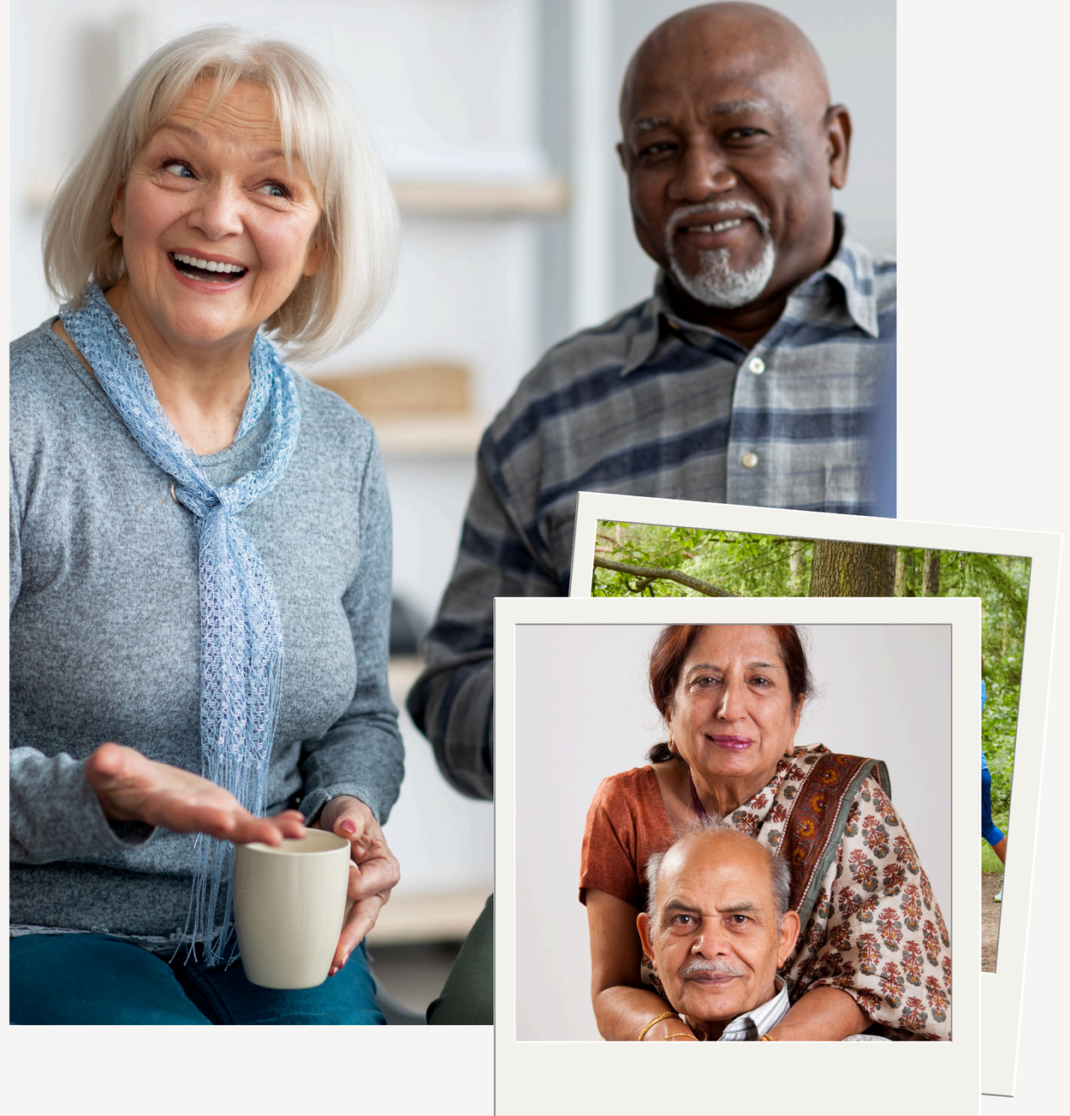
Aging is something we all have in common



