Jewish Family & Children's Service of Sarasota-Manatee, Inc.
www.JFCS-cares.org

Marketing Research Report
USF Marketing Students

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Executive Summary

Jewish Family & Children's Service believes their company is suffering from lack of recognition due branding issues. After examining the issues, conducting both secondary and primary data, our research team determined ways to address the branding issue as well as several other areas of interest to JFCS.

JFCS is based in strongly upheld Jewish traditions and beliefs; however, employees were concerned that their religious affiliation was driving them into a niche market when they actually served all the population without discrimination.

After meeting with their employees and touring the JFCS facility, we established that JFCS was also in need of consistent funding. The majority of their funding was derived from grants, not donations. This proposed a two-fold problem, how to get the funding and from whom.

We determined a sample and, from that information, constructed a survey with questions, carefully worded so as not to reveal our goals or affiliation to JFCS. The response was strong with an almost 30% response rate. Of the respondents we were able to ascertain demographics such as age, sex and religion. Using the demographics as a base, we focused our data into useable information which could better serve JFCS.

By using SPSS, and Excel data we were not only able to meet our original goals/questions but were also able to answer an entirely new set of inquiries. Useful questions such as types of recipients the donors were most likely to support, how the population learned or is likely to learn about JFCS and other non-profits, frequency of giving/donating based on age, as well as donations based on peer pressure.

From the respondents we were able to draw the following conclusions and recommendations:

1. The majority of respondents said they would most likely support programs that foster and cater to youth. It is our recommendation that JFCS promote to the community and to donors about specific youth-oriented programs.

2. Respondent's specific to the JFCS brand said that religious affiliation is unimportant to them. It is important that JFCS not over-emphasize the "J" in JFCS when promoting their brand. Data supports that the religious affiliation of a non-profit organization does not deter from brand acceptance.

3. When targeting donors, those between the ages of 63 and 96 years-of-age were extremely likely to donate. JFCS should preferentially target this age demographic as they have indicated their high likelihood to donate to a non-profit organization.

4. Those between the ages of 43 and 63 years of age are the second most likely to donate. JFCS should target this age demographic as they have indicated their likelihood to donate to a non-profit organization.

5. The data supports that the respondents are most likely to donate because of their friends. JFCS should target the friends of current donors and/or volunteers with promotional efforts.

6. The data supports that the respondents donate to a non-profit specifically to attend an event. JFCS should promote current and future fundraising events to targeted age demographics. In tandem, JFCS may also consider adding additional events to their

calendar to increase fundraising results. Also, JFCS may also need to be aware to not over-saturate the market.

7. The data also supports that these age groups are the most likely to talk to friends about a non-profit organization. JFCS should be aware of the power of word-of-mouth, as it could promote or harm the brand.

8. From the data collected via the survey, more tests should be run. Due to time constraints and the depth of the survey, we were limited in the amount of analysis we could conduct.

These recommendations were developed with specific goals of JFCS in mind. Additional analysis of the collected data may be required to research additional questions.

Introduction

- **Background Information**

  o In the early 1980's, Jewish Family Service was created. In June 1996, the agency name was changed to Jewish Family & Children's Service of Sarasota-Manatee and a department for children and adolescents was officially launched. In 1997, the Board of Directors undertook its first major capital campaign to build a permanent home for Jewish Family & Children's Service. The agency moved into its new facility in August 1999. In its short lifespan, Jewish Family & Children's Service has more than proven and met the needs of the community. Both Jewish and non-Jewish clients continue to benefit from its many programs.

- **Proposal**

  - JFCS of Sarasota-Manatee approached us with the proposed problem of branding. Performing research regarding this issue provided a clear idea of where JFCS should focus their branding efforts as a non-profit. Upon starting this project, a hypothesized specific problem in regards to branding was that JFCS did not have one succinct elevator speech. Additionally, researching into brand awareness within a local community for a non-profit social service agency provided answers for how JFCS can build local awareness based on the perceived needs of the community.

- **Objectives**

  - To learn how to build a viral brand

  - Determine what motivates individuals to donate

  - Why they chose to donate and to whom they donate

  - To focus on offering social services that are important to the community

  - To understand why donors get involved financially and non-financially.

These factors will help educate JFCS on how to better serve those who play a large role in supporting this non-profit organization. Building relationships within the community as well as in the organization will nurture continued success.

Research Methods and Procedures

A. **Secondary Research Methodology**

The first step in researching JFCS was learning the history from past to present of the non-profit to gain an understanding of the current JFCS brand. The majority of our knowledge came from the company website, annual report, newsletters, and Facebook thereby exploring current marketing efforts. Applying this knowledge to exploratory research conducted via literature review, we learned the following:

1. To be most efficient at branding, JFCS must be distinct.

    a. JFCS brand needs "to provide unique benefits and meanings." JFCS is unique in the fact that it offers services to all people in our local community, and JFCS may benefit by differentiating themselves in that way depending on the communities feelings towards helping all people. "Building bonds between the brand and the target" is more important than "telling people how to behave." Therefore, learning about the perceived needs of the community will help JFCS learn how to build their JFCS brand message to optimize support from the community.

    b. Learning JFCS greatest Strengths and Weaknesses from people currently involved with JFCS as an organization will help in building a strong brand positioning within the community.

        i. Source:http://smquarterly.com/archive/Vol%20VII%282%29/VII_2_e_BuildingStrongBrands.pdf

2. JFCS brand "equity is formed through brand awareness, perceived quality, brand loyalty, and brand associations."

    a. Awareness is built through brand exposure and engagement.

b. Community perceptions are reality. The community must perceive the quality of what is being offered. This happens by demonstrating and delivering quality.

c. Loyalty drives long-term success. Without loyalty, brands fail to develop equity.

d. Loyalty is developed and maintained through the brand associations that are created. "At the most basic level, these associations are made with the functional features of what we offer; at more complex levels, the associations represent the emotional bonds that tie the brand to the target and the self-expressive bonds that make the brand an integral part of the target's self-image."

   i. Source:http://smquarterly.com/archive/Vol%20VII%282%29/VII_2_e_BuildingStrongBrands.pdf

3. How to create an effective elevator speech for JFCS.

a. A carefully crafted elevator speech should create "defensible assertions should form a story that is compelling. The story will be compelling if it is an "interesting opportunity, has a strong answer to the question 'why you' and the story is complete, clear, concise and consistent."

   i. Source:http://www.baylor.edu/content/services/document.php/99405.pdf

4. Search Engine Optimization research is essential in knowing how JFCS Sarasota-Manatee ranks to other non-profits.

a. Searching for "JFCS" on Google, JFCS of Sarasota was the second JFCS listed and was shown as: "Jewish Family and Children's Services of Sarasota-Manatee" which is not the accurate name, showing a brand inconsistency and can lead to brand confusion. Also, since the person searching for the agency would be looking for the JFCS acronym, they may completely ignore the full name representation.

b. The description stated: "Serving children, adolescents, adults and seniors in Sarasota, Manatee, Bradenton, Venice and surrounding areas." This description does not specify that JFCS helps people of all faiths.

c. This title and description is what will help drive people to JFCS Sarasota-Manatee site over other organizations.

    i. To read more about the findings on Google searches, go to the Appendix: 1.Google Searches.

