Contents

Highlighting a Role Model Community Connection Campaign for the Nation

Making a Difference Pre & Post Covid

2019 photo recognizing Blackstone Valley students representing the team who later mobilized during COVID to produce Personal Protective Equipment (PPE) on 3D printers sent to their homes from the Blackstone Valley Chamber's Makerspace and vocational schools across four states.

Photo source: Peake Fellowship Development Team

In order to reach the 30 million small & local businesses, the Peake Fellowship Network platform integrates the 8,000+ local chambers who together cover every community in the U.S. Moreover, each chamber shares the Peake Fellowship's mission to provide a one-year program for recent college graduates, returning veterans, and military spouses to develop next generation leadership skills as they coach small & local businesses to succeed in a *Networked AI & Big Data*-driven world.

Years before Post-COVID, the Fellowship kicked off training with the local communities and chambers around the Blackstone River Valley and the nearby areas going the south to Providence, Rhode Island or going north and west to Worcester and Springfield, Massachusetts. This region pioneered America's first Industrial Revolution, driven by steam, at the end of the 1700s and continued to prosper during the second Industrial Revolution, driven by electricity, at the end of the 1800s. However, the region fell behind during the third Industrial Revolution, driven by computers, in the 1990s. The region had fallen even further back, in the current fourth Industrial Revolution, driven by Networked AI & Big Data. Geographically, this region appears to be relatively close to East Coast tech & venture capital hubs in Kendall Square and Silicon Alley; experientially, communities in the Blackstone Valley have often felt as far away from Cambridge and New York City as they do from Palo Alto and Austin.

The Fellowship Team chose the Blackstone Valley Region to be the role model for a national community connection campaign across the nation's 8,000 local chambers. *This section details the approach and impact of that mobilization role model.*

When Post-COVID struck, the Blackstone Valley Chamber of Commerce was already supported by the Peake Fellowship & Peake Fellowship Network platform. The chamber coordinated teams from vocational high schools and other higher ed institutions from four states. Each "closed for COVID" location safely transported their 3D printers to the individual homes where each student or teacher was sheltering in place. The chamber and its member-led team managed all transportation and manufacturing within the bounds of social distancing and other safety protocols. Together they made and distributed more than 20,000 face shields to mitigate the personal protective equipment shortages across Central Massachusetts.

Their response included delivering face shields to address the lack of PPE at the nearby Holyoke Veterans Home, an eldercare facility that suffered more than 75 Post-COVID deaths.

Meanwhile, the chamber ran 24/7 support for each of the member businesses to make sure they got Paycheck Protection Program (PPP) loans and other financial assistance. The chamber also ran webinars to upskill the members on continuity of operations. Especially for those companies with essential workers, the chamber became a lifeline. Throughout that process, the chamber relied on:

Memorial Day at the Holyoke Soldiers' Home where the Blackstone Valley Chamber and its partners responded to the severe shortage of PPE (personal protection equipment) in the face of 75+ COVID-related deaths at the government facility.

Photo source: Peake Fellowship Development Team

- Lessons learned from the community connection campaign with Fellows over seven annual cycles.
- The Peake Fellowship's Networked AI & Big Data platform enabling the region to collaborate for the next Industrial Revolution.
- Best practice exchanges with the Blackstone Valley region and U.S. Defense Industrial Base leaders including in-person flag officer visits across the region (e.g., a session with General Darren McDew and Blackstone Valley regional leaders).

Networked AI & Big Data Adult Upskilling As A National Priority

"As a national security issue, the Department of Defense relies on every business in the industrial base to upskill their cyber & physical operations. Doing that successfully requires a deep understanding of new capabilities like Artificial Intelligence, Big Data, and Trusted Transaction Networks. Too often, that understanding is missed, and the latest technologies are seen as shiny objects to be bought and sprinkled around big organizations. But with enough understanding, we can use those systems to transform the underpinnings of how people and technology work together.

Photo Source: U.S. Air Force

We have come to a crossroads where our future depends on each of us in the industrial base upskilling as non-traditional learners. That includes even the smallest businesses. The future depends on inspiring each person's passion to learn more; then giving them the tools to decide what to learn first given their interests and mission.

The Fellowship Program inspired me to think in a different way about trusted networks and upskilling, sparked my imagination, and got me to act on those ideas."

— **General Darren McDew (ret.)**, Commander USTRANSCOM 2016-2018, joint distribution process lead for the DoD, Co-Chair Special Committee to Review the Federal Aviation Administration's Aircraft Certification Process.

