

DIAGNOSIS OF THE ORGANIZATIONAL CLIMATE: A DESCRIPTIVE STUDY IN A COMPANY IN THE SERVICES SECTOR

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Abstract-- This study presents a diagnosis of the organizational climate in a service sector company in Mexico, using a descriptive quantitative approach. Segredo's (2017) ECOS-S instrument was applied to a census sample of 23 employees with a minimum seniority of three months. The questionnaire assessed three main dimensions: Organizational Behavior, Organizational Structure, and Management Style, each with specific categories totaling 50 items measured on a scale of 0 to 2 points.

A favorable atmosphere was recognized by 75% of employees across the organization and attributed to the 75% net positive rating for workplace diversity. In the field of organizational behavior, levels of motivation and communicative and interpersonal satisfaction were well above the usual averages. Managerial Management performance was rated at 83% and, according to these statistics, was generally accepted as average.

The sample was predominantly female (61%) and the age group between 40 and 50 years old predominated, which is considered a mature age due to the amount of experience and hierarchy. The organization has a favorable working environment, but efforts must be made in the area of organizational structural improvement with clear procedures, the creation of order in the workplace, and the use of structured work systems.

Keywords-- Organizational climate, service sector, business diagnosis, organizational behavior, organizational structure.

Abstract-- The purpose of the research was to analyze, in a descriptive and quantitative manner, the working conditions in a service company in Mexico. For this purpose, the ECOS-S questionnaire (Segredo, 2017) was used, which was answered by 23 employees who had been with the company for at least three months.

The questionnaire measured three main dimensions of organizational behavior, organizational structure, and management style, subdivided vertically into specific categories, which totaled 50 items measured on a scale of 0 to 2 points. The data indicated that the climate was mostly positive, as more than 75% of employees rated a climate diversity of more than 75%. For the aspect of organizational behavior, motivation, communication, and interpersonal relationships were above the organizational community.

Leadership behavior was rated at 83%, which was considered adequate.

The sample was predominantly composed of women (61%), and the age group

between 40 and 50 years old, which is considered a mature age due to the amount of experience and hierarchy. The organization has a favorable work environment, but efforts must be made in the area of improving the organizational structure with clear procedures, creating order in the workplace, and using structured work systems.

Keywords-- work environment, customer service sector, organizational analysis, staff behavior, company hierarchy.

INTRODUCTION

In today's economic environment, characterized by global competition and rapid technological change, human capital has become the most valuable asset for any organization, especially in the service sector. Service companies prioritize employee happiness, action, focus, and morale over tangible goods such as manufactured products. Here, the impact of the climate is crucial. It is the collection of common images that employees have in mind about the atmosphere surrounding their activity, which significantly influence their level of commitment and the corresponding performance of the company.

There are internal problems that prevent a service company from providing quality service and are also the cause of high staff turnover and loss of competitiveness, although they also have a negative impact on employee satisfaction. A favorable environment even impacts the efficiency of task execution and, therefore, the company's performance. Empirical evidence, both local and global, must be analyzed to assess this variable in relative terms. The relationship between organizational climate and company success has been demonstrated in research.

Pérez (2020) analyzed the climate and job satisfaction of employees in service companies in Colombia and determined that employees perceive their well-being to the extent that their leaders practice reciprocity, and that this behavior affects employees to a greater degree. Similarly, Susanibar (2021) found that in Peruvian general service companies, there is a positive and significant correlation ($\rho = 0.654$) related to the belief that a positive work environment will improve productivity. This explains the belief that investing in physical and emotional work environments will improve productivity.

Likewise, from a health management perspective in Cuba, Segredo Pérez (2017) highlighted that the organizational climate is not static and must be constantly monitored, as it acts as a "thermometer" of administrative management and the organization's capacity for change.

In Mexico, people's concerns about working conditions and the situation at work have worsened with the introduction of "NOM-035," which regulates and seeks to prevent the problem of psychosocial risks.

