



research report 2014

collected & analyzed by

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the problem

The Young Women's Christian Association (YWCA) located in Muncie, Indiana struggles to gain financial support and donations for their residents and operations. Lack of awareness of the organization's mission in the Muncie community is a contributing factor to their lack of funding.

swot analysis

Strengths

- Location
- Focus of YWCA
- History of organization
- New executive director
- Only organization of its kind in Muncie

Weaknesses

- Lack of communication to community
- Dated facility
- Lack of funding
- Lack of community partners
- Mission is confusing
- Proximity to YMCA causes confusion

Opportunities

- Demand for shelters in Muncie area has increased
- Unemployment and poverty levels have raised need and awareness
- Partnership opportunities
- Revisit previously supportive community leaders for continuous support

Threats

- Competition from A Better Way and the Muncie Mission
- Some services are offered at other organizations - YMCA, Ball State Recreation Center, fitness centers, Cornerstone Center for the Arts

environment & history

about muncie, ind.

- Total population: 117,364.
- The largest portion of Muncie's population is between the ages of 25-64.
- Most of the population is white—86.6 percent.
- There are 6,928 households that are married with children and 4,209 single parents.
- Muncie has 18,826 food stamps recipients.
- December 2013 unemployment rate was 7 percent.
- Delaware County's poverty rate is 22.4 percent.
- Cost of living in Muncie is 18 percent lower than the national average

ywca history

mission

Our mission is to empower women. Utilizing both residential and non-residential services and programs, our focus is to empower women to improve their lives and realize their potential.

vision

Our vision is that every woman in East Central Indiana has access to a safe place to live and to the resources needed to better themselves and the lives of those around them.

values

Dignity: We believe in the value of each and every person and strive to provide dignity to all those we serve

Equality: We foster an environment that demonstrates equality for all.

Caring: We strive to create a welcoming environment where those in need receive the care they deserve.

Potential: We aspire to help everyone we serve become the best they can be and to reach their greatest potential.

history continued

fundraisers & sponsors

- The fundraiser, Put Yourself in Her Heels, raised \$7000 in 2013.
- Dine to Donate events at Muncie restaurants--Moe's Southwest Grill
- YWCA sponsors include: Grand Grilling to Go, Pepsi, AMS Entertainment, The Island, Amber's Beauty College, Renewed Designs, Thirty-One by Samantha Rowe, Horizon Convention Center, Stoops Automotive, Wal-Mart, Wasson Nursery, A-1 Graphics, Aspire, Awards Plus, Downtown Development, The Fickle Peach, Berwyn Studios, First Merchants Bank, Indiana Michigan Power, Mutual Bank, WLBC, Old National Bank and Tylo-nius: Design and Development.

stakeholders

- Muncie YWCA Employees
- Members of the Muncie YWCA
- Women and children living at the YWCA
- Muncie community members (esp. women)
- Current/past donors
- Ball State students (esp. women)
- Community members with physically active lifestyles
- Families in Muncie
- Audiences
- Locals from Muncie community
- People in need of volunteer hours
- People who make charitable donations to similar organizations

audiences

- Locals from Muncie community
- People in need of volunteer hours
- People who make charitable donations to similar organizations

research objectives & study population

objectives

- To determine why the target is not currently donating to the Muncie YWCA.
- To determine the target's attitudes of the Muncie YWCA.
- To determine the target's knowledge of the Muncie YWCA.
- To determine the best way to reach the target and entice them to donate.

study population

According to current Muncie YWCA donor research, we need to involve upper-middle class (income exceeding \$60,000 a year) Muncie residents ages 40 and above.

interview results

Study Population: 10 Muncie residents over 45 years old with a household annual income of \$60,000 or more.

Consistent Themes: low brand awareness, the importance of financial stewardship and inaccurate perceptions.

1. Low Brand Awareness

Even though most interviewees had a general idea of how the organization relates to homelessness, they did not know what kind of impact it has on the community or what their specific operations consisted of. Some thought that the YWCA was purely an exercise facility, similar to the YMCA.

One common answer to how the YWCA could increase their donations was simply to build more awareness. The in-depth interviews seemed to point out the fact that most people in Muncie don't know what the YWCA does, and this explains why so many people do not donate.

2. Poor Financial Stewardship

The interview results also showed a consistent emphasis on responsible financial stewardship. Muncie residents seem extremely concerned about how their money is being spent when they donate to charities.

According to the results, large overhead costs including postage and administrative expenses tend to turn residents away from donating. In some cases, it may even cause them to stop donating completely. Residents want their money to go towards the main mission of the organization and to see proof that their money is actually making a difference in people's lives..

