



Strategic Recommendations

Spring 2019 Consulting Project



University of Cincinnati

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About UC SCNO

Students Consulting for Nonprofit Organizations (SCNO) at the University of Cincinnati is a student run organization that provides pro bono consulting for nonprofits in the Cincinnati area. SCNO provides clients with meaningful strategic consulting to achieve significant results in the community, while simultaneously fostering opportunities for students to develop professional skills and gain practical consulting experience. Through ten weeks of intensive research and development, student teams work with non-profits to develop action-items that aim to achieve the development goals of the nonprofit client.

In order to meet the highest standards of results, SCNO draws its talent from a diverse background of students, ranging from finance, to engineering, to medical sciences. This cross-collaboration of expertise allows our consultants to not only develop a wide breadth of solutions across fields, but also delve deeply into each specific sub-solution, drawing upon individual strengths.

Today, SCNO is quickly becoming one of the most engaging and dynamic student groups on campus, offering students from all colleges the opportunity to apply their academic and personal experiences to better the community through pro-bono consulting engagements.

SCNO is a national organization founded in 2000 at the University of Arizona. As of 2017, there are over 30 chapters around the country at schools such as Ohio State, Northwestern, Johns Hopkins, Vanderbilt. SCNO was founded at the University of Cincinnati in 2016.

In 2017, SCNO was recognized with the prestigious **Student Organization of the Year** at the University of Cincinnati by the Student Activities Board.

Team Member Bios

Emily Williams, Lead Consultant

Emily is a second year studying medical sciences through the College of Medicine. She has worked at Cincinnati Children's Hospital as a Patient Care Assistant on a Medical Surgical Unit for the past year. This is Emily's third semester in SCNO, where she was previously on the Ronald McDonald and JDRF teams. On campus, she is involved in the Pre-Physician Assistant Association and holds an executive position within her social sorority.

Zach Siegert, Consultant

Zach is a fourth year studying Political Science and Criminal Justice. This is his second semester with SCNO, previously working with Crayons 2 Computers. He is currently a member of the University Honors Program, Delta Tau Delta Fraternity, and has participated in multiple internships around Cincinnati concerning policy and government. He will be graduating at the end of this semester. In the fall, Zach will begin studying at Indiana University in pursuit of a Master of Public Affairs with a concentration in Environmental Policy & Natural Resource Management.

Drew Greiner, Consultant

Andrew Greiner is a second-year student studying finance and business analytics in the Lindner Honors-PLUS Program within the Lindner College of Business. He has worked as a co-op at The Kroger Co., and on campus has held roles within UC Dance Marathon, Forever Bearcats, Sigma Alpha Epsilon, and is also involved in the Student Alumni Council.

Avani Kabra, Consultant

Avani is a third-year student studying Medical Sciences and Spanish. She has been a part of UC SCNO for 3 years, consulting for organizations like Cincinnati Youth Collaborative, Sweet Cheeks, Operation Giveback, and 4C for Children. For this project, Avani was involved with the redesigning of the Junior Ambassadors Board.

Katie Walsh, Consultant

Katie Walsh is a first-year student studying Finance in the Linder College of Business. She is a Linder Honors Plus student and has been apart of SCNO for one semester. In the future she will be working at The Kroger Co.

Joe Kemper, Consultant

Joe is a first-year student in the College of Engineering & Applied Sciences studying Mechanical Engineering, and this spring is his second semester as a part of SCNO. Outside of participating in SCNO, he currently serves as the philanthropy chair for his social fraternity and is a member of the Student Alumni Council at UC.

Background Information

The Karen Wellington Foundation is a nonprofit organization focused on putting FUN on the calendar for women living with breast cancer. The foundation believes in the important part of having something to look forward to while going through treatment. KWF provides many different opportunities for women to take a much-needed break from their battle and experience life's joys through special vacations, relaxing spa days, dinners out, concert experiences and many more.

The Karen Wellington Foundation does not only supply outings and fun for these women but are also able to support them using their Medical Advisory Board. The Medical Advisory Board is a group of individuals who have come together to commit their time to helping the recipients with their medical expertise.