Understanding the current comprehensive JFCS brand helped us determine that with 26 services being offered to the community, it may be useful for JFCS to focus its marketing efforts based on the greatest perceived needs of the community and how JFCS strengths fulfill those needs. In addition, further research was conducted as to what the community would be most responsive to helping.

Qualitative Research Methodology

1. **Primary Research**

    a. Qualitative research was initially carried out to extract primary data, which was then used in crafting survey questions. Secondary research unearthed

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existing relevant data and was instrumental in designing questions utilized in executing primary research. Our primary research was conducted with three separate groups:

   i. Existing JFCS donors

  ii. Current JFCS executive board members

 iii. Individuals who were unfamiliar with the JFCS brand

 iv. Personal one-on-one interviews

     1. Administered by one of the research team members, were held on-site with donors and executive board members.

  v. Interviews with those unfamiliar with the JFCS brand, while similar in structure, were held off-site.

 vi. Separate question scripts were tailored to each of these three distinct groups to mine data relevant to our research. Although we had set questions on-hand, they were free to explore any relevant topics that were covered during the interview process. Prior to the interview, the USF student researcher informed the interviewee of the reason for the interview, that it was being conducted for a class research project, and that the interview would be recorded for further analysis. Once permission was granted, the interview process began, with the meetings lasting between 15 and 50 minutes.

b. After each interview, the USF student researcher made handwritten post-interview notes regarding the data collected. The recorded interview was

then re-played and further analyzed by the USF student researcher. The researcher recorded digital notes regarding themes, topics covered, and verbatim response quotes. The digital notes were then compared with the original post-interview handwritten notes for any reoccurring themes.

c. Quotes from executives that assisted us on our project were as follows:

- "…engage and educate people…"
- "…market toward donors not programs…"
- "…one-on-one meetings with donors are most effective."

Once satisfied with the information collected, the data was then used in the next phase of the research project in developing relevant survey questions and in creating the final presentation.

Data Collection Methodology

1. Developing an accurate sampling method is important when a study, such as ours, uses interviews or surveys for data collection. Choosing an accurate sample of individuals allowed us to deliver the survey to the appropriate group of people and obtain valid and useful information. Our group chose snowball sampling as our method to conduct the survey. Respondents were able to assist us in identifying additional people to include in the survey and took it upon themselves to forward the e-mail version of the survey.

2. We were able to use a web-based program called constant contact and personal contacts to e-blast our survey to over 600 people. These individuals included employees, clients and members of JFCS, USF Students (outside of our marketing class), friends, family and co-workers. The respondents answered questions relating to services they felt were needed in the community, resources they most commonly used

to learn about a non-profit organization, and how familiar they are with local non-profit organizations. Additionally, we asked our respondents to identify a local non-profit for which they were most familiar and evaluate questions based on local support, monetary donations, enticing factors, agency performance and overall satisfaction.

3. Of the 170 responses received, 30.9% were male and 69.1% were female; 30.6% of the respondents identified themselves as Jewish and ranked the highest in our religion category; and ages ranged from 23 to 94 years with the most common age, for those who specified, between 43 and 60.

4. Once the survey portion was complete, we were able to begin conducting the necessary steps to evaluate the data.

Survey Design Methodology

1. Goals of the survey:

- To ascertain how JFCS is viewed in the community.

- To develop a unified front within the JFCS organization by identifying a single form of elevator speech.

- Derive ways to promote the newly branded JFCS to the community and thereby increase funding in order to expand already existing programs with extensive wait-lists.

After meeting with the JFCS employees, we determined that an online questionnaire would be our main source of information. We achieved this through several means of online communication, including the JFCS E-blast, Facebook and emailing links to the survey to our family and friends. In order to address the issue of collecting different data from several

different segments of the population, we developed a generally phrased survey which could be answered effectively by all parties.

We decided to focus on a performance/importance model which covered topics such as performance of JFCS, respondents preferred non-profit, likelihood of donation and what type of donations (time, money, services).

- How do you feel about donating?

- In what ways do you choose to donate to a cause?

- How would you feel if this cause or organization had religious connections?

- How do you choose how much to donate?

- What times of the year are you more apt to donate?

- Do you actively seek charities in which to donate?

- How comfortable are you donating to an unfamiliar cause or organization?

- How do you feel after donating?

- Do you follow up with your donation?

Data Analysis Methodology

    1. Coding Process

        a. The first question that required coding was number five. This question was as follows: Identify ONE non-profit you would like to take the survey about:_____ We coded each and every non-profit that was selected in the survey so we could effectively evaluate how people felt about specific non-profits. It was also important so we could compare how people felt about

other non-profits and compare them to JFCS. We were also able to assess

how people specifically felt about JFCS.

b. The next question that was coded was people's age. This was coded to help

assess who would be the target market on potential donors as well as

specific age groups that could potentially use the services of the non-profit.

c. Gender was coded as well to determine whether males or females would be

a better target, as well as who responded more to the survey.   This

correlated to the age was a valuable way to determine the target market.

d. By coding all the different types of religions that people had selected as their

primary religion can be extremely valuable information.   This way we could

compare if type of religion was sensitive to types of services as well as if

Jewish people had specific feeling about the name JFCS.

2. **One-Way Tabulation**

a. We ran the one-way tabulation for each question on the survey for each of these

questions we also ran the descriptive statistics. Once we determined the means

of each question we took a closer look and determined which questions could be

significant. Then we ran a significance test on some of the section. The reason

for not running the significance test for all of the questions was the time

constants. (Included will be all of our data for further analysis.)

i. **Importance Performance**

1. We used the results from the one-way tabulation to compile a

importance performance chart to compare how well JFCS is

performing in different areas of the company. We first asked how important are the different attribute to you in the specific non-profit. We then followed up with asking the same question but asking how well they thought the non-profit was performing. This way we could compare the two and see how well the non-profit was performing and whether or not it was even important to the respondents. To find specific information we only looked at the results from people who responded that they would answer the survey about JFCS.

3. **One-Way ANOVA**

   a. This test was run on questions eight through ten in the survey based on age that had been segmented into three categories. This was able to show us the mean of the response as well as if the question was statistically significant to the company.

Data analysis and findings

1. Types of services needed in the community

To determine the types of services that the community viewed as needed in Sarasota community we listed several of services that JFCS offered and ran a one-way tabulation to view how people felt these services were needed. These questions were asked on a one to seven scale with one meaning definitely disagree and seven meaning definitely agree. Youth mentoring rated the highest with a mean response of 6.36; however, the top five services that the community viewed as needed all had to deal

with helping some sort of minor. The lowest rated service was religious outreach at a

mean response of 4.47, which were 0.92 points lower, then the second lowest rated

service, visiting the sick.

