BIKE MS

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AGENDA

1 EXECUTIVE SUMMARY

2 PROBLEM DEFINITION

3 VISUALISATIONS/SAS DASHBOARD

4 RECOMMENDATIONS

5 CONCLUSION

EXECUTIVE SUMMARY

bike
MS

Intention of Project:
Understanding **organisational** and **environmental** context; and build a **dashboard** to assist management **decision making**.

Recommendations:
1. Improve data collecting capabilities
2. Increase market share
3. Provide greater support for those participating

Key Assumptions:
1. Business goal to **expand market** share rather than profitability.
2. Data value "6" for source code assumed to be **social media.**
3. Current demographic is middle to low class income participants **based on the minimum fundraising threshold.**
4. Bike MS operates strictly within the US.

Key Issues:
1. Low participation rates
2. Poor service differentiation
3. Poor data management capabilities

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BUSINESS PROBLEM STATEMENT

"How can we help Bike MS's navigate through the **organisational and environmental context**; *and* **inspire management** *to better* **generate, source, manage** *and* **analyse data** *to make actionable decisions that* **improves growth** *and* **stability** *for MS?"*
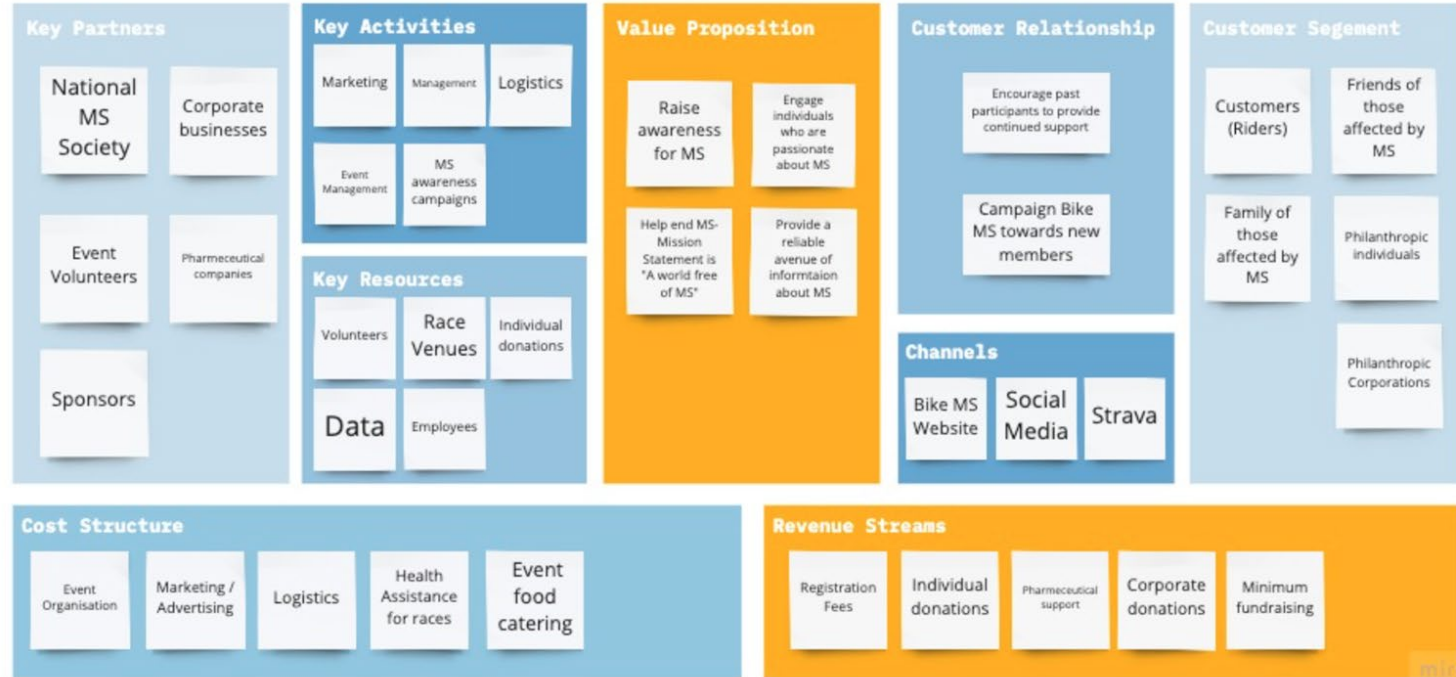
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Rich Picture
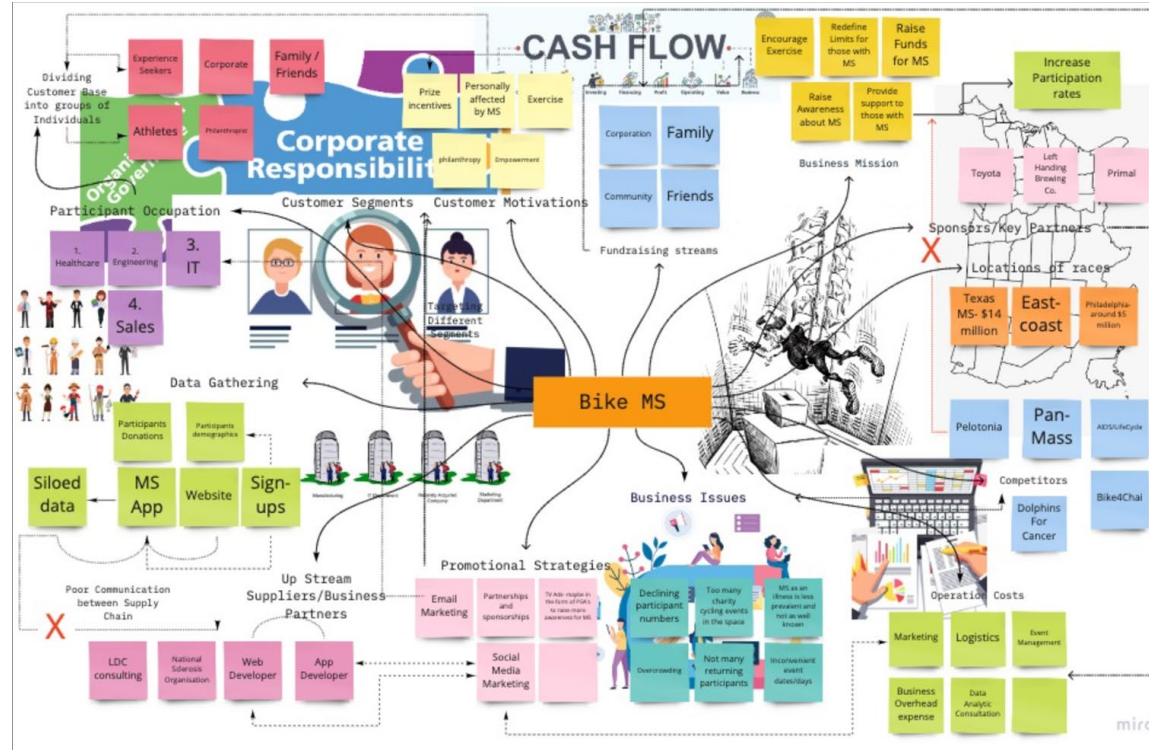
BIKE MS - Environmental and Organisational Context (Cont.)