After starting the Network Partnership with the Blackstone Valley Chamber in 2013, chamber members began to use the Fellowship's Networked AI & Big Data platform. A specific set of these tools matched each of the 300+ market categories represented in the chamber membership. Those tools broadly divide into Revenue Growers for the for-profits, Support Growers for the nonprofits, and Wellness Growers for the healthcare practices. Fellows used these tools as part of their Best Practices Sessions with more than 1,000 businesses. At each one-on-one session, the Fellow coached a business leader based on that business's Outreach & Engagement effectiveness as measured by 100 benchmarks per market category.

Making Community Readiness A Standard Operating Procedure

In early 2015, the Fellowship Team and the chamber created a Community Connection Campaign to help prepare for large scale disasters including infectious disease outbreaks. The effort brought together key leaders from across healthcare disciplines starting with the Massachusetts Department of Public Health's Director of Infectious Diseases who continues to lead the state's efforts today. The Fellowship drew on Platform Development Team Founding Partner, Dr. Brad Perkins, a career U.S. Health Service Officer who went on to become Chief Strategy Officer for the U.S. Centers for Disease Control. Specifically, Dr. Perkins helped the Fellowship Team design how the chamber and community health resources can collaborate during disasters.

Meanwhile, Harvard Business School Dean Emeritus & Platform Development Team Founding Partner and Co-Chair for Training John McArthur convened a working group on community healthcare resource mobilization based on his hospital system experience as Founding Co-Chair of Mass General Brigham/Partners Healthcare, the largest private employer in Massachusetts. Platform Development Team Co-Chair for Training Vice Admiral David Brewer joined Dean McArthur at the roundtable based on Admiral Brewer's experience commanding Navy Hospital Ships during Katrina and his understanding of population health from serving as Superintendent of the Los Angeles public schools.

In conjunction with the Blackstone Valley Chamber, the Healthcare Roundtable (https://www.venly.com/healthcare/) team met with a combination of recent graduates from universities and colleges between Worcester and Springfield, the state's Director of Infectious Diseases, and the CEO of the Massachusetts Hospital Association. Together, they addressed how small & local businesses could collaborate to prepare, respond, and recover from disasters.

PEAKE FELLOWSHIP DEVELOPMENT TEAM
HEALTHCARE ROUND TABLE
ON OUTREACH BEST PRACTICES

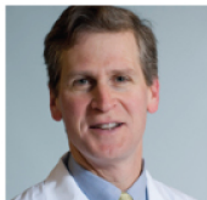## MAY 22, 2015

BAYSTATE MARY LANE HOSPITAL WARE, MA
HARVARD BUSINESS SCHOOL BOSTON, MA
AND VIRTUALLY BY WEB CONFERENCE

CHIDERAH OKOYE
Case Western Biomedical Engineer; Fellowship Development Team Methodologies Lead

STEVEN ATLAS, M.D.
Director, Primary Care & Quality Improvement Network, Massachusetts General Hospital

BRAD PERKINS, M.D.
Chief Strategy/Innovation Officer (Ret.), U.S. CDC; Fellowship Co-Developer

VICE ADMIRAL DAVID BREWER (RET.)
Commander, Naval hospital ships; Fellowship Training Co-Chair

MARK COBLITZ
25-year Comcast SVP of Strategic Planning; Fellowship Co-Developer and Platform Roll-Out Strategy Lead

DEAN JOHN MCARTHUR
Harvard Business School Dean Emeritus ; Fellowship Training Co-Chair

KEVIN CRANSTON
Director, Bureau of Infectious Disease, Massachusetts Dept. of Public Health

LYNN NICHOLAS, FACHE
President & CEO; Massachusetts Hospital Association

ELIZABETH DAVISON
Platform Development Team Outreach & Engagement; recent Clark University graduate

EM SHANK
Pilot Program Fellow '14, Quabaog Hills Chamber; recent Mount Holyoke College graduate

JEANNIE HEBERT
President & CEO, Blackstone Valley Chamber of Commerce

LENNY WEAKE
President, Quaboag Hills Chamber of Commerce

Mobilizing Community Commerce & Community Health Resources

REINVENTED POST-COVID COMMUNITY COMMERCE HUBS THROUGH NETWORKED AI & BIG DATA FOR INNOVATION
Local Chambers of Commerce and their equivalents serve as catalysts for:
1. **Public Libraries** that act as information sharing and collaboration spaces.
2. **Membership-based Coworking Spaces** that offer physical and digital services for start-up and business expansion.
3. **Makerspaces** that provide training and equipment for new product and service creation.
4. **Business Incubators and Venture Capital Firms** that facilitate business startups.
5. **Military Facilities** that add tax-funded spending into all nearby communities.
6. **Healthcare Facilities** that function as economic engines for business-to-business innovation in nearby communities.
7. **Higher Ed Institutions** including Independent Training Organizations and Vocational Technical High Schools that support industry and professional preparation.
8. **Economic Development and Community Improvement Organizations** that foster business innovation and collaboration.
9. **Large Employers** that supply funding for joint business development.
10. **Government Organizations** that underwrite funding and other support services for new business development.

