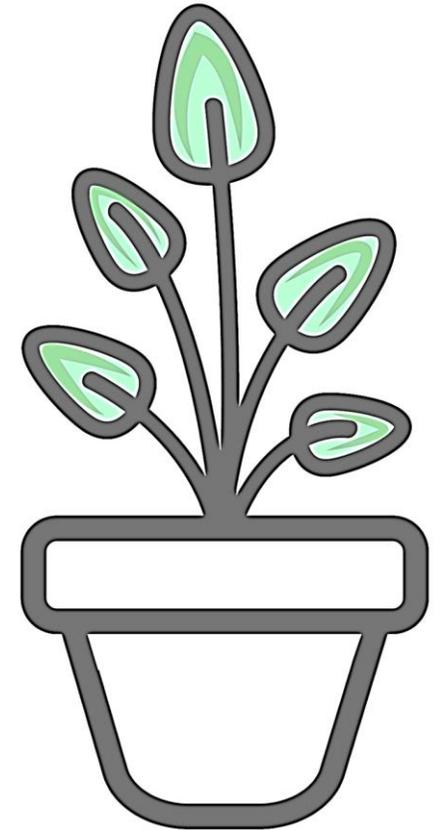


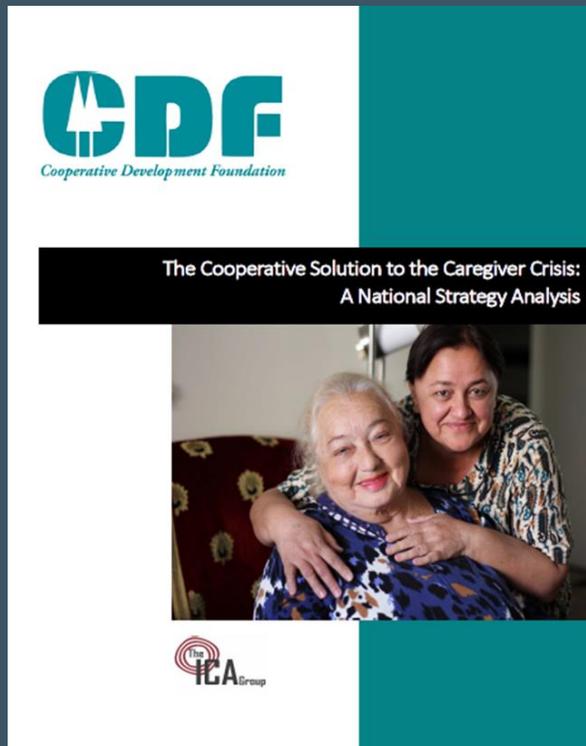
Elevate Cooperative

An introduction to Elevate Cooperative and elevate.coop

- **Slides 3-6: Evolution of the Secondary Cooperative Concept for Home Care**
- **Slides 7-11: Introducing Elevate Cooperative!**
- **Slides 12-29: Elevate Cooperative's First Pilot Product: elevate.coop**
 - Slides 13-15: Why a Digital Marketing and Sales Platform?
 - Slide 16: The Solution
 - Slide 17: The Details
 - Slide 18: How Does my Cooperative Participate?
 - Slide 19 & 20: About the Buyers Journey
 - Slide 21 & 22: Growth Driven Design: What it is, how it works
 - Slide 23 & 24: The Costs & Benefits
 - Slide 25: Sneak Peak of the new Website!
 - Slide 26: Anticipated Return on Investment
 - Slide 27: Cost Benefit Analysis
 - Slide 28: Financial Help to Get Started: The Fund for Jobs Worth Owning
 - Slide 29: Get in Touch!



In 2017, ICA, in partnership with CDF, conducted a research study to understand how home care cooperatives could transform the home care industry.



3 Goals Emerged...



Goal 1: Build systems to strengthen existing home care cooperatives, stabilize their operations, and whenever possible, improve job quality for caregivers.

Goal 2: Support new entrants into the home care cooperative field and ensure these groups have the necessary tools to maximize their chances of success.

Goal 3: Create a platform to meaningfully improve job quality for a significant portion of home care workers, cooperative or otherwise, and shift the social and economic value currently assigned to home care work.

ICA identified development of a national home care “Secondary Cooperative” (a cooperative of cooperatives) as the right institutional platform to achieve Goal 3.



Already a Strong & Growing National Network of Co-ops & Developers



A secondary cooperative would build upon this network in new and innovative ways, elevating the important work of all stakeholders.

