

CATEGORY:

COLLABORATION & CO-CREATION

DIVISION: NONPROFIT

CATEGORY: COLLABORATION CO-CREATION

JOINTUSE.ORG

PROBLEM OR CHALLENGE TO BE ADDRESSED

The research is clear: Physical activity is a strong determinant of health, but most Americans don't get the exercise they need to be healthy. Many Americans don't get enough exercise simply because they don't have places to be active. This is particularly true for low-income communities and communities of color, which typically have less park space and are less likely to have houses with private backyards. Families that live in an area without a nearby park or can't afford a gym membership often struggle to incorporate physical activity into their daily routines.

Research shows that people who have parks nearby exercise 38% more than those who do not have easy access. A public health strategy called "joint use," which allows schools and communities to share spaces like gymnasiums, athletic fields and swimming pools, is one way to decrease disparities in open space and increase the opportunities kids and adults have to be active and healthy.

Establishing joint use in communities across America could help the approximately 60% of U.S. adults do not get the recommended amount of physical activity and 25% who are physically inactive. Inactivity-related health problems such as Type II diabetes and heart disease are on the rise in the U.S., often with fatal consequences. The U.S. Department of Health estimates 250,000 deaths a year in the United States can be attributed to physical inactivity.

The creation of a new interactive website, www.jointuse.org—along with a joint use Facebook page and Twitter account—gives much-needed visibility to joint use and its potential to improve health.

For years, members of California's joint use task force, representing more than a dozen organizations across the state, have been working to combat rising obesity rates by encouraging the creation of more joint use partnerships. The problem was, until the recent launch of www.jointuse.org, they had no efficient way to communicate, pool their resources or work together as a group.

The lack of a central communications hub not only put the members of the task force at a disadvantage by preventing them from working collaboratively, it posed a challenge to public health advocates who wanted to build momentum for joint use projects and made it difficult for anyone to find information on the subject.

Additionally, without a website dedicated to joint use (particularly one that explores the issue using a combination of video, photos and plain, clear, nonacademic language), people unfamiliar with the term would be unlikely to find out about it. "Joint use" is not a household expression, nor is it well covered in the media.

In fact, between June and July of 2009, mainstream national papers didn't publish any articles on joint use. California papers published seven stories, two of which are no longer readily accessible online. Of the five

articles still available, not one discussed physical activity or health, even though joint use has strong ties to both.

Jointuse.org's target audience includes public health advocates, school and public officials, city planners and others who are interested in practical strategies for promoting active living. The site was designed to be inviting enough for people who are new to the topic and comprehensive enough to meet the needs of those already hard at work making joint use a reality in localities.

Goals:

- Create a communications hub for joint use by housing the best resources from California's foremost joint use experts in one convenient, easy-to-find location
- Use the communications hub to increase awareness about joint use and create momentum behind the issue
- The idea for jointuse.org started when experts working on increasing opportunities for physical activity realized that a key strategy—schools and communities sharing spaces like schoolyards, or joint use—was being underutilized in communities across California.

For years, communication around joint use had been happening mostly as an insider conversation that needed support, exposure and a place to gather for those who realized its importance. As a first step, the individuals trying to address the systemic causes of obesity and make the connection between joint use and health formed a task force, but they still lacked an effective way to share ideas both among themselves and with the public. The task force knew that increasing visibility and support for joint use was crucial to their goal of shaping public health policy.

That's when directors from two nonprofits, Prevention Institute, and Berkeley Media Studies Group, decided that building a website was the best way for the task force to reach its core audience.

SOLUTION/TOOLS USED/RESULTS

Prevention Institute purchased the site's domain name, Berkeley Media Studies Group hired a project manager, and the collaboration took off from there. The groups worked together to assemble a team of content creators and determined the site's main features: a discussion board, an interactive map, video and photo essays, a section for reporters, and a robust resources section containing information on what joint use is, why it is needed, where it is happening, how it is funded, what policy supports it, and what steps advocates need to take to make it happen.

Berkeley Media Studies Group then turned the vision over to design and development specialists who translated the ideas into what is now an easily accessible, easy-to-navigate website brimming with resources and can-do spirit.