Pedraza studied public and private service institutions in Mexico and found that the organizational climate is a determining factor for efficient performance, in which the most important variable for maintaining a good climate, according to him, is the support of supervisors, and in terms of Mexican work culture, it is the most dominant variable. In the healthcare sector, Juárez-Adauta (2012) demonstrated in a hospital in Mexico City that, although employees tend to have high intrinsic motivation, structural factors and the lack of clearly defined rewards seriously deteriorate the climate to the point of affecting the quality of service provided to patients.

Finally, Molina et al. (2018) studied the quality of working life in service companies in the tourism sector in southeastern Mexico and found that lack of team cohesion and poor communication are among the factors that most adversely affect the organizational climate in service SMEs.

This research arises from the extreme lack of information within small and medium-sized service companies after they continue to operate without a clear diagnosis of the internal structure of the business and their assumptions and decisions are based on data.

The objective of this research study is to determine the degree of existence of an organizational climate. This is to determine the level of climate in the dimensions of leadership and motivation, along with communication and a sense of belonging to the organization. This is to determine the least attended to dimensions and to be able to propose solutions to the working conditions and delivery of services to the organization's customers.

Theoretical framework

The following section will focus on the organizational climate and its particularities in the service sector. It will also address some of the most relevant theoretical models related to how the perception of the environment influences human behavior.

Conceptual Evolution of Organizational Climate

Research into organizational climate refers us to Gestalt psychology, where the preposition establishes that people do not react to the environment itself, but to the cognitive structure of the environment they create mentally.

Chiavenato's definition of organizational climate is "the set of qualities of the work environment perceived or experienced by the members of the organization that directly influence their behavior." For this author,

the climate is situational and mobile, functioning as a filter for the objective processes of the company with which they interact before changing employee motivation. Robbins and Judge (2017) defend this definition by introducing the concept of organizational character. They argue that, just as people have a stable personality, so do organizations. An organization has a climate, and that climate has its own characteristics. That climate has a certain level of structure, a certain level of responsibility, a certain level of reward, and a certain level of warmth felt by the members of that organization.

From a structuralist point of view, Brunet (1987) argues that climate is an intervening variable. In other words, it is located between the elements of an organizational system (structure, technology, leadership) and certain individual behaviors (productivity, satisfaction). This implies that it is not possible to improve the service provided to customers without first considering the perception that employees have of their job.

Theories of Motivation and Satisfaction

Organizational culture has a lot to do with human motivation. Herzberg's two-factor theory (in Manso, 2002) is key to understanding this in the case of service companies. Herzberg refers to these as hygiene factors (salary, physical conditions, company policies) and motivating factors (recognition, responsibility, and growth). A weak organizational climate in terms of hygiene factors will cause dissatisfaction, but even with their presence, service will remain poor. Motivating factors will ultimately lead the organization to provide quality service.

Furthermore, from a Latin American perspective, Toro Álvarez (2003) asserts that the organizational climate influences workers' social motivations. In the model, he explains that the level of commitment to the organization depends on how well the needs for achievement, power, and affiliation are met, depending on the climate, and also on how well the needs are met.

Organizational Climate Measurement Models

Numerous writers have suggested particular aspects for turning the idea into something tangible. The fundamental model created by Litwin and Stringer (1968) is one of the most robust and suggests that there are nine elements: structure, accountability, reward, risk, warmth, support, norms, conflict, and identity. Based on this model, the suggested leadership style is the main contributor to climate development.

In the regional context, Méndez Álvarez (2006) developed the IMCOC model (Instrument for Measuring Climate in Colombian Organizations), which validates that, in Spanish-speaking environments, the

Variables such as "interpersonal relationships" and "availability of resources" have a greater weight in shaping the climate than in Anglo-Saxon cultures.

Similarly, Palma (2004) designed a work climate scale focused on self-fulfillment and work involvement, demonstrating that the perception of administrative justice is a central pillar for the emotional stability of workers.