The Peake Fellowship & Peake Fellowship Network platform started in the Blackstone Valley, as it does with any chamber's community, by providing a simple way to facilitate digital collaboration between every chamber-related organization. The Peake Fellowship's Networked AI & Big Data platform—which is organized for every neighborhood, town, city, and region of the country—categorizes each organization into one of 1,000+ Community Commerce market categories.

Among all for-profit, nonprofit, and government organizations in the Blackstone Valley, the Peake Fellowship focuses on connecting the Community Commerce Innovation Hubs. The Peake Fellowship defines these hubs as network-based organizations connecting multiple businesses to jointly develop new products and services both locally and globally. If these hubs in each U.S. community live up to their Post-COVID potential, they can lead the local recovery and reinvention of Community Commerce nationwide.

The Peake Fellowship specifies ten particular market categories that each naturally fill the function of a hub. Within those ten categories, the Peake Fellowship Network platform clusters and connects all organizations by geography. (See table.) For example, the first of the ten market categories in the cluster of "natural hubs" is Public Libraries. That means the Peake Fellowship considers each branch as a natural Community Commerce Hub for Innovation to be reinvented given that America's public libraries have always been the country's "original co-working spaces."

While the Peake Fellowship Network platform lists chambers and these 10 market categories as natural hubs for innovation, any organization can position itself as a Community Commerce Hub for Innovation regardless of its market category.

The Peake Fellowship Network platform also highlights Community Health Resources as an additional cluster of market categories given their common role in any geography's Community Commerce growth, since all segments of a community relate to health (e.g., houses of worship, the arts, etc.). However, the Peake Fellowship Network platform specifies 16 market categories as directly making up the standard cluster of Community Health Resources.

Blackstone Valley benefited from the Peake Fellowship Networked AI & Big Data connection of the hundreds of organizations in these innovation hub and Community Health Resource categories. Before the chamber's Community Connection Campaign with the Peake Fellowship & Peake Fellowship Network platform, the Blackstone Valley often perceived itself as lacking in the resources compared to more affluent communities. With the Program & platform, the Blackstone Valley entered a collaborative process that expanded the chamber's role as a Community Commerce Innovation Hub. Blackstone Valley Chamber members led a Community Commerce gap analysis to highlight health-related capabilities that existed and those that were under-engaged.

The process also identified missing capabilities that could be added. For example, the Blackstone Valley lacked any nearby dialysis center, but has recently filled that gap with a new facility championed by the chamber.

As a comparative example, Fellows and university volunteers created similar network was created across the ecosystem surrounding the Harvard teaching hospitals that make up Mass General Brigham/Partners Healthcare. The combined resources within the Blackstone Valley provided a remarkably strong regional capability set relative to the renowned Mass General Brigham/Partners Healthcare. The joint capabilities of the Blackstone Valley have become increasingly vital as the POST-COVID recovery required an understanding of local resources.

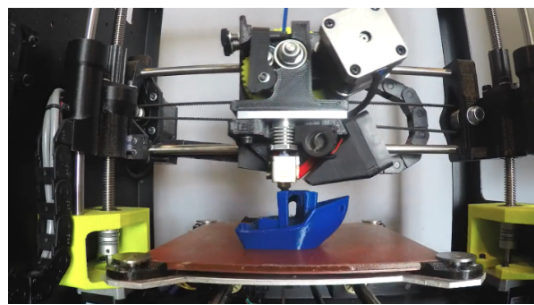| ENGAGING HEALTH RESOURCE MARKET CATEGORIES IN THE PEAKE FELLOWSHIP'S NETWORKED AI & BIG DATA PLATFORM |
|---|
| 1. **Physicians** (293 specialties) |
| 2. **Hospitals** (Hospitals with Emergency Rooms; Hospitals without Emergency Room) |
| 3. **Ambulance Service Providers** (Fire Departments with EMT tag; Ambulance Service Providers with a tag as a Regional EMT; Ambulance Service Providers with a tag as a Private EMT) |
| 4. **Rehabilitation Centers** (Rehabilitation Centers; Substance Abuse Treatment Centers; Alcohol Abuse Treatment Centers; Vocational Rehabilitation Centers) |
| 5. **Medical Clinics** (Medical Clinics; Retail and Urgent Care Clinics - Retail Medical Clinics Urgent Care Centers) |
| 6. **Health and Personal Retailers** (Pharmacies; Opticians - Eyeglass and Contacts Shops; Vitamin and Supplement Stores; Beauty Supply Stores; Medical Supply Retailers) |
| 7. **Senior and Elder Care** (Assisted Living Facilities; Full-nursing Facilities; Home Healthcare Service Providers; Visiting Nurse Service Providers; Hospices) |
| 8. **Dental Practices** (All specialties) |
| 9. **Fitness and Outdoor Recreation** (Gyms; Fitness Class and Instruction Providers; Beaches; Botanical Gardens; Country Clubs; Hiking Areas; Lakes; Nature Preserves; Recreation Centers; Sculpture Gardens; Zoos, Aquariums, and Other Live Animal Exhibits; Outdoor Recreation) |
| 10. **Alternative Medicine Practices** (Alternative Medicine Practices; Chiropractic Practice; Hypnotherapy Practices; Massage Therapy Practices; Acupuncture Practices) |
| 11. **Public Health** (Public Health; Social Services Organizations; Education and Research; Free/Homeless Clinics) |
| 12. **Behavioral and Mental Health Practices** (All specialties) |
| 13. **Allied Health Practices** (All specialties) |
| 14. **Dialysis Centers, Imaging Centers, Labs, & Specialty Facilities** (Dialysis Centers; Medical Laboratories; Infusion Therapy Firms; X-ray Imaging Firms; CT Scan Firms (computed tomography scan); MRI Firms (magnetic resonance imaging);Ultrasound Firms; Nuclear Medicine Imaging Firms) |
| 15. **Health Insurance Providers** (Insurance Firms (Medical); Insurance Firms (Dental)) |
| 16. **Houses of Worship** (All faiths and practices) |

