



InnovateHER – 2017 competition Hofstra University Center for Entrepreneurship

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Company Name: Savvy Hires

Product/ Service Name: Intern to Employee Programs

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Description of Services: Savvy Hires is a woman-owned workforce development firm. We design and implement programs that fill short term employment needs while creating a pipeline of future workers that are ready to contribute to the growth of each company and the local economy. Our turn-key Intern to Employee Programs are applied to moms who are ready to return to work after caring for their children. Utilizing a formal intern program, we can bridge any gaps (technology or otherwise) through targeted trainings and professional development opportunities.

Table of Contents

Savvy Hires – The Company.....	P. 2
Creating Measurable impact of women lives and family: InnovateHer.....	P. 2
Commercialization & Filling a need in the marketplace.....	P. 3
Executive Summary.....	P. 3
Savvy Hires – Process and Suite of Services.....	P. 3
Micro/Macro Competitive Environment.....	P. 6
Market Segmentation.....	P. 7
Competitor Analysis.....	P. 8
Entry Strategy.....	P. 8
Target Audience.....	P. 9
SWOT Analysis.....	P. 9
Marketing Mix.....	P. 10
Product Positioning.....	P.13
Potential Growth.....	P.14
Progress Since Launch.....	P.15

Savvy Hires: The Company

Savvy Hires is a woman-owned workforce development firm. We design and implement programs that fill short term employment needs while creating a pipeline of future workers that are ready to contribute to the growth of each company and the local economy. Savvy Hires achieves this through:

Strategic Selection Process – working with the employer’s needs, we develop a Target Candidate Profile and recruitment strategy. That includes a tiered-school strategy, traditional recruiting methods (job boards, etc.), and modern recruiting methods (employer branding, digital marketing, social media, etc.). Initial screening interviews are conducted based on role requirements, technical skillset, and core competencies. Final interviews are conducted by the Employer.

Cohort and Coaching Model Internships – internships that combine on-site experiential learning with executive coaching and cohort work simultaneously develop soft skills and work experience.

Community Partnerships – working closely with career and technical education professionals in high school and college, local workforce organizations and industry associations, Savvy Hires help to maintain on ongoing industry/education relationship.

Impact - The seamless and strategic path from Intern to Invested Employee is how we create impact. We serve individual employers, colleges looking to connect students with employment opportunities, and industry sectors where multiple employers can partner to address workforce shortages. Where we have had and wish to grow our success is with special populations; particularly people with autism and women returning to the workplace.

Savvy Hires: Leadership

Founder Felicia Fleitman steers Savvy Hires with professional expertise in corporate recruiting, experience as a working mother and the lens of the millennial generation which is simultaneously desired and misunderstood by employers.

Creating Measurable impact of women lives and family: InnovateHer

“Congratulations! And whatever you do, don’t quit your job.” That is what a well-respected VP said to our Founder when he learned she was pregnant. He told her the story of his wife, a former Head of Communications for a major department store who left her job to raise their two children. Now that the kids are in college, she’s ready to return to the workforce. But the workforce is not ready for her. Times have changed, trends have changed, technology has changed. She’s bored at home, willing and able to work, yet unable to enter the workforce.

Studies have shown there is an untapped market of qualified talent – parents (predominately women) who return to the workforce after being a stay-at-home parent. These are well-educated professionals who are eager and motivated to work, but can’t find jobs because of the employment gap on their resume. Employers have concerns the candidate has been out of the workforce for too long to be successful, and thus, these women are unable to contribute to the economy.

Enter Savvy Hires. Whoever said an intern had to be a full-time student? Utilizing our turn-key Intern to Employee programs, we help companies attract, recruit, hire, and train women who are re-entering the workforce after taking time off to care for their child.

Commercialization & Filling a need in the marketplace

There are significant worker shortages in critical Long Island and country-wide sectors including Biotech, Renewable Energy, Pharmaceutical and Aerospace/Defense and Transportation manufacturing. Long Island employers spend an average of \$200,000 per year on recruiting fees for positions that in many cases are entry and middle skill jobs. The positions span from STEM related occupation to sales, marketing and business development. In addition, there are multiple programs funded through government programs to fill these jobs and many focus on driving women to these positions. New York State alone spends several million dollars on programs, which often fail to meet their recruitment goals because while they have the capability to train in classroom, they lack the expertise to recruit the right candidate and provide the necessary hands on experience to create success for both the jobseeker and employer.