The Organizational Climate in Service Companies

Climate management in the tertiary sector presents unique challenges due to the intangibility of the product and the inseparability of production and consumption. Bermúdez-Aponte et al. (2015) explain that in service companies, the employee is part of the product delivered. A tense or apathetic organizational climate is transmitted almost immediately to the customer during interaction (the "moment of truth").

In the service sector, Chiang Vega et al. (2008) highlight that there is a direct (positive) correlation between the climate of 'social support' and the externalized quality of users (customers). If employees believe that they receive support from their supervisors and coworkers, they become better able to respond to customer demands.

In conclusion, García Solarte (2009) explains that the climate is 'dynamic' (not stable). In service sector companies, areas such as high staff turnover or a pressured environment with regard to deadlines can quickly deteriorate the climate. Therefore, it is not a 'one-off' thing, but must be continuous as part of management activities.

DEVELOPMENT

This section provides an overview of how data collection and evaluation will be organized for the organizational climate

Research Approach and Paradigm

This research is based on the positivist paradigm under a quantitative approach. This perspective is adopted given that the organizational climate is conceived here as an objective and reality that can be measured through the collection of numerical data that allows for statistical analysis. According to Hernández & Mendoza (2018), the quantitative approach is sequential and probative; it uses data collection to test hypotheses based on numerical measurement and statistical analysis in order to establish behavioral patterns and test theories. This approach allows for the accurate measurement of employees' perceptions of the different dimensions of their work environment.

Level and Design of Research

The study is classified as descriptive research. The objective is not to manipulate variables, but to characterize the current state of the organizational climate in the service company. According to Arias (2012), descriptive research consists of characterizing a fact, phenomenon, individual, or group in order to establish its structure or behavior; the results of this type of research are at an intermediate level in terms of depth of knowledge.

In terms of design, this is a non-experimental cross-sectional (transactional) study. It is non-experimental because working conditions are not deliberately altered to see their effect, but rather observed as they occur in their natural context. It is cross-sectional because data collection is carried out at a single point in time to describe the variables and analyze their impact at that given moment.

Population and Sample

All employees in operational, administrative, and management positions at the selected service company constitute the study population. Due to the ease of access to employees, the study used a census sampling to include all employees $N=23$; therefore, there are no selection biases and full representation of the company is guaranteed.

The following inclusion criteria were established:

Personnel with a current contract with the company.

Minimum length of service of 3 months (to ensure that they have a formed perception of the climate).

Voluntary participation in the study.

Data Collection Techniques and Instruments

When gathering information, we used a survey. A formatted questionnaire was created that we used with a Likert scale, and this questionnaire was administered as a measurement instrument.

The instrument used was the ECOS-S, a questionnaire created by Segredo (2017), which is structured in two blocks: the first collects general data on the subjects (age, sex, profession, workplace, and whether they are a manager or service provider), and the second consists of 50 items (statements) that explore the climate variables.

The instrument organizes its 50 items into three main dimensions, which are subdivided into categories:

- Organizational Behavior: Includes the categories of Motivation, Communication, and Interpersonal and Work Relationships.

- Organizational Structure: Covers the dimensions of Operation, Working Conditions, and Promotion of Organizational Development. It includes the formal systems (regulations and procedures) that govern the performance of work activities.
- Administrative structure: Recent analysis anchored in evidence, synchronized with the operational organization

Each category consists of five questions.

All 50 questions are worth a maximum of 2 points each. This means that in each category, the highest possible score is 10 points, and the highest possible overall score is 100 points. Each score in each test category can be 0, 1, or 2 points.