Reframing the Next Generation Community Commerce Hub For Innovation

In addition to healthcare, the chamber's Community Commerce innovation process recognized that the Blackstone Valley's strength for 200 years had been manufacturing, but there was no concerted, next generation effort on 3D printing and other additive production techniques. Working with the Fellowship Program and local partners, the Blackstone Valley became the first chamber in the country to run its own Makerspace and Education Hub. The Blackstone Valley Chamber co-located the Makerspace and Ed Hub at the chamber headquarters as part of a 24/7 Innovation Center.

To house all of these next generation efforts, the Blackstone Valley Chamber and a chamber member who enrolled as a Fellowship Applied Learning Partner, co-led a renovation of a 19th century mill that was scheduled to be demolished. Today, that mill also serves as the U.S. National Park Service headquarters for the *Birthplace of the American Industrial Revolution*. Students from the Blackstone Valley Vocational Technical High School built out the Makerspace and Ed Hub as part of the $500,000 project. The fully outfitted complex includes 3D printers, welding, and both CNC (computer numerical control) and conventional machine tools with CAD (computer aided design) workstations across multiple classroom/shop areas. Despite the COVID-19 facility shutdowns, the operation continues as an innovation hub running online advanced programs in conjunction with small & local businesses, community colleges, universities, and vocational technical high schools.

Blackstone Valley Vocational-Technical High School students and their tools pictured above during construction with their chamber-led team. At center, the chamber executives hold up the makerspace build-out blueprint alongside the chamber's Fellow and the Fellow's Coach.
Source: Fellowship Team

The Blackstone Valley facility was inspired by Platform Development Team Founding Partner and Advanced Manufacturing Strategy Lead Evan Malone who invented the first open source, multi-material 3D Printer. Today, Evan operates multiple Next Fab makerspaces helping to revitalize the Delaware River Valley.

Photo source: Peake Fellowship Development Team

Blackstone Valley Chamber CEO Jeannie Hebert orchestrating a chamber Makerspace strategy workshop with members from her Fellowship Support Team. The chamber has been a Fellowship Network Partner for over seven years.

Photo source: Peake Fellowship Development Team

KICKING OFF SEVEN YEARS OF BLACKSTONE VALLEY PROGRESS

BLACKSTONE VALLEY
CHAMBER of COMMERCE

Dean John McArthur
Fellowship Co-Developer &
Platform Training Co-Chair

Jeannie Hebert,
Blackstone Valley
Chamber CEO

Andrea Jung
Fellowship Co-Developer
Platform Founding Chair

2014 Fellowship Team Kickoff with the Blackstone Valley Chamber at a former mill that now serves as a community skills development center run by a small & local business and Fellowship Applied Learning Partner.

Photo source: Peake Fellowship Development Team

Recognizing Small & Local Business Innovation Leaders
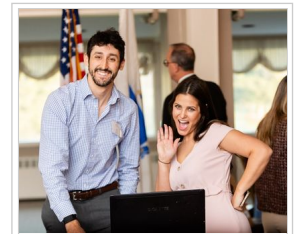

Peake Fellowship Development Team Methodologies Lead Chiderah Okoye emceeing the in-person membership of the Blackstone Valley Chamber.

