo usage guidelines, explanatory and promotional materials from Fundación Paraguaya and previous IQPs, and statistics on the program’s impact on employees. From these sources, we gained context on the programs and an idea of what future material should look like. All of this information was previously published online or provided to us by Mr. Ruiz Díaz. Fundación Paraguaya also provided us with information on current program partners, and Mr. Ruiz Díaz organized the interviews.

3.1.2 The Interview Process

To gain more perspective on how the program impacts businesses, we created interview questions for business leaders, human resource management, and employees of participating companies. These participants have personal experience with the program, making their testimonials on the benefits invaluable. The interviews were in an adaptive, semi-structured format, with broad questions on specific topics. This allowed the interviewee to tell their story and focus on what they felt was most important.

Each interview was recorded to be edited and compiled into promotional videos. During each interview, all three team members were present and recorded the interviewee's Zoom screen. Although the group developed the interview questions, Mr. Ruiz Díaz was the interviewer as he already had a working relationship with the interviewees. Also, as a Spanish-speaker and native Paraguayan, him being the active interviewer made the process more fluid. The full list of interview questions is included in Appendix A.

Immediately after the interviews, the team members regrouped to compare notes and discuss the outcomes of the interview. Later, a member of the group watched the recordings and created videos to contain only the best clips.

3.1.3 Business Leaders' Perspective on the Program

Ultimately, it is a Business leader who will make the decision to join the program, which made the testimonials of participating business leaders incredibly valuable. These interview recordings were used multiple times in our deliverables as well as providing insightful and positive perspectives on Poverty Stoplight implementation. These testimonials made up the bulk of the information on the promotional materials and can be found in Appendix G.

3.1.4 Human Resources' Perspective on the Program

Due to the nature of their job, human resource (HR) managers provided another essential perspective on how the Poverty Stoplight Program impacts businesses. For this reason, our team and Mr. Ruiz Díaz organized an interview with two members of HR management. Since HR often deals more personally with employees than business owners on areas such as attendance, retention, and workplace morale, our questions for them focused more on these specific topics. In addition, we asked more generally how the Poverty Stoplight has impacted their day to day work. A summary of these testimonials can be found in Appendix G.

3.1.5 Employees' Perspective on the Program

In addition to interviewing business leaders and human resource workers, we sought to learn the employees' perspective on how their home and work life have been impacted by the program. Their responses demonstrated the program's ability to improve employer-employee relationships and employee satisfaction at home and in the workplace. There is a trust between coordinators at Fundación Paraguaya and in participating businesses, making the interview a safe place for workers to be open and honest. To avoid biased answers and ensure confidentiality,

only employees were present during the interview. Their perspectives added another dimension to our research of the program and provided more human context behind the statistics on improving indicators. These testimonials can be found in Appendix G.

3.1.6 Ethics Considerations

Prior to each interview, Mr. Ruiz Díaz informed participants about the purpose and potential uses of their interview recordings. It was made clear that students from WPI were working with Fundación Paraguaya to develop promotional videos using clips from the interviews. All interviews were conducted ethically according to the ethics considerations sheet found in Appendix B.

3.2 Develop Promotional Material

After gathering all the needed information and content, we began incorporating it into promotional material designs to be used by the Empresas sin Pobreza program. Specifically, we developed a promotional video, three video compilations of interview clips from employees, human resources management, and business leaders, along with an infographic and summary sheet for the interview clips. This section will discuss the process for handling design considerations, such as what information was included and how it was formatted and presented.

3.2.1 General Material Format

The overall material format was modeled with brand recognition and reproducibility in mind. The use of brand recognition creates an association for the viewer between our promotional materials and Poverty Stoplight's existing material. Such an association better establishes the two in the viewer's memory (Thoma, 2013). To stay consistent with Fundación Paraguaya's existing designs, we used white backgrounds with the same green, yellow, and red circles. Sections were headed with a brief title and any shapes were rounded, giving an overall impression of friendliness. An example of existing Poverty Stoplight promotional material in this style can be seen in Appendix E. Appendix E also labels the specific design aspects of the example that the group used, as well as the hex codes for the color scheme, in promotional material development. In the interest of easy manipulation and, given our own language barriers, the promotional materials were first outlined in English before being developed in Spanish.

3.2.2 Animated Video Format

The first step to engaging new businesses in the Empresas sin Pobreza program is to grab their attention. Through the creation of a short video, our team has strategically incorporated the necessary information to make businesses eager to learn more.

Our team began by generating a scene-by-scene plan for the video to structure the necessary information. From this plan, we developed a script in Spanish. The word count was limited to ensure the video length remained under three minutes. After developing the initial draft of the script, we worked with Mr. Ruiz Díaz, Professor Dorothy Wolf, and Professor Angel

Rivera to address any grammatical mistakes and guarantee that all information about the program was accurate. After multiple rounds of editing and feedback with our professors, one of our group members made a temporary recording of the script. This recording served as a placeholder and allowed us to begin creating animations and visuals that corresponded with the timing of the script.

The animations and background music were created and found using Doodly while the final edits and testimonials were added using iMovie. Doodly is a whiteboard animation software designed for creating promotional videos for a company or organization.

Once Mr. Ruiz Díaz had approved the script, we then scheduled a time to record a voice-over of him for the video. After incorporating his voice-over, the team worked to refine the timing and shorten the scenes until we had our first rough draft. From here, we continued to bring the draft to our advisors and Mr. Ruiz Díaz for feedback until we had a product that we were all proud of. Some details that merited discussion were the photos and images to use, the written text on the screen, and the timing of scene transitions.

