



Building a Thriving 21st Century Movement Collectively Leading the Movement

November 2015 Board Meeting

Revisiting our Movement Realities

Girl Scouts is facing a crisis of relevancy

- Dialogue with donors and other stakeholders complicated due to **diluted communication of the Girl Scouts cause**
- Lack of consistency in **program impact**
- Declining membership
 - Today we serve **only 8% of girls**
 - We've lost more than **a million members** over the past 12 years and pace of membership decline is only accelerating

So what does that mean for the Movement?

- If membership decline continues, we predict the Movement's revenue will **decline \$70 million in 5 Years**
- Impact:
 - **Limited money to reinvest** in new girls and demographics
 - We are **drawing on a shrinking base** for our revenue

Girl Scouts 2016-2018 Strategy Framework

(Unifying the Movement) Culture



Girl Scouts 2016-2018 Strategic Goals and Investments

Movement Strategic Goals



Reach more GIRLS

- Reach and serve more and more diverse/ representative group of girls



Higher IMPACT

- Deliver consistent, quality, outcome-driven girl program



Increased INVESTMENTS

- Increase society's investment in girls



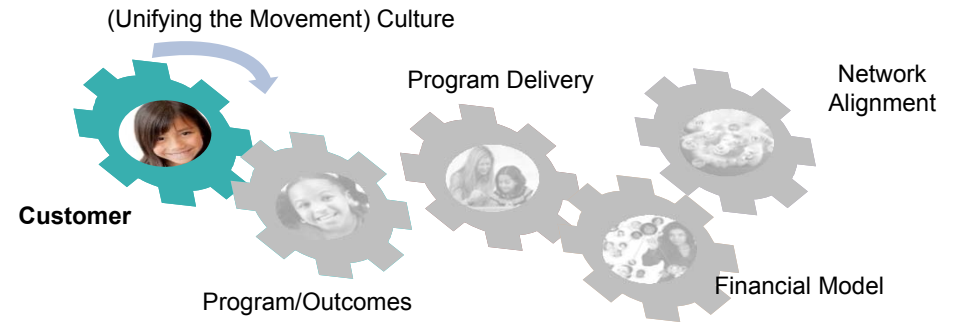
Effective OPERATIONS

- Operate like one business moving in one direction



Stronger BRAND

- Act like one Movement: speak with one voice, supported by our champions



Urgent case for change

Girl Scouts is no longer attracting a diverse segment of girls and their families

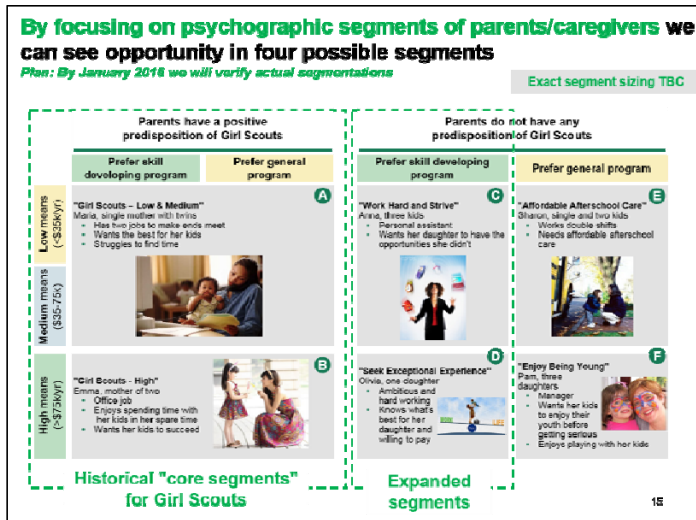
Strategic solution

- Segmenting the market **psychographically** by needs and values of parents (key decision maker) and girls, enabling us to reach and engage more diverse families
- Continue initial focus on girls K-5, but in FY17 begin to research older girl needs in order to develop engaging programming and delivery models to better serve them



Reach more GIRLS

- Reach and serve more and more diverse/ representative group of girls



**Segment K-5 by parents needs and values;
Invest in older girl research**

Psychographic segment focus

Plan: By January 2016 we will verify actual segmentations

Exact segment sizing TBC

Parents have a positive predisposition of Girl Scouts

Parents do not have any predisposition of Girl Scouts

Prefer skill developing program

Prefer general program

Prefer skill developing program

Prefer general program

Low means (<\$35k/yr)