Although the site is primarily focused on joint use in California, many of its resources can be applied nationally. And the site's structure and main features could be easily replicated for other public health strategies in need of increased visibility.

—Jointuse.org launched in June 2009. Visitors to the site can now view PhotoVoice projects done by young people showing what systemic conditions are making it hard for them to be active, watch videos of successful joint use projects in action (available in both English and Spanish), find the locations of joint use partnerships in California, download sample joint use agreements, join a discussion forum to interact with task force members, get tips on jumpstarting a joint use partnership in their own community and more.

—The biggest challenge in meeting our goals was time on a non-profit budget. We aimed to have the site finished in time to coincide with a national conference on childhood obesity, giving us an opportunity to promote the site to conference participants—the very people who would be the most likely to jointuse.org as a resource. Planning for jointuse.org began in late February of 2009, leaving just over three months to create the content (including text, video, photo essays) and design, develop, test and launch the site. But the whole team worked tirelessly, and we met the deadline.

—We used WordPress, an open-source content management system, to develop jointuse.org. We opened free Twitter and Facebook accounts to increase the site’s presence on the Web. And we provide email updates on joint use with a free weekly newsletter subscription service through “EmailNow,” a low-cost service of the nonprofit Groundspring.org.

—Creating jointuse.org was a highly collaborative process, involving individuals from multiple organizations as well as independent consultants. The California Endowment, Kaiser Permanente, and the Rosalinde and Arthur Gilbert Foundation supported the work that allowed us to develop the site.

The team:

Directors:

Lori Dorfman, Director, Berkeley Media Studies Group, a project of the Public Health Institute
Manal Aboelata, Program Director, Prevention Institute

Project manager:

Heather Gehlert, Online Communications Specialist, Berkeley Media Studies Group

Web design:

Linda Lawler, Graphic Designer

Web development:

Mike Waters, Studio 678

Video production:

Lisa Aliferis, Independent Producer

Research:

Ingrid Dries Daffner, Strategic Communications Specialist, Berkeley Media Studies Group
Eliana Bukofzer, Research Associate, Berkeley Media Studies Group

Sana Chehimi, Program Manager, Prevention Institute
Sam Davidson, Program Assistant, Prevention Institute

Jointuse.org panel of experts:

Manal J. Aboelata, Program Director, Prevention Institute
Jane H. Adams, Executive Director, California Park & Recreation Society
Peggy Agron, Program Chief, California Project LEAN
Ana Carricchi, Director of Policy, Latino Health Access
Maria Casey, Program Director, Healthy Eating Active Communities, Partnership for the Public's Health, Public Health Institute
Lisa A. Cirill, Acting Chief, California Center for Physical Activity
Robin Dean, Technical Assistance Coordinator, Partnership for the Public's Health
Susan Elizabeth, Senior Consultant, Capacity Builders, Inc.
Robert Garcia, Executive Director and Counsel, The City Project
Martin Gonzalez, Deputy Executive Director, California School Boards Association
Genoveva Islas-Hooker, Regional Program Coordinator, Central California Regional Obesity Prevention Program (CCROPP)
Jennifer Lopez, Community Lead, CCROPP—Kern County
Martin Martinez, Policy Director, California Pan-Ethnic Health Network
Robert Ogilvie, Program Director, Public Health Law and Policy
Jeff Vincent, Center for Cities and Schools
Julie Williamson, Program Director, Partnership for the Public's Health; Project Director, California Convergence
Francesca Wright, Consultant, Cities Counties Schools Partnership, Healthy Eating Active Living Cities Campaign

—Just two months after its launch, jointuse.org is already showing tremendous movement-building capacity. Based on information from Google analytics, feedback we get directly from site visitors, and our own observations about user-generated content on jointuse.org, we know that people are using the Web site to learn more about joint use, print and hand out resources at advocacy trainings/information sessions, distribute video success stories, use sample joint use agreements to help them create one in their own community, share experiences and network with experts in the field, make their organization's resources on joint use available to a wider audience, amplify youth activism efforts such as letter-writing campaigns, alert others to take action opportunities, educational conferences, etc., and look to jointuse.org as a model for other public health endeavors.