3.2.3 Interview Compilation Format

After conducting all of the interviews, there were three compilation videos made, one per group of interviewees: business leaders, human resource personnel, and employees. The purpose of these videos was to condense the interviews into the most impactful and helpful information to show to prospective companies. Recordings from the Zoom interviews were edited in iMovie and OpenShot, and Doodly was used to create the background with a similar Poverty Stoplight theme. Since the primary content for these videos was the Zoom interviews, the quality of each interview was vital. To ensure we were able to edit clips from the recorded video, we coordinated with Mr. Ruiz Díaz to ask our interviewee to speak slowly, restate questions, and pause between responses.

3.2.4 Supporting Material Format

The last objective of the project was to produce supporting materials, specifically an infographic and a summary sheet of useful quotes from each edited interview. The purpose of the infographic was to provide an organized list of resources to any viewers of the animated video. These resources included links to explanatory material, the compiled interview videos, as well as the contact email to get in touch with the program. The purpose of the interview summary sheet is to provide time-stamps to useful quotes within the edited interviews. Due to the fact that the compiled interview videos were so short, there is plenty of additional content in the edited interviews that can be used in future promotional material. This way, the Empresas sin Pobreza team can easily find the content they are looking for. Both of these materials are easily manipulatable because the Empresas sin Pobreza team intends to do further analysis on the program's impact. To make the documents manipulatable, we shared the originals with Mr. Ruiz Díaz so that he can edit them directly. Each of these documents will make it easy for Fundación

Paraguay to incorporate testimonials into future materials. The infographic and interview summary sheet can be found in Appendices I and J, respectively.

3.3 Determine Effectiveness of Promotional Material

After the team developed a rough draft of the promotional materials, we systematically collected constructive feedback. After each piloting stage, we implemented changes according to the feedback. This systematic approach is illustrated below and explained in the sections to follow.

3.3.1 Peer Evaluation

First, we sought constructive feedback from the other students in the Paraguay IQP groups. During classes, we presented status updates and our material drafts to get feedback from the different groups. This feedback happened weekly throughout the term and provided a significant portion of our piloting step. Additionally, we sought more direct advice from volunteering class members by putting a message in the Slack channel. From our message, we were contacted by Kate Sincaglia from the Qom Artisans group. Kate also worked to develop promotional material and had advice from her own experiences and research. From the meeting we gained direct peer feedback on our material format.

3.3.2 Project Counterpart and Advisor Evaluation

After implementing changes from the feedback of our peers, we presented the second draft to our project advisors and managers during our weekly meeting. The motive of this stage was to catch and address any mistakes that weaken the promotional material. Where more refinement was necessary, adjustments were made and the material was presented again the week after. This process was repeated until we all agreed that the material was properly targeted to Paraguayan business audiences, clearly communicated the necessary information, and met Fundación Paraguay's expectations. We understood that our project managers had duties beyond working with our team, so we sent promotional material in advance for them to review before we asked for feedback.

3.4 Project Timeline

With less than seven weeks to develop and pilot the promotional material, it was essential to assign deadlines that help the team anticipate inevitable project delays. We used a Gantt chart to track all project deadlines and milestones. This chart presents both top-level and task-specific perspectives shown in Appendices C and D, respectively.

The Gantt chart shows our three project objectives, each divided into smaller tasks. The three objectives are: Gathering information, Developing Promotional Material, and Piloting Promotional Material. Once these three objectives were completed, the final product was submitted to Fundación Paraguay. Each deadline included a buffer window of time in case the

task took longer than expected. Finally, project milestones were achieved after completing each task within an objective. Maintaining this chart throughout the project ensured that our team was able to manage our time efficiently.

3.5 Challenges and Flaws

During the project, the group faced challenges and found various flaws and limitations to the project. The major challenges are as follows:

Before starting the project, nobody in the group had any experience with video editing, so a significant amount of time had to be dedicated to choosing a software and learning how it worked. From this challenge, the group gained a general understanding of video editing and design.

Another challenge was our lack of control in setting-up the interviews. Having one of the most important parts of our project in the hands of our counterpart made planning and adhering to our original proposed schedule difficult. Although the interviews were later in the term than planned, the group was able to learn from this experience and adapt, while still creating valuable products.

Similarly, it was a challenge to complete this project completely remotely. When planning the interviews, we had to depend on the interviewees for a good location for the interview with minimal background noise. We were able to advise when needed and edit out unwanted noise, but had we been in Paraguay, we would have been able to exert much more control and get videos with better quality.

A potential flaw in the project was that the interviewees were handpicked by Mr. Ruiz Díaz, who has a bias due to the fact he coordinates the program. Due to this bias, our results may not reflect the general impact of the program, but rather the best examples.

4.0 Results & Discussion

Our team achieved various results while working with Fundación Paraguaya. These results include four primary deliverables and two secondary deliverables. The four primary deliverables are; one short animated video with the purpose of attracting potential clients to the Empresas sin Pobreza program and three edited Zoom interviews; one for each of the three focus groups. The two secondary deliverables are; one supporting infographic to go along with the animated video and one summary sheet of useful information from the interviews.

4.1 Deliverables

To promote the Empresas sin Pobreza program, our team developed four promotional videos using the content from the interviews we helped conduct with the program coordinator, Mr. Ruiz Díaz. In addition, we created a digital infographic and interview summary sheet to go

along with the animated videos. The final results of these videos and their supporting materials are outlined below.