Executive Summary

Felicia Fleitman is the Founder of Savvy Hires, a consulting firm that helps companies achieve maximum Return on Investment on their Internship Programs. Through our 3-phased approach, we help our clients create pipeline hiring strategies and proactive recruitment initiatives through Strategic Internship Programs. We specialize in "alternative candidates," meaning candidates that are not immediately thought about while building Target Candidate Profiles. These include College Students, Professionals on the Autism Spectrum, and Women Returning to Work after a break from the workforce.

Prior to launching Savvy Hires, Mrs. Fleitman ran Strategic Internship Programs in Global Law Firms for pipeline hiring purposes, placed c-level execs in high growth food and beverage companies (Popchips, Red Bull, KIND bar, Vita Coco, and many more), and was the Director of Recruiting at NTT Data, the 6th largest IT company in the world.

Felicia Fleitman is on the Board of Directors for APICS, co-chair of the Junior Moxxie Program, and an Adjunct Professor at LIM College. She has been a guest lecturer at several professional development organizations and university classes, a panelist at NYU's Education Week and UPS' Women in Business Group, and a contributor to the book "How to get a legal job."

Savvy Hires – Process and Suite of Services

The 3 Phase Approach:

1. **Research & Growth:** By taking a deep dive in to our client's culture and business, we then create job descriptions, understand growth trajectory, and define the development path
2. **Recruit & Qualify:** utilizing traditional and modern recruitment methods, Savvy Hires recruits and pre-screens candidates for our clients review. The client receives a small batch of pre-screened talent to conduct final interviews
3. **Strategy & Execution of the Internship Program:** Working with well-defined business objectives, we create, manage, and execute the internship program. The program is customized to fit our clients' needs, and traditionally includes: orientation, networking events, training events, ongoing online 360 reviews, and formal mid and final evaluations

Suite of Services:

Savvy Hires has 3 programs. All are built upon our “core program,” the Intern to Employee offering.

- Intern to Employee
- Internship Collective (White Label Option)
- Industry-Sector Awareness

Any program can be tailored to our population, which include:

- College students
- Professionals/ students on the Autism Spectrum
- Return to the workforce for women

Program	Customized Recruiting	Onsite training/ development	Collective Training/ Development	Rotation option
Intern to Employee	X	X		
Internship Collective	X		X	
Industry Sector Awareness	X		X	X

Intern to Employee Programs

Ideal for:

- companies that hire more than 10 ppl/ year (any level), or
- companies that want to have more than 5 interns

Needs we address:

- It is like hiring a campus recruiter to run your intern program, but we are external consultants.
- We provide strategic and tactical support
- We also perform research projects, including target school strategies, new campus recruiting tools, etc.

How it Works:

- We create a Statement of Work (“SoW”) based upon work needed, and then perform those tasks
- Offer a turn-key solution for developing/ enhancing intern program

Internship Collective (white-label option)

Ideal for:

- Smaller companies that see the value of an intern program, but don’t have the internal need/ financial resources to execute a full program
- Companies that want 1-4 interns

Needs we address:

- Help small companies execute an intern program at a fraction of the cost. Strategy of an in-house campus recruiting team with the cost-effective benefits of a collective

How it works:

- White-labeled with an “umbrella” organization (staffing firm, networking group, trade org, etc.)
- The group is responsible for getting businesses to “buy in”
- Phase 1 and 2 of the Savvy Hires approach is executed individually per company. Phase 3 (execution of intern program) is executed at group level: trainings are held at one, mutually convenient location, and all parties are invited to networking events.
- Financial split for umbrella org

Industry-Sector Awareness

Ideal for:

- Companies that share a similar trait and problem (ie: manufacturing industry on Long Island have bleak candidate prospects due to brain drain)

Needs we address:

- Use the internship program to create strategic internship programs AND industry awareness.
- Can include rotations across companies throughout the program

How it works:

- Utilize the Savvy Hires approach, with the over-arching goal of creating awareness and eagerness in a specific industry, not just a specific company

Benefits of hiring our population:

Traditional Interns - College Students/ Recent Grads

- Up to date with the latest technologies
- Enthusiastic/ Excited – that gets infused in to your company
- Manage work overflow
- Train/ promote from within
- Create brand ambassadors on campus
- Create Loyalty
- Give back to the community
- Recruit tomorrow’s leaders

Inclusion for Professionals on Autism Spectrum

- 90% of ppl with ASD are unemployed or underemployed – do your part to negate that statistic
- Known for being extremely loyal – companies will experience low turnover with this population
- Proven to be more productive than neuro-typical peers (A large bank hosted a pilot program on their QA team – the employees with ASD were 50% more productive than their neuro-typical peers)
- Passionate and smart – will immerse themselves in key areas of your business that interest them

How it works:

- We create partnerships with college organizations (Bridges programs, etc.) and other diversity school resources
- We “tweak” the hiring process and break down the barriers that make it unappealing for ppl with ASD (job descriptions, interview process, etc.)
- Provide autism in the workplace trainings, job coaches as needed, etc.

Return to the Workforce: for stay-at-home moms

- Strong time-management skills
- Known to prioritize, not get bogged down by office politics – productive
- Institutional knowledge – were leaders in their fields prior to leaving their jobs
- Companies can show they are “women friendly” – provide good optics/ marketing opps
- It is “on trend” to provide favorable maternity/ paternity leave packages – this service is very timely
- PepsiCo just launched a similar program: <http://www.pepsicjobs.com/ready-to-return>

Geographic Location

Savvy Hires is currently based in Launchpad Westbury, but services the entire US.

At launch the Return to Work program will focus its efforts in the New York area with the goal of quickly expanding throughout the United States as companies are enrolled.

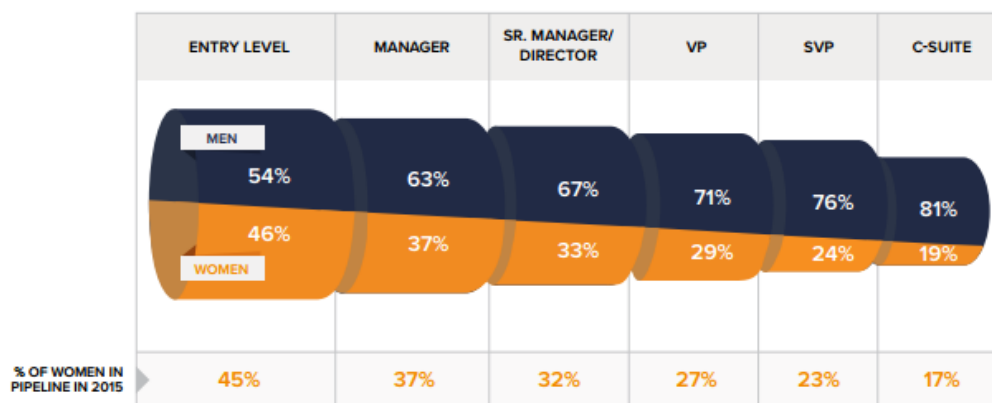
Micro / Macro Competitive Environment

Growing rapidly. Optimized TA has 40% lower turnover and fills jobs 20% faster than reactive recruiting organizations. US corporations spend \$72B/ yr on recruiting, and a portion of that is spent on recruiting and training entry-level employees. Yet, as women represent almost ½ the entry-level workforce, they represent 1/3 in management roles, and the decline increases from there.