The Next Step

Profitability, Growth, and Influence

*Elevating the Home Care Cooperative Sector
with Formalized National Collaboration*

January, 2021



ICA
ICA GROUP
HOME CARE

CDF
Cooperative Development Foundation

In 2020, ICA, again in partnership with CDF, conducted an in-depth study to confirm the feasibility of launching a home care secondary cooperative

Study Elements:

- ✓ Home Care Cooperative Needs Assessment (survey & interviews)
- ✓ Benchmarking Survey Trend Analysis
- ✓ Informant Interviews
- ✓ Listening: Conference, Bi-Monthly Calls, Direct Technical Assistance
- ✓ Desk Research

The results were positive...

Introducing...



*This branding work is still in progress!

The mission of Elevate Cooperative is to drive the profitability, growth, and influence of home care cooperatives.

Elevate Cooperative seeks to fully actualize the “cooperative difference” in home care by strengthening individual home care cooperatives, growing the home care cooperative sector, and driving large scale policy change for the mutual benefit of caregivers and clients.

“Better Home Care Together”

**Elevate
Cooperative will be
a cooperative of
home care
cooperatives —
governed by a
cooperative
member majority.**

How it will work:

- At Elevate, businesses (cooperatives) are the members.
- Cooperatives will invest equity and pay membership dues.
- As members, cooperatives gain access to standard member benefits and discounted rates on “add-on” products and services.

Like your own home care cooperative:

- Members will elect the board, and the board will hire and manage an Executive Director.
- The Board will oversee management and guide the strategic direction of the cooperative.

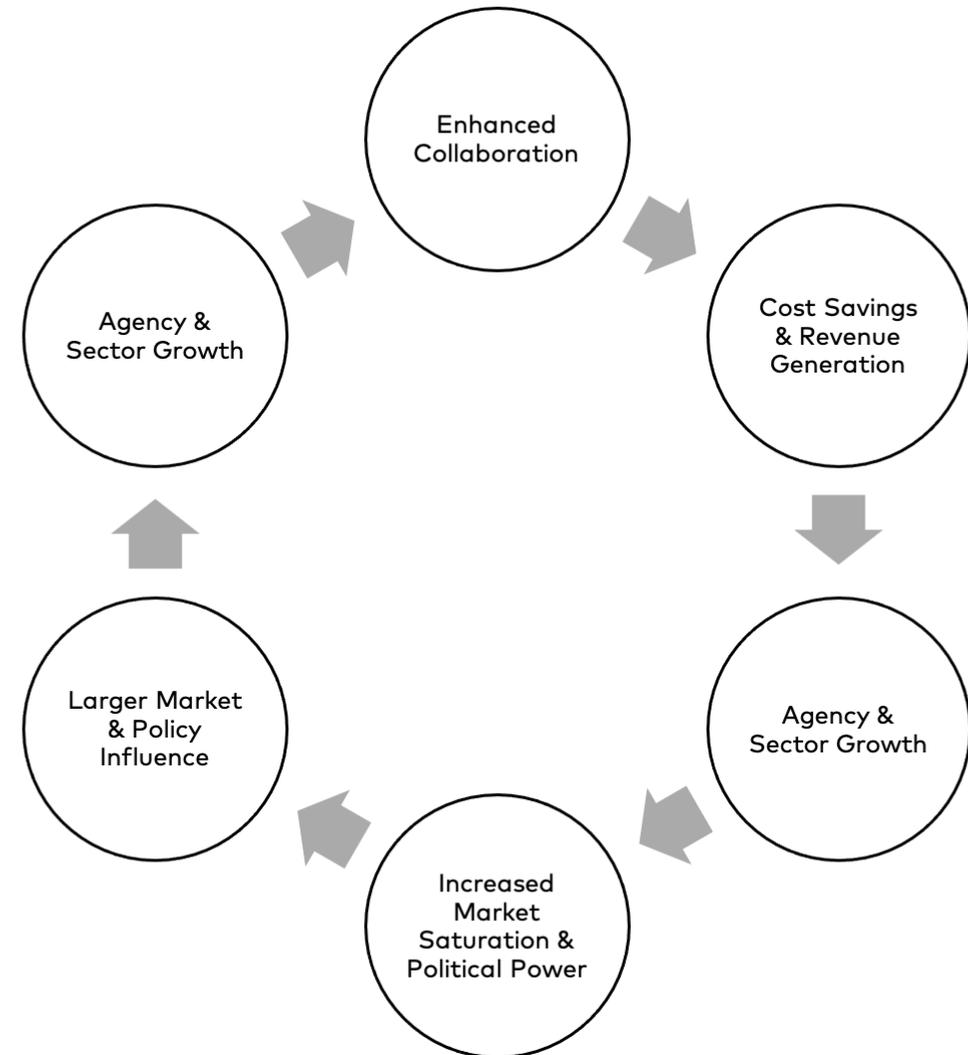
What we envision...



