



Center For Women & Enterprise
Your Vision. Our Mission.

The Center for Women and Enterprise

*Increasing Economic Empowerment for
Women through Entrepreneurship*



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Table of Contents

- Overview of CWE
- CWE Strategic Plan: 2021-2023



Center For Women & Enterprise
Your Vision. Our Mission.

Overview of CWE

*Vision, What we Do,
Who we Serve, 2019 Metrics*



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Tricia Utley,
American Apothecary

Vision

CWE envisions a world where women from all socioeconomic and ethnic backgrounds have the resources and support to successfully launch, lead, and grow their own companies, supporting themselves and their families, building strong communities, creating jobs, and fueling economic growth.



CWE will realize our vision through two major initiatives:

Women Business Centers (WBCs:) CWE runs five WBCs in partnership with the SBA to ensure that women have access to high quality training and technical support so that they can launch and grow businesses. Our WBCs are located in Eastern MA, Central MA, RI, NH and VT.



The Women's Business Enterprise National Council (WBENC:) CWE is the New England partner of the largest certifier of women-owned businesses in the U.S. and a leading advocate for women business owners and entrepreneurs. CWE provides WBENC certification for those women owned businesses that qualify. In addition CWE connect women certified businesses to potential supplier opportunities with corporations and government entities.



** Veterans Business Outreach Center (VBOC) Due to our success with our Womens Business Centers, the SBA asked CWE in 2016 to oversee VBOC for New England- supporting veterans to launch and grow their businesses. A separate strategic plan will be launched for VBOC with timeline TBD. (For more information see Appendix I)*



Women Business Centers: Programs and Services

Consulting Training Community Classrooms

Education and No-cost Business Advising Through Business Life Cycle

Visioning

Business
Planning

Strategic
Planning

WBENC:
Women
Owned
Certification

Provide year-round networking events and an annual conference



WBENC: Programs and Services

Women's Business Enterprise National Council (**WBENC**) is the largest certifier of women-owned businesses in the U.S. WBENC Certification validates that the business is 51 percent owned, controlled, operated, and managed by a woman or women. Certification gives women owned businesses the ability to compete for real-time business opportunities provided by Corporate Members and government agencies.

CWE provides WBENC certification services for New England. CWE supports corporate members to develop or build out supplier diversity programs. CWE's WBENC program generates fee for service revenue from the businesses wanting certification, as well as from those corporations who want regional membership. Current net revenue is approximately \$160 K annually.



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Your Vision. Our Mission.

Who we serve

CWE's Women Business Centers serve women who are launching and running their own businesses. Over 50% of our clients are from low to moderate income levels. CWE is committed to ensuring that an individual's finances are not a barrier to receiving services.



“A one-on-one consultation led to enrolling in a class that changed my life.”

Sharon Cornelius, Suilenroc
Construction LLC



2019 Metrics

Impact	2019
Number of people trained and counseled	4,700 (86% women)
Low to moderate income clients served	53% (64% for Eastern MA)
Clients of color served	34% (58% for Eastern MA)
Started a business	50%
New business hired employees	19%
Grew revenue of existing business	71%
Improved financial situation after 3 years	37%



**Theresa Maynard,
Sweet Teez Bakery**



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CWE Strategic Plan: 2021-2023

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Goals, Objectives, High-level Tactics, and Dashboard



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Overarching Goals

By 2023 CWE will:

1. Be New England's most trusted and impactful training and technical assistance resource for women who see entrepreneurship as a means to economic empowerment,
2. Be a Thought Leader in using data and case studies to increase programmatic impact as well as support the development of public policy to advance female entrepreneurs,
3. Utilize organizational best practices to create long term sustainability.



Key Objectives

To reach our Goals, CWE will:

1. Increase program impact for women from historically and systemically underserved populations; including but not limited to, women from low income backgrounds and women of color.
2. Through strategic partnerships with not-for-profits, for-profits, governmental agencies, and content experts, CWE will increase opportunities for our clients across the entire entrepreneurial ecosystem.
3. Utilize strategic marketing and communication to reach those who need us most and clearly establish CWE's value to funders, clients, volunteers, and partners.
4. Be a there for our clients over time by ensuring CWE's Long-term Fiscal Health.
5. Build the internal infrastructure and high-performance culture that attracts and retains enthusiastic and talented people.



Objective 1: Increase program impact for women from historically and systemically underserved populations; including but not limited to, women from low income backgrounds and women of color.

Applying a racial equity lens across all programs and services, CWE will evolve how we measure effectiveness, and increase impact over time. CWE will partner with research institutions to increase collective understanding of the role that women business leaders play to strengthen families, communities, and the economy. Due to Covid-19, CWE will also need to focus a large percentage of services on disaster recovery for small businesses, as well as preparing small business owners to be ready for future pandemics/natural disaster etc.

