

**The Girl Scout
Experience
Among Young
Girls Today:
Towards a Marketing
Strategy for Girl Scouting**



The Girl Scout Experience Among Young Girls Today:

Towards a Marketing Strategy for Girl Scouting

**Prepared for:
Girl Scouts of the U.S.A.**



**Prepared by:
Yankelovich Clancy Shulman**

June 30, 1992

Table of Contents

	Page
Introduction	1
I. The Girl Scout Experience	6
II. Close-Up on Girl Scouts	13
III. Current Environment for Girls	25
IV. Strategic Cube Analysis	36
Conclusions	48
Appendix	57
Markets	
Racial/Ethnic Distribution	

Introduction

Objectives

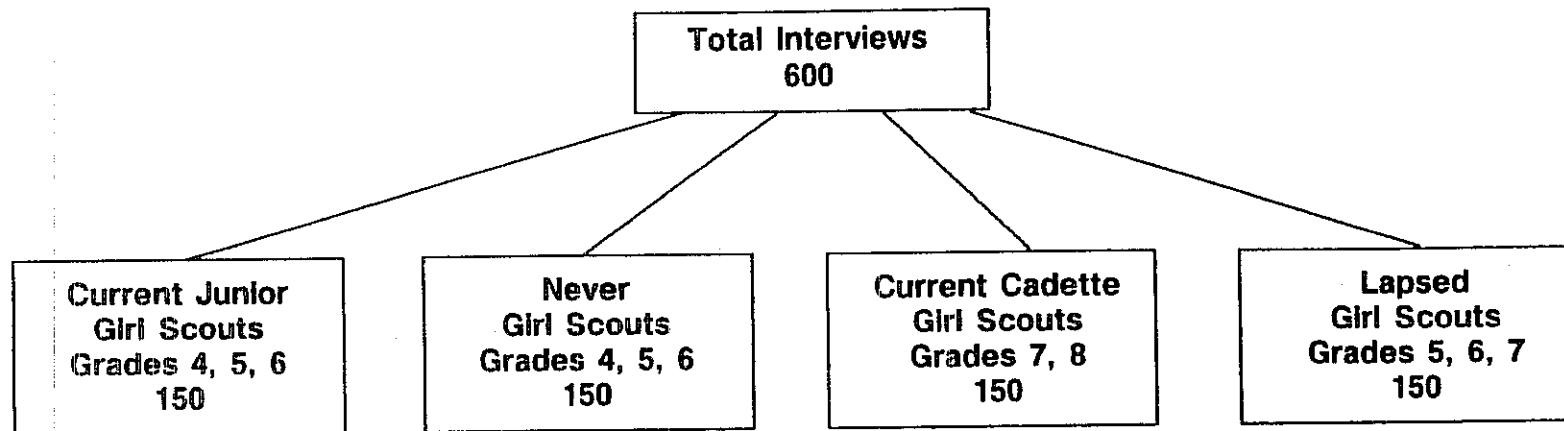
- To identify ways Girl Scouts of the U.S.A. can most effectively communicate with girls at the Junior and Cadette Girl Scout program age levels to increase interest in both joining and remaining in the Girl Scouts. Specifically:
 - To gain a full understanding of the underlying motivations for girls choosing to join/remain in the Girl Scouts and/or choosing other activities available to them
 - To identify the strengths and weaknesses of the Girl Scout image and program vis-a-vis "competitive" activities
 - To focus on Junior and Cadette Girl Scouts program age levels

The key end result to be actionable guidance for marketing, positioning and communications strategies

Introduction

Method

- Personal Interviews were conducted with girls in grades 4–8.



- Girl Scouts of the U.S.A. provided lists of names of current Girl Scouts and lapsed Girl Scouts
 - Never Girl Scouts segment recruited by random means
- Sample designed and balanced to approximate current Girl Scouts distribution with respect to:
 - Four major regions of the country
 - Study conducted in 22 markets
 - City/suburban/rural areas
 - Inclusion of racial and ethnic diversity
- The maximum sampling error is plus/minus 5% at the 80% confidence level. When comparing groups, a difference of 8% or more is statistically significant.

Introduction

Method

- **Telephone Interviews conducted in advance with parents and girls to:**
 - Confirm whether current or lapsed Girl Scout or Never Member
 - Obtain household demographics
 - Determine awareness of Girl Scouts among non-members
 - Obtain permission from parent for interview and schedule time and place
 - Interviews conducted in central location facilities
 - Interviews conducted privately with girl. Parent not in same room.
- **Interviews conducted during February 1992**

Introduction

Leader Study

- **A separate study among Girl Scout leaders also conducted**
 - Questionnaires mailed to 1,000 Junior and Cadette Girl Scout leaders in same markets as girls
 - Purpose to obtain leaders' perspective on some of same questions asked of girls
 - Leaders' own perceptions of desirable attributes and benefits of activities for girls
 - Leaders' perceptions of what girls consider desirable
 - Leaders' perceptions of Girl Scouts' "personality"
 - Thus, direct comparisons can be made between responses from leaders and from girls
- **Leader study reported as separate companion report with results compared and contrasted to these results.**

Introduction

Grade Level/Age of Girls

	Junior Girl Scouts %	Never Members %	Lapsed Members %	Cadette Girl Scouts %
Fourth grade	49	46		
Fifth grade	33	35	14	
Sixth grade	18	19	64	
Seventh grade			22	63
Eighth grade				37
Median age	10.1	10.2	11.5	12.7

- By design, the Never Members grade distribution matches that of Junior Girl Scouts
- Distribution of Lapsed Members within grades 5-7 reflects actual distribution in Girl Scouts' files
 - Skewed a year and a half older than Junior Girl Scouts and a year younger than Cadette Girl Scouts
 - Thus Junior Girl Scouts and Never Members represent the younger portion of the sample and Lapsed Members and Cadette Girl Scouts represent the older portion

I. The Girl Scout Experience

I. The Girl Scout Experience

Source of Initial Awareness

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %*	Lapsed Members (Grades 5,6,7) %*	Cadette Girl Scouts (Grades 7,8) %*
Friends	45	49	46	37
Parents/family	25	7	23	40
School	15	23	18	18
TV/newspaper/signs	2	6	-	-
All other	13	10	13	9
Don't remember	7	9	3	7

- Friends are the greatest source of initial awareness of Girl Scouts, but family as the source of awareness is predictor of membership
- Among Cadette Girl Scouts, girls' memory of initial awareness focuses on family to the same extent as on friends
- Few Never Members credit parents/family as the source of initial awareness of Girl Scouts

□ = Indicates relevant and significantly higher.

