CASE Circle of Excellence 2020

From Zero to Hero: The Journey of RSM MentorMe
Alumni Relations - Volunteer Engagement
Introducing MentorMe

• What is MentorMe?

MentorMe is our school-wide mentoring program. It was a platform where students and alumni could connect with each other and share career knowledge to prepare them for the future, but in the last two years it’s turned into so much more!

RSM MentorMe has become one of the most successful mentoring programs in the Netherlands and a case study for universities internationally. It is one of our provider’s best performing mentoring communities, but this wasn’t always the case: In 2017, RSM MentorMe was a forgotten online platform. By using it, we hoped to create an environment for students and alumni to network and share their experience to achieve successful careers, but it wasn’t working.

The journey ahead will show how a committed group of individuals turned a forgotten platform into something everyone in the university feels a part of and takes care of!
The journey so far

• **From Zero to Hero**
MentorMe has moved from a platform with low usage, to one of our most successful initiatives in two years. The platform increased its userbase from 800 to over 5,000 students and mentors.

• **What about engagement?**
We measure how often the users are actively logging into the platform, and this engagement has increased exponentially. From a measly 530 logins in 2 years, the use of the platform has incremented to over 9,000 logins per year, because of increased awareness and user-friendliness of the platform.

• **And why do we do this?**
MentorMe is one of the best ways to scout for volunteers, and it also affects other areas of corporate relations, by increasing hiring opportunities for our students as well as their overall satisfaction. It’s not only the right thing to do, it makes business sense.
Getting mentor insights: MenTOURMe

We went on a virtual tour to get to know our mentors. MenTOURMe was a qualitative interview campaign started in 2018. We interviewed over 40 alumni worldwide about their experience with the platform and discovered they shared several pain-points. Here are some of the most common examples:

- Ill prepared students for consultations
- No follow-up after initial conversation
- Low volunteer recognition from the university

Olga
Global Portfolio Advisor @ Shell

- Before your call I was questioning if I should keep mentoring
- Students are clumsy on the phone interview
- I would like to be better prepared to mentor effectively
- I don’t know if the hours I put in have an impact
- I’m really happy someone from RSM contacted me
- I have no other contact or relation with RSM besides MentorMe

Alvaro
Consumer Strategy Manager at Apple

- I love mentoring, it provides me personal satisfaction
- There is a big gap between reality and student expectations
- Students come with a sense of entitlement to the talk
- Students have no clue on how to prepare for interviews or knowing their strong points
- For me, it’s better to connect outside the platform
- I don’t know the impact of our talks because I mostly have one-time conversations
Getting mentor insights: MenTOURMe

Other common complaints:

- The default matching system was a problem. Some mentors were being overbooked while the majority went for months without a mentoring request.

- Default availability for mentors resulted in mentors being contacted at inconvenient times.

- Students booked meetings just hours in advance, giving mentors no time to accommodate their schedule.

- Default settings blocked mentors that missed one meeting from booking mentoring sessions.

- The look and feel of the platform didn’t match the brand identity of RSM.

Rohit
App Manager @ PPHE Hotel Group

- I’ve been in the platform for a while, but I don’t get requests
- At first I thought it was a great way to engage with students, but it’s frustrating if you are not contacted
- I don’t know if the program is actually useful to students
- I didn’t know RSM managed the platform

Annemarieke
Founder | Consultant | Blogger @ Supply Direction

- I live in Asia and receive notifications in the middle of the night!
- Students are clearly not prepared in the interaction
- I get generic questions and I provide generic answers
- I’m asked for appointments with hours in advance
- Too many one-time calls, you can’t expect to have an impact
Getting student insights: MenTOURMe

Students understood the benefits of mentoring, but a couple of them mentioned a problem:
“What am I going to talk about with such a professional?”

- Students didn’t feel supported before going to a mentoring call
- Most of them found the prospect of talking to a successful alumni daunting

**Our data also showed us a game-changer:**

- Students that had used the platform once, were 66% likely to engage in a second conversation.
- Young alumni still wanted access to mentors to jump-start their career.
Collaborations
Partnership with program management

RSM MentorMe is now an integral part of our kickoff sessions for all our master programs.