Business Model Canvas

BIKE MS - Environmental and Organisational Context (Cont.)

Root Definition

	Scenario 1	Scenario 2	Scenario 3
What does the organisation do?	Organise bike cycling competitions	Raise awareness about MS	Provide support to those with MS
How does the organisation do it?	Creates cycling campaigns targeted towards current and new participants	Leverage social media promotion and digital marketing strategies	Provides profits from individual donations or sponsored charity bike events towards National MS society to help provide information and tools of support to those affected
Why does the organisation do it, what does it aim to achieve?	To raise funds which support those with MS and keep Bike MS functioning	Increase engagement through viral marketing to keep Bike MS relevant in the winter months when they don't have races. Also, raise awareness of the brand through sponsorships.	Reduce the burden that MS has on an individual and provide reliable avenues of information for support

PURPOSE

Organise bike cycling competitions

Raise Awareness about MS

Provide support to those with MS

Executive Summary | Problem Definition | Visualisations | Recommendations | Conclusion

BIKE MS - Environmental and Organisational Context (Cont.)

Industry Overview

Charity Ride	State	Amount Raised
The Pan-Mass Challenge	Massachusetts	$63,000,000
Pelotonia	Ohio	$23,233,265
AIDS/LifeCycle	California	$16,800,000
TexasMS 150	Texas	$13,691,025
Bike 4 Chai	New York	$10,400,000
Best Buddies Challenge	Massachusetts	$6,600,000
The Ride for Roswell	New York	$5,671,759
Dolphins Cancer Challenge	Florida	$5,237,879
Bike MS: City to Shore	Pennsylvania	$4,974,767
Velosano	Ohio	$4,752,810

Gran Fondo, 2019 - Ranking of Cycling Fundraising events
- Bike MS is 4 and 9, biggest competitor is Pan-Mass Challenge

- Focus on American Charity Cycling Market
- Pan Mass Challenge and Pelotonia both fundraise for cancer
- Races are located across the country but a large portion are located along the east coast
- Donations to health have declined 4.2% from 2019 to 2020 due to the pandemic
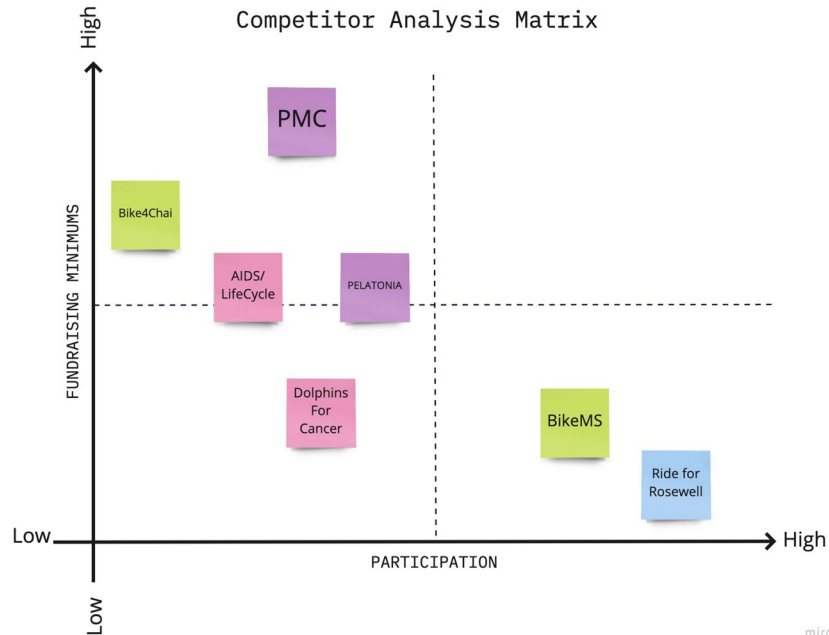(Giving USA 2021)

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Fundraising Minimums

Competitor Analysis Matrix

PURPOSE:

- Ensures that everyone who participates has raised something (Plenty Team, 2015).
- Provide participants with a goal to meet

BENEFITS:

- Improve overall participant experience
- Guarantees funding and reduces zero dollar fundraisers
- Helps plan better events

(GoFundMe Charity 2021)

BIKE MS - Environmental and Organisational Context (Cont.)

	Bike MS	Pan Mass Challenge
Cause	National MS Society	Dana-Farber Cancer Institute.
Revenue	$35.6 Million (FY20)	$50,000,000 (2020)
Participants	40, 000 (Bike MS: Inside Out)	10,000 (PMC Reimagined)
Fundraising Minimums	$50 - $500	$1,000 - $6,000
Target Demographic	Bike MS's current demographic is middle to low class income participants based on the low minimum fundraising limit. *[Assumption]*	Upper-middle class and families in Massachusetts (PMC has become part of the Boston / Massachusetts area that has deep regional pride) (Bailey, 2015)
Other	Formed new strategic partnerships with Zwift and Strava and launched new virtual rides during the pandemic. (Bike Ms, 2020)	As of 2015, 75 percent of riders had previously participated in the event, and 1,100 had participated for 10 years or more (Bailey, 2015)

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Analytics Leverage Matrix
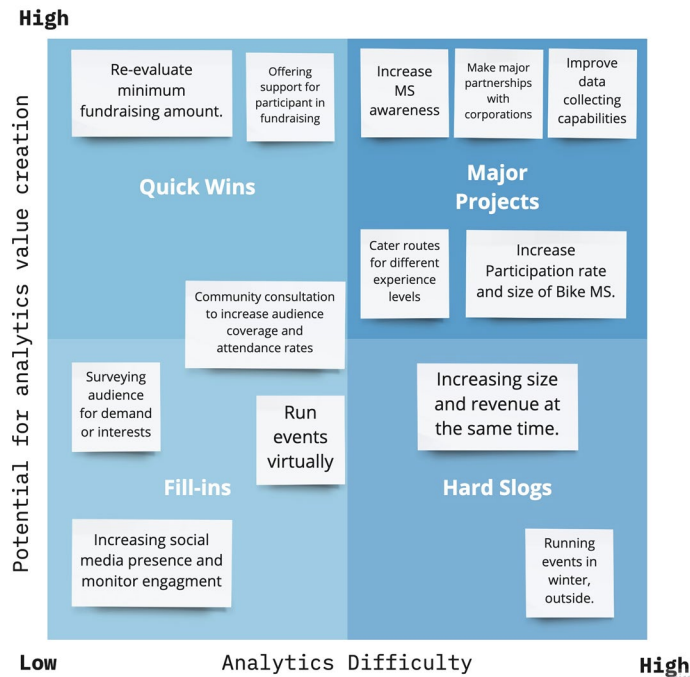
CHALLENGE STATEMENTS

How can Bike MS better improve data collecting capabilities?