4.1.1 *Animated Video*

The animated video was designed to both explain the process of the Empresas sin Pobreza program and share some of the testimonials from the interview to demonstrate the program’s success. The screenplay was developed in Spanish and followed this plan:

Scene	Duration [sec]	Description
1	65	Explains what Empresas sin Pobreza is, potential benefits, and who’s currently participating
2	50	Testimonies from company directors
3	40	Steps involved in joining
4	20	Conclusion and information on how to contact

Table 1: Screenplay Format for Animated Video

The voiceover was done by Mr. Ruiz Díaz with animations created in Doodly and some graphics created in Canva. Testimonials were added to the animations using a mix of OpenShot and iMovie. The final video length was 2:53, featuring testimonies from Gaspar Michelagnoli, the Director of Censu SA and Raúl Gauto, the Director of Forestal Sylvis. The finalized video link and script can be found in Spanish in Appendix G and H respectively.

4.1.2 *Interview Compilations*

Our final result from the interviews were three videos that lasted approximately two minutes each. For the business leader interviews, we spoke with Raúl Gauto from Forestal Sylvis, Gaspar Michelagnoli from Censu SA, and Gustavo Koo from Las Tacuaras. For the human resources interviews, we spoke to Óscar González from Centro Educativo Arambe and María Elena Martínez from Fundación José de la Sobera. For the employee interviews, we spoke to Liz Cabrera from Fundación José de la Sobera and Monserrat Ortiz from Aseguradora Tajy. For our compilation videos, we chose to highlight quotes where the interviewee describes the impact of the program and why a partnership with Fundación Paraguaya is a good idea. These video compilations will be used as promotional material for potential clients as well as provide content for future materials.

From our interviews, we heard many positive reviews on the Empresas sin Pobreza program. Our results show that across the board, business leaders like the program and consider it a worthy investment, (Gauto, 2021; Koo, 2021; Michelagnoli, 2021). Additionally, each business leader has seen a noticeable change in their company’s overall mindset and happiness (Gauto, 2021; Koo, 2021; Michelagnoli, 2021). The business leaders also mentioned the network

of other businesses, and how they have benefited from this connection (Gauto, 2021; Koo, 2021; Michelagnoli, 2021). Both business leaders and human resources members find the program to be simple and elegant, a program with the capacity and “know-how” (Martinez, 2021; Gauto, 2021; Koo, 2021; Michelagnoli, 2021). These two groups also state that the program makes their workers happier, more likely to stay at the job, and overall better workers (Gauto, 2021; Koo, 2021; Michelagnoli, 2021; Martínez, 2021; González, 2021). From Maria-Elena Martinez in human resources, we learned that the program has increased worker retention and drive (Martínez, 2021). Workers themselves express appreciation for a business that invests in them, explaining the many ways they have been able to improve their lives (Cabrera, 2021; Ortiz, 2021). In summary, our findings show that this program is incredibly effective in improving both the business and quality of life of the employees.

4.1.3 Infographic

Considering that the animated video's purpose is to attract potential clients to the program, it was obvious that we would not be able to answer all of the viewers' questions in the short time allotted for the video. In order to address these questions, at the end of the video, we provided a digital infographic as an organized collection of additional resources viewers might want to refer to. Specifically, the infographic contains two links to the Poverty Stoplight website, one for general information and one for program impact along with an email to contact the Poverty Stoplight. The parent organization, Fundación Paraguaya, is referenced as well, alongside the various social media handles managed by the program. The infographic can be found in Appendix I.

4.1.4 Summary Sheet for Interviews

Our team provided a summary sheet to serve as a guide for the edited interview videos. This sheet catalogues timestamps to points in the edited interview where useful quotes can be found for easy access when building future promotional material. Additionally, we included a description of what was being said at each time-stamp, and wrote out specific quotes that were short and to the point. The final summary sheet for the interviews can be seen in Appendix J.

4.2 Project Timeline Outcomes

To keep track of progress and ensure all elements of the project could be finished on time, the group used a Gantt chart as a schedule. The chart was made before the term began and was checked each Monday to cross off achievements and ensure we were on track. Despite setbacks, the group was able to finish up the project to satisfaction. Some setbacks are as follows, some of which required edits to the Gantt chart schedule.

In the early weeks of the term, the group pushed to complete the interviews as early in the term as possible. As it turned out, the planning of these interviews was entirely out of our control, since it was not us who had connections to the interviewees. Despite putting us a bit

behind schedule, results-wise, the group managed to use that down-time to learn the various softwares and create an outline of our materials.

Another setback was that the group began the term without any video-editing experience. In the seven weeks, we had to pick a software with little experience to choose the best option, learn how to use the software, and finally use the software to create professional videos. While time and practice improved our confidence and capabilities, initially developing these new skills was challenging.

5.0 Conclusions & Recommendations

To help the Empresas sin Pobreza program reach more businesses, we recommend that Fundación Paraguaya improve their advertising strategies by doing the following:

1. Distinguish a recognizable brand for the program
2. Pursue quantitative data collection about participating businesses' return-on-investment

From our experience working with the program, we determined that these are the two main areas for improvement in advertising the Empresas sin Pobreza program.

5.1 Branding

We have found that current promotional materials use various names and logos. There is no clear distinction between “Red de Empresas del Semáforo”, “El Semáforo de Eliminación de Pobreza en Empresas”, and “Empresas sin Pobreza”. Using multiple names can confuse a reader trying to learn more about the program.



Figure 7: Examples of Program Titles

To address this, we recommend that promotional materials only refer to the program as Empresas sin Pobreza. Any material focused on the “Red de Empresas del Semáforo” should clarify the network’s connection to the program. This will help create a recognizable brand for Empresas sin Pobreza, and eliminate potential sources of confusion.

