

# Real People Real Challenges

Homelessness: A Marketing Problem

Final Deliverable

By Bryce Becker



# Crisis House

Crisis House provides humanitarian services to those in crisis.

Helping East San Diego overcome complex and challenging circumstances, including homelessness, domestic violence, and addiction.



# Economics of Homelessness

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Homelessness is a complex issue driven by a combination of structural factors and individual circumstances.

*Self-Defeating Cycles exacerbate the problem.*



# Homelessness is NOT the problem

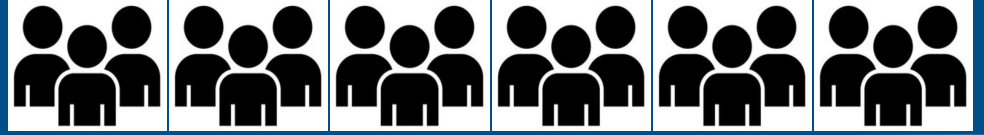
Homelessness is associated with causing crime.

Homelessness is actually a symptom of other factors which lead to crime:

- Low income
- Lack of Affordable Housing
- Misallocation of Resources
- Lack of Healthcare (Mental & Physical Health)
- Substance Abuse

# Stakeholders

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## Community

- Citizens
- Local Businesses
- Home Owners
- Real Estate Developers
- Landlords
- Renters

## Service Providers

- Crisis House
- Government Services
- Healthcare Providers

## Financiers

- Donors
- Government grants & funding

## Homeless Individuals

## Government

- Elected Officials

## Law Enforcement

## Environment

# Business Implications

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Local businesses have a significant stake in the homeless crisis.

## Some of many Implications:

- Economic stability
- Operational challenges
- Customer safety
- Community perception



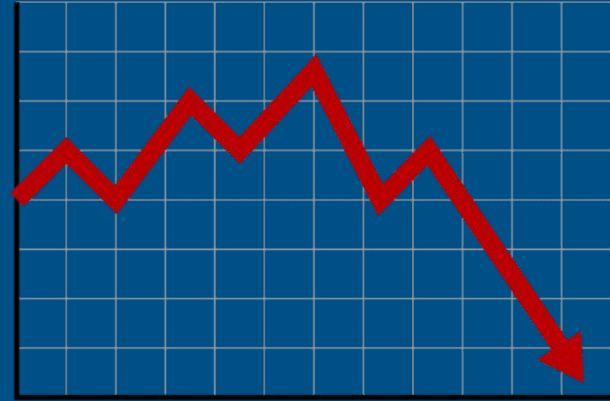
# Homelessness Hurts the Economy

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“What people don’t typically realize when they walk past a person who’s homeless is that this person is costing taxpayers a lot of money”

California has spent \$20 billion over the past five years dedicated to the state’s homelessness crisis.

Still, homelessness grew 6% in 2023 from the year prior, to more than 180,000 people. Since 2013, homelessness has grown in California by 53%.



# Crisis House Hurdles

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## Community Pushback (*Negative Perceptions*)



“Not in my Backyard” – Resistance toward shelters or services in their own neighborhoods. Concerns about safety, property values, or stigma.

## Difficulty Showing Results

Success stories and outcomes take time, making it challenging to demonstrate immediate impact and secure ongoing support from stakeholders

## 90% Government Funded



Strict restrictions and quotas make these government grants difficult to help a mass amount of people.

## Service Provider Backlash

Limited resources and high demand leads to frustration and competition among service providers.



# The Marketing Challenge

Homelessness is a global problem with a large presence in San Diego. There are millions of stakeholders in San Diego alone.

Negative stereotypes and stigma hinder support for initiatives.

**The challenge is to shift perceptions, while creating value and appealing to multiple stakeholders.**



**“Marketing can  
solve some of the  
most complex  
problems in the  
world.”**

# Why Marketing?

## Managing Stakeholders

Marketers must generate value for all stakeholders.

## Managing Perceptions

Marketers shift perceptions to influence consumer behavior.

## Help Consumers Realize Tradeoffs

Without tradeoffs, it is very difficult to create value for multiple stakeholders.

*Value = Benefits – Costs.*

# Managing Stakeholders

As marketers, we can not appeal to every stakeholder with the same value proposition.

By viewing every stakeholder as a customer, we can better create real value for all.



# Managing Perceptions

*How we see the world around us.*

## **Current Perceptions about Homeless**

- Lazy (Unmotivated)
- Dangerous (Criminals)
- Lost cause (Addicts)
- Untrustworthy
- Dirty

## **Reality of Homelessness**

- Shortage of Affordable Housing
- Rising Cost of Living
- Limited Job Opportunities
- Healthcare is Too Costly
- Lack of Mental Healthcare
- Addiction Resources are Scarce
- Stigma Prevents Assistance

# Developing a Research Instrument

*“Measure what you are trying to measure and not something else.”*

## **Research Objectives:**

- Measure and understand perceptions
- Measure attitudes towards potential solutions
- Measure what drives those perceptions and attitudes

# Measuring & Understanding Perceptions

*"HOW you ask a question affects what you learn" – Because of their sensitivity, and to avoid a testing effect, these dependent variables should be measured using an interval scale.*

## Perception of Homelessness

- Awareness
- Causes
- Prevalence

## Behaviors Related to Homelessness

- Donation Behavior
- Volunteer Behavior
- Social Behavior

## Attitudes Towards Various Solutions

- Existing Solutions
- Future Solutions
- Tradeoff Behavior

# What Drives Those Perceptions?

*“WHEN you ask a question affects what you learn.” – To avoid any unwanted priming, these independent variables should be measured last in the survey.*

## Demographics

- Age
- Gender
- Race
- Income
- Armed Forces

## Psychographics

- Political Orientation
- Religious Affiliation

## Past Behavior

- Existing Solutions
- Future Solutions
- Tradeoff Behavior



# Building The Research Instrument

A brief definition of homelessness and a statistic helps prime the survey respondent to get in the right mindspace.

