



CASE STUDY

Reverse Declining Donations & Improve Community Impact United Way Suncoast

A human services organization faced more complex community needs but donors were leaving them.



THE NEED FOR CHANGE

The United Way Suncoast (UWS) faced a perfect storm of challenges during the new CEO's first year. While the COVID-19 pandemic illuminated a human services crisis in 2020, donations had been declining for years. Engagement and expectations were changing, and the United Way's service for workplace giving had become less compelling to companies and individuals. Community needs were growing, but funds were declining. In addition, merger-related culture challenges led to fragmented operational activities, which further hindered community impact.



WHAT WE DID

Working with consulting firm Public Works LLC, Align led industry benchmarking, surveys, interviews, and focus groups with more than 60 stakeholders. This gave UWS leaders a deeper understanding of their audiences' diverse and changing needs. We uncovered internal challenges, facilitated brainstorming and idea selection, and built details and energy around new approaches.

New customer personas humanized the data and helped leaders see donor needs differently.

RESULTS



New Understanding of Customers & Needs

Active participation built trust and revealed the unmet needs of young professionals and non-profit agencies.

Value-Adding Services vs. a "Conduit for Funds"

New Analytics and Innovation Center, a new Direct-to-Consumer app, and a revised community funding framework were budgeted, assigned, and planned.

AT A GLANCE

Challenges

- Declining Donors & Revenue
- Weakened Value Proposition
- Greater Competition
- Diverse and Complex Stakeholder Needs
- Mergers & Low Morale

Benefits

- Consensus for New Direction
- Stakeholder Trust & Engagement
- New Impact-Driven Metrics
- New Services & Channels



United Way Suncoast

"The research and innovation skills of Jen and her team augmented our capabilities, introduced us to new methods, and contributed to powerful insights, stakeholder buy-in, and creative new concepts that our client embraced."

Eric Schnurer

President, Public Works LLC
project prime contractor



www.alignltd.com