How can Bike MS increase participation rates?

How might Bike MS encourage revenue growth based on donations?

How can we better engage with Bike MS' target market via technological mediums?

VISUALIZATIONS

Data exploration questions

1. How do we answer these challenge statements?

2. Who are the final users of our dashboard and its analysis?

3. What types of visualizations should we use?

Four segments:

1. Demographics
2. Events
3. Revenue
4. Channels

Best Practices for building effective dashboards*

- Limited number of views and colours
- Interactivity to encourage exploration
- Eliminated clutter so that every element serves a purpose

*Tableau - 10 best practices for effective dashboards

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VISUALISATIONS - Home Page
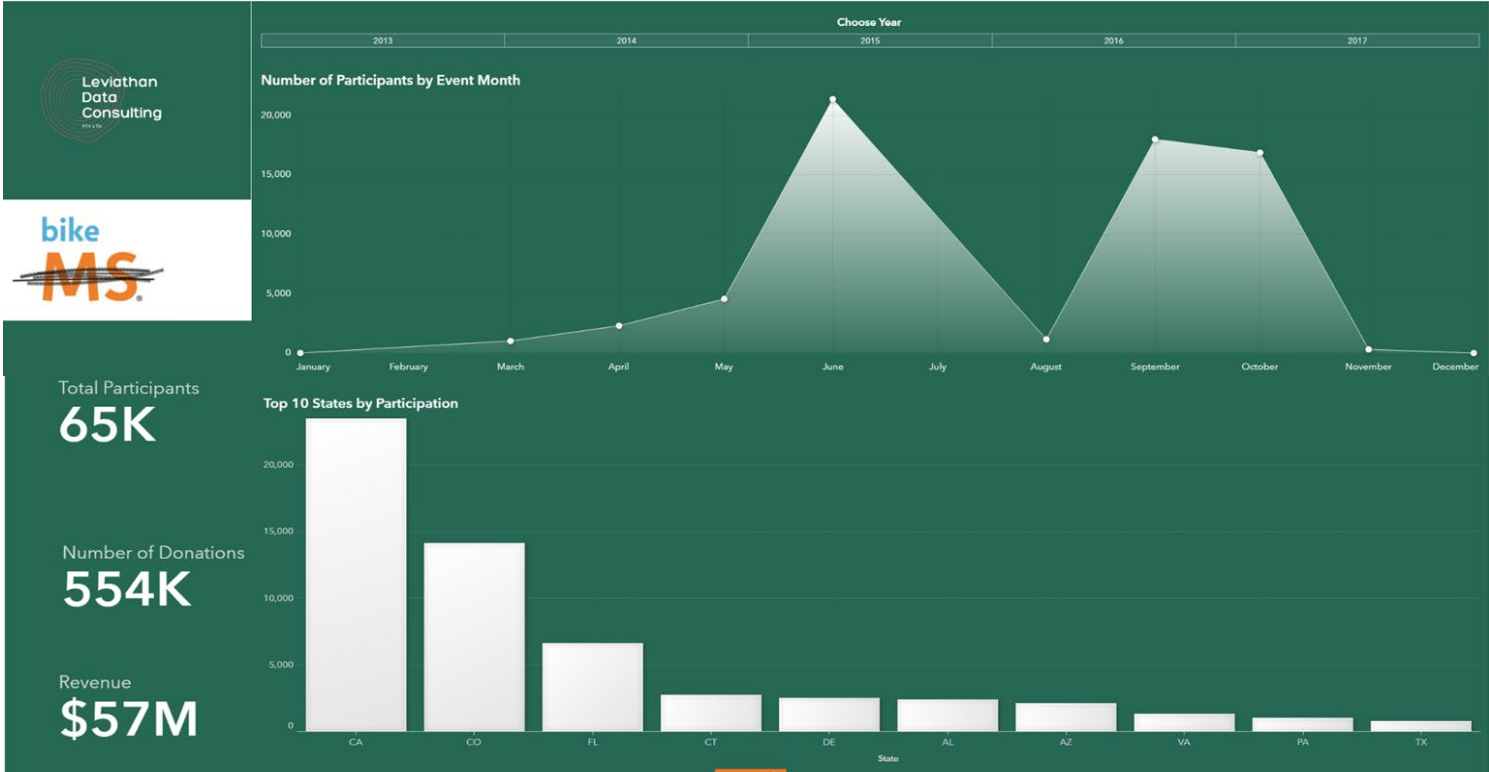
VISUALISATIONS - Demographics Summary

Demographics Summary

Choose Year
Event Year

Choose Event
Internal Event Name

Distribution of Participants By Gender

37.3%
62.7%

Participant Gender
- Male
- Female
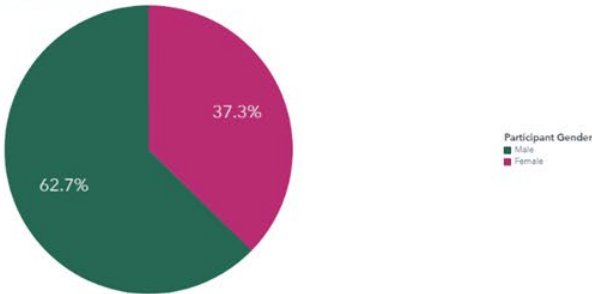
Distribution of Participants by Teams Types

20.0%
42.9%
37.1%

Team Type
- Friends and Family
- Corporate
- Other

Total Number of Participants by Occupation

Total Participants

2,000
1,500
1,000
500
0

Healthcare | Engineering | Information Technology (IT) | Sales | Executive/Management | Education and Training | Consulting | Banking and Financial Services | Accounting | Legal and Paralegal
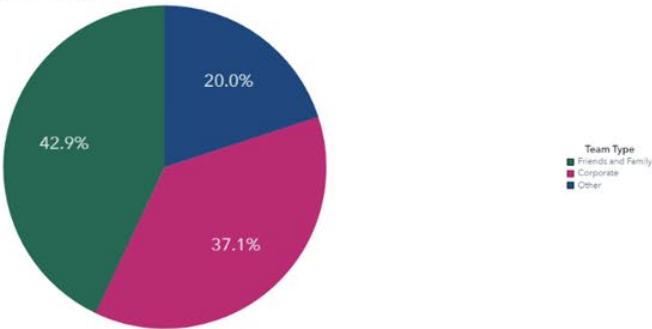
Participant Occupation

