



## THE PEOPLE WE ARE

### ANNUAL REPORT 2016/17 (as at 30<sup>th</sup> April 2017)

In September 2015 PWA commenced a new journey in the brand project denominated “the People We Are” – I am, I do, why, where each individual’s attitudes and values condition the knowledge of the whole association. Our attitude conditions our performance and is referred to as organizational behaviour. With this concept in the forefront and since the launch of our brand project in 2014, PWA has generated a better climate of cooperation, increased satisfaction among members, resulting in the spread of our organizational culture. To further this achievement we made several important changes to PWA, the first of which involved the creation of a Collective Leadership within PWA. Our model leveraged the capacity of a group of leaders divided into five teams (Operations, Programming, Facilitation, Sales & Marketing, Communications) to deliver their contribution to a joint purpose collaboratively, whilst placing a high priority on the common good, and balance between the needs of individuals.

**GOVERNANCE & STATUTE** Revisions to our Statute (first registered in 2007) approved and registered in 2016 and the new PWA Board Policy Manual 2016/17 reflect the evolution in nonprofit organizations in the professional environment. The PWA Election Campaign will be concluded at our Annual General Meeting (AGM). Great care went into these processes last year to guarantee a democratic election result, and a highly competent Board. Coupled with professional support by Team members, we continue to embrace the challenges our organization faces within an ever changing environment. By respecting difference, inviting diverse perspectives, using collective intelligence to understand experiences and viewpoints for better solutions, PWA’s leadership has achieved structured dialogue and collective action, valuing contributions from all.

**PWA JUBILEE** - To reflect our 25th Anniversary we changed our logo accordingly with the expert graphic design of Hanna Suni, Newsletter editor. Note how the “5” embraces both the world and the woman who spins around it. We also nominated Olga Plyaskina our “Jubilady” to oversee all initiatives pertinent to the **theme of inclusion** as unanimously agreed by Board and Team during our brainstorming session last June. To create awareness, the president then defined a Contest promoting inclusion to be judged by Communications Team and Thinktank, and the winning project was to be subsequently put into practice by Special projects director. Hanna Suni also designed the accompanying “**ME2 promoting inclusion**” logo, and a sponsor for the theme was found by Valentina Ferretti. The Contest winner was decided by a jury composed of Communications Team together with Special projects director and Thinktank leader: Marina Dipietrantonio of Riano, who will be awarded free membership of PWA for next season, and Asya Bell of Rome Business School, runner-up. Both prizewinners are invited as free guests to attend our Summer Party.

**PWA SMARTPACK** – summarizes what PWA is all about and what is in it for members. A tangible expression of PWA branding, the SMARTPACK was revised to reflect our Jubilee year, allowing our members to focus on the benefits reserved to them, and to profit from every opportunity it entails. It also tells the story about “the People We Are”.

**FRIENDS OF PWA – MANPOWER**, by actively including men in women’s issues we can close the gap on gender diversity and advocate equal opportunities. **MANPOWER**, the associative deal for men currently counts 2 participants in PWA activity.

**MEMBERSHIP - 2016/17 Season** As at 30th April 2017 membership totalled 64 inc. partners RBS and JCU (50% Italian - 50% International). During the 2015/16 Season - PWA, including President and Board as at April 2016, comprised 67 members (50% Italian - 50% international), of whom 37 (46%) were new to the association, in turn 32 were presented by members. Membership is directly related to Conferences, as these comprise over 60% of PWA expenditure every year.

Corporate Membership has as yet been unsuccessful, due to the lack of communication of corporate opportunities. Instead young members to PWA via an Associate Membership fee for under 30s and interest by students for our conferences and conneXions have contributed lowering the average age of participants. Our website has been consolidated and instrumental in increasing awareness among young women in the corporate environment, proving a success in communication and offer.

**MEETING FACILITIES** – The choice of **Grand Hotel Palace** has proved satisfactory from every viewpoint. Feedback has evidenced highest satisfaction ever in conference spaces, technical facilities, service and food & beverages. It would however appear that although this year's guest fee was reduced by 25% and overall venue quality was significantly increased, we register inferior visitor presence with respect to last year. This aspect, together with reduced sponsor revenues, and absence of mentoring revenues has placed unprecedented pressure on PWA finances.