"Girl Scouts – Low & Medium"
 Maria, single mother with twins
 • Has two jobs to make ends meet
 • Wants the best for her kids
 • Struggles to find time

A



Medium means (\$35-75k)

"Girl Scouts - High"
 Emma, mother of two
 • Office job
 • Enjoys spending time with her kids in her spare time
 • Wants her kids to succeed

B



Historical "core segments" for Girl Scouts

"Work Hard and Strive"
 Anna, three kids
 • Personal assistant
 • Wants her daughter to have the opportunities she didn't

C



"Seek Exceptional Experience"
 Olivia, one daughter
 • Ambitious and hard working
 • Knows what's best for her daughter and willing to pay

D



Expanded segments

"Affordable Afterschool Care"
 Sharon, single and two kids
 • Works double shifts
 • Needs affordable afterschool care

E



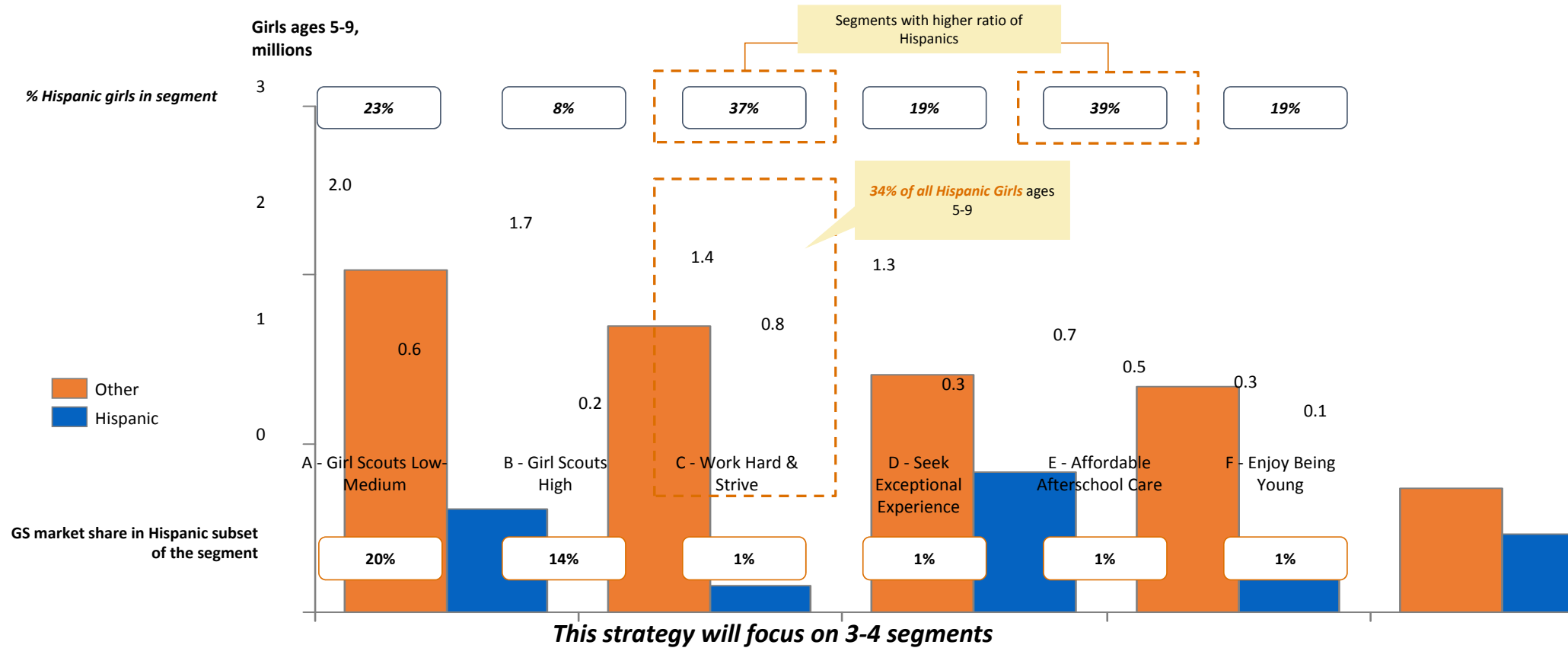
"Enjoy Being Young"
 Pam, three daughters
 • Manager
 • Wants her kids to enjoy their youth before getting serious
 • Enjoys playing with her kids