Distribution of Participants based on Connection to MS

Friend has MS | Other | Particpant has MS | Relative has MS

26,857
59

Total Participants
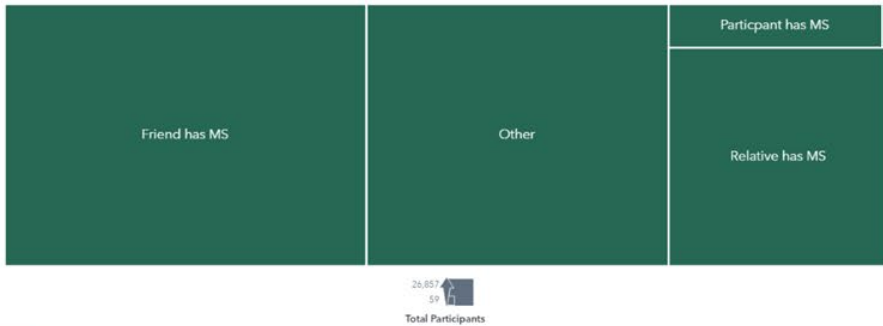
VISUALISATIONS - Revenue Summary

bike
MS

Revenue Summary

Total Revenue Generated By Fiscal Year
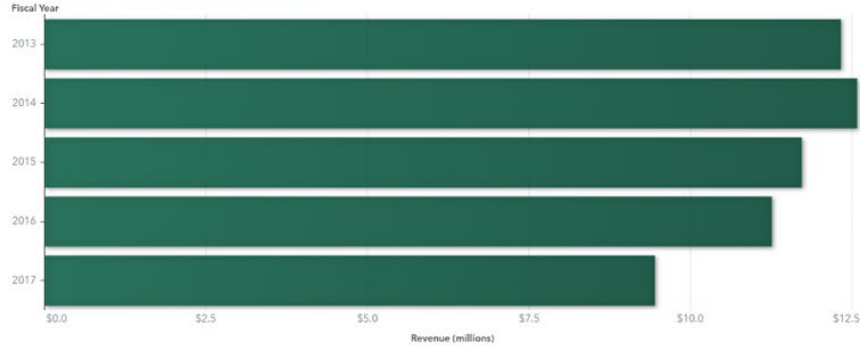
Revenue generated by year based on Participant's Connection to MS
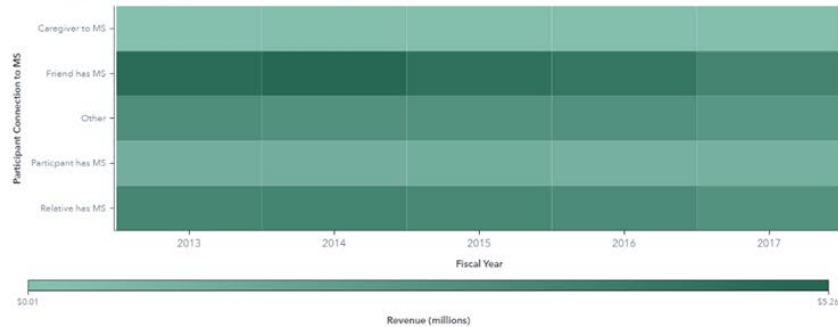
Revenue Generated Based on US State

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VISUALISATIONS - Revenue

Revenue Generated Based on Participation By Event Year
Total Not From Participant($) / Total From Participant($) (millions)

- 2012: $3,354,353 — $395,940 (From), $2,958,412 (Not From)
- 2013: $12,306,136 — $1,723,763 (From), $10,582,372 (Not From)
- 2014: $12,592,123 — $1,797,842 (From), $10,794,280 (Not From)
- 2015: $12,702,442 — $1,906,643 (From), $10,795,800 (Not From)
- 2016: $9,626,448 — $1,481,814 (From), $8,144,634 (Not From)
- 2017: $6,774,430 — $1,012,414 (From), $5,762,015 (Not From)
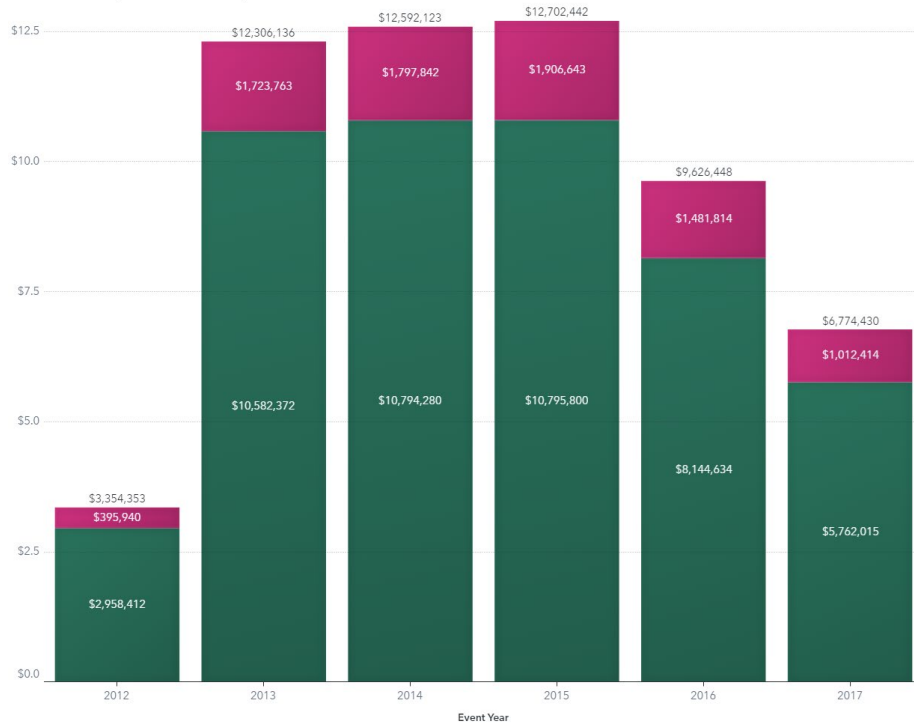
Legend: ■ Total Not From Participant($) ■ Total From Participant($)

Donations based on Participation by Event Year
Number Not From Participant / Number From Participant

