YOUTH BUILDING THE FUTURE
Grupo Agrisal
Shared Value Business Case

February, 2017
Process of creating a Share Value Business Case

To begin, identify a current and/or future partner to build the business case with

1. UNDERSTAND
   Understand the partners current situation, needs, & opportunity

2. BUILD
   Define Value Drivers & Metrics

3. MEASURE
   Set baseline & target metrics

4. LEARN
   Measure actuals

5. SHARE
   Share the value and results with a current and/or future partner
Our Understanding
Context & Situation

Context

Grupo Agrisal is a conglomerate of El Salvador that has businesses in the hospitality, automotive and retail sectors with operations in Central America. Since 1955, Agrisal hotels have been responsible for developing and operating hotels through an alliance with IHG® (InterContinental Hotels Group) to manage international brands such as Crowne Plaza®, Holiday Inn® and Holiday Inn Express®. Agrisal Hotels has a chain of 8 business hotels in 5 countries across Central America with an inventory of more than 1,000 rooms.

Through their flagship Corporate Social Responsibility (CSR) program called Sonreirse (‘Smile’ in English), Grupo Agrisal has had a legacy of generating employment opportunities and improving livelihoods in the communities in which it operates.

Situation

Grupo Agrisal is seeking to develop a sustainable workforce of skilled and dedicated employees to support continued growth of their hotel businesses in El Salvador, particularly focusing on operational positions such as waiters, bartenders, housekeepers and laundry staff.

Through a 3-year partnership with Plan International, Grupo Agrisal has hired more than 150 graduates from disadvantaged and vulnerable backgrounds, and would like to evolve the program to incorporate a continuous cycle of learning to improve graduate outcomes.
Challenge & Partnership Objective

Challenge

As a result of this partnership, Grupo Agrisal has been able to more effectively recruit employees that align to their social and business objectives, and whom are able to exemplify Agrisal’s core values and social mission:

- Behavioral Attributes: Strong and honest values, motivation and resilience, dedicated and hardworking, able to work in a collaborative and team oriented environment with no connection to gangs or violence
- Technical Skills: Able to deliver high customer satisfaction and quality

However, to date Grupo Agrisal has been unable to fully understand and measure this impact on its business.

Partnership Objective

Working in partnership with Plan International and Accenture, Grupo Agrisal seeks to develop proof that youth employment programs can provide a positive, significant and measureable return on investment in the form of reduced costs associated with recruiting and turnover, as well as higher quality work outcomes.

By using a business case framework, we will assess the productivity of Plan International graduates relative to non-Plan International graduates; we will also look at their professionalism, how long graduates stay on the job and how quickly they advance. Based on this assessment, our end goal is to improve work readiness training for youth, replicate the existing program across other business units and share learnings across the international development community.
Proposed Approach
## Approach

### 1. Understand

**Objective**
Identify business / social drivers & key metrics to measure

**Activities**
- Confirm Agrisal business and social value drivers
- Confirm metrics to measure
- Define metric calculations
- Identify data source and owners
- Establish measurement process and tools to capture data

### 2. Measure

**Measure**
Measure actual performance of non-Plan and Plan graduates

**Activities**
- Identify target comparison group (non-Plan graduates)
- Identify actual comparison group (Plan graduates)
- Measure target performance (non-Plan graduates)
- Measure actual performance (Plan graduates)

### 3. Analyze

**Analyze**
Analyze final results, improve and iterate on program design

**Activities**
- Compare target and actual measurements
- Assess whether Plan graduates outperform non-Plan graduates
- Improve work readiness training
- Share and publish learnings

### Output

![Output Diagram]
Tools and Sample

Measuring Tools
1. Performance evaluation
2. Socioeconomic Impact Survey
3. Focus group

Sample
n = 22
11 External
11 Plan International
**Agrisal Business Case**

1. Delivers your work with safety, speed, dedication, diligence and responsibility
2. Demonstrates initiative to take advantage of its time to the maximum
3. Demonstrates initiative to study and learn more about your position
4. Meets the disciplinary rules set by the hotel
5. Complies with the procedures and specifications of their work, according to the training they have received
6. Cooperates with their partners develops additional tasks with interest and eager to help. Do not object
7. Listen and accept with interest the corrections that make you

### Performance

- **Plan International**
- **External**

- 1. Delivers your work with safety, speed, dedication, diligence and responsibility: 91%
- 2. Demonstrates initiative to take advantage of its time to the maximum: 36%
- 3. Demonstrates initiative to study and learn more about your position: 55%
- 4. Meets the disciplinary rules set by the hotel: 82%
- 5. Complies with the procedures and specifications of their work, according to the training they have received: 18%
- 6. Cooperates with their partners develops additional tasks with interest and eager to help. Do not object: 100%
- 7. Listen and accept with interest the corrections that make you: 100%
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Retained average – Plan International
1.9 years

Knowledge, Dedication, and Interest

1. His effort to learn is evident

2. Does his work with interest, shows dedication in his work, shows that he likes his work

3. Demonstrates service attitude

4. Listen and accept with interest the corrections made by his bosses

5. Shows you have the skills to develop in the position

6. Demonstrates good knowledge to develop in the position (potential)
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1. Cleanliness, hygiene, and order are characteristics of your personal arrangement
2. Complete Uniform, clean and tidy

Plan International

External
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Performance

Knowledge, Dedication, and Interest

Personal Presentation

Plan International  |  External

Summary - Indexes
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Investment by Agrisal - $429.80 per youth

- $142.33 Recruitment
- $287.47 Training

10 days of training
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7 of 11 have started/resume their studies in English
11 of 11 helping their families or report help to household expenses

“I have now the possibility to study with the salary I receive and sometimes to help my family” (young beneficiary)
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Share Value - Conclusions

1. The group of youth trained by Plan has shown better results in 4 out of the 7 indicators related to the assessment of their performance, with initiative and responsibility as outstanding elements.

2. More youth trained by Plan have shown interest in starting or continuing their studies compared to the control group.

3. Of all youth that mention to have the ability to save money, 100% were from the young employees trained by Plan.
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Share Value - Learning

4. Grupo Agrisal obtains a benefit from Plan´s Employability Program, since the profiles of the young people who have gone through the Plan´s life skills training, have developed values and the final profile of the young person is closely related to the type that the corporation requests, concerning hotel services.

5. Grupo Agrisal offers suitable conditions for young people from the rural area to have the opportunity to start in the labor market (salary according to the law, training, food, lodging, medical assistance, dry cleaning for uniforms, etc.).
6. Trained youth who do not manage to get a job in Grupo Agrisal, acquire a training certification in their areas (banquets), which is useful in obtaining employment in other companies.
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**Recommendations for Agrisal**

1. Establish a measurement system of social impact on its employees
2. Systematize the processes of training of young people in partnership with Plan
3. Explore the recruitment and training modality in other areas of the company
4. Expand the experience to other countries of the region (Central America) with the effectiveness of this partnership.

**Recommendations for Plan**

1. Use the Agrisal training opportunity for more young people from the communities attended by Plan.
2. Assess in detail areas of underperformance to improve the life skills training.
3. Increase resources to perform psychometric and emotional intelligence assessments, as well as to keep on training young people, in order to increase coverage and timely response to the requirements of companies.
4. Replicate the tool with other companies at local and regional level.
5. Search for funding for new proposals for youth employability under this model.
6. Develop a more sustainable corporate relationship program (smart business alliance)