



Loving Indy: Measuring and Leveraging the Loyalty of Indy's Young Professionals

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Synopsis.

This fellowship addresses attracting and retaining great talent by examining the strong connection between engagement and loyalty. The fellowship work will build on previously conducted research, undertake a survey to measure (and benchmark) loyalty and present results in a way that employers and community leaders can easily access and use as a guidepost for future planning and action. The fellowship will further review available research and seek to identify additional indicators that can easily be tracked to measure residents' love of Indy.

Background: 2013 IndyHub Loyalty Matters survey.

In 2013, IndyHub, in partnership with Walker Information, conducted the first, comprehensive look at loyalty to Indy and our community's employers. It also considered levels of civic engagement and identified its strong connection to loyalty. The results provided a valuable baseline and, more importantly, direction for our community's leaders to use to better understand and address the needs of the millennial set. Most importantly, it gave respondents a voice in the issues that would be shaped by public policy, city planning and C-level leadership in the years to come.

The survey was released and promoted over the course of a four-week period, and received 1,884 responses with an average response time of twenty minutes. 81% (1,555) of the respondents were between the ages of 22 and 34. The questions for the survey are attached, *2013 IndyHub Survey Questions*.

We set out to answer what influenced our city's primary goal: growth by way of attracting and retaining talent. We aimed to identify practices and trends our organization and others could deploy to increase overall loyalty to Indy. Where could we all make investments that would have the most impact?

The survey included open-ended questions, but was largely centered on eight identified touch points to gauge overall satisfaction. Those touch points were: social offerings, culture, neighborhoods/communities, employment, family-friendliness, recreation/wellness, volunteer opportunities, and the education system. What we learned was this: high levels of satisfaction with culture, social offerings and neighborhoods were consistent among those who are truly loyal to the City.

We also gauged the levels of loyalty respondents had toward Indy and their employer. While 54% of young professionals considered themselves to be *truly loyal* to Indy and 48% to their employer, we were most interested in how one's personal level of civic engagement (defined as volunteering, financial giving and serving on committees)

corresponded to their loyal level. You see, at IndyHub, we believe in the power of connections and limited barriers. We were built on the premise that engagement in one's community meant a higher retention rate for a community and, potentially, for an employer.

We were delighted to learn 68% of those deemed *truly loyal* to Indy also considered themselves highly aware and/or engaged in Indy. As for their reasons for being involved, personal satisfaction, community service and professional development were the three most frequent responses given. The same trend was also seen in comparing levels of employer loyalty.

IndyHub was able to provide valuable information and direction to employer and organizational stakeholders and investors. With only 48% of Indianapolis young professionals were considered *truly loyal* to their employer, much work needed to be done. We learned that their number one reason for leaving or wanting to leave their employer was not compensation or benefits, but rather limited career opportunities and training.

Respondents had plenty of free space to share their thoughts – hopes and dreams for our city. What they thought Indianapolis was doing right – and not so right.

Young professionals overwhelmingly shared their excitement and appreciation for Downtown revitalization projects – particularly in the neighborhoods of Mass Ave and Fountain Square, our Bike lanes, and the Indianapolis Cultural Trail and Superbowl 46.

We also asked them where Indy could stand to improve. Those responses overwhelmingly focused on investments in a reliable public transit system, better educational opportunities for future generations and increased support to reduce crime. And while respondents appreciated the work that has been done, they desired continued revitalization efforts for downtown and the surrounding core.

A series of presentations allowed us to share the results of the 2013 survey with a variety of audiences. These included small groups for IndyHub investors and stakeholders, the 2013 Indy Chamber Leadership Exchange in Cologne, Germany, Indiana Chamber's Plan 2025 Regional Planning Forum in December 2013, and our largest and most public gathering at a BioCrossroads' FrameWorx in February 2014. We also provided Executive Reports for all IndyHub sponsors and gave our community access to an infographic online (see attachment, *2013 Loyalty Matters Infographic*)

Our 2013 Survey played a significant role in a pivotal time for our community. Here's why.

Downtown Indy's Velocity study was underway. The Indiana Chamber was embarking on a ten-year plan for the state. The Tourism Master Plan, the city's Bicentennial Agenda - Plan 2020 and the Live Indy efforts were all early in formation. These efforts were (or would) gauge public perception and work to identify shared values and needs.

I'd like to share a short story with you that I believe underscores the importance of this and ongoing research:

A day or so after the 2013 survey opened, we checked in with Walker to see how the responses were coming in. They were amazed at the response. One remark in particular continues to both inspire us and drive everything we do, everyday:

“It’s as if they were just waiting to be asked.”

The goals of the survey – as mentioned – were multi-fold. But the single, most important goal was met. We had given a voice to a group until then, had often been overlooked in our community’s planning and policy efforts.

Today: Why Loving Indy?

Our 2013 survey has provided direction and critical information for a number of initiatives and planning efforts, not least of all, our own organization’s programming and communication. While the results provided a baseline, we recognized immediately that the survey was too cumbersome and intricate to repeat year after year. The nearly 1900 individuals who spent on average 20 minutes taking a survey is not a sustainable way to measure our community’s love for our city. Yet to be a successful community, we must continually ask the questions and seek the answers to both attract and retain our residents. Very simply, how do we ensure we will all keep *Loving Indy*?