- 2012: 2887 (From), 33135 (Not From)
- 2013: 11008 (From), 115829 (Not From)
- 2014: 10945 (From), 112122 (Not From)
- 2015: 10973 (From), 107440 (Not From)
- 2016: 8706 (From), 78969 (Not From)
- 2017: 6292 (From), 55954 (Not From)

Legend: ■ Number Not From Participant ■ Number From Participant

Executive Summary | Problem Definition | Visualisations | Recommendations | Conclusion
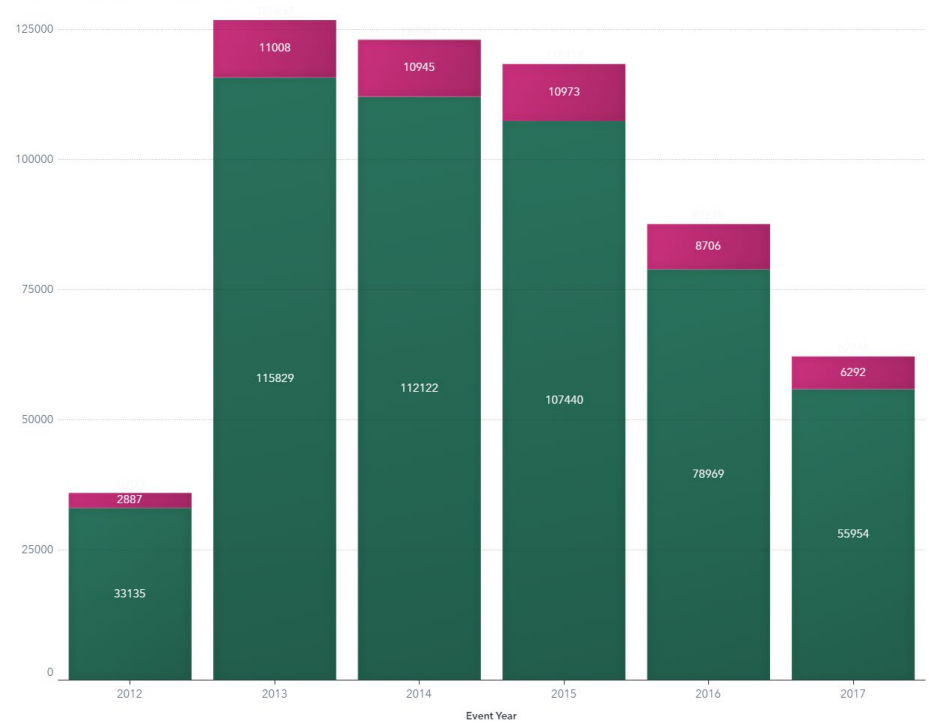
VISUALISATIONS - Revenue

Participant Goal and Suggested Goal by Year

VISUALISATIONS - Events

Events Summary

Key Facts:

- 92 Bike MS Events were held across the US between 2012-17

- California generates the highest revenue and participation record out of all States

- Colorado Bike MS attracted the most number of particpants with an average of 2954 participants between 2012-17

