



Scouts Canada National Conference  
Conférence nationale de Scouts Canada  
Ottawa 2012

# Scouts Canada Attrition Analysis

National Conference, November 17, 2012

# Ipsos Research Study on Attrition

## Key finding

Having well-trained, prepared, effective leaders who can connect with the members and offer relevant, interesting activities will improve retention.

**But where do we start?**



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# The Approach



Understand  
the data

What is  
driving  
attrition?



Identify  
moments  
that  
matter

Where  
should we  
focus first?



Improve  
experience  
for moments  
that matter

What is  
our plan?  
How will we  
implement?



Track,  
Assess,  
& Adjust

Is it working?  
What else do  
we need to  
change?



# Understand the data

- Where is attrition highest vs. lowest
  - Geographically? By Section? By Scouter tenure?, where is attrition highest vs. lowest?
- What are the key drivers of member satisfaction and dissatisfaction? (not necessarily what people say is important)





# Identify the areas that matter most

Customer experience (volunteers and members) is determined by the emotions evoked as a result of a company's physical performance versus the customer's expectations.

**Customer experience is shaped in 5 areas that we need to understand :**

1. Expectation setting (communication, word-of-mouth, websites, etc)
2. Pre-enrolment interactions (when does someone realize they might "need" Scouting? How do they get information? etc)
3. Purchase interactions (enrolling, buying uniforms, etc)
4. Experience while a member
5. Reflection (what do members remember?)





# Improve the experience where it matters most

- Gain agreement on the areas we want to fix
- Define the desired "future state" for each area
- Create a working team (volunteers and members) to develop and prioritize ideas and solutions to get to future state
- Present for approval
- Assign project leads



## 4 Track progress and adjust as necessary

- Set up a system to collect member and leader feedback on an on-going basis.
- Set up system to collect and track member and volunteer satisfaction
- Supplement learning by conducting exit interviews



# Example of a high level experience map (for illustrative purposes only)

## Rationale

### Sample the Scouting Experience

e.g.: summer camp for \$30 which can be applied to fall registration fee

Scouting is not an activity - It's an experience. People may balk at the annual fee because they don't understand the experience and its impact. Summer camp might be a great way for kids to feel the experience at a time when parents are looking for ways to keep them occupied and out of trouble

### Welcome Package

Each member receives a personalized package to take home. The package welcomes them to scouting, congratulates them on their decision to join and reminds them of the benefits they will receive. A small token gift (e.g. - compass) is given.

A moment that matters is often the first day. It's what parents and kids remember.

### Year end "Report card"

A report is sent home to the parents and recaps the new experiences and skills their child has gained over the past year and what the benefits were. It's a celebration of progress towards the goal of being better people and citizens. Included is an early registration discount coupon.

The benefits of scouting are not entirely visible. If we don't make the benefits visible, scouting may be viewed as just an activity which can be easily displaced by other activities like hockey

### "Next Level" Promotion Package

At the end of a member's last year of their section, there is a "graduation" that celebrates the fact that they are now ready to enter the next scouting level. A package is given to take home to the parents, similar to the report card, that recaps all the benefits the child received over their time in the section. It also promotes the activities, new skills, and benefits of moving to the next section. Included is an early registration discount coupon.

Hypothesis: Graduating from a sector is another moment that matters. We need to make it a big deal and at the same time make it easy to enroll for the next year

# Example of a high level experience map (for illustrative purposes only)

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**Welcome Package**

**"Next Level" Promotion Package**

**Year end "Report card"**

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# Attrition Hypotheses

- 1 Quality of Program
  - Content
  - Number → Larger vs. smaller sections
  - Delivery → Leader experience & training
- 2 Number of Competing Activities
  - Rural vs. Urban
- 3 Continuity of Involvement
  - Summer programs
- 4 Change
  - Leader turnover
  - Transition years



