Mayor Menino’s Launch, March 27, 2009:

“I tell people all the time how fortunate Boston is to have such a strong, committed business community. We stand among the world’s leading cities in life sciences, healthcare, higher education, and finance.

To leverage this leadership, I am launching Boston World Partnerships – a strategic effort to attract new companies and grow Boston’s economy….

The mission of this independent non-profit is to market our city to national and international business leaders.”
Boston World Partnerships (BWP) and the Emerging Leaders Program (ELP)

A natural collaboration

February 2009: BWP is launched

February – June 2009: ELP team projects
Overarching project themes – taking the baton from past projects

- Does civic engagement bind emerging leaders to Boston?

- Corporate social responsibility is increasingly about making focused contributions of skills and time – how does that work?

- The civic sector is discovering new technologies, like social networking tools – how are these tools being leveraged?
## Today’s presentations

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Structure of each presentation

• **Project:** Focus and method

• **Findings:** Selected discoveries and suggestions as “thinking partners” with BWP

• **Takeaway:** Personal insights and implications for Boston
Project: Generating High Quality Leads

What does BWP do for Boston?

BWP generates high-quality leads for economic growth. Each high-quality lead represents a specific, actionable opportunity to:

• Create jobs
• Attract a business
• Strengthen an existing Boston business
• Support entrepreneurship
• Enhance workforce development

What did we do for BWP?

Analyzed the flow of leads from origination to termination including:

• Current and potential points of origination
• Collection and use of data
• Opportunities for lead process flow re-design
Findings

Considerations to address:

- Fully leveraging potential of technology
  - Salesforce.com
  - BWP.com

Additional points of origin for lead generation

Automation of lead tracking and outcomes

Key recommendations:

- Direct lead submission
  Submitter → Salesforce.com

- Homogeneous data collected from a consolidated location
What challenges did we find common to BWP and other online presences?

- Process flow design is crucial to scalability
- Technology is made for making logical decisions
- Information is gold
- More traffic or right traffic = More leads

What challenges did we find unique to BWP?

- Success of relationships cannot be easily turned into 0’s and 1’s
- Transactions happen face-to-face and human-to-human, not user-to-website or client-to-server
- BWP’s value will likely never be easily measurable by the traditional metrics used to evaluate an online presence
Project: Supporting “Connectors”

“Connectors” are at the heart of the BWP model.

The BWP website is a digital doorway.

The Connectors walk through this doorway and represent all that is good about Boston.

– We spoke to several current Connectors to find out what they need to be successful.
Findings

Connectors want a clear definition of their role.

- They want information: We propose a digital tool kit or “intranet” filled with supportive materials and relevant information.
- The intranet could include a directory of Connectors and their areas of expertise.
- It would help them cross-pollinate.
Takeaway: What does this mean to us?

*BWP and ELP are Boston’s Voices*

Diverse group of leaders who:

- are emotionally invested in Boston and its growth and success,
- link to a global network of high caliber people in a range of fields,
- become part of the solution to issues facing the City.
Project: Strategic Outreach & Engagement

Challenge: Increase the number of highly-effective Connectors

Surveyed a pool of potential Connectors:

- What is the profile of a highly-effective Connector?
- How might BWP continue to attract Connectors and engage them in the most highly-effective ways possible?

Premise: “What’s in it for me?”

Why is this important to BWP?

** Effective Connectors ⇒ BWP mission fulfillment **
Findings

What is the Connector profile? Perhaps not unexpected:

- View Boston as important for career, family, friends
- Are highly educated
- Value volunteering, social causes, professional networking
- Are energetic, influential, entrepreneurial Bostonians

How to attract & engage highly-effective Connectors?

- BWP Connector activity ⇒ other city organizations & projects
- BWP Connector service ⇒ professional status

In promoting its Connectors, BWP promotes itself and Boston
ELP and the BWP project have:

- Strengthened my ties to Boston
- Expanded my professional network in Boston
- Connected me to some incredible individuals
- Exposed me to some tremendous volunteer opportunities
- Provided me opportunities to contribute to Boston in ways I would not have been able to on my own
Project: Global Outreach – Boston Alumni

Mission
Extend the global network using existing expertise and infrastructure

Method
Conducted market research on the BWP customer
  • Where are they located?
  • What connects them to Boston?
Findings: Boston Alums are the Key