GENDER REPRESENTATION IN THE CORPORATE PIPELINE IN 2016

WOMEN MEN

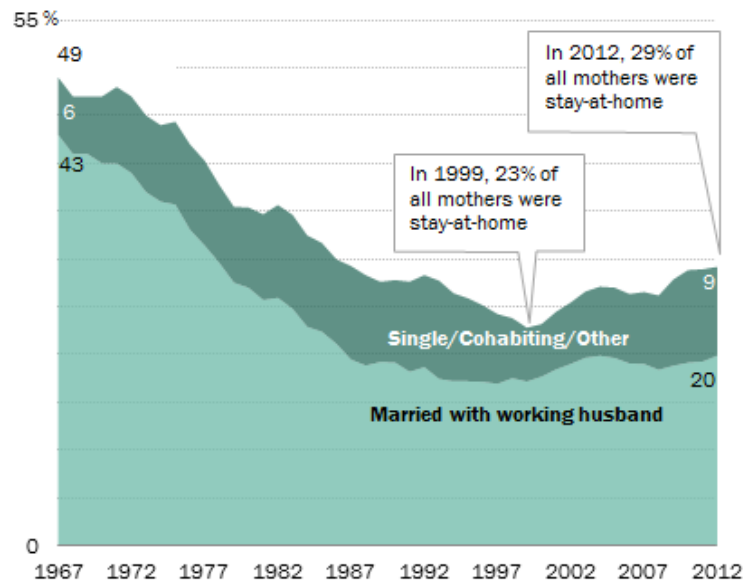
% OF EMPLOYEES BY LEVEL



This demonstrates that companies are investing money, time, and resources training their employees, but women are leaving the workforce, a large portion to care for children full-time, as childcare costs are rising

After Decades of Decline, a Rising Share of Stay-at-Home Mothers

% of mothers with child(ren) younger than 18 who do not work outside the home



Note: Based on mothers ages 18-69 with own child(ren) younger than 18 in the household. Mothers are categorized based on employment status in the year prior to the survey. "Other" stay-at-home mothers are those who are married with a non-working or absent husband.

Source: Pew Research Center analysis of March Current Population Surveys Integrated Public Use Microdata Series (IPUMS-CPS), 1968-2013

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rapidly.

Then, if a woman does leave the workforce, her knowledge of the market, technical skills, and ability to learn new necessary skills remain stagnant, while the "working world" advances, leaving these women behind and, thereby, rendering her unmarketable due to the large gaps in her resume.

Market Segmentation

80% of employee turnover is due to bad hiring decisions. \$136.5M/ yr in the US is wasted on bad hires. The result of a poor cultural fit can cost 50-60% the person's salary. This turnover can be attributed to poor fit, or poor onboarding/ training tactics.

By applying the Savvy Hires model, employers and candidates can "try out" each other, prior to committing to a Full Time ("FT") hire. What makes us different than a typical contract to hire position, is that the internship has 3 main goals:

- Training/ Development

- Onboarding/ Integration in to the company
- Evaluation of work

By applying a programmatic approach, employers can spend more money and time in training and integration, thus providing a runway for success for the program and individual.

Competitor Analysis

Savvy Hires is a first-of-its-kind consulting firm to enter the recruitment market. It is proven that Strategic Internship Programs result in better hires because of the training, onboarding, and “try before you buy” aspects. While there are job boards marketed to college students (wayup, college recruiter) and women returning to work (Apres and irelaunch), Savvy Hires is different in that we work with the employer to develop and execute a turn-key internship program customized to their business. This allows mid-size companies who may not have internal resources to execute such a program, have access to this recruitment model.

Company	College Students	High School Students	Women re-entering workforce	Professionals on Autism Spectrum	Job Listings	Create job descriptions/ growth trajectory	Recruit/ Qualify	Create/ Execute Intern Program	Suitable for any size co
WayUp	x				x				
Apres			x		x				
irelaunch			x		x				
college recruiter	x				x				
internships.com	x				x				
Kelly Services	x	x	x		x				
Savvy Hires	x	x	x	x	x	x	x	x	x

Entry Strategy

- 1) Educate employers on the benefits of hosting an intern program, and that intern programs can be used to hire various levels and roles within an organization. Partner with government agencies and trade organizations who represent companies that have significant recruiting challenges due to skill level, location, or awareness.
- 2) Build a candidate pool. Utilizing social media, take a region-focused approach to targeting HS, College, ASD, and return-to-work women. Keep candidates engaged with frequent posts on regional work-related information. (ex: Recruit Long Island was launched by Savvy Hires in May 2017. Within two weeks we have over 300 Facebook members and 100 LinkedIn members).

- 3) Target representative industry employers to launch pilot programs, then market the results.

