O Voluntir

Bike MS Management Presentation

August 2021

z5217856 | Branda Le z5207622 | Dean Mendelowitz z5259890 | Hugo Ng z5161966 | Kevin Zhu z5316945 | William Zhu



Executive Summary & Project Objective





Bike MS is a NFP based in the USA, that raises funds and awareness for Multiple Sclerosis (MS), through charity bike rides across the country

Bike MS has over **100,000 participants** in **150 races** across the country per annum (National MS Society, 2021)

Bike MS is part of the **National MS**Society which raises over \$200m USD
per annum for MS research and support
(Forbes, 2020)



Charity bike ride market is crowded, resulting in reduced participation since 2012

Falling participation since 2012 has resulted in **falling revenue and market share**

Competition from other MS events / charities such as Walk MS



Leverage Bike MS database to derive **data-driven visualisations** into the main factors driving falling participation, revenue and market share and recommend **appropriate strategies**.



Develop new emarketing and physical marketing campaigns

Increase geographical presence

Improve and broaden event offerings

Consolidate less popular Bike MS routes

Industry Background



Market size



In the cycling fundraising market:

- The total donation made to the top 10 cycling fundraisers in 2019 was \$140m
- The National MS Society generated \$75m from their events in FY 2020 (Forbes, 2020)
- The Bike MS Houston to Austin ride is one of the largest MS fundraising cycling events and raised \$13m in 2019 (Gran Fondo Guide, 2021)

Competitors



The top cycling fundraisers include:

- Pan-Mass at \$63m in 2019
- Pelotonia at \$23m
- AIDS/LifeCycle at \$16m (Gran Fondo Guide, 2021)

The top MS fundraisers include:

walk MS and Finish MS which have over 330,000 participants in over 550 locations across United States. (WALK MS®, 2021)

Revenue drivers



Breaking down Bike MS' revenue:

- 46% of the revenue for the National MS Society is from revenue generated from special events such as Bike MS
- 34% of revenue are contributions from individuals, corporations and foundations
- 14% of the revenue is from bequests and trust income (Grant Thornton, 2020)

Participants



The primary participants include:

- Family members and friends who have an association to MS (Filo et. al, 2020)
- Past participants who are more likely to re-attend
- Enthusiasts and Local Cycling
 Clubs looking to compete
- Corporate companies in raising awareness for the cause

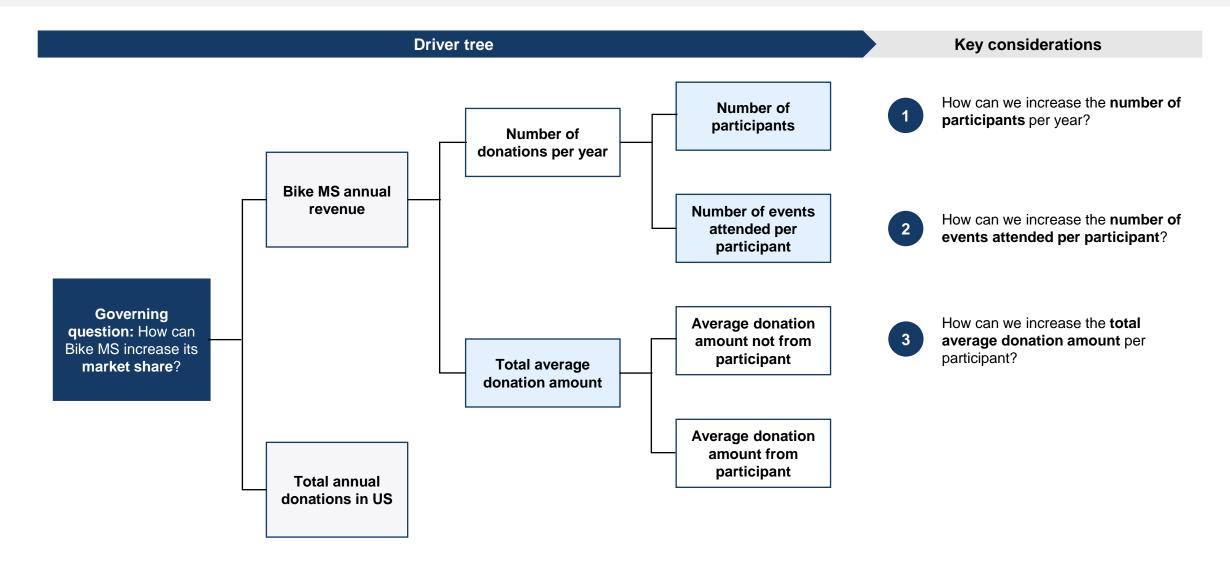
Source: Top US Million Dollar Cycling Fundraising Events (Gran Fondo Guide, 2021)

Charity sport event participants and fundraising: An examination of constraints and negotiation strategies (Filo et. al, 2020)

Why Walk MS? (WALK MS®, 2021)

