

Building a Thriving 21st Century Movement

Girl Scouts Strategy Framework 2016-2018

Confidential Confidential

What the GSUSA National Board has approved; What's in process; The hard part is still to come

Reaffirm mission Identify core purpose done Identify focus – strategy framework done Establish Strategic Priorities done • Establish 3 year goals to achieve strategic priorities done Establish movement-wide KPIs to measure progress against 3 year goals – current state: KPIs without numbers In process Get clear on what GSUSA is doing, what councils are doing, how much we are prepared to invest to get it done and how to raise the money

The Girl Scout Movement has a clear mission and purpose

Mission

Girl Scouting builds girls of courage, confidence, and character, who make the world a better place

Core Purpose

Girl Scouts exists so that girls thrive



Girl Scouts 2016-2018 Strategy Framework

(Unifying the Movement) Culture



Parent Segmentation Model

Plan: By January 2016 we will verify actual segmentations

Exact segment sizing TBC

Parents have a positive predisposition of Girl Scouts

Prefer skill developing program

Prefer general program

Low means (<\$35k/yr)

Medium means (\$35-75k)

"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



High means (>\$75k/yr)

"Girl Scouts - High" Emma, mother of two

- Office job
- Enjoys spending time with her kids in her spare time
- · Wants her kids to succeed



Historical "core segments" for Girl Scouts

Parents do not have any predisposition of Girl Scouts

Prefer skill developing program

"Work Hard and Strive" Anna. three kids

- Personal assistant
- Wants her daughter to have the opportunities she didn't



"Seek Exceptional Experience" Olivia, one daughter

- Ambitious and hard working
- Knows what's best for her daughter and willing to pay



Prefer general program

"Affordable Afterschool Care"

- Sharon, single and two kids
 Works double shifts
 - Needs affordable afterschool



"Enjoy Being Young" Pam, three

daughters

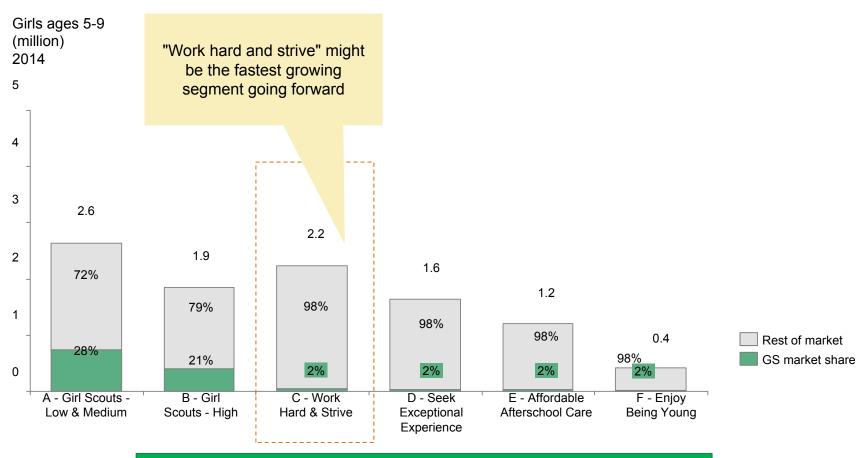
- Manager
- Wants her kids to enjoy their youth before getting serious
- Enjoys playing with her kids



Expanded segments

Four segments represent significant opportunity for Girl Scouts to grow membership, though prioritization is required

Exact segment sizing TBC



Significant opportunity in segments "Work Hard & Strive" and "Seek Exceptional Experience"

Source: GSUSA membership data; Afterschool Aliance "Afterschool programs in demand" 2014; PlayCollective "What a girl wants" July 2014; BCG analysis

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Girl Scouts 2016-2018 Strategic Goals

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



Higher IMPACT

Deliver consistent, quality, outcome-driven girl program

Important highlights that we heard about program:

- Girl Scout Leadership Experience remains at the core and will be simplified.
 - Journeys will remain, but will be simplified
 - More badges
 - Reduce outcomes from 15 to 6
 - Start research on older girl program in 2017
- Program modules that can be delivered in shorter series (much like our current short term series)
- The Journeys and program modules will focus on 5 areas:
 - STEM
 - Life Skills
 - Outdoors
 - Entrepreneurship
 - Take Action / Community Service.

Girl Scouts 2016-2018 Strategic Goals and Investments

Movement Strategic Goals

Movement Strategic Investments



Reach more GIRLS

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



Parent Segmentation



Older Girl Program Research



Higher IMPACT

 Deliver consistent, quality, outcomedriven girl program



Girl Program Modules



Girl and
Adult Digital
Platforms



New Delivery Models



Increased INVESTMENTS

Increase society's investment in girls



Leverage and Maximize Existing Assets



Collaborative, donor-centric Individual Giving



Effective OPERATIONS

Operate like one business moving in one direction



Alignment around national strategy



Network Redesign (Clarifying roles)



Stronger BRAND

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



Value Proposition



Alumnae



Change Management/ Strategy & Advance ment Office

THE BOSTON CONSULTING GROUP

Draft—for discussion only

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(Unifying the Movement) Culture



Girl Scouts of Western Ohio's Strategy is Aligned with the National Goals

National Strategic Goals	Girl Scouts of Western Ohio's Key Activities
Reach more girls: reach and serve more and more diverse representative set of girls	 CEI – our digital platforms Troop Support (SU Strategy and Structure) Outreach/in school programming
Higher impact: deliver consistent, quality, outcome-driven girl program	 CEI – our digital platforms Support digital cookies as a foundation for digital program On-line learning for volunteers Evaluation and Research Outdoor property task group work
Increased investments: increase society's investments in girls	Fund development effortsCookie Sale ExperienceJuliette Gordon Low Society
Effective operations: Operate like one business moving in one direction	Customer-centric / Information-Driven workStandard Operating ProceduresStaffing
Stronger brand: Act like one Movement: speak with one voice, supported by our champions	Social media and online campaignsRevised websiteCentralized communications

Next Steps During 2016

GSUSA	Girl Scouts of Western Ohio
Establish office of Strategy and Advancement	Keep changing along the path we have set out!
Organize GSUSA and Councils to figure out HOW for each area of focus and investment	 STAY FOCUSED on making CEI and digital cookie work!
Get agreement on Movement-wide key performance indicators	Achieve our 2016 membership and revenue goals.
 STAY FOCUSED on CEI and Digital Cookie Start work right away on program and outcomes 	 Collaborate with GSUSA and sister councils to support GSUSA Movement-wide goals (while taking care to make sure we also have time to meet Girl Scouts of Western Ohio's goals)!
 Raise funds for program / strategy investment: Sell three floors at 5th Ave NYC office Explore when and how much for the next national dues increase Partner with councils on fund raising and sponsorships 	Explore program priorities and innovation within the Movement Wide strategy framework, including parent segmentation model.

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