○ = Indicates relevant and significantly lower.

* Multiple response

I. The Girl Scout Experience

Family Girl/Boy Scouting Experience

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %*	Lapsed Members (Grades 5,6,7) %*	Cadette Girl Scouts (Grades 7,8) %*
Have Family Background (net)**	83	43	80	88
Mother Girl Scout leader	34	8	29	50
Mother Girl Scout	42	22	35	48
Sister Girl Scout	38	15	40	57
Brother Boy Scout	34	13	30	44
No family background	17	57	20	12

- Family tradition of Girl Scouting (or Boy Scouting) a clear predictor of joining Girl Scouts, particularly mothers' involvement
 - Relationship between joining and family Girl or Boy Scouting background extends to Lapsed Members as well as to current members
 - Never Members have relatively little family background in Girl/Boy Scouting
 - Cadette Girl Scouts have strongest background on every dimension

* Multiple response

** (net) indicates total number of unduplicated respondents)

I. The Girl Scout Experience

Main Reasons for Joining Girl Scouts

	Junior Girl Scouts (Grades 4,5,6) %*	Lapsed Members (Grades 5,6,7) %*	Cadette Girl Scouts (Grades 7,8) %*
Activities (net)	66	52	57
Many/different activities	32	24	23
Camping/sleep overs	18	15	19
Trips	17	19	17
Learn new things	12	8	6
Helping people	8	3	6
Arts/crafts/making things	7	8	5
Earning badges/patches	6	1	5
Selling cookies	5	5	3
Friends' Influences	48	59	58
Thought it would be fun	23	23	26
Family Influence	12	14	15

■ The variety and multitude of Girl Scouts activities are the main draw for Junior Girl Scouts. Activities are eclipsed somewhat by friends' influence among Lapsed Members and Cadette Girl Scouts.

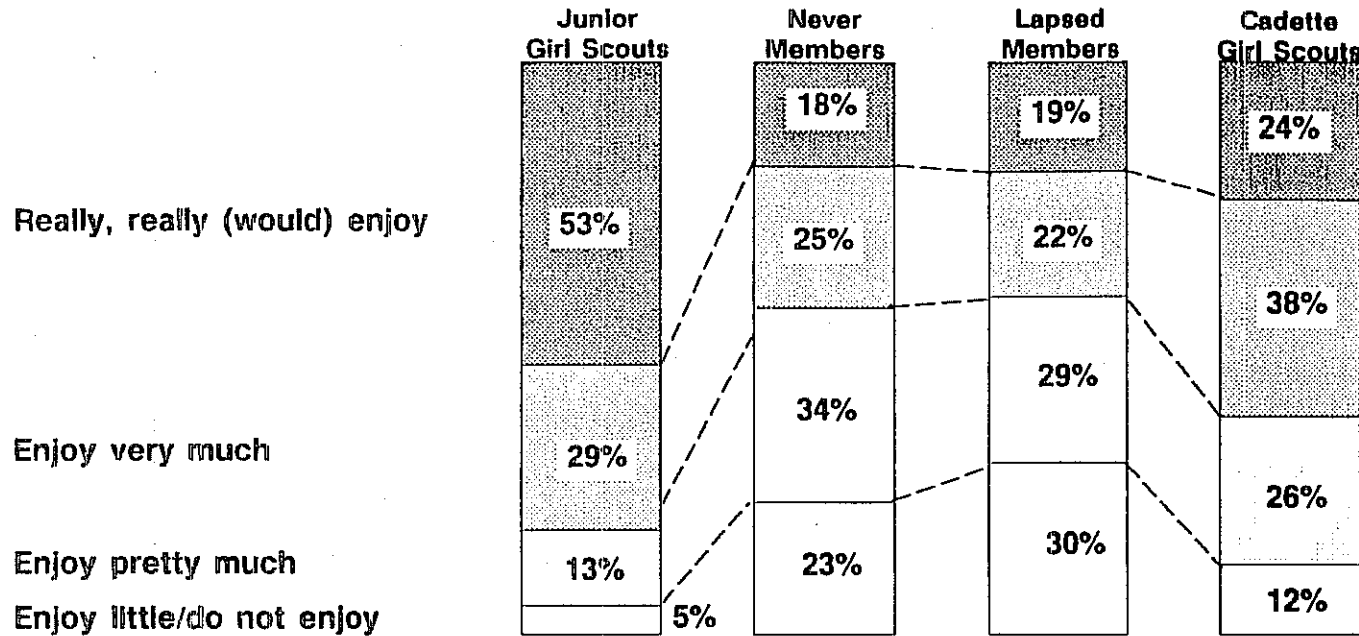
■ Camping and trips are particular favorites

■ Few girls credit family as the primary influence

* Multiple response

I. The Girl Scout Experience

Enjoyment/Potential Enjoyment of Girl Scouts



- Junior Girl Scouts are the most enthusiastic members
- Cadette Girl Scouts are considerably less enthusiastic
 - Nevertheless, 62% very much enjoy membership
- Approximately 40% of all non-members indicate they think they would very much or really, really enjoy being a Girl Scout

