

Original: 00026647.eml (attached, click paper clip)

Attachment: CGI Meeting Presentation for 12.7.11.pptx

CITE: John Podesta. (Dec. 05, 2011). Fwd: Materials for CGI Board Meeting, December 7th, CGI Board Meeting Presentation for 12-7-11 attached. EmailID No. 8778. WikiLeaks.

<https://wikileaks.org/podesta-emails/emailid/8778>

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Fwd: Materials for CGI Board Meeting, December 7th

From: john.podesta@gmail.com

To: ssyed@americanprogress.org

Date: 2011-12-05 14:41

Subject: Fwd: Materials for CGI Board Meeting, December 7th

----- Forwarded message -----

From: Heather Zachary <heather.zachary@clintonglobalinitiative.org>

Date: Mon, Dec 5, 2011 at 11:05 AM

Subject: Materials for CGI Board Meeting, December 7th

To: Bruce Lindsey <blindsey@clintonfoundation.org>, Doug Band - PC
<doug@presidentclinton.com>, "enonacs@yahoo.com" <enonacs@yahoo.com>,

Justin Cooper - PC <justin@presidentclinton.com>,

"john.podesta@gmail.com" <john.podesta@gmail.com>, Bari Lurie contact

<bari@chelseaooffice.com>

Cc: Robert Harrison <bob.harrison@clintonglobalinitiative.org>, Ed Hughes <ed.hughes@clintonglobalinitiative.org>, Fred Poust <fred.poust@clintonglobalinitiative.org>, Lisa Rickert <lisa.rickert@clintonglobalinitiative.org>, Katrina Ngo <katrina.ngo@clintonglobalinitiative.org>, Sophie Faris <Sophie.Faris@clintonglobalinitiative.org>, William Wetzel <William.Wetzel@clintonglobalinitiative.org>, Ilya Aspis - PC <ilya@presidentclinton.com>, Diana Skurka <IMCEAEX-
_O=UTOPIA+20SYSTEMS_OU=EXCHANGE+20ADMINISTRATIVE+20GROUP+20+28FYDIBOHF23SPDLT+29

Bailey Noland <bnoland@clintonfoundation.org>, Scarlet Cronin <scarlet.cronin@clintonglobalinitiative.org>, Craig Minassian <craig.minassian@clintonglobalinitiative.org>, Margaret Steenburg <msteenburg@clintonfoundation.org>, Shannon Congemi <shannon.congemi@clintonglobalinitiative.org>

All,

Please find attached the materials for the CGI Board Meeting this Wednesday afternoon, December 7th.

The meeting will be held at the CGI offices. If you are planning to call in to the meeting, the dial-in information can be found below.

Conference Number: 212-710-4444

Bridge: 1

Passcode: 787521

Best,

Heather

Heather Zachary

Event Operations Senior Manager

The Clinton Global Initiative

1301 Avenue of the Americas, 37th floor

New York, NY 10019

p: 212.710.4445

f: 212.397.2258

Top



COURAGE ➤



Tor is an encrypted anonymising network that makes it harder to intercept internet communications, or see where communications are coming from or going to.

(<https://www.torproject.org/>)

Tails is a live operating system, that you can start on almost any computer from a DVD, USB stick, or SD card. It aims at preserving your privacy and anonymity.

(<https://tails.boum.org/>)

The Courage Foundation is an international organisation that supports those who risk life or liberty to make significant contributions to the historical record.

(<https://www.couragefoundation.org/>)

Bitcoin uses peer-to-peer technology to operate with no central authority or banks; managing transactions and the issuing of bitcoins is carried out collectively by the network.

(<https://www.bitcoin.org/>)



(<https://www.facebook.com/wikileaks>)



(<https://twitter.com/wikileaks>)



CLINTON
GLOBAL
INITIATIVE

Board Meeting
December 7, 2011

Agenda



CLINTON GLOBAL INITIATIVE

- 1. Summary of August 15th Strategic Planning Session**
- 2. Organizational Architecture**
- 3. Investment in the Core Membership Experience**
- 4. Centralized Functions**
- 5. Update on Digital Strategy**
- 6. Update on Brand Extensions**
 - CGI America
 - CGI U
 - CGI International
- 7. Financial Implications**
- 8. Other Issues**
 - Dates of 2012 Annual Meeting
 - Office Space