Need in the Community
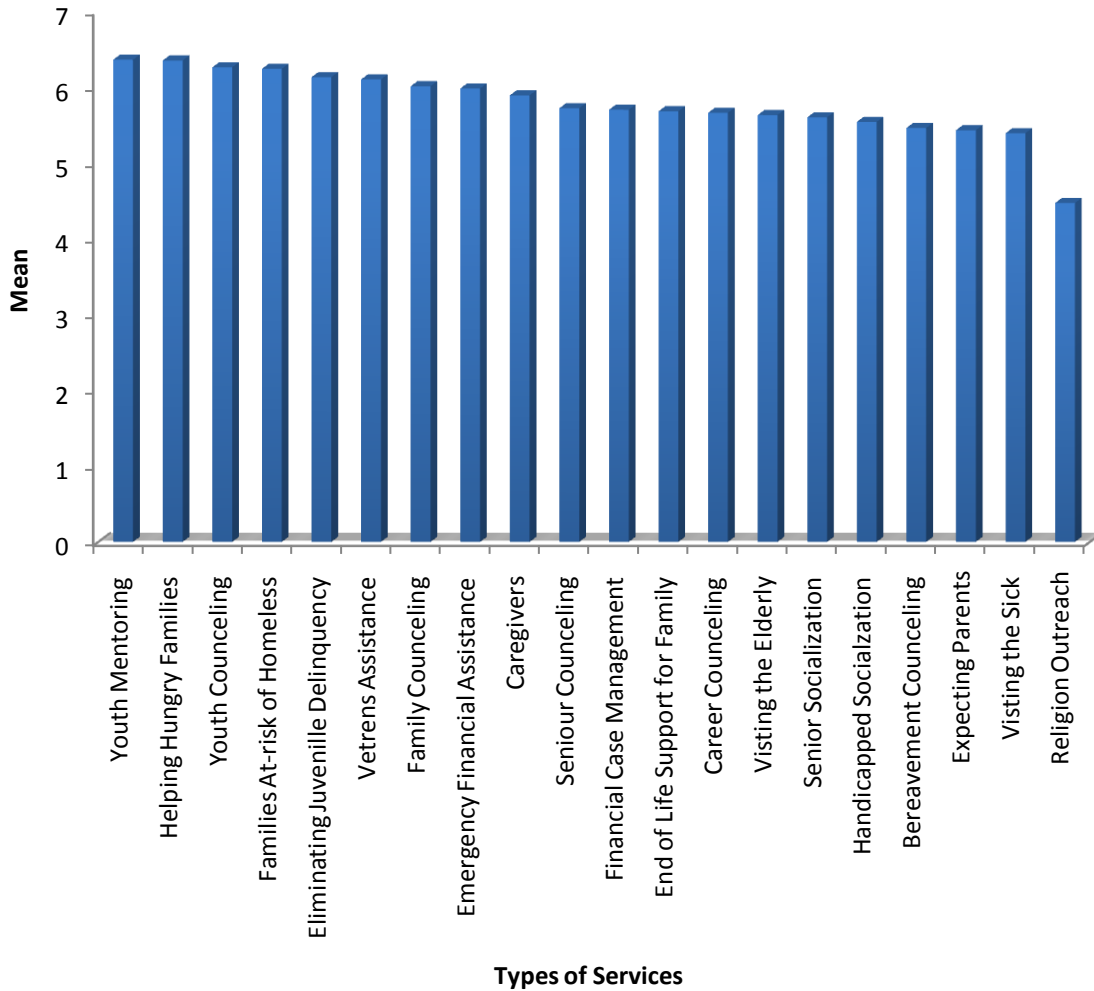
2. **Recipients of services**

We also ran a one-way tabulation on the type of recipients people are most

likely to support. This was also done on a one to seven scale with one being extremely

unlikely and seven being extremely likely.   We found that people are more likely to

support children than any other type of recipient, with a 5.99 mean response. The top

five recipients all had some association with being a minor. The non-profit was least

likely to receive support if they were supporting inmates, with a mean response rate of

3.95.

Most Likey to Support

Recipients of Services
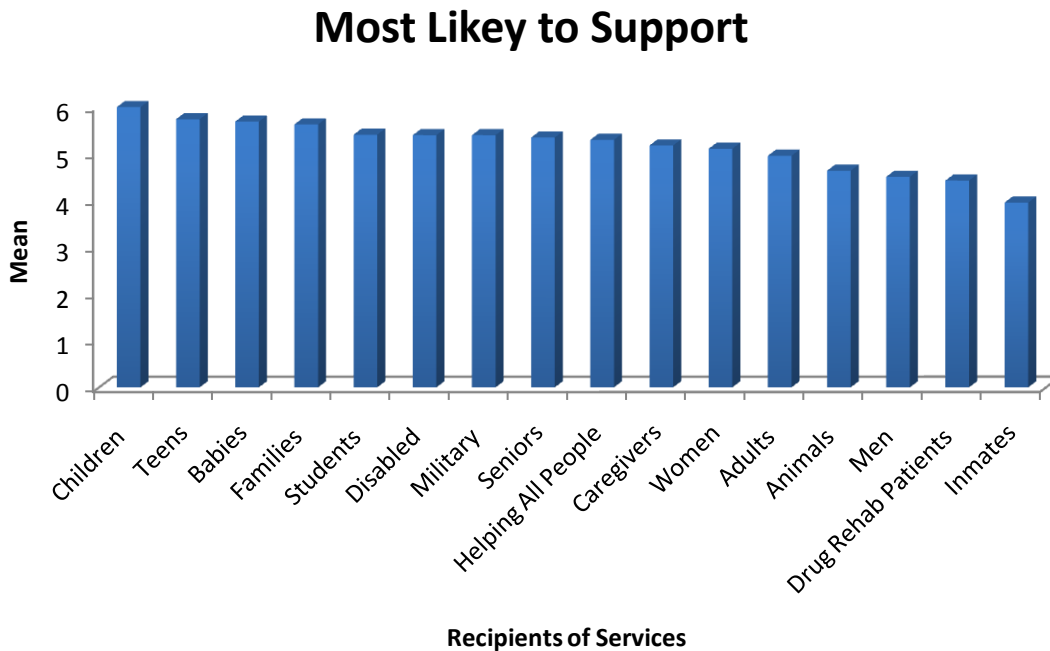
3. **Learning resources for the non-profit**

We also wanted to learn how people preferred to learn about any non-profit. By

running a one-way tabulation we were able to see the more frequently used sources.

Friends were the number one response with a mean of 5.31, however, the top six had

either something to do with interacting with people of an Internet search and the

company web site. The lowest source was social networking sites which is a web based

source but not a prominent source of learning about a non-profit.