**CONFERENCE DATA 2016/17**

MONTH	TITLE/SUBJECT	SPEAKER	SUMMARY					
			PARTIC.	ITAL	INTER	MEMBERS	ITAL	INTER
SEPT	THRU LOOKING GL.	Corrado Sterpetti	33	23	10	24	12	12
OCT	EDU AFRICAN WOMEN	Bruno Poggi	21	13	8	13	6	7
NOV	POWER GAME	Hon. Lia Quartapelle	38	20	18	27	12	15
JAN	BREXIT	David Petrie	45	18	25	21	11	10
FEB	WHAT TURNS YOU ON	Dr. Valentina Cosmi	38	17	21	25	12	13
MAR	SELF DEFENCE	Mark Baxter	40	14	26	30	13	17
APR	ULTIMATE ACCESSORY	Amanda Triossi	24	9	15	20	9	11
MAY	NUTRITION	Dr. Cecilia Bersani	N/A					

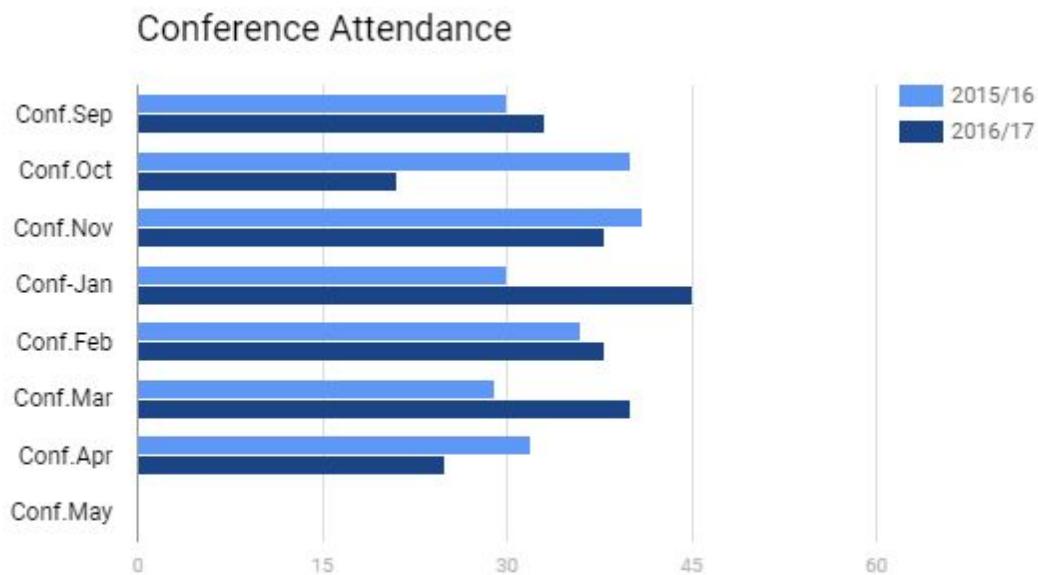
**AVERAGE PARTICIPATION**

34      16      18      23      11      12

**CONFERENCE DATA 2015/16**

MONTH	TITLE/SUBJECT	SPEAKER	SUMMARY					
			PARTIC.	ITAL	INTER	MEMBERS	ITAL	INTER
SEPT	CREATIVITY	Simona Orlandi	30	11	19	23	8	15
OCT	OVERCOMING FEAR	Julie Mackenzie	40	21	19	26	12	14
NOV	THE DREAMBUILDER	Cristiana Durante	41	13	28	37	12	25
JAN	SPEED NETWORKING	Member event	30	9	21	25	7	18
FEB	LET'S TALK ABOUT SEX	Dr. Valentina Cosmi	36	14	22	23	8	15
MAR	NUTRITION	Dr. Patrizia Farnetti	29	14	15	24	10	14
APR	MATRONAGE OF CULTURE	Prof. Carolyn Smith	32	12	20	25	11	14
MAY	INNOVATION & GREEN ECONOMY	Orange Fiber Founders	N.A.					