Elevate Cooperative will offer* a wide variety of products and services that strengthen individual cooperatives and build the home care cooperative sector.

- ✓ Training
- ✓ Marketing & Sales
- ✓ Business Development
- ✓ Back-Office Optimization
- ✓ Advocacy & Awareness Building
- ✓ Network Building
- ✓ Group Purchasing

* Both through development and strategic partnerships



This is just the beginning!



**We have a lot more work to do,
and we're excited to engage you
in this process!**

Upcoming Opportunities:

- ✓ Training Focus Groups—Caregivers & Administrators
- ✓ Advisory Working Groups



Our First Pilot Product

Elevate.coop



According to the 2020 Home Care Pulse Benchmarking Survey, **six of the top ten revenue-generating consumer marketing sources were internet-based in 2019**, a trend that has continued upward year after year. At the top of the list is Search Engine Optimization (SEO).

When asked about digital marketing at their cooperatives...

- 8 of 9 responding cooperatives reported that they feel ill-equipped to integrate new technology/platforms and analyze the effectiveness of marketing activities.
- 7 of 9 responding cooperatives reported that they feel ill-equipped to integrate Search Engine Optimization.
- 7 of 9 struggled to find time to develop new online content
- 6 of 9 struggled to keep up with updates to the cooperative website and social media
- 6 of 9 wished that they could do more Website and Social Media Management and Marketing Strategy



“If you could offload any of the following responsibilities to a trusted third party, which would give you the greatest sense of relief and allow you more time to focus on other critical work?”

When asked...



6 out of 9 respondents indicated that marketing activities are one of the top three tasks they would like to offload from their daily responsibilities.

Other Top 3's: Caregiver Recruitment, Training & Onboarding

The Solution:

elevate.coop

Elevating
Homecare
Together



- ✓ A centrally managed digital marketing and sales platform designed specifically for home care cooperatives to drive client and caregiver leads
- ✓ Managed by a professional marketing firm in partnership with cooperatives and cooperative experts
- ✓ Ongoing, performance management, updating and tech-support
- ✓ Ongoing training to increase in-house knowledge and capacity

- ✓ **Customizable Website** Plug and play template designed by professional marketing firm Story Collaborative in partnership with ICA, CHCA, HCA and Cooperative Care
- ✓ **Website Hosting:** Monthly website hosting on HubSpot Pro plus, HubSpot Content Management System (CMS) and Customer Relationship Management (CRM) software to track leads, lead engagement and lead conversion.
- ✓ **Monthly Tech Support:** Monthly monitoring of website performance and ongoing support for tech issues (2 dedicated tech support calls monthly)
- ✓ **Quarterly Growth Driven Design Support:** Quarterly performance report and review/discussion, ongoing updates (done by Story Collaborative) to maximize impact (traffic, leads, conversions, revenue).
- ✓ **Monthly Content Development by ICA:** 2-4 content pieces for local modification to drive local site SEO
- ✓ **Ongoing Marketing Training** to increase expertise and capacity on staff

How Does My Cooperative Participate?



STEP 1: Join the Platform

Currently managed by ICA Group, eventually by Elevate Cooperative.

STEP 2: Participate in a Buyers Journey Marketing Cohort (optional, but strongly encouraged)

The Elevate.coop website template is built on the Buyers Journey model and is designed to highlight and market the cooperative difference. But every cooperative operates in a different market and has its own unique points of differentiation.

STEP 3: Your Website is Customized

Over a 4-week period, Story Collaborative will customize your website including unique language and design elements ,directed by your cooperative ,and will train your team on use of your new website & marketing system!

STEP 4: Launch Your New Website and Enjoy Ongoing Improvement & Support!

Once your website is ready to go, it is launched on the HubSpot system. You'll participate in regular Growth Driven Design meetings to monitor performance and decide on suggested improvements that will be implemented by Story Collaborative (explained in detail on slides 20 and 21).

What is a buyer's journey?

It's the process that every person goes through before they make an important decision. It begins with a problem or a desire, includes looking online for answers and options, and then comparing costs and services. **Their last step is talking to you**, often after they've mostly made up their minds.

