



UNITED WAY OF KENOSHA COUNTY

2024-2027
Strategic Plan



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With deepest appreciation,

Carolynn Friesch

Carolynn Friesch
Chief Executive Officer



EXECUTIVE SUMMARY

United Way of Kenosha County's strategic plan outlines a comprehensive approach to drive growth and community impact over the next three years. With a focus on Corporate Partnerships, Marketing, and Events Management, the plan aims to enhance outreach, attract donors, and foster community engagement. Additionally, the organization seeks to add an internship program to leverage student talent to further the organization's mission. By implementing these strategies, United Way of Kenosha County aims to amplify its impact and create lasting positive change in the community. The ultimate goal of this plan is to help the United Way of Kenosha County realize its true potential by increasing donations and fostering community engagement.

Under the pillar of Corporate Partnerships, the strategic plan proposes innovative approaches to attract and retain donors. This includes implementing personalized donor outreach strategies, leveraging social media platforms to expand the organization's reach, and exploring partnerships with local businesses to establish mutually beneficial sponsorship programs. By enhancing donation efforts, United Way of Kenosha County can secure vital resources to support its community initiatives.

The Marketing pillar of the strategic plan focuses on raising awareness and enhancing the organization's brand presence. The plan outlines a comprehensive marketing campaign that highlights United Way's impact on the community and engages stakeholders through various channels such as digital marketing, community events, and collaborative partnerships. This increased visibility will not only attract more donors but also cultivate a stronger sense of community involvement.

Lastly, the Events Management pillar highlights the importance of organizing impactful events to further engage the community. The strategic plan suggests enhancing the intake processing for events that align with United Way's mission and resonate with the community. Events can range from fundraising galas and volunteer drives to educational workshops and awareness campaigns. By creating meaningful experiences and a cleaner event planning process, the organization can deepen community connections and foster a culture of giving.

In addition to the three pillars, the strategic plan proposes the establishment of an internship program. This program will allow United Way of Kenosha County to tap into the talent and energy of students and young professionals, enabling them to contribute to the organization's mission while gaining valuable experience. This recommendation not only enhances the organization's capacity but also fosters community engagement among the younger generation.

By adopting these suggestions, United Way of Kenosha County can magnify its influence and unleash its inherent potential. By bolstering donation streams, implementing strategic marketing endeavors, hosting impactful events, and instituting an internship program, the organization will fortify its standing as a frontrunner in community service, fostering enduring transformation in the lives of those it supports.





INTRODUCTION

A comprehensive framework for United Way of Kenosha County's growth over the next three years is presented in this strategic plan. While this report provides valuable insights and recommendations, it is important to note that its implementation requires the commitment and support of United Way's leadership and stakeholders. By analyzing the organization's internal and external operations, this plan aims to address the challenges faced by United Way and provide a roadmap for success.

The analysis provides a foundation for execution, highlighting the areas that require attention and offering actionable recommendations to address them. Through the United Way team's collective effort, this strategic plan can shape the organization's trajectory and pave the way for increased donations, stronger community engagement, and ultimately, a greater positive impact on the lives it serves.

United Way of Kenosha County plays a crucial role in supporting and improving the lives of individuals and families in the community. To maximize its impact, it is essential that the organization adapt to changing circumstances, leverage emerging opportunities, and overcome existing challenges. This strategic plan is designed to address these needs by focusing on three key pillars: Corporate Partnerships, Marketing, and Events Management. Additionally, by introducing an internship program, United Way of Kenosha County can propel itself forward and effectively serve the community.





BACKGROUND

A thorough review of United Way of Kenosha County's history and internal documents has strengthened the recommendations for this strategic plan. United Way of Kenosha County (UWKC) has a rich history of serving the local community and addressing critical social issues. Founded in 1923, UWKC has been a steadfast pillar in supporting the health, education, and financial stability of individuals and families in Kenosha County. UWKC is part of a larger United Way network that spans around the world, collectively working towards creating lasting community impact.

United Way plays a vital role in local communities by bringing together resources, expertise, and stakeholders to address pressing social challenges. It serves as a catalyst for change, collaborating with nonprofit organizations, businesses, government entities, and individuals to drive sustainable solutions. The United Way model emphasizes strategic investments in programs and initiatives that align with community needs, leveraging data-driven approaches to maximize impact.

By understanding the background and workings of UWKC, targeted recommendations have been provided to help the organization thrive and better serve the community.



CORPORATE RELATIONSHIPS



Donations from key community stakeholders fuel UWKC's ability to support vital resources relied upon by the Kenosha community. Creating sustainable sources of revenue is a priority and the first strategic pillar.

Corporate Relationships

Businesses have greater capacity and often incentive to financially contribute to charitable causes than individuals. Building a rapport with and demonstrating UWKC's value to businesses will help generate more consistent and substantial donations. UWKC will develop these partnerships by first restructuring the campaign cabinet to encompass the Board of Directors. The Directors will be grouped into teams of 4-5 members. Each of these groups will manage a minimum of five priority accounts which will be identified by reviewing historical business donor data. A priority account should be one that has demonstrated interest in and generosity towards UWKC on several occasions and in multiple years. Larger organizations may have greater capacity to donate, however, small to medium-sized organizations with a representative that is willing to work with UWKC may lead to more favorable results.