Photo source: Peake Fellowship Development Team

Since 2014, these efforts culminated in a retrospective of what the chamber accomplished with the inspiration of Platform Development Team Founding Partner and Advanced Manufacturing Strategy Lead, Evan Malone. At a gathering of the whole Blackstone Valley Chamber, Peake Fellowship Development Team Methodologies Lead Chiderah Okoye emceed a November 2019 celebration of all the chamber had achieved. Platform Development Team Founding Partner Andrea Jung, Platform Development Team Founding Partner Executive Chair Paul Horn, Platform Development Team Founding Partner and Co-Chair for Training Vice Admiral David Brewer, and Platform Development Team Founding Partner & Rollout Strategy Lead Mark Coblitz gave the first Community Commerce Innovation Awards to recognize the pacesetting efforts of the chamber and the members as role models for what will be done nationwide.

"Working with the Fellowship Program has been a revolutionary experience for the Blackstone Valley Chamber. Our Fellows stimulated us to collaborate and develop partnerships that advance the region and the community and encouraged us to become an organization that truly does work every day to live our mission and not just talk about it. And because of Platform Development Team Founding Partner Evan Malone, we were inspired to create the Blackstone Valley Ed Hub which transformed how the whole region responded to COVID-19."

— **Jeannie Hebert**, Blackstone Valley Chamber CEO

Peake Fellowship Development Team Methodologies Lead Tom Fellows and Blackstone Valley Chamber Staff Specialist Julia Juskavitch orchestrating online participation by Platform Development Team Founding Partners and virtual attendees.

Photo source: Peake Fellowship Development Team

BLACKSTONE VALLEY
CHAMBER of COMMERCE

TUESDAY, NOVEMBER 26, 2019
7:00 AM - 10:00 AM
PLEASANT VALLEY COUNTRY CLUB, SUTTON, MA

Global Leaders Recognize Local Innovation in the Blackstone Valley

Six years ago, BVCC members co-led a daylong brainstorming roundtable before our Annual Meeting. We focused on ways to help local businesses grow in the Blackstone Valley. We've partnered throughout with global industry leaders and recent area college graduates (along with returning veterans & military spouses) from the Peake Fellowship Development Team, co-founded by Dean Emeritus John McArthur of the Harvard Business School.

The past seven years yielded concrete progress and attracted national attention to community commerce innovations across the Valley. For example, BVCC's Ed Hub has become a national role model as the country's first advanced manufacturing training center created by a local chamber. By opening doors for our members and students to train on innovation and vocational skills, we enable our businesses to grow now and into the future. By co-locating BVCC, the Ed Hub with its Makerspace, and the National Park Service HQ for the birthplace of the American Industrial Revolution in our restored 19th century mill, we send a message heard round the world: *Blackstone Valley creatively builds on its heritage to enable new business opportunities in the age of Amazon & Artificial Intelligence.*

Join us as we celebrate the Valley on Nov 26th!

PAUL HORN, PHD
Pioneer of IBM's Watson AI System
Former SVP of IBM Global Research

ANDREA JUNG
1st Female CEO of Avon & CEO of
Grameen America; Apple Board
Fortune 100 Most Powerful Women

EVAN MALONE, PHD
Inventor of 1st Multi-material Open-
Source 3D Printer; Founder of NextFab

MARK COBLITZ
Emmy Award Winner
Former SVP of Comcast Strategic Planning

**VICE ADMIRAL
DAVID BREWER (Ret.)**
Former Commander, Naval Supply Chain
& Los Angeles Schools Superintendent

ROB SHEPPARD
North America VP of Procurement
Fresenius for 2,000+ dialysis centers

Community Commerce Pacesetter Awards

The Fellowship Network platform's open community exchange recognized the Blackstone Valley Chamber with the Mary S. Peake Community Commerce Innovation Award based on the chamber's leadership as measured against 100 best practices benchmarked for every chamber across the U.S. In conjunction with the Blackstone Valley Chamber, the Fellowship then awarded a number of the Blackstone Valley businesses with the John McArthur Community Commerce Innovation Award. The Fellowship established the McArthur Award to be given in partnership with U.S. business associations to recognize individual businesses as Community Commerce pacesetters.

The **Mary S. Peake Community Commerce Innovation Award** honors local chambers, business associations, and their equivalents nationally which serve as the hubs for leading next generation Applied Learning and Teaching among their member businesses.

The **John McArthur Community Commerce Innovation Award** honors pacesetting local businesses who are role models for the country on Community Commerce best practices.