Another aspect of having a recognizable brand is a distinct program logo. We recommend the logo be modeled after the Poverty Stoplight theme. Using the Poverty Stoplight theme creates brand recognition between the two programs while distinguishing Empresas sin Pobreza

In addition, promotional material viewers are currently being sent to the Poverty Stoplight website. This can result in confusion, as the target audience for this site is very broad. We recommend the program has its own dedicated section of the Poverty Stoplight website which business leaders can be sent directly to. This section should include all relevant information targeted towards business leaders as opposed to anyone interested in the Poverty Stoplight. This includes Fundación Paraguaya’s current Empresas sin Pobreza material, the promotional videos we produced, and a step-by-step process on how to get involved. As new testimonials and program data are collected, they can be published to this web page. The suggested location for the link to this web page can be seen in the image below. There could be an additional drop link labeled ‘Nuestros Programas’ where you would find Empresas sin Pobreza, Fútbol sin Pobreza, etc.

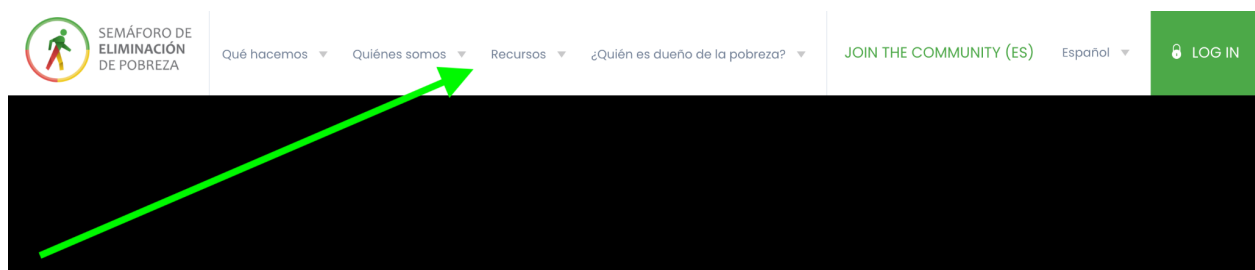


Figure 8: Snapshot of the Poverty Stoplight website

The implementation of these changes will allow prospective clients to have a more organized and streamlined experience when looking for information about the program and better recognize what the program is.

5.2 Data Collection

According to our findings, while Fundación Paraguaya excels at collecting information on how the Poverty Stoplight has lifted families and employees out of poverty, there is a need for more information on how businesses are impacted. We recommend that the Empresas sin Pobreza team incorporate the following items in their action plan with participating businesses to improve the amount and quality of data gathered about Empresas sin Pobreza.

When the Empresas sin Pobreza program begins to work with a company, we recommend that they gather baseline data on the company's situation. Specifically, they should inquire about current employee retention rate, employee attendance, and overall productivity. During the annual company check-in, the team can follow up on these areas to see how the program has impacted them. Over time, any changes in numbers can be tracked and compiled to show trends. Examples of what trends and types of graphics we hope can be developed from this data are shown in the figures below:

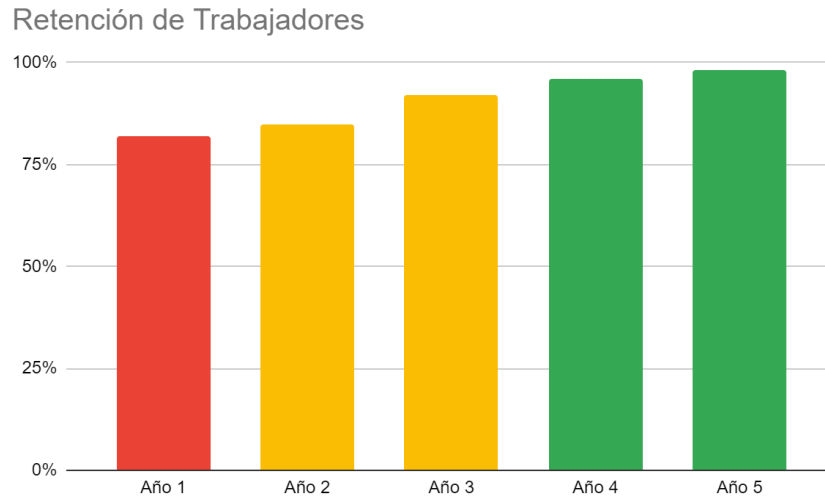


Figure 9: Proposed Statistics for Change in Employee Retention

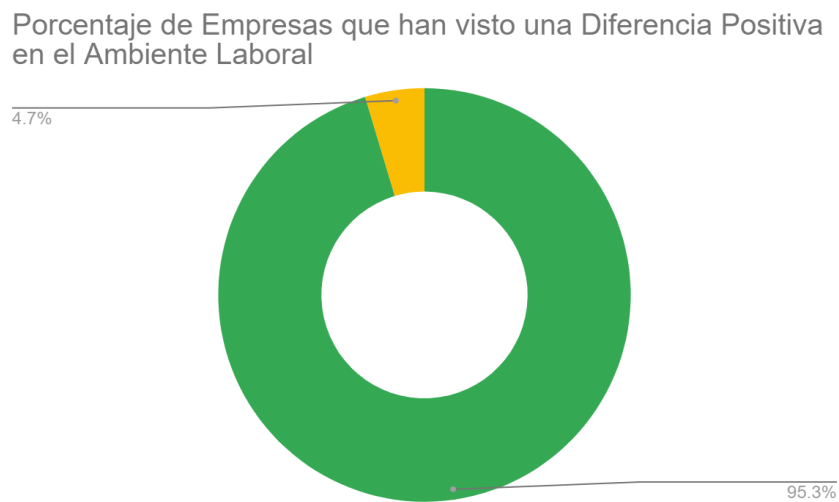


Figure 10: Proposed Statistics for Change in Workplace Environment

At present, members of Fundación Paraguaya are taking courses from the ROI Institute. This is a great first step to accurate quantitative analyses of the program's impact. With this information and ROI training, the Empresas sin Pobreza team can calculate the company's return on investment and publish quantitative data on their website. This will allow for the development of more effective promotional materials and support the testimonials regarding the program.

