



Strategic Review: Fundação Maio Biodiversidade

MIM 22 - A1 Group 3
Blue Ocean Practical
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AGENDA

1. External Analysis
2. Internal Analysis
3. Strategic Options
4. Recommendations

1. External Analysis

Cabo Verde's economical and governmental regulations efforts are on the same direction of FMB's activities and investments on sustainability and biodiversity are expected to grow in the next years

Political

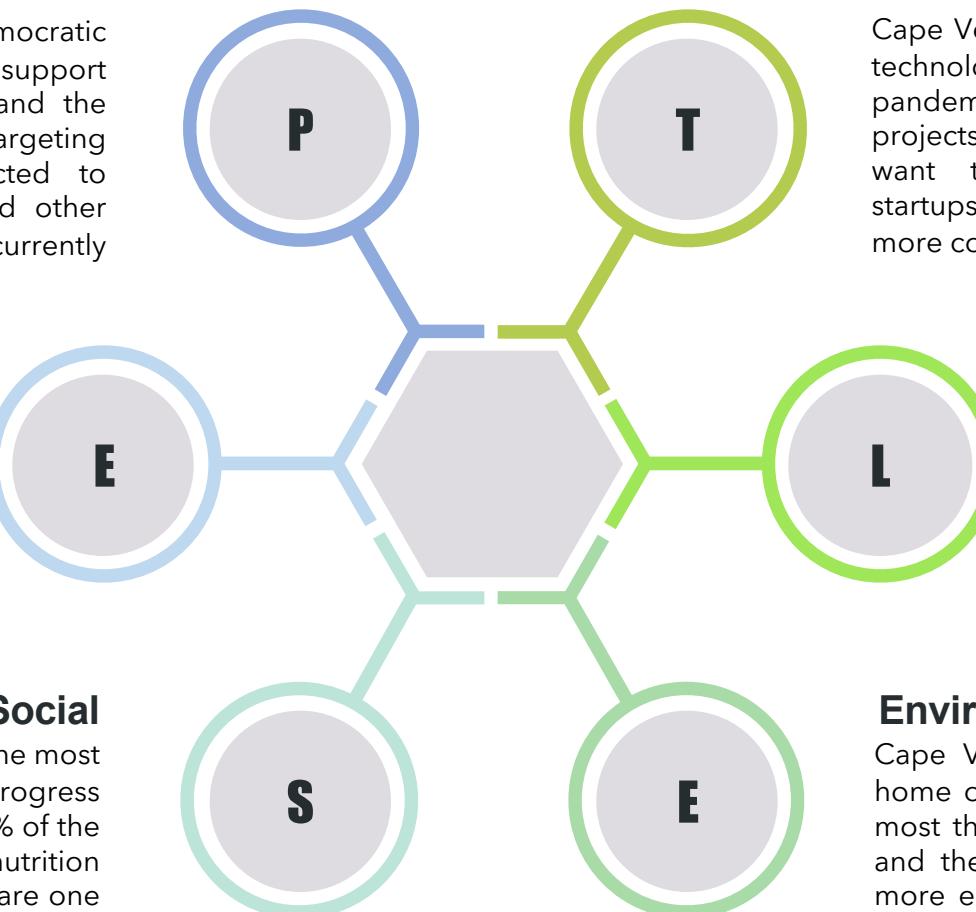
Cape Verde is one of the most democratic countries in Africa and receives active support and funds from EU (EDF program) and the African Development Bank. Programs targeting sustainable development are expected to receive more funds from the EU and other institutions in the next years and are currently exempt from tax payments.

Economy

Because of the pandemic, Cape Verde GDP decreased by 15% during 2020, but it is slowly recovering with 5% growth in the past two years. The country is opening again for tourism and this is expected to bring more revenues since 38% of GDP comes from this sector. The other key sectors of the economy, namely fisheries, will also see renewed growth

Social

While in the area Cape Verde is one of the most advanced countries and huge social progress has been made in the past 20 years, 20% of the population suffers from poverty, malnutrition and illiteracy. Democracy and freedom are one of the country's major strengths and the government is prioritising different policies such as the Social Protection Floor (SPF)



Technological

Cape Verde Ambition 2030 project focuses on technology innovation as part of the post pandemic economic recovery. Government projects such as the "Technology Park Project" want to attract international companies, startups and entrepreneurs to make the country more competitive.