- Ken-Caryl in Colorado attracted the most number of participants at 385 and generated the second highest amount of revenue for a town at over $528,000
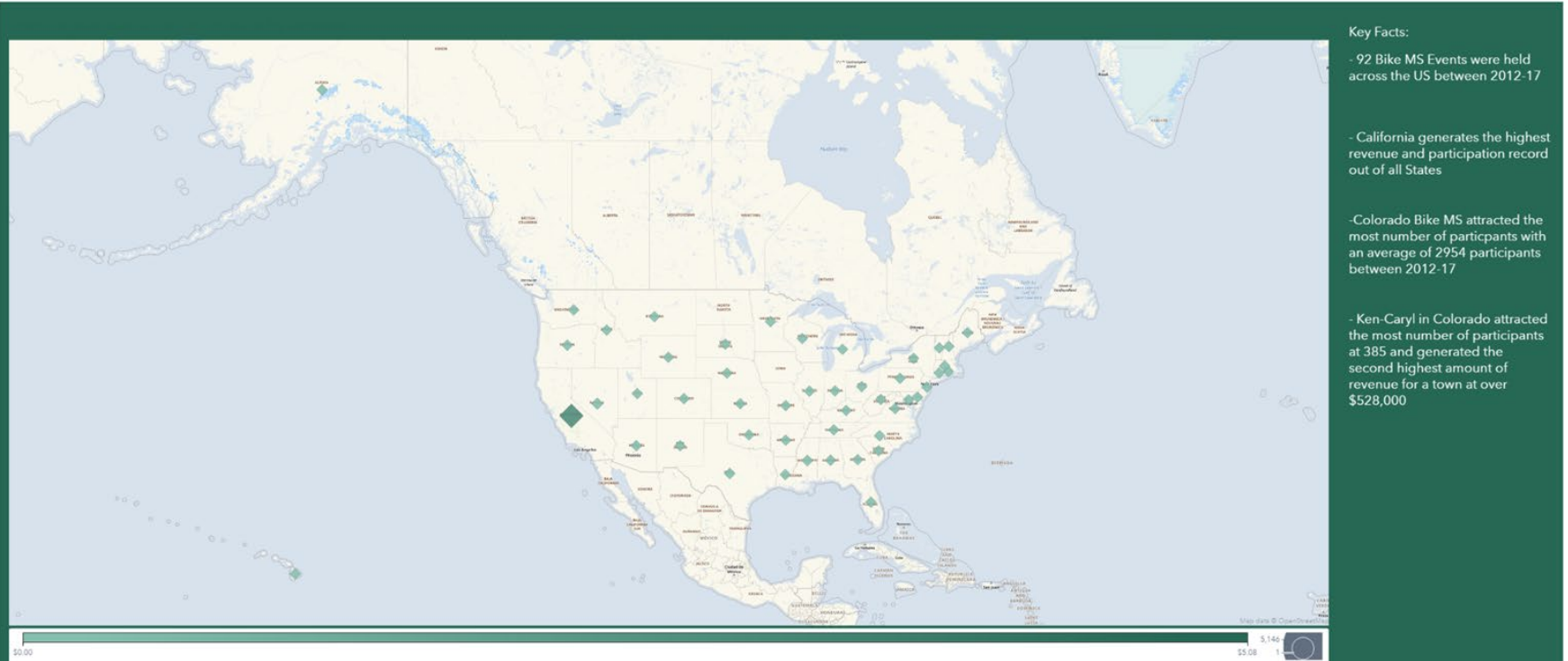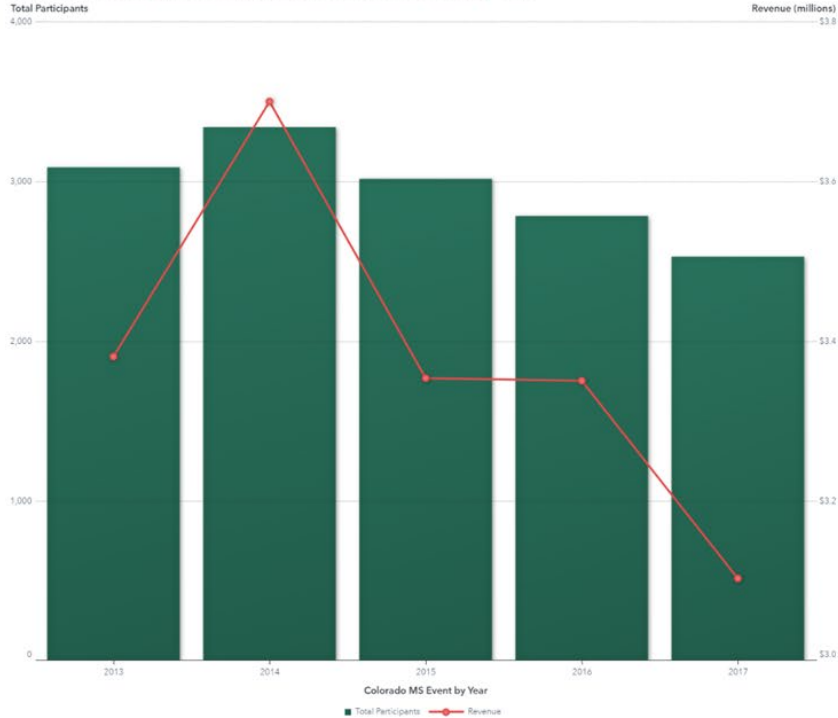
VISUALISATIONS - Events
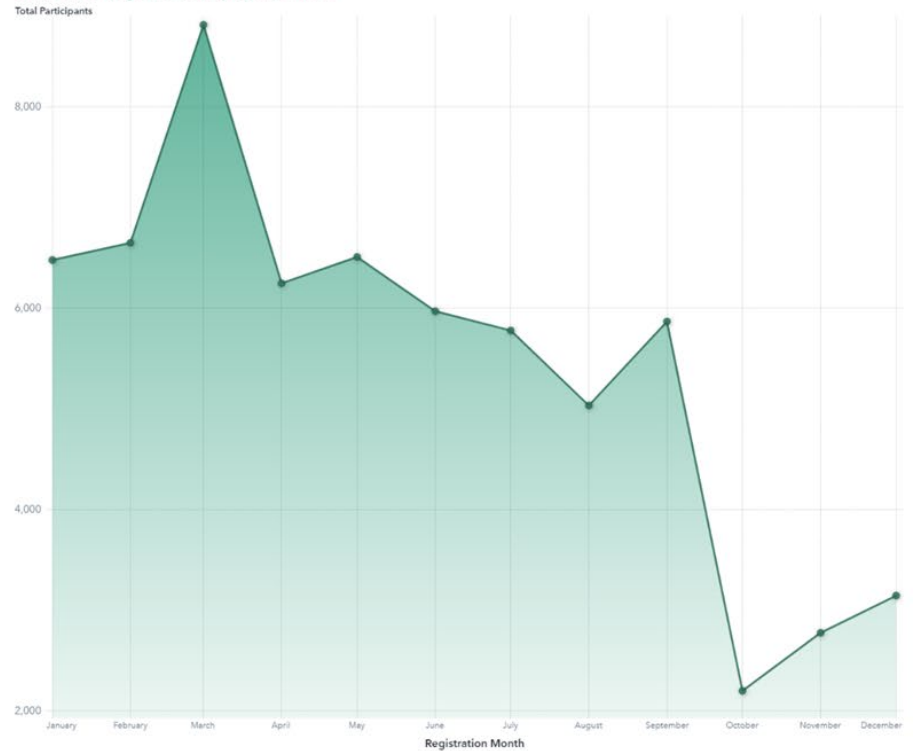
VISUALISATIONS - Channels Summary

Channels Summary

Number of Participants reached by Channels
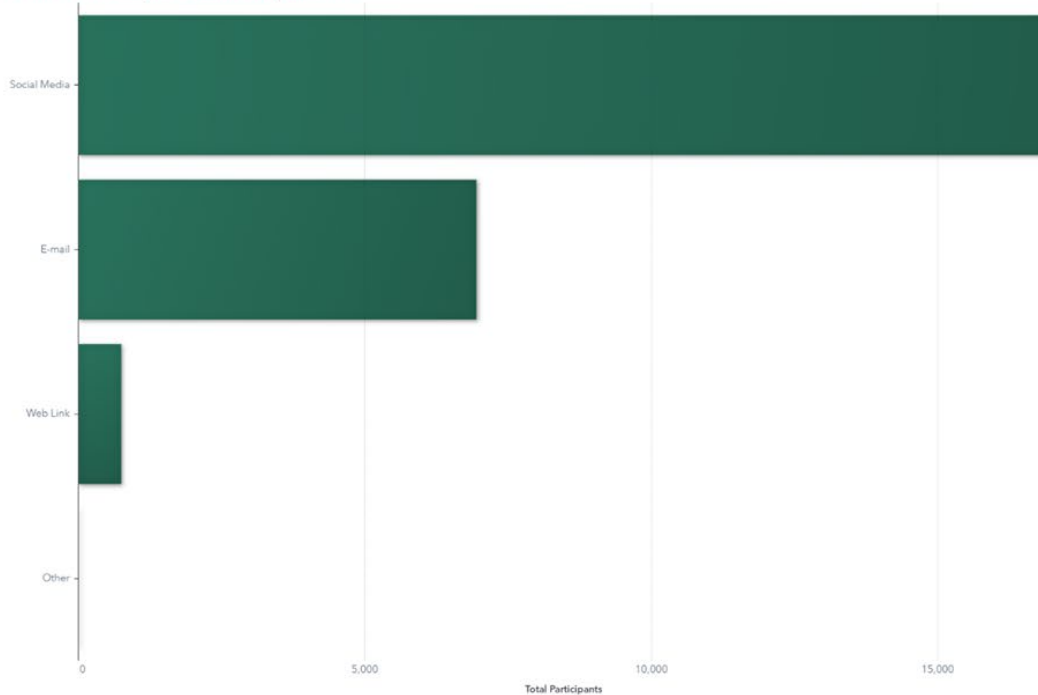
Distribution of Secondary Participants
Total Participants