This survey asks what you think about homelessness and what could help.

Homelessness means not having a stable place to sleep, staying in a shelter or a place that isn't meant for living, or being close to losing your home with nowhere else to go.



In California, almost 200,000 homeless people are living on the streets, in shelters, or in their cars.

# Dependent Variable (Perception)

This 4-point likert scale measures respondents perception of homeless people.

It offers an easier way to agree/disagree while still pushing respondents to pick a side.

How much do you agree or disagree with these statements about homeless people.

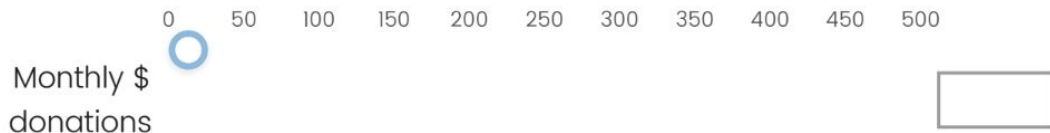
	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
Homeless people are drug addicts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeless people lack motivation to improve their situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeless people have mental illnesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeless people are responsible for their bad situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeless people are dirty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeless people smell bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I avoid areas with a lot of homeless people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeless people make me feel unsafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Dependent Variable (Behavior)

This slider scale measures monetary donation behavior on a ratio data level.

The 4-point likert scale helps to identify what is preventing people from donating to social causes.

On average, how much **money** do you donate to social causes in a month? Feel free to say \$0 if that is the case.



In general, what prevents you from donating money to social causes?

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
I don't trust my donation money will actually go to the people who need it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Small donations (like \$5) don't matter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Right now, I need to focus on self-care than on others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't have enough money to donate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Dependent Variable

*(Attitudes towards solutions)*

This likert measures relative attitudes towards 3 proposed solutions for the homelessness crisis in San Diego.



## Car park

For people to live in their cars and use basic facilities like restrooms and showers. This temporary solution has low costs for donors and taxpayers.



## Tent area

Providing tents and basic facilities like restrooms and showers. This temporary solution has moderate costs for donors and taxpayers.



## Permanent homeless shelter

Offers housing and multiple services but comes with higher costs for donors and taxpayers.

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
I support the car park proposal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I support the tent proposal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I support the homeless shelter building proposal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Independent Variables

## *(End of Survey Demographics)*

For stereotyped identities, early priming in a survey can make them identify more or less closely with the stereotype.

This affects their identity, confidence, and ability.

*Marketers have a lot of power on swaying perceptions or manipulating emotions, our role is to use the power with caution to avoid a negative influence.*

What do you consider your household's income-level?

- ☐ Low income
- ☐ Lower-middle income
- ☐ Middle income
- ☐ Higher-middle income
- ☐ High income

What is your political orientation?

- ☐ Somewhat democrat
- ☐ Independent
- ☐ Strongly democrat
- ☐ Somewhat republican
- ☐ Strongly republican

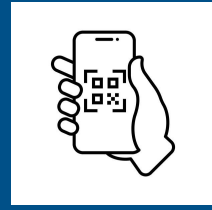
Which statement best describes your life stage. **Select all that apply.**

- ☐ Student
- ☐ Employed
- ☐ Renter
- ☐ Retired
- ☐ Unemployed
- ☐ Homeowner
- ☐ Caregiver for elderly
- ☐ Parent/Guardian

How do you describe yourself?

- ☐ Male
- ☐ Female
- ☐ Non-binary / third gender
- ☐  Prefer to self-describe

# Survey Distribution



To distribute, I made a QR code for the survey and spent the afternoon walking around Balboa Park.

I worked on my ability to approach strangers and quickly pitch the project and ask for their help to complete the survey.





# Bring The Survey Data To Life



## 1. Clean The Data

The first step of data analysis

## 2. Get To Know The Data

Run Descriptives.

## 3. Think About Meaningful Connections

Compare Means to Means. Compare Mean to Benchmark. Correlation.

## 4. Run Regression Analysis

Look for relationships between variables. Identify what variables (independent variables) have an effect on the outcome. (dependent variable)

## 5. Develop Feasible, Data-Driven Recommendations

Feasible, effective recommendations for Crisis House to make a greater, positive impact.

# Clean the Data



## **Delete incomplete survey response data**

Remove all responses that do not have 100% progress.

## **Remove insignificant variables**

Remove variables like user language, IP address, progress, responseID, recorded date, etc.

## **Rename variables**

Succinct, consistent, renamed variables relevant to each survey question.



# Clean the Data



## **Ensure data types are accurate**

Religion was recorded as interval data, when in fact it is nominal data.

## **Meaningful zeros**

Binary survey data automatically coded unselected answers as periods. For an accurately calculated average, they should be coded as 0s.

## **Correct Scales**

Descriptive variables were measured on a scale of 1–4. They were incorrectly coded as 1–5 in the data transfer.