Target Audience

Companies- The cost of a bad hire is at least 30% of the employee's first-year earnings according to the U.S. Department of Labor(Based on a research conducted by Careerbuilder), the average cost of hiring the wrong employee is \$17,000. This cost can be broken down in compensation, cost to maintain the employee, mistakes that could have costed the business opportunities, etc. However, besides the obvious cost of a bad hire, it is also important to consider what a bad hire does to the morale of the team/department. A bad hire can put stress on current employees as he/she will have to do the tasks the bad hire was hired to do, employees will be unhappy which will result in lost productivity and creativity. When companies interview based on resume, it is difficult to determine how "fitted" the candidate is for the position. However, when using Savvy Hires, companies are able to get a better idea of whether or not the candidate will do well in the position based on their performance during the Strategic Internship Program. These programs will help employers minimize the risk of bad hires, an advantage for both employers and current employees. It will also alleviate training/ onboarding costs, as employees are hired as a "class". Additionally, companies will want to engage Savvy Hires for the positive PR they'll get for tapping in to "alternative" populations like professionals with ASD and Women returning to the workforce. This will result in free positive press and other awards/ recognition from Diversity and Working Women organizations.

SWOT Analysis

Strengths

- No competition – there are no consulting firms that offer a turn-key internship program geared towards women returning to the workforce.
- Target candidates are non-traditional: students, return to work women, and professionals with autism
- Allow smaller companies to have intern programs – traditionally there was a barrier due to cost of an in-house resource
- Offer an onboarding program – gives Savvy Hires more control on the onboarding/ success of the candidate than traditional recruiting firms
- Encourages diversity
- Free for candidates

Weakness

- Need financial support
- Lack of employers educated on benefits of Strategic Internship Programs

- Large companies have in-house resources; may not want to use consultants to build this capability. Small companies can't plan their hiring 1 yr out (for intern programs) or hire several mid-levels at once (Return to Work programs). The sweet spot are mid-size and high growth companies with 10+ hires/year.

Opportunities

- US corporations spend \$72 billion on recruiting annually
- Bad hires cost companies average of \$17,000
- Companies emphasize success of candidates based on "fit" in the company – hard to determine in a short interview.
- Many companies have poor onboarding methods
- When joining a new company, a candidate only "sees" the department of the role they were hired in to; Intern Programs allow candidates to build cross-functional knowledge and relationships

Threats

- Some companies may take our process/ roadmap and then execute independently
- Must consistently update candidate database
- Overcome stereotypes/ misinformation on the types of candidates we work with

Marketing Mix

Product

Savvy Hires' programs are a turn-key solution for any company. From our Internship Collective through Intern to Employee programs, we can help employers of any size create a strong Intern Program with the goal of pipeline hiring. Coupled with strong Customer Service values, companies and candidates will receive white-glove service and a program that is customized to their business objectives.

Savvy Hires helps employers and jobseekers interact over a 3 month intern program with a focus on: work assignments/ evaluation, integration in to the firm, and training/ development. In essence, these are onboarding programs, with a "try before you buy" option. These programs lead to successful employer/employee relations that will reduce the costs of employee turnover as well as streamline the hiring process.

Price

Savvy Hires is paid for by employers. Though our work is based upon a customized SoW, traditionally the cost of our 3 phased approach is \$5k/ per intern (not including interns salary). Interns are typically employees of the client, though we can W2 the interns for an additional fee (adding another revenue stream).

Through the White Label Internship Collective, we offer the Trade Organization 30%, as they are developing the business. For Strategic Partner Referrals/ Introductions, we offer 10% fee.

Savvy Hires is free to job seekers.

Promotion

Promotion of the product will require multiple marketing activities.

College Outreach- Sales

Our outreach to colleges and university students in the United States will be strategic. Beginning with students who are from Long Island but go “away” to college, as well as local Long Island colleges. We will gain access to these students through their career services office, as well as social media/ digital marketing, and a strong SEO plan. Most of the outreach to students will be based on employer needs/ target candidate profiles. We will not spend a significant amount of money on proactive outreach.