In addition to collecting more quantitative data, we recommend that the team continue to interview business leaders, human resource managers, and employees annually to develop new promotional videos and keep information current. Interviewing more program participants, will provide content for new promotional material and also provide a more complete picture of the program's impact.

One particular factor that could get in the way of implementation is the COVID-19 pandemic. Currently the pandemic is still widespread and affects many businesses negatively, potentially discouraging them from making any new investments. Also, statistics, such as those about worker attendance, may be skewed by workers and their families getting sick. Until there is a vaccine accessible and available worldwide, there may be less drive to participate and any starting data may be impacted by the current world health situation.

If the Empresas sin Pobreza program actively takes these steps, they will have more convincing information to share with prospective businesses to effectively grow the program.

5.3 Future Software Considerations

As Fundación Paraguaya will continue to require up-to-date promotional material and videos, an understanding of the advantages and disadvantages of current software approaches is important.

Our group primarily used Doodly, iMovie, OpenShot, and Canva to develop animated videos. Doodly provides the unique option of creating "whiteboard animations," featuring a hand drawing shapes and words created by the user on the screen. Doodly is specifically designed for users with limited video editing experience to create informational and promotional videos.

Using Doodly is relatively straightforward, with a variety of online resources and support available. We were easily able to upload our own images, or "props," into the software to include in the videos. Vector graphics, or files with the .svg extension, can be customized in free programs such as Inkscape, to customize the way the shape is drawn in Doodly. More common file types, such as .jpg and .png, are typically drawn by the hand moving back and forth from the top left corner. Doodly also has a variety of its own props to be used. Drawing speed, hand types, and scene transitions are easily changed.

Unfortunately, Doodly is incredibly time-consuming to use and has some major limitations. Other video clips cannot be imported and included within Doodly, so in order to mix the testimonials with the animations, we had to export the Doodly video and adjust it in iMovie. Exporting a three-minute long high-quality, high-resolution video from Doodly can take up to an hour. This makes it imperative that the exact timing needed for the animations is known as well

as possible before each export, and that minor things like spelling and grammar are edited beforehand, as minor mistakes requiring re-exporting the video can add up quickly.

The user interface for Doodly can also be frustrating to use, especially within a small screen. Each object on screen can be individually adjusted in the time it takes to draw, its exit animation, and when it appears on screen. Changing the order in which things are drawn can be frustrating due to the small window they appear in. Also, only one object can be drawn at a time. In addition to this, a major downfall we found with Doodly is that single objects cannot be removed from the screen. For example, if a single word on the screen needs to be changed, the entire scene must be duplicated with a scene transition forced. We found this feature to be distracting and spent a lot of time working to avoid this in our animations.

In order to insert interview clips into the animated videos, we used the “Picture in Picture” cropping option in iMovie. We also experimented using a green screen by placing a rectangle with the color #00FF00 into the Doodly animation. However, when using a green screen, all colors outside of the intended rectangle were also distorted as iMovie failed to recognize the difference between the green screen and surrounding animations. The green screen also did not adjust the dimensions of the interview clips, instead only showing a small portion of the clip’s visuals.

The “Picture in Picture” cropping option has a few drawbacks. Namely, the size and placement of the picture cannot be adjusted over the course of the video. As a result, zooming and panning features in Doodly should be avoided during any sections where another clip will be inserted.

A major drawback to iMovie is that it can only be used on Mac computers. One project partner made interview edits using OpenShot, and while it has similar features to iMovie, the two are not always compatible. Any video edited and exported from OpenShot and opened in iMovie did not have audio, even though iMovie had no issues with other .mp4 files. The easiest solution we found to this was to export the audio as a separate .m4a file and recombine the visuals and audio in iMovie.

We recommend that any future IQP groups consider software other than Doodly for animations. While Doodly can be used to produce a professional product and has a variety of options for music and animations, its limitations are generally not worth its cost unless a whiteboard animation is specifically desired. iMovie works for most cases as a video editing software, and OpenShot as a good backup available through WPI that works both on Windows and macOS. However, mixing both programs is not recommended due to aforementioned challenges.

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@fundaparaguaya. <https://twitter.com/fundaparaguaya/status/1370022996610547713>

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Appendix:

Appendix A: Interview Questions in Spanish and English:

Entrevistas con Directivos de empresas participantes:

1. ¿De qué manera ha ayudado a su empresa su participación en el programa Semáforo de Eliminación de Pobreza?
2. ¿Qué impacto ha tenido el Semáforo de Eliminación de Pobreza en los trabajadores de su empresa?
3. ¿Piensa seguir implementando el programa del Semáforo con sus trabajadores?
4. ¿Qué diría a otro empresario que está considerando este programa?
5. ¿Recomendaría este programa a otras empresas? ¿Por qué?

Interviews with Directors of participating companies:

1. In what manner has participation in the Poverty Stoplight Program helped your business?
2. What impact has the Poverty Stoplight had on workers at your business?
3. Do you plan on continuing to implement the Poverty Stoplight program in your business?
4. What would you say to a company that is considering participation?
5. Would you recommend this program to other businesses? Why or why not?

Entrevistas con Gerentes de RRHH de empresas participantes:

1. ¿Cómo fue su primera experiencia trabajando con el semáforo? ¿Después de cuánto tiempo notaste una diferencia por el Semáforo?
2. ¿Qué es lo que más le gusta de poder trabajar con el Semáforo?
3. ¿Cómo ha cambiado el entorno laboral? ¿Ha percibido un cambio en la actitud de sus empleados hacia el trabajo?
4. ¿Ha visto un cambio en la retención y la asistencia de empleados?
5. ¿Cómo ayuda el semáforo a su rol o área en donde se desempeña? ¿Cómo cambió sus tareas y trabajo?

