The Innerwork Center X DaVinci Center

2023





Table of Contents

Meet the Team	- 2
Problem Statement	_ 3
Research Design	- 5
Wellness Industry	- 6
Consumer Trends	- 7
Local Research (Non-Profit /Competitive Landscape) $-\ -$	_ 8-9
Personas	_ 10
The Innerwork Center's Persona — — — — — — — —	_ 11
The Innerwork Center Experience Survey $ -$	_ 12-13
Final Recommendations	_ 15
Messaging Strategy	_ 16
Resource Library — — — — — — — — — — — —	- 17
Marketing Strategy	18
MailChimp — — — — — — — — — — — — — —	_ 19
Social Media Template — — — — — — — — — —	_ 20-22
Membership Strategy — — — — — — — — — — —	- 23
Revised Membership Tier Model — — — — — — —	
Calendar List — — — — — — — — — — — —	
Sitemap	
SWOT Analysis of our Recommendations	30
Ovcoming Barriers – – – – – – – – – – –	- 31
Thank You	- 32
Citations	- 33

Meet the Team



Marieasha Little
Multi-Interdisciplinary Studies



Tim Phu Marketing



Chance Johnson
Product Design



Lizzy ShinGraphic Design



Mariah Rodriguez

Psychology

Problem Statement

Past Problem Statement

"How might we refine Innerworks' current marketing approach so that their product offerings appear more intuitive and appealing to the appropriate audiences?"

Current Problem Statement



"How might we communicate with and cater to the target audience of The Innerwork Center in an effort to build brand awareness?"

Members have a lack of awareness surrounding membership







Members are unaware of the complete product offerings of IWC.

Members are confused about the difference between having a membership v. attending individual classes. Members are unsure which membership tier will provide them with the most value.

Overall utilized the scientific process, human centered design, and design thinking.

04. Ideate

Marketing Plan

 Refine current marketing approach based on research outcomes:

Marketing Technology

•Help Innerwork to effectively engage with the community by adopting one of the following: An App, SMS application or revise current email marketing strategy

06. Storytelling

Connect persona to recommendations and how it will help their audience

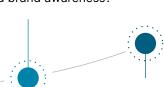


02. Define the problem

How might we communicate with and cater to the target audience of The Innerwork Center in an effort to build brand awareness?

05. Prototype

Messaging Strategy, Membership Strategy, Marketing Strategy, Marketing Technology Recommendations



01. Empathize

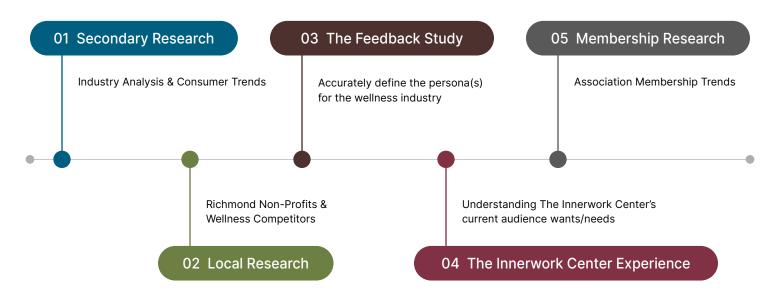
With The Innerwork Center's pain points and frustrations

03. Gather data and record outcomes

Secondary research, competitor analysis, The Feedback Study, The Innerwork Center Experience Survey



Research Design



Goal

Utilize VCU library database to understand the wellness industry and consumer trends through: Industry reports

- · Industry reports
- · Academic journals
- Market trends

Outcome

Better understand the current trends

02. Local Research

01. Secondary

Research

Research local Richmond nonprofits and wellness competitors

Gained a comprehensive understanding of the competitive landscape

03. The Feedback Study

Consulted Feedback, a social listening company, where all of our \$400 budget went towards to accurately define the persona(s) for the wellness industry

Defined The Innerwork Center's audience persona as the work-life worriers

04. The Innerwork Center Experience Study

Gather the opinions and thoughts of The Innerwork Center's current audience to betunderstand and serve their needs

Understand The Innerwork Center's current audience's wants/needs

05. Membership Research

Conducted membership research to provide valuable insights into membership trends

Revised The Innerwork Center's Membership Tier Model and Membership Experience

Wellness Industry Analysis

Market Size: 4.4 trillion USD in 2020

Expected to increase dramatically by 2030

Market Share:

 ExMarket Share: Mental wellness 131 billion USD

Market Segments

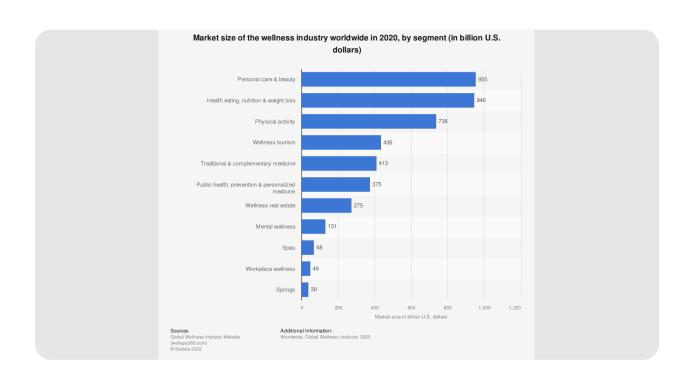
- Demographic (Gender, age, and ethnicity):
 - Women have dominated the clientele in wellness spaces
- Overall most common group → Caucasian women ages 30+

Major Players

- Wellness is broad industry can be "blurry"
- Gyms: Life Time, LA Fitness
- Mental health: Headspace, Calm
- Technology: Apple, Oura Ring

Market Drivers

- Market Drivers
- Democratized well-being (social media)
- Self-optimization (mental, physical, spiritual improvement)
- The search for purpose (heighten sense of self-awareness)
- Taking back control (era of technology, political/ economic stressors)
- A new balance (sedentary lifestyles and increased chronic illnesses)



Consumer Trends





The COVID-19 pandemic has caused consumers to prioritize their health and wellness needs, particularly their mental health, as they continue to work remotely and face increased stress levels, leading to a higher motivation to make lifestyle changes, while seeking free or low-cost ways to manage their stress.

Men tend to rate themselves as very healthy compared to women, and women are more stressed out for more reasons, with concerns about the future, personal relationships, and household responsibilities being the top stressors. Women are also more likely to be open about their mental health struggles compared to men, who are pressured to conform to societal stereotypes of masculinity that discourage open emotional expression and may require encouragement to discuss their struggles with mental illness and seek help from others.



Mindfulness and meditation are perceived as less important for a healthy lifestyle compared to other activities such as sleeping, eating healthy, and exercising. This presents a challenge for brands to encourage consumers to embrace the concept and understand its benefits, particularly in terms of stress reduction.



New Emerging Audiences (Black Americans & Hispanics)

Black Americans and Hispanics both face challenges in achieving their ideal level of health and wellbeing due to various factors such as cost, time, ongoing responsibilities, and mental health stigmas. However, Black Americans tend to be more motivated to improve their health and are actively making efforts to address both their physical and mental health.



LGBTQ+ Learning Towards Wellness

LGBTQ+ identifying individuals present poorer mental health and physical health compared to the heterosexual and cisgender population.

Richmond Non-Profits Research







Membership Tier Model

- Student \$10
- Teacher \$35
- Seniors
- Individual \$35
- Individual \$45
- Senior Family \$50
- Family \$60

- Individual \$70
- Dual \$105
- Family \$105
- Student \$10

VMFA Circle Membership Leadership Membership

- Individual \$50
- Dear Friend \$125
- Sustainer \$250
- Seniors (65+) \$35
- Student \$10

Membership Motive

To enjoy history, nature, animals, and provide their children with learning experiences To introduce their children to the arts and get engaged with the community,

To support IWC's effort in making Richmond a wiser and more compassionate place to live

Differences

Memberships are both catered towards families with children.

Serving individual wants/needs

Competitive Analysis/Landscape



Heartfulness

A global non-profit institute that focuses on science-based wellness practices to help individuals, children, families, communities, organizations and businesses, and government organizations.



The Well Collective

A space for conscious community that offers intergenerational wellness, equitable healing modalities, and workshops for individual and collective wellbeing.



Sankara Wholistic Wellness

Focused on re-establishing emotional, mental & spiritual balance through transformational individual and group self-healing and empowerment sessions and services.

HIGH BRAND AWARENESS













Audience/Persona of the Wellness Industry



The Dabbler

Wants/Needs

- · Practical applications in daily life
- To feel like they are working towards a goal/working on themselves
- Membership: Needs quick wins to show progress
- Individual (a la carte): Preferred for "trying out"

Barriers

- · Commitment/Sticking to plans
- Used to sampling and moving on
- May pay for Membership but not use it then not renew
- Ex. spas with subscriptions
- Current multitude of options enjoyable for them



The Influencer

Wants/Needs

- To be seen working on themselves and as an influence on others
- Dealing with change "work, status, etc.)
- Membership: Likely allergic to commitment unless you're paying them
- Individual (a la carte): Absolutely

Barriers

- Loves being a resource for others
- No commitment
- Not realistic in goals or attitudes
- Likely may transform into another Persona with:
 - Personal change
 - Work change

The Innerwork Center's persona audience



Work Life Worrier

Wants/Needs

- Time
- Organized assistance: they are in a "try anything/everything" approach but it feels self-driven
- From digital eye strain to bad posture to quiet quitting to meditation...nebulously untethered concept
- Subtype Worry for Family Worriers:
- Can't put themselves first / selfish worry
- What could help us all? How can I help them if I can't help myself?