- Powerful network of creative, innovative people with a connection to Boston
- 32 Colleges and Universities within the Greater Boston Area
  - 135,000 Students living within the city
  - Each year – 35,000 students graduate
  - Nearly 50% leave the area, with a history and connection to Boston
  - Distributed all over the country and the world
  - Major source of economic and intellectual capital
Takeaway: Connecting

- The parallel missions of ELP and BWP
- My story: Making a connection between Onein3 Boston and Charlestown Mothers Association
Project: The Boston Brand – Real and Aspirational

**Mission**

- Define the “Boston brand” emerging on the BWP website.
  - Identify and analyze key elements of the Boston brand that visitors perceive on the BWP website

**Method**

- Analyze strategic elements of branding represented on the BWP website, including:
  - Opportunities, people, industries
  - Five key words/phrases emerging from the site
  - What is missing?
- Team members analyzed these elements through blogs
- Survey of 33 potential BWP site users
Findings
Boston Brand: Real and Aspirational

Strong Boston Brand Components

• Consistent messaging on business networking, talent, highly educated people, and diverse opportunities
• Boston as a hub for Healthcare, Finance, and Technology
• Vibrant attractive images of people, engaging profiles

Opportunities to Strengthen Key Boston Brand Components

• Increase representation of authentic, Boston-specific cultural and historic traditions as evident in:
  – Neighborhood life & residents
  – Iconic images
  – Local community based business and organizations
  – Sports
Findings
Boston Brand: Real and Aspirational
Takeaway

How does this help emerging leaders in Boston?

- Focus on relationship building across sectors
- Growing our networks
- Incentive for staying
Project: Assessment of Complementary and Competitive Organizations

Mission
• Evaluate BWP in comparison with comparable websites to identify advantages and opportunities

Method
• Searched for and evaluated websites locally, domestically, and internationally
  – Narrowed analysis to three sites/organizations: MassECON, GlobalPittsburgh, and KiwiExpats
  – Conversation/Correspondence with people at each organization
Findings

Advantages

• BWP’s mission and methods are unique
• Personal touch – Connectors make it great!
• Energy and innovation

Opportunities

• Make BWP more outward looking and omnipresent
  – Google searches
  – Link to BWP from BRA, City of Boston, and State of MA sites
• Establish an online community – Provide a reason to go to the BWP site
  – Former Bostonians throughout the world
  – People in Boston from other countries
• Define a scalable organizational structure
Takeaway: What it means to me as an Emerging Leader in Boston

My Story:

- I’ve been in Boston since graduating from college
- Active in Boston’s rich cultural life – Violinist with Boston Philharmonic
- Employed with an IT consulting firm in Boston, a Pharma company in Bedford, and now Genzyme in Kendall Square

- I love it here – Boston is like no other city in the country
- Considered a move to California this past year
- It’s the interpersonal ties that kept me here
- UMass Boston’s Emerging Leaders Program

- BWP can be this same kind of community!
Project: Sustainability – Funding and Revenue

Overview

• Evaluate funding opportunities
• Started with combination of public/private sponsorship

Approach

• Market Research
  – Similar mission
  – Shared interest communities
  – Social networking
• BWP Challenges
• Identified Opportunities
Findings: Funding for BWP Comparables

30 organizations
- 22 Publicly Funded
  - International
    - Europe
    - Asia
  - Domestic
    - Metropolitan
    - Regional
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<th>Type</th>
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Takeaway: A logical connection – ELP & BWP

**ELP**
- Enhancing connections **within** Boston
- Growing a network for individuals

**BWP**
- Creating connections **into** Boston
- Growing a network for business

**ELP & BWP**
- An interdependent relationship for creating opportunity
Project: Organizational Effectiveness

Challenge

- Keeping volunteers engaged, energized
- Avoiding volunteer fatigue
- Leveraging minimal staff to manage growing workload and virtual community

What we did

- Researched 10 organizations across a wide spectrum – social, professional networking, education, media, political
- Surveyed founders, staff for best practices, broad organizational themes
Findings: Organizational Effectiveness - Must Dos

- Tier Membership *getting the right people into the right areas*
- Allow for volunteer lifecycle
- Community cannot be bought
- Renewal, review of connectors
- Reward and recognition
- Transparent management structure, democratize decision-making
Takeaway: BWP delivers long term value to emerging leaders in Boston

| Community for social, business networking | Professional, personal relationships |
| Sharing innovative ideas, solutions, collaboration | Intellectual engagement, leadership opportunities |
| Showcasing human capital | Recruitment, economic growth |
| Strengthen connections within and into Boston | Retention |
Thank You!