# Get to Know the Data

**What are the demographics of the sample? N = 998**

*(Sample Size)*

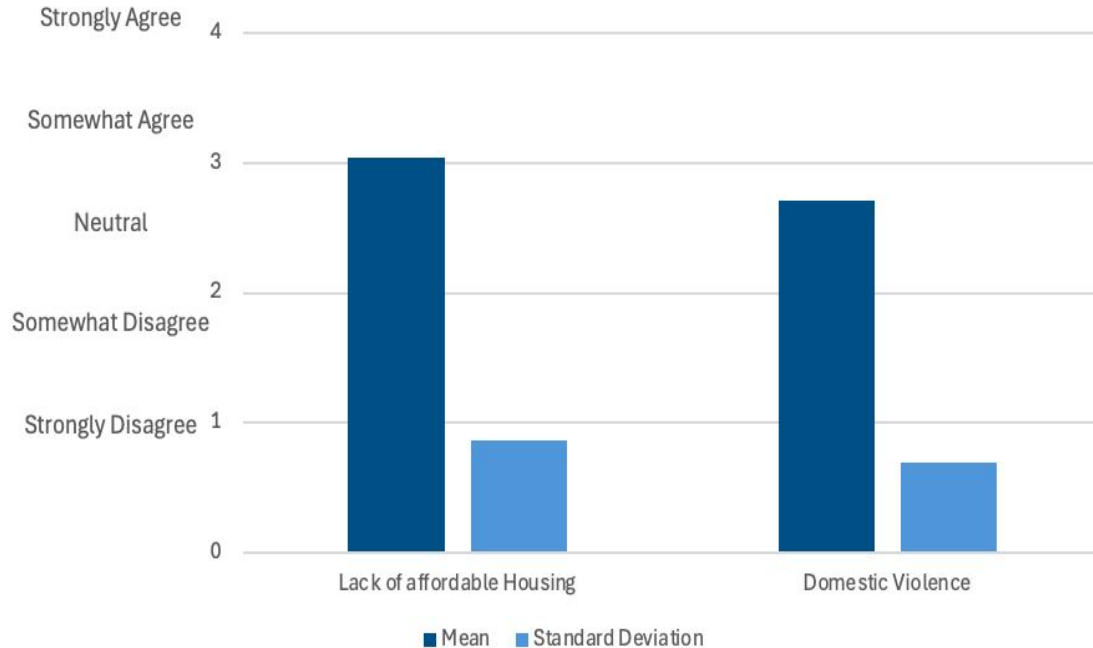
- 64% Female
- 44% Students
- 45% Not Religious
- 49% Democrat
- 26% Independent
- 25% Republican

## **Implications:**

- Large % of students – Younger demographic with career priorities
- Diverse political views – Blend of political perspectives
- Potential shift away from traditional faith-based values

# Mean to Benchmark

What do People Believe is Causing Homelessness?



## Comparing Means to Benchmark

Benchmark (Test Value) = 2.5

### Causes\_Unaffordable:

$t = 19.691$

$19.691 > 1.96$  (Reject the Null)

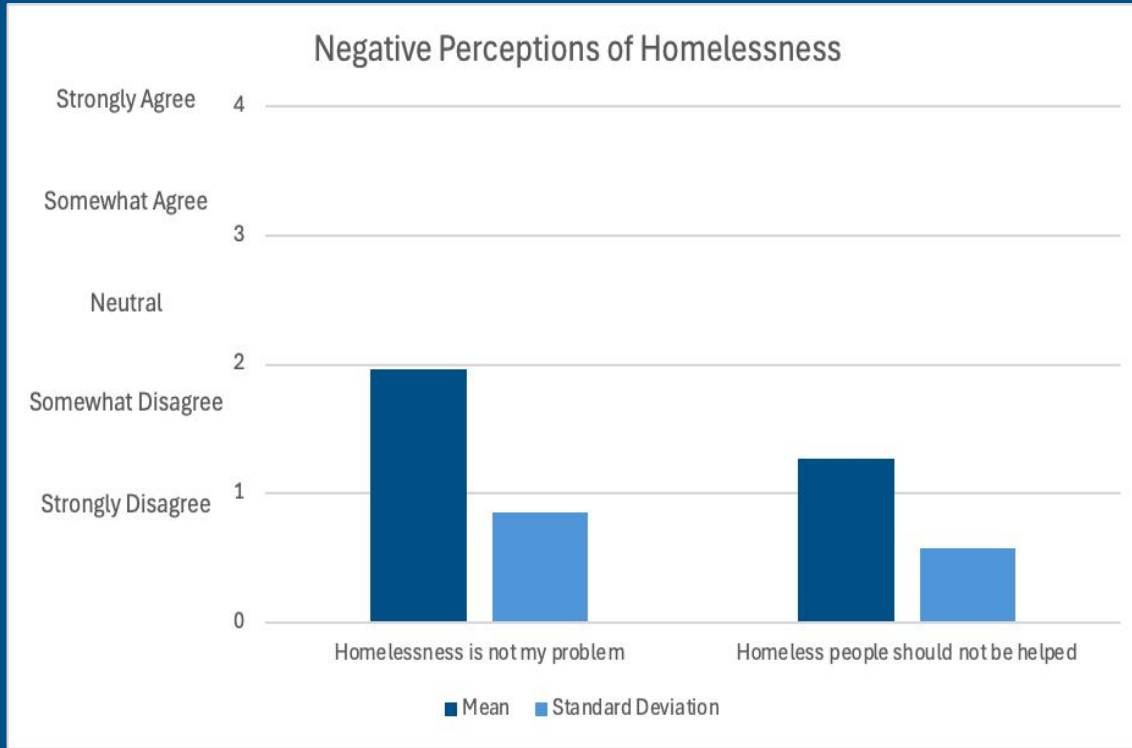
### Causes\_VictimViolence:

$t = 9.637$

$9.637 > 1.96$  (Reject the Null)

As we reject the null, we are saying that the mean is significantly greater than 2.5. Indicating overall agreement.