Summary of August 15th Strategic Planning Session

- Consensus on CGI Operating Principles
 - Inspire action in the form of commitments
 - Generate revenue
 - Attract influential participants
 - Democratize commitment-making
- Agreement on goal of creating a long-term sustainable CGI
- Recognition of need for investment in the core of CGI
 - Enhance the value proposition to Annual Meeting members
 - Ensure credibility of the commitment model
 - Generate revenue for the Foundation
- Digital strategy
- Brand extensions
 - CGI America
 - CGI University
 - CGI International



Organizational Architecture

OBJECTIVES

- Create value for different audiences
- Avoid duplication of effort
- Capitalize on economies of scale
- Increase CGI revenues and impact

TAILORED EXPERIENCE TO EACH SPECIFIC AUDIENCE

- Commitments
- Program

SHARED RESOURCES ACROSS EVENTS

- Membership Recruitment
- Sponsorship
- Marketing and Creative Services
- Communications
- Event Operations
- Finance, IT, Operations

Investment in the Core Membership Experience

Measurable Goals



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	2011	2012	2013	2014
Number of Paying Members	480	530	600	700
Member Revenue*	\$9,648,000	\$10,600,000	\$12,000,000	\$14,000,000
Sponsor Revenue	\$15,752,100	\$18,000,000	\$20,000,000	\$22,000,000
Total Revenue	\$25,400,100	\$28,600,000	\$32,000,000	\$36,000,000
Incremental Revenue (vs. 2011)*	-	\$3,199,900	\$6,599,900	\$10,599,900
Incremental Costs	-	(\$2,745,000)	(\$4,481,400)	(\$4,571,256)
Incremental Net Income	-	\$454,900	\$2,118,500	\$6,028,644
Commitment Progress Report Rate	45%	55%	60%	70%
Number of Partnerships Formed	70	100	150	200

*Assumes no increase in membership fees

Investment in the Core Membership Experience

Rationale



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- Responsive to paying member feedback
 - Networking
 - 71% cite importance of networking
 - Featuring
 - 51% cite importance of featuring and promotional opportunities
 - Collaboration
 - 45% cite importance of finding partnerships
- Renewal rates are higher among members who participated in year-round offerings
 - 67% versus 50%
- Fortune 500 companies value year-round offerings
 - 61% attended one or more Action Network
- Proposal is to enhance core membership experience
 - Topical continuity year-to-year
 - Significant expansion of year-round engagement opportunities

Investment in the Core Membership Experience

Topic Areas



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- Determined by commitment trends and member participation in 2010 and 2011
- Led by Commitments Department