0.7%

99.3%

Is Secondary Registration
■ FALSE ■ TRUE
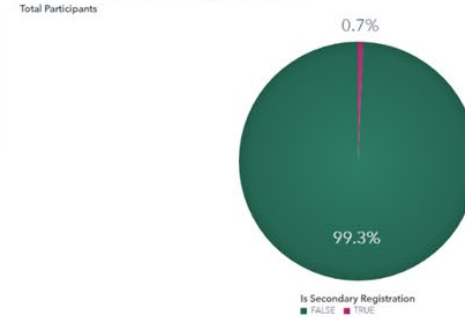
Distribution of Participant's Registration Type
Total Participants

12.0%

88.0%

Registration Type
■ Online ■ Offline
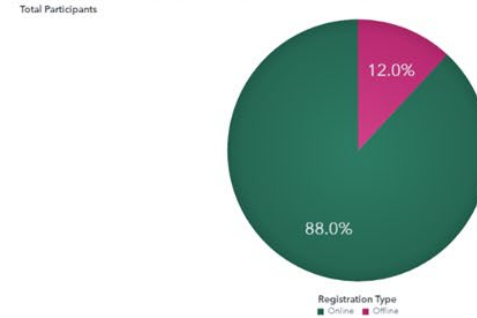
VISUALISATIONS - Channels

Registration Status of Participants
Total Participants

E-mail Acceptance Rate

32.9%

67.1%
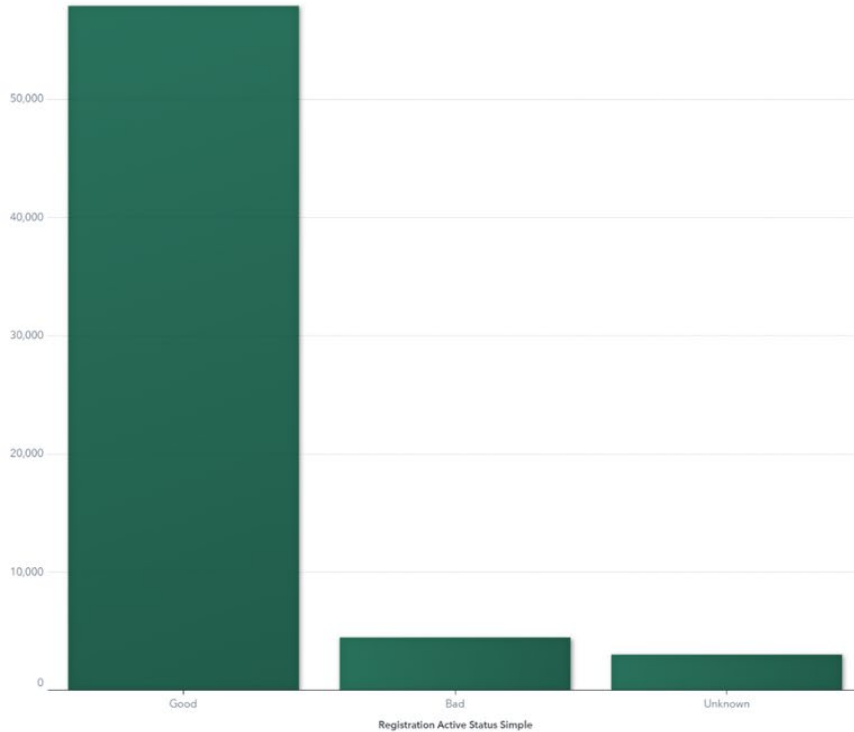
Participant Accept Email
■ TRUE ■ FALSE
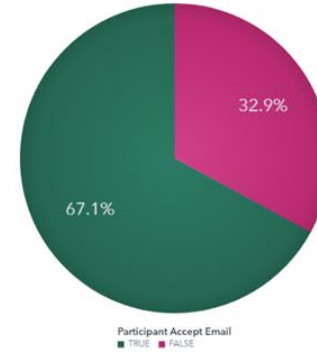
Distribution Participants based on whether they have attened a previous event
Total Participants

52.2%

47.8%

Is Prior Participant
■ N/A ■ Yes
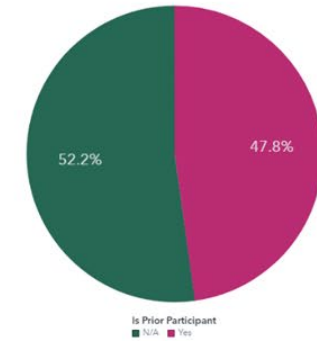
VISUALISATION - KEY FINDINGS

- Data quality issues
- Healthcare industry is the largest number of participants by occupation
- 52.2% of participants are not returning to Bike MS events
- The number of donations and revenue generated by non participants significantly decreases over the 6 year period, whereas participants keep a consistent trend
- Friends and Family type teams raise the most money, followed by Corporations, and smallest amount comes from participants themselves
- A friend that has MS is main motivation for participants being involved
- Bike MS has a strong grasp via social media and high email acceptance rate

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RECECOMMENDATIONS
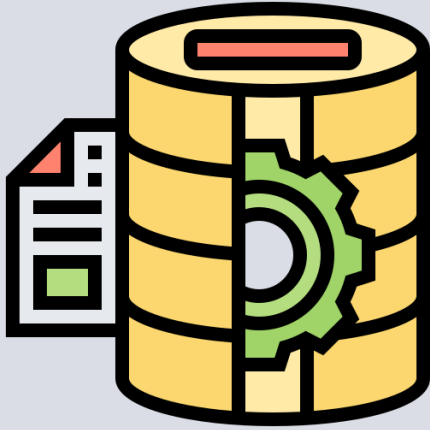
DATA CAPABILITIES

PARTICIPANT SUPPORT

MARKET SHARE

bike **MS**

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RECOMMENDATION 1 - DATA CAPABILITY

ISSUE: Various data issues that require solving by manual processes

SOLUTION: Develop high-quality data system and enable better data practices

PURPOSE

Simplify data collection process and better enhance the database management system

BENEFITS

Better managerial decisions regarding operations and reduced expenses

How can we create support to provide a better participant fundraising experience, which will help generate repeat participation?