Problem Definition





Key Questions



Governing question: How can Bike MS increase its market share?							
Driver	Question	Stakeholders impacted	Relevance to business				
Increase number of participants	What is Bike MS' participant retention rate over time?	Executive leadership teamMarketing and sales teamOperations team	Determine if diminishing market share is a result of a lack of return participants or an inability to acquire new participants				
	What channels experience the highest volume of participant registration (returning vs. new)?	Marketing and sales teamTechnology team	Determine the registration channels that Bike MS should direct their focus to				
	What are the participation levels between different team division types?	Marketing and sales teamOperations team	 Determine which team division type to promote – increasing participation through teams is easier than through individual participation, since the responsibility of engaging with warm leads is transferred to 'team captains' 				
Increase number of events attended per participant	Which events experience the highest overall number of participants?	Executive leadership teamMarketing and sales teamOperations team	 Determine events that are popular with participants to identify what makes them successful and how that can be replicated across other events 				
Increase the total average donation amount per participant	5. What is the average individual total donation amount (by occupation, gender and location)?	Human resources teamMarketing and sales teamOperations team	 Determine demographic commonalities between high donating participants to target new participants of similar backgrounds that are likely to donate generously Alternatively, identify an untapped market of participants that could increase the number of participants 				
	Does participant connection to MS impact the average individual amount donated?	Executive leadership teamFinance teamMarketing and sales team	 Determine how participant connection to MS may influence the level of funding from participants and their network, relative to participants with no connection to MS 				

Source: Team discussion

Key Assumptions and Clarifications



Governing question: How can Bike MS increase its market share?						
Driver	Question	Business assumptions and clarifications	Rationale			
Increase number of participants	What is Bike MS' participant retention rate over time?	Retention rate = Number of Prior Participants / Total Number of Participants	 Provides a clear visualization into the trend of returning participants to address the key business question Participation retention rate measures both team division and individual participation 			
	2. What channels experience the highes volume of participant registration (returning vs. new)?	 Participant registration = Number of participants Volume of participants = Number of participants that have raced 	Volume is the number of race participants (not unique)			
	3. What are the participation levels between different team division types?	 Participation level is measured via total confirmed gifts Total confirmed gifts = Total funds raised Participation frequency = Number of participation that have raced Team division was aggregated into a new variable with 5 division categories 	 Distilling to different groups of team division for a better understanding of the different parties of team division. All confirmed gifts equates to donations both by participant and external. Some categories are filtered out to avoid confusion and general simplification. 			
Increase number of events attended per participant	4. Which events experience the highest overall number of participants?	 Highest overall participants = Highest number of participants Participation frequency = Number of participants that have raced 	 Refined to 13 events experiences to understand participation trends. Frequency is the number of race participants (not unique) 			
Increase the total average donation amount per participant	5. Does participant connection to MS impact the average individual amount donated?	Participants connection to MS = Average from Participants \$ with connection to MS	 Refined to 10 categories to understand categorical relation to MS relations. 			
	6. What is the average individual total donation amount (by occupation and gender)?	 Excluded missing values from gender and occupation Average individual donation = Total Confirmed gifts / Number of individuals donated Individual may be participants or non-participants 	 Distilling to top 10 to understand main occupation drivers as the magnitude of occupations in dataset is too broad Improves visualizations' ability to answer key business question. Total donation amount is determined by the total confirmed gifts from participants and external. 			

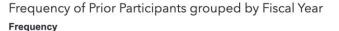
6

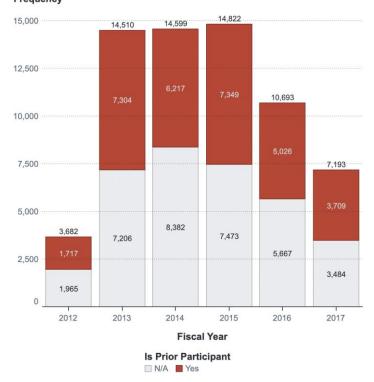
Bike MS' market share loss is driven by their inability to attract new participants



1. What is Bike MS' participant retention rate over time?

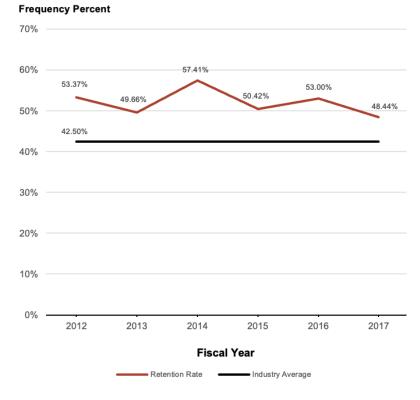
Key takeaways





Graph rationale – A **stacked bar chart** allows the reader to **track changes** in the proportion of prior participants and new participants by fiscal year, while showing the steep fall in participation between 2015 - 17

Retention Rate grouped by Fiscal Year



Graph rationale – A **double line graph** allows the reader to **compare** the changes in Bike MS' retention rate over time against the industry average

Bike MS' participant retention rate has not changed significantly over time (48.44% - 57.41%), indicating their market share loss is largely driven by an inability to attract new participants

The average retention rate of charity biking event participants in the US is 42.5% - 5.94% lower than Bike MS' reported retention rate in 2017 (BlackBaud, 2019)

Though there is an overall downward trend in Bike MS' retention rate, for now, they should direct their efforts to **conducting further research** into who are and where potential participants may exist