F



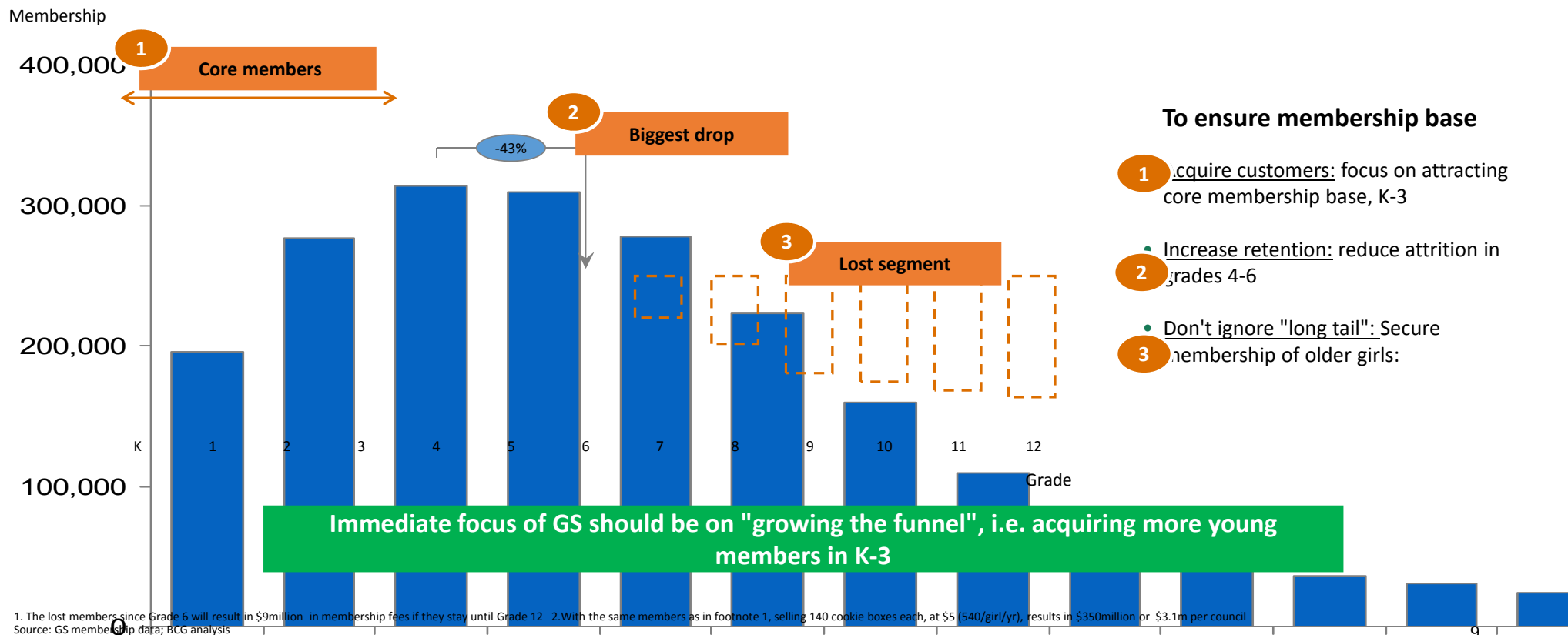
'Work Hard & Strive' has over one-third of the Hispanic girls

It has the highest ratios of Hispanic girls and is key to attracting Hispanics



Source: US census bureau; PlayCollective survey 2014; Afterschool alliance "Afterschool programs in demand" 2014; BCG analysis

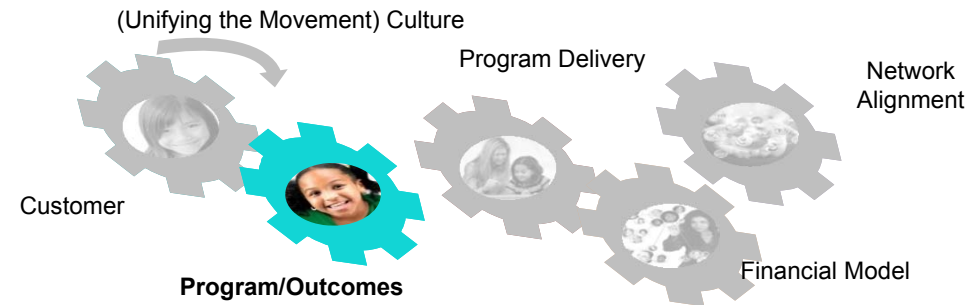
Focus on K-3, address the drop in grades 4-6, and begin to research the best experience for grades 6+