—The website is still young, but its growing success is clear, and we are meeting our goals. Before the launch of jointuse.org, resources on the topic were scattered all over the Web; now they're in a central location. A Web search for "joint use" used to return results for electric utilities; now, "jointuse.org" is the top result. And the above-stated measures of success show that people are using the site to connect with one another and to spread the word about joint use—an important step toward making it easier for people to be active and healthy.

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

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DIVISION: CORPORATE**CATEGORY: COLLABORATION CO-CREATION****WEIGHT WATCHERS****PROBLEM OR CHALLENGE TO BE ADDRESSED**

Weight Watchers hoped to address a number of challenges with the “I Really Want!” Snack Widget campaign, namely low awareness of the company’s branded products online and the differentiation between the licensed products and other Weight Watchers brand initiatives. Specific goals to address include:

- Increase awareness of licensed Weight Watchers products online among weight-conscious consumers and influencers
- Drive trial and retail traffic among weight-conscious consumers
- Create buzz and sustain momentum throughout campaign
- Differentiate the licensed products from the overall Weight Watchers meetings and online businesses

Weight Watchers needed to drive online buzz and mainstream awareness of its line of fully branded food products among weight-conscious consumers and influencers.

The company’s philosophy is for consumers to enjoy a full range of food options while managing body weight and practicing portion control. To further enhance the company’s reputation as a leader in helping redefine sensible lifestyles with lower calorie food alternatives, Weight Watchers wanted to spur WOM about its products.

The Weight Watchers target is a weight-conscious consumer, specifically:

- Women ages 25 to 55 who would like to lose weight in a healthy way but have never joined Weight Watchers
- \$75,000 average household income
- Moms with younger kids and moms with older kids (almost empty-nesters)
- She makes the purchasing decisions
- She watches what she eats, likes to look good and exercises
- Spends time with family—enjoys outdoor activities
- She is involved with the community, culture, and loves to travel
- She is not necessarily a Weight Watchers member

SOLUTION/TOOLS USED/RESULTS

Weight Watchers’ goal was to enhance the company’s philosophy by helping consumers with cravings for higher-calorie foods find more reasonable alternatives.

Specifically:

- Increase Weight Watchers brand loyalists by securing 1,500 consumers to sign up for product news and information on membership opportunities.
- Create product activists by securing 500 to 1,500 visits to widget website in the first two weeks
- Identify top-brand loyalists with 50 websites embedding the widget
- With the help of MS&L Digital, Weight Watchers created an online widget as a way to easily allow consumers hungry for a snack to find satisfying alternatives that are part of a healthier lifestyle.

To provide consumers with healthy solutions to the foods they really want, Weight Watchers and MS&L Digital launched the “I Really Want” widget in October 2008, promoted on WeightWatchers.com/SnackWidget. The interactive tool was also leveraged to create an opt-in for users to sign up for Weight Watchers tips, recipes, news, and more, ultimately securing new brand enthusiasts and increasing visibility for their licensed foods division.

The widget was designed to capture what consumers want at any given moment and allows them to type in their craving—be it cookies, chips, ice cream, peanut butter, or cake, and suggests a more sensible Weight Watchers alternative. If a consumer is yearning for pizza and types it into the widget as the food they really wanting, the tool provides a variety of better-for-you options that might satisfy their hunger with nutritional information. For those following the Weight Watcher program, the POINT value is also listed so members can easily track the points.

Continue moving the business beyond traditional “membership” and associate Weight Watchers products as part of the philosophy of enjoying a full range of food options while managing body weight, making wise food choices, and practicing portion control. Additional challenges include:

- Misconception that products are only for Weight Watchers members
- Consumers often confuse “Weight Watchers products” with Smart ones
- Consumers don’t think “diet foods,” such as Weight Watchers products, taste good
- Media cluttered with 100 calories packs coverage
- Distribution remains limited for some products
- Yogurts in very competitive categories
- Category dominated by Dannon and Yoplait
- Chocolate candies are sometimes difficult to find in stores
- Frozen Novelties are facing fierce and sometimes direct competition from Skinny Cow in key markets such as New York, Los Angeles, and Boston
- No new news in most categories

To help increase awareness and drive traffic to WeightWatchers.com/SensibleFoods, we promoted the widget through the following online components:

- Influencer outreach to more than 100 top-tier online media
- Promote via application on Weight Watchers Supermarket Foods Facebook Fan Page
- Link to the widget from Weight Watchers licensed foods online property
- Provide instructions for customers to embed the widget into their existing blog, website, or other online entity

The “I Really Want!” snack widget was developed in Flash and Adobe AIR, programmed using ActionScript 3.0. The general user experience is comprised of a search term being sent to a search engine backed by a database filled with all of the snacks. The back-end pulls relevant snack items, sends them back to the widget in the form of XML, and the widget parses that data to display the results to the user.