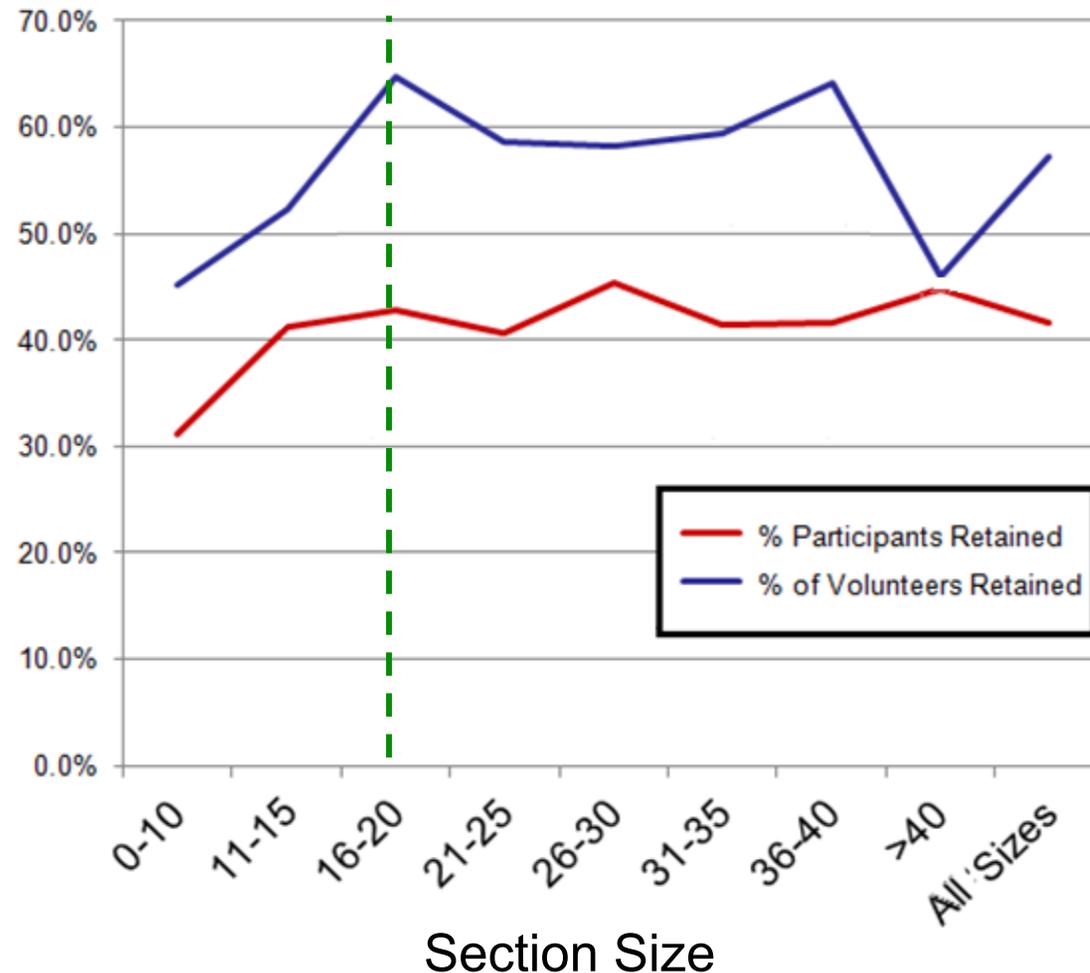
# Attrition Hypotheses

## 1 Quality of Program – Number

Large sections have lower attrition – True or False?

Colony sizes <16 kids have higher attrition

### Beavers



# Attrition Hypotheses

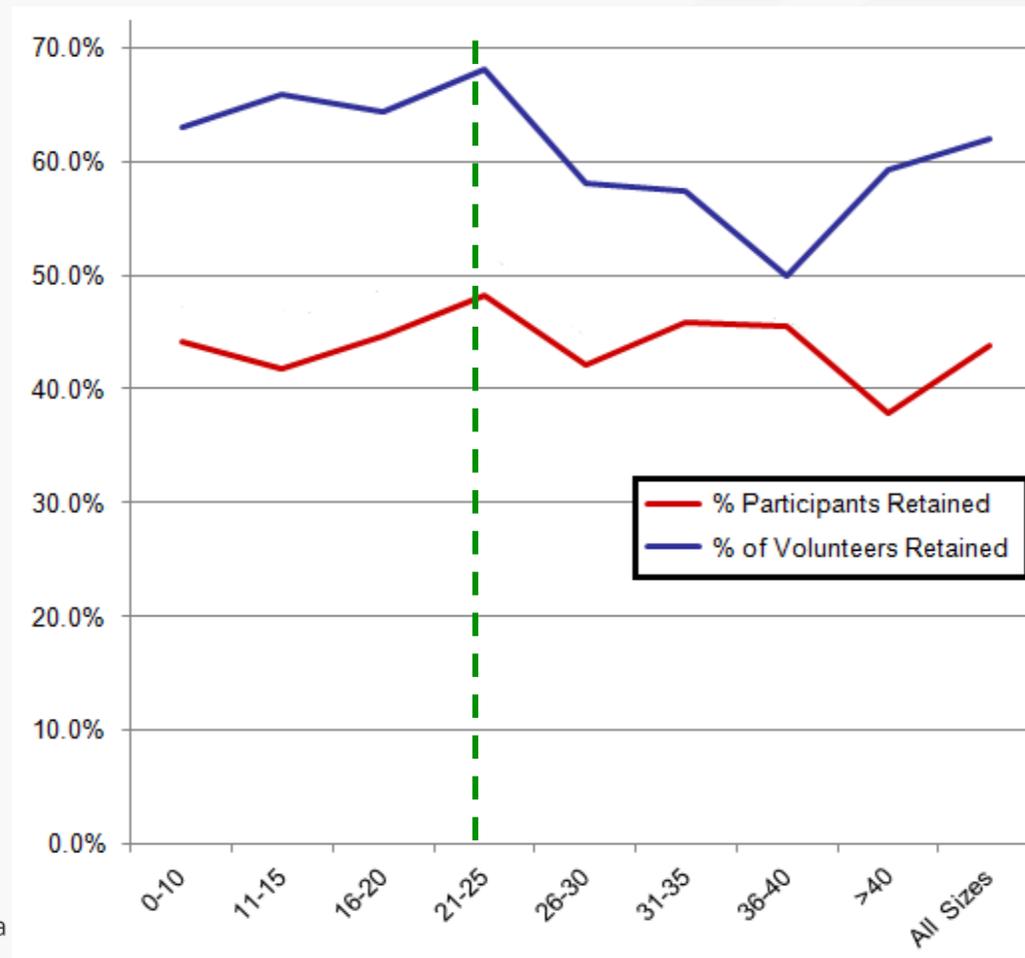
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Large sections have lower attrition – True or False?