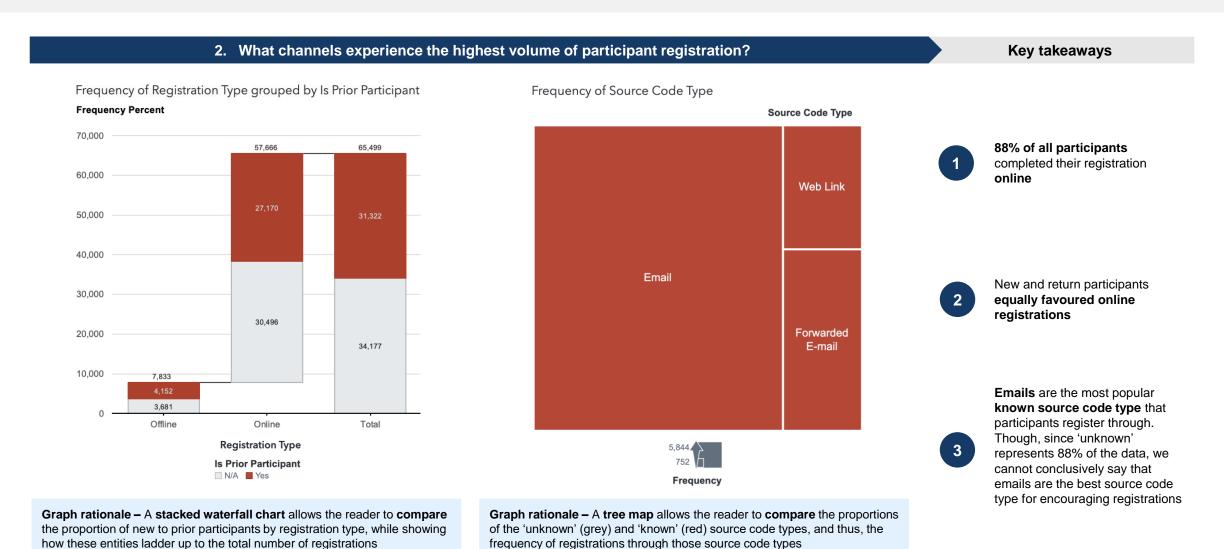
of participants

of events attended

Total average donation amount

88% of all participants complete their registrations online through emails, forwarded e-mails and web links





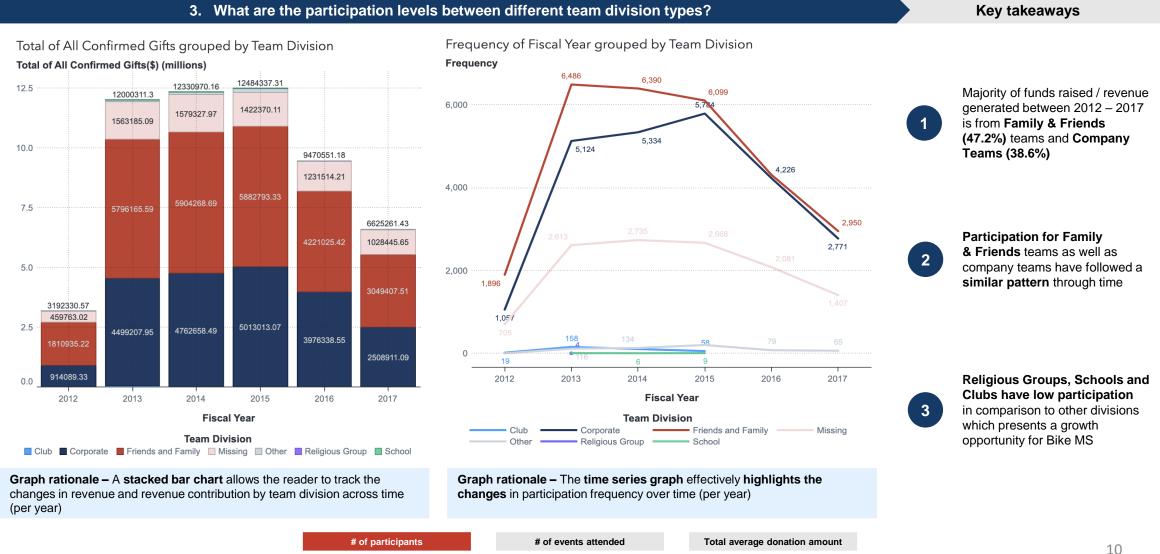
Bike MS should consider leveraging digital marketing techniques to increase their number of registrations



Recomi	Value			
Recommendation	Rationale	Impact to Bike MS		
Leverage user generated content – Use content created by participants and non-participating donors for marketing	 User generated content will help build Bike MS' credibility and interest among untapped segments because it acts as social proof Website visitors who look at user-generated content convert 161% more than people who don't (CM Commerce, 2020) Bike MS could feature their participants' Instagram posts or donee testimonials on their official website 	Increases the number of participants, as the likelihood of conversion is greater		
Use online behavioural advertising – Push advertisements for Bike MS events to individuals with online behaviours that indicate interest in charities or potential candidacy for biking events	 Internet-based advertising would provide Bike MS with demographic and behavioural analytics about untapped segments Targeting individuals through behaviour is effective as behaviour informs action and hence conversion. Also, targeted individuals are often prime for converting into a sale (Kumar and Patel, 2014) 	 Increases the number of participants, as individuals targeted are likely to engage with Bike MS events based on their online behaviours 		

Schools and religious groups are untapped groups that have potential to grow Bike MS' participant base significantly