Companies that win—that grow more quickly and win more employees and clients—have defined and activated their buyer's journey.

But before you can build it you have to understand it and own it.

How it Works:

- Four 2-hour collaborative sessions on video (focused working time) with Story Collaborative.
- Bonus Sessions (as needed to get the work done).
- You bring 1-2 people (1 anchor who attends every meeting, someone who understands your clients and sales/ or recruiting)
- You'll focus on one of two journey's: clients or caregivers (employees)



What participating co-ops had to say about the Buyers Journey Cohort

“For HCA, the buyers journey experience greatly exceeded our expectation. Our website and marketing materials looked very much like others in our industry. Although we could articulate what separated us from the rest, our website and marketing materials did not reflect what we were saying.

The process and systems used to determine what content was needed to fully articulate who we are and why consumers should choose us was enlightening. This experience has changed how we recruit and market our services in an extremely positive way. **We are beyond satisfied and grateful for the learning.**” –Tatia Cooper, President & CEO

Continuous monitoring and improvement = continuous results

Typically, companies spend a lot of time and money designing a website and then it sits static for several years. It inevitably becomes obsolete, and the process then begins again.

In Growth Driven Design, updating and improvements are ongoing so that the website never becomes obsolete, performance is constant, and time and investments are distributed over time reducing the time and financial burden on businesses.

Growth Driven Design (GDD)



What this looks like in practice:

- Monthly monitoring of web performance, both of individual cooperatives and the collective platform by Story Collaborative and Elevate Cooperative (for now ICA).
- Quarterly meetings with Story Collaborative, Elevate Cooperative, and all participating cooperatives to discuss performance trends, recommended and approve updates.



One Time Costs:

\$1,500: 4 week “Buyers Journey” Marketing Cohort (optional, but strongly encouraged)—

CDF Scholarships available

\$4,000: Website Build: website customization and set-up for caregiver recruitment and client acquisition.

FJWO Loans available

Monthly Costs:

\$325 to \$1,625: Share of Website hosting on HubSpot, Growth Driven Design, ongoing tech-support and content development to drive SEO

If at any point you choose to leave the platform, you can transfer your website off the elevate.coop platform or off the HubSpot system and manage it independently.

Monthly Costs in Detail



Co-op Revenues	Monthly Dues
\$0-\$100K	\$325
\$101K-\$300K	\$425
301K-\$500K	\$525
\$501K-\$1Million	\$625
\$1-\$2 Million	\$725
\$2-\$4 Million	\$825
\$4-\$6 Million	\$925
\$6-\$10 Million	\$1,025
\$11-\$20 Million	\$1,125
\$21-\$30 Million	\$1,225
\$31-\$40 Million	\$1,325
\$41-\$50 Million	\$1,425
\$51-\$60 Million	\$1,525
\$61-\$70 Million	\$1,625