Legal

Regulations for NGOs are extremely favourable and the government is flexible and accommodating to projects regarding sustainable development. Sustainable projects and NGOs are also favoured regarding taxes, with the government providing strong tax incentives.

Environment

Cape Verde is a biodiversity hotspot and is home of a rich unique fauna. The area suffers most than other the effects of climate change and the local fauna and environment will be more endangered in the future. Every project involving biodiversity protection is encouraged and favoured by both the government and the local population.

1. External Analysis

Local focused NGOs need to maintain good relations with government, other global NGO partners, universities and the community stand out in Cape Verde.



Threat of New Entrants

- NGOs have worked with Cape Verde government for a long time, so it's hard for new entrants to seek cooperation with them
- Environmental NGOs have solid scientific support from other global NGOs and universities, as well as rich knowledge and experience regarding the local situation, which is too hard for new entrants to imitate



Supplier Power

- Large founders like MAVA and Marine Turtle Survival
- Support from local government
- Guidance from other NGOs
- Scientific help from universities
- Volunteers around the world



Competitive Rivalry

- Local NGOs have always had a tacit agreement to not work in or encroach on each other's area of operation.
- Global NGOs always cooperate with local ones to make efforts, e.g. provide scientific support and research resources



Buyer Power

- Although cooperating with government, NGOs still have restricted influence on local issues since government may pay more attention to growth opportunities
- Global NGO partners might focus more on social impact instead of how local ones work
- Local families had no jobs before, so the home stay programs are very welcome



Substitution

- There exists competing funding requirements between different development focuses, like specific programs in Cape Verde
- Fully functional government service delivery could be a final substitute. If the local government could achieve a balance between growth and environmental protection, NGOs will not survive.

↑ Favourable

↓ Unfavourable

↔ Neutral

NGO ECOSYSTEM

50+

Total NGOs working in Cabo Verde

35

UK NGOs working in Cabo Verde

4

Main NGOs in the area

1. **Partnership for Observation of the Global Ocean (POGO):** provides professional training opportunities for early-career scientists to develop the worldwide capacity for sustained ocean observations
2. **Jubilee Sailing Trust (JST):** Gives people of mixed abilities and circumstances the freedom to explore their ability, potential and place in the world through inclusive adventures at sea)
3. **The Equal Rights Trust:** combat discrimination and promote equality as a fundamental human right and a basic principle of social justice
4. **The Travel Foundation:** Working to improve the sustainability of travel and holidays taken by holidaymakers