A UNIFIED COMMUNICATIONS STRATEGY TO TURN LIVED EXPERIENCE INTO PUBLIC POLICY ACTION



BY SILVIA CHILEL MARTIN

Senior Services Coalition of Alameda County



SECTION 1

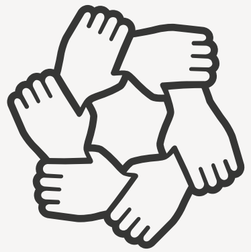
Strategy

A SOLUTION TO EVERY CHALLENGE

The Challenge	Proposed Solution
Inconsistent messaging and visuals across members and channels.	A Unified Brand & Message House: Provides a consistent foundation and "source of truth" for all partners to draw from, ensuring everyone is telling the same story.
Lack of clarity on what content goes where.	The 'Right Channel' Strategy: Clearly defines the purpose of the website, email, LinkedIn, and Facebook, eliminating guesswork and maximizing the impact of each piece of content.
Needing a unified way to share policy updates, community stories, and alerts.	Content Themes & Templates: Creates repeatable formats for your core content types, ensuring a professional, consistent look and structure every time, saving valuable staff hours.
Stagnant Facebook engagement and unclear platform purpose.	Strategic Social Media Split (LinkedIn vs. Facebook): Moves high-level policy content to LinkedIn where officials and partners are active, and dedicates Facebook to more engaging, human-centered community stories.
The need for more intentional, less reactive communication.	An Editorial Calendar Approach: Planning content around advocacy cycles, legislative seasons, and evergreen themes from Community Voices allows you to be proactive and strategic.
Desire for plug-and-play systems and a repeatable model.	A Full Suite of Templates: Design templates for your most common needs (social posts, email alerts, report summaries) to save time, ensure quality, and empower members to share.

THE BLUEPRINT FOR AMPLIFIED IMPACT

A three-part, interconnected strategy to build a powerful and sustainable communications system.



A Unified Brand

What: Brand guidelines that define your voice, tone, and visual identity.

Why: To ensure every letter, post, and report feels consistently authoritative, compassionate, and recognizable.



Clear Message

What: A one-page Message House serving as the single source of truth for your core narrative.

Why: To empower your staff members and advocates to speak with one clear, compelling voice.



A Strategic Digital Presence

What: An integrated strategy for your website, email, and social media channels.

Why: To deliver the right content to the right audience on the right platform, maximizing impact and driving action.



BRAND IDENTITY

Component	Description
Brand Voice & Tone	Voice (Who you are): Knowledgeable, Empathetic, Collaborative Tone (How you adapt): Our tone shifts for different audiences - from urgent and direct for "Action Alerts" to data-driven and formal for policy letters, to warm and empowering for "Community Voices" stories.
Pillars	Pillars: Engaging policy makers, building bridges, working in coalition, and lifting community voices
Tagline	"AGING IS SOMETHING WE ALL HAVE IN COMMON." This powerful, inclusive statement remains foundational.
Visual Systems	Using your established fonts and color palette to create consistent yet flexible templates for all marketing + comms materials.

SSC STRATEGIC PILLARS

Bridging Healthcare and Community-Based Services
Connecting health systems with community organizations to address social determinants of health and support aging in place.

Readying Community-Based Organizations (CBOs)
Preparing CBOs to partner with healthcare and connect older adults to CalAIM services.

Facilitating Collaboration
Advancing cross-sector partnerships, data exchange, and coordinated care to improve outcomes for older adults.

Environmental Analysis
Identifying system gaps, emerging needs, and policy opportunities affecting older adults.

Engaging Policymakers
Sharing lived experience and expertise to influence policy and secure funding.

Equity and Aging
Addressing structural racism and ageism that drive inequities in aging services.

Convenings and Leadership Development
Bringing stakeholders together through conferences, fellowships, and learning spaces to drive collective action.