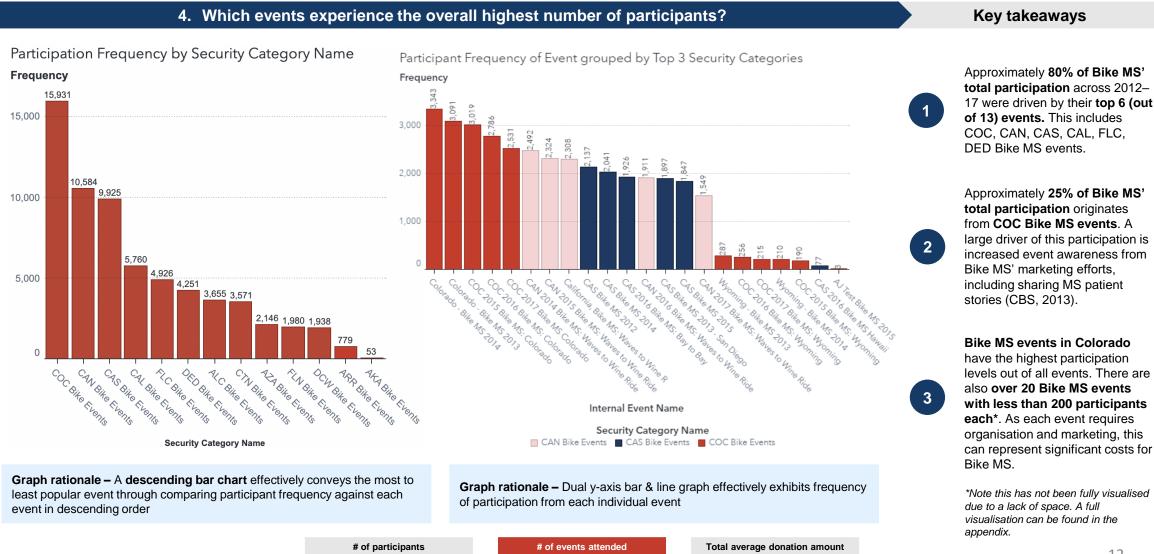
Raising awareness about MS to untapped groups and appealing to the needs of corporates and families will attract new participants and income streams



Recom	Value			
Recommendation	Rationale	Impact to Bike MS		
Raising awareness about MS at High Schools & Religious Groups – Send Bike MS representatives to school assemblies or religious gatherings to educate both groups about MS	 26,727 high schools in the US in 2017/18 (US Department of Education, 2021) 350,000 religious congregations in the US (Hartford Institute, 2013) Raising awareness about the tangible impact of peoples' donations for people living with MS, increases the likelihood of receiving larger average donation amount (Williams, 2016) 	 Increase number of teams from schools and religious groups Increase total average donation amount 		
Workplace Stationary Bike Rides – Introduce stationary bike rides in the workplace increase accessibility for busy, time-poor staff	 Decreases the barrier to participation for corporates Provides new and existing participants an opportunity to participate without forgoing their work responsibilities 	 Increase the number of teams from corporates Increase the number of individual working professionals 		
Family Friendly Events – Introduce ancillary events or attractions (theme park, food / beverage services) around the events to promote participation among children and the entire family unit	Increasing funds raised and revenue through diversified income streams and ancillary products.	Increase funds raised and revenue		

55% of Bike MS' total participation across 2012–17 can be accounted for by COC, CAN and CAS bike events





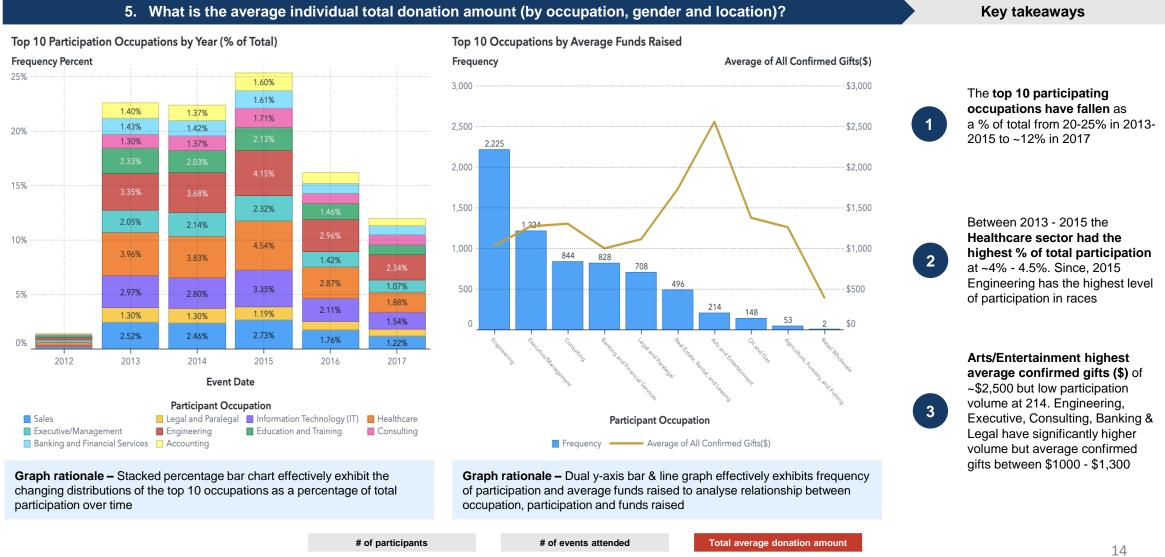
Understanding what makes COC, CAN and CAS bike events popular will allow Bike MS to replicate their success in future events