# Mean to Benchmark



## Comparing Means to Benchmark

Benchmark (Test Value) = 2.5

### Causes\_TheirProblem:

$t = -19.852$

$19.852 > 1.96$  (Reject the Null)

### Causes\_NotBeHelped:

$t = -67.826$

$67.826 > 1.96$  (Reject the Null)

As we reject the null, we are saying that the mean is significantly less than 2.5.

Indicating overall disagreement.

# Insights

## Overall Disagreement

"Homelessness is not my problem"

"Homeless people should not be helped"

## Overall Agreement

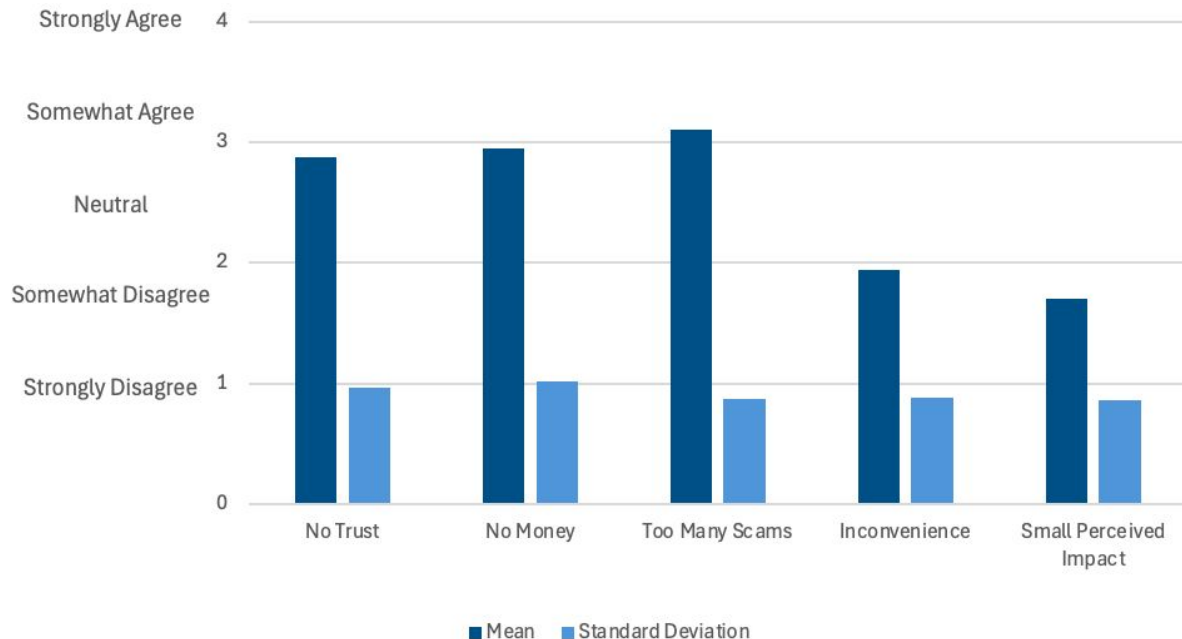
"Homelessness is caused by a lack of affordable housing"

"Homeless people are victims of domestic violence"

So... What is preventing the community from helping?

# Mean to Mean Comparison

What Prevents People from Donating to Social Causes?



**Top 3 Reasons for Not Donating:**

- 1. Too Many Scams**
- 2. No Money**
- 3. No Trust**

# Insights

## **“There are too many scams out there”**

Donors fear being misled or scammed. There is a trust and transparency gap between the community and service providers.



## **“I don't have enough money to donate”**

Financial constraints prevent many from giving, but there is more to solving homelessness than just monetary donations.



## **“I don't trust my donation money will actually go to the people who need it”**

Crisis House is directly competing with the simple, instantly gratifying method of handing a homeless person some cash or food.



**Recommendation:  
“Show and Tell”  
(Donation Behavior)**



It takes multiple clicks & navigating pages on [crisishouse.org](https://crisishouse.org) to find this:

## Crisis House Annual Reports & Form 990

- [🔗 Crisis House Annual Report 2023-2024](#)
- [🔗 Crisis House Annual Report 2022-2023](#)
- [🔗 Crisis House Annual Report 2021-2022](#)
- [🔗 Crisis House Annual Report 2020-2021](#)

- [🔗 Crisis House Form 990 FY 2023](#)
- [🔗 Crisis House Form 990 FY 2022](#)
- [🔗 Crisis House Form 990 FY 2021](#)
- [🔗 Crisis House Form 990 FY 2020](#)
- [🔗 Crisis House Form 990 FY 2019](#)

It is incredibly difficult to find & distinguish the annual report from tax information.

# Show The Impact Recommendation

Visible and accessible reports and strategic plans on website and social media.

Utilize storytelling in every donors customer journey. (Email, newsletter, social media)



SERVICE IN THE COMMUNITY  
HOMELESS CLIENTS PLACED  
227 IN PERMANENT  
HOUSING



"I was living in my car for 4 months with my husband, daughter, and our dog. It was hard getting a job because I couldn't charge my phone and I didn't feel good about myself because it was difficult to find places to shower. Crisis House helped us get an apartment and helped us get everything we needed to get back on track. Now we are both working, our car is fixed, and we have hope."  
~Homeless Services Client

DOMESTIC VIOLENCE CLIENTS  
PLACED IN SAFE HOUSING

237



"I escaped domestic violence with nothing. I didn't have anything to my name and I found Crisis House and now I have a stable job and my daughter is in a great daycare and I'm able to support us."