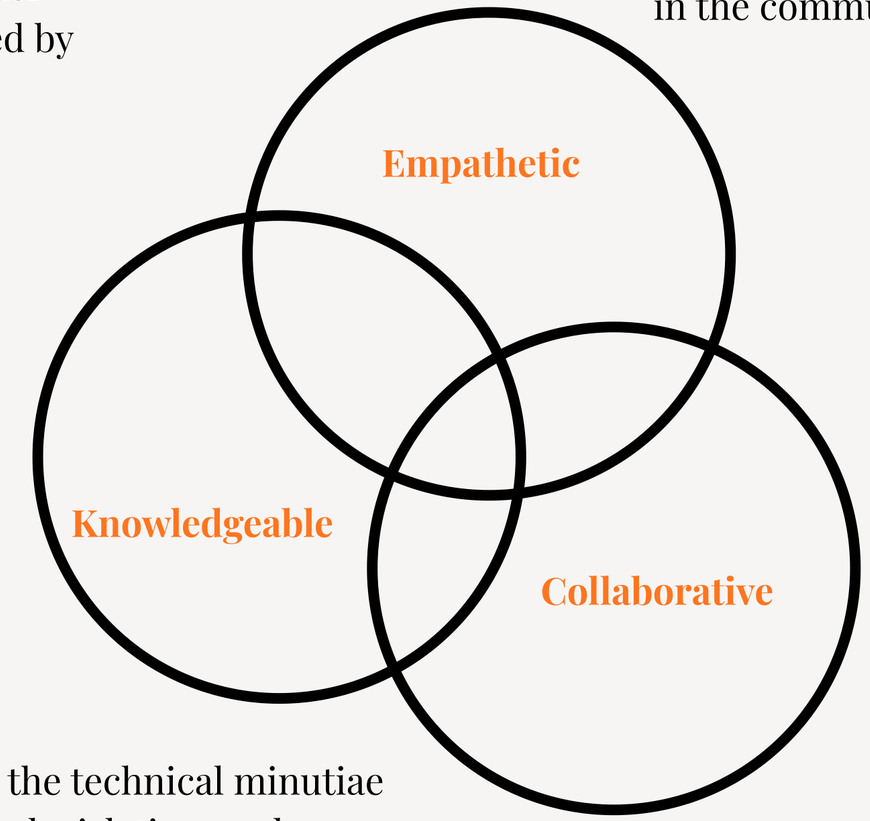


SSC STRATEGIC PILLARS

Core Identity

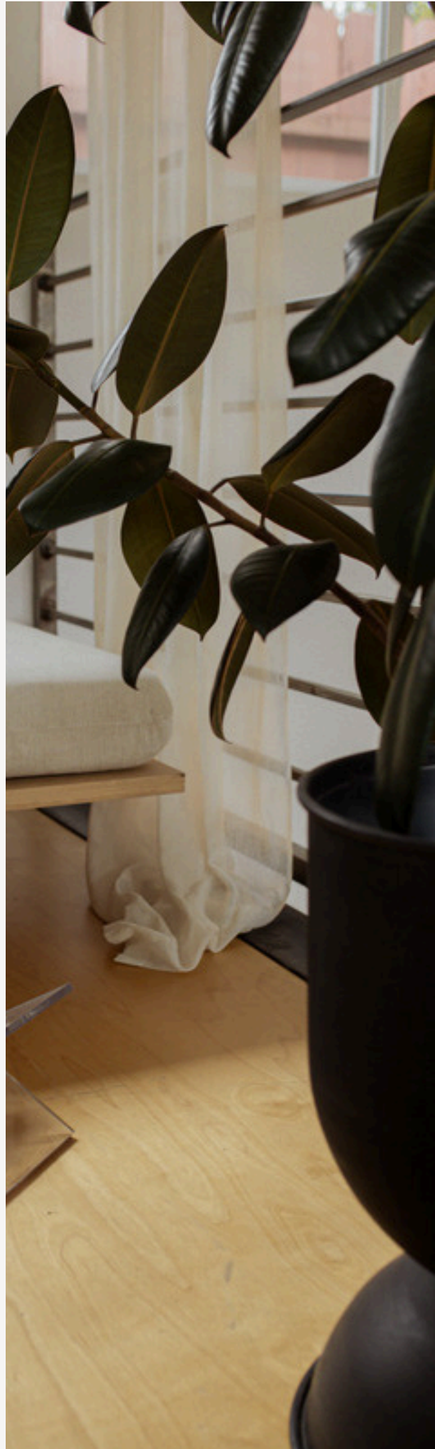
A grassroots policy advocacy organization with a laser focus on equity for older adults disproportionately impacted by systemic barriers.

Driven by and connected to the documented, lived experiences of senior adults in the community



Reflecting the collective power/voices of our 45+ member coalition and our role as bridge-builder

Grounded in the technical minutiae of state policy,legislation, and programs that affect older adults.



CONTENT BUCKETS

Urgent Action Alerts
(e.g., "Call the Governor!" emails, social graphics) This is where time-sensitive developments go such as budget cuts, hearings, and deadline driven mobilization. The content pieces have a shorter “shelf life.”

Community & Member Spotlights
(e.g., "I Rely On" & “ Community Voices” campaigns, quotes from older adults) This is where emerging issues are humanized. How a new policy impacts real older adults. Quotes, short videos, photos, lived experience. Emotional grounding for advocacy.

Advocacy & Education: “How Policy Works”
Reduce cognitive load for older adults and partners. Build confidence and participation. Translate bureaucracy into plain language
“What this bill actually does”
“What CalAIM means for older adults”
“How county budgets affect services”
"How to leverage the DXF grant."
"How to refer a client to a CalAIM community support."