Autism Spectrum Students

Our outreach to students on the Autism Spectrum will be on an as-needed basis, based on target candidate profiles. We will lean on our network of Bridges programs, Autism Speaks, and support group connections.

Women Returning to Work

Our initial strategy will be digital and grassroots marketing through “mom” groups on Facebook, and word of mouth. After we build traction in this line of business, we will then begin a proactive strategy of outreach, targeting pregnant women.

Employer Outreach- Sales

Much of our employer outreach will be from established relations and connections, as well as creating new local/ national relationships. Our Founder is a member of ATAP, the Association of Talent Acquisition Professionals, a co-chair of Moxxie, on the Board of Directors for APICS, and been in the recruiting industry for almost 15 years, these relationships are a good place to start. Savvy Hires is based in LaunchPad, a co-working space for entrepreneurs, and community hub. We will leverage the contacts of Launchpad residents and leaders, as well.

As we proceed, Employer outreach will be a researched and targeted initiative. We will contact companies valued between \$10 and \$800 million that we feel would be most interested and most beneficial of our services. This range of employers in particular will allow us to target firms who are hiring on a mass scale that would be most interested in streamlining their hiring process.

Some industries will eventually include:

- Consumer Goods and Services
- Manufacturing Goods and Services
- Marketing
- Finance
- Accounting
- Information Technology
- Engineering
- Law
- Public Relations

Pay-Per-Click Advertising

Utilizing pay-per-click advertising is an important component of our digital marketing strategy. Not only will it allow us to garner more traffic, it will allow us to do it quickly as we build our website organically within Google's algorithm.

Also, according to [comScore market reports](#), Google as a search engine dominates usage overall, 80% of surveyors citing that Google is their primary search engine. In particular, Google dominates younger demographics as well as mobile phone searches. Because of this we will predominantly focus our pay-per-click advertising budget to Google AdWords for job seekers. An adwords campaign tailored to job seekers will help us grow our candidate database and exposure in the marketplace. We feel that employers in our target will be more effectively targeted via network connections and outreach, however we may explore some targeted employer ads as we move past beta.

Job Seekers

- Companies Hiring near _____
- Entry-Level Positions near _____
- Intern jobs
- Internship
- Return to work
- Autism get a job

LinkedIn Ads for Employers

We feel that LinkedIn will be an important component of our social media plan in that our target company decision makers most likely have LinkedIn profiles and utilize LinkedIn for recruitment needs. We will use a combination of paid and promoted posts.

Promotional Articles

Collaborating with a variety of business resource sites whether that be through paid ads including banner and promoted articles is an effective way of catching the eyes of potential employers and establishing Savvy Hires as the go-to thought leader for intern programs.

Target Websites:

Forbes

Entrepreneur

Business Insider

Marketwatch

Wall Street Journal

Huffington Post

Article Topics:

Are you hiring effectively?

The importance of a strong onboarding process

Why an interview is a poor indicator of “fit”

Product Positioning

Recruitment is an inefficient, flawed process that is costing businesses millions each year. And companies that host interns without a formal program or goal of a pipeline hire are wasting money.

Our target customer group: Employers grossing approximately \$10 - \$800 million annually are typically recruiting employees in such high volume that they would stand to benefit greatly by the cost savings of reduced turnover and a smarter, intuitive hiring process.

Savvy Hires provides employers with access to alternative candidates (students, those with autism, women returning to work), who they may overlook during a traditional hiring process. And because our intern programs come with a strong focus on onboarding, training and development, there is a higher likelihood of long-term success. If the intern is not the “right fit” the employer will uncover that during the internship program

and then not extend a full-time offer. This mode of hiring will decrease employer costs associated with firing bad hires (reputation in the marketplace, severance, unemployment, etc.).