Tactics include:

- Increase representation of women from historically underserved populations in all areas of CWE leadership, staff and volunteers,
- Develop and launch a more vigorous research and evaluation function to make sure our programs and services are having the desired impact for clients and key stakeholders. Systematize use of data to improve programs, services, and overall client outcomes,
- Increase access to CWE materials, courses, and consulting in high demand languages and more flexible platforms,
- Overhaul our technology infrastructure to better serve clients,

Success will be measured by: (Not Finalized)

- (Short term) Client Satisfaction at every point of contact
- (Long term) *Increase the number of women who experience an improved financial situation after 3 years from 37% to 60%
- (Long term) *Increase the percentage of women that we serve that are of color and from low income backgrounds from 50%-70%,
- Increase the number of board members and staff that reflect the women we serve- increasing representation of women of color, and women entrepreneurs.

* These measurement may not be the right ones. CWE will be engaging outside expertise to define long term outcome goals.



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Your Vision. Our Mission.

Objective 2. Through strategic partnerships with not-for-profits, for-profits, governmental agencies, and content experts, CWE will increase opportunities for our clients across the entire entrepreneurial ecosystem. As CWE focuses on serving start ups through early stage businesses- we need to increase our ability to leverage content specialists, volunteers, partner organizations, and marketing opportunities to increase the value we provide to our clients as well as fully support clients interested in the next level of growth for their businesses.

Tactics include:

- Participate in key collaborations (programmatic and advocacy) throughout New England focused on the advancement of women business owners and in particular women of color and women from low income backgrounds.
- Build a robust partnership referral network to connect clients to relevant and impactful resources at all stages of their business lifecycle,
- Develop a resource for our clients to benefit from crowd sourced marketing opportunities, increased collective buying power, and alternative access to funding.

Success will be measured by: (Not Finalized)

- Increased number of clients successfully referred from partner organizations
- Increased number of clients successfully referred to partner organizations
- Increased number of active business content expert consultants and volunteers working directly with clients
- Planning and if feasible launching a crowd sourced buying mechanism for women entrepreneurs



Objective 3. Utilize strategic marketing and communication to establish CWE’s value and impact to funders, clients, volunteers, and partners. No matter how well we do our work we need to make sure our clients, funders, partners, and key stakeholders understand who we are and what we do.

Tactics include:

- Develop crystal clear messaging that conveys CWE’s value proposition to all key stakeholders,
- Drive greater awareness of overarching CWE brand across all channels through consistent omni-channel promotion,
- Enhance marketing and communication outreach designed to directly support all programming aspects of CWE including our Women Business Centers, WBENC, VBOC, conferences, and fundraising needs,
- Elevate thought leadership through steady flow of original content across our own website, social media channels, and external media to establish our staff, consultants and partners as leaders in their field.

Success will be measured by: (Not Finalized)

- Track overall brand impressions (total views or circulation) and engagement (i.e. shares, comments, likes) across all channels. Building on benchmarks, set goals for overall increases on a quarterly and year-over-year basis.
- Track and measure increased website traffic and engagement to the CWE website, including time spent on specific pages, downloads of featured content and newsletter opt-ins.
- CWE staff and consultants will be sought after 10 times/year to be interviewed, write blog/op-eds etc., and to be a part of panels as thought leaders in the field,
- Build a baseline and track improvements year-over-year on brand message pull-through through annual client and periodic stakeholder surveys.



Objective 4. Be a there for our clients over time by ensuring CWE’s Long-term Fiscal Health. Over the next three years, CWE will create fiscal reserves and develop the systems and capacity needed to be financially sustainable for the long term.

Tactics include:

- Overhaul financial and revenue systems to have stronger internal controls, be more efficient, user friendly, and able to report on key indicators regularly,
- Double WBENC fees for service annual net revenue from \$160 K to approximately \$360 K by 2023. We will accomplish this by engaging more women business enterprises to become certified, as well as increase the number of corporate council members, (See Appendix II WBENC Business Plan)
- Build an individual gifts program to better attract, inform, steward, and maintain donors,
- Increase Corporate support from philanthropic and marketing dollars.

Success will be measured by:(Not Finalized)

- CWE will establish and maintain positive net assets
- By the end of 2023 CWE will have 6 months of cash reserves on hand in case of emergency.



Objective 5. Build the internal infrastructure and high-performance culture that attracts and retains enthusiastic and talented people. CWE's greatest resource for supporting our clients is our staff. Over the next three years the organization will build out the internal capacities and systems to attract and retain the staff that our mission and vision require.

Tactics include:

- Developing a human resource function with increased supports for staff professional development including a more transparent compensation philosophy and performance management systems,
- CWE will work to combat systemic racism for our staff and our clients. We will start with an internal 12-month program involving board and staff by exploring IDEAS (inclusion, diversity, equity, access, and social justice,) with support from Inclusion Nextwork. <https://www.inclusionnextwork.org/home>
- Develop systems for CWE succession planning for Board, CEO, VP and Director positions,

Success will be measured by: (Not Finalized)

- Staff evaluations measuring satisfaction and retention
- CWE's staff and volunteers will evolve to better reflect the clients and the communities we serve.