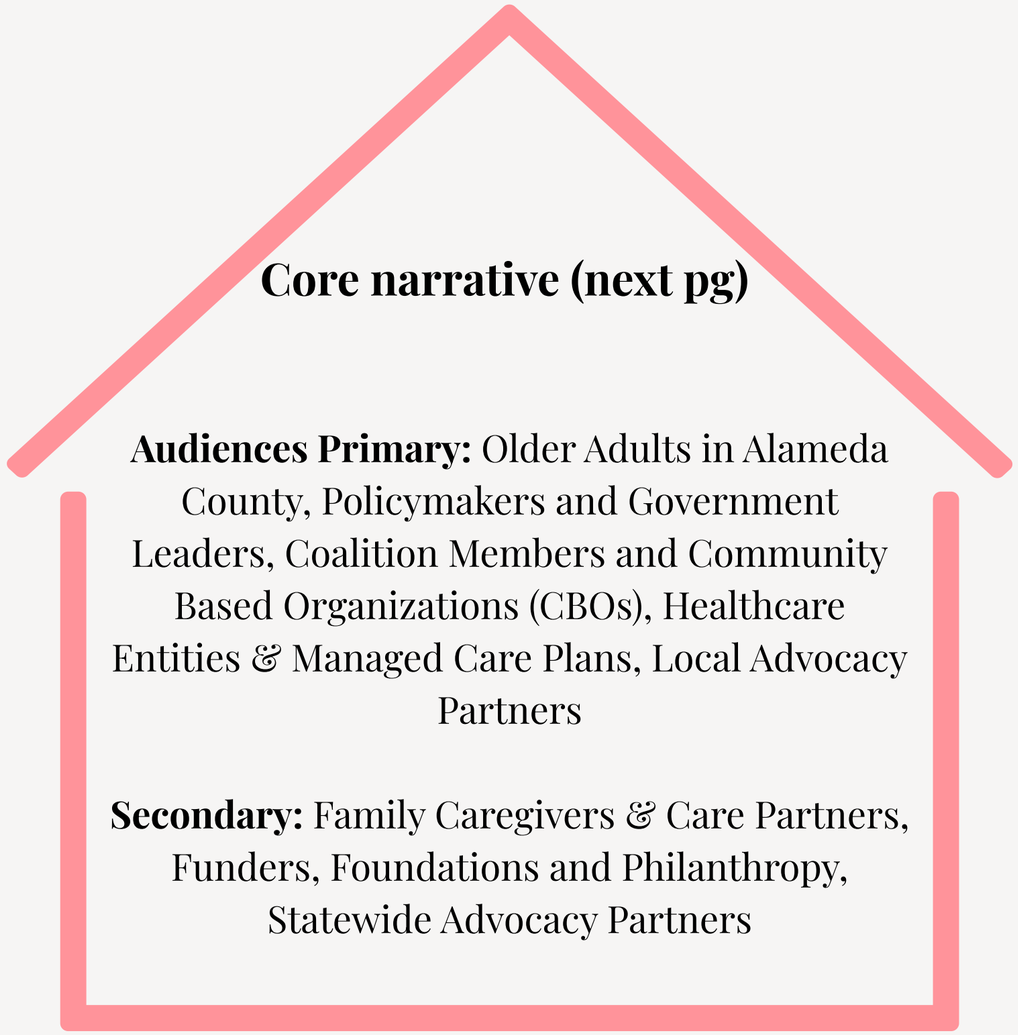
Coalition Wins & Impact
Show outcomes of collective action. Reinforce credibility with policymakers and funders. Close the loop after advocacy moments.
“Because of this action, funding was restored”
“What changed after our coalition mobilized”
“Impact snapshots, quarterly or campaign-based”
This directly supports the strategy’s emphasis on amplified collective impact.

Event Promos
(e.g., "Making the Difference" conference) Drive attendance, participation, and follow-through for SSC-hosted or SSC-endorsed events.

Reports, Articles, & Fact Sheets (Evergreen)
(e.g., Case studies, County Data Reports) Professional layouts with clear data visualizations. These have long “shelf life.” This is where: legislative updates, budget threats, program changes, new data releases belong. These are framed with context, credibility, depth and implications, not urgency-first.

MESSAGE HOUSE

The Message House is an internal, one-page document that aligns the entire coalition around a shared narrative, key messages, and supporting evidence. It serves as the go-to resource for grounding your work when writing emails, preparing for hearings, or creating social posts. By using the Message House, everyone tells the same story and uses consistent language when speaking about the Senior Services Coalition.



Proof Points: The facts, data, and stories that
make your case undeniable.

CTA:
The specific actions you want each audience to take.



View Complete Message House Docs

DIGITAL STRATEGY

Channel	Primary Role	Key Audience
Website	The Central Resource Hub. The single source of truth for your work, research, and impact. The "library." Full policy reports, technical guidance, referral contacts, grant criteria, annual reports.	Al audiences seeking in-depth information (policymaker staff, members, journalists).
Email	The Mobilization Engine. The primary tool for driving direct action, sharing timely news, and engaging your coresupporters. The "megaphone." Legislative alerts, sample advocacy letters, budget hearing details, submission deadlines	Your most engaged audiences:Members, active advocates, key partners.
Social Media	The Narrative & Engagement Front. The space for telling your story, building community, and amplifying your advocacy in public. The "town square." Powerful quotes, videos, pictures, compelling data points, short anecdotes from Community Voices.	Policymakers, partners, members, and older adults and their caregivers .

WEBSITE AS THE CENTRAL RESOURCE HUB

The first place a policymaker's aide, a member organization, or a journalist looks for credible information.

Blog/Case Studies/Reports:

Dedicated & obvious landing page for fresh content you are producing
- Your latest fact sheets and reports.
- Relevant "Community Voices" series
- Your formal policy positions and letters

Home Page:

A clear mission statement, latest news/action alert, key impact statistics (e.g., 89,000 served), and highlights from your work.