Average Participation	34	13	21	26	10	16
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**INTERACTIVE CONFERENCES** – The above analysis demonstrates that despite special care in selecting topics and trends of interest to our members, average attendance remains unchanged. Both participant data and feedback surveys show a proportionally stable member participation in the topics covered. In line with changes in perspective operated by Programming director, Christine Sterpetti the feedback surveys this year strongly confirm topic choices. Conference feedback compared with previous year show that speakers and topics were highly appreciated. We are very happy to have centered our target for quality speakers and subject matter in general.

**PARTNERS** – President Valerie Baxter has renewed relationships with **RBS-Rome Business School** and **JCU-John Cabot University**. Proactive academic partnerships include 10% discounts on courses for members and their families, plus remunerated teaching opportunities in addition to two scholarships per academic year respectively. Many students from both institutions have frequented our social events and conferences this season. **Federprofessional** is also a PWA partner fostering reciprocal membership opportunities but has substantially left unopted PWA invitations to both ConneXions and Conferences. Instead, **Commonwealth Club** and **AICR** are more attentive to our activity and share news of their activity with us. Partnership with **Gaetano Costa** reserves a 20% discount to PWA members on à la carte lunch and 15% on dinner at his restaurant **Le Roof** in Parioli district.

PWA and Rome Business School also repeated collaboration in the 2nd **RBS Italia-Africa Business Forum** this year which provided a hands on approach to business in African countries through the testimonials of African and Italian entrepreneurs. PWA was well represented by PR Director Marta Schneider and Michela Lazzé, who gave up their own time to participate in the event. Valerie Baxter was invited as speaker, intervening on Cultural differences in Leadership. PWA has already received a request for patronage and an invitation to collaborate for the 3rd edition to be held on 23rd-24th November 2017.

PWA president and JCU Women's Leadership Initiative, Business Club and Student Government were also able to come together at a panel discussion “Far from Equal - the Gender gap in the Workplace”, where she spoke about the PWA experience and female leadership to an of over 100 students. Hanna Suni for PWA and Olga Plyaskina for her Chameleon enterprise were invited to present real world case history studies for a team of 6 JCU students of Marketing under Prof, Alessandro Signorini, Chair, Department of Business Administration.

**SCHOLARSHIPS** - The several Scholarships obtained from our Partners, available to members only, are features exclusive to PWA. The JCU Scholarships are at the time of writing un-opted. An RBS Scholarship in Strategic Marketing was allocated to Cristiana Montani Natalucci.

**The PWA ME2 SCHOLARSHIP** for an African woman to attend a university degree course at Pareto University was announced at the beginning of our Jubilee Year. In the absence of liberal donations, a raffle was held during April Conference to raise money in order to help finance its implementation. Although the amount needed is very slight compared to standard Western world University fees, we have as yet been unable to collect sufficient donations for the minimum amount required, We shall therefore allocate the amount collected to next year's budget.

**IWD** – For our annual IWD-International Women's Day Event “Le Trasteverine”, a low participation rate was registered despite widespread communication and awareness of our ME2 inclusion project. This is our first disappointment in IWD events as participation has always been very impressive in numbers over the past nine years, and where PWA has also been highly sponsored.

**SPONSORS** – In order to subsidize membership fees, rather than increase them, companies who join us for a fee of €250,00 plus aperitif costs at our conferences or who identify with our association through our ConneXions are made especially welcome. Any member (other than Sponsorship director) who procures a sponsor for PWA receives recognition as an incentive in the measure of 10% of the amounts contributed. Despite constant attention by Sponsorship director, Valentina Ferretti, neither of these initiatives have encountered adhesion this year. Thanks to guest Speaker Amanda Triossi who generously donated two of her splendid books on Bulgari, we were able to raise funds for the **PWA ME2 Scholarship**, which we hope to give to an African woman towards studies for a degree at Pareto University.