Benefits of hiring from the Savvy Hires candidate pool:

- Students: interest/ organic know-how of the latest tech, desire/ willing to work hard/ prove themselves, energy and enthusiasm, new/ fresh ideas
- Professionals with Autism: proven 50% more productive than their neuro-typical peers, loyalty, passionate
- Women returning to work: Extremely productive, strong time management skills, motivated, strong career background prior to taking a break, institutional knowledge

Benefits hiring through a Strategic Internship Program

- Focus on onboarding – training/ development/ integration
- Try before you buy
- Create cross-functional relationships as interns – we lead to more long-term collaboration between departments
- Can hire a team for the recruiting cost of one lateral hire

Potential Growth

	Year 1	Year 2	Year 3	Year 4	Year 5
Income Statement	\$25,000	\$200,000	\$500,000	\$1,000,000	\$2,000,000
Cost of Goods (Services) Sold	0	\$20,000	\$50,000	\$100,000	\$200,000
Operating Expenses					
Marketing	\$10,000	\$20,000	\$50,000	\$100,000	\$200,000
Equipment	0	\$2,000	\$5,000	\$10,000	\$20,000
Wage Expense	0	\$75,000	\$150,000	\$300,000	\$500,000
Total	0	\$97,000	\$205,000	\$410,000	\$720,000
Operating Income	(\$10,000)	(\$97,000)	(\$205,000)	(\$410,000)	(\$720,000)
Non-Operating	0	0	0	0	0
Net Income	\$15,000	\$103,000	\$295,000	\$590,000	\$1,280,000

In Year 1, we expect to sell \$25,000 worth of services. This is equivalent to 5 interns. The \$10,000 in marketing encompasses networking groups, travel, business cards, and other expenses.

In year 2, we will add more marketing and employees. We will switch our website from Wix to Wordpress and incorporate stronger SEO. We expect to create programs for 40-60 interns, which would be at 8 companies within the Tri-State area.

In year 3, we will add more employees and marketing expenses. Part of our revenue will be used to fund our expenses. This will really boost our company sales as we plan to have 100 interns circulating through our programs, at 20 companies in major cities across the US. We will add more equipment (computers and phones) for our new employees. Employees will be hired at varying levels.

In year 4, we plan to create intern programs for 200 interns. This would be spread out to 40 companies throughout the US. We will hire more employees at the VP and senior level as well as increase our advertising costs.

In year 5, we plan on increasing our intern programming to 400 interns and 5,000 companies across the US. We will continue to add more employees and marketing in year 5 as well. By year 5, we plan to have an established customer base as well as competent and loyal employees. Our team will be comprised of Sales, Client Managers (who can also perform the recruitment/ intern program creation), and a few IT people that will customize existing technology to ensure our offerings are technology-forward.

Our cost of goods sold could vary based on how our services delivered will relate to our direct sales at year end. Our end goal of obtaining 5,000 companies to use our service was found to be realistic through, as one job board (internships.com) currently has over 188,000 intern positions posted at 122,769 different companies throughout the US.

Progress Since Launching

Savvy Hires launched in August, 2016. Accomplishments include:

- Retained by the Bridges Program at Adelphi University. The Bridges program is for students who have been accepted by the University who are also on the Autism Spectrum
- Working with Northwell Health and Enterprise Holdings to create Internship Opportunities for students with Autism
- Working on the creation of a first-of-its-kind multi-employer manufacturing internship program on Long Island, funded by government institutions
- Working on the creation of an Internship Collective for Long Island's wine region
- Creating an Internship Program with North Carolina, created by the Mayor and funded by Microsoft
- Meetings with Autism Speaks, Microsoft, JPMC, BNY, Geico, and ULTRA Testing related to Autism Hiring

- Strategic Partnership formed with We Connect the Dots, a non-profit educational platform funded by leading IT companies, to encourage interest in STEAM for students
- Strategic Partnership formed with two leading recruitment-marketing firms: McFrank & Williams and Shaker
- Strategic Partnership with RippleCrew, a performance analytics software co
- Membership in ATAP: Association of Talent Acquisition Professionals – taking leadership role in development of NYC/ LI chapter
- Member of Pledge 1% - an organization with over 1600 participating companies, created by the CEO of Salesforce

Immediate Goals for the Return to Work Launch

- Partner with 2 enterprise-level organizations to launch pilot programs
- Partner with 2 small businesses to launch a pilot program
- Create a series of free trainings for women who want to return to the workforce. Content will include: update on technical skills, achieving balance seminar, career readiness, etc.
- Create a facebook group for women who are interested in participating in the program. User-generated content will keep the women engaged.
- Speak at Big City Moms Baby Shower events