After identifying priority accounts, each group will conduct regular touch bases with the business representatives to discuss upcoming UWKC events, new resources or significant updates to existing resources, sponsorship opportunities, corporate volunteer opportunities, or other collaboration opportunities to drive engagement and donations. An attendance report and notes should be kept for each meeting and filed under the respective account for thorough documentation and reference.

Additionally, after priority accounts have been determined, each group will identify new "target" accounts for cultivation each year. The number of new target accounts will be determined annually by the Board. The group will identify a timeline, roles, and tactics for engaging new accounts. Groups will inform staff quarterly at a minimum and include the CEO or other UWKC staff members as needed.

Each group will assist in stewardship activities, including providing UWKC with information for thank-you letters.

Specific opportunities that may be presented to corporate partners:

- **Sponsorships:** Businesses may be interested in sponsoring a local event, fundraiser, program, and more. This gives them the opportunity to showcase their organization's charitability and brand, and the income to finance UWKC's operations. For example, a tier one sponsorship for an annual event is the entrance tier and sells for the least amount of money. This could include the company's logo on all marketing collateral distributed before the event. The subsequent tier may include a branded flag at the event and an honorable mention during the event's proceedings. The highest tiers may offer donors large banners and booths at the event to showcase their products and services or other notable representations that reflect the sponsorship's value.
- **Payroll deductions:** Some corporations can implement automatic payroll deductions for employees who wish to donate a dollar amount or percentage of each paycheck to a charitable cause. The corporation may also consider donating a dollar amount or percentage of its gross income.
- **Volunteer Day:** Businesses can participate in a 'volunteer day' in which they perform a day of service for a charitable cause. UWKC can prepare for this event by creating matching gear—shirts, hats, other promotional items of choice—that are branded with both the business' and UWKC's logo. UWKC can then sell these items or include them in a sponsorship package to the business for employees to wear while they volunteer, giving them a notable photo opportunity and UWKC the profits to reinvest in UWKC's causes.



MARKETING PILLAR-1



For the marketing pillar, content creation and increasing brand equity will help UWKC differentiate and increase charitable donations.

Implement the organization's marketing plan

UWKC created a marketing and communications plan, and based on the document discovery analysis, the organization has a solid foundation. The existing work in the marketing plan outlines critical steps to enhance UWKC's marketing efforts. With UWKC staff near capacity for additional workload, following the marketing plan strategy will focus the team's efforts on activities with the most significant impact, while secondary activities take a lower priority.

The marketing plan becomes the priority roadmap for the organization's marketing and communication. Focusing marketing messages on specific donor segments of the community to drive fundraising efforts will benefit UWKC.

UWKC is committed to making the lives of those in the community better, however, with many options for charitable giving, the organization risks being forgotten. Company data indicates that donations have decreased over the past five years, and UWKC's SWOT analysis indicates several factors that may contribute to these circumstances. A marketing plan will help the organization curate messages for its target audience to keep UWKC top of mind.

Three key steps will help create a connection with the brand. The key steps are creating a client journey map, utilizing partner organizations' stories, and aligning media channel messages.

Create journey maps

A journey map is a tool to help UWKC staff and Board understand how donors, volunteers, and clients interact with the brand. Through the map, the organization can identify challenges and high points.

Understanding how beneficiaries engage with UWKC helps identify the highlights where UWKC's beneficiaries are delighted with their experience. The map will help the organization highlight beneficiaries' experiences and use those to market to potential and current donors on social media. The result emphasizes actionable steps taken by UWKC and the impact on beneficiaries in the community. The journey maps can be used to create stories that provide potential donors with visual confirmation of the impact of UWKC.

Feature Stories

UWKC will work with non-profit partners to feature stories made possible by United Way. Examples include resharing posts from partner charities to show the impact of UWKC and creating added content with partner organizations.



MARKETING PILLAR-2

UWKC will focus on stories of the people whose lives are positively impacted by UWKC to build brand awareness and loyalty with an expanded audience. The use of stories mirrors the approach of other United Way chapters, as reviewed in document discovery, referencing United Way of Greater Waterbury's marketing plan. This chapter's plan states that less than twenty percent of donors are motivated by campaign goals. Instead, donations are driven by seeing the organization's impact. Stories will help people see UWKC's impact. UWKC will co-market with partner non-profit organizations that UWKC supports financially. The organization can choose to create its own stories as well; however, partner organizations already have stories that UWKC can leverage and retell as a starting point. Additionally, UWKC can co-create content with partner organizations. The community will hear, relate to, and remember what UWKC accomplishes through one to two monthly stories. Strategically planned messages will create a focal point in the minds of the community consuming the organization's marketing on compelling messages. Storytelling will help the public relate to and think of the organization positively.

Align Media Channel Messages

UWKC will align media channels, including the website, with monthly themes. For example, during Back to School, highlight programs supporting children's reading and the community's literacy data and align the message to feature one to two students who benefited from the programs. The result is a clear, streamlined message highlighting UWKC's impact to help the community understand why this is the charitable organization they should choose for their charitable giving. The streamlined, targeted messages about UWKC will help donors understand the impact giving to UWKC has on the community. Consumers' brand loyalty is decreasing and selecting one to two key messages tied to a theme is essential as consumers are increasingly overwhelmed by marketing messages from many different sources. This trend has long been affecting consumer brands and is a factor in UWKC's decreasing donations. Research indicates that decision simplicity increases a consumer's likelihood of becoming and staying a customer. Targeted concentrated messaging around a theme will increase the likelihood that the community understands and relates to what UWKC is doing. As a result of UWKC's marketing messaging, current donors will be more likely to keep donating, and UWKC will attract new donors. Ultimately, this strategy can increase donations and UWKC's impact on the community.