**Life Coach Italy** (main Sponsor) and **Banca Generali Private Banking** totalled this year's sponsorship revenues of €2000 with agreements procured by Valerie Baxter and Valentina Ferretti, respectively to continue our project on TIMEOUT and foster the **ME2 promoting Inclusion** project. Thanks to Luba Manolova, founder and owner of **L'UMAN** concierge ([www.myluman.com](http://www.myluman.com)) Valentina Ferretti, Sponsorship director obtained a €100 donation towards our Newsletter “the People We Are” in exchange for two advertisements. Valentina also secured the in-kind sponsorship of **VANIDAY** consisting in cash vouchers and discounts for beauty treatments which were distributed to members and guests during several PWA events, commencing with the PWA “Christmas Cluster” Party,

**PWA CONNEXIONS** – Despite significant efforts by Social director Laura Rizzi in Networking aperitifs, data continues to confirm a low international participation, historically more oriented towards networking for business opportunities. Member participation appears stable.

#### CONNEXION DATA 2015/16

#### SUMMARY

MONTH	EVENT	PARTIC	ITAL	INTER	MEMBER	ITAL	INTER
SEPT	Town & Country ConneXion	55	45	10	28	18	10
OCT	Ottobrate Romane - The Independent Htl	51	38	13	27	17	10
NOV	The Eatalyan ConneXion - Eataly	32	23	9	16	9	7
DEC	The Trimani Taste	33	21	12	20	10	10
JAN	Cultural ConneXion - Mostra Tissot	20	12	8	8	5	3
FEB	Let's GoToNY	27	17	10	17	12	5
MAR	PWA Brio - Ginger	50	39	11	21	13	8
APR	Urban Lawnmover- Prati Urbani	31	18	13	15	8	7

<b>HIGH</b>		55	45	13	27	17	10
<b>LOW</b>		20	12	8	8	6	3
<b>AVERAGE</b>		37	27	11	18	11	7

#### CONNEXION DATA 2016/17

#### SUMMARY

MONTH	EVENT	PARTIC	ITAL	INTER	MEMBER	ITAL	INTER
SEPT	Designing your own Breakout Space - Oppio	35	25	10	9	3	6
OCT	PWA Eclectic ConneXion - Peacocktail bar	29	20	9	16	11	5
NOV	PWA Literary ConneXion - Barattolo bookbar	23	13	10	14	9	5
DEC	Di-Vino ConneXion - Essenza	30	18	12	19	12	7

JAN	NO EVENT	0	0	0	0	0	0
FEB	00 ConneXion - Doppiozero00	27	19	8	18	12	7
MAR	PWA Multinational ConneXion - Rosso	17	8	9	8	4	4
APR	Round Robin speed networking - Hespresso	31	16	15	11	5	6

HIGH		35	25	15	19	12	7
LOW		17	8	8	8	3	4
AVERAGE		27	17	10	14	8	6

As this year's data shows, average total attendance decreased by 15% on last year, yet member participation and general international attendance remain stable at 50% of total, confirming its appeal to the international community. Thanks are due not only to Social director Laura Rizzi in attention to detail with a varied choice of locations and themes but also to Facilitation Team for member and guest reception and Sales & Marketing Team for welcome. See general activity evolution below over previous yearly periods:

#### PWA EVENT PARTICIPATION PREVIOUS YEARS

TOTAL	2013/ 14	2014/ 15	2015/ 16		TOTAL	2013/ 14	2014/ 15	2015/ 16					
					APER.09	APER.10	APER.11	APER.12	APER.01	APER.02	APER.03	APER.04	APER.05
CONF.09	27	53	30		74	56	81	47	NO DATA	45	NO DATA	24	33
CONF.10	22	47	40		35	30	29	20		28		39	31
CONF.11	45	55	41		30	30	27	20		31		31	30
DEC.PTY	54	74	55		51	32	50	27		33		37	37
CONF.01	37	60	30		NO DATA	47	47	20		30		18	27
CONF.02	45	26	36		NO DATA	31	31	50		39		32	31
CONF.03	38	47	39		APER.02	28	28	30		33		33	31
CONF.04	40	33	32		APER.03	31	31	50		N/A		31	31
CONF.05	32	N/A	N/A		APER.04	39	39	31		33		37	37
AVERAGE	38	46	40		APER.05	N/A	N/A	N/A		AVERAGE		52	32

IWD	36	35	59
FOOTLOO	Memb 17	Memb 8	N/A

**MENTORING** – This prestigious project currently comprises two programs. CARPE DIEM and BIG SISTER together aim at PWA's ambition to establish mentor recruitment benchmark opportunities. For members it means the chance to give back to the community and give forward to PWA members by becoming Mentors. The project initially created a new source of revenue for PWA, but this year has not given the results expected.