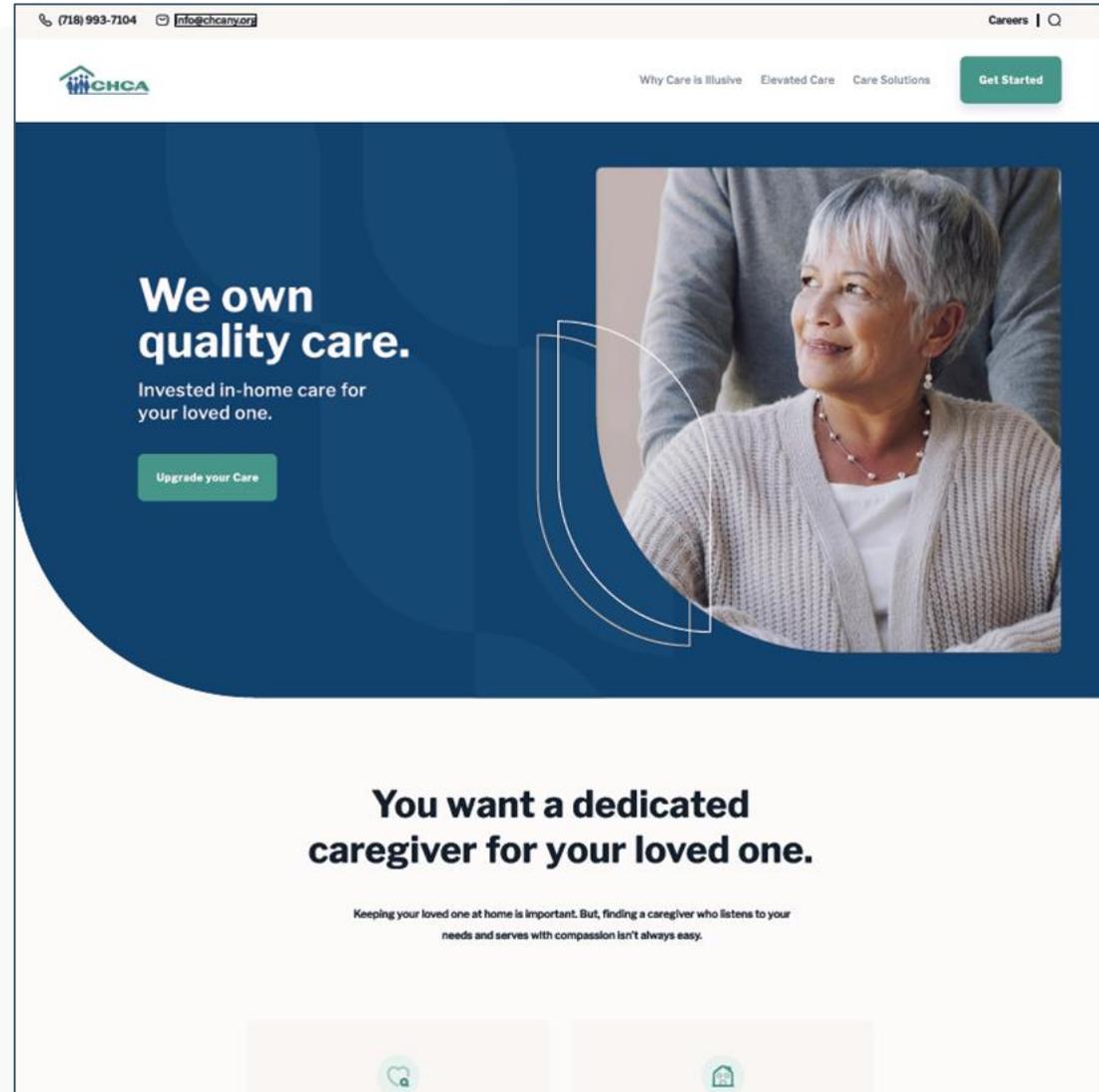
Co-op contributions increase as cooperatives grow in revenue.

The actual monthly cost of maintaining the system and delivering the promised services is \$5000 per month. As additional cooperatives join, costs will either go down, excess funds will be returned via dividends, or funds will be invested in additional services as selected by the membership.

Here's a sneak peak!

The system will officially launch
in November 2021.

Simple in its design, but smart
in its approach, this website is
designed to optimize SEO,
drive traffic to your website,
and multiply client and
caregiver leads.



Participants in the system can expect
revenue increases of 5-20%+ annually*

Revenue growth will depend on several key factors including co-op size (smaller co-ops will typically see larger percentages), staff capacity, efficacy of internal systems to close leads, and ability to onboard new caregivers as needed to serve clients.

** Based on historical website performance data provided by Story Collaborative. This is after one full year of participation.*

Sticker Shock? Consider the impacts...



Agency Annual Revenue	Annual Cost of elevate.coop Participation	Conservative 5% Annual Revenue Increase	Gain/Loss After Participation Fees
\$100,000	\$3,900	\$5,000	\$1,100
\$200,000	\$5,100	\$10,000	\$4,900
\$300,000	\$6,300	\$15,000	\$8,700
\$500,000	\$7,500	\$25,000	\$17,500
\$700,000	\$7,500	\$35,000	\$27,500
\$1,000,000	\$8,700	\$50,000	\$41,300
\$2,000,000	\$9,900	\$100,000	\$90,100

According to Home Care Pulse, agencies earning less than \$799K in revenue spend an average of 8.7% of annual revenue on marketing and sales activities including SEO and Lead Generation Sites. That means that a cooperative earning \$100K in revenue should theoretically spend ~\$8,700 on these activities to stay competitive.

Fund For Jobs
Worth
Owning

The Fund for Jobs Worth Owning (FJWO) is here to help!

If your cooperative wants to participate but does not have the funds available to do so, the FJWO can help. The FJWO specializes in offering consumer, friendly-short term financing to cooperatives, including specifically home care cooperatives, to fund start-up and/or growth efforts.

**Want to learn
more or get
started?**

Contact:

Katrina Kazda
Home Care Program Director
The ICA Group

Phone: 617-909-3027

Email: kkazda@icagroup.org