A ranking mechanism was created to study the different aspects that make up the organizational climate. For the review period, we use a scoring framework from 0 to 10:

- Good standing: 6+
- Medium risk zone: 4 to 5.9
- Not acceptable: Under 4

When we're talking overall averages on a 0-100 scale:

- Acceptable: 60 or higher
- At risk: Somewhere between 40 and 59
- Very low: Under 40

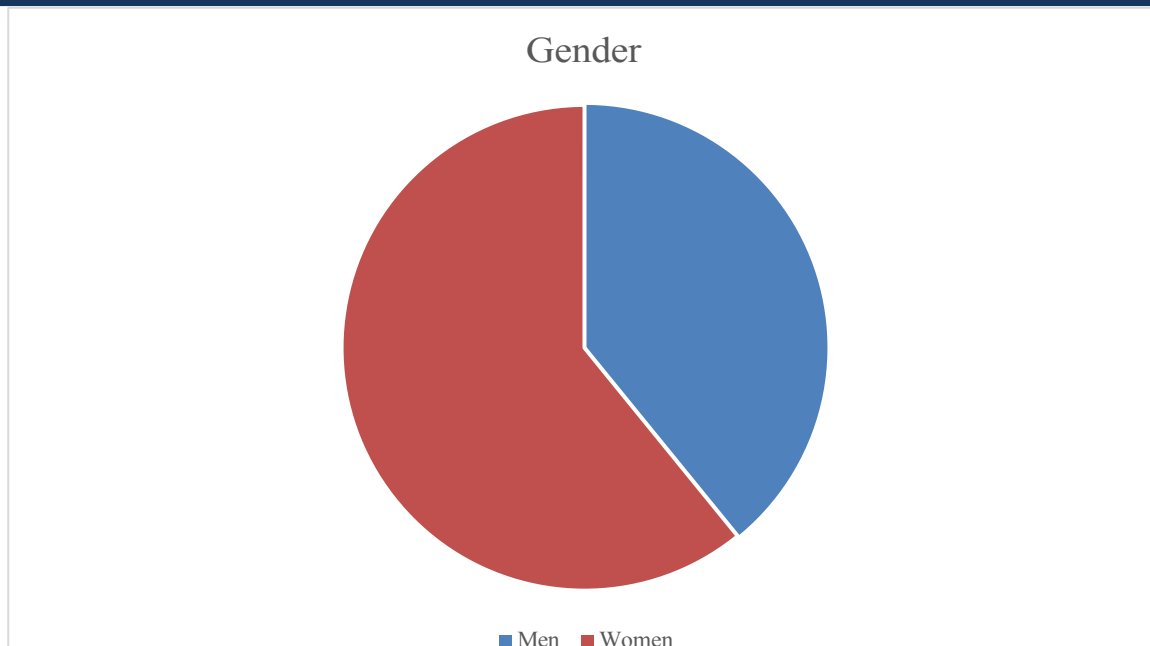
Procedure and Data Analysis

The process was carried out in three stages. The first was to request permission from senior management, and at the same time, we trained staff on confidentiality protocols for handling this information. The second was an online survey that was sent to participants, allowing them to maintain confidentiality and ensuring ease of data collection, and finally, the data was calculated.

The data underwent descriptive statistical analysis, where we looked at frequency distributions, percentages, average scores, and how much things varied in each domain. We did all this work using spreadsheets and statistical software.