The team consisted of a public relations manager at Weight Watchers who directed the program in its entirety, and a team of Web designers and producers, account managers, and social media executives at MS&L Digital who deployed the program.

The team includes:

Lolita Verny, Weight Watchers Public Relations Manager

Nichole Mrasek, Account Supervisor, MS&L

Mike Kruk, Web Producer, MS&L

Alicia Dorset, Social Media Coordinator, MS&L

Josh Weston, Web Designer, MS&L

Charlie Kondek, Director of New Media Relations, MS&L

Jud Branam, Managing Director, MS&L

There have been more than 280,000 interactions to date from the widget. We also secured media coverage in more than 70 online media outlets, totaling in more than 160,000 media impressions. Below is a sample of the media and consumer comments showing praise for the interactive tool:

iDietDaily: The “I Really Want!” snack widget Now the next time you want to reach for that huge bowl of double cookie crunch ice cream, consult your Weight Watchers widget first. We all need widgets, don’t we? Also, you can download a copy of the widget directly to your desktop.

USA Today Online Blogs Feature: New Interactive Online Tools for Fans of Weight Watchers; The “I Really Want!” widget offers various Weight Watchers sensible food products as well as everyday snack alternatives.

FlipThisBody: Simply enter the type of snack you want and a Weight Watchers and/or a generic food alternative with product information will automatically appear. I entered cheese, and it came up with WW brand reduced-fat American cheese slices (which I didn’t know they made) and WW reduced- fat cream cheese (didn’t know about that either!).

The “I Really Want!” Weight Watchers widget touched thousands of consumers and surpassed all metric goals.

Goal: Secure 1,500 consumers to sign up for product news from Weight Watchers and information on membership opportunities

Result: Secured more than 2,600 consumer signups for opt-in

Goal: Reach 500 to 1,500 visits in first two weeks

Result: Secured more than 3,000 visits in first two weeks

Goal: Identify top brand loyalists by having 50 websites embed the widget

Result: Embedded on more than 115 websites

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

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DIVISION: CORPORATE**CATEGORY: COLLABORATION CO-CREATION****SAP UNIVERSITY ALLIANCES****PROBLEM OR CHALLENGE TO BE ADDRESSED**

The SAP University Alliances program is a global initiative with nearly 900 member campuses in more than 40 countries. SAP provides free licenses to its business software suite to member universities and technical institutes for use in disciplines such as management, operations research, accounting, finance, marketing, information technology, and computer science. The program enables students at participating campuses to experience how organizations operate more productively and profitably through advanced academic curriculum that includes hands-on exercises using SAP's current business software. More than 175,000 students gain first-hand experience with SAP software each year. Through the program, students receive education on leading edge business curriculum with customized exercises taught through SAP business software used to run 88,000+ companies around the world. In the end, students are well educated (with marketable experience) as they enter the workforce.

Because SAP's University Alliances program spans so many regions, institutions, and levels, collaboration tasks are often labored and difficult. In many cases, the traditional way to support universities, faculty, and students required time-intensive management with the creation and recreation of disparate systems to perform beyond their capabilities. Historically, the program had no Web presence, which is ironic, especially when contrasted to the SAP Community Network (www.sdn.sap.com), a massive portal teeming with activity, which represents SAP's ecosystem of over 1.8 million customers, partners, employees, and professionals.

Due to the difficulties in collaboration and connection, SAP University Alliance members, professors, and students were unable to take advantage of the vast resources available within the larger SAP ecosystem. This raised a number of challenges that the University Alliance program needed to overcome, as we worked to grow and connect the impressive membership of universities, professors, and students from around the world to SAP's rich pool of industry experts and customers (employment opportunities).