3. Inaccurate Perceptions

A third theme that was prevalent in our interviewing process was a negative perception of the YWCA. Two people said that their only encounter with the YWCA consists of driving past it and seeing people standing outside smoking. Therefore, they had a negative view of the organization, and did not feel like seeking more information about their mission. These residents were confused about what really happens at the YWCA.

survey results

A survey taken by 35 Muncie residents found that 65 percent of the respondents are not aware of the Muncie YWCA mission. This supports our initial problem statement of lack of donations as a result of a lack of awareness. Respondents who indicated awareness of the YWCA's general mission recorded what they thought the mission was, and the answers included a variety of statements. Half of the respondents answered correctly, stating something about providing shelter and assistance for women and children in need. Half, however, did not answer correctly even though they thought they knew what the mission was. Their answers were as follows: "to promote cultural diversity in the local community," "to improve community through sports/physical activity," "to provide some christian-based principles about families and the community," "to promote healthy christian living," "to help the christians of one's own group, especially weaker members" and "something about Christ and bringing forward that lifestyle to families."

These answers displayed how little awareness the Muncie YWCA has in the community. Considering the respondents were educated, it is very shocking to see how few people understand that the YWCA is a shelter for homeless women. Most of the incorrect responses sounded similar to the mission of the YMCA, which could be the cause of confusion.

More than half of the respondents have been to the YWCA before, but were still unclear on the mission of the YWCA. This is an indicator that there is a need to educate the citizens of Muncie on what the YWCA's mission is.

Although the YWCA does provide the community with many opportunities, the survey found that the average community impact on a five point scale was 2.75. Survey respondents were not entirely aware of the YWCA mission or what it does. This could be a huge contributing factor as to why the respondents believe the YWCA has average impact on the community.

Most of the respondents felt that homelessness was a serious issue in Muncie--an average of 3.61 on a five point scale. Nearly one hundred percent of the respondents believed that a shelter for women and children was valuable for the community-- an average of 4.39 on a five point scale. The results seem to contradict each other by saying a shelter for women and children is valuable, but the YWCA has average impact on the community. This contradiction could be the result of little awareness of the YWCA.

survey results continued

Eighty-six percent of respondents donated between \$0 and \$50 per month to nonprofit organizations. From our primary research we found most people donated to individuals or organizations (local or national) that had consistently strong advertising campaigns or high visibility during the holiday season. We can determine that this sample is concerned enough to donate but lack the human interest and personality of others. In addition, the ease of donation, especially during the holiday season, pales in comparison to other organizations.

When considering a campaign strategy and organization publications it will be important for the YWCA to consider what influences this specific market's decisions about donation. This likert matrix reveals the desire of potential donors to know how the cause affects their community and how their donation will be used effectively to combat the problem at hand. For this market, these items should be stated explicitly and openly; detailed annual reports should be available for the public.

conclusion & recommendations

conclusion

According to research, the Muncie community has a lack of awareness about the mission of the YWCA and highly values fiscal responsibility.

Most of the Muncie community is unaware of the mission and objectives of the YWCA. Most believe it is similar to the YMCA, which is not true. The research displayed that residents do believe that a shelter for women and children is valuable, however, they generally do not believe homelessness is a serious issue in Muncie. This is a result of an awareness issue.

Secondly, the research showed that local people are more likely to donate to an organization who values financial stewardship. They like to donate knowing their money will be used to benefit the organization. Unfortunately, the Muncie community believes the YWCA has poor financial stewardship, and therefore donate less to the organization.

After conducting research we believe there are several things the YWCA can do to not only increase awareness but show the community that they are financially responsible. We believe they should have an awareness campaign that shows how they allocate their finances, and also show donors where their money goes. In addition we believe they should increase and expand their overall advertising to include their thrift shop, lessons and classes, and also information on homelessness awareness.

We think they should take advantage of their non-profit status to create several PSA's; although they will be aired an inconvenient times, at least more people will be aware of the mission and their situation. The YWCA has also paired with several community partners such as Indiana Public Radio and the Mayor of Muncie to promote and support their events, and they should continue these relationships year round. It would help build community awareness and give the community a better idea of their missions and values. In addition, if they are affiliated with organizations like this it demonstrates the respect and trustworthiness the YWCA has when dealing with their resources.

recommendations

- Conduct an awareness campaign focusing on how the YWCA's mission is different from the YMCA.
- Highlight how the YWCA improves the local Muncie community through empowering women.
- Conduct an awareness campaign displaying how the YWCA allocates their financial resources.
- Provide an easy-to-understand breakdown of financial allocations on all marketing materials.
- Continue to build relationships with community leaders and businesses.
- Partner with organizations for fundraisers and community events

appendix: interview questions

questions

1. How long have you lived in Muncie?
2. Have you heard of the YWCA?
3. What do you think the YWCA does?
4. If you donate to charities or organizations, which ones do you donate to? And why?
5. Who or what influences you to donate to charities?
6. How many times a year do you donate to charities?
7. Have you ever stopped giving to charities? Why or why not?
8. Does the YWCA have a positive or negative influence on the Muncie community?
9. Is homelessness an issue in Muncie?
10. In your opinion, what can the YWCA do to increase donations?

