



The Harvard Crimson
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Business Innovation Workshop

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Fall 2026

Agenda

- I Overview of the Strategy Department
- II Introduction to Business Innovation
- III Small Group Workshop
- IV Group Presentations

Strategy in 2026

- 1.** Serve as an **internal consultancy** that advances revenue growth, streamlines operations, and sharpens decision-making.
- 2.** **Design innovate and impactful content** focused on a brand's unique value proposition.
- 3.** **Utilize analytical methods** to gain data-driven insights that steer product strategy.



Christian Armaly, Nishka Patel and Anaya Sheth
FY2026 Strategy Managers

Department Structure

Mission Statement: Drive sustainable revenue growth and expand the value we deliver to clients and readers



Design & Innovation

- Client-facing department
- Ad-hoc design and pitching materials creation
- Develop content for our physical products
- Drives product innovation and maintains existing offerings

Creativity



Operations

- Internal-facing department
- Optimize internal workflows for the Board
- Support key platform development
- Support operations in Ads and Programs, such as planning pitch sprints or conference timings

Problem-Solving



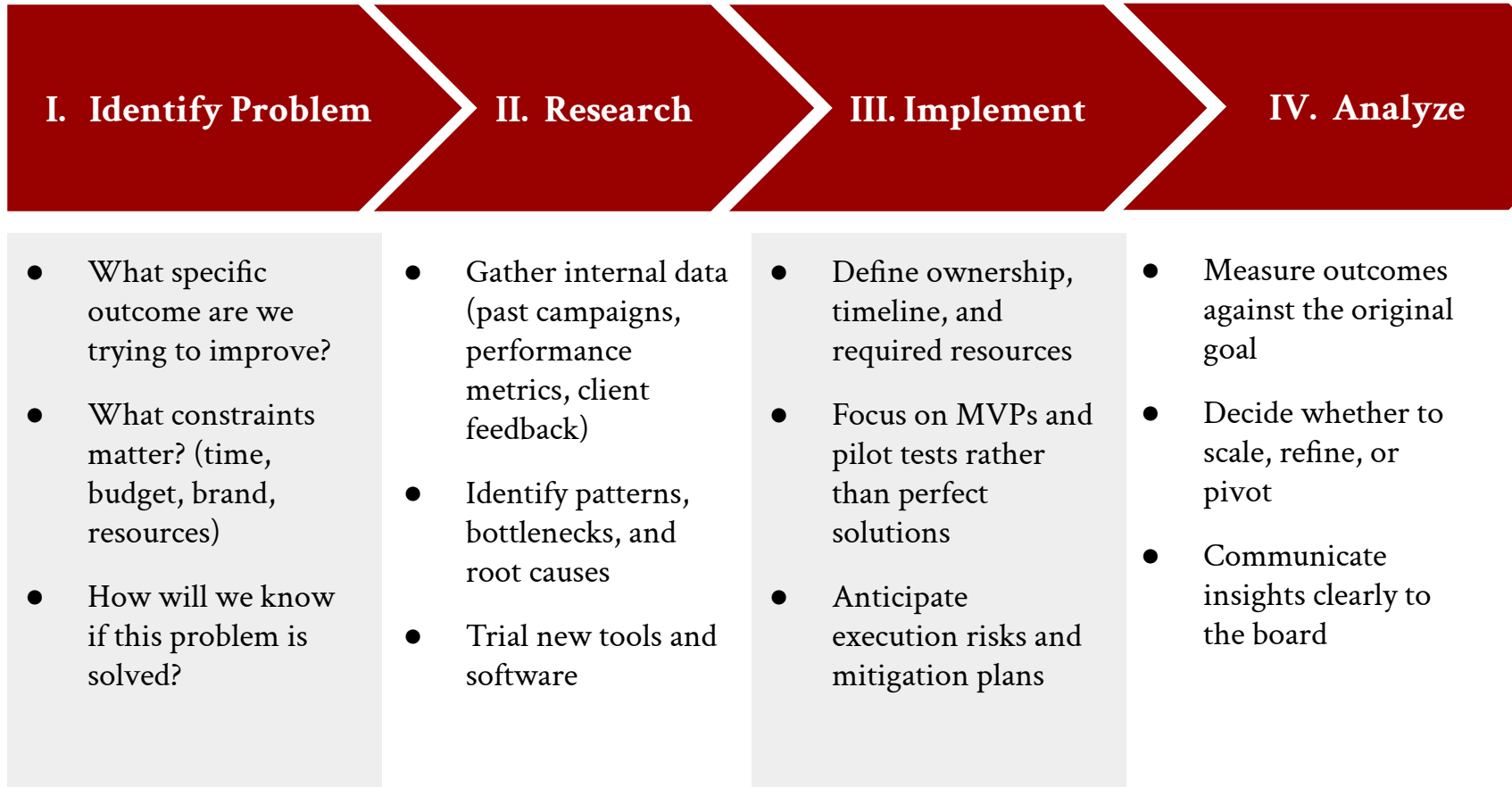
Analytics

- Data Analytics projects for client retention, pricing, readership, and more
- Build and maintain data systems to collect and analyze data
- Interpret results, build reports, and make recommendations to Board and Execs

Analytical Thinking

Project Workflow

How to traverse from ideation to execution



What Is Business Innovation?

How does Business Development fit into the department?

*Business Innovation is the process of **analyzing current strategies** and then designing **new solutions to existing problems** by rethinking how the board shows up, delivers value, and drives results for our clients & readers.*

- I** Identify where current approaches are underperforming
- II** Question default assumptions about audience, messaging, format, or distribution
- III** Test small, high-leverage changes before committing major resources

Business Innovation Framework

Look familiar?



Business Innovation in Action — Salesforce Overhaul



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Ads Pipeline

Lead Upload Tool

Lead Upload Zip Test

Re-Reach Tool

Contracts

Print Jobs

Subscriptions

Transactions

Payment Methods

More

Search...

Ads Pipeline

Lead Upload Tool

Re-Reach List

FY 2026 Sales By Month

This Month's Sales

All Time Sales Scoreboard

Crimson Strategy

ADVERTISING ASSOCIATE · PIPELINE DASHBOARD

VIEWING:

Mila Sonkin

ASSOCIATE:

All Associates

203

CONTACTED

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BATCHES

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Recent Items