How People Like to Learn About Non-Profits
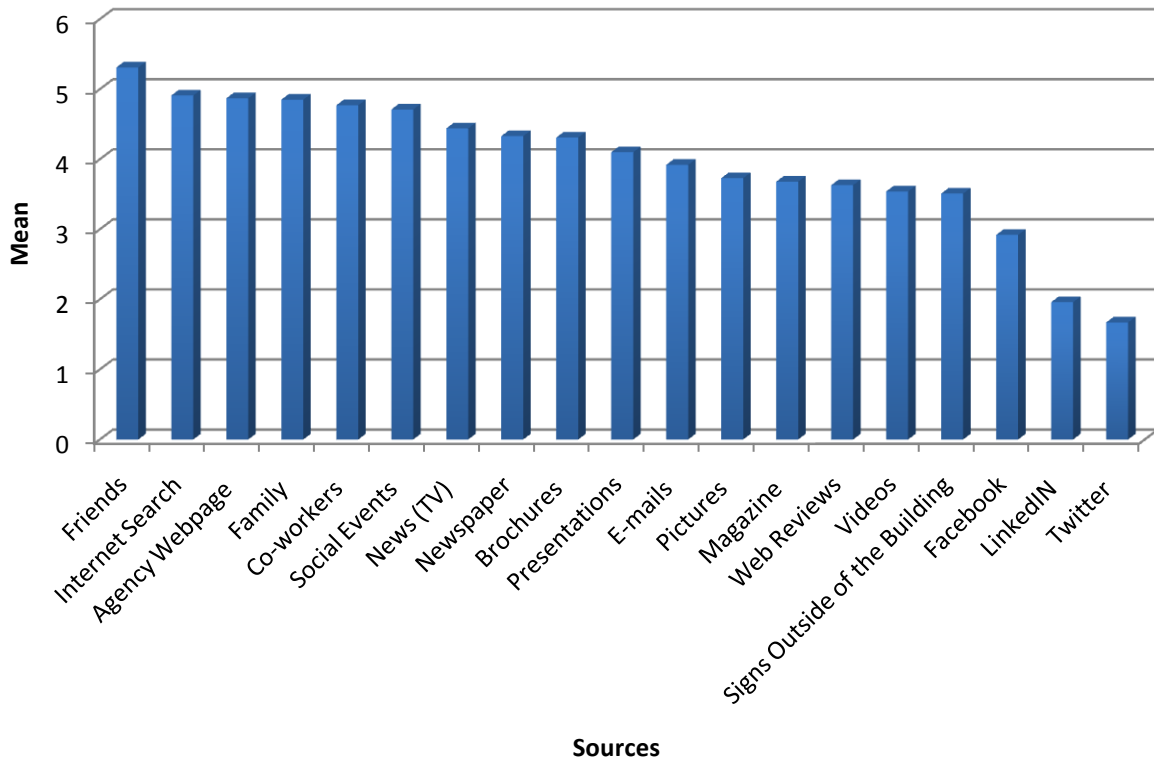
### 4. Likelihood of giving support

In question eight we asked how people would be most likely to give support. Out of the seven sub-questions there were five that tested to be statistically significant when compared to age. Out of those five four of them the age group 43-60 year olds was the most likely to give support in talking to family, friends, co-workers, and corporate partnership. The only sub-question that had a different age group response as being the most likely to give support was donate, the most likely age group was 62-94 year olds. The least likely to give support in talking to family, friends, and donate were the 23-40 year olds. On the other hand the least like to give support in talk to co-workers and a corporate partnership were the 62-94 year olds. We can not elaborate

more on why the difference for there would be needed research to determine more

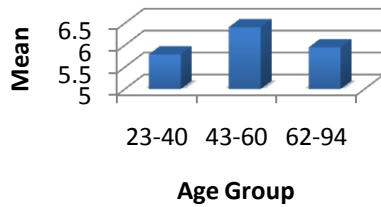result in this area.

Talk to Family
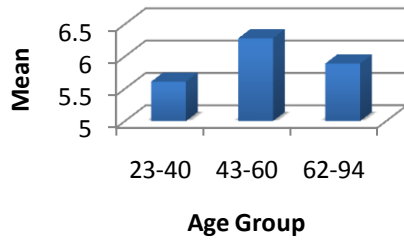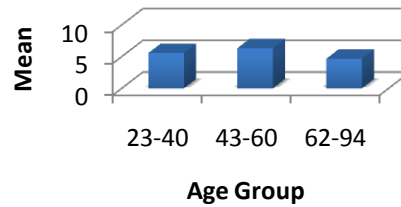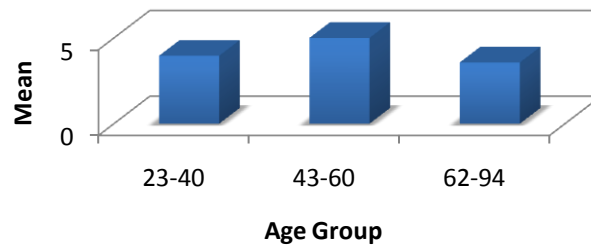

Donate
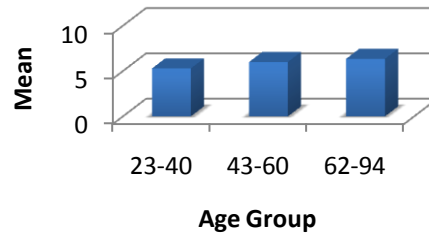
Talk to Friends


Talk to Co-Workers

Corporate Partnership

5. Frequency of giving based on age groups.

Question 9 of the survey addressed how often respondents are likely to donate

money once a year. We segmented this information based on age the three age ranges previously identified. After running a multiple comparisons test, we determined that 62-94 year olds are the most likely to donate once a year to a non-profit.

Yearly Donations
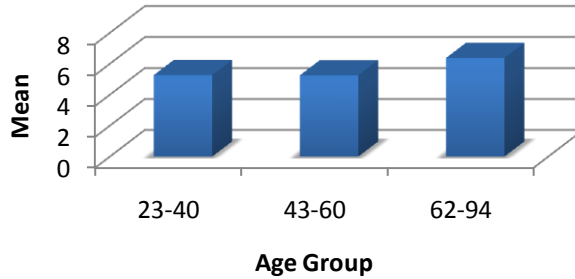
6. Likelihood of financial donations

Question 10 of the survey addressed how likely respondents are to donate financially for 14 different variables. Of the 14 variables tested, only two were proven to be significant based on age for the entire community.

a. <u>To attend an event</u>: 43-60 year olds are the age group most likely to donate because they want to attend an event. The table below shows the difference in the likelihood of this age bracket to attend an event versus the others. The second age group most likely to attend an event is respondents ages 62-94.

Likelihood to Attend an Event
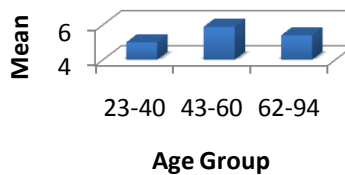
b. <u>To donate because their friends have donated</u>: 43-60 year olds are the age group

most likely to donate because their friends have donated.

Because their
Friends Donated

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Mean

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Age Group

Also, based on the mean response from the survey, the top three variables are what

drive people to make financial donations based on the highest mean response rate.

c. <u>To attend an event</u>: Based on the highest mean response 5.44 (mean of JFCS)

and 5.42 (mean of all), the local community is most likely to donate money to

attend an event. Based on the total of valid percent, or people who responded

to the question, 82.9% felt that they were likely to extremely likely to donate to

JFCS to attend an event. 78.7% of the community felt they were likely to

extremely likely to donate to a non-profit to attend an event. Below are the

tables of the answering pattern for JFCS and all non-profits.