About us:

Mission,history, staff, and a directory of member orgs

Take Action:

A clear hub for signing up for emails, becoming a member, and finding current calls to action. How community members can get involved/support.

Events:

A calendar for your convenings (lIke "Making the Difference'), with links to materials and videos from past events.



SOCIAL MEDIA STRATEGY

LinkedIn: The Professional Advocacy Channel

Purpose: To engage policymakers, elected officials,
member organization leaders, health plan partners (Kaiser, Alameda Alliance), and foundations. This is where you establish your policy expertise and credibility.

Content
• Sharing data-rich fact sheets and reports with key takeaways.
• Tagging legislators and partner organizations in posts about budget wins or policy letters.
• Announcing convenings like "Making the Difference" and spotlighting high-profile panelists.

Cadence:
2-3 times per week, especially during legislative sessions.

Facebook: The Community & Storytelling Channel

Purpose: To share human-centered stories, mobilize community advocates, and provide a platform for members to share content. This is where you build empathy and community power.

Content
• Featuring powerful quotes and short video clips from the the "Community Voices" project.
• Spotlighting individual member organizations and their essential work.
• Running user-generated content campaigns like the "I Rely On..." initiative.
• Posting clear, highly shareable graphics for Calls to Action.

Cadence
2-3 times per week



DIGITAL STRATEGY

Your email list is your most valuable asset for driving action. The strategy is to move from dense, all-in-one emails to a more segmented, purposeful approach that respects your audience's time & interests

Email Type	Purpose		Frequency
Action Alerts	To drive immediate, specific action (call, email, attend a hearing).	As needed, during key advocacy windows	Single-focus, urgent tone. Clear, skimmable instructions. Large, can't-miss "Take Action Now" button. Repurpose content from advocacy letters
Monthly Roundup	To keep your broad audience informed and engaged with your work.	Monthly	A curated summary of the month's key activities: 1 major policy update (link to website blog), 1 community story ("Community Voices"), 1 upcoming event. Drives traffic back to the website hub
Member-only updates	To provide insider information and resources to your coalition members.	Bi-weekly or monthly	Deeper dives on policy strategy, invitations to member meetings, and sharing of resources like the grant opportunities. Strengthens coalition cohesion.

EMAIL AS THE MOBILIZATION ENGINE

Your email list is your most valuable asset for driving action. The strategy is to move from dense, all-in-one emails to a more segmented, purposeful approach that respects your audience's time & interests rests

Email Type	Purpose	Frequency	Content Strategy	Audience
Action Alerts	Drive immediate, specific action such as calling representatives, submitting public comment, or attending hearings.	As needed during key advocacy windows	Single-focus and urgent. Clear, skimmable instructions. Plain language. One primary call to action with a prominent “Take Action Now” button. Repurpose content from advocacy letters or policy briefs.	Policymakers & Elected Officials, Coalition Members, Advocacy Partners. Selectively Older Adults & Community when actions are accessible and meaningful.
Monthly Roundup	Keep a broad audience informed, connected, and engaged with SSC’s work and impact.	Monthly	Curated summary of the month’s highlights. Typically includes: 1 major policy update (linked to website hub), 1 community story (Community Voices), and 1 upcoming event. Designed to drive traffic back to the website.	Older Adults & Community, Advocacy Partners, general supporters, funders, policymakers.
Member-only Updates	Provide insider information, coordination, and resources to strengthen coalition alignment and cohesion.	Bi-weekly or monthly	Deeper dives into policy strategy, advocacy plans, and coalition priorities. Invitations to member meetings or working groups. Sharing of grants, tools, and resources relevant to members.	Coalition Members only.
Resources & How-It-Works Updates	Reduce complexity and support implementation by translating policies and systems into clear, actionable guidance.	As needed, ideally in predictable bursts tied to system changes	Plain-language explainers, step-by-step guides, checklists, and referral pathways. Content designed to be saved, shared, and reused. Focused on systems like CalAIM, DXF, and service navigation.	CBO Partners primarily. Older Adults & Community with adapted tone and language.