Interviews with Managers of Human Resources from participating companies:

1. How was your initial experience working with the Stoplight? How long did it take for you to notice any difference?
2. What is that which you like best about working with the Stoplight?
3. How has your workplace environment changed? Have you perceived any attitude change in your employees about their work?
4. Have you seen any changes in worker retention and worker attendance?
5. How has the Stoplight helped you in your role? How has it changed your workload and job?

Entrevistas con los colaboradores de empresas participantes:

1. ¿Como el Semáforo ha servido para conocer su situación o la situación de mi familia?
2. ¿Cuáles son los indicadores que necesitaba mejorar?
3. ¿Cuál ha sido el impacto del Semáforo en su vida?
4. ¿Cómo creen que el Semáforo ha ayudado a las actividades que propone la empresa?

Interviews with employees from participating companies:

1. How has the Stoplight served you in knowing your situation and your family's situation?
2. What are some indicators that you improved?
3. What has been the impact of the Stoplight on your life?
4. How do you believe the Stoplight has helped the functioning of the company for which you work?

Appendix E: Example of Promotional Material by the Poverty Stoplight

A El Semáforo es una herramienta que busca activar el potencial de las familias para eliminar la pobreza multidimensional. Utilizando una plataforma tecnológica, ofrece una autoevaluación y modelo de intervención que permite a las personas convertirse en protagonistas de sus estrategias de eliminación de pobreza y desarrollar soluciones prácticas para superar sus necesidades específicas.

B **Cómo funciona**

- 1 ¡Únete al movimiento!**
La organización aprende sobre la herramienta y decide convertirse en Hub del Semáforo, en Proyecto Especial o en Aliado Estratégico. Luego, firma un convenio con la Fundación Paraguaya.
- 2 Integra el Semáforo**
La organización se entrena en la metodología y tecnología de la herramienta. Entonces adapta la encuesta de autoevaluación para hacerla relevante a nivel local e integra el Semáforo a su operativa para potenciar programas existentes o desarrollar nuevos proyectos.
- 3 Administra la encuesta**
La organización administra la encuesta de autoevaluación a las familias a través de la plataforma tecnológica, usando teléfonos, tabletas o computadoras. Cuando se termina la encuesta, se crea una imagen clara de las fortalezas y privaciones de cada familia.
- 4 Impulsa soluciones**
Con el apoyo de la organización, las familias eligen sus prioridades y trabajan para diseñar sus propias estrategias de eliminación de pobreza. Por su parte, la organización utiliza los datos recolectados por el Semáforo y realiza intervenciones.
- 5 Aprende y Avanza**
Después de trabajar en sus prioridades, las familias actualizan su encuesta de autoevaluación. Tanto ellas como la organización visualizan su progreso, establecen nuevas prioridades y mejoran sus estrategias para eliminar la pobreza.

C **Dimensiones e Indicadores**
La autoevaluación desglosa el concepto de pobreza en 6 dimensiones y 50 indicadores estándares que utilizan los colores tradicionales de un semáforo para indicar pobreza extrema (rojo), pobreza (amarillo) y sin pobreza (verde).

- Ingresos & Empleo
- Salud & Medio ambiente
- Vivienda & Infraestructura
- Organización & Participación
- Educación & Cultura
- Interioridad & Motivación

Comunidad del Semáforo
Trabajamos con organizaciones de diferentes sectores y reunimos una red de actores internacionales con una misión clara: eliminar la pobreza global. El Semáforo es implementado por gobiernos, pequeñas y medianas empresas, organizaciones sin fines de lucro, cooperativas, microfinancieras, instituciones académicas y clubes deportivos, entre otros.

- +100,000 Semáforos en el mundo
- 29 Países
- 13 Hubs
- 21 Proyectos Especiales
- 316 Organizaciones

¡Únete al movimiento!
La Comunidad del Semáforo reúne a diferentes actores, desde socios implementadores hasta aliados estratégicos, a fin de crear un espacio de aprendizaje y cooperación. Existen tres formas de unirse:

- Hubs del Semáforo**
Estos socios representan y distribuyen el Semáforo en un área geográfica específica. Tienen capacidad para encontrar y capacitar socios locales a fin de integrar esta herramienta a sus programas.
- Proyectos Especiales**
Estos socios implementan el Semáforo en sus programas. A diferencia de los Hubs, no representan ni distribuyen el Semáforo, sino que trabajan para activar a sus propios beneficiarios.
- Aliados Estratégicos**
Estos socios apoyan al Semáforo como investigadores, desarrolladores, inversionistas, consultores, entre otros. Existen varias posibilidades para colaborar y acelerar el desarrollo del Semáforo.

D Una metodología de fundación paraguaya

www.povertystoplight.org | info@povertystoplight.org

Actualizado a enero 2020

To adhere to the general Poverty Stoplight design theme, the group incorporated the following elements displayed above in our promotional material. Each element is labeled in the image above with a black arrow and a corresponding letter of the alphabet. Each element is explained below:

A: We identified our promotional material using the Poverty Stoplight logo, since we wanted the materials to be associated with the workings of that program.

B: We used the colors of a stoplight, in shades that match the ones used by the Poverty Stoplight. No other colors were used so that a stoplight is clearly the intent. The specific digital information for each shade is below.

Green : 51aa47, 89bd76

Yellow: f0cb23, f4d76b

Red: e1504d, e98475

C: In several places in the example above, circles are used for organization. The group based the material format off of the circle and used rounded edges as well.

D: Like for A, the group will put the Fundación Paraguaya logo on the promotional materials so that they are associated with the Poverty Stoplight's parent organization.