To Attend an Event (Donate to JFCS)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Unlikely	2	4.4	4.9	4.9
	Neutral	5	11.1	12.2	17.1
	Likely	14	31.1	34.1	51.2
	Very Likely	9	20.0	22.0	73.2
	Extremely Likely	11	24.4	26.8	100.0
	Total	41	91.1	100.0	
Missing	System	4	8.9		
Total		45	100.0		

To Attend an Event (Donate to the selected non-profit)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Unlikely	4	2.4	3.2	3.2
	Very Unlikely	3	1.8	2.4	5.6
	Unlikely	5	2.9	4.0	9.6
	Neutral	15	8.8	12.0	21.6
	Likely	38	22.4	30.4	52.0
	Very Likely	18	10.6	14.4	66.4
	Extremely Likely	42	24.7	33.6	100.0
	Total	125	73.5	100.0	
Missing	System	45	26.5		
Total		170	100.0		

d. <u>If the agency is the destination point for those in need</u>: Based on the second highest mean response of 5.30 (mean of JFCS) and 5.35 (mean of all), the local community is most likely to donate money if the agency is the destination point for those in need. Based on the total of valid percent, or people who responded to the question, 72.5% felt that they were likely to extremely likely to donate to JFCS because it is a destination point for those in need. 72.4% of the community felt they were likely to extremely likely to donate to a non-profit because it is a destination point for those in need. Below are the tables of the answering pattern for JFCS and all non-profits.

If the Agency is the Destination Point for Those in Need (Donate to JFCS)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Unlikely	2	4.4	5.0	5.0
	Unlikely	3	6.7	7.5	12.5
	Neutral	6	13.3	15.0	27.5
	Likely	7	15.6	17.5	45.0
	Very Likely	12	26.7	30.0	75.0
	Extremely Likely	10	22.2	25.0	100.0
	Total	40	88.9	100.0	
Missing	System	5	11.1		
Total		45	100.0		

If the Agency is the Destination Point for Those in Need (Donate to the selected non-profit)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Unlikely	6	3.5	4.9	4.9
	Very Unlikely	1	.6	.8	5.7
	Unlikely	5	2.9	4.1	9.8
	Neutral	22	12.9	17.9	27.6
	Likely	23	13.5	18.7	46.3
	Very Likely	30	17.6	24.4	70.7
	Extremely Likely	36	21.2	29.3	100.0
	Total	123	72.4	100.0	
Missing	System	47	27.6		
Total		170	100.0		

e. <u>Because they help everyone</u>: Based on the third highest mean of 5.26 (mean of
JFCS) and 5.08 (mean of all), respondents are most likely to donate because the
non-profit helps everyone. Based on the total of valid percent, or people who

responded to the question, 71.4% felt that they were likely to extremely likely to donate to JFCS because they help everyone. 69.6% of the community felt they were likely to extremely likely to donate to a non-profit because they help everyone. Below are the tables of the answering pattern for JFCS and all non-profits.

Because They Help Everyone (Donate to JFCS)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Unlikely	3	6.7	7.1	7.1
	Very Unlikely	1	2.2	2.4	9.5
	Unlikely	2	4.4	4.8	14.3
	Neutral	6	13.3	14.3	28.6
	Likely	9	20.0	21.4	50.0
	Very Likely	6	13.3	14.3	64.3
	Extremely Likely	15	33.3	35.7	100.0
	Total	42	93.3	100.0	
Missing	System	3	6.7		
Total		45	100.0		

Because They Help Everyone (Donate to the selected non-profit)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Unlikely	10	5.9	8.2	8.2
	Very Unlikely	4	2.4	3.3	11.5
	Unlikely	7	4.1	5.7	17.2
	Neutral	16	9.4	13.1	30.3
	Likely	26	15.3	21.3	51.6
	Very Likely	26	15.3	21.3	73.0
	Extremely Likely	33	19.4	27.0	100.0
	Total	122	71.8	100.0	
Missing	System	48	28.2		
Total		170	100		

7. Knowledge of other non-profits

Respondents to the survey where most familiar with The Salvation Army (mean of 5.79), United Way and YMCA (mean of 5.72), JFCS (mean of 5.55), Boys & Girls Clubs (mean of 5.45), Women's Resource Center (mean of 5.2), Senior Friendship Center (mean of 5.11) and least familiar to Catholic Charities (mean of 4.53).

   i.   This information is useful in identifying a ranking of competitors.

8. JFCS familiarity of other non-profits

Based on the respondents who identified a non-profit to finish the survey about, we gathered information on familiarity of agencies. Look in the Appendix: 2 JFCS knowledge of other non-profits to see the exact breakdown and comparisons of all agencies familiarity based on which non-profit the people responded to the survey. It is important to note that from those who selected JFCS (mean of 6.69), the non-profit they were second most familiar with was Senior Friendship Center (mean of 5.82), followed by a tie between United Way, The Salvation Army, and Boys & Girls Club (mean of 5.67). Those who identified JFCS as the non-profit to complete the survey about stated they were least familiar with Catholic Charities. This means that respondents currently involved with JFCS have the least knowledge about the non-profit Catholic Charities.

9. JFCS: Importance-performance of JFCS Religious Affiliations

JFCS respondents as a whole feel that agency religious affiliations are unimportant based on the survey response from questions six and seven measuring the importance and performance of 18 different variables. Based on the 45 people who selected JFCS to complete the survey about, the mean importance for religious

affiliations is 3.86, indicating that this is an unimportant factor for JFCS. The scatter plot below shows what a huge difference religious affiliations is in the mind of JFCS respondents. Therefore, JFCS can afford a de-emphasis of Jewish affiliations without burning current people involved with JFCS.
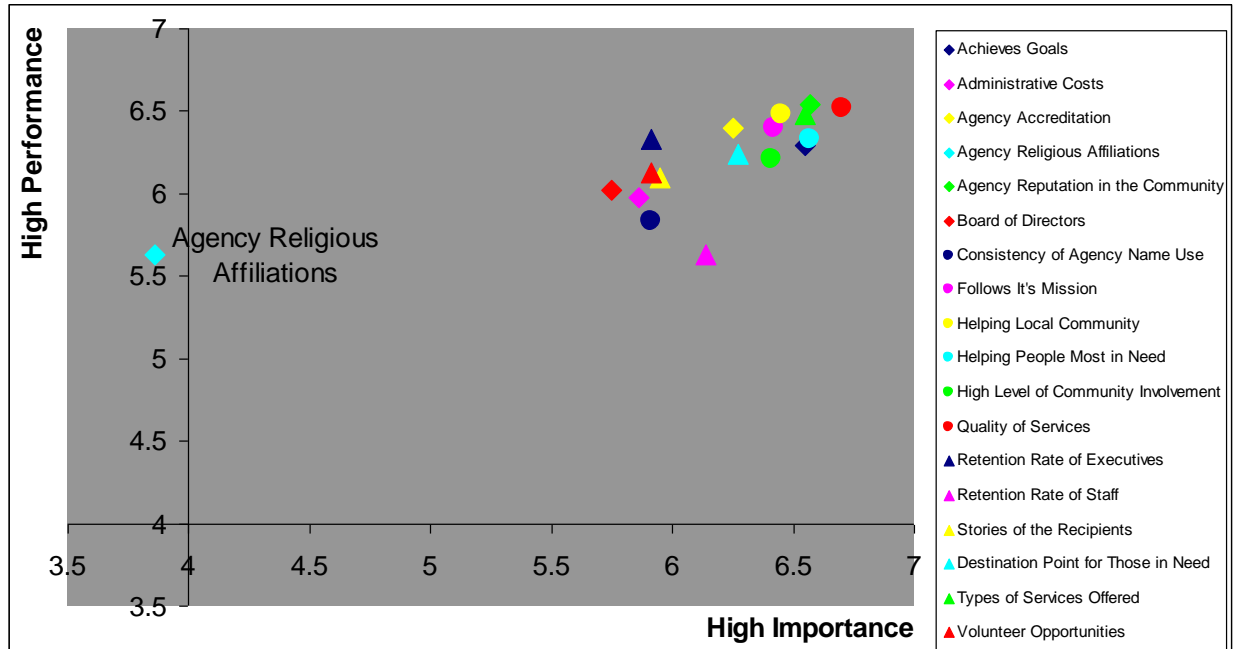
a. JFCS religious affiliations from the eyes of the Jewish respondents are important to measure as well. From those who answered the survey about JFCS, 20 of the 38 respondents that identified a religion noted they were Jewish (we had 7 no responses in the religion section). Below you can see the religious breakdown from JFCS respondents.

Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Baptist	1	2.2	2.6	2.6
	Catholic	2	4.4	5.3	7.9
	Christian	2	4.4	5.3	13.2
	Episcopalian	2	4.4	5.3	18.4
	Existentialism	1	2.2	2.6	21.1
	Jewish	20	44.4	52.6	73.7
	Lutheran	1	2.2	2.6	76.3
	Non Denomination	1	2.2	2.6	78.9
	Non Practicing Jewish	2	4.4	5.3	84.2
	None	4	8.9	10.5	94.7
	Secular	1	2.2	2.6	97.4
	Unaffiliated	1	2.2	2.6	100.0
	Total	38	84.4	100.0	
Missing	System	7	15.6		
Total		45	100.0		

b. According to the mean of JFCS Jewish respondents, the least important factor is Agency Religious Affiliations (mean importance of 4.35). JFCS is currently performing significantly greater than the importance of the Jewish respondents (mean performance of 5.78). Therefore, JFCS can put less emphasis on the "J" of the agency without risk of burning Jewish people involved with the agency.
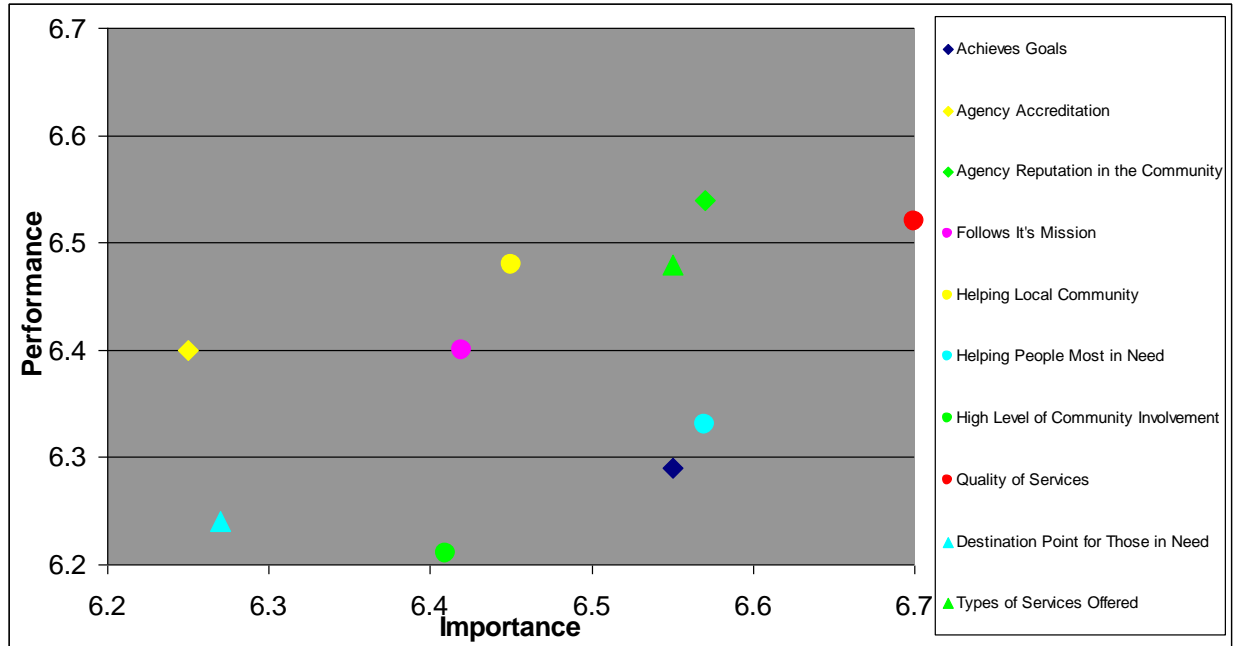
Statistics

		Religion	Agency Religious Affiliations (Non-profit Performing)	Agency Religious Affiliations (Important to you)
N	Valid	20	18	20
	Missing	0	2	0
Mean		7.00	5.78	4.35

10. JFCS: Importance-performance of JFCS attributes

Learning about what current JFCS respondents value greatest and then identifying how JFCS is performing will help with identifying the most important strengths and weaknesses of JFCS. These results are all based on the survey response from questions six and seven measuring the importance and performance of 18 different variables.   Note: These findings weigh the perceived importance with the perceived performance of JFCS. These findings can be attributed to a lack of knowledge from the respondents.

a. Quality of services is the most important factor to JFCS respondents. JFCS respondents feel that the performance of JFCS is falling short of the importance of this variable (– 0.18) making this attribute a weakness.

b. Agency reputation in the community and helping people most in need both ranked as the second most important factor. The performance of agency reputation slightly fell short of importance (-0.03). However, helping people most in need ranked much lower in performance (-0.24) making this attribute a weakness.

i. Types of services offered and agency achieves goals are the next most important. The performance of the types of services offered only slightly fell short of importance (-0.07). However, the agency achieves goals variable ranked much lower in performance (-0.26) making this attribute a weakness.

ii. Helping local community is a perceived strength to JFCS ranking higher in performance than importance (0.03) making this attribute a strength.

iii. Follows its mission ranks at (-0.02).

iv. High level of community involvement (-0.2) making this attribute a weakness.

v. Destination point for those in need (-0.03).

vi. Agency accreditations mean difference (0.15) making this attribute a strength.

Legend:
- ◆ Achieves Goals
- ◆ Agency Accreditation
- ◆ Agency Reputation in the Community
- ● Follows It's Mission
- ● Helping Local Community
- ● Helping People Most in Need
- ● High Level of Community Involvement
- ● Quality of Services
- ▲ Destination Point for Those in Need
- ▲ Types of Services Offered

c. To see a scatter plot of the 17 variables that were important, see Appendix: Importance/Performance.

