A Movement of Ideas for Growth Results

London, November 2015
The WAGGGS Value Proposition Journey
Sharing of Key Ideas & Lessons Learnt
Background

A focus on delivering quality, valued services that support membership growth

- The Membership Services Working Group was established by the World Board in September 2014 to oversee the strategic direction of WAGGGS services.

- Work is focusing on (i) undertaking a complete review of WAGGGS services, and (ii) exploring how services can deliver greater value to Member Organisations (MOs) and better support membership growth. Some of the key findings to date around defining a WAGGGS value proposition are summarised in this document.

Delivering value to our Member Organisations is a priority

- The World Board has agreed that Member Organisations (MOs) are the key customers of WAGGGS, with girls and young women being the end beneficiary of the WAGGGS-MO relationship.

- WAGGGS is committed to responding to feedback from MOs and the research of the Membership Services Working Group by actively realigning its core services and ways of work to deliver greater value to MOs and better support membership growth.
Some useful definitions

**WAGGGS**

- WAGGGS is the central body of the GG/GS Movement; the ‘business’ organisation that provides services to MOs.
- It collectively refers to all staff employed by WAGGGS and all volunteers contributing at both governance and operational levels to deliver the WAGGGS strategic and operational plans.

**GG/GS Movement**

- The Girl Guide / Girl Scout Movement refers to the totality of everyone involved in Girl Guiding & Girl Scouting around the world contributing to achieving the Mission and Vision – including girls, volunteers, MOs, supporters, funders, partners and WAGGGS itself.
A value proposition articulates the essence of the business services that are delivered by an organisation (that is, what will be delivered to members). It defines what the business will do or make happen in its members’ lives to help them feel successful. It strengthens the emotional connection members have with the organisation.

A value proposition is NOT just a list of services, a membership benefits statement or a unique selling point; nor is it a list of brand essences or a promotional message.

Why define a value proposition?

- A value proposition statement will make it clear to MOs what WAGGGS intends to deliver of value to them to help them succeed.
- A value proposition statement will help ensure WAGGGS designs services and focuses resources to provide all elements required for ensuring a thriving GG/GS Movement.
What do you value?
Creating a value proposition for WAGGGS

**INPUTS**

- Purpose of Movement
- Market
- Customer experiences
- Service offerings
- Benefits for customers
- Costs and risks
- Alternatives
- Monitoring & evaluation

**OUTPUTS**

- Clear value proposition statement
- Focused and relevant service offering delivering desired value
- More focused, efficient operations
- New and retained members
- Sustainable growth
Reflecting on the bigger picture: the GG/GS Movement

**Problem:**
Girls and young women face barriers to reaching their full potential as responsible citizens of the world.

**Solution:**
Self-directed, experiential non-formal education system focused on girls designed to build personal resilience and global citizenship.
Defining the core problem & solution is necessary

Need to be able to articulate the central reason why the GG/GS Movement exists

**Problem:** Girls and young women face barriers to reaching their full potential as responsible citizens of the world

**Solution:** Self-directed, experiential non-formal education system focused on girls designed to build personal resilience and global citizenship

Can then translate into how the Movement should look, speak, act; & what services WAGGGS can deliver that will be of value to MOs and ensure a thriving Movement
Clarity on core purpose highlights differentiators

**GG/GS Movement**

**Problem:**
Girls and young women face barriers to reaching their full potential as responsible citizens of the world.

**Solution:** Self-directed, experiential non-formal education system focused on girls designed to build personal resilience and global citizenship.

**Girl Campaigns**
Typically addressing same problem as GG/GS Movement; but offering different solutions.

**Scout Movement**
Broadly share similar solution methodology; but don’t address same problem as GG/GS Movement.
WAGGGS and its Member Organisations are the coordinating bodies of the GG/GS Movement - together we are responsible for ensuring a thriving GG/GS Movement.
The role of coordinating bodies

**Keeper of the flame**
Reaffirm Mission and the essence of what the GG/GS Movement does; and demonstrate impact of the Movement on the world (both inside and outside the Movement)

**Developing and growing**
Provide tools and support to grow the Movement, focused on delivering high-quality GG/GS experiences

**Acting as a bridge**
Strengthen connections between members of the Movement; connect with other like-minded organisations and partners; bridge gap between members & non-members
WAGGGS services: supporting a thriving Movement

**Keeper of the flame**
- Raise Profile of GG/GS
- Speak out on Relevant Global Issues
- Demonstrate Relevance of GG/GS Movement
- Partnerships
- MO-to-MO networking

**Developing and growing**
- PR Support / Training
- MO Governance & Business Management Support
- Leadership Development & Training
- Volunteer Recruitment, Retention & Management
- FD Support / Training
- International Leadership Trainings
- Innovative Organisation Structures / Models of Delivery

**Acting as a bridge**
- New MOs
- International Offer (Events & Programs)
- Leadership Development & Training
- Innovative Organisation Structures / Models of Delivery
The value WAGGGS offers MOs is that we work on their behalf to keep the GG/GS Movement thriving. We do this by being the voice of the global GG/GS Movement, by helping build strong Members Organisations to grow the Movement, and by strengthening connections between every Member Organisation, volunteer and Girl Guide / Girl Scout across the world.
Translating into priorities for national organisations

**Keeper of the flame**
Promote what the GG/GS Movement is working to achieve (mission) and the unique way of how we do it; speak out on issues that matter for helping girls reach their fullest potential; measure, monitor and promote impact of GG/GS in your communities; build partnerships

**Developing and growing**
Share and utilise WAGGGS tools and programs, and/or develop and utilise your own tools and programs to support your local regions, districts, units to grow GG/GS, focused on delivering high quality girl and volunteer experiences

**Acting as a bridge**
Connect your girls and volunteers to one another across your country; connect with other like-minded organisations and partners; help your members connect to non-members; act as a bridge to connect your members with members all over the world through WAGGGS
1. How well do you think your MO delivers across the three activity areas of “Keeper of the Flame”, “Developing and Growing” and “Acting as a Bridge”? How could you add more value to the global GG/GS Movement and your members to help grow the Movement?

2. Who are your key customers? How do you know you are delivering services that are valuable to them? How could you add more value to your service offering to grow your organisation?
Building a value proposition – an action list

1. Understand who your customers are and their specific needs and motivation to belong to your organisation

2. Define and understand precisely what your members value

3. Map, define and categorise the services you offer or define new ones; prioritise them based on their value to your members and the role your organisation has within the GG/GS Movement

4. Understand what the alternatives are in your country, and how / why your organisation is different

5. Articulate your value proposition and deploy across your organisation

6. Monitor and evaluate your ability to deliver value to your members
Personal reflection

1. Note down one idea that has been sparked by what you’ve heard in this session around how your MO can deliver greater value to help the GG/GS Movement grow.

2. Of the ideas explored in this session, what is one important thing you will ask your MO to consider taking action on when you return home?
Building a value proposition for your organisation will:

- Help you define your key customers and enable you to more effectively engage with them with a clearly articulated value offer
- Facilitate focus in the organisation and help ensure resources are allocated in the most impactful way
- In conjunction with your brand, a value proposition statement will streamline communication and messaging to your members and your supporters / funders
- Support you to develop your services and products so that you continue to deliver better value to your members over time