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Program/Outcomes



Urgent case for change

- Our customers and stakeholders cannot count on us to deliver a consistent high impact program for their girls
- Outcomes are not closely enough tied to girls' program experiences

Strategic solution

- Commit to offering a *core* Girl Scout Leadership Experience to every girl who is a Girl Scout



Higher IMPACT

- Deliver consistent, quality, outcome-driven girl program

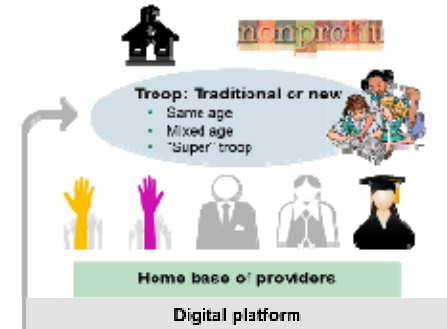


CEI

Girl and Adult Digital Platforms



Girl Program Modules



Enhanced Delivery Models

Our commitment to girls will remain at the core of the guaranteed Girl Scout experience

THIS IS THE GSLE

WHAT GIRLS DO	HOW THEY DO IT
DISCOVER	GIRL-LED
CONNECT	COOPERATIVE LEARNING
TAKE ACTION	LEARNING BY DOING

Girl Scout Leadership Experience



Supportive Adult



Girl Only Safe Space



Inclusive Sisterhood

On my honor,
I will try:
To serve God & my country,
To help people at all times
And to live by the
Girl Scout Law.

Promise & Law



Fun & Play!



New Experiences



Regular & Progressive Experiences



Outdoors

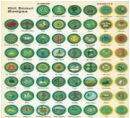
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Program will be packaged in progressive, "modularized" content

Current State



Journeys




Badges

Future State


"Modularized" content

Journey content will be split into several "modules" of consistent, outcomes-based content, with specific badges for each


– Content will be co-designed by National and Councils, leveraging innovative ideas (internal and external)




Entrepreneurship




Outdoors



Take Action,
Community Service



STEM



Other (e.g. life skills)

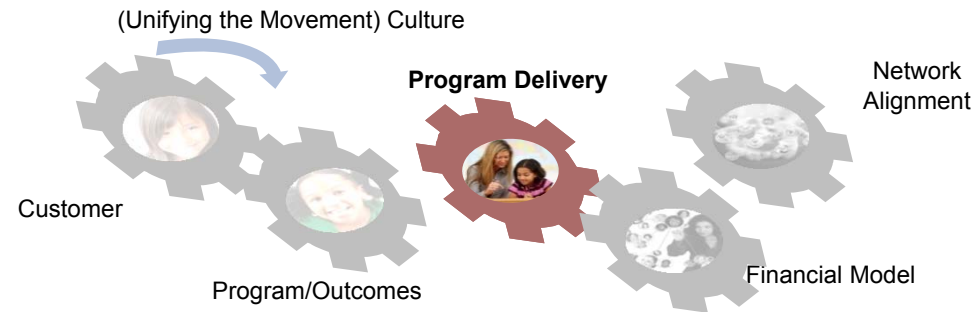
Delivery of "modularized" content

Program will be customizable, progressive combination of "modules" that is outcomes-based, girl-led and **meets the needs of the local community**