I. The Girl Scout Experience

Membership Plans for Next Year

	Junior Girl Scouts				Cadette Girl Scouts		
	Total	4th Grade	5th Grade	6th Grade	Total	7th Grade	8th Grade
Yes, definitely	62	71	54	48	41	44	37
Yes, probably	27	18	39	29	38	38	39
Not sure	7	9	5	6	9	8	11
Probably, definitely not	4	2	2	17	12	10	13

- 11% of Junior Girl Scouts and twice as many Cadette Girl Scouts do not say they plan to remain Girl Scouts next year
 - Becoming less committed each successive grade, but not ruling out membership
 - A particular sharp increase in plans to drop out occurs in 6th grade
- The small base of Cadette Girl Scouts who were not sure about next year or planning to drop out (29 girls) were asked for their reasons. Their responses were:
 - Don't like activities/boring activities (12 girls)
 - Not enough time (10 girls)
 - Not available/troop disbanding (6 girls)
 - A handful of miscellaneous reasons

I. The Girl Scout Experience

Reasons Lapsed Members Dropped Out

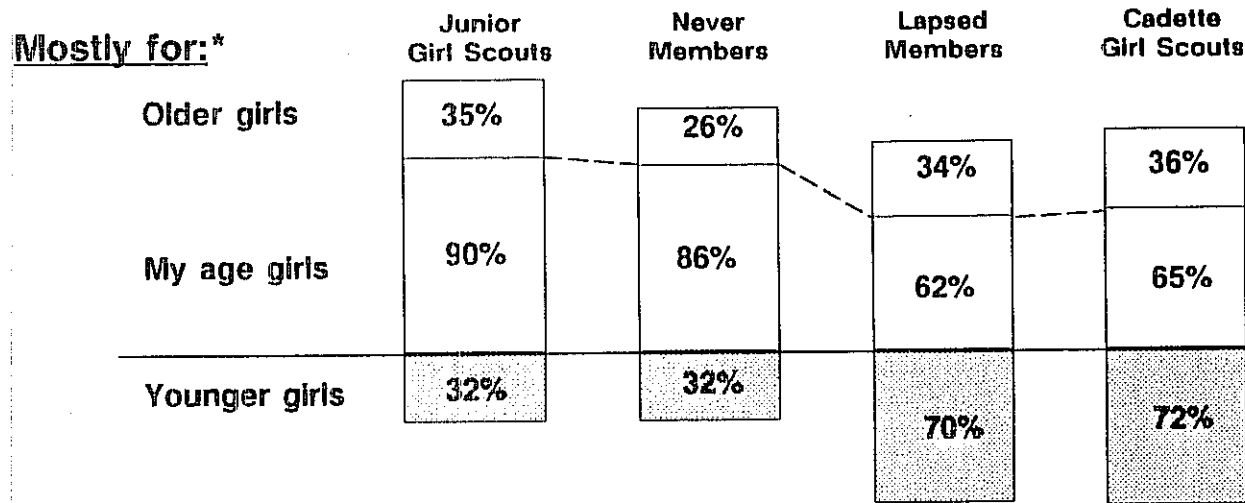
	Lapsed Members (Grades 5, 6, 7) %
Don't want "all girl" group	20
Have too much homework	20
Conflict with religious activities/group	11
Not enough time	9
Prefer other activities	7
Don't like selling cookies	5
Don't know	35

- The "all girl" aspect and homework are the major reasons given for dropping out
- Other time constraints also are given as major reasons, but these may mask insufficient interest in Girl Scouting among these girls
- A third of girls could not articulate why they left

II. Close-Up on Girl Scouts

II. Close-Up on Girl Scouts

Perceptions of Target Age



When asked whether Girl Scouting is mainly for girls their own age, and/or older/younger girls, girls gave multiple answers.

- The younger half of the sample perceive the target age for Girl Scouts primarily as their own age
- The older half perceive the target age to be both their own age and younger
- Few in any age group perceive the Girl Scouts as targeted to girls older than themselves
 - Especially Never Members who are a young group
- The younger age skew perceived by older girls may well be a reason older girls drop out

* Multiple response

II. Close-Up on Girl Scouts

Free Association About Girl Scouts (In Rank Order)*

Junior Girl Scouts	Never Members	Lapsed Members	Cadette Girl Scouts
<ul style="list-style-type: none"> ■ Trips (44%) ■ Camping (38%) ■ Crafts/making things (32%) ■ Cookies (31%) ■ Drawing/painting (29%) ■ Badge/patch projects (27%) ■ Being with other girls (26%) ■ Games (24%) ■ Conversation/interaction with girls (22%) 	<ul style="list-style-type: none"> ■ Cookies (45%) ■ Crafts/making things (36%) ■ Camping (34%) ■ Trips (22%) ■ Uniform (21%) ■ Conversation/interaction with girls (16%) ■ Drawing/painting (15%) ■ Being with other girls (15%) 	<ul style="list-style-type: none"> ■ Camping (48%) ■ Cookies (38%) ■ Trips (33%) ■ Crafts/making things (28%) ■ Being with other girls (27%) ■ Badge/patch projects (18%) ■ Conversation/interaction with girls (17%) 	<ul style="list-style-type: none"> ■ Camping (54%) ■ Trips (45%) ■ Cookies (37%) ■ Being with other girls (29%) ■ Badge/patch projects (24%) ■ Crafts/making things (21%) ■ Community service (20%) ■ Conversation/interaction with girls (18%)

■ **Trips, camping and cookies are among the top 5 free associations among all groups**

■ Free association by Never Members is most often stereotypical "cookies", and they also are the only group to include the uniform.

■ **Crafts and artwork are very frequently mentioned, especially by younger girls**

■ **Being with other girls is among the top-of-mind associations among older girls**

■ **Not mentioned with any frequency are challenges, goal setting, leadership, etc.**

* Included are mentions of 15% or more.

Note: A girl may have more than one mention.