Barriers

- Help discerning what they want/need
- Membership: A membership tailored to either them person ally or their family
- Couple Membership
- Parent Membership
- Family Activities
- Individuals (a la carte): Less attractive - want direction

Tech

- Has "tried" apps
- Has a dozen unused apps on their phone
- Are constantly peddled apps by
- Open to anything but tech usually = expensive
- The cost of price
- The cost of time to see any actual change

The Innerwork Center's Persona Audience:

Struggles to identify their own wants and needs, and desires tailored membership options for themselves or their family. They feel overwhelmed and have less time for themselves due to worrying about work and life. Although open to technology, they find it too expensive and feel bombarded with ads and promotions when trying new apps. There is a cost of time to see any actual change.



Kate Robinson

Work-Life Worrier

Job Title: Teacher

Age: 51 Years Old

Location: Richmond, VA

"Might be nice to have more "Intro to" one-hour sessions that could introduce a topic so that someone could decide whether to sign up for a multi-day/longer series."

Frustrations/Pain Points

Work-life balance

Personality

Introverted Extroverted

Tech Savviness

Low — High

Wants/Needs

Personal growth, improving mental health

Goal

Direction, assistance with discerning what she needs, interested in tailored membership programs

Why the Work-Life Worrier?

According to research supplements obtained from the social listening study, it was found that the Work-Life Worrier group would be the most prime due to its numbers. This group encompasses a large and identifiable volume of people that could also build upon itself through word of mouth.

The Innerwork Experience Survey

Gather the opinions and thoughts of The Innerwork Center's current audience to better understand and serve their needs



Sections:

- Demographics
- Overall Satisfaction
- Classes
- Membership
- Website

77.8% said The Innerwork Center was recommended by a friend or colleague

No participants acknowledged if they found The Innerwork Center through search engine results (Google, Bing, etc)

Our Findings:

IWC's Value Proposition is unclear

- The Innerwork Center's unclear value proposition, coupled with a lack of consistent messaging and scattered communication about its desired impact on the community, may be contributing to confusion among members and a lack of awareness about the organization's mission and goals
- They want to purchase a membership for the value proposition, but is confused with how that is being done or what that is

"Lacks clarity about its desired impact on the community whether that is RVA or something else; too scattered"

"The statement about a wiser and more compassionate RVA has not been offered publicly. How would anyone know about this phrasing?"

There are too many "clicks" on the website

- Members have expressed difficulty navigating the website, citing the excessive number of clicks required.
 This issue may be related to the use of Humanitru, which opens in a new window and adds an extra step in the navigation process
- 50% of survey participants said they found a challenge while using the website

"Can't see all of the programs on a monthly calendar, several clicks to actually register for a program"

"Too many clicks"

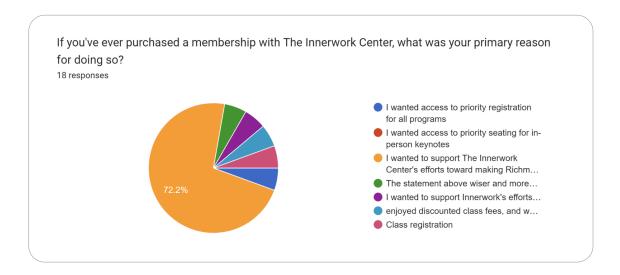
"Reduce the number of clicks to register"

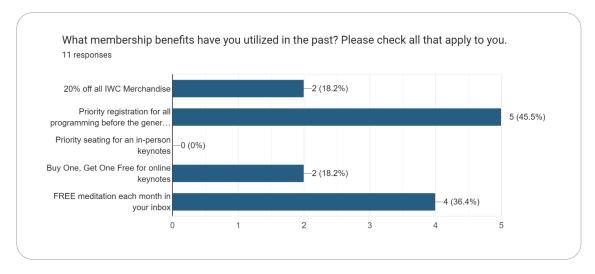
Uncertainty with Membership Tiers & Benefits

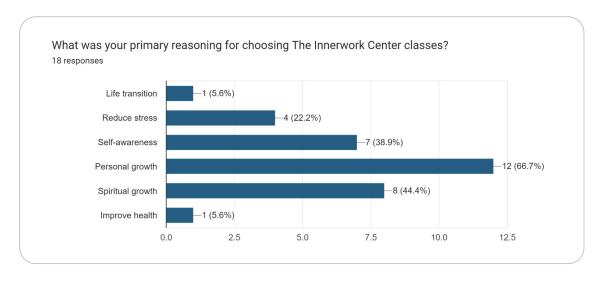
 Members do not utilize the benefits of the current membership tier model, as it does not offer any associated benefits for each tier