For this fellowship, we aim for three things: first, to provide Indy the opportunity to continue this work on an annual basis. It was important that we could regularly check the pulse of our community and that there would be a protocol established so if another organization were to take it over, the work could continue consistently. To reduce the burden of the respondent, we also aimed to identify key, regularly tracked metrics to be used in this effort.

Secondly, we wanted to create tools to not just learn what the general population of Millennials and Gen Xers think. The results of the survey will highlight their voices and what they love about our community. While we recognize the value of other efforts who identify and treat stakeholders differently and/or provided comparison data to benchmark cities, we want to be clear that this effort does neither.

Finally, we want to ensure that the results from these tools can be easily processed and activated. It is our hope that employers, city leaders and fellow organizations employ the findings and engage our community.

IndyHub is thrilled to these deliver newly developed research tools to measure the loyalty of young professionals in the City of Indianapolis. These new tools can and will be deployed annually to understand attitude, activity and connection to the assets offered to Indy young professionals.

Process.

We engaged our friends at Achieve, Derrick Feldmann and Amy Thayer, to provide guidance and institutional knowledge for this project. Achieve is known globally for their research helping organizations understand the motivations, influences, behaviors and environments behind today’s young professionals. The Millennial Impact Report, produced annually, has become the go-to resource for understanding the habits, likes and trends of Millennials for both employers and organizations alike.

Over the course of the month of June, IndyHub and Achieve poured through research, including, but not limited to, IndyHub's 2013 survey and Achieve's 2015 Millennial Impact Report. IndyHub and Achieve identified benchmark studies and questions that could be incorporated into our survey tools.

In July, we developed the quantitative survey tool. The survey is an adaptation of IndyHub's 2013 survey and includes national research questions measuring loyalty and affinity on civic participation. National research measuring loyalty and affinity included as benchmarks were extracted from the following sources:

1. **Question Source:** THE SOCIAL CAPITAL COMMUNITY BENCHMARK SAGUARO SEMINAR: CIVIC ENGAGEMENT IN AMERICA KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY DL14407/14408 FINAL VERSION
Abbreviation within Survey: (SCCB 2000)
URL:
http://www.hks.harvard.edu/saguaro/communitysurvey/docs/survey_instrument.pdf
2. **Question Source:** THE 2006 SOCIAL CAPITAL COMMUNITY SURVEY WAVE 2 SAGUARO SEMINAR: CIVIC ENGAGEMENT IN AMERICA KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY Study #142874 June 30, 2006
Abbreviation within Survey: (SCCB 2006)
URL: <http://www.hks.harvard.edu/saguaro/pdfs/2006SCCSw2.pdf>
3. **Question Source:** CURRENT POPULATION SURVEY, November 2013 Civic Engagement Supplement FILE
Abbreviation within Survey: (CPPS)
URL: http://www2.census.gov/programs_surveys/cps/techdocs/cpsnov13.pdf
4. **Question Source:** National Conference on Citizenship
Abbreviation within Survey: (NCoC-Inspired Census Questions)
URL: <http://www.ncoc.net/research>
5. **Question Source:** Achieve Millennial Impact Report, 2015
Abbreviation within Survey: (MIR 2015)
6. **Question Source:** INDY HUB PREVIOUS LOYALTY SURVEY
Abbreviation within Survey: Previous IHLS

As you will see in the attached, *Benchmarks, Key Measurements and Protocol Loving Indy Survey* document, each question asked corresponds to national research and/or a previously conducted IndyHub or Achieve survey. These questions were not picked at random and will give us the opportunity to benchmark Indy against national averages if desired.

It should be noted that while both IndyHub and Achieve work most closely with the under forty set, the questions asked through the tools delivered are applicable to all citizens, regardless of age, gender, race/ethnicity and/or socioeconomic status.

A second survey element created, but yet to be implemented, is a qualitative question tool for personal interviews and focus group sessions. We aim to utilize this tool next year to compliment the corresponding online survey. You can see the tool in the attached document, *Interview Protocol and Guide, Loving Indy*.

Distribution and Promotion.

We distributed the survey to the IndyHub network via a dedicated newsletter on July 24. It was promoted through our social channels the following week and shared broadly with our strategic partners' networks, including a mention in the Downtown Indy newsletter on August 12. We appealed to nearly twenty civic organizations to share via social and electronic channels.

The survey will close on August 14. We appreciate the opportunity to do a final push to ensure that we can achieve 93%+ confidence in responses from Millennial and Gen X respondents. In September, we look forward to sharing the results of the survey. We will also be presenting a 2015 Community Report that will examine the similarities and differences in findings between years, analyze data and compare findings. Our presentation, along with the corresponding Report, will provide employers and community leaders a guidepost for future planning and action.

In closing.

Our 2013 Loyalty Matters: Leveraging the Perceptions of Young Professionals was just the beginning of our work thanks to the support of Plan 2020 and partnership with Achieve. The tools that we are presenting to the Indianapolis community will allow us to continue this work in an efficient and effective way.

It is clear from both efforts we have undertaken that the voice of Indy's twenty- and thirty-something community is strong. Engaging this group in our community is one thing. But giving them a voice in how our city shapes policy, makes investments and creates its spaces – that's altogether something else.

IndyHub is proud to play a role in giving a voice to the young professional community and **empowering** them to take action.