~ Domestic Violence Client

1,789 TOTAL SERVICES PROVIDED AT OUR  
PROJECT HOMELESS CONNECT EVENT



NEARLY 50 VENDORS AT  
PROJECT HOMELESS CONNECT WITH SERVICES  
SUCH AS:

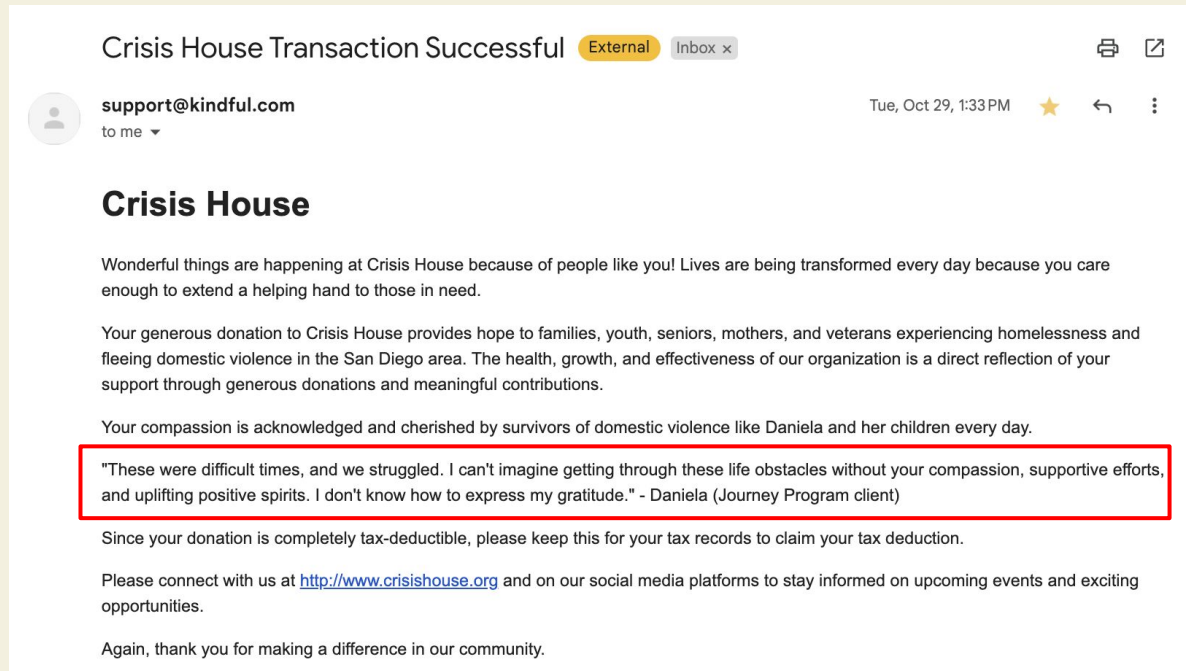
FLU KITS  
VACCINATIONS  
ON-SITE DENTAL CARE  
HOUSING SUPPORT

DMV  
HOMELESS COURT  
VETERANS SERVICES  
CHILD SUPPORT SERVICES

# Show The Impact

After donating, and a brief delay, donors receive a “transaction successful” email.

1. The conformation delay after donating is unsettling.
2. The email is word-heavy, without any pictures.
3. No links to Crisis House Socials



## Smooth Transition:

Quick Confirmation so donors won't have to dig through their inbox and worry.

## Visual Storytelling:

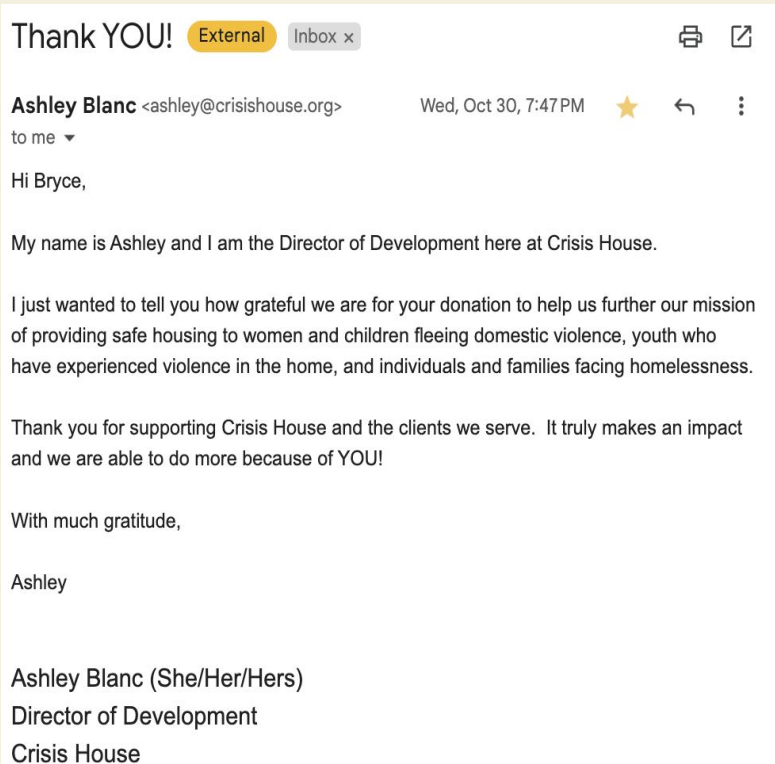
Including a picture of the journey program client would help create an emotional appeal.