Conclusions and Recommendations

After collecting over 170 written and digital surveys and statistically analyzing them, the USF research group collectively convened on suggestions for JFCS. These suggestions were developed with input from secondary, primary and data analysis research of the submitted surveys. The following are the suggestions of the USF marketing research project regarding program support, branding and targeting donors:

o The majority of respondents said they would most likely support programs that foster and cater to youth. It is our recommendation that JFCS promote to the community and to donors about specific youth-oriented programs.

o Respondent's specific to the JFCS brand said that religious affiliation is unimportant to them. It is important that JFCS not over-emphasize the "J" in JFCS when promoting their

brand. Data supports that the religious affiliation of a non-profit organization does not deter from brand acceptance.

o When targeting donors, those between the ages of 63 and 96 years-of-age were extremely likely to donate. JFCS should preferentially target this age demographic as they have indicated their high likelihood to donate to a non-profit organization.

o Those between the ages of 43 and 63 years of age are the second most likely to donate. JFCS should target this age demographic as they have indicated their likelihood to donate to a non-profit organization.

o The data supports that the respondents are most likely to donate because of their friends. JFCS should target the friends of current donors and/or volunteers with promotional efforts.

o The data supports that the respondents donate to a non-profit specifically to attend an event. JFCS should promote current and future fundraising events to targeted age demographics. In tandem, JFCS may also consider adding additional events to their calendar to increase fundraising results. Also, JFCS may also need to be aware to not over-saturate the market.

o The data also supports that these age groups are the most likely to talk to friends about a non-profit organization. JFCS should be aware of the power of word-of-mouth, as it could promote or harm the brand.

These recommendations were developed with specific goals of JFCS in mind. Additional analysis of the collected data may be required to research additional questions.

Limitations

As we all know, any research project has limitations. Common limitations connected with marketing research consist of sampling bias, financial constraints, time pressures, and measurement error. Regardless of the issues faced by a researcher, it is important to keep focus on delivering a flawless study for the client. When the client is properly informed of limitations, credibility of the report will not be diminished but rather, improve client perceptions of the quality of the project.

Our marketing group began working with Jewish Family and Children's Service (JFCS) knowing some of these common limitations would be a challenge for us. The most obvious was time; we had a lot to tackle on a short amount of time. Additionally, sampling bias was going to confront us with possible issues in which all participants would not be equally balanced or objectively represented. Regardless, we agreed early in the project that we would do the best we could with the time and resources given and made key players at JFCS aware of the hurdles we anticipated.

Appendix: 1 Google Searches

a. Google search: JFCS

1. Home/Jewish Family and Children's Services
   i. San Francisco, CA- www.jfcs.org
   ii. Description: Organization which offers adult mental health counseling, adoption, AIDS, bereavement, child development, disability, emergency assistance, home care, **...**
2. Jewish Family and Children's Services of Sarasota-Manatee
   i. FL- www.jfcs-cares.org
   ii. Description: Serving children, adolescents, adults and seniors in Sarasota, Manatee, Bradenton, Venice and surrounding areas.
3. Your Tools for Living- JF&CS Atlanta
   i. GA- www.yourtoolsforliving.org
   ii. Description: *JF&CS*: Jewish Family & Career Services of Atlanta.
4. JFCS of Minneapolis- Jewish Family and Children's Service
   i. MN- www.jfcsmpls.org
   ii. Description: Provides counseling, scholarships, big brother/big sister program, and older adult services.
5. Jewish Family & Children's Service – View Blog
   i. Boston, MA- www.jfcsboston.org
   ii. Description: For almost 150 years, *JF&CS* has been Greater Boston's leading and trusted provider of comprehensive human services.
6. Jewish Family and Children's Service of Greater Philadelphia
   i. PA- www.jfcsphilly.org
   ii. Description: Greater Philadelphia offers a diverse array of services to help children, adults, seniors, and families cope with challenges that arise throughout the **...**
7. Phoenix Family Counseling, Elderly Care Phoenix, Home Care Phoenix...
   i. AZ- www.jfcsaz.org
   ii. Description: *JFCS* is proud to honor the original mission through the provision of services focused on the Jewish community of Maricopa County through Information and **...**
8. JFCS/East Bay
   i. Berkley, CA- www.jfcs-eastbay.org
   ii. Description: A non-profit, nonsectarian agency in Northern California that provides mental health and social services to people of all backgrounds and ethnicities.
9. Jewish Family and Child Service – Portland, Oregon
   i. OR- www.jfcs-portland.org
   ii. Description: Private non-profit social service organization that offers a wide range of human services including counseling, emergency financial assistance and referrals **...**
10. Jewish Family & Children's Service of St. Louis
    i. MO- www.jfcs-stl.org

        ii.   Description: Provides counseling, child abuse prevention programs, assistance to the learning disabled, and food pantry.

b. Based on the top ten hits on Google: JFCS, here are recommendations and notes:

    1. On the Google search organization is listed as Jewish Family <u>and</u> Children's Service<u>s</u> of Sarasota-Manatee versus Jewish Family & Children's Service of Sarasota-Manatee. This could be one of the causes of confusion in the full name of the organization.

    2. The current description: Serving children, adolescents, adults and seniors in Sarasota, Manatee, Bradenton, Venice and surrounding areas. This description does not indicate that the organization helps all people. Also, how does it serve children, adolescents, adults and seniors? This description is what will help drive people to our site over other organizations.

c. Google: Sarasota counseling (Local business results for counseling)

    1. [Relationship And Personal Coach *Sarasota*](#)
       i.   *[www.relationshipandpersonalcoach.com](#)* - (941) 328-8596 - [7 reviews](#)

    2. [Deborah Huntley, Ph.D.](#)
       i.   [www.deborahhuntley.com](#) - (941) 366-2442 - [More](#)

    3. [Michaels Christine Lmhc Ceap](#) - (941) 955-5518 - [1 review](#)

    4. [Jewish Family & Children's Service of *Sarasota*-Manatee Inc](#)
       i.   [www.jfcs-cares.org](#) - (941) 366-2224 - [More](#)

    5. [Schechter Jill T](#)
       i.   *[www.askcounselorjill.com](#)* - (941) 330-1096 - [More](#)

    6. [Twitchell Carol Psyd](#)
       i.   [www.caroltwitchell.com](#) - (941) 954-1506 - [More](#)

    7. [Charis Center](#)
       i.   *[www.chariscenterfl.com](#)* - (941) 378-1549

    8. Note: Below local business listings, JFCS comes up as the 9th listed. Again, it is listed as wrong name. Note: On the local business results, the name is correct.

    9. Description: JFCS provides comprehensive **counseling** and social services **...** 2008 Jewish Family & Children's Service of **Sarasota**-Manatee, Inc. • Site Design by Design **...**

d. Google: Sarasota social services (Local business listings)