- Length of delivery will be coordinated based on a variety of factors



Program Delivery



Urgent case for change

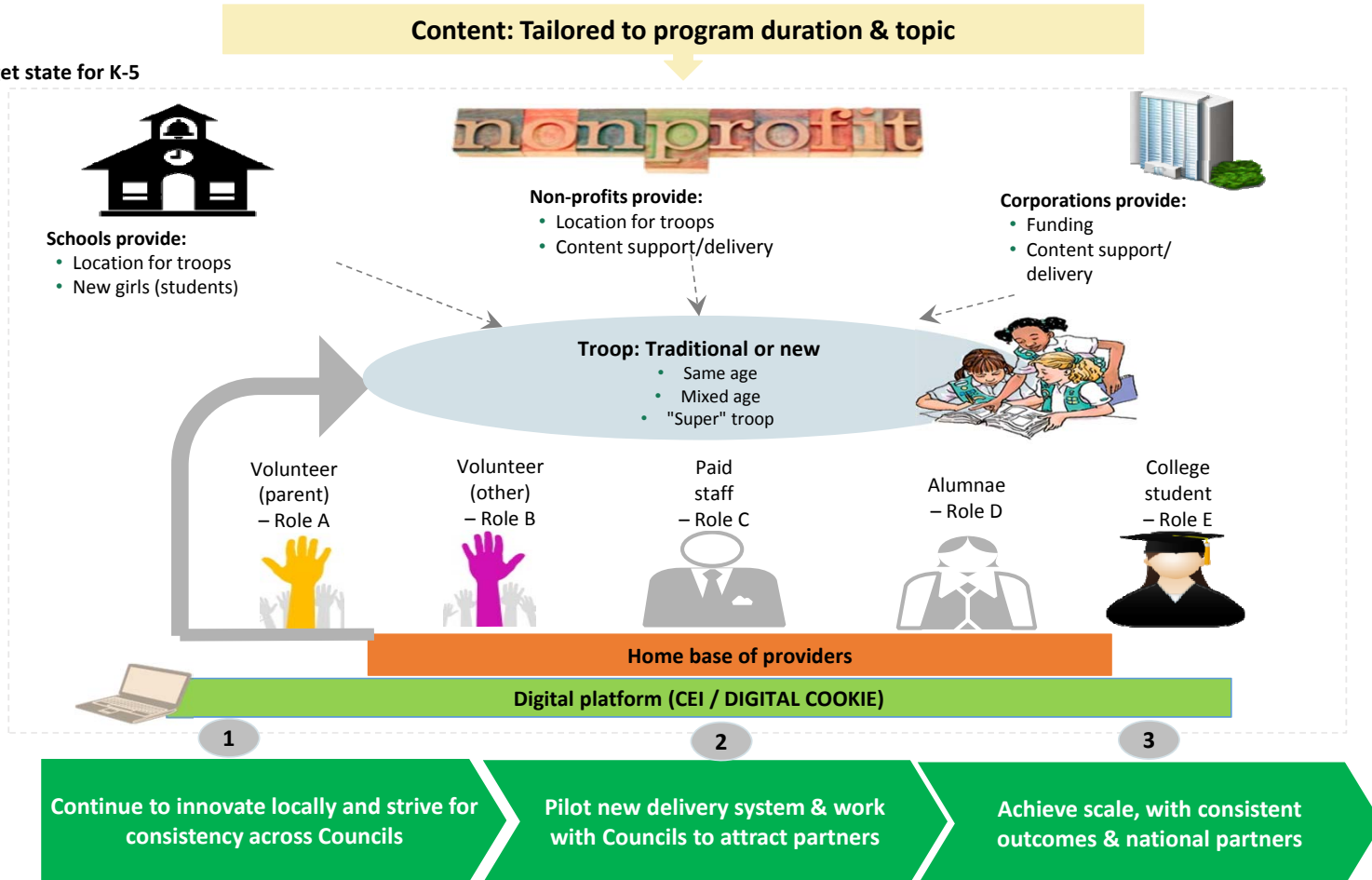
- Program delivery is primarily built on a *parent* volunteer/troop model harder to sustain on its own in today's world
- We can't guarantee enough trained volunteers or leaders to serve all of the girls who want to join

Strategic solution

- Continue to enhance the volunteer troop model through our CEI initiative
- Design a menu of options of delivery model systems which will differ by duration, topic, and needs of girls/communities; and reflects a mix of volunteers, paid staff and other providers

Enhanced Delivery System

Note: Represents target state for K-5



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Four key themes that helped define the target state of Delivery System

Note: Target state is for K-5

Diversification of providers

- **Additional types of providers** (e.g. paid staff, college students, alumnae)
- **Increasing training** / support for volunteers
- **Division of labor** among providers (i.e. specific roles for volunteers and paid staff within the troop)

Robust partnership outreach

- Partnerships with **schools, nonprofits, community centers** (e.g. teachers as providers, locations for troops and modularized programs)
- Partnership **playbook** developed by GSUSA (including support on sourcing, details on pass-through partnership grants, and negotiations)
- Partnership **database** developed by GSUSA