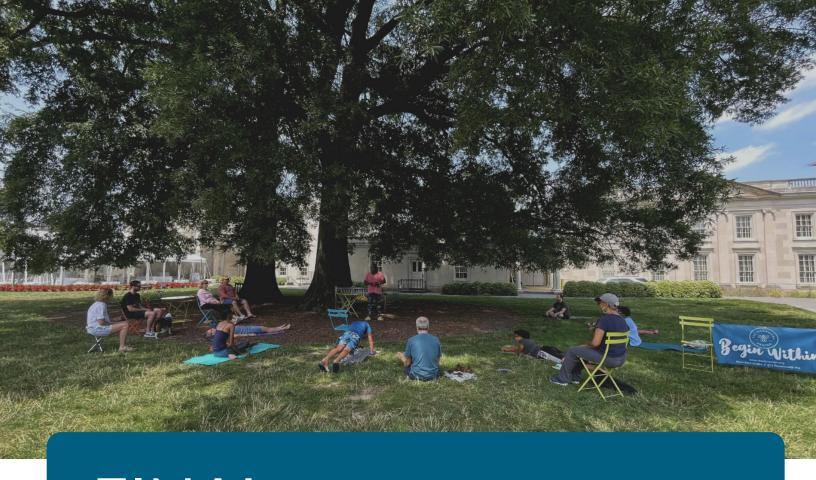
"I wasn't sure what the tiers mean"

The Innerwork Experience Survey









FINAL RECOMMENDATIONS

Final Recommendations

Messaging Strategy

Update language for clearer understanding of IWC value proposition

Updating language and tone in-house has no cost, but building a resource library may require hiring a content specialist, which depends on the library's size and scope.



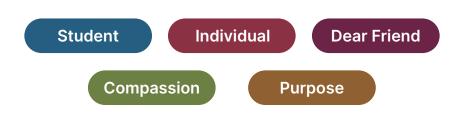




Membership Strategy

Increase brand awareness and boost traffic to website

Implementing our revised membership tier model and calendar list in-house has no extra cost. However, offering free one-time consultations to recommend classes based on a member's needs may require hiring additional staff or outsourcing to a specialist, and costs will depend on the level of expertise needed.



Marketing Strategy Increase overall membership and engagement, and retain members

Onboarding email implementation and newsletter revisions in-house has no extra cost. However, SEO and PPC campaigns can be outsourced to a marketing agency or done in-house with existing staff, and costs will depend on the campaign's scope and required expertise.

DIGITAL MARKETING

- SEO: Utilize correct keywords and keyphrases on Google organic listings
- PPC: Optimize sponsored listings using Google Ads
- Set up PPC on Google Ads

SOCIAL MEDIA

- Social media campaign
- Revised Social media templates

WEBSITE

• Reduce clicks in UI/UX for easier navigation

EMAIL MARKETING

- Onboarding email
- Revised email newsletter layout

Messaging Strategy



Easy to understand language



Value Proposition Awareness



Consistent Messaging

The current language used in The Innerwork Center's website an be confusing and overwhelming, which can act as a barrier to entry for consumers who are interested in learning more about wellness practices but are intimidated by the jargon

Solutions:

- Use plain language
- Provide educational resources (videos, infographics)
- Offer intro workshops or classes
- Use inclusive language.

The Innerwork Center's value proposition is to provide a safe, welcoming, and supportive community that empowers individuals to explore their inner selves, deepen their spiritual practices, and improve their overall well-being.

Solution: Testimonial Videos on IWC Website's Digital Library

Why?

- Social Proof
- Showcase the community
- Specific benefits of IWC's service

As a wellness center that seeks to inspire curiosity, cultivate mindfulness, and awaken the spirit, IWC should use language that is easy to understand and that reflects its mission of creating a supportive community for individuals on their wellness journey.

Current tone of voice: may be uninviting to a new audience because it contains a lot of jargon that may be unfamiliar to individuals who are not familiar with the wellness industry.

Solution: Tone of Voice: Welcoming, supportive, and approachable

- Social media posts
- Email newsletters
- Website

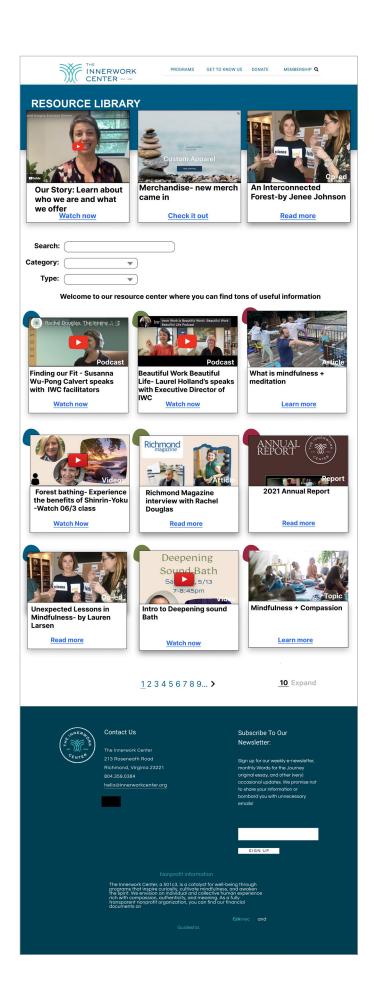
Resource Library

Where will all of this content go?