BUILT
ENVIRONMENT

DISASTER &
CONFLICT

EDUCATION

ENERGY &
ECOSYSTEMS

FINANCING

GIRLS & WOMEN

GLOBAL HEALTH

MARKET-BASED
SOLUTIONS

TECHNOLOGY

Investment in the Core Membership Experience

Year-Round Opportunities



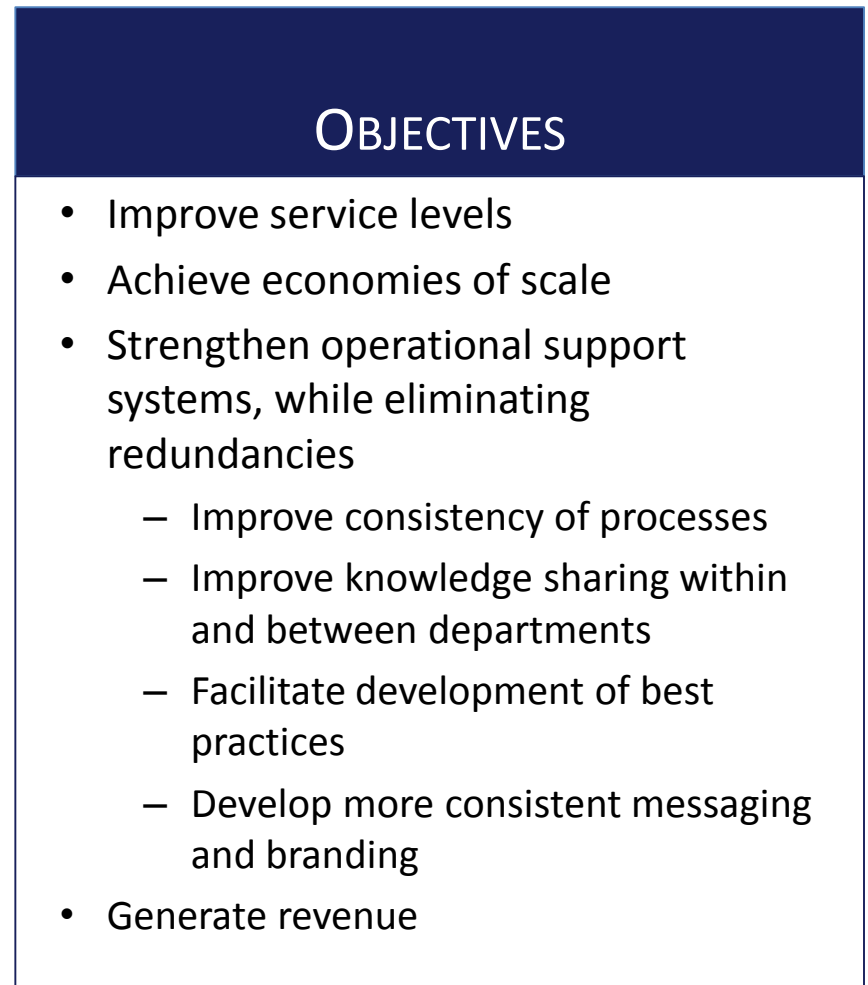
CLINTON GLOBAL INITIATIVE

Type	Opportunity	2011	2012	Network	Collaborate	Feature
Convenings	Annual Meeting	X	X	X	X	X
	Winter Meeting	X	X	X	X	X
	Mid-Year Meeting		X	X	X	X
	2-3 topic-specific gatherings		X	X	X	X
Virtual	Topic-specific web-page		X		X	X
	Topic-specific newsletter, with a focus on action generation		X		X	X
	Topic area email lists and group updates		X	X	X	X
	At least 2 VIP-hosted calls involving multiple topics		X			X
	WebEx/tele-convenings by topic and sub-topic	X	X	X	X	X
Support	Partnership development support	X	X	X	X	
	Additional opportunities to feature progress		X	X	X	X
	Shared resources and materials within topics		X			X
	Comprehensive calendar of CGI offerings		X	X		
	Archive of notes from all meetings for each topic		X			X

Centralized Functions Overview



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Centralized Functions

Challenges to be Addressed



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CURRENT METHOD OF RECRUITMENT AND RETENTION OF MEMBERS AND SPONSORS IS INEFFICIENT AND INCONSISTENT

Item	Challenge	Implication
Member Experience	Cumbersome and confusing engagement process	<ul style="list-style-type: none"> Members have multiple touch points within CGI and no “coordinator” <ul style="list-style-type: none"> - Membership - Commitments - Communications - Program New platforms will serve to exacerbate problem
Sponsorship Department	Capacity	<ul style="list-style-type: none"> 2.5 FTE limits ability to maintain existing relationships and market multiple platforms to new prospects
Membership Department	Member engagement vs. marketing responsibility	<ul style="list-style-type: none"> Member engagement is primarily limited to logistical and administrative aspects of relationship – often impeding marketing effectiveness <ul style="list-style-type: none"> - Registration: Member on-boarding, NGO comps, credential issuance, billing - Data Management: Statistical analysis and reporting, list generation - Marketing: Communication strategy, timelines, creative execution
Commitments Department	Breadth of responsibilities	<ul style="list-style-type: none"> Non–recruitment/retention responsibilities are significant <ul style="list-style-type: none"> - Manage Action Networks - Develop commitments - Craft partnerships - Support program development - Time-consuming data entry Leads to inconsistent selling efforts, messaging, and results

Centralized Functions

Recommended Solution



CLINTON GLOBAL INITIATIVE

COMBINED MEMBERSHIP AND SPONSORSHIP DEPARTMENT FOCUSED ON RECRUITMENT, RETENTION, HOLISTIC RELATIONSHIP MANAGEMENT, AND REVENUE

Item	Description	Primary Benefits
"Concierge Service"	Members/sponsors have one primary point of contact to coordinate full range of CGI engagement across all platforms	<ul style="list-style-type: none"> • Improves service and value for members • Increases knowledge of client/prospect needs • Better opportunity to maximize revenue
Commitments Department	Eliminates approximately 50% of current workload by migrating administrative elements of recruitment/retention – commitment-to-action forms, member data entry, member communications, ongoing meeting follow up, progress reporting, etc. – to this new department	<p>Creates capacity to:</p> <ul style="list-style-type: none"> • Develop year-round engagement plan within topic areas • Focus on partnership development • Provide support for recruitment efforts • Play larger external roles in areas of expertise
Membership/Sponsorship Department	Centralized function manages all outward-facing recruitment and retention efforts and serves as "general contractor" for relationship with CGI	<ul style="list-style-type: none"> • Improves coordination of marketing outreach and consistency of message • Ensures quality control of all processes for handling members/sponsors • Results in significantly higher sales focus • Improves CGI knowledge of target/member organizations • Creates sustainable career paths

