Sports and Entertainment Marketing Operations Research Event

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Girl Scouts of Western Washington
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I. Executive Summary

Description of the Business and Research Problem

Girl Scouts of Western Washington, commonly referred to as GSWW, is a scouting organization headquartered in Seattle, Washington. GSWW manages and creates girl programming, such as cookie selling, summer camps, and badge guidelines, for over 18,000 Girl Scouts. Due to COVID-19, GSWW lost a significant amount of revenue and customer loyalty from canceling cookie sales and summer camps in 2020.

Modi Consulting has been hired to analyze Girl Scouts of Western Washington’s current state of business operations as a result of business interruptions. This paper will detail a strategic plan for GSWW to rebuild customer loyalty and spending as a result of the business interruptions for at least the previous six months.

Research Methods

Five research methods were used for this study, including four primary sources (manager interview, employee surveys, customer survey, and a focus group) and secondary research. The variety of methods provided a balanced and comprehensive understanding of GSWW’s strengths, weaknesses, and positioning in the market.

<table>
<thead>
<tr>
<th>Type of Research</th>
<th>Dates Conducted</th>
<th>Method Used</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager Interview</td>
<td>Oct. 10th, Oct. 14th</td>
<td>Email</td>
<td>1 Manager</td>
</tr>
<tr>
<td>Employee Survey</td>
<td>Sept. 23rd, Oct. 12th, Oct 14th</td>
<td>Email</td>
<td>2 Employees</td>
</tr>
<tr>
<td>Customer Survey</td>
<td>Oct. 14th – Oct. 26th</td>
<td>Google Form</td>
<td>82 Customers</td>
</tr>
<tr>
<td>Focus Group</td>
<td>Oct. 16th</td>
<td>Zoom</td>
<td>8 People</td>
</tr>
<tr>
<td>Secondary Research</td>
<td>Sept. 15th – Oct 20th</td>
<td>Internet</td>
<td>—</td>
</tr>
</tbody>
</table>

Findings of the Study

“For fiscal year 2021, we project to have 18,000 registered girls, significantly lower than our typical prediction of 25,000 members in a regular year”

- Megan Ferland, CEO

“We are behind the curve when it comes to social media. Further expansion there could potentially help us attract new members.”

- Stefanie Ellis, Associate VP of Marketing

“It was frustrating to not have any virtual meeting resources for six months since March.”

- Customer Statement

GSWW Reputation Rating

<table>
<thead>
<tr>
<th>By Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Very Poor:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Very Good:</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

GSWW’s loss of revenue due to COVID-19, highlighted the need for fundamental change to ensure customer satisfaction.

Customers have been dissatisfied with GSWW’s virtual programming, causing loss of customer loyalty and membership decreases.

GSWW’s social media posts receive low engagement and are not effective in recruiting new members, specifically older girls.
**Objectives**

1. Improve the **reputation** of GSWW by **30%** in the next **3 years**.
2. Enhance GSWW’s **overall social media presence** by **20%** in **3 years**.
3. Increase the number of registered GSWW **members** over the next **3 years** by **25%**.
4. Increase GSWW’s **yearly revenue** by **20%** in the next **3 years**.

**Proposed Plan – Project BADGE**

- **Build badge modules**: Create digital modules and physical activity kits for each Girl Scout badge and develop a GSWW Badges app for girls.
- **Augment camp experiences**: Host 4 week-long virtual camps each summer with synchronous counselor activities and weekly themes.
- **Develop digital platforms**: Develop a new GSWW store app, making shopping more accessible for customers, and integrate digital cookie selling.
- **Grow older girl membership**: Lead engaging badge workshops for girls in grades 6 - 12, open to all girls regardless of GSWW membership.
- **Engage customers**: Advertise these activities through social media, using girl “takeovers”, a social media challenge, and regular posts.

**Activity Costs, Schedule, and Metrics**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Implementation Date</th>
<th>Total Three Year Cost</th>
<th>Objectives Met</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Build badge modules</strong></td>
<td>June 2020</td>
<td>$610,000</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Augment camp experiences</strong></td>
<td>July 2020</td>
<td>$65,840</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Develop digital platforms</strong></td>
<td>September 2020</td>
<td>$168,000</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Grow older girl membership</strong></td>
<td>August 2020</td>
<td>$25,000</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Engage customers</strong></td>
<td>June 2020</td>
<td>$120,000</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Financial Summary**

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Amount</th>
<th>Revenue Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Year Cost</td>
<td>$530,280</td>
<td>Current Revenue</td>
<td>$18,818,110</td>
</tr>
<tr>
<td>Two Year Cost</td>
<td>$786,560</td>
<td>Projected Revenue</td>
<td>$22,581,732</td>
</tr>
<tr>
<td>Three Year Cost</td>
<td>$1,028,840</td>
<td>Return on Investment</td>
<td>166%</td>
</tr>
</tbody>
</table>

**Costs & Returns**

- Costs: $1,028,840
- Returns: $3,763,622

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II. Introduction

A. Description of the business or organization

**Mission Statement:** Girl Scouting builds girls of courage, confidence, and character who make the world a better place.

Girl Scouts of Western Washington, commonly referred to as GSWW, is a scouting organization headquartered in Seattle, Washington focused on empowering girls to thrive as they become stronger leaders in their community.

Girl Scouts of the U.S.A. is the umbrella organization for nationwide Girl Scout activities. They set policies for national activities such as a cookie sale and regulate girl programming. Right under that are the 112 Girl Scout councils, which are divided up by region. Councils track membership, sell Girl Scout merchandise, manage Girl Scout properties (such as camps and offices), offer girl workshops, and manage their own assets. This paper will focus on Girl Scouts of Western Washington, which was founded in 2007. Within GSWW, there are service units, groups of Girl Scout volunteers and paid employees that directly work in small neighborhood sectors. Service units organize trainings, advertise events, and communicate with troops, the next level of the hierarchy. These are structured groups of girls in the same area and age range that are facilitated by troop leaders, adult volunteers responsible for managing a troops’ activities and representing them to GSWW. All financial assets from service units and troops are tracked and recorded by GSWW.

GSWW has five offices and four shops in the area, to run operations and sell Girl Scout merchandise. In the 2018-2019 school year, GSWW served over 21,000 girls and had over 8,000 adult volunteers. However, these numbers significantly dropped this past year and are on track to drop again for the 2020-2021 school year. GSWW has a variety of revenue streams, which include product sales (cookies and fall merchandise sold by girls), public support and donations, fees from programming, retail sales, membership fees, and various other revenue sources. Since GSWW is a 501c3 organization, this revenue is used for girl programming, management and administration, and fund development.

B. Description of the community (economic, geographic, demographic, socioeconomic factors)

Per the name, GSWW serves Western Washington. Most of their customers are in the Greater Seattle area, but the strategies in Section V are applicable to the entire region.

**Economic:**

Western Washington is an economically affluent area, mostly due the booming technology industry here, which added 12% more technology jobs from 2018-2019. Most of these technology companies, like Microsoft, Amazon, and Boeing are headquartered in the greater Seattle area, which is also where GSWW has most of their operations. These factors have led to large scale economic growth over the past ten year in Seattle as well as an influx of new residents and families seeking these technological jobs, increasing the potential customer base for GSWW in this area. The median household income of Seattle in 2019 was $93,481, falling well above the national average of $61,937. Per June 2020, the Seattle unemployment rate was 10.0%, while the national unemployment rate was at 11.1%. This higher job security means that most families here have discretionary income and time to enroll and their children in Girl Scouts.