Source: <https://ngosexplorer.org/country/cpv>

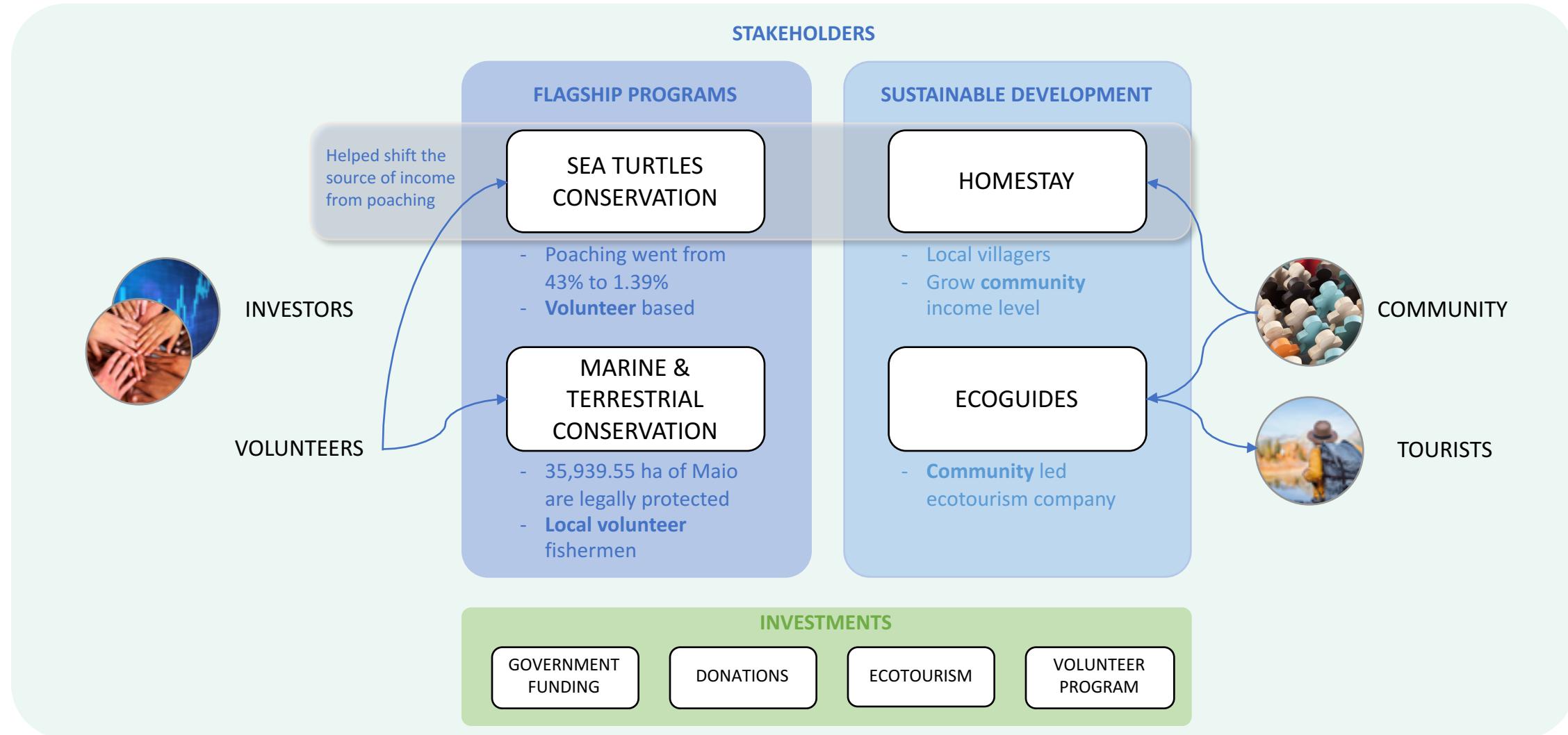


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2. Internal Analysis

FMB value chain is inscribed in a value ecosystem that links together all the different stakeholders who believe in the same values and missions

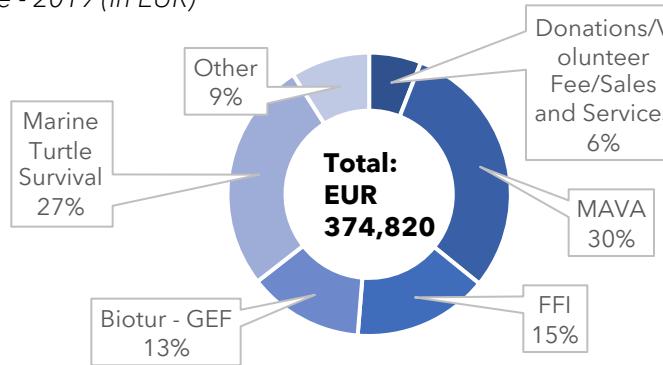


2. Internal Analysis

FMB has been able to maintain a tight control over its finances, however fundraising remains critical to execute ambitious projects

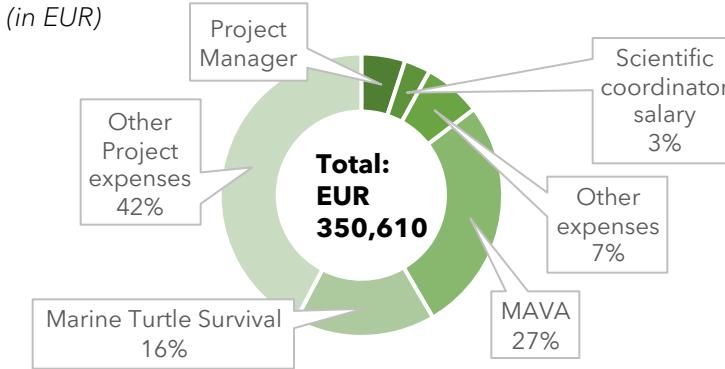
Key Revenue Drivers

Revenue - 2019 (in EUR)



Key Cost Drivers

Costs - 2019 (in EUR)



Sources of Funds

- ✓ FMB has come a long way post the initial grant of EUR 5,000 that it received from the Rufford Foundation
- ✓ Primary sources of funding include government grants (such as grants from the French Government), grants provided by research organizations
- ✓ Partnerships with foundations such as MAVA have been critical, with MAVA contributing a sum of EUR 1.5 mn to FMB
- ✓ FMB has tried some alternative sources such as crowdfunding, but they have not been very successful