The students who graduate from member universities possess the most cutting-edge skills required for a career as an SAP professional, and experts in SAP consulting and software development are always in high demand, regardless of the global economy. It was clear: SAP needed an arena to enable university professors, lecturers, students and academics to develop contributions, contacts, curricula, and careers working within the SAP ecosystem.

The central challenge for SAP University Alliances' was to create an online community to meet the requirements of member universities. Faculty and students have collaborated and connected with each other, with SAP and with the larger SAP ecosystem of customers and partners. This brought significant technical, cultural and communication challenges as we worked to design an environment and 'experience' that would meet the demands of this large and growing community.

The answer was to build this community as part of the existing SAP community network (SCN: www.sdn.sap.com) SCN is an active and vibrant community of customers, partners, employees, and other thought leaders from around the world that share knowledge and experience on numerous SAP-related topics. The community is built on a sophisticated technology platform that allows for an open environment for experts to collaborate openly through interactive blogs, wikis, and forums, giving members access to information and trusted resources so they can truly co-innovate to solve problems and obtain fast, high-quality responses to questions.

A number of groups would stand to benefit from a platform uniting the University Alliances program. These included, but were not limited to, the following:

- Current University Alliances members (faculty and lecturers) already teaching SAP in classrooms, but having to act as a go-between on the SCN and reaching those students.
- Internal SAP colleagues who had resources to provide to the program, but no means by which to do so.
- Non-University Alliances members (faculty and lecturers) from affiliate universities with the expertise and desire to become involved with the program.
- SAP Ecosystem—customers, partners, and communities—who studied SAP systems as diligently as students in the program, and could become active participants in the program as well.
- Students, both past, current, and prospective, who stand to benefit the most from becoming a part of the SAP community, especially where future job contacts are concerned.
- The central goal of creating such a system for the University Alliances program was to create a lively dialogue between the program and the existing SAP ecosystem, with the long-term plan of connecting students with job opportunities via the contacts they made. This would add to the global base of consultants and SAP professionals, which in turn would foster more research, development, and general growth for the company. Additionally, if students have a better impression of SAP and its ecosystem during their educational years, they will be more apt to buy from or support SAP in the future.

SAP has also set a goal to have one million students active in the University Alliances program by 2012 to proactively address its talent shortage. With a central system to recruit new students, this goal would be far more attainable.

- The solution concept was to design a virtual campus experience to house the University Alliances program, which is spread across 900 member institutions in nearly every region of the world. A portal was created to serve the following purposes:
- A public, promotional section would introduce the SAP University Alliances program to the public. It would encourage faculty and student engagement at the community level and promotes full membership into the program. No logon would be required.

- A semi-private page, with a required logon, would foster the development of an education community built around SAP products and best practices. Content at this level would be free and delivers curriculum resources that do not require live system access.
- A student access site would follow a parallel path to professors under the tiers of technology thought leadership, strategic thought leadership, and community/citizenship. Student-specific logon would be required.
- Finally, in a section with membership required, a private area would provide program members-only with detailed curricula and courseware for use with live system access (hosted), as well as on-line program support tools.

The entire portal would be accessed via the SAP Community Network, embedding it as an integral part of that online community and knowledge base.

Aesthetically, the portal would have navigation the resembled a university campus. This would include a welcome center, library, student union, faculty club, and career resource center—all accessed with the click of a button.

SOLUTION/TOOLS USED/RESULTS

On January 26, 2009, the SAP University Alliances community Web portal (<http://uac.sap.com>) was launched to members of the program. The formal announcement was made on February 23, 2009. The portal is a multifaceted online environment that delivers the latest academic resources for bringing real-life SAP knowledge and skills into university classrooms. It also enhances related academic and research-oriented projects for professors and students.

Each area presents higher education content supplied by SAP and community participants, including interactive academic resources, such as course lectures, case studies, exercises, demonstrations and videos; thought leadership forums; and community blogs. The site facilitates faculty and student collaboration and contribution, job posting and search, as well as networking with SAP customers, partners and business units. Skills development and career opportunities for university students, professors and other community participants are the central focus of the site.