Build the UWKC brand

Brand equity is driven by brand awareness and the value consumers perceive. The components of brand equity, perception, value, and effects are seen. UWKC can increase connections with the community through its brand and increase brand equity.



MARKETING PILLAR-3



With recent updates to its mission and vision and celebration of one hundred years of serving the community, UWKC has solidified its place in Kenosha County. The updates contain messages that UWKC can build upon to impact how donors and the community perceive UWKC positively. For UWKC to expand its donor base, it must increase awareness and positive associations. People are more likely to select charitable organizations for donations when they feel connected to and believe in the organization. Creating content that emotionally connects the community members to UWKC's brand will build a strong sentiment of UWKC's value. Companies with substantial brand equity with their consumers tend to drive and maintain financial performance at higher levels than competitors. While UWKC is already impacting the community, only a portion of the community knows this and considers UWKC for charitable giving. UWKC's brand work will expand the awareness of the community. Three focus areas for this work follow.

Taglines and posts on social media

The organization should continue utilizing taglines on social media posts to enhance brand recognition and connectivity. This strategic approach, already in practice, serves as a foundational element for UWKC's outreach efforts. Increased usage of taglines fosters broader audience engagement and facilitates the expansion of UWKC's reach across various social media platforms. Hence, maintaining the integration of taglines within UWKC's social media content is imperative for sustained brand visibility and community interaction. Furthermore, it's beneficial for UWKC to incentivize event participants to incorporate these taglines. Prominent display of taglines on printed materials and verbal reminders during events can effectively reinforce their utilization within the community. Diverse strategies can be employed to leverage taglines, including the integration of call-to-action taglines. Such taglines not only attract attention but also stimulate audience interaction, thereby fostering community engagement. Active participation in utilizing UWKC's taglines and hashtags by the community members contributes significantly to expanding the organization's reach through non-paid media channels.

Message "Who we are" frequently. Frequently reinforcing the message of "Who we are" is essential for enhancing brand awareness, a fundamental aspect of brand equity. While those closely associated with the organization may possess a deep understanding of its identity, values, and significance, it requires consistent repetition to embed this understanding in the broader audience's minds. Brand awareness establishes a connection between the brand and its associated characteristics, such as UWKC's commitment to initiatives like helping students learn to read. The primary audience for UWKC's messaging is the Kenosha County community, and thus, the organization should tailor its messages to specific segments within this audience. With a century of impact on Kenosha County, it is imperative to repeatedly emphasize the organization's historical significance, its current initiatives, and its future aspirations.



MARKETING PILLAR-4



UWKC will regularly reiterate the "who we are" pitch, ideally on a monthly basis, aligning it with the formal marketing plan. Additionally, this message will be ingrained as an informal elevator pitch, routinely communicated by UWKC board members, staff, and volunteers. These individuals serve as brand champions and should share personal stories expressing their support for UWKC and its mission. When asked why they are affiliated with UWKC, they should be able to effortlessly respond with a familiar message, such as "We coordinate donations and volunteerism for the biggest possible impact on the community," accompanied by a relevant anecdote. By consistently sharing this message, UWKC aims to ensure that the community understands that supporting the organization means aiding the most deserving individuals and communities. Despite being a century-old community pillar, many individuals in the community may remain unaware of UWKC's profound impact. Hence, the key lies in accentuating UWKC's brand to its audience, akin to the slogans employed by consumer brands. Effectively communicating the brand's values and mission fosters positive brand equity, reinforcing UWKC's significance in the community's collective consciousness.

Tangible and Intangible Promotion

Promoting both tangible and intangible offerings is essential for UWKC to effectively engage potential donors and volunteers. When considering intangible offerings and brand perception, UWKC can cultivate a sense of connection among its target audience, fostering a positive emotional bond with the organization. While UWKC's tangible offerings include services and events, its intangible aspects encompass its impact on the community and its ability to unify voices for positive change. Adopting a comprehensive approach that emphasizes both tangible and intangible elements is crucial. Research indicates that companies investing in intangible assets tend to experience faster growth compared to their peers. Therefore, focusing on enhancing UWKC's brand perception and intangible assets presents a significant opportunity to drive the organization's growth, increasing both donations and volunteer involvement. Appendix 7 outlines a detailed plan that can be developed and implemented over a six month period, building upon the existing marketing strategy to ensure that tangible and intangible marketing efforts are seamlessly integrated into UWKC's ongoing promotional activities. Promotion initiatives should commence in the second half of the first year to allow sufficient planning time. It is essential for the organization to regularly review and refine these promotion efforts in the subsequent year to ensure continued effectiveness. The ultimate goal is to facilitate the growth of UWKC by attracting more donations and volunteers, thereby enabling the organization to further its impact on the community.

Marketing Pillar Summary

As UWKC focuses on its growth strategy, the strategic plan for the next three years should rely heavily on the marketing pillar. The organization's marketing plan will help guide the specifics of the marketing strategy. Emphasizing content creation, storytelling, and brand equity, concentrating on UWKC's target audiences to increase donations and volunteering remains paramount.