Redefining the troop model

- **New models** of troops (e.g. "super troops" with large membership, mixed-age troops, community troops)
- Increased use of **digital platforms**

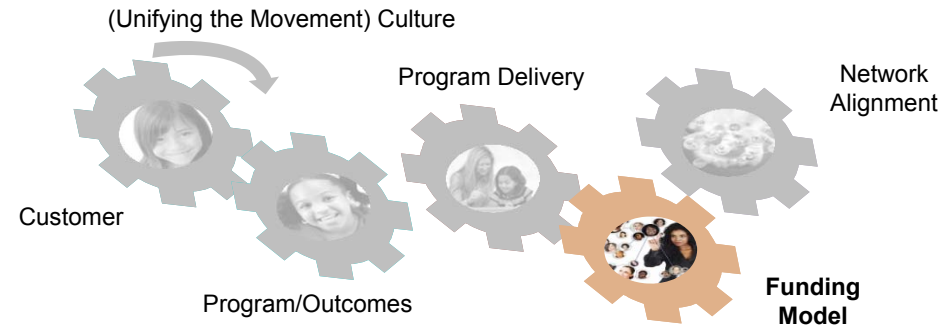
Focus on fundraising potential

- **Focused programming** that brings in specific donors / partners (e.g. STEM)
- Measurement and communication of **consistent outcomes**

Best Practices in the field will be identified, brought into an “innovation incubator”, piloted and then brought to scale



Funding Model



Urgent case for change

- Self-funded funding model limits our ability to attract and serve a broader base of girls and their families
- Our model is not sustainable – we currently estimate that we will lose \$70 million over the next 5 years if we do not act


Strategic solution

- Maximize and leverage our existing assets and revenues
- Move from a **fully to a partially** self-funded model by pursuing a collaborative national-council approach to succeed in individual giving and other revenue sources (corporate sponsorships, licensing deals, etc.)

How collaboration on funding initiative will benefit both Councils and National

Group of revenue sources		 Mutual goals	 Opportunities for sharing	Misalignment/ other obstacles
Membership driven	Membership fees	<ul style="list-style-type: none"> • Increase number of members <ul style="list-style-type: none"> – without significant growth of financial burden – without detriment to program quality 	<ul style="list-style-type: none"> • % of membership fees to be for "scholarship funds" • % of membership fees/Council service fees to pay for nation-wide infrastructure projects 	<ul style="list-style-type: none"> • Lack of clear and shared value proposition • No clarity on how funds eventually benefit councils • No shared strategy on growing membership revenue (Girls vs Adults vs Lifetime)
	Council Service fees			
	Program-related (incl. cookie)			
Individual giving	Small individual	<ul style="list-style-type: none"> • Grow total amount of giving • Create more sustainable case for giving 	<ul style="list-style-type: none"> • Share proceeds from individual giving sourced through collaborative approach of Councils and National 	<ul style="list-style-type: none"> • No recognition of other sources of revenue as "small individual giving" (cookie sales, adult membership for non-volunteers, lifetime membership, etc.) • Lack of consistent (across the Movement) measurable outcomes • No clarity on how mutually raised funds would benefit Councils
	Large individual			
	Planned/Bequests			
	Board giving			
Corporate giving	Local grants	<ul style="list-style-type: none"> • Grow total amount of giving • Create more sustainable case for giving 	<ul style="list-style-type: none"> • Share proceeds from corporate giving sourced through collaborative approach of Councils and National • Reward system for Councils (Finder's / Relationship fee) 	<ul style="list-style-type: none"> • Limited understanding of how collaboration can grow the pie • Lack of consistent measurable outcomes • Low motivation of Councils to lead deals
	National sponsorships			
	National sponsorships (program)			
Licensing and Merchan.	Licensing	<ul style="list-style-type: none"> • Grow overall proceeds from licensing • Grow sales of various merchandise 	<ul style="list-style-type: none"> • Reward system for Councils (Finder's / Relationship fee) 	<ul style="list-style-type: none"> • Limited understanding of how collaboration can grow the pie • No clearly communicated strategy (do's and don'ts in licensing and merch), unclear impact on brand • Low motivation of Councils to lead licensing deals • Existing misalignments on wholesale terms
	Cause-related marketing			
	Merchandising			
Investment revenues	Investment portfolio	<ul style="list-style-type: none"> • Maximize profitability of the existing portfolio of assets (incl. real estate assets) 	<ul style="list-style-type: none"> • Potentially consolidating portfolio of real estate assets for professional asset management 	<ul style="list-style-type: none"> • Inconsistent investment management skills in Councils
	Real estate			