    1. Salvation Army the - Sarasota Corps
       i.   [www.uss.salvationarmy.org](#) - (941) 954-4673 - 1 review

    2. Suncoast Partnership Tech
       i.   [www.suncoastpartnership.com](#) - (941) 955-8987 – More

    3. Glasser Schoenbaum Human Services Center
       i.   [www.gs-humanservices.org](#) - (941) 365-4545 – More

    4. The Salvation Army: Truck Pick-Up Service
       i.   [www.salvationarmy.org](#) - (941) 954-4549 - 2 reviews

    5. Sarasota Family YMCA
       i.   [www.ymca.net](#) - (941) 351-8093 – More

    6. YMCA
       i.   [www.sarasota-ymca.org](#) - (941) 955-8194 - 3 reviews

7. Resurrection House Inc
   i. www.resurrectionhousesarasota.org - (941) 365-3759 – More
8. Note: below local business listings, JFCS showed up on the second page, fourth listing down. This means that JFCS is the 24th place listed on Google for Sarasota social services.
9. Description is same as the counseling search: JFCS provides comprehensive counseling and **social services ...** 2008 Jewish Family & Children's Service of **Sarasota**-Manatee, Inc. • Site Design by Design **...**

e. Google: Sarasota donations
   1. Note: JFCS came up on the 10th page, eighth down. This means that JFCS is the 98th place listed on Google for Sarasota donations
   2. Donate - Jewish Family & Children's Service of **Sarasota**-Manatee
      Donations can be made to support the general operating budget of the agency or for a specific **...** Fishman & Associates, Inc. The Ritz-Carlton, **Sarasota ...**
      www.jfcs-cares.org/donate.html - Cached - Similar

f. Google: Donations Sarasota
   1. Note: JFCS came up on the 11th page as the first listing. This means that JFCS is in the 110th listing based on the Google search: Donations Sarasota.
   2. Donate - Jewish Family & Children's Service of **Sarasota**-Manatee
      Donations can be made to support the general operating budget of the agency or for a specific **...** Fishman & Associates, Inc. The Ritz-Carlton, **Sarasota ...**
      www.jfcs-cares.org/donate.html - Cached - Similar

g. Google: Sarasota donation
   1. Note: JFCS came up on the 14th page, ninth listing. This means that JFCS is the 149th listing based on the Google search: Sarasota donation.
   2. **Donate** - Jewish Family & Children's Service of **Sarasota**-Manatee
      Your personal tax-deductible **donation** to the Annual Friends Campaign makes you a "Friend of the Family" for an entire year. **Donations** can be made to support **...**
      www.jfcs-cares.org/donate.html - Cached - Similar

h. Google: Donation Sarasota
   1. Note: JFCS came up on the 14th page, fifth and seventh listing. This means that JFCS is in the 145th and 147th listing based on the Google search: Donation Sarasota. Also, the 145th listing is not leading people to JFCS website.
   2. **Donate** Car - Jewish Family & Children's Service of **Sarasota ...**
      Donate your car, truck, RV, boat, or other vehicle to Jewish Family & Children's Service of **Sarasota**-Manatee, Inc.. Complete a simple car **donation** form to **...**
      www.charitableautoresources.com/donate-car-jfcs-sarasota-manatee.htm - Cached
   3. **Donate** - Jewish Family & Children's Service of **Sarasota**-Manatee
      Your personal tax-deductible **donation** to the Annual Friends Campaign makes you a "Friend of the Family" for an entire year. **Donations** can be made to support **...**
      www.jfcs-cares.org/donate.html - Cached - Similar

i. Google: Sarasota donate

1. Note: JFCS came up on the fifth page, fourth down. This means that JFCS is in the 54th listing based on Google search: Sarasota donate.
2. **Donate** - *Jewish Family & Children's Service of* **Sarasota**-*Manatee*
   Your personal tax-deductible **donation** to the Annual Friends Campaign makes you a "Friend of the Family" for an entire year. Donations can be made to support **...**
   www.jfcs-cares.org/donate.html - Cached - Similar

j. Google: Donate Sarasota
1. Note: JFCS came up on the fifth page, third down. This means that JFCS is the 53rd listing based on the Google search: Donate Sarasota.
2. **Donate** - *Jewish Family & Children's Service of* **Sarasota**-*Manatee*
   Your personal tax-deductible **donation** to the Annual Friends Campaign makes you a "Friend of the Family" for an entire year. Donations can be made to support **...**
   www.jfcs-cares.org/donate.html - Cached - Similar

k. Google: Sarasota volunteer
1. Note: Within the first 20 pages, 200 listings, there is no JFCS representation.

l. Google: Volunteer Sarasota
1. Note: Within the first 20 pages, 200 listings, there is no JFCS representation.

m. Google: Sarasota family counseling (same results for Family counseling Sarasota)
1. Relationship And Personal Coach **Sarasota**
   i. *www.relationshipandpersonalcoach.com* - (941) 328-8596 - 7 reviews
2. Jewish **Family** & Children's Service of **Sarasota**-Manatee Inc
   i. *www.jfcs-cares.org* - (941) 366-2224 - More
3. Twitchell Carol PHD
   i. *www.caroltwitchell.com* - (941) 954-1506 - More
4. Deborah Huntley, Ph.D.
   i. *www.deborahhuntley.com* - (941) 366-2442 - More
5. Note: Under the local business results, JFCS is the second place listed. First was www.family-mariage-counseling.com Third was www.goodtherapy.org
   i. Jewish **Family** and Children's Services of **Sarasota**-Manatee
      JFCS provides comprehensive **counseling** and social services **...** 2008 Jewish **Family** & Children's Service of **Sarasota**-Manatee, Inc. • Site Design by Design **...**
      www.jfcs-cares.org/ - Cached - Similar

n. Google: Sarasota senior services
1. Note: Within the first 20 pages, 200 listings, there is no JFCS representation.

o. Google: Senior services Sarasota
1. Note: JFCS came up on the seventh page, sixth listing down making it the 76th listing on Google.
2. FAQ's - *Jewish Family & Children's Service of* **Sarasota**-*Manatee*
   How can out of town family members make a referral for **services**? **...** Parenting Classes are offered in **Sarasota**; **Senior** Outreach **Services** Group Programs are **...**
   www.jfcs-cares.org/FAQ.html - Cached - Similar

Appendix: 2 JFCS knowledge of other non-profits

Identify Non-Profit		JFCS (Familiar with nonprofit)	Catholic Charities (Familiar with nonprofit)	United Way (Familiar with nonprofit)	The Salvation Army (Familiar with nonprofit)	YMCA (Familiar with nonprofit)	Senior Friendship Centers (Familiar with nonprofit)	Boys & Girls Clubs (Familiar with nonprofit)	Women's Resource Center (Familiar with nonprofit)
Catholic Charities	Mean	5	6	6.33	6.33	6	5	4.33	4.67
	N	3	3	3	3	3	3	3	3
United Way	Mean	4.3	3.5	6	5.7	5.1	3.6	4.6	3.7
	N	10	10	10	10	10	10	10	10
The Salvation Army	Mean	4.67	4.33	5.44	6.11	5.89	4.44	4.75	4.89
	N	9	9	9	9	9	9	8	9
YMCA	Mean	3.67	2.83	5.33	5.33	6	3.17	5.17	4.17
	N	6	6	6	6	6	6	6	6
JFCS	Mean	6.69	4.84	5.67	5.67	5.58	5.82	5.67	5.62
	N	45	45	45	45	45	45	45	45
Senior Friendship Centers	Mean	6.5	4.67	5.5	5.43	5.86	6.25	5.71	6.14
	N	8	6	8	7	7	8	7	7
Boys & Girls Club	Mean	4.2	3.8	5	5.6	5.2	4.4	6	4.4
	N	5	5	5	5	5	5	5	5
Women's Resource Center	Mean	6.14	4	5.43	5.29	5.86	5.57	5.86	6.43
	N	7	7	7	7	7	7	7	7
Big Bother Big Sister	Mean	4.82	5.32	6.26	6.29	6.21	5	5.97	5.45
	N	33	34	34	34	33	33	34	33

Appendix: 3 Importance/Performance