



Business Development Workshop

The Harvard Crimson

Skylar Christoffersen '28, Caleb Graupera '28, Eve Weiner '28

AGENDA

- 1 | Overview of the Programs Departments
- 2 | Problem Solving Framework
- 3 | Case Prompt
- 4 | Small Groups
- 5 | Presentation

THE PROGRAMS DEPARTMENT

OVERVIEW

The Programs department organizes eight distinct **global education opportunities** per fiscal year, ranging from essay competitions to international conferences in South Korea and Australia

GOALS AND INITIATIVES

- Further the **educational mission** and international reach of The Harvard Crimson
- Provide **journalism, business, and general education** to young and evolving students, both **locally and internationally**
- **Diversify The Crimson's revenue streams** and create international **travel opportunities** for all 10 boards

2014

year founded

> \$390,000

Programs Projected FY'26 Revenue

> 20,000

students reached from all around the world



Eve Weiner, Caleb Graupera, Skylar Christoffersen
FY2026 Programs Managers

PROGRAMS DEFINITIONS

NATIVE CONFERENCES

We run our native conferences entirely on our own, and host them at The Crimson. We organize all aspects of the conferences, including marketing, pitching sponsors, and speakers, coordinating content, vendor negotiation, etc. Our native conferences are the Crimson Journalism Summit and Summer Journalism Academy.

PARTNERED OFFERINGS

We run six partnered offerings with four global educational partners. Our partnered offerings range from competitions to conferences, with varying ranges of involvement on our end based on the partner's wishes. Some of the offerings are entirely virtual like our Global Essay Competition (with Crimson Education); our role is simply grading submissions. Others include an in-person competition like The Princeton Review Writing and Leadership Camp in which we send Crimeds twice a year to Seoul, Korea. This is a clear place for growth; we are always evaluating our existing and future partnerships for growth.

CURRENT PARTNERS



DEFINITIONS

LISTICLES

Listicles are a particular type of product that, combined with our sponsorships and newsletter, form our pitching products. Listicles are a form of sponsored content: you may be familiar with 10 Successful Harvard Essays, in which sponsors pay for one of ten slots and give their input on successful admissions essays (check it out on the website!). We added a second listicle, Successful College Application Insights, in 2025, and are planning to launch a 3rd in 2026. Listicles provide an opportunity for targeted pitching with a clear, easily realized value prop for potential sponsors.

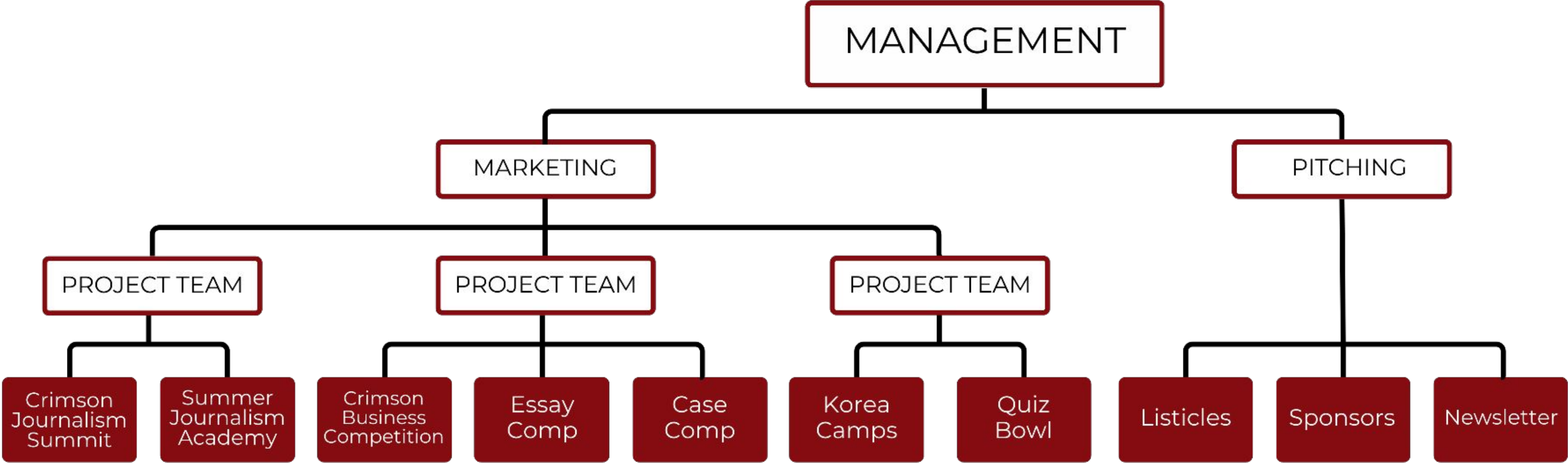
NATIVE INTEGRATION

Native integration is a name for the companies that pay to sponsor our native conferences. Native integration has been a lucrative expansion for us; companies pay upwards of \$10k to have their materials distributed and speak to the students at the conference.