KWF does not pick the sickest women to get a trip or fun experience, they find opportunities for all women no matter their status. Another amazing aspect of the foundation is that if an organization, local team, or group of friends want to put on a fundraiser for a woman with breast cancer, KWF will match their earnings and help facilitate finding the trip experience, trip, or outing for the recipient. Their vision is to give hope and FUN to all women who are battling breast cancer.

Project Scope

As an organization, the Karen Wellington Foundation aims to put FUN on the calendars of those struggling with breast cancer. Given the nature of the mission, the demographic that KWF mostly serves is women above the age of 40. Therefore, most of those involved heavily with KWF come from an older demographic. KWF wants to attract more young professionals within the age range of 21-30. Whether that be marketing more on college campuses or hosting events targeted specifically to young professionals, KWF wants strategic marketing recommendations on how to continuously involve a younger demographic. The challenge of the project is to develop a sustainable plan for increasing involvement from college students and young professional in all aspects of the Karen Wellington Foundation programming.

Recommendations

Karen Wellington Foundation would benefit from having an advisory board that is comprised of the people they are trying to engage in their programming. Through using Cincinnati as an example, KWF can emulate this advisory board in cities where they have their other chapters located.

Millennial Fundraising

Through research, we found that millennials are not the biggest donors, but could be your biggest fundraisers. Millennials, unlike older, traditional donors, do not have large salaries or pockets of money to donate from. Instead, they work long hours for lower wages. One thing millennials do have though, is the want to help as well as a unique understanding of social media and the internet. Statistics show that an improved social media and online presence lead to increased donations and increased engagement. According to the 2013 Millennial Impact Report, when a young professional visits a nonprofit's website, they follow that nonprofit's social media 51% of the time. On top of that, the second most frequent action taken is donating to that nonprofit and searching the page, something millennials do 46% of the time. The Karen Wellington Foundation is already in a good position with the ability for online donations, as 84% of the millennials that give donations prefer to give them online.

While peer-to-peer fundraising has always been a viable option for donations, it has grown in popularity as social media and online fundraising has increased. It is not something millennials are strangers to either, as 64% of them reported to fundraising for an event such as a walk or run or for charity. Some of these young professionals voluntarily look towards peer-to-peer fundraising, as 46% reported that they had asked for donations to a place of their choice instead of physical gifts. This is not something can be limited to young professionals either, as college students have the same abilities as young professionals, and sometimes even larger networks. We believe that peer-to-peer fundraising could be a successful strategy that could be paired with certain events such as Karen's Gift BASH, where people could raise more money to have special perks. Overall, fundraising can allow young professionals to be involved and give back to the Karen Wellington Foundation, even though they aren't necessarily able to give much of their own money.

In order to get millennials more involved and interested in the Karen Wellington Foundation, we believe there are three main areas to focus marketing. The first is online, using social media. While KWF appears to have a grasp on Facebook, with frequent and thorough posts, we believe KWF is missing a possible audience on Twitter. While there is a KWF Twitter account (@kwf_kwf), the account has only 36 tweets since

it was started in February 2015, and none since April 2018. The info put out by KWF in their tweets is positive, educational material, allowing others to learn about KWF and their events. A major part of building an online brand, though, is frequent posting, especially towards ages 18-29, of which 47% use Twitter. The account already has a small base of followers, at 98, including FC Cincinnati (@fccincinnati). By using some of these followers, KWF can boost their interaction and get their name out to more people online. People also want to see what their donations and support are going to, so posts of women on their vacations (with permission, of course) and others are likely to boost interest and be an even better display of the great work KWF is doing.

The second and third areas go with each other, and those are marketing the abilities for young professionals to network and build their brand at these events. With companies such as TriHealth, Graydon, Huntington, Fifth Third Bank, and more, KWF can offer young professionals' special opportunities at events such as happy hours and special events. On top of just those companies, other companies have helped donate and send people on vacations, which allows KWF the opportunity to continue to have those companies involved and allow them to give back. Millennials today want both tangible and intangible benefits, and offering them the opportunity to network and build their brand works to satisfy those intangible benefits they may be looking for.