Recomm	Value			
Recommendation	Rationale	Impact to Bike MS		
Consolidate less popular Bike MS routes – Combine routes from Bike MS events with less than 200 participants into the top 6 security categories	 Approximately 80% of Bike MS' total participation across 2012–17 were driven by their top 6 (out of 13) events. This includes COC, CAN, CAS, CAL, FLC, DED Bike MS events There are over 20 Bike MS events with less than 200 participants each*. As each event requires organisation and marketing, this can represent significant costs for Bike MS The Pan Mass Challenge for the Dana Farber Cancer Institute is the largest single fundraiser and contains 12 routes of varying distance. This enables participants to choose varying distances and locations that suit them better (PR Newswire, 2019) 	 Reduces overall event organisation and marketing costs through consolidating smaller events Increase flexibility for participants to choose routes and locations that suit their capabilities better 		
Create marketing campaigns that resonate with participants – Developing marketing material that target an audience closely related to MS can help raise awareness of key Bike MS events	 Approximately 25% of Bike MS' total participation originates from COC Bike MS events. A large driver of this participation is increased event awareness from Bike MS' marketing efforts, including sharing MS patient stories Developing marketing campaigns that align with the values and interests of the target participant increases the likelihood of engagement with Bike MS (Williams, 2016) 	 Increase awareness of Bike MS events with less participants or events that have been consolidated Increases donor awareness of MS issues and ways to help through donations or increasing the network reach of marketing material 		

Total average funds raised varies significantly between occupations





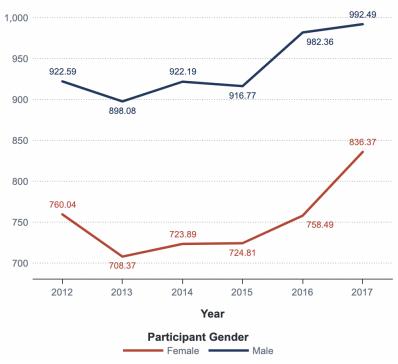
There is an opportunity to increase female participation and their average funds raised



5. What is the average individual total donation amount (by occupation, gender and location)?

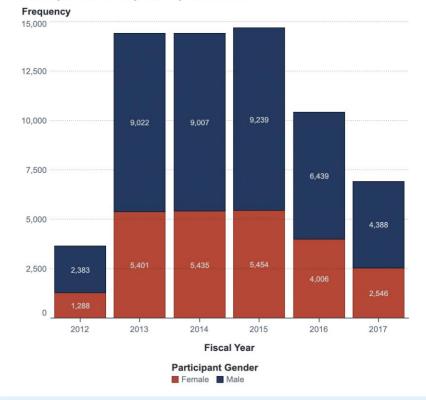
Key takeaways

Average of Total Confirmed Gifts by Participant Gender Average of Total Confirmed Gifts (\$)



Graph rationale - Line graphs effectively depicts the trend of total confirmed gifts in accordance with participation gender per year. Thus, allowing to compare the differences in terms of donations and participation volume

Participation Rate by Participant Gender



Graph rationale – Stacked bar charts effectively shows the changes in participation by gender over time and the relatively difference between the participation frequency of each gender over time

1 pa

Female participation is consistently lower than male participation hovering between 36-38% of total between 2012 and 2017 while male participation is between 62-63% of total

2

There is an **upward** trend of the average confirmed gifts for women from 2015 (from \$724 to \$836) as well as man (from \$916 to \$992). The donation gap between them has also been shrinking (from 20% to 15%)