EVENT MANAGEMENT PILLAR

At UWKC staff's prompting, establishing an events management committee comprised of volunteers will be at the forefront of performing pre-, post- and during-event activities. The volunteer committee should have clearly defined rules, guidelines, vision and goals, and a grasp of committee hierarchy. This will be the initial launch of the events management committee. Before its launch, the following actions need to be considered:

- **Rules:** Rules must be established to ensure each committee leader and member fulfill their responsibilities to UWKC and abides by all standards and rules set forth by the national organization and the Kenosha charter. Should UWKC require a volunteer contract, a legal team needs to ensure all the documents are drafted appropriately. As part of the volunteer agreement, UWKC agrees to provide sufficient information, training, and materials to the volunteer to meet the position's responsibilities.
- **Guidelines:** Guidelines should emphasize confidentiality and the code of conduct expected of volunteers including punctuality, accountability, and their rights as volunteers.
- **Vision:** Volunteers at the end of their training should be able to understand the overall organization's vision. If communicated clearly, the volunteers will leave their training with full comprehension of their importance in fulfilling the vision and mission of UWKC.
- **Goals:** Goals of the organization and the event should be clearly defined with assigned tasks taking priority as short-term goals. UWKC staff should communicate realizing short-term goals helps the organization ultimately fulfill its greater long-term goals.



EVENT MANAGEMENT PILLAR-2

- **Committee hierarchy:** The hierarchy exhibited below will be a simple hierarchical organization structure. The pros of using this structure are defining authority and responsibility for volunteers, and the structure clearly shows who volunteers report to discuss projects and tasks.
- **Appoint volunteer leaders and volunteer members:** All committee leaders must be selected from recommendations or nominations from UWKC staff. Committee leaders will be vetted by the organization and will be appointed to leadership positions by UWKC.
- **Delegation of tasks:** Tasks will be delegated by current UWKC staff to committee leaders, and then assigned to committee members. Tasks should be assigned based on skills, strengths, and interests.
- **Term of service:** The proposed term of service will be a minimum of two years.

After the initial launch of the events committee initiative, the program should be evaluated and revised to implement the best structure for the UWKC going forward.



COMMITTEE STRUCTURE



The above structure is the recommended chain of command. UWKC staff are the organization administrators and will work closely with the volunteer team leader. The volunteer team leader will delegate tasks to their team members. Team members will report to the volunteer team leader and the team leaders will report to UWKC staff.

The recommendation is to have two teams with each team responsible for two events per year. Team A is responsible for Read Across Kenosha and the fall fundraising dinner and Team B is responsible for Day of Caring and Legacy of Giving. The intention of assigning each team one event in the spring and the fall is to ensure neither team is overwhelmed by the duties being entrusted to them. The division of labor should be based on the skills and talents each team member possesses.

Identifying potential leaders and team members from the pool of volunteers requires UWKC to profile its ideal candidates using personas. UWKC can create ideal committee leaders and team members to help distinguish skills, talents, or experience from which the UWKC event management committee can benefit.

COMMITTEE LEADER PERSONAS



COMMITTEE LEADER PERSONA 1

- James, a retiree, has volunteered with the United Way for several years.
- James is committed to the betterment of his community.
- James has management and leadership experience and can process data easily.
- James is skillful in motivating people and creating a team.



COMMITTEE LEADER PERSONA 2

- Emma is a small business owner in the Kenosha area.
- Emma became acquainted with the United Way through the Read Across Kenosha.
- Emma's son struggles with reading, and she supports literacy and education programs.
- Emma is a talented artist and works well on creative tasks and hosting events.



COMMITTEE LEADER PERSONA 3

- Olivia is a university junior at a local college studying communications.
- Olivia is looking to expand her PR expertise by volunteering in her community.
- Olivia is a skillful writer and spent the previous year working on a PR campaign with a local business.
- Olivia has an eye for creating promotions for targeted audiences and is social media savvy.



COMMITTEE LEADER PERSONA 1

- Charlotte is a university sophomore and previously volunteered with the UWKC during high school.
- Charlotte is looking for work experience and has strong team building skills as a student athlete.
- Charlotte is looking for organization leaders to serve as mentors.
- Charlotte possesses high emotional intelligence and noteworthy social skills and enjoys interacting with everyone.



KEY IDENTIFIERS

COMMITTEE LEADERS



These committee leader personas are an example of key identifiers the UWKC should seek for the committee leader position. Both individuals are connected to the Kenosha community and have a personal connection to United Way through its philanthropic efforts and targeted programs. Both individuals can solve problems, adapt to challenges, are ready to make decisions, and act on behalf of UWKC, and they provide valuable skills and expertise to the organization and more importantly their commitment to Kenosha.

These personas are comparable to volunteers the UWKC should seek for the committee team member positions. Both personas are willing to volunteer their time, effort, and skills to gain skills and professional experience. This interaction creates a beneficial symbiotic relationship between the team members and the UWKC. By creating meaningful involvement with the volunteer team members, UWKC can foster a sense of belonging where volunteer contributions are valued.