SEGMENT RECOMMENDATIONS

Policymakers & Government Leaders	**Coalition Members**	**Advocacy Partners**	**CBO Partners**	**Older Adults & Community**	
Who's in this segment -Elected officials -Legislative and policy staff -County and state agency leaders Primary goal -Influence policy decisions and funding outcomes. What they should receive -Action Alerts tied to hearings, votes, or budget decisions	Who's in this segment -Formal SSC member organizations -Staff and leadership of senior-focused orgs Primary goal -Alignment, coordination, and collective advocacy. What they should receive -Member-only updates -Early access to	Who's in this segment -Policy-aligned organizations serving multiple populations -Statewide or issue-based advocacy groups Primary goal -Coalition-building and campaign alignment. What they should receive -Targeted Action Alerts where interests overlap	Who's in this segment -Direct service providers -Implementation partners -Often under-resourced and operationally stretched Primary goal -Reduce burden and improve implementation. -What they should receive -Bridge Building & Resources content -Plain-language explanations of system changes -Updates on funding, compliance, and referrals What they should not receive -High-frequency advocacy alerts unless directly relevant -Internal coalition strategy discussions	Who's in this segment - Older adults -Caregivers -Community members and advocates Primary goal -Empowerment, trust, and participation. What they should receive -Monthly Roundups -Community Voices stories -Select Action Alerts with clear, accessible actions -Invitations to share stories or attend community events What they should not receive -Technical policy language -Internal coalition or CBO	**Secondary segmentation** Issue area (housing, healthcare, nutrition APS) Engagement level (highly active vs informational)

Priority 1: Fund the APS Home Safe Program

This program is a lifeline connecting Adult Protective Services to eviction prevention. State funding is running out.



This is how we prevent another Ms. J from facing a sudden, terrifying eviction.

Priority 2: Secure Senior Services' Share of Measure W

This voter-approved fund will allocate $150M/year for housing. We must ensure older adults—19% of the unhoused—are not overlooked.



This is how we address the precarity faced by Ethel R.

Priority 3: Expand the Medi-Cal Assisted Living Waiver

This waiver allows low-income seniors to receive nursing-level care in the community. The current 6,000 statewide slots are woefully inadequate; we are pushing for 18,000+.



This is how we end the four-year waiting lists that Barbara Sterrett encountered.

Pair facts & technical updates with an emotional tug



STORYTELLING: APPEAL TO PEOPLE'S EMOTIONS

The Demand for Dignity, Respect, and Connection

Combating Stigma

Older adults demand to be seen as capable and respected, not treated as children or as if they are "vacant and not needed anymore" after retirement.

> *I do not expect to be addressed as less than. I do not expect to be thought of as not knowing anything. I'm not a child.*
>
> – Jean Tony, Oakland



Fighting Isolation

Loneliness is not just sadness; it is a critical threat to safety and well-being. Community supports are essential health interventions.

A Chilling Reality

Marvin's story of his mother's neighbor who died in senior housing and wasn't found for three to four days.

A Lifeline

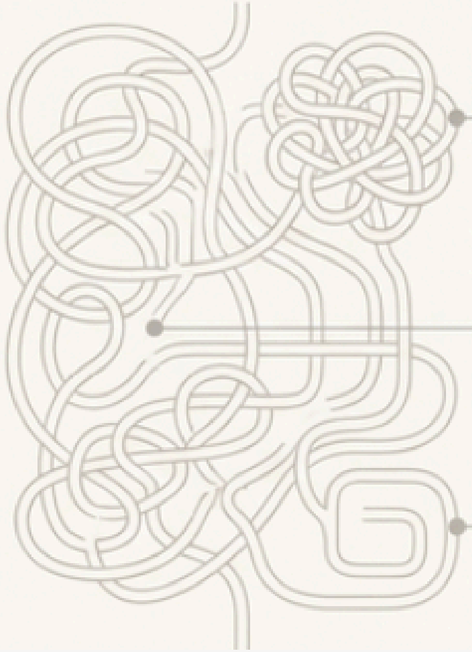
Benny Whitfield called St. Mary's Center "essential to his well-being" for the community connection it provides.



APPEAL TO PEOPLE'S EMOTIONS

The Overwhelming Challenge of Navigating Bureaucracy

Complex systems for healthcare, housing, and transportation create dangerous barriers to access. Our communications must be designed to reduce this cognitive load.



An Unexpected Confession

"As we age, the ability to analyze complex things diminishes. It makes long legal documents incredibly hard to process."

– Marvin, a retired doctor

The Need for a Guide

Benny and Brenda Whitfield rely on staff like Janie at St. Mary's Center to help them process thoughts and ask the right questions, because "you can say the wrong thing and mess up everything."

System Failures

Barbara Sterrett's struggle with dial-a-ride being consistently tardy, leading to missed appointments and immense stress.



STREAMLINE YOUR WORKFLOW

Content Strategy & Planning

- Maintain a Dynamic Calendar: Plan content in advance and keep the schedule updated.
- Anticipate Key Moments: Identify annual milestones and prepare assets 1–2 months early.
- Centralize Ideas: Use a dedicated tracker to capture meeting brainstorms for future use.
- Prioritize Output: Choose "action over perfection"—consistent posting beats over-editing.

Efficiency & Tooling

- Automate Workflows: Use segmentations, logic, and templates to reduce manual labor.
- Leverage User-Friendly Tech: Use tools like Canva, CapCut, and Final Cut Pro.
- Adopt AI Responsibly: Use LLMs or specialized agents for copywriting and reports.
    - Note: Disable "model training" and avoid sharing sensitive internal data.