• To sum up our messaging strategy, implementing a resource library for the work-life worrier audience would be beneficial in communicating The Innerwork Center's value proposition.

Type of content:

- Testimonial Videos
- Intro to IWC/Who are we video
- Intro to class topics
- Past class recordings (members only)



Marketing Strategy

Onboarding Email

An email to new members with ways to get involved

New Email Newsletter Layout

· Concise while relevant information layout

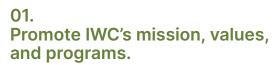
Revise MailChimp Usage

- · Update design layout of emails
- Create segments (members, non-members/prospects, stakeholders/donors)
- Call to Action
- Cleanup Subscribers
- Setup/build out nurture program (automation mailchimp)

Social Media Campaign

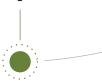
Revise current social media design for style cohesiveness

04.
Leverage user-generated content to showcase the community and impact of The Innerwork Center's program. (Facebook, Instagram)



- Education
- Entertainment
- Motivation

Inspiring quotes, testimonials, and information on upcoming events. (Facebook, Instagram) Additional: Explain services, where they originate & interview facilitators





03.

Host a social media contest to increase engagement (i.e. How will you #BeginWithin today?)



02.

Partner with local wellness influencers OR professionals to promote IWC's programs and services on their social media accounts. (Instagram)

MailChimp Example





Dear [Name],

Welcome to The Innerwork Center community! We are thrilled to have you embark on this journey towards spiritual growth and personal transformation with us. Our center offers a variety of workshops, classes, and events designed to help you cultivate a deeper sense of awareness and tap into your inner wisdom. Whether you're seeking to learn new skills, meet like-minded individuals, or simply take some time for yourself, we have something for everyone.

To get started, we recommend exploring our upcoming events calendar and registering for any workshops or classes that interest you. Our knowledgeable staff is here to help guide your journey and help you find the resources you need to truly thrive

If you're ready to take your journey to the next level, we encourage you to register for one of our membership tiers. Our membership tiers allow you to enjoy greater benefits and access to exclusive offerings tailored to your needs. These include discounted rates on workshops and classes, access to our online resources, and priority registration for events and retreats.

Thank you for choosing The Innerwork Center as your partner in personal growth. We look forward to supporting you on this journey.

With love and light, [DIGITAL SIGNATURE] The Innerwork Center Team

REGISTER NOW



Get to know us morel Meet Executive Director, Rachel Douglas, in this video and learn about our story.













Weekly Program Highlight



Sound Bath Meditation

Saturday, May 13th from 7:00pm-8:45pm Saturday, May 27th from 7:00pm-8:15pm A sound bath is an immersive experience that uses various sound healing instruments to induce relaxation and promote healing. In this session, facilitator Dwight Kim will carefully curate sounds and guide you into meditation.

Don't let work-life worries hold you back, allow the soothing sounds to calm your mind and help you find balance.

REGISTER



Innerwork Outside: Mindful Connection to Nature

Saturday, May 20th 10am-12pm

Our certified facilitators, Kirsten Melone and Shay Wilson, will lead this outdoor yoga session taking place within our very own community. Perfect for anyone regardless of experience level, join us and experience the serenity of nature while engaging in physical activity and introspection.

REGISTER





|LIST:DESCRIPTION|

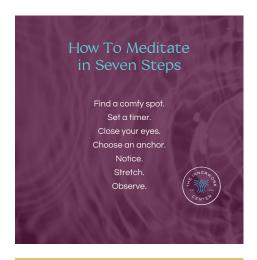
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Want to change how you receive these emails? You can <u>update your preferences</u> or <u>unsubscribe</u>

Social Media (Before)

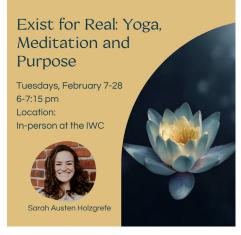








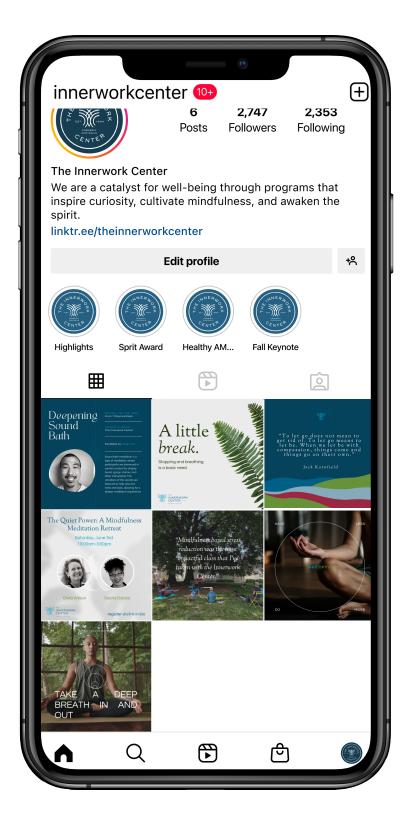








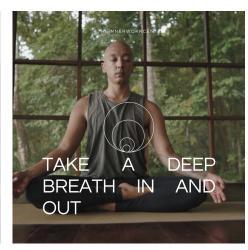
Social Media Redesign (after)



Social Media Redesign 2 (after)

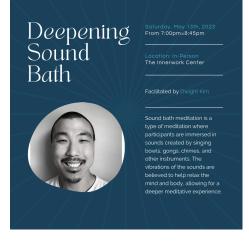














Membership Strategy

The revised membership tier model simplifies the benefits offered and provides more value to the members while increasing revenue.