PRE AND POST EVENT MANAGEMENT



Creating a strategy plan including a timeline, agenda, and a breakdown of responsibilities pre and post-event can decrease the stress and strain on UWKC staff. With the implementation of the events management committee, UWKC can work closely with committee leaders to delegate team assignments corresponding to volunteers' strengths, skills, and interests. These strategies can help inspire volunteers to become resourceful within the organization and proactive in completing their assignments and voicing their input to the team.

Pre-Event

Pre-event tasks are geared at reducing strain on UWKC staff and implementing successful events. With the operation of the events management committee in conjunction with the division of tasks, the aim is to ease the burden on the staff at UWKC. The recommendation is to use the organizational structure listed above to create a division of labor. All tasks originate from UWKC staff and are then discussed with the committee leaders. UWKC staff and committee leaders will then distribute the tasks to the committee team members. The pre-event tasks can be divided into several categories over six months. Tasks include event planning and décor, marketing and branding, publicity and promotional materials, sponsorships and donors, audiovisual, and event registration. Each task should have a set timeframe for fulfilling the tasks and each team should have goals they can meet.

Post Event

Post-event tasks are geared toward evaluating the event. Post-event tasks should be primarily assigned to UWKC staff and committee leaders. The analysis of the post-event data that will be derived from QR code data should help generate reports presenting the success of the event in comparison to previous events. UWKC can then use the information to present to donors and sponsors. Lastly, the information being gathered directly from attendees can provide valuable information to UWKC to help build future marketing campaigns and assess engagement indicators.





EVENT DATA INTAKE

Utilizing QR (Quick Response) codes stands as the recommended method for event data intake. QR codes, a form of matrix barcode, can be scanned by various imaging devices such as cameras, scanners, or smartphones. Upon scanning, individuals can promptly access the encoded information.

QR codes offer multifaceted applications for nonprofit organizations, enhancing communication, fundraising campaigns, donor monitoring, marketing campaign tracking, participant information gathering, streamlined event check-ins, dissemination of event details to attendees, and facilitation of survey feedback collection.

There exist two primary versions of QR codes: static and dynamic. Static QR codes are unalterable, leading users to predefined destinations without tracking data. On the other hand, dynamic QR codes enable data tracking and allow for information modification within the code itself, rendering them more advanced than static QR codes. While static QR codes can be generated free of cost through various online platforms, dynamic QR codes vary in pricing based on the specific requirements of UWKC. Several companies offer trial periods to evaluate the suitability of this tool for UWKC's needs.

The primary objective of employing QR codes is data collection. UWKC events serve as invaluable sources of first-party data for the organization. Data gathered from UWKC-hosted events can offer insights into attendee demographics and preferences, enabling solicitation of feedback. UWKC can leverage this data to generate comprehensive reports and assess the success of previous events. Additionally, the collected data contributes to UWKC's engagement metrics, impacts brand awareness, and influences the acquisition of sponsorships. Effective data gathering is indispensable for United Way, empowering informed decision-making and aiding in the development of future marketing campaigns.

INTERNSHIP PROGRAM



The envisioned internship program is designed to alleviate the workload of United Way of Kenosha County (UWKC) staff during the execution of the strategic plan. The program intends to recruit interns from neighboring colleges and universities, potentially welcoming a new intern at the commencement of each semester. These interns will play a pivotal role in supporting the organization's endeavors within the Corporate Partnership and Marketing pillars of the strategic plan. **Upon joining UWKC**, each intern will undergo a comprehensive onboarding period, during which they will receive orientation regarding the organization's mission, values, and operations. This orientation process aims to ensure that all interns possess a clear understanding of their roles and responsibilities, enabling them to effectively contribute to the implementation of the strategic plan. Regular touchpoints with the CEO will be established to facilitate ongoing communication and feedback, ensuring that interns are making progress and receiving necessary guidance and support.

Within the Corporate Partnerships pillar, interns will collaborate closely with UWKC staff to devise personalized donor outreach strategies, conduct research to identify potential donors, and aid in the coordination of fundraising campaigns. They will actively support the cultivation and stewardship of donor relationships, thereby bolstering donations and securing vital resources for the organization's initiatives.

As part of the Marketing pillar, interns will actively participate in the development and execution of comprehensive marketing campaigns. They will collaborate with UWKC staff to generate engaging content for various channels, encompassing digital platforms and community events. Interns will also explore opportunities for collaborative partnerships with local businesses and organizations, contributing to the amplification of awareness regarding the United Way's impact on the community and garnering additional support.

By integrating this internship program into the strategic plan, United Way of Kenosha County can harness the talent and vigor of students and entry-level professionals, thereby alleviating staff workload and accelerating progress toward realizing the plan's outlined goals. With the backing and guidance provided by UWKC staff, interns will have the opportunity to acquire practical experience while making a meaningful contribution to the organization's overarching mission.



CONCLUSION



The pillars outlined in this strategic plan underscore the significance of Corporate Partnerships, Marketing, and Events Management in providing United Way of Kenosha County (UWKC) with a roadmap to enhance its outreach, amplify its impact, and cultivate stronger community engagement. Through the implementation of the enclosed recommendations, the organization can effectively allure and retain donors, elevate awareness through targeted marketing endeavors, and orchestrate impactful events that deeply resonate with the community.

The success of this strategic plan hinges upon the unwavering dedication and commitment of United Way of Kenosha County's staff and leadership. This report serves as an invaluable resource, furnishing invaluable insights and actionable recommendations. Through the collective efforts of the organization, the ultimate success of the plan will be determined.