Ambassadors Board

The Junior Ambassadors Board, as it is currently called, is a group of volunteers that have been a part of the KWF team for many years. We believe that revamping this group, renaming it KWF Ambassadors, and tasking the group with planning and leading key initiatives, as well as actively involving more people with KWF, would be incredibly beneficial to KWF. There are two main reasons for a revamping of this group to benefit the organization and be successful. First, KWF Ambassadors can be a way for college students and young professionals to make a meaningful impact in their community. Second, KWF can have a reliable, direct link to this key population via passionate students who they know can commit their time and efforts to working with KWF consistently.

Ideally, KWF should recruit from a variety of different fields to create this pilot group of ambassadors, including representatives from Greek life, student government, graphics/design, athletics, business, pre-health, and pre-law, as well as professionals already in the work force in various fields and individuals with any other diverse background, interest, or skill. By creating a diverse group, KWF can ensure the largest possible influence of these ambassadors on campuses and in the community and a wide variety of perspectives contributing to the group's ideas and work.

In terms of getting these students and professionals involved, KWF should focus on a few key aspects of the ambassador's group to attract a strong group of individuals. One incentive is that KWF Ambassadors will have numerous opportunities to build connections with other ambassadors and other professionals from the Cincinnati area, whether that is during the process of planning initiatives or during KWF events themselves. These connections could give rise to future career opportunities or mentoring relationships.

A second incentive is that being a KWF Ambassador can be a meaningful experience for students and young professionals to put on their resumes to show that they have experience planning initiatives, working on a large team, and maybe even fulfilling a leadership position within the group. In addition to this, ambassadors can gain social skills that will certainly help them later in their careers.

Lastly, as mentioned before, a huge incentive is community involvement. This is a unique opportunity, especially for students who have a community service requirement to fulfill, because it is more long-term than most opportunities that present themselves to students—one where they can build on their previous connections and skills year after year.

Calling the group KWF Ambassadors, instead of the Junior Ambassadors Board, would help broaden the age group that can get involved, because many college students and young professionals do not identify themselves as juniors. Removing the word "board," although a small change, would help get across the message that these ambassadors are not at all distant from the actual planning of events or from working with community members—they are at the core of the action.

Cultivating College Students

In order to begin to attract young professionals towards the Karen Wellington Foundation, the place that we recommend beginning to seek them out is during their college years. While in college, there is immense opportunity to establish and begin to grow the brand of KWF among young students by giving young students an opportunity to create a personal connection with the organization. As could be expected, these students likely won't be some of the largest donors right from the start, but by starting the connection they feel with the organization, it will ideally help to continue their involvement with KWF throughout their professional life. To best attract college students, we have decided on three areas where it would be most beneficial to begin marketing on college campuses: Greek Life, Sporting Events, On-Campus Professional Groups.

Just about every Greek fraternity and sorority partners with nonprofits for their philanthropy events, so one way that we thought could be beneficial to grow the brand of KWF to college students is to reach out to Greek organizations at other universities and try to establish a connection with them. Not only can these organizations raise a substantial amount of funds for an organization, but this will also create a relationship between these students and KWF and therefore will give them more incentive to remain in contact with the organization once they graduate.

Secondly, we believe that sporting events are great ways to promote the name of KWF at universities. By partnering with college sports teams to create a fun atmosphere with potentially pink jerseys on the players, selling merchandise at events, and promoting the KWF brand at events, it can give attention to what KWF is to the thousands of students who go to these sporting events. As a result, this will leave students with a greater knowledge of the organization, leading to more students recognizing how to become a part of KWF.

Our third area where we believe that KWF can enhance their relationships with college students is through on-campus professional groups. As probably every university has young professional groups for their students to become a part of, this is a great way to get the KWF name out to young, ambitious students looking to further their professional careers. By coming in to speak about KWF and how it started, how it has become successful, etc., it gives students good experience by learning about nonprofits work, as well as establishes an opportunity for students to get more involved with KWF.