## Consistent Brand Presence:

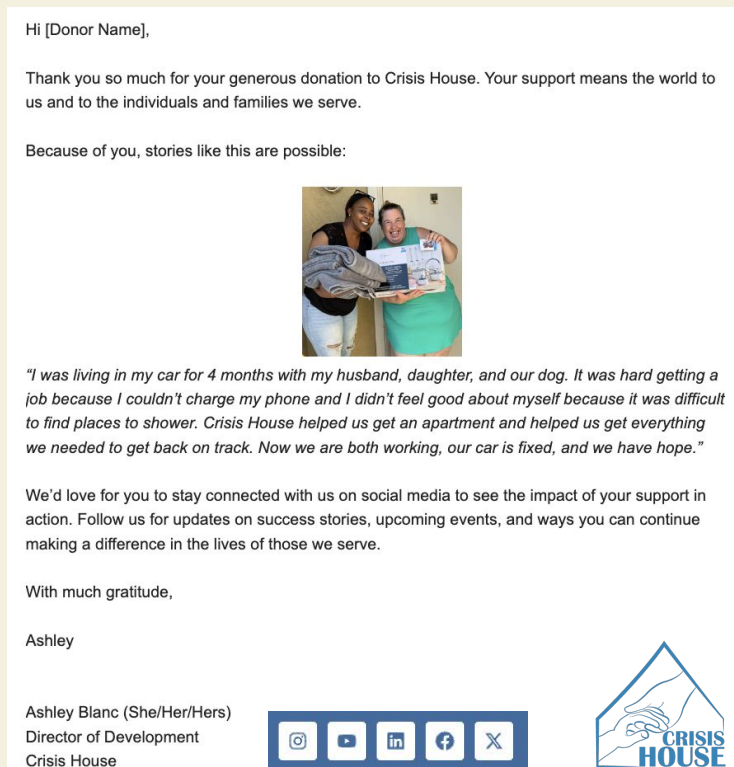
Rather tell donors to follow the social platforms, link them. Give an idea of what they can expect if they follow.

# Show The Impact – Mockup Email

A few days after donating, donors receive this thank you email:



Appeal to their emotions by telling the story! Welcome the donor to the journey, help them follow along.



# Tell



## Enhance Transparency & Trust

Create a dedicated page on the website that clearly breaks down how donations are allocated.

*"How do I know my dollar is helping the right people?"*

## Emphasize Donor Impact

Show the breakdown of funding.

Explain the importance of donors.

Compare donations with government grants, emphasize the flexibility of donations.



# Tell

## Build Engagement

Highlight impact and storytell in consistent blog posts.

Quick reads that give updates.

Promote upcoming events and donation drives.

## Strengthen Connections

Reconnect with previous donors, express gratitude and show impact.

Invite them to do more, appeal to the value of becoming a Champion of Hope.

### 2024 Newsletters

- ✓ February 2024 "Connector"
- ✓ January 2024 "Connector"

### 2023 Newsletters

- ✓ December 2023 "Connector"
- ✓ November 2023 "Connector"
- ✓ October 2023 "Connector"
- ✓ September 2023 "Connector"
- ✓ August 2023 "Connector"
- ✓ July 2023 "Connector"
- ✓ June 2023 "Connector"
- ✓ May 2023 "Connector"
- ✓ April 2023 "Connector"
- ✓ March 2023 "Connector"
- ✓ February 2023 "Connector"
- ✓ January 2023 "Connector"



#### The Importance of Volunteering and Community Service

Volunteering does a world of good — not only for the community being aided, but also for the volunteers themselves, creating a symbiotic relationship that fosters

[READ MORE »](#)

April 16, 2024



#### Earth Day: Exploring the Impact of Climate Change on the Homeless Population

Every year, Earth Day reminds us of our collective responsibility to protect our planet and ensure a sustainable future for all. Celebrated on April 22nd, this

[READ MORE »](#)

March 27, 2024

### Blog Categories

- Domestic Violence
- Homeless Prevention
- Other Category

## Champions Of Hope

Crisis House Champions of hope are a dedicated group of supporters who make a lasting impact by giving monthly. As a monthly donor, your commitment ensures Crisis House can continue to provide safe housing, support services, and a path to stability for women, children, and families in need. To become a Champion of HOPE, please set up a monthly donation of any amount.

• Ashley Blanc  
• Dawn Campbell  
• Edward Kane  
• Janet Kane  
• Josh Hill  
• Lynn Dover

• Kathryn Hawrylo  
• Pam Warnock  
• Anonymous Donor  
• Sue Sheridan  
• Trevor Blanc  
• Uginea Parra

[Become a Champion of Hope](#)

*"Depending on which study you believe, and what industry you're in, acquiring a new customer is anywhere from 5-25 times more expensive than retaining an existing one." (Harvard Business Review)*

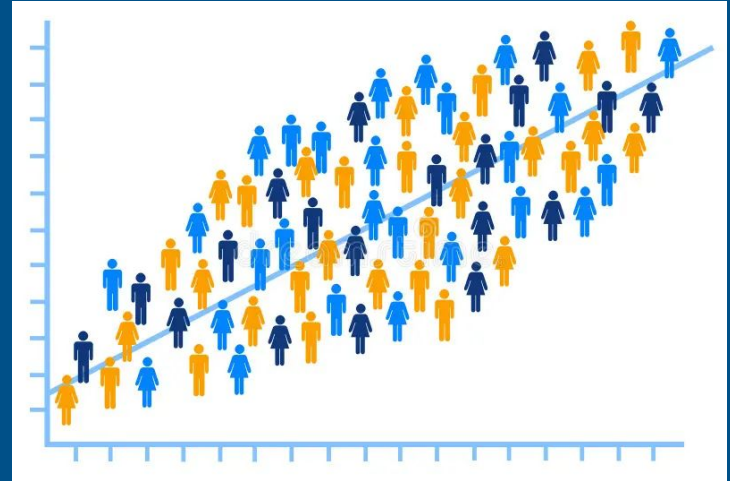
# How Can We Change Perceptions?