In this session we highlight the benefits of receiving mentoring to almost 1000 students that join the sessions every year.
Partnership with academic courses

The academic departments for our Master, Bachelor and MBA programs added MentorMe as part of the curricula. With our Career Center, we created explainer videos that students were encouraged to watch before having their first consultation in the platform:

https://www.youtube.com/watch?v=55RSL45mn5c&feature=youtu.be

https://www.youtube.com/watch?v=vmD6Mt0p914&feature=youtu.be

Besides this, the academic departments provided us a list of students that were expected to have their first consultation and tracked their progress. 100% of the students selected for the program had a first-time consultation and over 60% of the students engaged in new conversations with mentors without any additional stimulus from the school.
Partnership with students and mentors

Students and mentors volunteered to be part of the photoshoot to renew the landing page for MentorMe. Two of them came for a photoshoot with our communications manager to get new images in iconic locations in Rotterdam. One of them even volunteered space in their office for the photoshoot to take place.

Total cost of this visual update? Zero.

You can find some photos of the session below:
Design
From Zero to Hero
We updated the look and feel of MentorMe to showcase our changes

BEFORE

AFTER

RSM MentorMe

by Rotterdam School of Management
From Zero to Hero
The previous look didn’t reflect RSM’s brand identity and looked like a generic platform

Get advice, coaching, and prep from the

BEFORE
Our models are students and mentor volunteers! The community feels part of the platform!

Your alumni community is here to help you. Make a positive change with support from people who’ve been there.
The program’s success and impact was portrayed in our RSM Alumni magazine.

From Zero to Hero: Alumni Comms
From Zero to Hero: Personalized comms

<table>
<thead>
<tr>
<th>DATE CREATED</th>
<th>AUTHOR</th>
<th>EMAIL</th>
<th>TARGET</th>
<th>STATUS</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 3, 2019</td>
<td>PLATFORM ADMIN</td>
<td>SMW Volunteers Thank you for your dedication! Invitation to STAR Management Week</td>
<td>394</td>
<td>Sent 12:46 pm on Oct 3, 2019</td>
<td>Duplicate</td>
</tr>
<tr>
<td>Sep 3, 2019</td>
<td>PLATFORM ADMIN</td>
<td>RSM Mentoring Season is LIVE! RSM Mentoring Season is LIVE!</td>
<td>860</td>
<td>Sent 5:44 pm on Sep 3, 2019</td>
<td>Duplicate</td>
</tr>
<tr>
<td>Aug 26, 2019</td>
<td>PLATFORM ADMIN</td>
<td>Don't forget to update your availability! Please update your availability for Mentoring Season 2019</td>
<td>962</td>
<td>Sent 5:44 pm on Aug 26, 2019</td>
<td>Duplicate</td>
</tr>
<tr>
<td>Aug 9, 2019</td>
<td>PLATFORM ADMIN</td>
<td>Nominate your mentor! Nominate your mentor</td>
<td>2574</td>
<td>Sent 5:56 pm on Aug 9, 2019</td>
<td>Duplicate</td>
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<tr>
<td>Aug 8, 2019</td>
<td>PLATFORM ADMIN</td>
<td>Mentoring Season 2019 is starting soon! Mentoring Season 2019 is starting soon!</td>
<td>872</td>
<td>Sent 4:44 pm on Aug 8, 2019</td>
<td>Duplicate</td>
</tr>
</tbody>
</table>

We improved targeted communication with both mentors and students by providing them with invitations to relevant events.

Notifying mentors about the upcoming mentoring season was definitely useful to improve their experience and increase the scheduling of mentoring sessions.
From Zero to Hero: Usage increase
What has happened since we started these changes?

Logins by class year
This area graph shows the total number of logins over time, broken down by class year.