II. Close-Up on Girl Scouts

Ratings of Girl Scouts Activities

- Girls were asked to rate Girl Scouting activities on a 5-point scale which was converted to a "0" to "100" scale as follows:

Terrific	"5" = 100
Like very much	"4" = 75
Is okay	"3" = 50
Don't like	"2" = 25
Hate	"1" = 0

- Scores for each activity were grouped as follows:

85-100	= Very high
75-84	= High
65-74	= Moderate
50-64	= Low
Under 50	= Very low

II. Close-Up on Girl Scouts

Ratings of Girl Scouts Activities/Features

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %	Lapsed Members (Grades 5,6,7) %	Cadette Girl Scouts (Grades 7,8) %
Trips to new places	Very high	Very high	Very high	Very high
Helping others	Very high	Very high	Very high	High
Doing new things	Very high	Very high	High	Very high
Earning badges/patches	Very high	High	Mod	Mod
Helping reach new goals	High	High	Mod	High
Meeting different kinds of people	High	High	High	High
Girl Scout leader	High	-	Low	High
Girls in troop	High	-	Mod	High
Girl Scout camp	High	Mod	High	High
Learning right from wrong	High	High	Mod	High

(Continued on next page)

II. Close-Up on Girl Scouts

Ratings of Girl Scouts Activities/Features

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %	Lapsed Members (Grades 5,6,7) %	Cadette Girl Scouts (Grades 7,8) %
Selling cookies	High	Mod	Mod	Low
Teaching you about yourself	High	High	High	High
Being in all girl group	High	Mod	Mod	Low
Teaching new skills	High	High	Mod	Mod
Teaching team work	High	High	Mod	Mod
Learning about nature	High	High	Mod	Mod
Opportunity to be a leader	High	High	Mod	Mod
Special ceremonies	Mod	Low	Low	Low
Girl Scouts uniforms	Very low	Very low	Very low	Very low

II. Close-Up on Girl Scouts

Personality Comparison: Self and Girl Scouts

- Girls evaluated themselves on a number of personality characteristics, both positive and negative.
 - “Tell me if you are a lot like this word ...”
- In a separate exercise thereafter, they were requested to evaluate the personification of Girl Scouts, a common exercise done in marketing research for making image comparisons.
 - “Let’s pretend that Girl Scouts is a real person. What would that person be like?”
 - Same list of characteristics used to evaluate girl used to evaluate “Girl Scouts as a person”.

II. Close-Up on Girl Scouts

Personality Comparison: Self and Girl Scouts

- Girls describe both themselves and Girl Scouts in positive ways, but some revealing differences occur.
- All agree that Girl Scouts, more than they, are sure of themselves, serious and a leader.
 - All but Lapsed Members add nice and sweet to the list.
- Other than these characteristics, Junior Girl Scouts find essentially no key differences between themselves and Girl Scouts.
- Remaining segments all agree that they, more than Girl Scouts, are athletic, make people laugh, like boys, and are like their idol.
- Never Members say they are more shy than the Girl Scouts person.
- Lapsed Members say they are more friendly and, along with Cadette Girl Scouts, say they are more fun and cool.
 - Further possible clues to why Lapsed Members drop out.
- Cadette Girl Scouts seem to reveal a sense of insecurity in their assessment of themselves, saying they are less caring, friendly, happy, exciting, smart and popular-- than the Girl Scout person.

II. Close-Up on Girl Scouts

Personality Comparisons: Junior Girl Scouts

I am More:

Good student (78%-71%)*

Like my Idol (42%-33%)

We are Both Equally:

Caring (92%-92%)

Respect elders (87%-92%)

Friendly (85%-88%)

Happy (76%-82%)

Fun (74%-75%)

Make people laugh

(67%-64%)

Exciting (66%-72%)

Smart (63%-68%)

Busy (57%-62%)

Athletic (45%-43%)

Like boys (30%-29%)

Cool (26%-29%)

Different (23%-24%)

Shy (16%-12%)

Girl Scouts is More:

Nice (74%-86%)

Sweet (56%-71%)

Sure of herself (53%-72%)

Serious (53%-72%)

Popular (29%-39%)

A leader (25%-66%)

* 1st percentage indicates a lot like me/2nd percentage indicates a lot like Girl Scouts)

II. Close-Up on Girl Scouts

Personality Comparisons: Never Girl Scouts

I am More:

Make people laugh

(58%-43%)*

Athletic (55%-42%)

Likes boys (43%-18%)

Like my idol (40%-21%)

Shy (23%-13%)

We are Both Equally:

Caring (89%-91%)

Respect elders (87%-88%)

Friendly (80%-82%)

Good student (74%-70%)

Happy (73%-78%)

Fun (67%-62%)

Smart (63%-69%)

Exciting (56%-54%)

Busy (56%-61%)

Cool (30%-27%)

Girl Scouts is More:

Nice (63%-78%)

Sweet (49%-63%)

Sure of herself (49%-66%)

Serious (33%-41%)

Popular (25%-32%)

A leader (28%-69%)

Different (24%-32%)

* 1st percentage indicates a lot like me/2nd percentage indicates a lot like Girl Scouts)

II. Close-Up on Girl Scouts

Personality Comparisons: Lapsed Members

<p><u>I am More:</u></p> <p>Friendly (80%-73%)* Fun (69%-55%) Make people laugh (59%-41%) Likes boys (57%-31%) Athletic (45%-38%) Cool (31%-24%) Like my Idol (29%-11%)</p>	<p><u>We are Both Equally:</u></p> <p>Caring (86%-84%) Nice (74%-75%) Happy (71%-69%) Busy (64%-67%) Good student (59%-63%) Smart (57%-61%) Exciting (50%-50%) Sweet (48%-54%) Different (32%-31%) Popular (30%-31%) Shy (12%-10%)</p>	<p><u>Girl Scouts Is More:</u></p> <p>Respects elders (78%-88%) Sure of herself (39%-58%) A leader (31%-70%) Serious (27%-42%) Nerdy (0%-14%)</p>
---	--	---