**EXPERT RESOURCES** – Knowing about "the People We Are" is our strength in PWA with professional information management of the Expert Resources directory, compiled by Webmistress Rossana Scazzocchio. The new edition 2017 available to Members and Friends of PWA only can be downloaded from our website in the Members only reserved area.

**THINKTANK** – Alessandra Tacconelli this season has moved to Milan but continues to help put extraordinary ideas and special talents together. The institution of the Thinktank has influenced the direction we wanted to take as an organization, highlighting social responsibility during both its first phases and the ME2 promoting inclusion contest.

**TIMEOUT** - the first Thinktank project: a professional Time bank implemented in January 2016 in collaboration with our partner, Federprofessional. The successful pilot under the leadership of Rossana Scazzocchio and Alessandro Antibo for PWA and Massimiliano Gottardi and Alexandra White for Federprofessional terminated in June 2016. Already, induced by the hour exchange, with a conspicuous number of PWA members TIMEOUT now counts 44 participants. TIMEOUT will be constituted as a separate entity with its own Statute in September 2017.

**PWA WOMAN OF THE YEAR** – Now at its eighth edition, the Award involves the right of every eligible woman to receive nominations, and/or become Woman of the Year 2016/17. It is designed to reward our members, show public appreciation of their participation, their contributions and to recognize the value they bring to PWA. This year we count eight finalists for the award to be celebrated at our summer party in June. The winner will receive free membership for the following year and is allowed two free guests per conference during next season.

**PWA COMMUNICATION CHANNELS – Constant Contact direct mail marketing** – Already since 2008/09, this method of communication to members and prospective interest groups has been used with success, and currently numbers over 1100 recipients. PWA has steadily maintained ground in redemption rates, with an above average industry open rate of 25.9%, bounce and click to website below industry range. The standard redemption for non-profit organizations is outlined hereunder:

\*CC MAIL – INDUSTRY      OPEN      BOUNCE      CLICK      OPT OUT

PWA Nonprofit – Membership Organization	25.9%	6.01%	7.42%	0.1%
Other - Non-profit	22.26%	9.27%	8.42%	0.14%

\*Average rates as at February 2017

**SOCIAL MEDIA** – Last year was an important strategical move to gain visibility and encourage international members. More energy has been dedicated to engaging our followers, expertly managed by Community director, Cristiana Montani Natalucci with coadjvant Karima Hassa. Today LinkedIn has 332 members of PWA group. PWA “company” page on LinkedIn has enhanced our visibility, counting 136 followers (up 24% on last year). PWA Rome on Facebook (up 5%: 560 members) together with its company page (859 likes: up 22.5%) have grown under Community director Cristiana Montani Natalucci, who has also set up the new Facebook Page, TIMEOUT - A professional Time bank powered by PWA Rome.

Relatively poor engagement continues to be recorded in relation to other types of posts. People engaging with different posts (links to articles, news, videos) tend to be the “usual” few. Highest engagement is recorded on Facebook, low in LI group. Although members have been repeatedly invited to interact with PWA on Social Media, only FB page and group seem to be more active. Now that groups have the “FB live” feature available, usage at events would drive more engagement. Twitter could also be used as a source of lead generation for new members.

Instagram is undergoing a rapidly growing trend with an audience mainly in the 25-45 age range, maybe promising for growth of a younger generation of PWA members.