2020-03-05
- Alumni: 2104
- Young Alumni: 4599
- Current Student: 2510
- Unknown: 235
Total: 9449
From Zero: 2017

<table>
<thead>
<tr>
<th>Months</th>
<th>Completed Consultations 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>20</td>
</tr>
<tr>
<td>Feb</td>
<td>24</td>
</tr>
<tr>
<td>Mar</td>
<td>18</td>
</tr>
<tr>
<td>Apr</td>
<td>35</td>
</tr>
<tr>
<td>May</td>
<td>22</td>
</tr>
<tr>
<td>Jun</td>
<td>19</td>
</tr>
<tr>
<td>Jul</td>
<td>5</td>
</tr>
<tr>
<td>Aug</td>
<td>5</td>
</tr>
<tr>
<td>Sep</td>
<td>24</td>
</tr>
<tr>
<td>Oct</td>
<td>52</td>
</tr>
<tr>
<td>Nov</td>
<td>55</td>
</tr>
<tr>
<td>Dec</td>
<td>43</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>322</strong></td>
</tr>
</tbody>
</table>
To Hero: How are we doing now?  (stats in 2019)

**Top consultation types**

<table>
<thead>
<tr>
<th>Type</th>
<th># of Consultations Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Conversation</td>
<td>1821</td>
</tr>
<tr>
<td>Resume/ CV critique</td>
<td>119</td>
</tr>
<tr>
<td>Mock Interview</td>
<td>74</td>
</tr>
<tr>
<td>Job Search</td>
<td>47</td>
</tr>
<tr>
<td>Charting a Career Path</td>
<td>25</td>
</tr>
<tr>
<td>Feedback on: CV, Cover Letter or Link...</td>
<td>23</td>
</tr>
<tr>
<td>Salary Negotiation</td>
<td>1</td>
</tr>
</tbody>
</table>

**Most active Mentors**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Consultant Name</th>
<th>Title and Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>Simon</td>
<td>Industry Lead - Retail at Salesforce</td>
</tr>
<tr>
<td>48</td>
<td>Pak</td>
<td>Marketing &amp; Business Development at...</td>
</tr>
<tr>
<td>46</td>
<td>Gianmarco</td>
<td>I can give you the advice I would've w...</td>
</tr>
<tr>
<td>46</td>
<td>Alvaro</td>
<td>Business Development Executive at A...</td>
</tr>
<tr>
<td>39</td>
<td>Gabrielle</td>
<td>Product Marketing Manager at Google</td>
</tr>
<tr>
<td>32</td>
<td>Daniel</td>
<td>Launch Manager, UberEATS UK at Uber</td>
</tr>
<tr>
<td>30</td>
<td>Thomas</td>
<td>Entrepreneur with Financial and Cons...</td>
</tr>
<tr>
<td>28</td>
<td>Sjoerd</td>
<td>Hedge Fund Analyst at Lansdowne P...</td>
</tr>
</tbody>
</table>

**Most active advisees**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Name</th>
<th>Class Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>Liza</td>
<td>Class of 2019</td>
</tr>
<tr>
<td>14</td>
<td>Sina</td>
<td>Class of 2017</td>
</tr>
<tr>
<td>11</td>
<td>Eva</td>
<td>Class of 2017</td>
</tr>
<tr>
<td>11</td>
<td>Caio</td>
<td>Class of 2019</td>
</tr>
<tr>
<td>10</td>
<td>Gautam</td>
<td>Class of 2018</td>
</tr>
<tr>
<td>9</td>
<td>Tanya</td>
<td>Class of 2020</td>
</tr>
<tr>
<td>9</td>
<td>Jessie</td>
<td>Class of 2017</td>
</tr>
</tbody>
</table>
From Zero to Hero: User Experience
What has happened since we started these changes?

1) We changed the default availability of mentors only to times where they were already out of office (7pm-onwards) and without impacting their weekends. We also changed the rule and stopped automatically blocking mentors on the first time they missed a session, introducing a 3 strike system and sending reminders after each missed consultation.

2) Advisees were required to book a consultation at least 3 days in advance so mentors had a better chance to respond to consultations.

3) We provided students with live networking workshops and gave them templates to start their conversation and have relevant questions to ask their mentors.

4) The color scheme of the platform is now the same as RSM’s brand identity.

5) We instituted a MentorMe season, starting every September. This has tripled the consultations in the platform after 2017 and increased the student sign-up.
From Zero to Hero: User Experience Results

What has happened since we started these changes?