* 1st percentage indicates a lot like me/2nd percentage indicates a lot like Girl Scouts)

II. Close-Up on Girl Scouts

Personality Comparisons: Cadette Girl Scouts

I am More:

Fun (71%-62%)
Likes boys (63%-34%)
Make people laugh (59%-41%)
Athletic (39%-30%)
Cool (26%-19%)

We are Both Equally:

Busy (73%-72%)
Good student (69%-74%)
Different (32%-33%)
Like my Idol (27%-22%)
Shy (12%-13%)

Girl Scouts is More:

Caring (84%-91%)
Friendly (78%-91%)
Respects elders (74%-88%)
Happy (72%-81%)
Nice (64%-83%)
Sweet (54%-63%)
Sure of herself (53%-73%)
Exciting (52%-63%)
Smart (52%-61%)
A leader (34%-84%)
Serious (31%-51%)
Popular (17%-29%)
Nerdy (2%-10%)

* 1st percentage indicates a lot like me/2nd percentage indicates a lot like Girl Scouts)

III. Current Environment for Girls

III. Current Environment for Girls

Weekday Activities Girls Report

(That take up most of their time)

	Junior Girl Scouts (Grades 4, 5, 6) %*	Never Members (Grades 4, 5, 6) %*	Lapsed Members (Grades 5, 6, 7) %*	Cadette Girl Scouts (Grades 7,8) %*
At home				
Homework/study	60	59	74	67
Watch TV	58	52	57	52
Have friends over	26	29	38	19
Reading/crafts/etc.	22	21	25	19
Chores	18	20	12	16
Video games/computer	16	15	18	13
Childcare	11	5	16	17
Just stay home	11	12	12	11

- ■ Homework and TV are the most mentioned activities among all groups. Older girls report more homework and more childcare than do younger segments
- ■ Lapsed Members are most apt to "have friends over"
 - ■ Cadette Girl Scouts are least likely

III. Current Environment for Girls

Weekday Activities Girls Report

(That take up most of their time)

	Junior Girl Scouts (Grades 4, 5, 6) %*	Never Members (Grades 4, 5, 6) %*	Lapsed Members (Grades 5, 6, 7) %*	Cadette Girl Scouts (Grades 7,8) %*
Away from home				
Sports/physical activities	48	46	52	50
Music lessons/dance/other cultural	29	28	23	22
At friends' house	18	24	31	24
School activities (e.g., clubs/band/etc.)	15	14	27	36
Religious activities	14	16	15	19

- Sports (e.g., team play/practice/etc.) are the most mentioned away from home activities with about half of all girls participating
 - No difference between members and non-members in this respect
- Cadette Girl Scouts and Lapsed Members report more school activities than younger segments
- Lapsed Members are most apt to socialize at friends' homes as well as having friends visit their own homes

* Multiple response.

III. Current Environment for Girls

Weekend Activities Girls Report

(That take up most of their time)

	Junior Girl Scouts (Grades 4, 5, 6) %*	Never Members (Grades 4, 5, 6) %*	Lapsed Members (Grades 5, 6, 7) %*	Cadette Girl Scouts (Grades 7,8) %*
At home				
Watch TV	42	39	49	41
Have friends over	33	31	40	23
Reading/crafts/etc.	15	12	18	16
Homework/study	15	14	20	21
Chores	11	15	13	14
Video games/computer	11	14	16	10
Just stay home	8	7	8	10

- **Lapsed Members continue to exhibit more involvement with friends than others**
 - As with weekdays, fewer Cadette Girl Scouts report friends' visits to their home on weekends
 - But visit friends' homes (weekdays and weekends) in equal proportion to other girls

* Multiple response.

III. Current Environment for Girls

Weekend Activities Girls Report

(That take up most of their time)

	Junior Girl Scouts (Grades 4, 5, 6) %*	Never Members (Grades 4, 5, 6) %*	Lapsed Members (Grades 5, 6, 7) %*	Cadette Girl Scouts (Grades 7,8) %*
Away from home				
At friends' house	41	36	54	41
Sports/physical activities	34	37	35	30
Religious activities (net)	31	25	27	39
Attend services	27	23	24	33
Classes/lessons	4	4	7	8
Youth groups/social	3	2	5	12
Shopping with mom/dad	23	27	25	18
Shopping/mall with friends	12	16	29	42
Music lessons/dance/other cultural	8	3	7	10

■ Cadette Girl Scouts indicate less involvement with sports on weekends and more with religious activities than do other segments

■ As the oldest segment, they are most likely to go shopping and go to the mall with friends (not parents) than are younger girls

■ Lapsed Members consistently are most apt to socialize with friends

* Multiple response.

III. Current Environment for Girls

Girls' One or Two Favorite Activities

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %	Lapsed Members (Grades 5,6,7) %	Cadette Girl Scouts (Grades 7,8) %
Sports	44	52	48	39
At home activities (e.g. watch TV/ homework/read/friends over/etc.)	32	40	40	40
Girl Scouts	23	-	-	19
Music/dance lessons/other cultural	22	17	16	12
At friends' house	10	17	11	9
Religious activities	4	5	2	6
School activities/clubs (non-classroom)	3	6	10	16

- Sports activities are a favorite among all groups
 - Especially for Never Members
 - But less so among Cadette Girl Scouts than others
- At home activities rank second, chosen by fewer Junior Girl Scouts than others
- Girl Scouts is the favorite activity among only one in five members
- School activities, while at a relatively low level, are mentioned more by older girls
- Never Members prefer going to friends' home more than others

* Multiple response.

III. Current Environment for Girls

Girls' Idols

Girls were asked to name their idol, someone they "really admire a lot" in real life, on TV, in a book, etc.