Appendix F: Example of Action Plan (Created for Casa Paraná)

	A	B	C	D	E F		
1	Indicadores	Acciones	Alianzas	Contacto	Fechas		
2					Inicio	Fin	
3	Ahorros familiares Capacidad para planificar y presupuestar	Campaña de Comunicación Interna sobre ahorro, identificación de gastos necesarios y superfluos, etc. como ahorra luz, agua en casa.	Gestión interna con área de marketing				
4		Taller de finanzas personales con un banco	Banco Itaú				
5		Programa de ahorro programado con monto mínimo y tasa de interés preferencial; con autorización para descuento mensual del salario para acreditación en la caja de ahorro de cada colaborador. Ahorros desde 20.000 por mes	Solar SA / o Visión Banco	Diego Ugarriza Solar (2188585)			
6		Descuentos para colaboradores en productos de Casa Paraná	N/A	N/A	programa vigente en Casa Paraná		
7		Consultorio financiero dirigido a colaboradores con sobreendeudamiento o problemas financieros. El consultorio puede ser dirigido por un colaborador de la empresa que tenga conocimientos en Finanzas y Administración financiera.					
8		Promover el uso de aplicaciones para celular donde puedan registrar sus gastos y elaborar su presupuesto mensual (Wallet, Controlar gastos, Tus cuentas son algunas apps)					
9		Campaña de Comunicación Interna asociando con el indicador					
10		Fuente de ingreso diversificada	Programa de Microfranquicias de Fundación Paraguaya, presentar las opciones vigentes.	Fundación Paraguaya	Victoria Giménez (0971) 668 218		
11		Enviar a los colaboradores opciones de capacitaciones en oficinas. El SNPP ofrece cursos a distancia a través de su plataforma digital IDENTIDAD, uno se registra en la plataforma con sus datos y ya	https://identidad.mtess.gov.py/alumno/login.php?returntrue&				
12	Acceso a la tarjeta del Club de clientes "Sentí que se puede". Incluye acceso gratuito al cine, Hotel Cerrito, etc.	Fundación Paraguaya	Guido Ruíz Díaz (0961 446352) y Melisa Portillo (0991 522 889)				
13	Acceso al entretenimiento	Torneo deportivo interno con inauguración oficial, algunas actividades dentro del torneo podrían ser: desfile de equipos, premio a la mejor hinchada para incorporar a las familias					
14	Festejos en fechas conmemorativas (Día del Padre, Madre, Niño, Trabajador)						
15	Compartir por whatsapp y canales de comunicación de la empresa el boletín semanal de actividades de entretenimiento "Actívate desde casa" de Fundación Paraguaya	Fundación Paraguaya					
16	Integra grupos	Jornada de voluntariado corporativo para contribuir con algún programa social o visitar lugares como hogar de ancianos o de niños.	Fundación Santuario de los Niños				
17	Campaña de apoyo a las ollas populares. Se puede incentivar a través de la comunicación interna con flyers e información, organizar una colecta de alimentos para las ollas o ir a apoyar en la cocina un día determinado.						
18	Creación de un comité solidario de compañeros que organicen actividades para apoyar a compañeros que necesiten.						

Appendix G: Final Promotional Deliverables

[FINAL_VideoAnimado.mp4](#)

https://drive.google.com/drive/u/0/folders/118uVBr7sj16Os4AadoAhj49PJQeGzzEC_?ths=true

[FINAL_DirectivosEntrevista.mp4](#)

https://drive.google.com/drive/u/0/folders/118uVBr7sj16Os4AadoAhj49PJQeGzzEC_?ths=true

[FINAL_RRHEntrevista.mp4](#)

https://drive.google.com/drive/u/0/folders/118uVBr7sj16Os4AadoAhj49PJQeGzzEC_?ths=true

[FINAL_ColaboradoresEntrevista.mp4](https://drive.google.com/drive/u/0/folders/118uVBr7sj16Os4AdoAhj49PJQeGzzEC_?ths=true)

https://drive.google.com/drive/u/0/folders/118uVBr7sj16Os4AdoAhj49PJQeGzzEC_?ths=true

Appendix H: Animated Promotional Video Script (Guión)

Escena 1: (65 segundos)

Desde 2013, el programa Empresas sin Pobreza ha trabajado con más de 140 empresas paraguayas, mejorando la calidad de vida de sus trabajadores y sus familias, logrando así beneficios importantes para las mismas empresas.

El programa utiliza una herramienta de autoevaluación - el Semáforo de la Eliminación de Pobreza - para ayudar a los trabajadores a entender y visualizar su situación de pobreza, y desarrollar soluciones prácticas para superar sus necesidades específicas.

Muchas empresas que conforman la red Empresas sin Pobreza han visto numerosos beneficios al participar de la misma, tales como mejoras en la retención, mejor ambiente laboral, mayor compromiso, una mejora en el bienestar general de sus trabajadores, y mucho más.

Estas son algunas de las empresas que ya forman parte del programa.

Escuchemos algunos testimonios de directivos que han implementado el Semáforo en su empresa.

Escena 2: (50 segundos):

(Insertar dos testimonios de directivos- Raul Gauto, Gaspar Michelagnoli)

Escena 3: (40 segundos):

Si querés ser parte de esta gran red, solo tenés que seguir estos pasos:

Lo primero es contactarnos para que te podamos mostrar en detalle todo el programa de Empresas sin Pobreza. (insertar instrucciones cómo contactarse con Guido y su equipo)

Luego, trabajaremos juntos para personalizar el programa a tu empresa y trabajadores, y comunicarles del inicio de esta nueva iniciativa.