SECTION 2

Execution

PHASE 1 (Q1): BUILD THE FOUNDATION

Create a Single Content Calendar

- Use one shared Google Sheet with tabs
- Marketing Manager builds and maintains it
- Marketing Manager walks collaborators through:
    a. How to contribute
    b. What materials are needed
    c. Communication expectations

Media library

- Create one shared Drive folder: Media Library
- Invite collaborators to upload content
- Use simple folder structure:
    - Evergreen/Brand photos
    - 2024 Photos and Video
    - 2025 Photos and Video

Within yearly folders

- Organize by type or moment:
    - Conferences
    - Older adult interviews
    - Community gatherings (with dates)

Ownership & roles

- Assign one calendar owner: Marketing Manager
- Name collaborators for each task
- Marketing Manager drafts the calendar, assigns tasks, and sends reminders

Collaboration norms

- Use Google Sheets comments for feedback
- Tag teammates with @mentions
- Always include a response-by date

Reminders & automation

- Use Google Workspace Marketplace tools (ex. Add Reminders) for recurring alerts
- In Google Docs/Sheets, turn on Notifications (bell icon):
    - Comments and tasks for you and All comments

Meetings & documentation

- Hold bi-monthly check-ins (30–60 minutes)
- Keep a shared online notebook and date each entry
- Transfer action items directly into the content calendar

Meeting efficiency

- Use Otter.ai or similar notetaker tools
- Confirm owners and deadlines out loud before ending the meeting



PHASE 2 (Q2): CREATE REPEATABLE SYSTEMS

Step 4: Build Plug-and-Play Templates

Marketing Manager: now that you have gotten the hang of your content strategy/your content needs, start building out branded templates, such as:

- Urgent action alert graphics & email template
- Quick email update
- Longer educational email/sheet
- Quote graphics w/ the person headshot (can also be used in email)
- Event promo graphics with group pictures/event pictures

Execution tips

- Design for skimming: headline, key point, CTA
- Keep the media library updated and ask collaborators to contribute
- Ask for real photos: events, interviews, staff, community members
- Avoid stock photos when possible
- For announcements, use less text and more visuals
- Put a short summary at the top, details at the bottom
- Make key messages stand out with bolding, color, and clear sections
- Design for a 30-second skim. What should they know or do?
- Keep visuals and typography simple and consistent
- Get collaborator feedback. They will catch what you miss
- Learn by watching short YouTube tutorials on effective design

Adopt a Repurposing Mindset

What to do

- Start with one “core” piece of content.
- Repurpose it into:
  - Email highlights
  - A quote graphic
  - A short social caption
  - A website update

Execution tips

- Ask “What else can this become?” before creating anything new.
- Save all drafted content in one shared folder.
- Name files clearly so they are easy to reuse later.

Marketing Manager Responsibility

Hold a dedicated monthly meetings to share what’s working, what’s not, and what needs improvement. Ask collaborators for feedback and observations. Share learnings and adjustments with the team. Use these check-ins to work out kinks, reduce redundancy, and make progress with less lift



SOME EXAMPLES OF REPURPOSING

A Letter

- A quote post that relates to the topic
- A blog post that relates to the topic
- A case study post that relates to the topic
- Email sent out to relevant audience
- Social post: relevant picture + copy about the topic + CTA

Your audience asks you a question (If one person asks, it means many have the same Q)

- Write out an FAQ landing page acressing that topic
- Deep dive fact sheet that addresses the core topic of the FAQ
- Share the above ^^^ in your newsletter
- Create a graphic (using your templates) you can share across your web, email, and socials.
- Social post: relevant picture + copy answering the question + CTA



SOME EXAMPLES OF REPURPOSING

Annual report

- Short blog/ commentary version + link to official report
- Social posts: 2-3 carousel posts of pulled quotes/facts. Add pictures/icons!
- Send it to relevant email audiences
- Add a banner on your website linking to report landing page

Features in media/thought leadership

- Share the full article/interview across social + pin it to the top for a week
- Social posts: pull standout quotes either as a graphic or video snippet + short copy for context
- Share in your newsletter with relevant audiences
- Link it in your press page



PHASE 3 (Q3 & Q4): STRENGTHEN THE WEBSITE

What to do

- Add an “Updates” link to the main header menu
- Use this page as a snapshot of what’s new:
  - Blogs
  - Case studies
  - Fact sheets
  - Reports

How it works

- This page is a landing page, not a content archive
- Each section links to full pages (All Blogs, All Reports, etc.)
- Add a “Sign up for emails” button to the header or footer ↠ redirect to sign-up form
  a. As for basic info
  b. In the form, also ask: “Which best describes your role?” (Policy maker, CBO, etc.)
  c. Use this field to automatically segment contacts in Constant Contact