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	Merchandising	
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	Real estate	

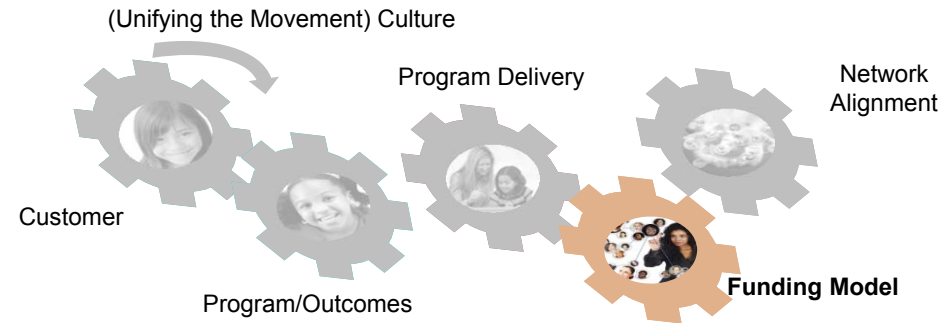
Opportunities for sharing

Misalignment/ other obstacles

Will require further work on revenue share, cost share and network alignment to ensure that movement is able to focus on growing the pie vs. how it is split

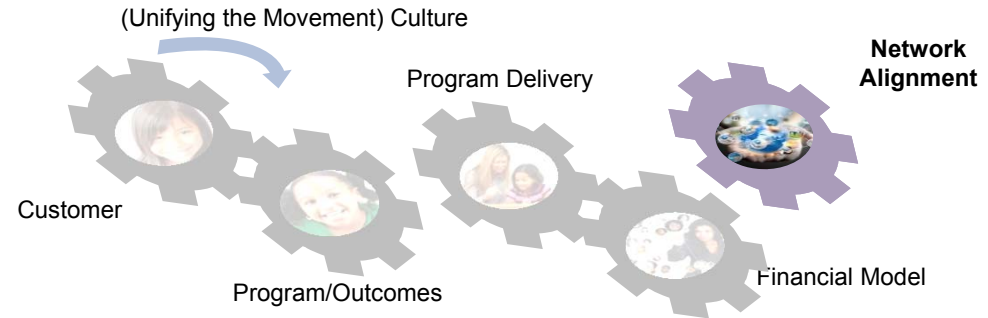


3-Year Funding Model Target State



- **Will have grown our resources from multiple funding sources to invest in girls**
- **Existing resources maximized and used for Movement benefit more effectively**
- **Alignment around how we look at resources and data more enterprise-wide – creating a culture of philanthropy and donor-centric systems.**

Network Alignment









Urgent case for change

- Lack of capacity and mechanisms to align around and implement a national/enterprise-wide strategy (as opposed to 113 different strategies)
- Lack of role clarity between councils and GSUSA which impedes our ability to act as a Movement to raise funds and drive program outcomes

Strategic solution

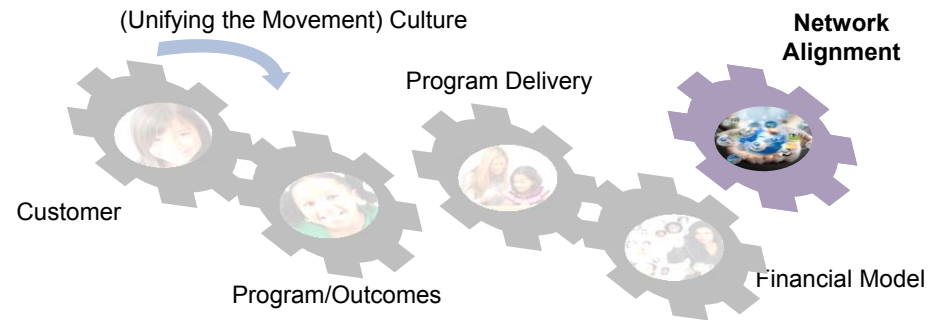
- Explore how we work together to making decisions as an entire Movement so we are aligned as a stronger whole that benefits everyone.
- Design a new model of interaction between Councils and National with clear roles, accountabilities to enhance our capacity to serve girls