This is a monthly auto-renew pass that provides unlimited access to classes scheduled for the month.

Student

\$10

- 20% off all IWC Merchandise
- UNLIMITED classes
- Buy One, Get One FREE for online keynotes
- FREE meditations each month in your inbox
- FREE one-time consultation to recommend classes based on member's need
- Discounts to our community partners

Individual

\$30

- 20% off all IWC Merchandise
- UNLIMITED classes
- Buy One, Get One FREE for online keynotes
- FREE meditations each month in your inbox
- FREE one-time consultation to recommend classes based on member's need
- Discounts to our community partners

Dear Friend

\$50

Dual membership for two members that includes the same benefits as an individual

Compassion

\$75

- Priority registration for all programming before the general public
- Priority seating for in-person keynotes
- 30% off on all programs

Purpose

\$100

- Priority registration for all programming before the general public
- Priority seating for in-person keynotes
- UNLIMITED programs
- Recognition in our Heartfelt Acknowledg ments in our Annual Report



\$15 Drop-in Groups

No longer separate from classes because:

- 1. Flexibility
- 2. Trial of community
- 3. Increased Revenue
- 4. Increased Attendance



Calendar Lists

Easier access to register for classes and know IWC schedule

- 1. Accessibility
- 2. Organization
- 3. Marketing
- 4. Time-Sensitive Information

Revised Membership Tier Model (before)

We understand that you are a whole being with many parts. Our goal is to support the many ways you can BEGIN WITHIN so that you can peacefully tend to every part of your beautiful life. In turn, your membership helps us continue our work towards a wiser and more compassionate Richmond region and beyond.

Circle of Compassion Membership Levels

We welcome you to select the membership that resonates most with you.











OFFERINGS FROM OUR COMMUNITY PARTNERS BECAUSE YOUR PRACTICE IS HOLISTIC:



Essential Acupuncture: Because the oldest practiced medical modalities in the world reduce stress, correct digestive issues and improve overall health and wellbeing.

\$25 off services (new clients only)



Float Zone:

Because water brings forth life in so many ways, especially when used to calm us therapeutically.

30% off Floats



Sneed's Nursery:

Because plants remind us of the growth process and the need to tend and water ourselves daily.

10% off all retail



Sacred Waters Holistic Spa & Boutique:

Because massages are simply ckage to include, 10% off all



Alexis Advisors:

Because finances can be the top stressor in our lives, so we have to

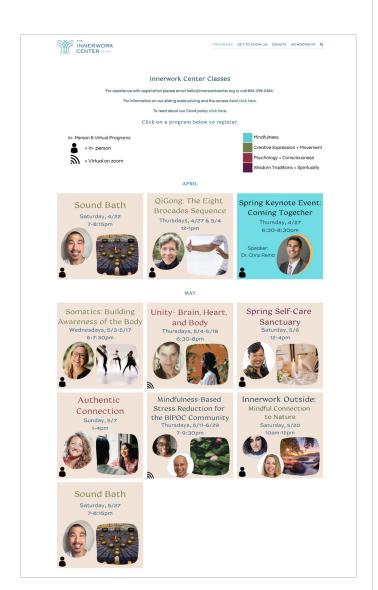


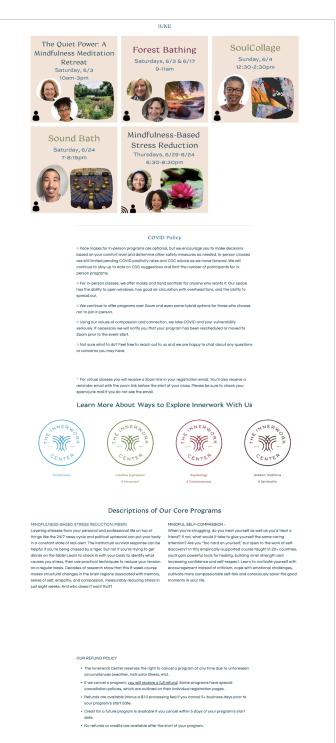
Mind, Body, Soul Reiki Because our bodies hold and release the energy we need and no

Revised Membership Tier Model (after)

