



MNGT 481 ✂ Spring 2025 ✂ Live Case Competition

Challenge

Your team is to create a strategy to successfully appeal to millennial families for the Y In Central Maryland – the YMCA organization serving Baltimore and surrounding communities (referred to as ‘the Y’ within this case description). Your focus should target millennials who make health and education decisions for their young families. A stated commitment of the Y is “providing family-oriented, affordable, high-quality programs that focus on building inclusive, connected communities through Youth Development, Healthy Living and Social Responsibility.” This commitment should be an excellent fit for this target demographic. The Y is seeking an assessment for this demographic within the Y’s region. Your analysis could include:

- an appraisal of if and/or how current Y program offerings meet the needs of millennial families,
- innovative ways to “refresh” the Y’s outreach to expand their portion of this vital customer base
- An appraisal of what innovative offerings competitors are using to target this demographic,
- expectations of how technology and messaging is used to connect with millennials
- how to increase membership among millennials in the Y’s region of Central Maryland, either by ensuring awareness or creating new program/membership offerings that appeal to this group

Please utilize the background information on the Y In Central Maryland below as a starting point.

Teams are encouraged to visit Y In Central Maryland locations to see the program offerings currently available. A special access invitation has been created for students in this competition. Use this link to download a free 3-day pass that can be used 3x within a 10-day period at any Y in their 11 locations. By signing up with your TU email, you will also get their membership marketing communications and go through a consumer journey. [Free pass to Y in Central Maryland.](#)

To successfully complete this case, your team should do the following:

1. Carefully read the information about the Y.

2. Conduct an analysis of the focus areas listed below.
3. Utilize the research obtained from your analysis to provide a go-forward recommendation that describes the strategy for how the Y can grow their membership related to millennial families.
4. Provide estimates as to the expenses and potential increased revenues resulting from your team's recommendation with an implantation timeline.

Focus Areas

A. External Analysis

- Provide statistics (e.g., size, market share, growth potential, etc.) for millennials in the region in which the Y In Central Maryland serves.
- There are companies that are competitors for the Y. Who are these companies, and how does the value they offer differ from the Y?

B. Internal Analysis

- Identify the key competitive advantages that the Y has in this segment.
- Identify the barriers to imitation that the Y can exploit and leverage in their competitive environment.

C. Strategy & Implementation Plan

Based on your analyses, specify and explain what do you recommend? Describe the logistics of how the Y can grow their membership related to millennial families. Your recommendation could disrupt this marketplace. Your team can consider several aspects in developing your recommendation. Some of these could include:

- How does your team recommend reaching these target customer(s)? Why does this recommendation provide the best strategy? Your team's recommendation should remain consistent with values, branding and messaging currently utilized by the Y.
- What innovative or unique value can the Y provide to these customers?
- Are there specific existing or new value propositions that are critical to your recommendation?
- The Y In Central Maryland has significant autonomy in how their business is run, but the recommendations must be a consistent with the overall ethics and tenets embodied by the Y. Your team should review the stated [strategy for the Y In Central Maryland](#) through this link.
- Why is your recommendation superior to the next best alternative(s)?

D. Budget

Create a 3-year budget that explains the estimated costs and potential revenue increases associated with implementing your team's recommendation.

- Analyze and estimate the funds/resources needed to implement your team's strategy.

- Teams are encouraged to seek ways to minimize costs including opportunities for donated resources or free options.
- Include in your analysis consideration and reference to [current membership rates and fees with this link](#) and [current membership benefits with this link](#).
- The costs for the Y are provided in the company information section at an aggregate level.

E. Project Timeline

- Create an implementation timeline that specifies goals and objectives surrounding your recommendation and that explains the logistics of ‘who, what, when, where, why, and how’

Y In Central Maryland Background

The YMCA is a worldwide organization operating in over 120 countries and was founded over 175 years ago. Local chapters (such as the Y In Central Maryland) are independent non-profit organizations with affiliation to the national and international non-government federation. The local chapters have substantial autonomy in decision-making. These chapters are expected to have consistent goals and missions with ethics embodied by the larger YMCA organization.

The Y has published statements related to their [missions and goals](#).

The Y In Central Maryland has 12 fitness centers, 14 camp sites, and 99 youth development locations throughout the Baltimore metro/county and surrounding counties. While many associate the local chapter Y with children and fitness centers, they have a [substantial impact](#) on the local community with well over \$1 million in financial assistance awarded, providing 150,000+ meals, and almost 12,000 free memberships on an annual basis.

Background Financial Information

The Y in Central Maryland Financial Report

REVENUE

Public Support

	Audited 2019	Audited 2020	Audited 2021
Contributions	\$11,039,445	\$30,060,154 ⁽¹⁾	\$19,424,361 ⁽²⁾
Grants	\$25,258,050	\$23,234,043	\$24,733,281
Total Support From Public	\$36,297,495	\$53,294,197	\$44,157,642

Membership and Activities

Membership Fees	\$35,710,972	\$25,795,451	\$21,166,179
Program Fees	\$19,467,750	\$11,867,707	\$14,394,709 ⁽³⁾
Total Membership and Activities	\$55,178,722	\$37,663,158	\$35,560,888

Other Revenue / (Net Losses)

	\$(150,814)	\$(370,149)	\$1,150,191
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Total Revenue

EXPENSES

Program Expenses	\$69,828,635	\$58,914,625	\$61,010,473
Supporting Services	\$11,080,151	\$9,427,618	\$8,872,605
Interest and Financing Costs	\$2,260,823	\$2,021,314	\$1,846,386
Total Cash Expenses	\$83,169,609	\$70,363,557	\$71,729,464

Depreciation / Amortization

	\$7,080,432	\$6,817,610	\$6,425,318
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Total Expenses

	\$90,250,041	\$77,181,167	\$78,154,782
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