Packs with 21-25 members have the highest retention

% Retained

### Cubs



Section Size



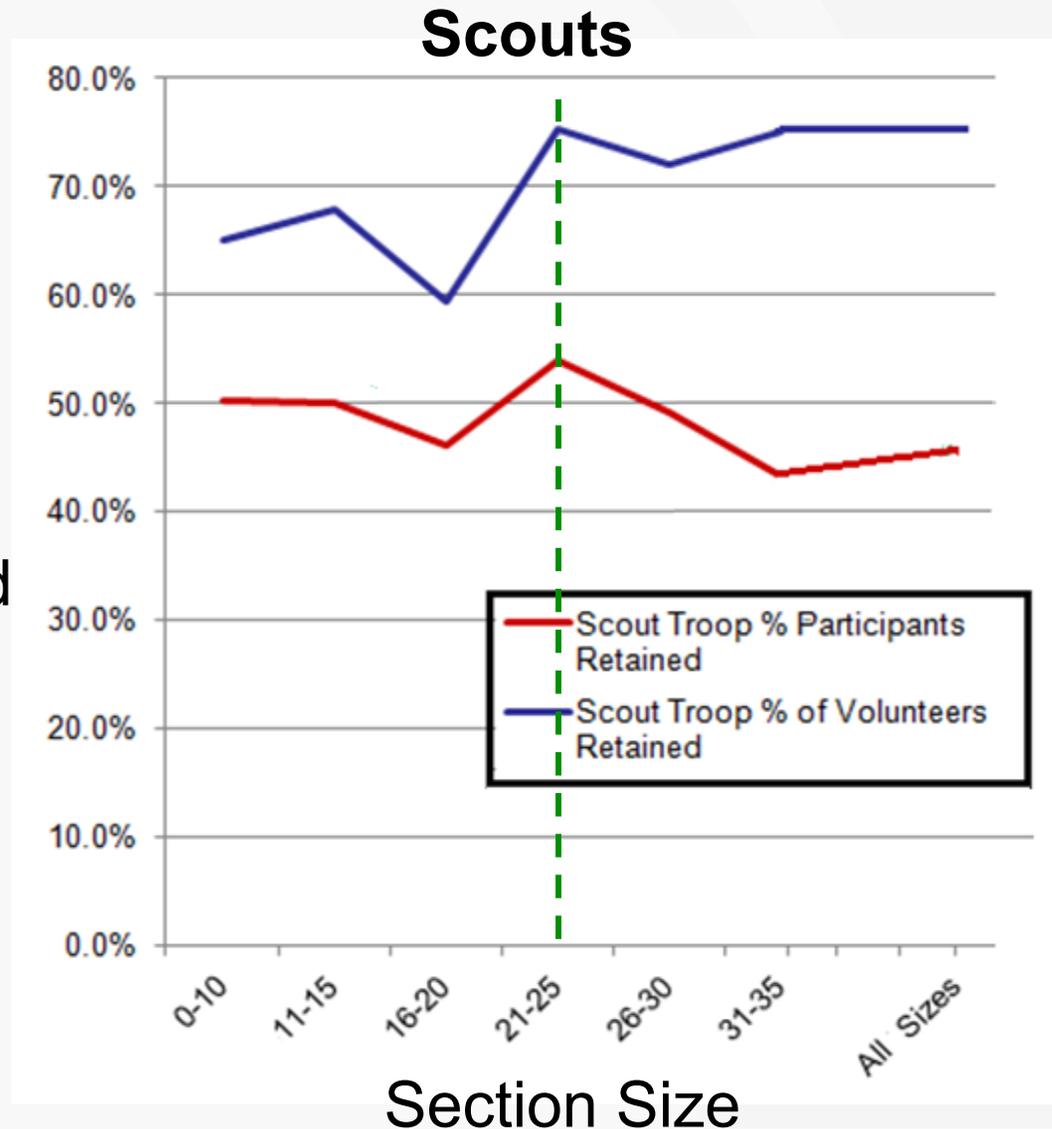
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