- **No clear idol emerges**
- **Men are named by approximately one-in-four girls**
 - Slightly fewer younger girls than older girls name men
 - Those who first mentioned a man were requested to also name a woman
- **Entertainers and mothers are most frequently named among women**
- **Never Members name their friends more than others do, continuing to exhibit more involvement with friends than the Girl Scout segments do**

III. Current Environment for Girls

Girls' Idols: Females

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %*	Lapsed Members (Grades 5,6,7) %*	Cadette Girl Scouts (Grades 7,8) %*
Entertainers (net)	35	28	31	30
Singers	19	17	10	15
Actresses	17	10	20	12
Other	-	1	1	3
Relatives (net)	34	34	37	36
Mother	20	26	26	25
Sister	7	3	4	4
Other	7	5	7	7
Teacher/religious leader	5	6	5	4
Friend	4	16	8	8
Writers/authors	4	-	1	5
TV characters	4	4	-	-
Book characters	3	1	1	1
All others	3	6	6	6
None	8	5	11	10

* Multiple response.

III. Current Environment for Girls

Awareness of Organizations/Groups

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %*	Lapsed Members (Grades 5,6,7) %*	Cadette Girl Scouts (Grades 7,8) %*
YMCA/YWCA	51	45	57	66
Campfire Girls	22	20	12	22
4-H	19	18	18	34
Boys and Girls Club	17	14	25	29
Neighborhood group/club (includes ethnic such as Italian Center/African American Club, etc.)	15	16	22	18
Girls, Inc.	7	6	3	3

■ Overall, awareness of other organizations is at least as high among Girl Scouts as it is among non-members
 ■ Older girls are more knowledgeable than younger girls

* Multiple response.

III. Current Environment for Girls

Current Membership in Other Organizations

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %*	Lapsed Members (Grades 5,6,7) %*	Cadette Girl Scouts (Grades 7,8) %*
Member of any (net)	18	16	15	17
YMCA/YWCA	6	2	6	6
Neighborhood ethnic group	5	4	4	2
Boys and Girls Club	3	3	3	2
Campfire Girls	2	4	-	2
4-H	2	5	3	4
Girls, Inc.	-	-	-	1

- Limited membership in any competitive organizations reported, and no single organization stands out
- Non-members are no more likely than Girl Scouts to be members in other organizations

III. Current Environment for Girls

Transportation To/From After School Activities

	Junior Girl Scouts (Grades 4,5,6) %*	Never Members (Grades 4,5,6) %*	Lapsed Members (Grades 5,6,7) %*	Cadette Girl Scouts (Grades 7,8) %*
Parent drives	66	64	59	73
Walk	17	11	18	15
Friends' parents drive	12	11	17	19
Carpool	8	8	11	4
School bus	8	8	15	14
Ride bike	3	2	4	1
Other	2	3	3	2
Have transportation difficulties	17	21	35	26

Girls' own parents are the general means of transportation to/from activities
 Lapsed Members report more transportation difficulties than do other segments

* Multiple response

IV. Strategic Cube Analysis

IV. Strategic Cube Analysis

- **Girls were asked to rate each of 27 attributes and benefits in terms of its desirability for an ideal activity.**
 - **Attributes and benefits were identified through meetings with GSUSA staff**
 - **Each girl was asked to envision an ideal activity. The following question was posed for each of 27 attributes and benefits: "For the perfect activity for you, how much do you want it to be an activity that ... ?"**
 - **Ratings on 5-point scale:**
 - 5 = Something you really really want**
 - 4 = You want very much, but not really really much**
 - 3 = Something you want pretty much**
 - 2 = Something you want only a little**
 - 1 = Not at all something you want**
- **Desirability ratings used with perceptions of Girl Scouts and competing activities on some attributes to develop Motivating Power of Attributes**
 - **Illustrated on next page**
- **A "leverage" score was calculated for each attribute via a series of correlations to determine the extent to which each attribute contributes to the overall perception of activities. The leverage score for each attribute is then combined with its desirability score to develop the Motivating Power of the attribute.**

IV. Strategic Cube Analysis

B. Calculation of Motivating Power of an Attribute/Benefit in the Decision to Participate in an Activity

Self-Reported Desirability

5-Point Scale

Converted to 0-100 scale

Average Computed

Predictive Power of The Attribute (Leverage)

The degree to which each attribute contributes to (correlates with) overall ratings of activities

Converted to 0-100 scale

Average Computed



MOTIVATING POWER

Average of Two Measures

IV. Strategic Cube Analysis

High Motivating Power: 90 or More

Junior Girl Scouts	Never Members	Lapsed Members	Cadette Girl Scouts
<p> Feel good about yourself So much fun Make terrific new friends Never boring Feel important Can become very good at something Feel welcome, they want you Feel like a winner Be with other kids </p>	<p> Can be yourself Feel part of something special So much fun Never boring Can become very good at something Feel good about yourself Feel welcome, they want you Feel like a winner </p>	<p> So much fun Feel good about yourself Never boring Feel like a winner Can be yourself </p>	<p> Feel good about yourself So much fun Never boring Feel welcome, they want you Feel part of something special Feel important </p>

IV. Strategic Cube Analysis

Moderate Motivating Power: Between 75 and 90

Junior Girl Scouts	Never Members	Lapsed Members	Cadette Girl Scouts
<p> Feel part of something special Can be yourself Do very exciting things Makes Mom/Dad happy Adults you really like Feel close to others Meets at neat place Don't always do same thing Feel safe Talk about girl things without boys Learn a lot Lets you speak your mind </p>	<p> Feel important Makes Mom/Dad happy Do very exciting things Make terrific new friends Adults you really like Be with other kids Best friends want to do Feel safe Lets you speak your mind Meets at a neat place Learn a lot Adults you look up to Boys and girls Don't always do same thing </p>	<p> Feel welcome, they want you Make terrific new friends Feel important Do very exciting things Feel part of something special Become very good at something Feel close to others Be with other kids Boys and girls Adults not too strict Makes Mom/Dad happy Feel safe Best friends want to do Lets you speak your mind </p>	<p> Can be yourself Feel like a winner Do very exciting things Become very good at something Don't always do something Feel safe Make terrific new friends Be with other kids </p>