<table>
<thead>
<tr>
<th>Customer Journey Touchpoints</th>
<th>2017</th>
<th>% Change</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentor Responsiveness</td>
<td>9.83</td>
<td>0.1%</td>
<td>9.84</td>
</tr>
<tr>
<td>Mentor Advice Quality</td>
<td>9.78</td>
<td>0.1%</td>
<td>9.76</td>
</tr>
<tr>
<td>Mentor Subject Expertise</td>
<td>9.76</td>
<td>0.3%</td>
<td>9.79</td>
</tr>
<tr>
<td>Platform Rating by Mentor</td>
<td>7.76</td>
<td>0.7%</td>
<td>7.83</td>
</tr>
<tr>
<td>Advisee Rating*</td>
<td>8.34</td>
<td>4.6%</td>
<td>8.80</td>
</tr>
<tr>
<td>Advisee Preparation/Skills</td>
<td>8.29</td>
<td>5.3%</td>
<td>8.84</td>
</tr>
<tr>
<td>Advisee Motivation</td>
<td>8.52</td>
<td>5.3%</td>
<td>9.05</td>
</tr>
<tr>
<td>Advisee Professionalism/Fit</td>
<td>8.38</td>
<td>6.3%</td>
<td>9.01</td>
</tr>
</tbody>
</table>

Mentors and students can provide feedback to each other and give ratings for different touchpoints in their customer journey.

Since we started providing students with incentives to engage in mentoring, and proper guidance and templates for the initial conversation with their mentors, students are rated as significantly better prepared, they show more motivation and they are perceived to be a good fit for the organizations our mentors work in. The general metric to measure our success is the Customer Journey rating. It is an average of the scores in our Customer Journey touchpoints.

Our changes brought the average customer journey rating in 2019 to 9.1/10.
RSM’s Alumni Relations team organized the first Alumni Recognition Dinner to thank our volunteers, donors and constituents.

Our top-rated mentor was awarded with the Distinguished Alumni Award for his over 40 hours of mentoring. One of the students that benefitted from the program gave a keynote speech on how MentorMe helped her land her first job in the Netherlands.
From Zero to Hero: Mentor Recognition
From Zero to Hero: Performance
What has happened after these changes?

Juan Maldonado
To: Sue Martin

Seems it’s one of the best performing programs in the WORLD! Yay!

Get Outlook for Android

--------- Forwarded message ---------
From: @firsthand.co>
Date: Thu, Oct 17, 2019 at 5:03 PM +0200
Subject: Re: FW: RSM MentorMe
To: "Juan Maldonado" <jumaldonado@rsm.nl>
Cc: @firsthand.co>

Hi Juan,

Of course--please feel free to reach out to me if there are any other users that need to be removed.

And yes, your platform is looking great! Your users are really engaged and your platform has consistently been among our top performers in terms of consultations per month.

Best,
From Zero to Hero: Achievements

- MentorMe is now a success case study for universities internationally, being invited as speakers to the “CASE: Working with Volunteers Conference 2019” to talk about our mentoring program.

- Universities in UK, Netherlands, Norway and the US have asked us about our approach thanks to referrals from other colleagues.

- We have a thriving community with over 5000 users worldwide (1000+ mentors volunteer their time!)

- MentorMe is helping create corporate collaborations with RSM’s top recruiters that see the value of mentoring.

- We have scheduled almost 4000 mentoring sessions in 2 years.

It was super cool to present topics I love with Becky Mitchell, and connect with so many great people in #CASE! Thanks to Hannah Fox, Rachael, Cristina Marochi and Seren Bradshaw for the invitation, will be a pleasure to do another one sometime.
“Coca Cola sells “happiness” – now what do you have on offer? That is what I help my mentees to figure out.”

Hilde
Mobile Payment Manager at Shell Nederland Verkoop B.V.

“There is no IQ that can replace experience. A mentor can bring clarity and shorten the journey to one’s professional destination.”

Stefan
Commodity Trader and Consultant, Booy Insights

“A large part of who I am now is thanks to the support of people who have believed in my potential.”

Roberto
MSc Master in Management

“Through RSM MentorMe I learnt I was not alone; many alumni have gone before me and could provide me with industry-specific insights.”

Alicia
MSc Supply Chain Management

“Honest career conversations with people who have gone through the ups and downs of their career gave my job pursuit a sense of direction”

Shivani
International Full Time MBA

“I was nervous as a student about to enter the corporate world, but I was able to receive work advice and life lessons.”

Sungwon
MSc International Management / CEMS