With a shared vision and collaborative effort, United Way of Kenosha County stands poised to realize its true potential and effectuate a lasting and positive impact on the community it serves.



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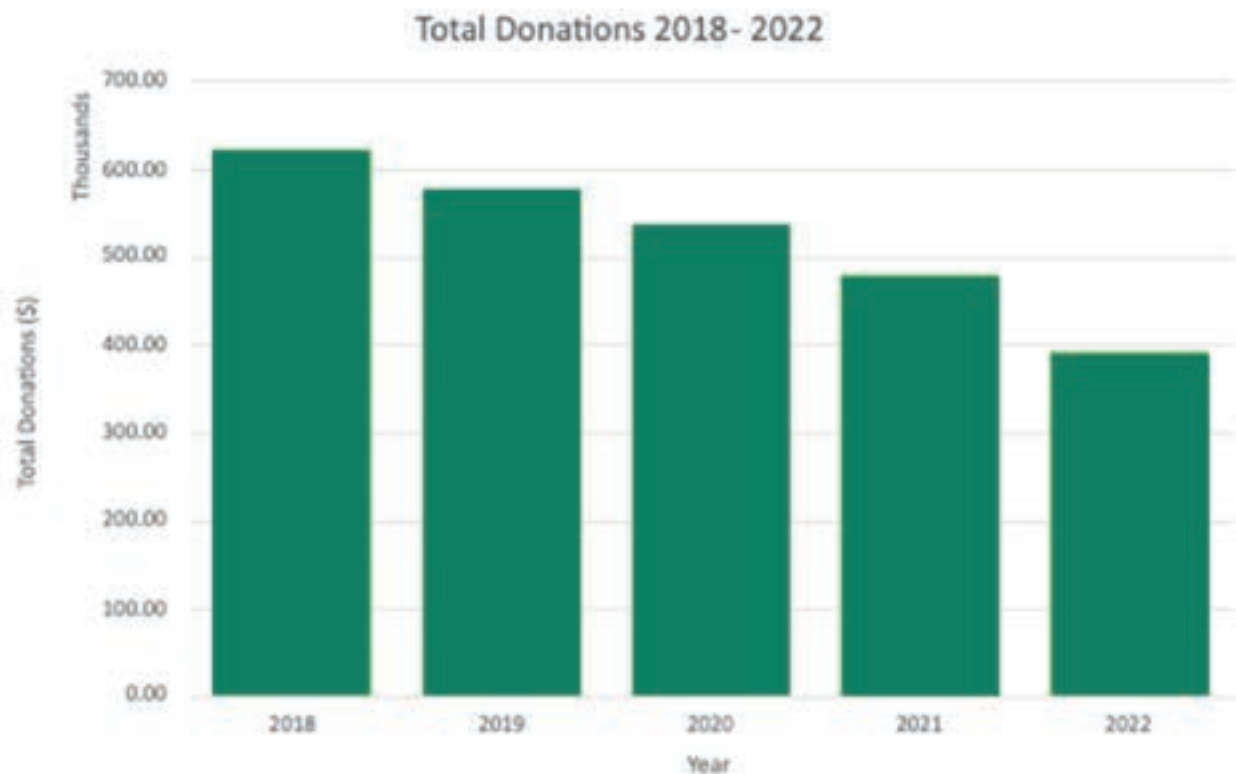
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APPENDIX 1