New contacts from your website

- Add a “Sign up for emails” button to the header or footer ↠ redirect to sign-up page
- In the form, ask: “Which best describes your role?” (Policy maker, CBO, etc.)
  a. Use this field to automatically segment contacts in Constant Contact

Ways to Get Involved: Rename the Become a Member page to Get Involved. Simplify layout and clearly separate each section

Sections to include

- Donate: Why it matters. What the impact is (ex. “Your donation helps support XX seniors by 2030”)
- Coalition Members: What being a member means. Who this is for
- Corporate Partners (current name makes it confusing). Clarify how this differs from coalition membership
- Volunteering (if applicable): How individuals can support the work

Support decision-making: Add a Calendly link or contact form for questions. Allow people to talk to someone before committing

Design guidance

- Tailor the value proposition to each section
- Keep sections visually distinct
- Reduce clutter to make next steps obvious



PHASE 3 (Q3 & Q4): STRENGTHEN THE WEBSITE

When This Becomes a Priority

- Primary focus: Q3–Q4
- Why:
  - By then, content systems, templates, and segmentation are in place
  - You have a steady flow of reusable content
  - Social becomes easier and more consistent

Until then

- Post when it's natural
- Do not stress about growth, polish, or perfection

Reminder
Social media works best when it reflects real work already happening.
Consistency > frequency. Amplification > invention.

Q1: ❌ Not a priority

- Focus on foundations: systems, segmentation, workflows
- Social happens only if it naturally comes from existing work

Q2: ⚠️ Light, optional

- Start repurposing content as templates come online
- No pressure on cadence, growth, or polish

Q3: ✅ Primary implementation phase

- Content calendar is running
- Templates and a repurposing mindset are in place
- Website and email are strong, so social can amplify them
- This is when consistent posting becomes realistic

Q4: 🔁 Optimize and sustain

- Refine what works
- Lean into high-performing content types
- Use social to support year-end advocacy, wins, and planning for next year



Q3: SOCIAL MEDIA: AMPLIFY, DON'T OVERBUILD

How to Execute (Low Lift)

Core principle

- Social is a distribution channel, not a creation channel
- Email and website come first. Social follows

What to post

- Key takeaways from reports and fact sheets
- Coalition wins and advocacy outcomes
- Quotes and short clips from Community Voices
- Event promos and post-event highlights

Platform focus

- LinkedIn: policy expertise, coalition wins, tagging partners and policymakers
- Facebook: human stories, quotes, community moments, calls to action

Platform focus

- LinkedIn: policy expertise, coalition wins, tagging partners and policymakers
- Facebook: human stories, quotes, community moments, calls to action

Cadence

- 2–3 posts per week, max
- Fewer posts is fine if they are relevant and timely

Execution tips

- Repurpose existing content only
- Use simple visuals and short captions
- Tag partners and member orgs to extend reach
- Schedule posts in batches when possible



PHASE 4 (Q4): OPTIMIZE, REFINE, AND PREPARE TO SCALE

Optimize What You've Already Built

- Use existing templates, workflows, and segments consistently
- Refine, don't reinvent
- Retire templates that are not being used
- Simplify anything that feels clunky
- Update templates based on real usage

Make the Website Feel Alive

- Keep the Updates hub current
- Ensure new content is easy to find
- Add at least one new item per month
- Rotate featured content based on current priorities
- Make sure calls to action are clear and relevant

Lean Into High-Impact Content Buckets

- Coalition wins and impact
- Advocacy and "How Policy Works" explainers
- Community and member spotlights
- Close the loop after advocacy moments
- Translate policy outcomes into plain language
- Highlight collective impact, not just

Strengthen Email as the Mobilization Engine

- Use segmentation intentionally
- Match content to audience priorities
- Send a few, but more targeted/intentional emails
- Review opens, clicks, and key actions (ex. event sign-ups) to spot patterns
- Adjust subject lines and CTAs based on what performs

Social Media as Amplification

- Support email and website content
- No pressure to grow or perfect
- Share highlights from reports, wins, and events
- Reuse quotes, visuals, and key takeaways
- Stay consistent, not prolific
- CTA: Direct people to content/resources on your website or send DMs.



PHASE 4 (Q4): OPTIMIZE, REFINE, AND PREPARE TO SCALE

Capture and Organize Content for the Future

- Build an evergreen content library
- Prepare assets for next year
- Label and store assets immediately
- Flag content that can be reused in 2026
- Identify gaps in photos, stories, or formats

Reflect and Plan Ahead

- Learn from what worked
- Reduce friction before scaling
- Hold a Q4 retro with collaborators
- Ask: What created the most impact with the least effort?
- Use insights to shape next year’s content calendar

Mindset Reminder

- This is not about doing more
- It’s about doing what works, but better.
- Strong systems now make growth easier later



BY SILVIA CHILEL MARTIN



THANK YOU