Centralized Functions

Incremental Staffing Needs



CLINTON GLOBAL INITIATIVE

Department	Additional Staff	Function
Membership & Sponsorship	10	Drive all membership/sponsorship recruitment and retention for all platforms. Serve as point of contact for all private sector and NGO members. Remove significant workflow from “commitments team” so they can focus on content/topics/assistance with recruitment. Develop deeper relationships with key target organizations.
Marketing and Creative Services	4	Social media development and execution; writer for e-newsletters, collateral materials; web specialist to improve publishing capabilities and content sharing arrangements; content manager to activate CGI content more quickly across multiple channels.
Communications	3	Develop messaging and pitches year-round for commitments and members; expand outreach to generate increased editorial and featuring opportunities through traditional and new media; manage 1400+ media who attend the Annual Meeting plus other CGI events.
Commitments Analysis & Management	2	Increase the capacity to manage, analyze and communicate commitment trends, progress, success and challenges for multiple platforms and an ever-growing number of commitments; prepare commitment briefings for President Clinton and a more robust external communications plan.
Event Operations	3	Capacity to deliver first-class event experiences for participants in the increasing docket of CGI programs and events.
IT, Operations, Finance	3	Increase capacity to support needs of expanded organization through strong internal operating structure.
Totals:	25	

Centralized Functions

Database Review



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ISSUES REGARDING RAISER'S EDGE

- Designed for traditional fundraising
- Cumbersome user interface
- Lacks automated method of collecting external information
- Requires hundreds of staff hours for manual entry
- Unable to interface with web platforms
- Lacks reporting functionality
- Lacks work-flow tracking
- Insufficient to meet future needs of organization

PROCESS INVOLVING ACCENTURE

- Developed detailed list of over 130 functional requirements for both existing needs and future strategy focused on year-round engagement
- Evaluated 26 potential vendors as well as numerous add-ons and complementary systems
- Isolated 4 top solution candidates and distributed detailed requests for proposals
- Met with final candidates for day long demonstrations at CGI office (in process)

Centralized Functions:

Database Review



CLINTON GLOBAL INITIATIVE

SHORTLISTED SOLUTIONS FALL INTO TWO CATEGORIES: PRODUCTS AND PLATFORMS

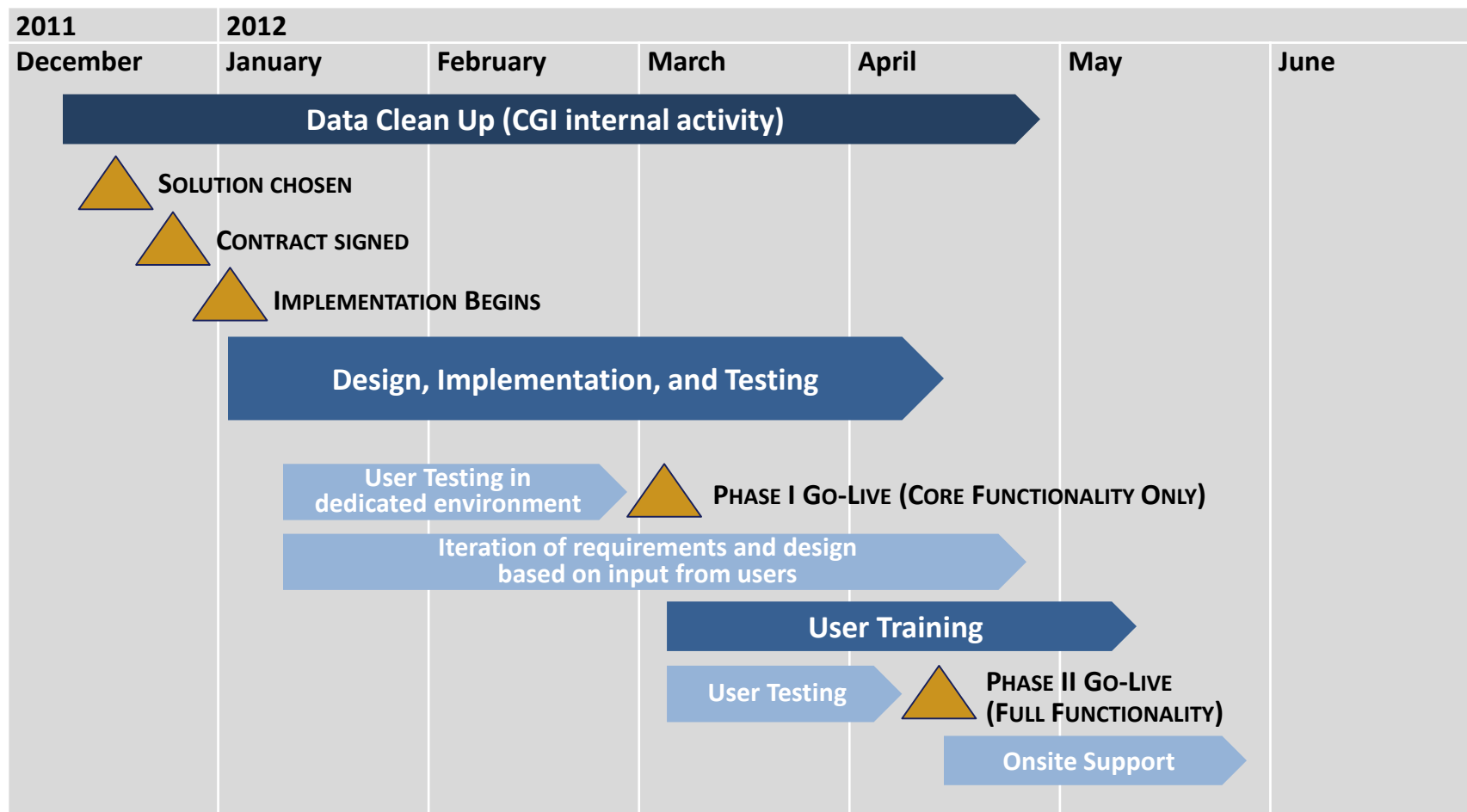
	Product (Avecra netFORUM, Aptify)	Platform (Microsoft Dynamics CRM, Salesforce.com)
Functionality	Designed for “membership associations” like CGI	Designed for general use at any organization
	Limited customization required : Member management, event management, and fundraising modules included	Extensive customization required to meet our business needs: systems are basic scaffolding
	Vendor understands our needs and future improvements to the product are likely to benefit CGI	Vendor caters to more general business needs, and upgrades are likely to be of lesser benefit to CGI
	Less flexible: non-core functionality must be implemented as a custom component	More adaptable: non-core functionality can be an add-on from a third-party vendor
Vendor	Vendor achieves profitability by fully meeting needs of a niche market and premium pricing	Vendor achieves profitability by having a large ecosystem of users and volume pricing
Cost	\$150k implementation [Awaiting RFP response]	\$300k implementation [Awaiting RFP response]
	\$120- 150k annual licensing cost for 100 users	\$25k annual licensing cost for 100 users

Centralized Functions Database Review



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TIMELINE



Digital Strategy Update

Review of Conclusions from August Meeting



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- Mycommitment.org has not met its objectives
- Current CGI web properties (Annual Meeting, America, U) are largely brochure-ware, with limited broad-based impact
- CGI should explore the opportunities presented by a more robust digital strategy that could
 - Democratize the message
 - Generate commitments and/or allow people to join current commitments
 - Enhance reputation and impact
- Stay true to core CGI brand/value propositions
 - Inspiration
 - Education
 - Building community
 - Driving action

Digital Strategy Update

Current Status & Projected Timeline



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- Requests for proposals issued to 10 digital business strategy companies
- Proposals will include
 - Suggestions regarding content, including sources, development, execution
 - Overview of the competitive environment and a perspective on what CGI can “own”
 - Marketing plan to drive audience and action
 - Social media plan to enhance CGI’s digital impact
 - Outline of potential financial support (e.g., partners, grantors, sponsors, technology donors, and other revenue streams)
 - Estimate of “cost to build”
 - Estimate of on-going operating costs (staff, servers, etc.)
 - Timeline
- Received 3 responses, expect balance in next 7 days
- Vendor to be selected by mid-January, at expected cost of up to \$100,000
- Estimated timeframe to build business strategy/plan is 3-4 months
- Will present findings to the board in Spring 2012