RECOMMENDATION 2 - PARTICIPANT SUPPORT

ISSUES:

- Lacking support for participants

- Perceived lack of interest from donors

- Discomfort in seeking donations (Filo et al. 2018)

CURRENT ORGANISATION SOLUTIONS:

- Fundraising mobile application
- Social media toolkits
- Free resources
    Hard to find and fragmented

CURRENT USER SOLUTIONS

- Creating narratives
- Emphasis on small donations going a long way
- Prizes and incentives

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RECOMMENDATION 2 - PARTICIPANT SUPPORT

SOLUTION: **Workshop on MS and narrative generation**

- Speakers to share experience with MS
- Build knowledge on how funds are utilised for research on MS
- Learn to effectively craft a narrative

- Social media navigation and use of toolkits
- Utilisation of current support offerings by Bike MS
- Networking and coffee chats after to generate community

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RECOMMENDATION 2 - PARTICIPANT SUPPORT

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20%
Re-participation rates

35%
Increase in average donation size

40%
Participants raising over fundraising targets

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RECOMMENDATION 2 - PARTICIPANT SUPPORT

	2021			2021			2022			2022			2022		
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Drafting and creating content	████	████													
Trial and generate feedback				██											
Logistics, scheduling and finalisation					████	████	████	████	████						
Wide scale Rollout												████	████	████	

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bike MS

Next steps: How does BikeMS use channels to reach a wider audience?

RECOMMENDATION 3 - INCREASE MARKET SHARE

SOLUTION: Partnerships and sponsorships in the healthcare industry

Referral system

- Link or code providing a monetary discount
- Encourage existing participants to utilise their network to provide Bike MS with exposure

1

Electronic Direct Mail (EDMS)

- Spotlights on individuals affected by MS
- Updates on MS research and outreach in local area
- Status on amount the local race has raised

2

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CONCLUSION

APPENDIX 1 - ASSUMPTIONS

List of Assumptions:

- Business strategy of Bike MS is to expand market share, and thus size rather than profitability.
- Data Value "6" for source code type has been assumed to be social media.
- Bike MS's current demographic is middle to low class income participants based on a minimum fundraising threshold.
- Bike MS operates strictly within the US.
- Missing and unnamed data was excluded to hold validity of the key findings
- Frequency was assumed as the Total Number of Participants
- Repeated values such as friends and family in Participant Connection to MS were grouped into one common value, allows for data to be simplified and coherent to all stakeholders

Users and customers

BikeMS managers and employees using data for decision-making

Problems

- Lack of complete information and missing data values
- Duplicate data values
- Ambiguous data that is inconsistent with data value type
- Poor data organisation
- Poorly defined data

Solutions today

- Removal of inconsistent data with missing values
- Manual cleaning of data in large amounts
- Assumptions for poorly defined data

Labour manual process that is highly prone to human error

Solution ideas

Develop a high-quality data system to accurately and efficiently identify errors in data values and resolves these issues

Train employees on how to correctly enter data into the system to maintain high quality data

Solution use

- Bike MS participants will have an enhanced user experience defined by data-based decisions assessed by Bike MS management
- Bike MS management will be able to effectively monitor success of campaigns

Adoption strategy

- Employee training scheme to improve manual data entry processes
- Source data entry improved to reduce duplicate data or inconsistent missing values
- Data validation upon entry by utilising automated AI-based data verification processes to catch issues

User metrics

Completeness = number of missing data values

Uniqueness = duplication of data entry

Accuracy = whether data is correct

Validity = data matches description of type of data

Consistency = ensure data stored across different databases is recorded in same way

Business challenges

Poor data has led to a reduced ability to make effective decisions and missed opportunities

Increased operational costs from fixing poor data quality

Budget

$50, 000 for one-time license for database management system (Capterra, 2016)

$7000 - $40,000 for e-learning course (Raccoon Gang, 2021)

Business benefits and metrics

Increased customer satisfaction

Decrease operating expenses

Increased financial performance

Decreased data issues

Users and customers

BikeMS participants

Problems

- Lack of support from charity
- Perceived lack of interest from donors
- Perceived lack of money from potential donors- i.e network and friends and family
- Discomfort in asking
- (Filo, Fechner and Inoue, 2018)

Solution ideas

Workshop on MS and narrative generation

- Have speakers share their experience with MS
- Outline how funds are used is covered so participants are knowledgeable
- Workshop on how to craft an effective narrative around why and/or who they are doing this for
- How to effectively convey narrative through social media and use toolkit
- How to navigate through all the support offered by Bike MS currently
- Networking and coffee after to help generate community

Social events leading up to the event

Solution use

- Make participants feel supported by BikeMS in their fundraising journey
- Allow confidence in fundraising and asking for donations
- Raise more money
- Create a strong community within the local BikeMS races
- Build sustainable participation which then will be able to translate into higher fundraising minimums with the ability to achieve those targets

User metrics

Donation targets reached

Survey feedback

Participation numbers

Re-participation rates

Amount of money raised

User solutions today

- Creating narratives
- Emphasis on 'even a little helps'
- Prizes and incentives

Organisation Solutions today

- Fundraising App
- Lists and articles for support
- Social media toolkits
- Free resources to help fundraising
- FB groups

Hard to find and fragmented

Adoption strategy

1. Develop time to draft content, find speakers, and facilitators
2. Trial out at smaller races where community is more localised and draft surveys to gauge usefulness - This will rely on BikeMS improving data gathering capability
3. Review user feedback from initial trials and focus on implementing changes to content/speakers
4. Logistics and workshop scheduling for larger races
5. Wide-scale rollout in time for the summer races

Business challenges

Logistics for large events

How to draft content that is useful to fundraising

Gathering user feedback

Participation

Finding speakers to facilitate and contribute

Budget

Budget to be developed

Business benefits and metrics

Increased participation rates

Increased awareness for MS

Increased participant satisfaction

Increased participant engagement

Increase in donations

Users and customers

BikeMS participants in the healthcare industry

Problems

- Losing market share to other charity cycling organisations
- Participants do not feel obligated to return

Organisation Solutions today

- Emails are sent to inidivudals asking them to participate in Bike MS again
- Generic posts are made on social media

No real solutions currently

Solution ideas

Devleop a strategy to encourage participants within the healthcare inudstry to get involved with Bike MS

Solution use

- To maintain Bike MS' current market share whilst aiming to increase their current network reach
- Establish Bike MS as one of the key charities in the healthcare industry by focusing on brand exposure
- Encourage participants to return by utilising their own network

Adoption strategy

- Increase partnerships and sponsorships with healthcare industry organisations
- Adopt a referral system to encourage participants to use their network which in turn will increase Bike MS' brand awareness
  - Link or code will provide a monetary discount, acting as an incentive
- Electronic Direct Mails (EDMs) can be adopted with a personalised approach to how they are structured
- Provide timely updates to participants so they are aware of current progress

User metrics

Increased donations

Goal Achievement

Prior Participant

Registration Active Status?

Business challenges

MS cause goes unnoticed

If to remain uncompetitive, MS awareness will not be achieved and money will not be raised leading to research and health development limited.

Social media engagement is an unknown tool of value and its use does unknown if social media presence will directly translate into sign ups

Budget

Budget to be developed

Business benefits and metrics

Increased participation rates

Increased awareness for MS

Increased market share

Increased customer engagement

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