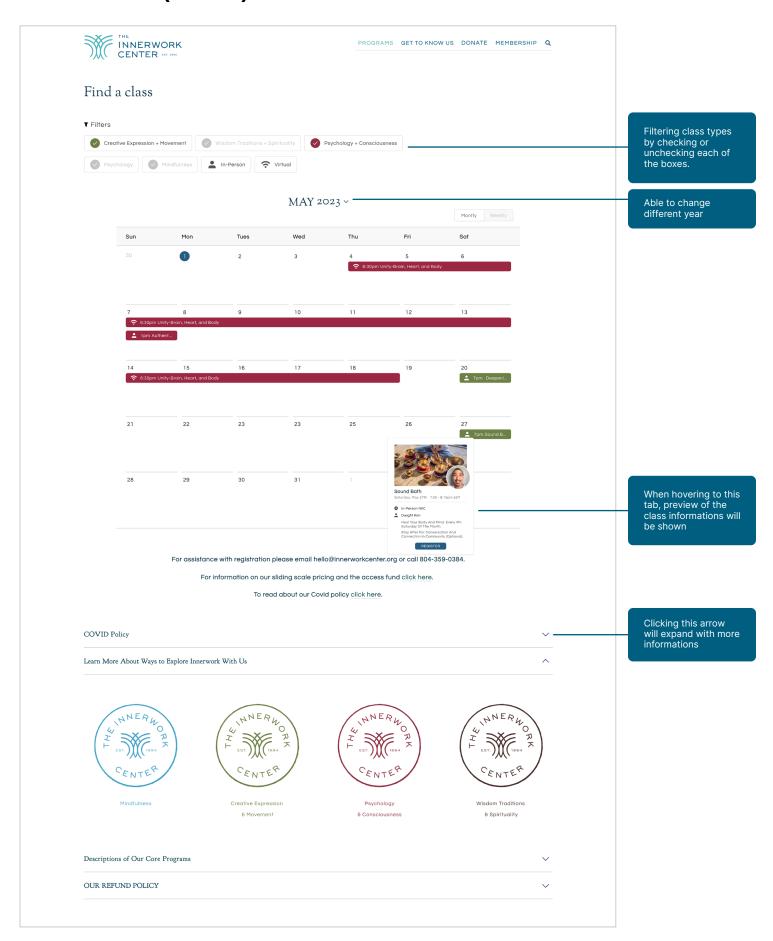


Calendar (before)

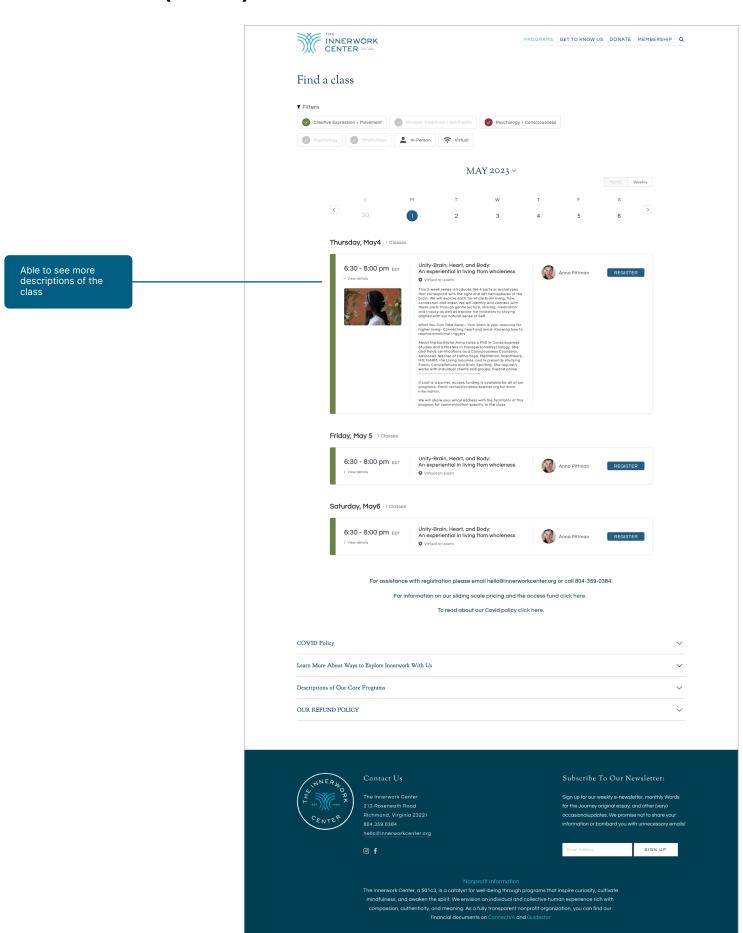




Calendar (after)