CGI America 2012

Planning Update



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LEADERSHIP: Katrina Ngo

- 2-day meeting at the Sheraton Chicago Hotel & Towers on June 7-8, 2012
- 1,000 participants (increase from 750 in 2011)
- JB and MK Pritzker have agreed to provide \$1 million to sponsor the 2012 meeting
- Staffing
 - 9 full-time positions
 - 7 temporary consultants (2012 hires)
- Meeting objectives approved by President Clinton
 - *Jobs*: To address the U.S. unemployment rate
 - *Education and Skills Development*: To prepare Americans as competitive global citizens
 - *Innovation*: To rethink current models that shape U.S. economy and society
- Fee Structure
 - \$3,000: CGI America Attendee (same as 2011)
 - “Proof of concept” phase, comparable to other conferences
 - \$1,000: Annual Meeting Sponsor/Member (no additional cost in 2011)
 - Discounted fee for year-round member, marginal cost per participant

NEXT STEPS:

- Working session memo to be sent for review in December
- Plenary memo to be sent for review in January

CGI U 2012

Planning Update



CLINTON GLOBAL INITIATIVE

LEADERSHIP: Bill Wetzel

- 3-day meeting at George Washington University (GW) in DC on March 30 – April 1, 2012
- Chelsea Clinton participated in launch at GW on October 18th
- 1,100 students
 - Application deadline is January 17th
 - 540 applications received to date
- Service Project location is only outstanding venue
- CGI U is exploring social media partnerships with Facebook, Twitter, Google, as well as exploring more traditional media partnerships with MTV/mtvU, Livestream, SiriusXM Radio, and the Washington Post

NEXT STEPS:

- Working session memo to be sent for review in December
- Service project memo to be sent for review in January

CGI International 2013

Planning Update



CLINTON GLOBAL INITIATIVE

LEADERSHIP: Lisa Rickert

- Proposal is 2-day meeting in Rio in early December 2013
- 400 participants

GUIDANCE SOUGHT

- Given 2008 Memorandum between Clinton Foundation and Obama transition team, any concerns over activity in Brazil?
 - Contacting hotels
 - Visiting Brazil
 - Soliciting sponsors/members
 - Engaging local officials

Financial Implications

Core & Centralized Functions



CLINTON GLOBAL INITIATIVE

Revenue	Annual Meeting	2011	2012	2013	2014
	Member Revenue	\$9,648,000	\$10,600,000	\$12,000,000	\$14,000,000
	Sponsor Revenue	\$15,752,100	\$18,000,000	\$20,000,000	\$22,000,000
	Total Revenue	\$25,400,100	\$28,600,000	\$32,000,000	\$36,000,000
Expenses	Department	Additional Staff			
	Membership & Sponsorship	10	\$600,000	\$832,000	\$865,280
	Marketing and Creative Services	4	240,000	332,800	346,112
	Communications	3	180,000	249,600	259,584
	Commitments Analysis & Mgmt.	2	120,000	166,400	173,056
	Event Operations	3	180,000	249,600	259,584
	IT, Operations, Finance	3	180,000	249,600	259,584
	Program	2	120,000	166,400	173,056
	Totals	27	\$1,620,000	\$2,246,400	\$2,336,256
	Database		325,000	135,000	135,000
	Office Space		*	2,000,000	2,000,000
	IT		800,000	100,000	100,000
	Total Incremental Expenses		\$2,745,000	\$4,481,400	\$4,571,256
	Incremental Net Income	-	\$454,900	\$2,118,500	\$6,028,644

*Assumes ability to remain in existing space through 2012

Financial Implication

Brand Extensions



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- CGI America netted \$550,000 in 2011
 - Expected to increase net income to \$750,000 in 2012
 - \$950,000 member revenues
 - \$3 million sponsor revenues
 - \$3.2 million direct expenses (event is 1/3 larger than 2011)
- CGI U narrowed its loss by 51% to \$740,000 in 2011
 - Expect comparable loss in 2012
 - Maintaining event size
 - Higher DC costs offset by less expensive travel
 - Additional cost reductions not feasible without negatively impacting the “traditional” CGI U experience
- CGI International
 - CGI Asia was profitable in 2008, primarily as a result of sponsorship
 - Expect Brazil to be comparably attractive to sponsors in 2013

Other Issues



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- 2012 Annual Meeting Dates
- Office Space