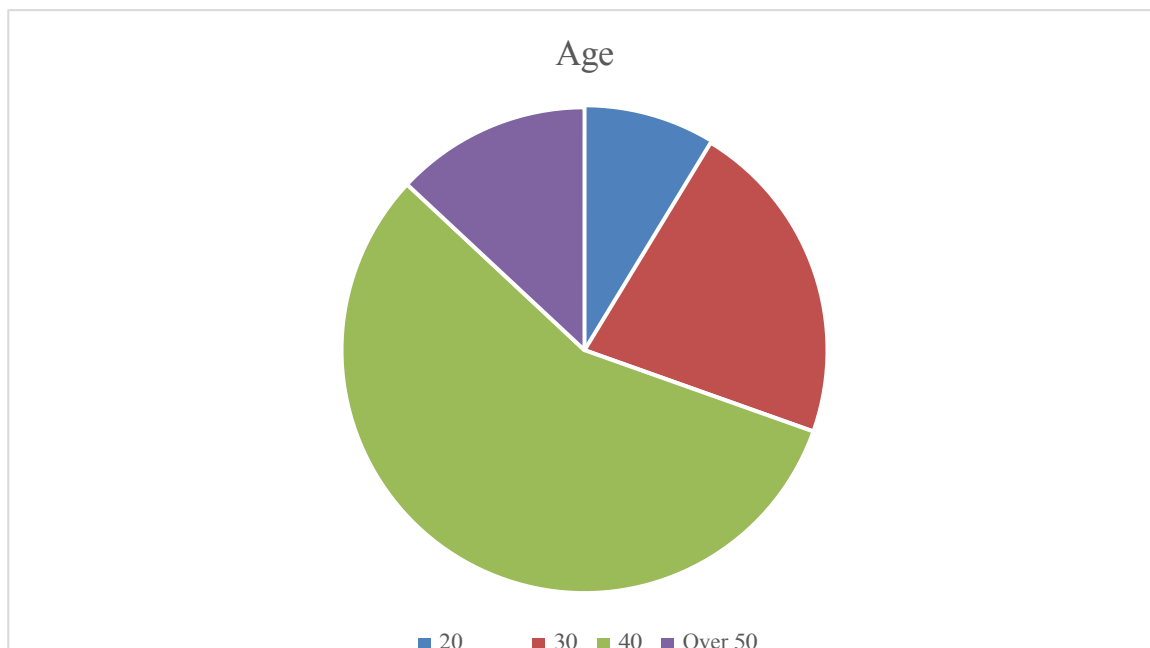
DISCUSSION AND ANALYSIS OF RESULTS

Figure 1 shows the gender distribution of the participants.



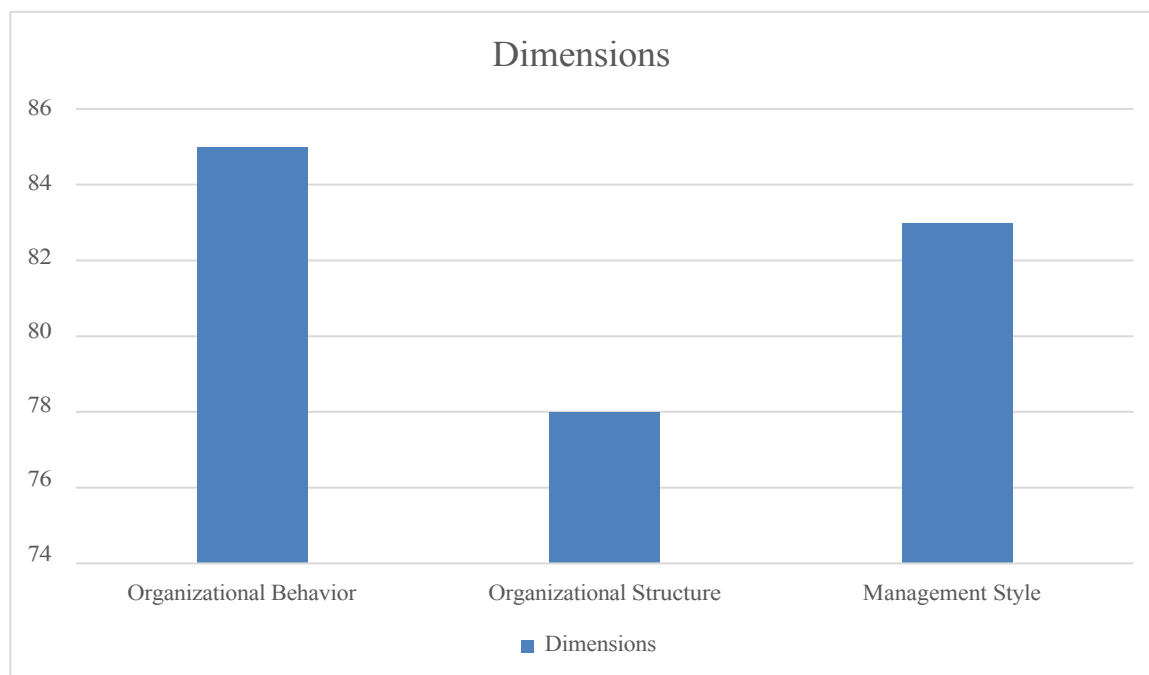
In the figure above, we see that women were more represented, at 61%, compared to men, who accounted for 39%.