OUTREACH

Outreach is a core part of our marketing campaigns. Whether that be reaching out to teachers to recruit registrants, speakers to present our conferences, venues to book spaces, or restaurants to ad-trade for food, outreach is used for everything that makes our conferences run smoothly.

THE PROGRAMS DEPARTMENT



PROJECT TEAMS

All of our offerings are divided amongst three teams based on timeline.

One team is responsible for our native conferences; the other two are responsible for various partner offerings.

Our teams are responsible for logistics, operations, content, vendors, and partner communications.

MARKETING

The marketing team is responsible for recruiting registrants for our offerings.

Marketing is primarily targeted towards native offerings, as many of our partners manage the marketing for those offerings.

Our team does this through campaign outreach and social media targeting. They primarily do this via email (design opportunity).

PITCHING

The pitching team is responsible for sponsorship opportunities for conferences, three annual listicles, and our targeted newsletter.

They primarily recruit college consulting companies that are interested in reaching audiences of high schoolers.

However, the team has started expanding to other educational companies; this is an area of growth.



Business Development in Programs

WHAT IS BUSINESS DEVELOPMENT?

Business development is the **creation of long-term value** for an organization by expanding customers, markets, and relationships.

Includes, but is not limited to:

- Finding new clients
- Finding new partners
- Entering new markets
- Creating new conferences
- Updating business practices and mindsets
- Adding new targeted pitching products

Developing and implementing growth opportunities within (and between) organizations in a sustainable and profitable way.

PROGRAMS IS A RAPIDLY GROWING DEPARTMENT

2022	2023	2024	2025
67K	119K	171K	330K

AREAS OF GROWTH

- Pitching (new listicles, sponsorships, newsletters)
- Marketing (new methods, higher registration for conferences)
- New partners and conferences (increase offerings)

PROGRAMS GIVES YOU THE OPPORTUNITY TO EVALUATE AND EXECUTE NEW AVENUES OF GROWTH

EVALUATIVE PROCESS

IDENTIFY

Identify problem areas:

Difficult partners

Ineffective outreach

Legal negotiations

OR areas of opportunity:

Have more time and resources

Greater demand for pitching products

IDEATE

How can we address this problem or take advantage of this opportunity?

What action items can be taken?

What is the timeline and metrics to measure success?

DELEGATE

What teams in our department need to do which part?

- Marketing
- pitching
- Project team

How many people are needed?

What skills are required?

EXECUTE

Bring your ideas to life

Capture new industries for pitching

Launch a new marketing campaign

Negotiate preliminary MoUs for a new partnership

EVALUATE

How did it go?

Measure the metrics you previously identified.

Record what worked and what didn't for the future.

CASE STUDY: CRIMSON JOURNALISM SUMMIT

IDENTIFY	IDEATE	DELEGATE	EXECUTE	EVALUATE
Opportunity: we have room to grow our profits for CJS Current Problems: Limited marketing outreach High sponsorship potential Possibility of virtual programming	Target high school teachers to spread the word Establish paid leads Pitch college consulting companies Establish virtual option, market wider range of students	Marketing: individual school focus Pitching: targeted, industry specific-pitching Operations: improve interactive programming, including a “Breaking News” simulation	Establishes master outreach; begins group deals Pitches 1000+ college consulting companies Add more interactive activities to the schedule	3000+ new marketing contacts reach, largest group deal for \$7.5K Closed for \$6K, along with an \$8K SJA deal Registered 130 students total Result: ~60.2% growth from FY24 to FY25

HOW DO WE EXECUTE?

Workflow Framework

Break a **complex** program into separate workflows. These correspond to a specific team in the Programs Department.

Conference or Competition			
PROJECT TEAM		MARKETING	PITCHING
OPERATIONS	CONTENT		
● reserve the rooms in the Crimson for the dates ● make sure we have all proper materials for students (certificates) ● make sure we have associates to staff the event ● process financial aid	● reach out to Crimson Content boards to prepare presentations ● plan interactive activities ● reach out to professionals in the field for panels	● teacher email outreach ● reach out to schools to get group registrants ● consistent social media posts ● purchase student leads	● scrape college consulting companies for native integration ● do ad trades with nearby restaurants for food during the conference ● explore other sponsorship opportunities



Prompt

THE PROMPT

CJS and SJA are currently our most profitable offerings.

We've identified a major opportunity: launch a new native, business-focused high school conference.

Journalism has strong demand, but business a very up and coming field for high schoolers.

Your task:

Designing and planning the execution of the inaugural:

Harvard Crimson Business Summit

Your job is to:

- Use our workflow framework to plan out each aspect of the conference and then pitch the conference to our team

Considerations:

- How will we generate revenue?
- What should the programming look like?
- How do we get registrants for a new conference?
- What sponsors should we seek?
- Be creative! You have full creative control in designing this conference, planning sponsors, and getting outreach.



Small Group Work

Don't be afraid to ask questions!