

YMCA of Metropolitan Los Angeles Improves Member Relationships with Integrated System



YMCA of Metropolitan Los Angeles
Los Angeles, CA
www.ymcala.org

Industry:

Public Sector

Annual Revenue:

US\$94 million

Employees:

2,200

Oracle Products & Services:

Oracle Database
Oracle Fusion Middleware
Oracle Application Server
Oracle Financials
Oracle iProcurement
Oracle Procurement
Oracle Marketing
Oracle TeleSales
Oracle Field Sales
Oracle Order Management
Oracle Human Resources
Oracle Payroll
Oracle Time & Labor
Oracle University
Oracle User Productivity Kit

Implementor:

Oracle Consulting

“Oracle is our long-term partner, providing an integrated application suite and IT platform that helps us meet our aggressive growth goals and better serve the community.”

– David Cason, Executive Vice President and Chief Operating Officer, YMCA of Metropolitan Los Angeles

The YMCA of Metropolitan Los Angeles is dedicated to bringing people together to accomplish important personal and social goals. Serving the community through 25 area facilities, the YMCA offers programs that teach character, promote healthy living, support the pursuit of positive life skills, and encourage the acceptance of responsibility.

To increase its influence on people and communities through long-term relationships, the LA YMCA sought to build a strong business system infrastructure capable of managing the complexity of the metropolitan organization, while supporting organizational growth. The association turned to Oracle to provide the comprehensive technology solution and support for the YMCA Membership and Program Support Systems (Y-MAPSS). The Oracle-based integrated application suite enabled the YMCA to improve operations across membership management, program management, fundraising, financial management, and human resources and payroll.

Streamlined Member Relationship Management Improves Conversion Rates

With the Y-MAPSS project, the LA YMCA sought to improve member relationship management and promote higher levels of program participation, volunteerism, and philanthropy. The association increased its member engagement through expanded customer relationship management (CRM) capabilities that allowed individual branches to develop follow-up activities for prospective members, which included follow-up phone calls, letters, and personal invitations to events. With the improved CRM functionality, the LA YMCA increased new member conversion rates from 45% to more than 60%.

Key Benefits:

- Lowered accounts receivables volume to less than 2% of revenue
- Brought productivity ratio below national benchmark of 54.6% to 50%
- Improved new member conversion rates from 45% to more than 60%
- Streamlined the purchasing process and reduced supply costs through volume purchasing agreements
- Enhanced staff efficiency
- Generated custom and standard reports covering membership programs, financial development, and human resources
- Provided a cost-effective and manageable solution to other YMCA organizations by sharing best practices

Y-MAPSS also improved program experiences for existing YMCA members. The LA YMCA deployed Web-based self-service capabilities to allow members to register themselves for individual programs.

In addition, the association chose to host its enterprise applications with Core Services, an application service provider, allowing staff to focus on the core competencies of the organization without being distracted by the details of database administration and application management.

“At every turn, the improved functionality of the Y-MAPSS system enables us to move work away from the back office—allowing the association to dedicate more resources to getting to know our members and improving our program offerings,” said David Cason, executive vice president and chief operating officer for the YMCA of Metropolitan Los Angeles.

Improved Productivity and End-to-End Operational Visibility

Y-MAPSS provided the LA YMCA with end-to-end support for the organization’s business functions. The integrated solution provided comprehensive front- and back-office applications and increased the efficiency of operations across the organization’s financial, human resources, and marketing departments.

“Oracle is our long-term partner,” said Cason. “The company provides us with an integrated application suite and IT platform that helps us meet our aggressive growth goals and better serve the community.”

The enterprisewide solution gave individual branch users a 360-degree view of all LA YMCA members. With the increased information visibility, YMCA staff members can quickly access accurate data and make sound decisions. The streamlined access to information enabled the LA network to improve its productivity ratio to 50%, 4.6 points below the national benchmark.

In the financial department, the LA YMCA increased control over costs with improved fiscal management. Y-MAPSS streamlined the purchasing process across facilities, allowing the organization to enter volume-purchasing agreements—reducing overall supply costs. In addition, Y-MAPSS’ financial management capabilities

“At every turn, the improved functionality of the Y-MAPSS system enables us to move work away from the front desk—allowing the association to dedicate more resources to getting to know our members and improving our program offerings. As a result, we have seen increased member retention rates across our facilities.”

David Cason
Executive Vice President
and Chief Operating
Officer
YMCA of Metropolitan
Los Angeles

enabled the LA YMCA to lower its accounts receivable volume to less than 2% of revenue.

Through its Y-MAPSS solution, the LA YMCA also gained human resources management functionality that improved record keeping and employee tracking and also enhanced the effectiveness of staff development efforts. The Oracle Learning Management module provides the LA YMCA with the ability to monitor staff development through established learning paths and competencies. Internal and external learning experiences, as well as any applicable certifications employees achieve, are also documented, providing a comprehensive view of staff development at both the association and individual level.

Extending the Solution Beyond Los Angeles

Many associations expressed an interest in Y-MAPSS and followed its development closely. From the beginning, the LA YMCA built its platform to make it possible for any YMCA to leverage the cost-effective and manageable solution to its benefit.

Additional deployments of Y-MAPSS will require much less money and time compared with the implementation of large-scale technology projects, as the bulk of the development and customization work has been executed for the Los Angeles project. The LA YMCA can provide other YMCA organizations with training packages and support packs that will allow them to roll out similar programs at a fraction of the cost.

Most important, Y-MAPSS is a scalable solution that organizations can continually update with upgraded technology and added functionality. This allows Y-MAPSS to become an increasingly valuable tool for supporting the YMCA’s dynamic work.

Why Oracle?

The YMCA of Metropolitan Los Angeles selected Oracle applications and technology infrastructure for its functionality and sustainability. The organization had previous experience with a number of proprietary technology companies, but found that Oracle was the only provider that could provide a sustainable IT solution, allowing the LA YMCA to continue to grow and evolve its membership management platform. In addition, Oracle provided a single, integrated platform—streamlining the implementation with a single vendor approach.

“We know the Oracle platform is sustainable,” Cason said. “Oracle will keep the technology current. As we grow and change, we can grow into the technology platform.”

Implementation Process

Working with Oracle Consulting, the LA YMCA first implemented Oracle’s financial, human resources, payroll, and procurement modules in January 2003. Later that year, the organization added branch front- and back-office applications to support membership and program management functions.

In 2007, the LA YMCA completed implementation of fully integrated, self-service functionality and rolled-out mechanisms for managing the first 60 days of the membership experience to branches. The organization has plans to upgrade its Oracle applications to provide users with an employee portal, which will push key indicator reports directly to the desktops of managers on a daily basis.

The organization also used Oracle University and developed in-house training and supporting materials using Oracle Tutor. The YMCA is currently planning to move some training online using Oracle User Productivity Kit to train users on the new system and increase user uptake.

Advice from YMCA of Metropolitan Los Angeles

- Outsourcing does not work for everything, and outsourced functions must be managed carefully
- Process evaluation and design is critical
- Involve staff and policy-making volunteers
- Put a project governance structure in place
- The database is an asset to be developed and maintained
- Communicate, communicate, communicate

The YMCA of Metropolitan Los Angeles is dedicated to the objective of bringing people together in purposeful association to accomplish important personal and social goals. Through its 25 Los Angeles facilities, the YMCA brings together people of every age, race, and faith in programs that teach character, promote healthy living, support the pursuit of positive life skills, and encourage the acceptance of responsibility.