The portal is built on the advanced technology of the SAP community network, where the SAP Developer Network (SDN) community, Business Process Expert (BPX) community and SAP BusinessObjects community already offer active online collaboration and co-innovation opportunities for SAP customers, partners and employees. The portal also includes a thriving job resource center, where students can search for careers and connect with employers easily and efficiently. Credentials are verifiable through the site, connecting the right companies with the right graduates.

SAP announced the portal via a multimedia press release that went out on the global wires on February 23rd. IT media took a specific interest in the news, as the portal is the first of its kind in use by any company worldwide. Co-CEO Kagermann created an educational video about the subject, which is posted to the site and is still viewed widely.

As every company who has begun using Web 2.0 tools has learned, there is still the issue of building user acceptance around social media as a networking device. SAP had to work to ensure that members of the UA program, especially those faculty members in the classroom who do not use social media frequently, would accept and embrace the new portal, leading to a better wealth of resources within in. This required that we create a design and experience that community members could feel comfortable and free to engage and utilize.

Additionally, the task of migrating members from many disparate systems to a global portal took some time and effort. However, the investment in moving away from these overextended systems onto the new one was easily returned within the first few months of the launch, as the program is now fully functioning on its own and incorporates information from all over the globe.

The job board created the greatest difficulty, because it was the first original of its kind. While privately run job boards exist in the public sector for job seekers, and companies often provide a platform for candidates to submit resumes and information via their website, a fully functioning network connection for jobs had never been undertaken by a large enterprise. SAP devoted significant resources to customizing the job board and getting it live quickly, due in part to the global downturn, but to meet the ever-growing demand for skilled SAP professionals in the world.

The SAP Community Network is built from the advanced technology platform and features of the SAP NetWeaver Portal software product. SAP collaborates with various software vendor partners integrating their products into the overall system. For example, the forums technology is provided by Jive. The portal filters news using News Gator, a widget system, which combines RSS, feeds to continuously feed news onto the main page of the portal. Additionally, inside the specific areas of the portal -- accounting, business intelligence, etc.—customized feeds are provided so that news is tailored to match the user's interest.

Former SAP Co-CEO Henning Kagermann, who began his illustrious career as a university lecturer and professor of physics professor at the Technical University of Braunschweig, saw during his tenure as chief executive the unique benefits the University Alliances program could bring SAP in the long run. He became an executive sponsor of the program, and delegated generous funds in order to see the goals of an active portal realized. Kagermann's former Co-CEO and current SAP CEO LÃ©o Apotheker continues to provide executive board sponsorship today.

Bob LoBue serves as the executive sponsor and Vice President of Global University Alliances. LoBue oversees an extensive program management team, which works with regional leads in North America and Latin America, Europe, the Middle East, and Africa (EMEA), and Asia Pacific Japan (APJ). These teams work on a global scale to bring internal and external stakeholders closer to the program, and provide content, curricula, IT, and communications to the University Alliances.

In the eight months since it was deployed, an impressive 80,000+ members have registered on the University Alliances community Web portal. The portal supports the hubs for five university competence centers, and three academic competence centers globally. A team of analysts for the portal uses Google analytics and business intelligence software to track current and new members, in order to tailor the content provided based on user preferences.

User experience and feedback is overwhelmingly positive, and the growing base of universities has grown at a far more rapid pace with the inclusion of the portal.

If the central goal was to create a network and conversation for the thriving University Alliances program, the results have surpassed all expectations from when the project began. Faculty and students now have the ability to communicate and participate with the larger SAP online community of 1.8 million users. The SAP University Alliances program has the potential to add thousands of professors and one million students to the greater SAP community network over the next few years.

Additionally, hundreds of jobs have been filled by applicants who were connected to their now employers via the job board on the portal. This supports SAP's goal of meeting the demand for SAP professionals, and aids SAP's brand as being one that maintains strong growth despite a global recession.

Perhaps the best indication of the success of the portal is the acceptance it has received within the SAP Community Network. While it was received with some trepidation by the greater SAP ecosystem, in October it will be accessed via the top link tab in the entire system -- as seen by 1.8 million users. These are tough critics with the highest standards for professional social network communities, and they are giving positive reviews directly to the students whose education they now foster.

BIOGRAPHICAL INFORMATION AND TEAM MEMBERS

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