Future Outlook



Funding should be aligned with ethical values and mission of FMB



It is essential to improve the efficiency of fundraising efforts as they consume time



New-age methods such as crypto-currency, or NFTs can be adopted



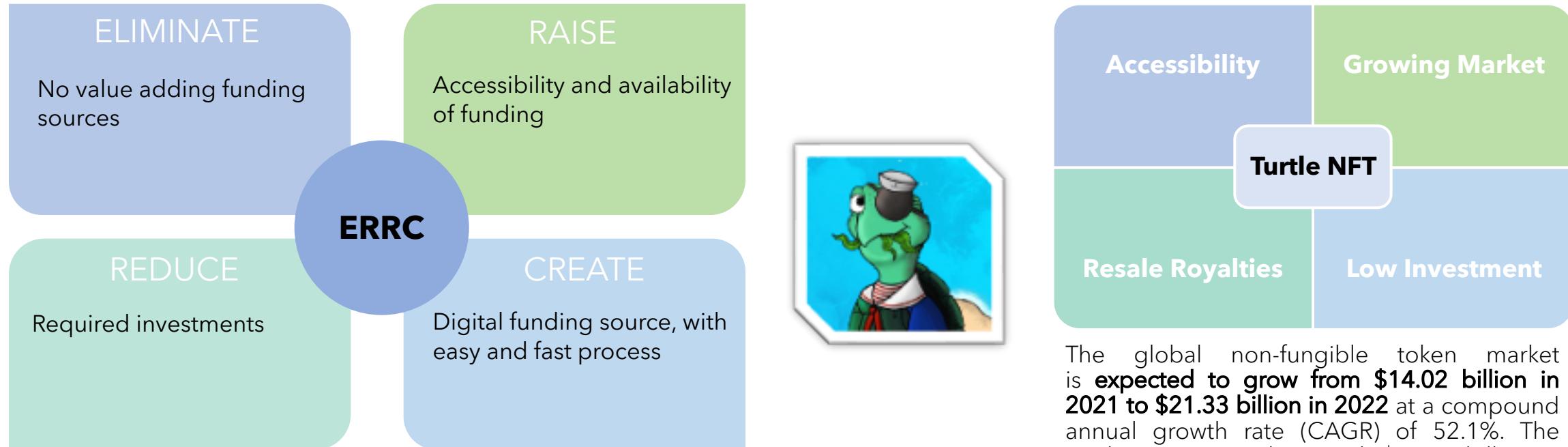
Partnerships are critical to execute projects and raise funds

Agenda

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3. Blue Ocean

By creating and selling sustainable biodiversity Turtle NFTs, FMB could raise more funds, capture new funding sources, cut costs and increase the awareness and importance of its operations