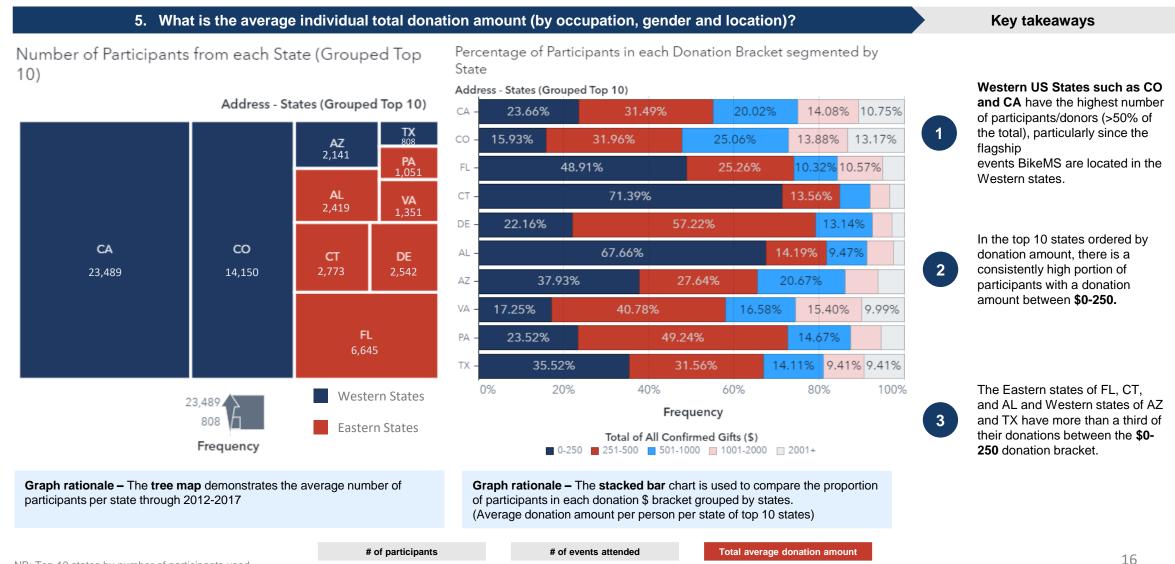
of participants

of events attended

Total average donation amount

Bike MS has a low penetration of participants from the East Coast





NB: Top 10 states by number of participants used NB: Missing values have been excluded

Bike MS should consider tailoring its events to meet the occupational, gender and geographical needs of participants



	Recor	Value			
	Recommendation	Rationale	Impact to Bike MS		
Occupation	Professional development events – Combine professional development opportunities with race events	 Top 10 participating occupations are falling as % of total Encourages participation in the higher average gift generating sectors that have low participation such as Arts/Entertainment, Oil & Gas, Agriculture 	Increases total average funds raised per person as these professions are higher donation generating participants		
	Corporate sponsors	 Encourages professionals from sponsoring firms to participate Corporate donations in the US grew by 13.4% to over \$21bn in 2019 (National Philanthropic Trust, 2019) 	 Increases funds raised as corporate sponsors have larger balance sheets than individuals to make donations Reduces costs of running events as corporate sponsors absorb part of Bike MS' operating expenses 		
Gender	Role model campaigning – Convince role models to partake in Bike MS events	 Incentivises participation – especially if the role model resonates with Bike MS' target participants L'Étape 2017 invited Chris Froome (4 time Tour de France winner) to partake in the event, which resulted in a 20%+ increase in participation (L'Étape Australia, 2019) 	 Increases female participation and hence total funds raised Having a role model that resonates with females will increase Bike MS' profile among females 		
Geography	Expansion into the East Coast – Introduce East Coast based flagship events	 50% of participation and total funds raised come from the West Coast, since flagship events are based there The East Coast has more populous cities in states such as Illinois and New York (2 of the top 6 most populous states) – this is a large untapped market 	Significantly increases funds raised and participation		

of participants

of events attended

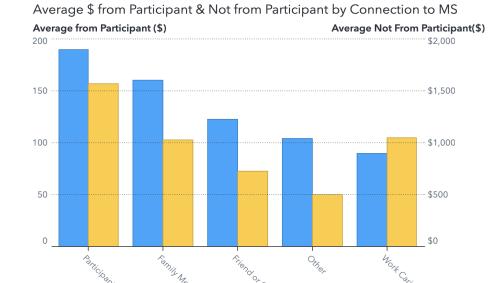
Total average donation amount

Non-MS connected participants account for less than ¼ of total funds raised





Key takeaways

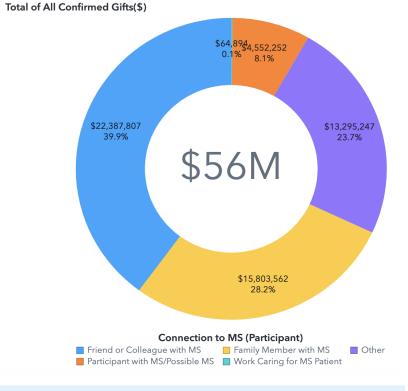


Graph rationale – The **dual y-axis bar chart** is used to compare the average funds from participant and not from participant by connection to MS

Connection to MS (Participant)

Average from Participant (\$) Average Not From Participant(\$)

Total of All Confirmed Gifts by Connection to MS



Graph rationale – The **pie chart** represents the proportion of funds raised by different MS connections in a visually simple format.

Participants with MS and Possible MS have most funds raised on average from participant (~\$180) and not from participant (~\$160).

Workers caring for MS patients are the only category where average non-participant funds is greater than average participant funds.

76.3% of funds raised are through someone that has a connection with MS, assuming 'Other' does not have a connection with someone that has MS.