Después, los colaboradores completan su Semáforo para visualizar la situación en la que se encuentran y priorizar por cuáles indicadores les gustaría empezar trabajar.

Finalmente, con los resultados del Semáforo, la empresa apoya y brinda oportunidades a partir de sus prioridades.

Escena 4: (20 segundos):

¡Sumate a la red de Empresas sin Pobreza!

Appendix I: Infographic



Empresas sin Pobreza

Si quieres aprender más del programa,
visite este link:

<http://bit.ly/Semaforoinformacion>



"Siento como familia en la empresa"

"Eficiente...
lucrativa"

"Puede ayudar muchísimo para la empresa"

"Fortalece muchísimo el trabajo y el equipo"

Testimonios de participantes:

Directivos de Empresas
<http://bit.ly/directivoivid>

Gerentes de Recursos Humanos
<http://bit.ly/rrhhvid>

Colaboradores
<http://bit.ly/colaboradoresvid>

¡Sumate a la red de Empresas sin Pobreza!

semaforoparaempresas@fundacionparaguaya.org.py

**fundación
paraguaya**



info@povertystopligh.org

www.povertystopligh.org

Appendix J: Time-Stamp Summary of Edited Interviews

Resumen de Citas Útiles

El propósito de este documento es resumir los testimonios de entrevistas editadas con los participantes del programa Empresas sin Pobreza.

Directivos de Empresas Participantes:

Ing. Raúl Gauto

Forestal Sylvis

- 2:08-2:24 - Esta inversión permitir a los trabajadores subir de la pobreza
- 2:44-2:50 - Participación "definitivamente es una inversión que vale la pena"
- 2:55-4:20 - Lo que ha cambiado en su empresa y lo que él quiere ocurrir en años futuros. "un real transformación de comportamiento"
- 6:03-6:47 - "Beneficios tangibles e intangibles"
- 6:53-7:55 (fin) - Son personas: tienen vidas importantes afuera de su trabajo y con este programa, están "genuinamente más feliz"

Gustavo Koo

Las Tacuaras

- 0:40-0:59 - Lo que el nombre significa para él
- 1:04-1:51 - "Empresas sin Pobreza es bien estructurado". La pobreza no solo se ve afectada por el dinero. "el programa nos ayudó"
- 1:56-2:24 - "Ayuda mucho a medir el estado de mis colaboradores"
- 3:03-3:06 - "La vida es mucho más que trabajo"
- 3:50-3:56 - "Muy individual, muy enfocadas"
- 4:54-5:18 - "Creo que tuvo mucho impacto" "ayudan realmente a mejorar la calidad las vidas"
- 5:23-5:56 - Los cambios en su empresa
- 6:02-7:29 (fin) - Recomendaciones para otras empresas. Buena para los trabajadores y una buena inversión para la empresa.

Gaspar Michelagnoli

Censu SA

- 1:55-2:07 - Hace una empresa como una familia
- 2:07-2:31 - Un trabajador feliz es un trabajador mejor
- 3:14-3:20 - Sobre empresas como partes esenciales de la sociedad, "donde las personas convergen"
- 3:40-3:45 - "Construir mentas saludables en una empresa"
- 3:45-3:48 - "Puede ayudar muchísimo para la empresa"
- 4:08-4:10 - Ayuda a "el bienestar general" de la empresa.
- 4:30-4:35 - "eficiente" "lucrativa" "de efectivo económico"
- 4:38-4:44- Tiene un impacto bueno a "Un impacto positivo para los colaboradores, la comunidad y el medioambiente"
- 4:44-5:55 - Qué empresas deben querer. Lo que personas quieren en la empresas donde eligen para comprar algo
- 6:05-6:09 - "Contribuir a un Paraguay mejor, un país mejor para todo"
- 6:18-6:23 - Un trabajador feliz es un trabajador mejor
- 7:25-fin - Un trabajador feliz es un trabajador mejor

Gerentes de HHRR de Empresas Participantes:

Óscar González

Centro Educativo Arambe

- 0:23 - 0:43 - Sobre el Semáforo
- 2:15 - 2:33 - Sobre el Semáforo
- 2:34 - 3:03 - Sobre la red de Empresas
- 4:55 - 5:15 - Comprensión de la pobreza de los empleados-“Abre mucho los ojos”

María Elena Martínez

Fundación José De La Sobera

- 0:44-0:56 - El programa tiene “la capacidad y know-how”
- 1:19-1:20 - “Es más que una encuesta”
- 3:07-3:09 - “Es muy útil herramienta”
- 5:28-6:55 - Que una empresa que investa a sus trabajadores tiene trabajadores que se gustan la empresa y quieren quedar con la empresa. Sobre la retención.
- 7:01-end - “Es tan maravilloso”

Colaboradores de Empresas Participantes

Liz Cabrera

Aseguradora Tajy

- 0:04-0:23 - Que el programa es útil y porque
- 0:46-0:57- Que el programa es útil y porque -"sirvió muchísimo en saber que poder mejorar"
- 1:13-1:42 - El programa es una "señal de alarma" para ver la pobreza
- 1:55-1:58 - "Cómo planificar mejor mi vida"
- 3:12-3:35 - El estado de pobreza es “contraproducente” para la persona y la empresa
- 3:48-end - "Siento como familia en la empresa"

Montserrat Ortiz

Fundación José De La Sobera

- 0:45-0:46 - "Es la esperanza"
- 0:49-0:53 - "Me sirvió bastante, el semáforo"
- 1:10-1:12 - "Nació en mi una cultura de ahorros"
- 2:25-2:46 - Como el semáforo da una cultura de ahorros
- 2:47-fin - Como este programa hace que la empresa sea como una familia. Hace una diferencia en los trabajadores- "Eso (programa) en serio es muy bueno"