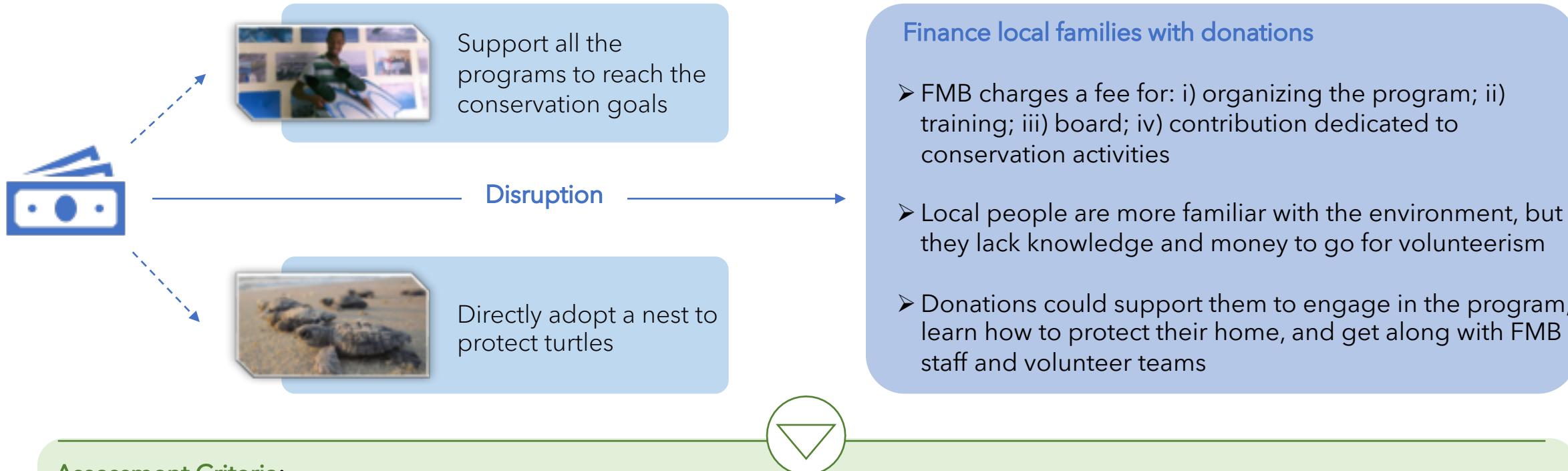


Assessment Criteria:

- Funds raised:** NFT auctions could raise a lot of funds for the NGO project
- Capture of Non-Customers:** the crypto community is big and is often involved with sustainability and environmental topics and attracting part of this community could be useful for the NGO
- Biodiversity awareness:** Increasing biodiversity awareness for a bigger public could make the NGO well known in different communities and this would help the NGO mission

3. Disruption

FMB could choose to use donations to finance local families for volunteerism.



Assessment Criteria:

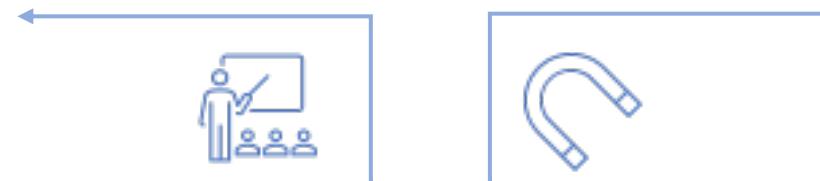
1. **Alignment with the trends:** With 20% of the population suffers from poverty, malnutrition and illiteracy, finance local people to volunteer might help ease local unemployment, improve education coverage and raising environmental awareness, and then gain more support from government.
2. **Customers' Preference:** Financing local people might make the donation progress more transparent so funders or society are more willing to make donations.
3. **Differences with old solutions:** Locals have advantage in familiarity, self-owned accommodation and engagement stability.

3. True Core Competency

FMB's true core competency is its Sea Turtle Conservation program and the NGO could use the knowledge it acquired in this field to build a school of excellence and attract top global talent

Teaching opportunities

- Promoting the NGO knowledge regarding turtle conservation and sustainability in the local schools and in the country's universities with lectures
- Building a school of excellence regarding turtle conservation
- Recording video classes and informative content on the NGO's activity, sharing the best practices for other NGO's around the world willing to buy useful content on the topic



FMB's main strengths are marine and turtles protection programs. The **Sea Turtle Conservation** program has been a flagship of the NGO since the beginning and is the one that attracts the most volunteers. The program's uniqueness compared to its competitors makes FMB a **center of excellence** in the topic.

Talent Attraction

- Use the NGO's core competency on marine turtle conservation to attract young students around the world who are passionate about the subject, in order to make the NGO internationally recognised and attract more investors
- Develop partnerships with international universities which are currently offering sustainability, marine studies and animal conservation courses in order to attract students, professor and opportunities in the education industry



Assessment Criteria:

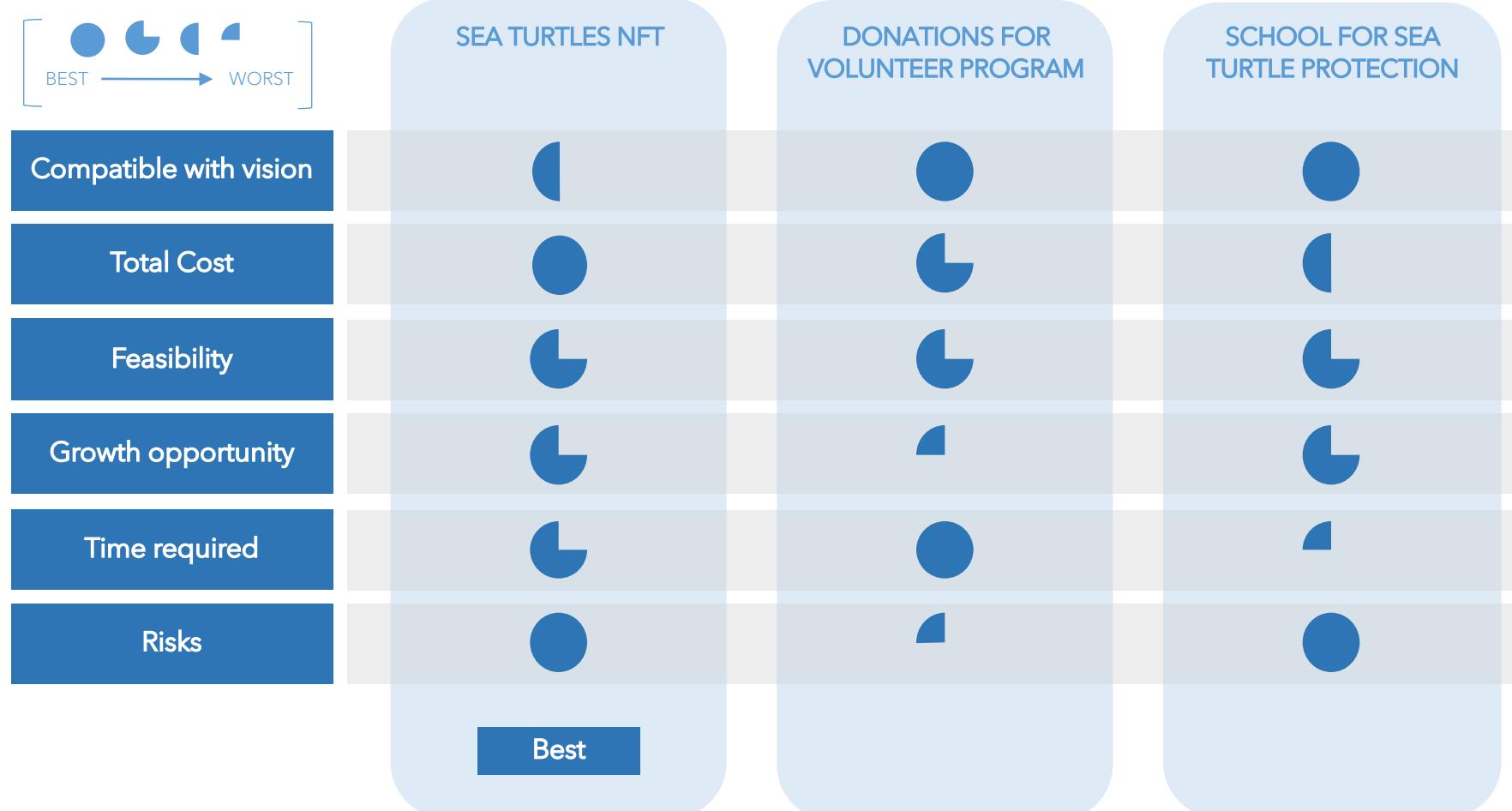
1. **Donations from classes:** Offering classes and building schools could significantly impact the amount of donations raised
2. **Brand Image:** developing partnerships could make FMB well known on social media or in the education and ngo industry of other countries
3. **New members and stakeholders reached:** Engaging in teaching and attraction activities will increase the number of people wanting to be part of FMB's mission

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4. Recommendation

Concentrating on the Blue Ocean of the crypto community and FMB's True Core Competency in Marine Turtle conservation could enormously increase FMB's importance and power in the Cape Verde and make the NGO an important actor that could have a strong opposing voice on the hotel project.



A combination of fundraising opportunities such as an NFT auction, together with a new vision for FMB which will try to lever its extensive knowledge in marine turtle conservation could **attract international talent, investors** and **sustainability activists** from all around the globe and significantly **contribute to Cape Verde economic development**. This could be seen as a big **opportunity for the whole country** in the government's eyes, which may be less keen to transform the island in a tourist paradise and hinder the country's international image and recognition regarding sustainability.

4. Implementation

To implement our strategy we should focus on operational, financial, organizational and strategic actions with the goal of making FMB a important actor in the whole country's development

Operational

- ✓ Partner with existing industries and international NGOs and Foundations

Financial

- ✓ Use new age methods such as NFTs as a funding solution and in turn raise awareness
- ✓ Partner with corporates and leverage CSR initiatives to gain funds and access to the corporates network and potential executional expertise

Organizational

- ✓ Set-up long-term programs with universities to attract students and young adults
- ✓ Start an internationally recognized school for sea turtle protection programs and other sustainability initiatives in order to attract more people and make Cabo a sustainability hub

Strategic

- ✓ Start an internationally recognized school for sea turtle protection programs and other sustainability initiatives in order to attract more people and make Cabo a sustainability hub