American teacher and community leader Mary Peake was born in 1823. She illegally taught enslaved African Americans to read under a tree in Hampton, Virginia. In 1863, the Emancipation Proclamation was read for the first time in the South under that tree which became known as the Emancipation Oak. Through Mary Peake's pioneering efforts in education, Hampton University grew up from under that tree. The image of the Emancipation Oak on Venly awards signifies how much has been achieved with grassroots resources.

Harvard Business School Dean John McArthur, Venly's Co-Founder, was legendary for many reasons. One of them was that the Harvard Business School has been there for more than 110 years, and John was there for 62 of them. A quality that made John special was his passion for grassroots innovation. For John, the pivotal learning experience in his life was working in a sawmill at the start of his career, and he always looked for new skills from actual business experience with his sleeves rolled up.

Making a Difference One Organization at a Time

Photo Source: Therese Delongchamp

"Thanks to the Blackstone Valley Chamber for connecting us to the Fellowship Program. The Fellows helped me by web conference every step of the way from showing me how to use more of the functions on my iPhone to growing our clients through smarter outreach.

The Fellowship Network platform allowed us to see how much strength we had around the Blackstone Valley. We were able to envision new services with other firms who we should have been working with already, but never would have seen as natural partners without our new insights from the Fellowship Network platform.

Then COVID-19 hit, and I got to understand why all our Central Blackstone Valley's work on Community Health Resources was so important."

— **Therese DeLongchamp**, Director of Elderwood Home Care, specialized elder care provider, Blackstone Valley Chamber member, 2-year Fellowship Applied Learning Partner.

Photo Source: Lampin Corp

"During Lampin's seven years of work with the Fellows Service, we've been able to get new customers and serve our strategic partners in more sustainably profitable relationships. That began with analyzing which customers and suppliers are most strategic with the help of Big Data and the open community exchange Private Group.

We've responded to COVID-19, but we can do even more in the future if we work smarter together. We shouldn't wait, as a company or as a country, for the next emergency to talk about the essential products and services we can already predict that the country will need. For example, why don't all of us as local machining companies understand our capacities ahead of time for making essential products for predictable scenarios? That way we would be able to better leverage our capabilities here in the U.S. during a crisis when it's hard to be dependent on faraway suppliers."
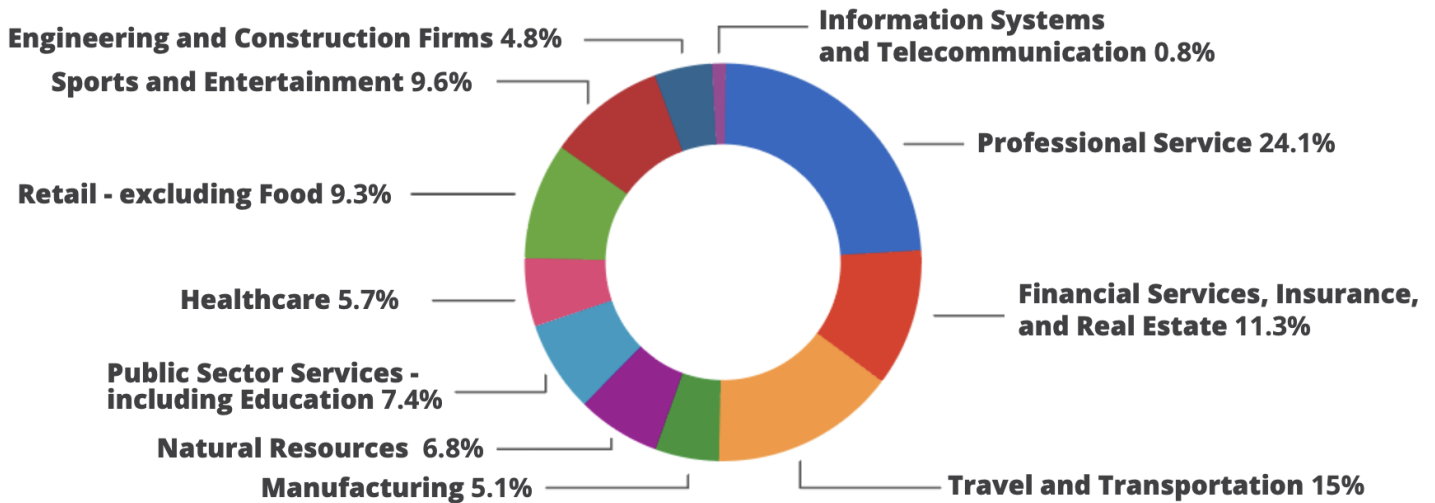
— **Robin LeClaire**, President of Lampin Corp., precision component manufacturer, Blackstone Valley Chamber member, 7-Year Fellowship Applied Learning Partner, and 33-year Lampin employee.