of participants

of events attended

Total average donation amount

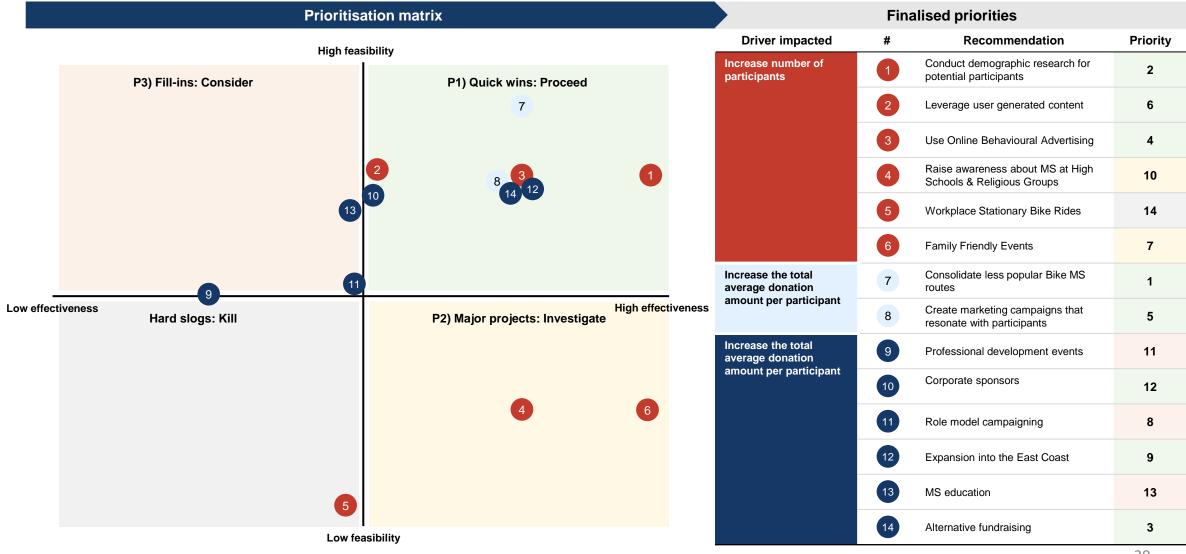
Educating Non-MS connected individuals can encourage new participants to participate and existing participant to donate more



	Value			
Recommendation	Rationale	Impact to Bike MS		
MS education – Create an ancillary education of the community at the manner of the community at the community at the manner of the community at the commun	 People are more likely to donate more if they understand the 	 Increase participation of non-MS connected individuals Increase total average funds raised by non-MS connected individuals or people who are less aware about MS 		
Alternative fundraising – Provide marker goods and services that can be sold prior event		Increase funds raised through non-MS connected individuals, since fundraising through prizes appeals to all participants		

Recommendations summary and prioritisation





Thank you

References



2021. [online] Available at: https://nces.ed.gov/fastfacts/display.asp?id=84> [Accessed 2 August 2021].

Challenge, P., 2021. World's Most Successful Athletic Fundraiser Pan-Mass Challenge Celebrates Milestone 40th Ride. [online] Prnewswire.com. Available at: https://www.prnewswire.com/news-releases/worlds-most-successful-athletic-fundraiser-pan-mass-challenge-celebrates-milestone-40th-ride-300895993.html [Accessed 3 August 2021].

CM Commerce. 2021. Building Social Proof and User-Generated Content: How Email Can Help. [online] Available at: https://cm-commerce.com/academy/building-social-proof-and-user-generated-content-how-email-can-help/ [Accessed 2 August 2021].

Denver.cbslocal.com. 2021. Bike MS Helps Fund Research, A Lifesaver For Colorado Man. [online] Available at: https://denver.cbslocal.com/2013/06/05/bike-ms-helps-fund-research-people-living-with-disease/ [Accessed 2 August 2021].

Filo, K, Fechner, D & Inoue, Y 2020, 'The donors supporting charity sport event participants: An exploration of the factors driving donations', Journal of sport management, vol. 34, no. 5, pp. 488–499.

Forbes. 2021. National Multiple Sclerosis Society. [online] Available at: https://www.forbes.com/companies/national-multiple-sclerosis-society/?sh=250857eb262e [Accessed 2 August 2021].

Forum, P., 2021. P2P Fundraising Stats - Peer-to-Peer Professional Forum. [online] Peer-to-Peer Professional Forum. Available at: <a href="https://www.peertopeerforum.com/fundraising-guides/peer-to-peer-fundraising-guides/peer-fundraising-guides/peer-fundraising-guides/peer-fundraising-guides/peer-fundraising-guides/peer-fundraising-guides/peer-fun

Gran Fondo Guide. 2021. Top 10 US Million Dollar Cycling Fundraising Events. [online] Available at: https://granfondoguide.com/Contents/Index/5347/top-10-us-million-dollar-cycling-fundraising-events [Accessed 2 August 2021].

Jordan Beary, E., 2021. TUN Data Challenge 2018: Bike MS. [online] Jordanbeary.github.io. Available at: https://jordanbeary.github.io/BikeMS/ [Accessed 2 August 2021].

Kumar, K. and Patel, A., 2014. A Research Paper on Measuring Effectiveness of Online Behavioral Advertisements. International Journal of scientific research and management (IJSRM), 2(12), pp.1825-1832.

letapeaustralia.com. 3500 riders enjoyed L'Etape Australia. [online] Available at: https://2019.letapeaustralia.com/3500-riders-enjoyed-letape-australia-2017/ (2019).

National MS Society. 2021. WALK MS®. [online] Available at: https://secure.nationalmssociety.org/site/SPageServer?pagename=WLK_HOM_WhyWalkMS [Accessed 2 August 2021].