DONATION CAMPAIGNS

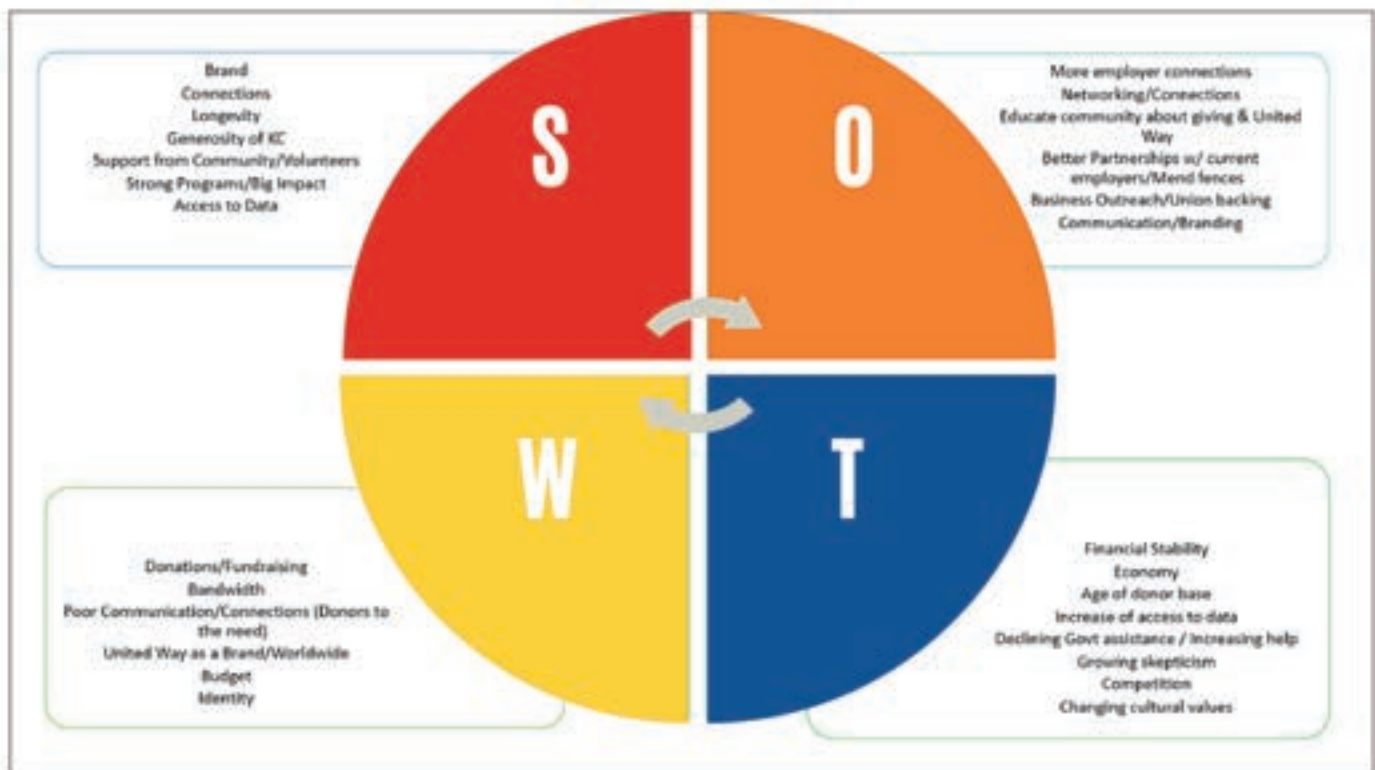


Data source: UWKC Last five years of campaign comparisons spreadsheet



APPENDIX 2

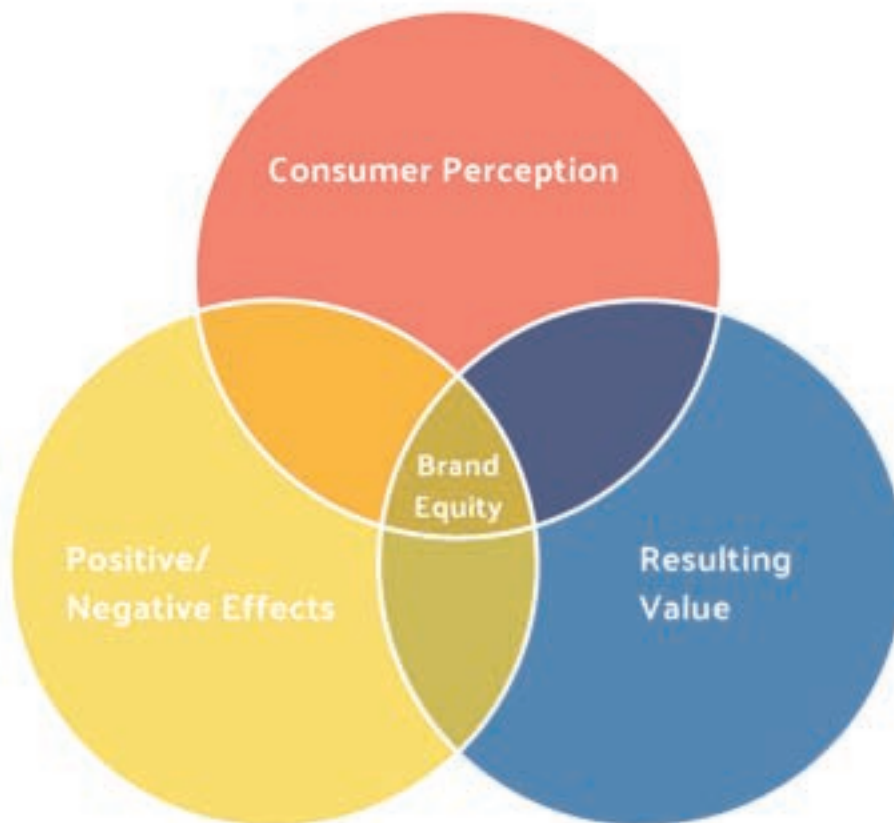
SWOT ANALYSIS



APPENDIX 3

BRAND EQUITY

COMPONENTS OF BRAND EQUITY



Consumer Perception

What consumers believe a brand represents

Positive/Negative Effects

What a brand's reputation is viewed to be

Resulting value

What return a brand generates for the business as a whole



APPENDIX 4

DONOR COORDINATOR JOB DESCRIPTION

Job Title: Donor Coordinator
Department: Administrative
Reports To: CEO
FLSA Status: Nonexempt/Part-time
Prepared By: United Way Kenosha County
Approved By: CEO

Donor Coordinator's Duties

The Donor Coordinator's principal duties are to assist with researching, preparing, and interactions related to donor engagements within the United Way Kenosha County. The Donor Coordinator position will maintain a proficient level of communication between all UWKC employees, donor contacts, and any other parties necessary.

Responsibilities:

- Research and identify businesses for applicable marketing efforts
- Research and create actionable items and tasks from local and National United Ways
- Develop preliminary marketing materials including but not limited to call scripts, mailers
- Implementation of preliminary marketing tactics
- Provide continued administrative support for fundraising committee (scheduling, notes, etc.)
- Coordinate with events and fundraisers, providing cross-functional alignment and consistency
- Attend most or all UWKC events to assist in networking and coordination, including some community outreach events that would benefit UWKC networking
- Providing administrative support to the UWKC team such as marketing needs, office needs, etc.
- Must be able to work 10-15 hours per week in a hybrid format. 70% will be remote.