Enrolling Applied Learning Partners

More than a quarter of these businesses enrolled in an Applied Learning Partnership with a Fellow after completing their chamber-sponsored, no-cost Best Practice Session. As part of the enrollment, each business pays a $180 set up fee, followed by $6 per day to continue the coaching relationship with a Fellow. On average the businesses "graduate" after ten months of support on their Outreach & Engagement. Once the Fellows introduce the Institute's other three business tracks: Community Commerce, Operations, and Cybersecurity, the average business graduates after five years. That $6/day service makes the Fellowship model self-sustaining as the Fellowship rolls out 1,400 Fellows nationally.

353 BLACKSTONE VALLEY REGIONAL
APPLIED LEARNING PARTNERS FOR THE FELLOWS

Engineering and Construction Firms 4.8%

Sports and Entertainment 9.6%

Retail - excluding Food 9.3%

Healthcare 5.7%

Public Sector Services - including Education 7.4%

Natural Resources 6.8%

Manufacturing 5.1%

Information Systems and Telecommunication 0.8%

Professional Service 24.1%

Financial Services, Insurance, and Real Estate 11.3%

Travel and Transportation 15%

Although chambers pay nothing for the Network Partnership, they schedule the Best Practice Sessions so that Fellows can focus on serving the membership. Each chamber receives benefits for their next generation growth from the Network Partnership. (See Infobox on the chamber Benefits from the Fellowship Program.)

10 CHAMBER BENEFITS FROM THE FELLOWSHIP PROGRAM

1. **New Jobs** come from two sources: 1. Outstanding college graduates, returning veterans, and military spouses receive a paid Fellowship that creates a new job made possible by the chamber and funded by the Fellowship. 2. Chamber members create jobs based on their net new or saved revenue which is measured as part of the Program.

2. **Best Practice Benchmarking Sessions** deliver personalized analysis of each business's social media and other web-based capabilities compared to local leaders in that business's particular market category. The Fellowship Network platform covers over 1,000 different market categories, and each session ends with essential next steps to improve that presence.

3. **Social Media Directory** provides a chamber-branded and mobile-friendly listing of all members after each business has completed a Best Practice Benchmarking Session.

4. **Person-to-Person Skills Development** enables measurable business growth by chamber members' adoption of cutting-edge capabilities through personalized training and coaching.

5. **Staff Support** assists the chamber team on the social media channels (including the liking and following of chamber members). This builds on the Fellowship Program and Fellowship Network platform's role with individual member businesses.

6. **Spark Event** ignite online community innovation through sessions that build on the local pride in the region's strengths and engagement of potential community resources for growth.

7. **Systemic Innovation Process** drive the creation of new products and services jointly developed by its members and facilitated by the Fellow-led services for Outreach & Engagement, Community Commerce, Operations, and Cybersecurity.

8. **Community Connection** promotes chamber members using social media channels to like and follow each other and the chamber. More importantly, the social media channels help new, joint products and services go to market, get found, and increase chamber member sales.

9. **Online Dashboards** offer the chamber and its members access to analytics and benchmarking on critical metrics for within Outreach & Engagement, Community Commerce, Operations, and Cybersecurity.

10. **New Member Outreach** expands brand awareness of the chamber to non-chamber businesses to increase chamber membership.

BLACKSTONE VALLEY
CHAMBER of COMMERCE

"A member CEO stood up at the last board meeting and said that the social media training by the chamber's Fellow was one of the most valuable experiences they had ever had. Since the Best Practice Sessions are customized to each chamber member, the members can get a valuable analysis of their business without paying anything beyond their chamber membership. Then they get an affordable way forward if they need more."

— **Jeannie Hebert**, Blackstone Valley Chamber CEO

Photo source: Peake Fellowship Development Team

Peake Pilot Program Fellow Kanisha Hans '16, Peake Fellowship Development Team Methodologies Lead Tom Fellows, and Fellowship Applied Learning Partner Jeannie Hebert at the launch of the chamber's 24/7 Community Commerce Hub for Innovation.

Photo source: Peake Fellowship Development Team

2023

TYLER HOLLOWAY '23 Savanna State University
Current Fellow

TESSA TRACY '21 Barnard College
Supply Chain Programs Manager for coffee growers from farm-to-table in Matagalpa, Nicaragua; Co-Founder of a local community library.

HANNAH LONDON '20 University of Massachusetts - Amherst
Assistant Digital Media Planner in Boston firm on the way to serving that role for Interpublic's New York City-based Mediahub Worldwide.

CAROLINE SUN '18 Boston University
Digital Associate for Interpublic's Los Angeles-based Initiative rising to a *Senior Negotiator* and *Manager of Amazon Digital Partnerships*.