IV. Strategic Cube Analysis

Low Motivating Power: 75 or Less*

Junior Girl Scouts	Never Members	Lapsed Members	Cadette Girl Scouts
<p>Best friends want to do Adults not too strict Wear special clothes Adults you can look up to For girls that are really cool Boys and girls</p>	<p>Talk about girls things without boys Feel close to others Adults not too strict For girls that are really cool Wear special clothes</p>	<p>Adults you really like Talk about girl things without boys Learn a lot For girls that are really cool Wear special clothes</p>	<p>Feel close to others Lets you speak your mind Meets at a neat place Boys and girls Adults are not too strict Best friends want to do Makes Mom/Dad happy Learn a lot Talk about girl things without boys Adults you can look up to For girls that are really cool Wear special clothes</p>

* The attributes found to have low Motivating Power for girls are not explored further.

IV. Strategic Cube Analysis

- Girls were then asked to rate activities that may compete with Girl Scouting on the same 27 attributes. “Competing activities” are:
 - Free time at home or with friends
 - A sports activity
 - Choosing one they know best among gymnastics/swim team/basketball team/field hockey/etc.
 - School activities
 - Choosing from band/cheerleading/drama group/language club/etc.
 - Non-school activities
 - Choosing from Campfire Girls/Boys and Girls Club/community center group/religious youth group/etc.

We then conducted Strategic Cube Analysis which examines three areas simultaneously

- Motivating power of attributes in the selection of activities
- Girl Scout strengths
- Weaknesses of “competitive” activities

The analysis provides a complete “Blueprint for Action”

- Insights into key strengths and weaknesses
- Insights into key opportunities

IV. Strategic Cube Analysis

Girl Scouts versus Competition: Implications

		Girl Scouts Superior	Girl Scouts at Parity with Competition		Girl Scouts Inferior
			Both Excel	Neither Excel	
Motivating Power	High	Primary Advantage - Enhance	Price of entry - Maintain	Open Opportunity	Serious Weakness
	Moderate	Secondary Advantage	Price of Entry	Possible Opportunity	Secondary Weakness

- Summaries of Strategic Cube Analysis for each segment of girls are on the following pages
 - Special focus on Primary Advantages, Open Opportunities and Serious Weaknesses
 - Full Strategic Cube Analyses for Girl Scouts versus each competitive activity are in the Appendix

IV. Strategic Cube Analysis

Summary of Strategic Cube for Junior Girl Scouts

GIRL SCOUTS VERSUS:

	Sports	Free Time	Non-School Activities	School Activities (non-classroom)
Key Positioning Choices Girls Scouts Superior and Highly Motivating		Feel good about yourself Feel important Make new friends Become really good at something Feel welcome Feel like a winner Be with other kids		Feel important Be with other kids
Opportunities No Activity Excels and Highly Motivating	Feel like a winner	Fun Never boring/always enjoy	Fun Never boring/always enjoy Feel like a winner	Fun
Areas to "Fix"/Weaknesses Girl Scouts Inferior and Highly Motivating	Become really good at something			

IV. Strategic Cube Analysis

Summary of Strategic Cube for Never Members

GIRL SCOUTS VERSUS:

	Sports	Free Time	Non-School Activities	School Activities (non-classroom)
Key Positioning Choices Girls Scouts Superior and Highly Motivating		Become really good at something		
Opportunities No Activity Excels and Highly Motivating		Feel part of something special Feel good about yourself Feel welcome Feel like a winner	Fun Become really good at something	
Areas to "Fix"/Weaknesses Girl Scouts Inferior and Highly Motivating	Can be yourself Feel part of something special Fun Never boring/always enjoy Become really good at something Feel good about yourself Feel like a winner	Can be yourself Fun Never boring/always enjoy	Can be yourself Feel part of something special Never boring/always enjoy Feel good about yourself Feel like a winner	Can be yourself Feel part of something special Fun Never boring/always enjoy Feel good about yourself Feel welcome Feel like a winner

IV. Strategic Cube Analysis

Summary of Strategic Cube for Lapsed Members

GIRL SCOUTS VERSUS:

	Sports	Free Time	Non-School Activities	School Activities (non-classroom)
<p><u>Key Positioning Choices</u></p> <p>Girls Scouts Superior and Highly Motivating</p>				
<p><u>Opportunities</u></p> <p>No Activity Excels and Highly Motivating</p>		<p>Feel good about yourself</p> <p>Feel like a winner</p>	<p>Can be yourself</p>	<p>Feel good about yourself</p> <p>Can be yourself</p>
<p><u>Areas to "Fix" / Weaknesses</u></p> <p>Girl Scouts Inferior and Highly Motivating</p>	<p>Fun</p> <p>Feel good about yourself</p> <p>Never boring/always enjoy</p> <p>Feel like a winner</p> <p>Can be yourself</p>	<p>Fun</p> <p>Never boring/always enjoy</p> <p>Can be yourself</p>	<p>Fun</p> <p>Feel good about yourself</p> <p>Never boring/always enjoy</p> <p>Feel like a winner</p>	<p>Fun</p> <p>Never boring/always enjoy</p> <p>Feel like a winner</p>

IV. Strategic Cube Analysis

Summary of Strategic Cube for Cadette Girl Scouts

GIRL SCOUTS VERSUS:

	Sports	Free Time	Non-School Activities	School Activities (non-classroom)
Key Positioning Choice: Girls Scouts Superior and Highly Motivating		Feel good about yourself Feel part of something special Feel important	Feel good about yourself Feel welcome Feel important	Feel good about yourself Feel welcome Feel part of something special Feel important
Opportunities: No Activity Excels and Highly Motivating	Feel part of something special Feel important	Never boring/always enjoy		
Areas to "Fix"/Weaknesses: Girl Scouts Inferior and Highly Motivating	Fun Never boring/always enjoy	Fun		Fun Never boring/always enjoy