Figure 2 shows the age distribution of the participants.



The graph shows that the largest age group, 40 to 50 years old, represents 56%. Next, in second place, we have the 30 to 40 age group, with 21%. Then there is the 50 and over age group with 13%, and at the bottom of the line is the 20 to 30 age group with 10%.

Figure 3 shows the results of the three dimensions of the instrument.



This chart at the top captures the average feedback we pulled from the team across three key pieces of our organizational health snapshot: daily operations, organizational setup, and leadership style. The figures reflect either where we land percentile-wise or basic averages from people's input.

The evaluation segment pertaining to workplace culture obtained the top grade of 85%, demonstrating an optimistic shared perspective among respondents concerning their engagement, dialogue techniques, peer-to-peer professional exchanges, and career-oriented ties within the enterprise.

Management style activity received a score of 83%.

This placed it second in the overall OD score by dimension. Although positive, it remains slightly lower compared to Organizational Behavior. From this, it can be determined that there is an acceptable level of understanding of leadership, participation in, and resolution of disputes and collaborations from a management angle. This shows that management's direction and control of their activities are likely appreciated.

The Organizational Structure has the lowest score on this measure at only 78%. This score is still in the positive range overall, but it is an indication of weaknesses in organizational formalization or the risks associated with it.

CONCLUSIONS

Based on the findings of the service company studied, the company's organizational climate was mapped as follows:

The company's organizational climate is sufficiently positive, as employees have positive and adequate perceptions of the company. The organization has established and fostered a work environment that improves employee engagement and performance. The average score for the three dimensions evaluated is above 75%.

The case organization has a positive rating of 85% in Organizational Behavior, and this is one of the case organization's greatest strengths. Employee motivation, communication, and collaboration are all positive in the case organization. In the service industry, the level of well-being and attitude of the staff are the greatest influence on the quality of service provided, and this good rating makes sense.

Good leadership should be viewed positively, especially if your management style score is 83%. Employees see team leaders as strong leaders who know how to manage actions, invite people to join in, and encourage teamwork. The 83% score shows how strong the team is, but there are still areas that have been scored and need to be worked on, especially involving leaders and using conflict as a strategy for solving problems.

Companies need to focus more on organizational structure than anything else. With 78% as the highest score, the result here deserves more attention. Improving formal systems, working conditions, and ways to encourage organizational growth needs to be adequate. If no changes are made to the less favorable perception, achievements in other systems will be put at risk.

The organization has the largest number of female employees, and most of them are in the 40 to 50 age range. This age group has a lot of experience. This makes the organization a little more stable. Still, we need some young employees and more women in the organization. If we also bring young people into the organization, we could ensure that the organization becomes younger and more diverse.

The results confirm that the ECOS-S Instrument (Segredo, 2017) accurately described the climate in service companies in Mexico, and shows in a differentiated and actionable way the positive and negative aspects that can be improved.

From an applied perspective, the organization should focus its improvement efforts on structural improvement, particularly on clarifying processes, improving the physical work environment, and developing formal and functional career advancement schemes. At the same time, the organization should leverage and maintain the positive results achieved through the behaviors of individuals and managers through appreciation and continuous feedback.

What makes the company environment so inefficient is the existence of some kind of internal problems related to organizational stressors. To understand the problems related to the specialized operating climate and improve the company framework, a strategy should be developed and implemented that takes a more personalized approach and addresses diversity within the different aspects of the company.

DISCUSSION

The results obtained in this study reveal significant aspects of the perception of the organizational climate in the service company analyzed, which deserve detailed analysis based on empirical evidence and the revised theoretical framework.