College Involvement: UC

We came up with several tangible courses of action in order to market KWF to college students in Greek Life, On Campus Professional Groups, and at Sporting Events at the University of Cincinnati. Regarding Greek Life, there are two main organizations that focus on raising money for breast cancer as their main philanthropy. The first is Zeta Tau Alpha, and the second is Pi Kappa Alpha. We reached out to Zeta, who just formed a chapter at UC, because we saw it as a great opportunity to get involved from the very beginning. We were able to connect a KWF representative with Zeta and allow them to judge Zeta's biggest philanthropy event, the Think Pink Beauty Pageant. This partnership is a great opportunity for KWF because Zeta is looking to expand their growth and they are in the process of creating more fundraisers and events. Additionally, PIKE has a strong connection with KWF because Robby Wellington is an alum. Because of this, they have an entire week dedicated to this foundation. We recommend keeping close ties with this fraternity because they raise so much money.

Another great way to expand KWF is reach out to Lindner Women in Business, a professional group here at the university. LWiB is a group of motivated business individuals that highlights powerful business women every week with speakers and networking events. It would be great for KWF to host a speaker or attend an event

because there are many women interested in the non-profit field from a business standpoint. It would be a great way to gain a passionate support system that could also hypothetically be some of KWF's future hires.

Our last UC specific recommendation involves sporting events. With FCC joining the MLS and taking off, it is a great chance for this organization to improve their partnership with them and attract more collegiate fans. By selling shirts, having fundraisers, or getting the players to wear pink during October, there are many opportunities that lie ahead with this partnership. Lastly, we recommend partnering with the women's volleyball team here at UC. If you could host "Think Pink" game and have the players wear pink jerseys and have a raffle, it would get the word out and would be a great entry point into UC sports.

Cincinnati Young Professional Community

Areas & Locations

Increased marketing and presence in specific areas that young professionals frequent will increase the name recognition of KWF. This will likely lead to a higher interest in what KWF has to offer to young professionals.

Breweries

Young professionals love their breweries in Cincinnati. That is why making a presence at local breweries in Cincinnati could be a simple way to expose many young professionals to KWF. One recommendation we would make would be to hold events at places such as MadTree or Rhinegeist. As KWF already has a connection with Rhinegeist, this would be an easy connection to build upon. When young professionals see these events, they will naturally want to learn more about what all these women are doing at a brewery. These conversations are a grassroots technique to increasing interest in the organization.

Residential Areas

Additionally, marketing in areas where young professionals reside is a great way to consistently show KWF to these individuals. Two areas of importance would be Oakley and Hyde Park. These two areas typically contain many individuals that have just established themselves in their career. Having established themselves professionally and now found housing, they will be looking for a more personal fulfillment. This can be filled by participating in KWF.

This specific targeting areas and residential locations particular to the local area can be applied to other cities that KWF is looking to expand towards. This could include donut shops in Dayton or other places right outside of Northern Kentucky University.

Groups & Organizations

Mercy Health

With FC Cincinnati's recent move to the MLS and declaration of Mercy Health as the primary sponsor featured on their kits, we feel there is an opportunity for KWF to correlate with Mercy Health through their existing partnership with FC Cincinnati. As a healthcare system based in Ohio and Kentucky, this partnership would strengthen the widespread reach KWF in these states.

Local Government

Cincinnati local government is substantially impacted by young professionals. Just under 50 percent of the Mayor of Cincinnati's top-ranking staffers are women under the age of 30. Therefore, reaching out to local government, both the Mayor and City Council, can be an asset to KWF. Mayor John Cranley recently designated April 1st as "Karen Wellington Day" in Cincinnati, providing a basis that can be grown upon in the upcoming months and years. Young professionals are a part of government and are very eager to involve the city administration in these events in a casual, apolitical manner. Local government officials greatly enjoy partaking in events of the local community, particularly when they are for a good cause such as KWF. These officials have exceptional sway and recognition within the community and having them attend KWF events would bring a large spotlight on the organization.