Conclusions

Conclusions

Junior Girl Scouts

- **Enthusiastic members**
 - Most have been a Girl Scout for at least two years
 - Encouraged to join by family and friends.
 - Intend to continue next year.
- **Enjoy activities**
 - Trips and camping are front-of-mind
 - Like "making things"/crafts
 - Earning badges/patches
 - Doing new things
- **Strong identification with Girl Scouts personality/image**

Conclusions

Junior Girl Scouts

- In sum, the Girl Scout experience truly does expand Junior Girl Scout horizons.
 - Be with kids/make new friends
 - Learn new things
 - Abundance and variety of activities
 - Help others
- They perceive no serious tangible shortcomings in Girl Scouts -- with one exception
 - They miss "becoming really good at something" which a sports activity conceivably would deliver to them
- But the fact is that most of them do drop out before becoming Cadette Girl Scouts
 - Reasons become clear from older girls' perceptions
 - Lapsed Members and Cadette Girl Scouts

Conclusions

Never Members

- **Do not reject Girl Scouts, but no incentive to join.**
 - Nearly half say they (probably) would very much enjoy being a Girl Scout
 - Family members have considerably less Girl or Boy Scouting background than families of current and lapsed Girl Scouts
 - And their families have not encouraged Girl Scout participation
 - The girls already have friends to visit/invite
- **No tangible factors apparent to prevent joining**
 - Transportation not a problem
 - Do not perceive Girl Scouts as too old or too young.
 - No apparent conflicts
 - Do not belong to other organizations
 - Current activities similar to Junior Girl Scouts
 - But the uniform may have put them off

Conclusions

Never Members

- **May perceive Girl Scouts as not mainstream.**
 - Different from most girls
 - Too serious
- **Perceptions of themselves may be inhibiting participation**
 - Shyness/fear of not being welcome
 - Want more athletics/play/fun
- **In sum, these girls are open to membership**
 - Need to be educated/inspired
 - Need to learn that Girl Scouts:
 - Are special
 - Are fun and interesting
 - Can make them a winner

Conclusions

Lapsed Members

- **Joined Girl Scouts for different reasons than current Junior Girl Scouts**
 - Friends were primary influence, not activities offered
- **Family influence almost the same as Junior Girl Scouts**
 - In terms of extent of family Boy or Girl Scouting background.
 - As a source of awareness of Girl Scouts.
- **Reasons for dropping out not directly communicated by girls with the exception of those who object to “just girls”.**
 - One in three give no reason for leaving.
 - Others blame homework, conflicts and just being too busy.
- **For some Lapsed Members, there seems to be dissatisfaction with Girl Scouts stemming from a disappointing experience within their troop.**
 - A less than ideal leader
 - The girl did not feel welcome, perhaps not accepted by other girls

Conclusions

Lapsed Members

- **Personality image of Girl Scouts among Lapsed Members is someone less friendly than they are.**
 - The only segment to feel that way.
- **For some Lapsed Members, the Girl Scout experience simply may not have been a turn-on.**
 - Not enough fun
 - Not enough interest generated
 - For younger girls
 - To what extent is the leader to blame?
- **In sum, it appears that a sizable portion of Lapsed Members may well have withdrawn because of a disappointing experience rather than rejection of Girl Scouts per se.**

Conclusions

Cadette Girl Scouts

- **Emerging from their childhood, Cadette Girl Scouts are a fragile segment.**
 - In terms of how they feel about Girl Scouts.
 - In terms of how they feel about themselves.
- **On the one hand, they are bonded to Girl Scouts.**
 - Ties of strong family Girl and Boy Scouting background and family encouragement
 - Years as a Girl Scout: happy experiences, personal growth and achieved goals.
- **On the other hand, other interests are surfacing to claim the limited time they have available and there is a sense that they are outgrowing Girl Scouts.**
 - More homework. Extra-curricular school activities a strong pull.
 - Not sports
 - Religious involvement: classes and youth groups
 - Boys
 - The freedom to go places (e.g., shopping) with friends
 - The predominance of younger girls in Girl Scouts.

Conclusions

Cadette Girl Scouts

- **Then too, some of the magic has worn off. Their interest in Girl Scout activities has waned.**
 - No longer enthused about earning badges and patches, ceremony or teamwork.
 - And -- they dislike selling cookies.
 - But still enthused about achieving goals.
- **Cadette Girl Scouts' respect and admiration of the Girl Scouts persona remains intact.**
 - Image of Girl Scouts is far more positive than their own self-image in ways that are important to emerging teens.
 - Happy/exciting/smart/sure of herself/popular/etc.
 - Reflecting their own lack of self confidence and insecurities.
- **In sum, there are opportunities for Girl Scouts membership to serve as a needed and credible resource to guide Cadette Girl Scouts through the more sensitive aspects of growing up.**
 - Making use of goals and activities to achieve self confidence in areas such as appearance/social situations/etc.
 - And skilled/caring leadership

Appendix

Appendix

Markets

■ Northeast

Bangor, ME
Boston
New Jersey/New York

■ North Central

Chicago
Cincinnati
Des Moines
Detroit
Fort Wayne
Kansas City

■ South

Atlanta
Jackson, MS
Jacksonville, FL
Louisville, KY
Memphis
San Antonio
Southaven, MS
Tuscumbia, AL
Washington, DC

■ West

Los Angeles
Phoenix
Portland
Sacramento

Appendix

Racial/Ethnic Distribution *

■ White	85.0%
■ African American	10.5%
■ Hispanic	4.5%

*Although girls of other racial and ethnic categories were participants in the research, the numbers were too small for a valid statistical comparison.