**PWA WEBSITE** – A project of such primary importance needed to be created and managed by expert professionals. A significant investment was therefore approved by the Board last year. Sabian Lab, web designers in Chieti, together with PWA members Rossana Scazzocchio and Hanna Suni form the team for the ongoing challenge, with excellent results since its launch in October 2015. New visitors requesting further info and membership inquiries have increased, finally proving it to be a growing resource of information and visibility for PWA. Webmistress, Rossana Scazzocchio has suggested a few modifications prompted by Google consultants involving moving part of the Membership section to the position of homepage to encourage new members. The new Board and Communications Team will take these into consideration before the next 2017/18 season.

**PWA NEWSLETTER** - 2015-16 had shown an increase in readers, more respondent features, more pages and more members' contributions. The more technologically innovative, informative, educational, and member-centric Newsletter still continues to raise interest, but this year to a slightly lesser extent. The only two issues that had more than 200 readers were September and November, certainly due to the higher amount of shares.

Historically the most read pages are the editorial (second page), the member feature articles (denoting personal interest) and whatever has been shared by individual members on social media. The power of sharing is evident and can be seen in the number of reads regarding an entire magazine as well as the separate articles/pages. An example is the article that Karima Hassa wrote and shared on social media getting the same amount of reads as the member feature in that number or Hanna Suni's article on Michelle Poler, which was shared on social media and got several reads. The most read issue is the November one that Dulce Casadiego and her friends shared (13 shares). So, to boost the number of reads it would be important to share the magazines as much as possible. All in all, the numbers are rather encouraging although we could do even better if we consider the quality of the articles.

**Statistics to date:**

2015-16	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Reads	284	189	432	373	198	356	310	224	213	120	2699
Impressions	2813	3379	3449	4095	1947	3882	3328	1808	1837	1059	27597
Likes	2	1	2	1	1	1	1	1	0	0	10
Shares	1	9	13	8	4	6	3	1	2	3	50
Link outs	8	24	24	38	4	5	11	8	11	1	134
2016-17	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	TOTAL
Reads	207	107	213	108	99	95	92	111			1032
Impressions	2102	1506	3034	1357	1273	842	985	756			11855
Likes	2	0	1	0	0	0	0	2			5
Shares	4	1	5	2	2	1	3	5			23
Link outs	32	16	3	3	10	3	7	0			74

**President's considerations:**

In 17 years of PWA experience, as a member, board/ team member, and finally as president, since the implementation of collective leadership, the best ever PWA executive has given every possible contribution towards the growth of the Association, each in her individual capacity. Particularly, during the course of this year some have also had to regroup beyond the call of duty intrinsic to their role to cover additional board and team positions unfilled by election or due to mobility/personal issues. I feel that PWA's growth because of its very nature, should not only be dependent upon its executive board and team, but also upon an individual desire of its members to strengthen the PWA network by increased participation, information sharing and by widespread contribution to more guest attendance who will develop into new members.

PWA is always open to suggestions to improve the quality of our association with an offer of useful resources to our members. Comments are welcome via e-mail. Please contact [info@pwarome.org](mailto:info@pwarome.org)

*NOTE: The information disclosed in the present report, although correct at time of writing, is subject to variation, and may no longer reflect information regarding PWA on the date of approval at the Annual General Meeting (AGM) on 17th May 2017.*

Valerie Baxter

PWA President

## **PWA BOARD 2016/17**

President, *Valerie Baxter*

Vice President & Sponsorship director, *Valentina Ferretti*

Secretary, ----

Treasurer ad interim, *Valerie Baxter*

Programming Director, *Christine Sterpetti*

Social Director, *Laura Rizzi*

Membership Director & Legal Advisor, *Adriana Tempesta*

PR- Director, *Marta Schneider*

Newsletter Editor, *Hanna M. Suni*

## **ASSISTANTS TO BOARD 2016/17**

Jubilady, *Olga Plyaskina*

Mentorship Consultant, *Maria Banks*

Associate Membership coordinator, *Nicole Giacomarra*

Special Projects director, *Annalisa Cicerchia*

Thinktank, *Alessandra Tacconelli*

Community director, *Cristiana Montani Natalucci*

Social Media consultant, *Karima Hassa*

Webmistress, *Rossana Scazzocchio*