TIM HOPP '17 Emmanuel College
Edtech company builder in Idaho after a role in solar energy on the way to software app development that supports special ed professionals.

KANISHA HANS '16 Boston University
Digital Ad Buyer for a leading ad firm in Philadelphia followed by a *Social Media Supervisor* role for a national health media firm, Publicis Health Media.

TEONNA ANDERSON '16 Suffolk University
Digital Distribution Manager for PBS in Boston; *Senior Project Manager roles* in multi-billion dollar firms in Austin; Fueling Justice Initiative *Co-founder/President*.

MAX MACWILLIAMS '15 Worcester State
Professional Artist helping to lead a small artisan shop after serving a year as the youngest ever *board member* of her hometown's rural chamber of commerce.

EM SHANK '14 Mount Holyoke College
After Fellowship serving 75 clients across 30+ market categories, Vermont-based *Digital Marketing Strategist* on the way to *Business Operations Leadership* roles.

2014

National Rollout

FELLOWSHIP NETWORK PLATFORM

At a high level, the Fellowship's Networked AI & Big Data platform promotes collaboration through community expansion of all:

- **U.S. organizations** (private, nonprofit, publicly traded, government)
- **U.S. public or commercial places** within U.S. neighborhoods, Census Designated Places (CDPs), unincorporated places, towns, cities, and regions
- **Global market categories** (e.g., 1,000+ categories across the economy)
- **Global product & service categories** (e.g., 75,000+ UNSPC - United Nations Service and Product Code Categories as well as 150,000+ Diagnostic and Procedure Codes for the ICD - International Classification of Diseases)

Photo Source: U.S. Air Force

"The model itself—a strategic and tactical partnership with "the local chambers" leveraging community commerce—all in a non-governmental pursuit of innovation, solutions, and success—is a priceless gift to our nation, and indeed the world."

— **General Walt Kross (ret.)** Longtime DOD supply chain leader

From the start, the Fellowship intended for the Blackstone Valley and surrounding areas to serve as a national role model for mobilization. In that spirit, the Blackstone Valley Chamber's CEO co-presented with the Fellowship Platform Development Team's leadership and Fellows at the national gathering of local chambers in Nashville, Tennessee. the Fellowship's 50 state rollout builds on field-developed, tested, and continually improved Fellowship Program and Fellowship Network platform modules for mass scale.

The Fellowship and Platform Development Teams engineered both the Program and the platform for a Sustainable & Inclusive Growth-driven approach. Other sections of this document describe the Fellowship Program in more depth. The Fellowship also provides local chambers with separate documentation of the Fellowship Network platform as an open source system with mass accessibility.

From the start, the Fellowship intended for the Blackstone Valley and surrounding areas to serve as a national role model for mobilization. In that spirit, the Blackstone Valley Chamber's CEO co-presented with the Fellowship Platform Development Team's leadership and Fellows at the national gathering of local chambers in Nashville, Tennessee. the Fellowship's 50 state rollout builds on field-developed, tested, and continually improved Fellowship Program and Fellowship Network platform modules for mass scale.

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2013 Startup of the Fellowship's Cambridge Operations Center. From left to right: Chiderah Okoye - Peake Fellowship Development Team Methodologies Lead, Tom Fellows - Peake Fellowship Development Team Engineering Lead, and General Walt Kross (ret.). Retired DoD supply chain leader, General Kross, helps launch the Fellowship's Cambridge Operations Center. The Operations Center supports small & local businesses across the U.S. as well as their global suppliers and customers.

Photo source: Peake Fellowship Development Team

Call to Action

Taking On The Challenge From The Bottom Up

Across the United States, small & local businesses are falling behind multinational corporations in their cybersecure use of Networked AI & Big Data, social media, and ecommerce. How can small & local businesses succeed?

The Mary S. Peake Fellowship answers that question with a high-intensity, 12-month applied learning and teaching experience for a select team of pioneering candidates who want to serve community businesses locally and globally. Fellows support small & local businesses to recover and reinvent themselves through Applied Learning & Teaching that helps enterprises jointly innovate new products and services as part of their cybersecure online and in-person commerce. Small & local

businesses can thrive if they effectively use Networked AI & Big Data for Outreach & Engagement, Community Commerce, Operations, and Cybersecurity. In supporting that progress, Fellows help fulfill the national need for Sustainable & Inclusive Growth *one neighborhood, town, city, and region* at a time.

To apply for the Fellowship or to get your community, business, or business association involved, go to www.PeakeFellowship.org (https://www.peakefellowship.org/apply/).

Pre-COVID US Coast Guard Academy workshop. Left to right: Fellowship Coach, Fellowship candidates, and Platform Development Team Executive Director.

Photo source: Peake Fellowship Development Team

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