# Correlation

*Helps identify relationships between variables.*

Analyzing patterns and relationships helps marketers construct a customer base.





# Correlation

*The variables circled in red indicate some significance and are suggestive of important variables to include in a regression model.*

	Neg_Attributes	Income	Education	Student	Unemployed	HomeOwner	Caregiver	Armed_Forces	Race_White	Religion_Christian
Income	.108**	--								
Education	.049	.204**	--							
Student	-.081*	-.043	<b>-.388**</b>	--						
Unemployed	-.017	-.034	-.132**	.140**	--					
HomeOwner	.068*	.198**	<b>.253**</b>	<b>-.385**</b>	-.100**	--				
Caregiver	.045	.031	.091**	-.121**	.002	<b>.252**</b>	--			
Armed_Forces	.014	.044	-.047	-.137	-.055	.091**	.059	--		
Race_White	.005	.171**	.017	.022	-.014	.042	-.034	.065	--	
Religion_Christian	.172**	.066*	.018	-.104**	-.091**	.068*	-.021	.107	.027	--
Gender_Male	.103**	.051	-.005	-.056	-.080	-.037	-.116	.102	-.016	.013

*Pearson Correlation of .5+ indicates correlation and variables should be combined if possible. (Same data types and scales (EX: Both likert 1-4)).*

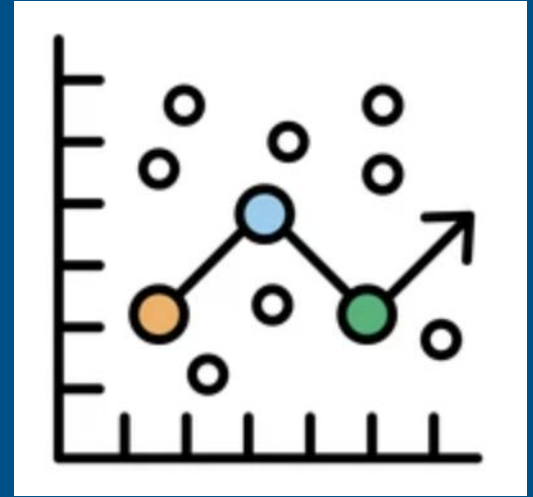
*Pearson Correlation of .8+ should be removed from the model to avoid multicollinearity.*

# Regression

Model the relationship of an outcome with multiple things that can affect the outcome.

**Dependent Variable:** Outcome we care about at the end of the day

**Independent Variable:** Everything that might affect the outcome



*"Are we moving the needle?"*

*"Which demographics have negative perceptions?"*

# Regression

Dependent Variable:  
Negative\_Attributes\_All

Independent Variables	t
Armed_Forces_Binary	-0.027
Employment_Student	-1.974
Race_White	-0.367
Employment_Homeowner	0.652
Income	3.353