Requirements

- 3+ years of college coursework (junior level or above)
- Excellent written and verbal communication skills
- Willingness to network
- Works well under pressure and meets tight deadlines
- Highly computer literate with capability in email, MS Office and related business and communication tools
- Exceptional organizational and time management skills
- Strong decision-making and problem-solving skills
- Meticulous attention to detail

Education/Training

- Degree: Currently enrolled in any of the following related programs: Business, Business Management, Management, Marketing, Communications

Experience

- Prior work or volunteer related experience preferred.

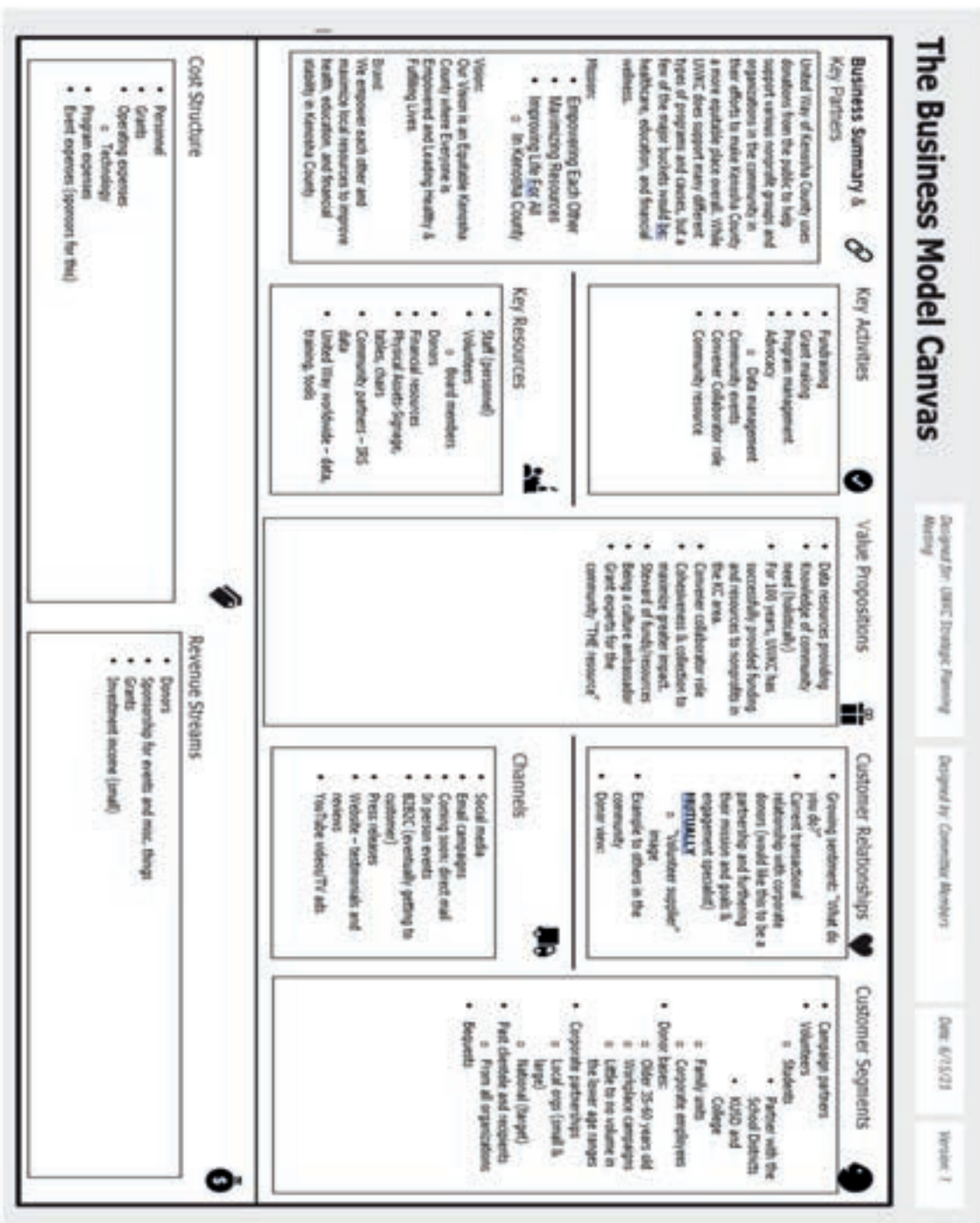
Certifications/Licenses

- None required.



APPENDIX 5

BUSINESS MODEL CANVAS



APPENDIX 6

23-24 SOCIAL MEDIA CALENDAR SAMPLE



SOCIAL MEDIA CALENDAR

MONTH: Focus Area



By implementing a focus area each month, the entire team can understand UWKC's current priorities. The focus area helps direct social media content while leaving room for other day-to-day happenings and can be supplemented with informational content on programs, partners, special events, and more.



SOCIAL MEDIA CALENDAR

MONTH: Focus Area



Source: UWKC Staff Member, Marisa Markowski



TIMELINE