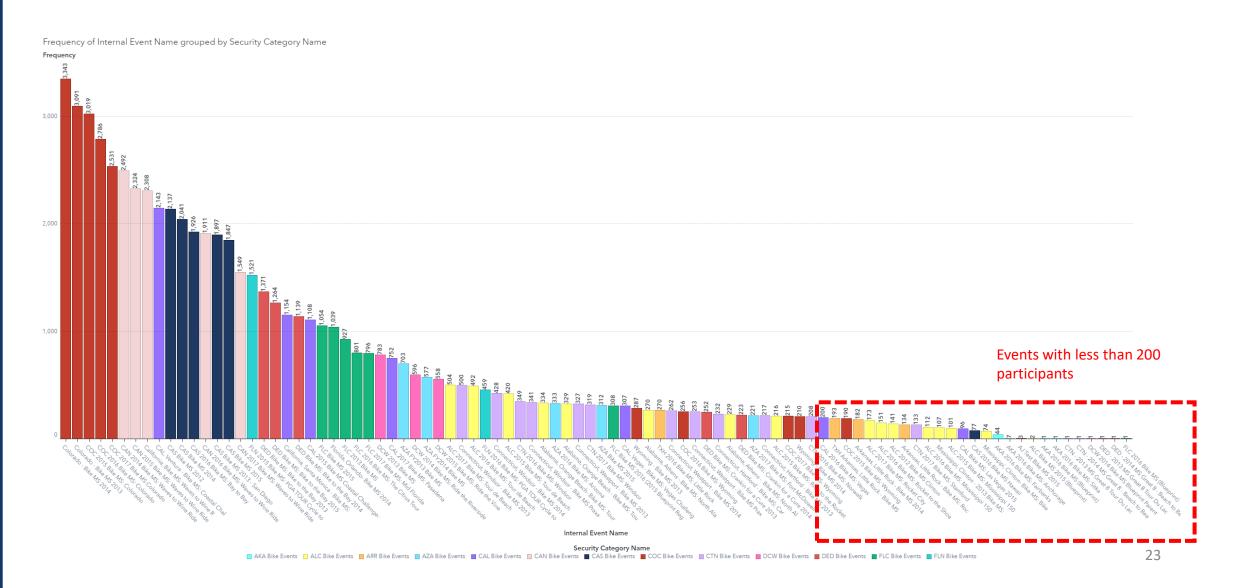
NPTrust. (2018). Charitable Giving Statistics | NPTrust. [online] Available at: https://www.nptrust.org/philanthropic-resources/charitable-giving-statistics/.

Nmsscdn.azureedge.net. 2021. Consolidated Financial Statements and Supplementary Information Together with Report of Independent Certified Public Accountants. [online] Available at: https://nmsscdn.azureedge.net/NationalMSSociety/media/MSNationalFiles/Financials/2020-National-Multiple-Sclerosis-Society-FS-FINAL.pdf?ext=.pdf> [Accessed 2 August 2021].

Research-repository.griffith.edu.au. 2020. Charity sport event participants and fundraising: An examination of constraints and negotiation strategies. [online] Available at: https://research-repository.griffith.edu.au/bitstream/handle/10072/385561/Filo207758.pdf; jessionid=FF321C3F0BEAF0D4A8E536B3BA274C20? sequence=1> [Accessed 2 August 2021].

Detailed – Which events experience the overall highest number of participants?





Detailed summary and prioritisation



	Governing question: How can Bike MS increase its market share?							
Driver	-	Question	Recommendation	-	Key considerations	Effectiveness	Feasibility	Priority
Increase number of participants	1.	What is Bike MS' participant retention rate over time?	Conduct demographic research for potential participants	•	Bike MS needs to first improve their data completeness, accuracy and validity	5/5	4/5	2
	2.	What channels experience the highest volume of participant registration (returning vs. new)?	Leverage user generated content	•	Cost incurred from hiring a contractor to redesign the website Conversion rates differ between e-commerce sites and charity events	3/5	4/5	6
			Use Online Behavioural Advertising	•	Cost incurred from hiring a contractor to implement this form of advertising Will people be comfortable being 'targeted' and having their data tracked?	4/5	4/5	4
	3.	What are the participation levels between different team division types?	Raise awareness about MS at High Schools & Religious Groups		Do most parents consent to their child engaging in a high-risk activity such as bike riding? What would compel religious groups to engage with Bike MS?	4/5	2/5	10
			Workplace Stationary Bike Rides	•	Who will bear the cost of the stationary bikes and handle their distribution?	3/5	1/5	14
			Family Friendly Events	•	Do most of our participants have their own families? Is the setup cost for these ancillary events / attractions too high relative to the potential earnings?	5/5	2/5	7
Increase number of events attended per	4.	Which events experience the highest overall number of participants?	Consolidate less popular Bike MS routes	•	Smaller events have less participants due to a lack of biker awareness Participants may be unable to handle longer or more rigorous bikes rides	4/5	5/5	1
participant			Create marketing campaigns that resonate with participants	•	Smaller events may have less participants as is less marketing and awareness provided for the event compared to large events	4/5	4/5	5
Increase the total average donation	5.	What is the average individual total donation	Professional development events	•	Will Bike MS have to organise these events, or will the onus fall on businesses and corporates themselves?	2/5	3/5	11
amount per participant		amount (by occupation and gender)?	Corporate sponsors	•	Does Bike MS have capacity to talk and negotiate with corporate sponsors?	3/5	2/5	12
			Role model campaigning	•	Not everyone will know the role model since some participants are causal riders	3/5	3/5	8
			Expansion into the East Coast	•	Participants may find it difficult to attend events due to their geographical location	4/5	2/5	9
	6.		MS education	•	Some participants may not pay attention about the education program	3/5	2/5	13
		connection to MS impact the average individual amount donated?	Alternative fundraising	•	Additional expenses may be incurred for Bike MS to set up alternatives	4/5	4/5	3