First, the Organizational Behavior dimension, which achieved the highest score (85%), suggests that employees maintain a favorable perception of motivation, communication, and interpersonal relationships in their work environment. This finding is particularly relevant when contrasted with the postulates of Chiavenato (2017), who argues that the climate functions as a perceptual filter that modulates employee behavior. The high score in this dimension indicates that, indeed, workers experience an environment that favors positive interaction and commitment, which, according to Bermúdez-Aponte et al. (2015), is essential in service companies where the employee is an integral part of the product delivered to the customer.

Those in charge of tasks appear to do so with 83% satisfaction and seem to do so with an appropriate leadership and management style. This also partially coincides with Pedraza (2018), where supervisor support was defined as the most relevant variable in the Mexican work context. However, the low score for this dimension with respect to Organizational Behavior indicates that, although leadership is viewed favorably, the cycle of employee participation in decision-making and problem-solving requires some adjustments. According to Litwin and Stringer (1968), leadership is defined as the most important of the styles and is, therefore, the most important in creating the climate, so continuing to sustain and consolidate leadership as a dimension in the organization should be a strategic issue.

The Organizational Structure is the lowest at 78%, and therefore represents the area of greatest concern. Although still considered acceptable within the range of values on the scale, it reflects deficiencies in organizational dysfunction, working conditions, and lack of development. This partly coincides with the findings of Molina et al. (2018) on tourism service companies in Mexico, where the absence of structural cohesion and poor communication skills emerged as the main detractors of the organizational climate. According to Brunet (1987), who sees climate as an intervening variable between the elements of the organizational system and individual behavior, this suggests that formal work policies, procedures, and conditions should be reevaluated and consolidated. This partially coincides with the results of Molina et al. (2018) on tourism service companies in Mexico, where the absence of structural cohesion and poor communication attributes emerged as the main detractors of the organizational climate.

Most respondents were women (61%), and most of them were in the 40-50 age range (56%). Most people in this age range would have had sufficient time to build interpersonal relationships with their colleagues. Because of this, it makes sense that respondents would have a high level of satisfaction with the overall organization of the company. For the women surveyed, this raises questions about the level of satisfaction of other younger employees (aged 20 to 30), considering that they represent 10% of respondents.

Compared to international studies, there are similarities with the research conducted by Susanibar (2021) in Peru, who reported a positive correlation ($\rho=0.654$) between a favorable organizational climate and job performance. In this study, although performance was not measured directly, overall scores above 75% in all dimensions are indicative of favorable conditions for operational efficiency. However, the gap identified in the organizational structure warns us of the need for preventive intervention, which coincides with Segredo Pérez's (2017) suggestion that the climate should be constantly monitored as a "thermometer" of administrative management.

It should be noted that, unlike the results of Juárez-Adauta (2012) in the Mexican healthcare sector, where structural factors severely deteriorated the perception of the climate even with high intrinsic motivation, in the present study both motivation and structure are more balanced, with room for improvement in the latter.

FUTURE WORK

Based on the findings of this study, the following lines of future research are proposed that would allow for a deeper understanding of the organizational climate and its impact on the service sector:

Conduct a longitudinal study to observe how organizational culture changes after improvements are implemented in the organizational structure. With this study, we could find out how improvements in organizational flow, workplace conditions, and workplace development affect performance metrics such as productivity, employee turnover, customer satisfaction, and overall efficiency. In addition, it would be useful to incorporate a qualitative method to complement the quantitative data through interviews and focus groups, to understand the reasons behind perceptions and provide details that typical methods do not capture.

Develop a multisectoral comparative study that analyzes differences in organizational climate dimensions among various types of service companies (tourism, finance, health, education, technology), considering moderating variables such as organizational size, company seniority, the generational profile of the workforce, and the Mexican regional context. This comparative research would allow us to identify specific patterns by subsector, validate whether the findings of this study are generalizable or context-dependent, and develop predictive models that relate organizational characteristics to specific climate profiles. Additionally, it would be pertinent to explore the relationship between internally perceived organizational climate and service quality as evaluated by external customers, thus establishing the empirical link between workplace well-being and end-user satisfaction in the Mexican service sector.

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