NATO ALPHABET

Notes

To Do List

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Salesforce Overhaul

A look into what Strategy is doing today

I. Identify Problem

- Leads lived in a **Google Sheets Masterlist** with a separate tab for every associate
- Double-hitting: two people could email the same company, and **duplicate / blacklist / past-sold checks** were faulty sheets functions.
- Managers **had no pipeline view** — stages and team totals meant opening 20 tabs

II. Research

- Interviewed associates and managers on what they actually needed from a lead tracker
- **Compared CRM options** (HubSpot, Airtable, Notion, staying in Sheets) on cost, adoption, and dedupe
- Realized Salesforce already ran Contracts, Print Jobs, and Subscriptions — extend it, don't buy new

III. Implement

- Built a **Lead Upload Tool + Zip Test**: associates upload a scraped batch and it flags duplicates, blacklist, and past-solds.
- Launch lead tracking from **contacted** → **interested** → **negotiating** → **order**
- Added a **Re-Reach List** to resurface old leads once they're eligible again

IV. Analyze

- Tracking **throughput per associate** — batches uploaded and leads contacted each week
- Measuring **conversion** by stage (contacted → interested → negotiating → order) to see where leads stall
- Deciding what to build next: re-reach cadence, batch quality, and which scrapes convert best

The Scenario

Workshop a situation yourself

Context: The ~20 quant trading firms and hedge funds that recruit at Harvard spend an estimated \$750K–1M per year on Harvard recruiting through Harvard clubs. The Crimson currently captures ~\$100K of that, almost all through Career Guide ads and email newsletter placements.

The Crimson competes with other Harvard clubs — Harvard Poker Club, HFAC, HUQT, etc. — for shares of each firm’s annual Harvard recruiting budget.

The Problem: Quant firms spend more on Harvard than almost any other employer category, yet only a sliver reaches The Crimson. As their investment in Harvard talent continues to grow, how might The Crimson capture a meaningfully larger share of increasing quant recruiting budgets?

Today's Task (15 min, small groups)



Deliverable

Create a **two minute pitch** for a product or package that wins quant recruiting dollars for The Crimson.

Make sure it:

- Is something a recruiter would choose over sponsoring another club or hosting another dinner
- **Fits The Crimson's brand** and what our team can actually deliver
- Doesn't cannibalize current employer products.



Considerations

Your proposal should address:

1. Product format (Sponsored event, newsletter series, guide, digital takeover, etc.)
2. Target audience
3. Value proposition
4. Revenue model
5. Pitching plan
6. Why quant firms specifically?
7. How you'd measure success

A Crimson Business team member will guide you through the exercise! Ask questions!