Value created to provide opportunity to increase consistency, improve Movement health, and cost savings

Source of value creation	Current state implications	Target state implications	Success stories
Strategy	<ul style="list-style-type: none"> Non-coordinated strategy implementation by National and Councils 	<ul style="list-style-type: none"> Coordinated strategy implementation Uniform approach to organization & culture development 	
Brand management	<ul style="list-style-type: none"> Mismatch between brand promise and brand communication 	<ul style="list-style-type: none"> Stronger brand promise recognition due to clear connection between brand promise and brand communication 	
Core operations	<ul style="list-style-type: none"> Inconsistent content, delivery, and outcomes, by Council 	<ul style="list-style-type: none"> More visible outcomes due to consistent program and delivery 	
Financial operations	<ul style="list-style-type: none"> Significant runway in fundraising and other revenue 	<ul style="list-style-type: none"> Increase in fundraising & other revenue due to collaboration by National and Councils 	
Other functions	<ul style="list-style-type: none"> Cost inefficiencies due to limited sharing of IT services Varied "Movement health" 	<ul style="list-style-type: none"> Cost savings from shared IT services Improvement in "Movement health" with increased accountability & support 	
Synergies	<ul style="list-style-type: none"> Cost inefficiencies due to limited use of shared services 	<ul style="list-style-type: none"> Cost savings from shared services 	

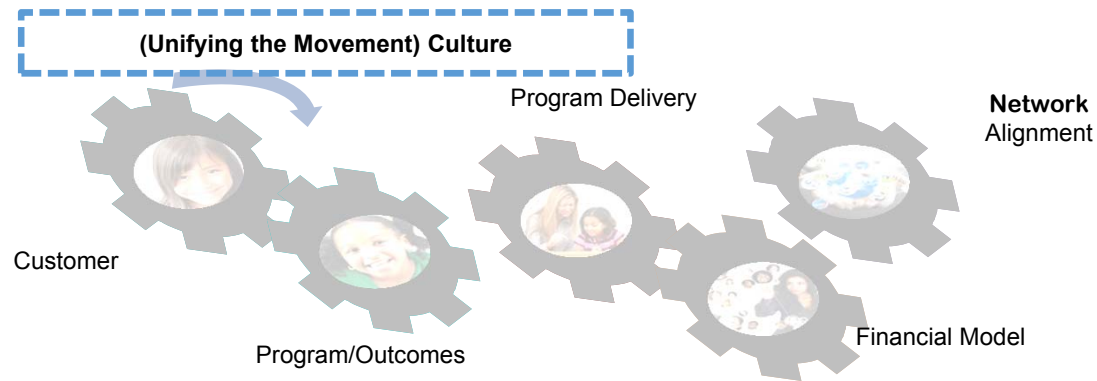


3-Year Network Alignment Target State



- ***Established clear roles, shared goals and accountabilities between National and local councils***
- ***We are all rowing strategically in the same direction which makes the whole greater than the sum of its parts***

Unify the Movement: Build the core principles of change effort with a compelling end vision



Investment in **Unifying the Movement** is critical to successful Transformation of the Operating Model. Focus areas:

- Develop a **value proposition**
- Design an **Office of Strategy and Advancement** to facilitate the Movement-wide implementation of the strategy and manage change
- **Engage our vast alumnae network** to find opportunities for them to advocate, volunteer and donate
- **Engage and retain top talent** throughout the Movement

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Implementing our Plan - TOGETHER



- Co-creation model
- Incorporate learnings
- FY 2016: Beginning of Execution Phase

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Girl Scouts 2016-2018 Strategic Goals and Investments

Movement Strategic Goals



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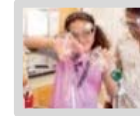
Movement Strategic Investments



Parent Segmentation



Older Girl Program Research



Girl Program Modules



Girl and Adult Digital Platforms



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New Delivery Models



Leverage and Maximize Existing Assets



Collaborative, donor-centric Individual Giving



Alignment around national strategy



Network Redesign (Clarifying roles)



Value Proposition



Alumnae



Change Management/ Strategy & Advancement Office

Phasing of FY2016 Priorities