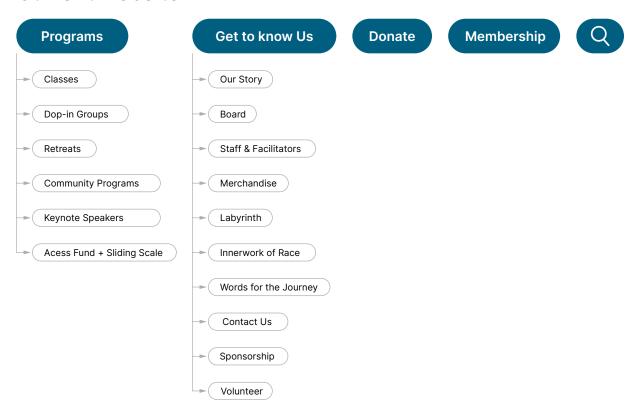


Calendar (after)

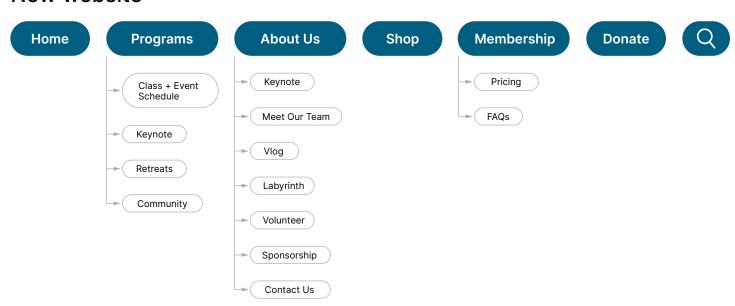


Sitemap

Current website



New website



SWOT Analysis of our Recommendations

Strengths

- The revised membership tier model will provide more benefits and increase engagement with members
- Implementation of a resources library and improved messaging strategy will help to clarify IWC's value proposition
- The addition of a calendar list will help to increase member engagement by providing easier access to information about events and classes
- Implementation of a digital marketing strategy, including SEO and PPC, will help to increase brand awareness and traffic to the IWC website

Weaknesses

- The success of the revised membership tier model is dependent on members utilizing the benefits
- Implementing a marketing strategy can be costly and time-consuming
- The effectiveness of the onboarding email and revised newsletters is dependent on the quality of content and engagement of subscribers
- The social media campaign may require a significant investment of time and resources to produce desired results

Opportunity

- The addition of a resources library can attract new members and increase engagement with existing members
- The implementation of a revised membership tier model can increase revenue and member engagement
- The increased visibility from the digital marketing strategy can attract new members and boost revenue

Threats

- The success of the revised membership tier model may be limited if members do not see value in the benefits provided
- Competition from other wellness centers may limit growth in membership and revenue
- •The implementation of the marketing strategy may not produce the desired results, leading to wasted resources and budget constraints.



Overcoming our Barriers

Confusion with the project at first

Initially, our team experienced confusion with the project assigned by The Innerwork Center due to a lack of clarity surrounding their requirements and needs. Specifically, the organization had expressed a desire for a "digital library" in their charter, but it was unclear what this entailed. It was only later communicated to us that the core issue was that members were not utilizing their membership benefits, resulting in a decline in memberships since the COVID-19 pandemic. Furthermore, it became evident that The Innerwork Center was in need of a new revenue stream and faced challenges with marketing their services effectively.

The Innerwork Center did not resonate with our Midterm Presentation research

During our midterm presentation for The Innerwork Center project, our representative Felisha did not seem to resonate with the research that was presented. She appeared confused and was unsure of what the intended takeaways were, leaving us feeling disappointed and disheartened. We felt that our team had not done enough to effectively communicate the value of our research and the recommendations we were proposing. This experience left us with lower levels of confidence and a greater sense of urgency to ensure that our subsequent presentations would be more effective in conveying our message in our next final presentation.

Hard trying to find membership research

When conducting research on membership trends for an organization, we encountered difficulties in finding relevant information due to search engine prioritization of trade or labor union memberships, and the ambiguous use of the term "membership" across a variety of contexts. This led to a scattered and potentially irrelevant set of search results. We eventually found "association membership trends" which were the correct information we were trying to find

Thank you

Dear Professor Gilstrap,

We would like to express our sincerest gratitude for your invaluable support and mentorship throughout our project. We could not have achieved our goals without your guidance and assistance. Your expertise, insights, and feedback were invaluable in giving us direction, refining our ideas, and improving our presentations. Despite the many challenges we faced along the way, your unwavering support and dedication kept us motivated and focused. We deeply appreciate the time and effort you put into helping us succeed. Thank you for being an amazing mentor and for making a meaningful impact on our lives and our project.

Sincerely,
The Innerwork Team

Citations

- The Innerwork Center
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- OD4186 Health & Wellness Spas in the US MylBISWorld (vcu.edu)
- OD4185 Pilates & Yoga Studios in the US MylBISWorld (vcu.edu)
- https://www-statista-com.proxy.library.vcu.edu/study/13668/wellness-and-spa-statista-dossier/?locale=en
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- The Changing Face of Healthcare US 2022: Health Services Usage (vcu.edu)
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