*Null = No Difference*

**Null Hypothesis:** No difference in agreement/disagreement with negative attributes towards homeless.

$$1.974 > 1.96$$

$$3.353 > 1.96$$

**(Reject the Null)**

*If  $|t| > 1.96$ , Reject the Null*

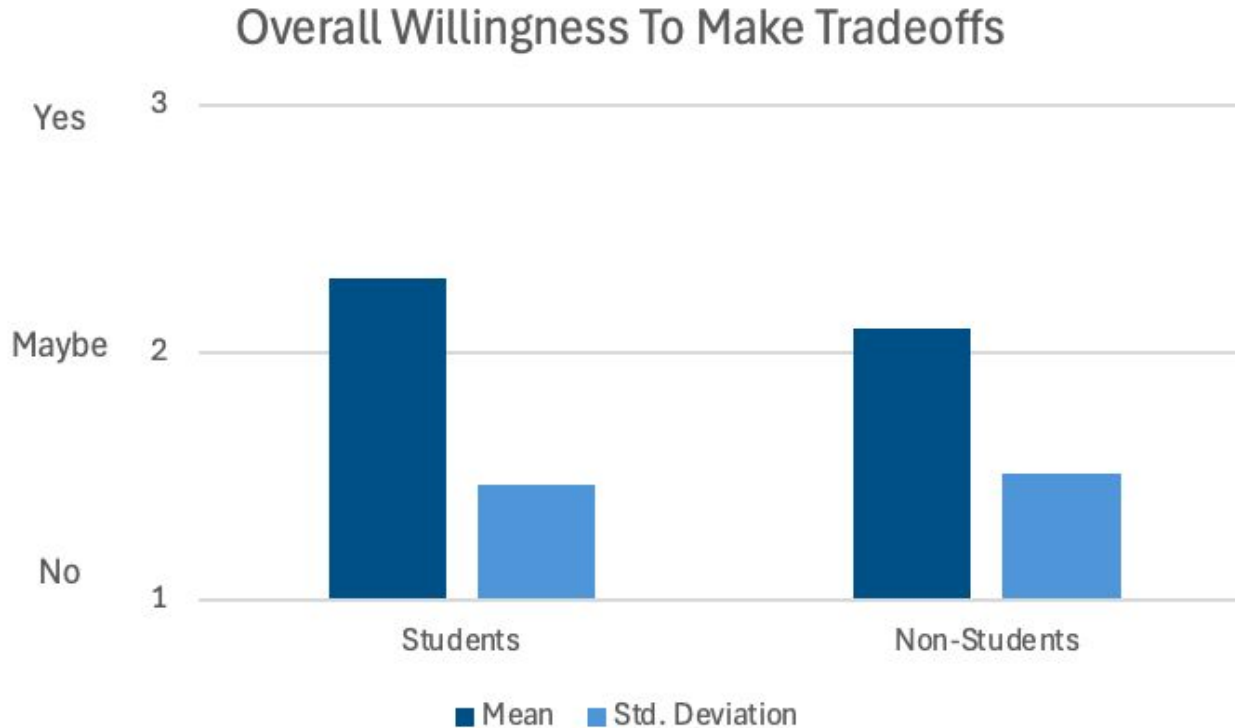
# Insights

Being a student has a statistically significant negative association of homeless people with negative attributes.



Students tend to have fewer negative perceptions on average compared to non-students.

Students are also significantly more willing to make tradeoffs compared to non-students



## Independent Samples T-Test

Equal Variances t  
Not Assumed: -6.073

$6.073 > 1.96$   
Reject the Null

With fewer negative  
perceptions of homeless  
people, & greater willingness to  
make tradeoffs,  
**how can students convince  
others to agree?**

# Recommendation (Change Perceptions)

# What Students Can Do For Crisis House:

## Brand Ambassador

- Create a ripple effect in the community of awareness and action.
- These dedicated individuals will not just be supporters of Crisis House, but Champions of the Cause.



BRAND AMBASSADOR



# What Students Can Do For Crisis House:

## Marketing Intern

A team of young marketing professionals can build a steady stream of targeted communication:

(Newsletter, Blog, Social Media)

- Keep donors engaged
- Attract new supporters
- Strengthen the brand presence of Crisis House



# Crisis House Brand Ambassadors

## Key Responsibilities:

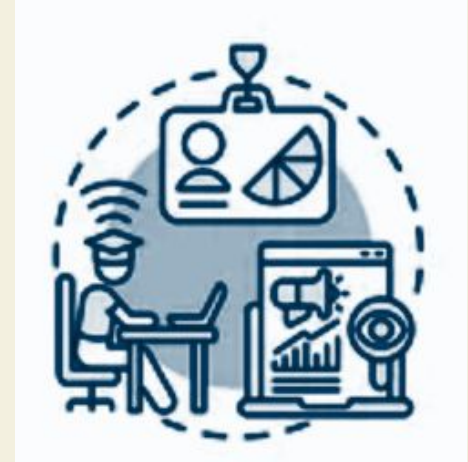
- Volunteer at donation drives & fundraisers
- Support at city council meetings
- Table at events to spread awareness
- Recruit volunteers
- Bridge gap between community & Crisis House



# Crisis House Marketing Interns

## Key Responsibilities:

- Monthly Newsletter (Update)
- Blog Posts (Educate)
- Social Media (Connect with Community)
- Direct Outreach (Local businesses & past donors)



# How To Create Value For Students

## Brand Ambassador Value Proposition:

- Volunteering Hours
- Networking Opportunities
- Skill Development:
  - Communication
  - Community engagement
  - Event coordination



# How To Create Value For Students

## Marketing Intern Value Proposition:

- Hands-on Marketing Experience
- Make a Real Impact
- College Credits/Units
- Skill Development:
  - Integrated Marketing Communications
  - Professionalism and Interpersonal Skills



# What Students To Target?

## **Brand Ambassador:**

Target 1st and 2nd year students with limited marketing experience, but desire to make and impact and begin building their resume.

## **Marketing Intern Position:**

Target 3rd year students as they begin to develop marketing skills and knowledge. Give an opportunity to expand their definition of marketing and get some hands-on experience.

# How To Recruit Students

- Career Fairs
- AMA SDSU and USD

(American Marketing Association)

- LinkedIn
- Handshake
- Indeed



# How To Recruit Students

## Sample Job Flyer: *For Students*

**Crisis House**

# We Are Hiring!

**BRAND AMBASSADOR**

We are currently looking for motivated members of the community to join our team and make a positive impact!

**BENEFITS:**

- Volunteering Hours
- Networking Opportunities
- Skill Development:
  - Communication
  - Community engagement
  - Event coordination

Send your resume to us on LinkedIn  
[www.linkedin.com/company/crisis-house](https://www.linkedin.com/company/crisis-house)

[www.crisishouse.org](https://www.crisishouse.org) (619) 444-1194

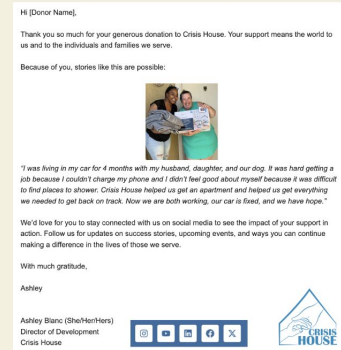




# Recommendation Summary

## 1. Show and Tell (Page 32)

- Visible reports and plans on website
- Visual Storytelling in Donor Journey
- Dedicated webpage for transparency



## 2. Recruit Students (Page 47)

- Brand ambassadors and Interns
- Direct outreach with donors
- Bridge gap between community and Crisis House