appendix: survey questions

1. On a scale of 1 -5, how much do you believe homelessness is a serious issue in Muncie?
1=not at all, 5=very much
2. On a scale of 1 - 5, How much does homelessness affect you or someone you know?
1=not at all, 5=very much
2. On a scale of 1-5, How valuable to the community is an organization for helping women and children?
3. Have you been to the YWCA in the last two years? (yes/no)
If yes, what was your reason for visiting?
 - to take a class
 - to attend a fundraising event
 - to attend a training program
 - to attend Bible study
 - to attend a support group
 - to visit the resale shop
 - other: please list_____
4. Are you aware of the YWCA's primary mission?
5. If yes, can you describe the primary function on the YWCA? (essay)
6. Please rate the Muncie YWCA on its impact in the community, 1 being the little to no impact, 5 being a large impact.

appendix: survey questions

7. Please rate how much each of the following factors influences your donating habits. (not at all, a little, neutral, somewhat, very much so)

I received marketing materials through the mail

A family member or friend influenced me

The charity shows me the results/impacts of my donations

The organization's cause means a lot to me

It is convenient

I have donated to this organization before

The organization uses their financial resources well

The organization is locally based

The organization keeps me frequently updated on what's going on

The organization benefits my local community

I am living out my faith/religion

I have the financial means to donate

Someone I know has been affected by organization's mission

I am personally affected by the organization's mission

8. How much money do you donate to non-profit organizations each month?

\$0-\$25

\$26-50

\$51-100

\$100+

Other amount: \$.....

Prefer not to answer

appendix: literary analysis

reasons people donate to charity

People are more motivated to donate to a local charity. People who donate locally do so to help the communities they live in but also for self-betterment. Programs designed around social services and welfare are very popular among donors because the donations go directly to those in need.

Important quotes:

- “Four in 10 respondents strongly agree that people should have pride in their local communities, and nearly one third strongly agree it is important for people to give back for their local communities.”
- “Social services and welfare are also popular donation categories because they provide direct aid to the needy, and most donors see a clear need for this, especially during difficult economic times.”
- “Nearly one in four respondent donors contributed to a homeless shelter or organization that serves the homeless. The fact that the incidence of giving to homelessness is especially high among young adults indicates that these organizations should consider targeting young adults to participate in volunteering and donation programs.”
- “Within human service organizations the data suggest that young adults and low-income individuals should be targeted for volunteer campaigns while the more affluent should be targeted for donations.”

how do successful charities get people to donate

Varadarajan (1988) and Charities of Choice (2009) discuss the correct methods cause-related marketing and how to best get people to donate to nonprofits. The overall consensus between the research is that cause-related marketing has objectives that cause word-of-mouth information about charities to exist. Mass media helps build awareness of the charities and people use social networks to feel affiliated to a cause.

- “Word-of-mouth is the most frequently cited source of information about charities--43 percent.”
- “Television or radio news broadcasts (18%), newspaper or magazine articles (15%), and employers (13%) are also sources of awareness that were cited by more than 10% of respondents.”
- accomplishments, as well as challenges they may be facing.”

works cited

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<http://academic.mintel.com.proxy.bsu.edu/display/448140/>

Varadarajan, P. R., & Menon, A. (1988). Cause-related marketing: a coalignment of marketing strategy and corporate philanthropy. *Journal of Marketing*.

appendix: media coverage

New year calls for new fitness opportunities

Ivy Farguheson, *The Star Press* 2013

This article describes how the YWCA received donated “workout machines, treadmills, bikes, elliptical machines and more.”

<http://www.thestarpress.com/article/20140101/NEWS01/301010002/Muncie-YWCA>

Men wear high heels for the YWCA

The Star Press

This coverage is in the form of a gallery that showcases different men walking in heels for the YWCA’s fundraiser Put Yourself in Her Shoes.

<http://www.thestarpress.com/apps/pbcs.dll/gallery?Avis=C7&Dato=20130921&Kategori=NEWS01&Lopenr=309210035&Ref=PH>

New leaders create new image of YWCA

The Star Press

This Star Press article provided details for the upcoming YWCA event: Put Yourself in Her Heels. It is an introduction of the new executive board of the organization and the vision the women have for the organization. It dispels confusing rumors about the primary emergency service the shelter provides for women. It provides an annual budget and emphasizes its need for volunteers.