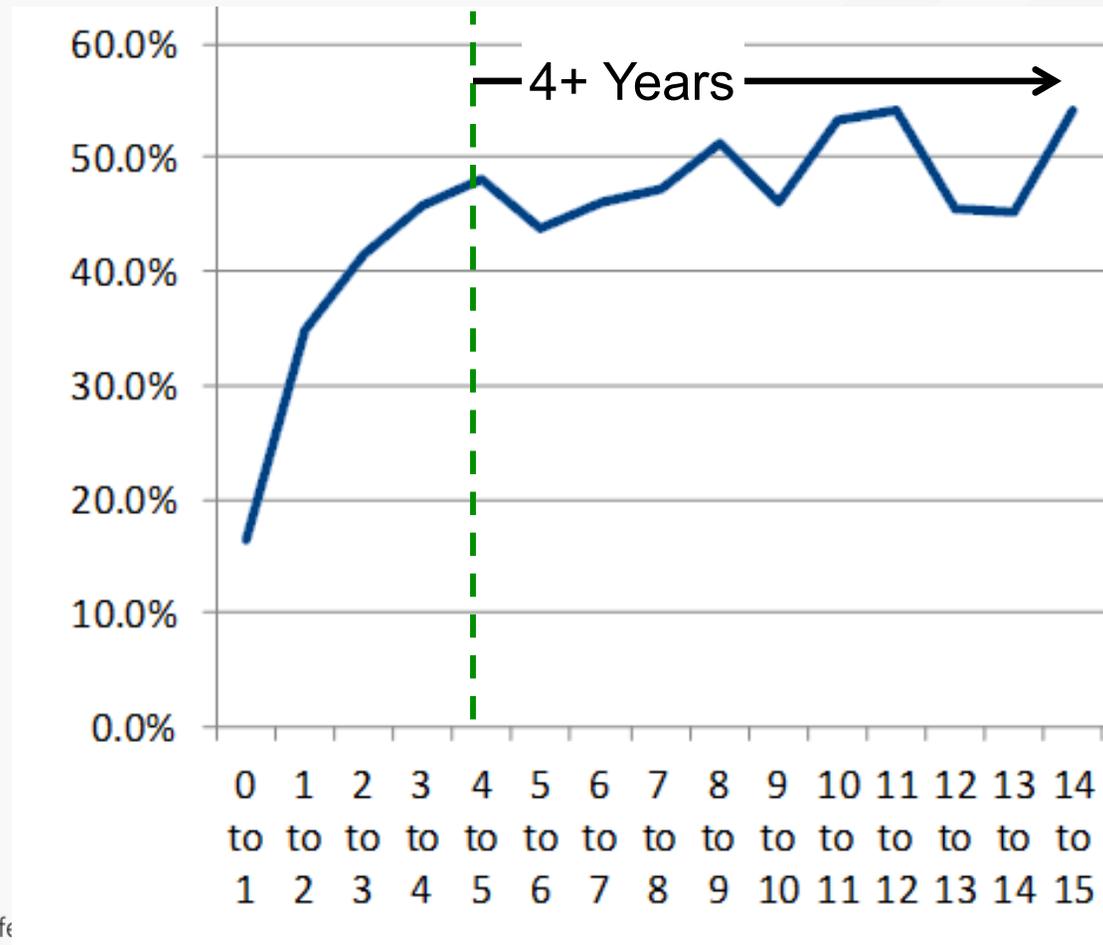


# Attrition Hypotheses

## 1 Quality of Program – Delivery

There is a correlation between Participant Retention and Leader Tenure

%  
Participant  
Retained

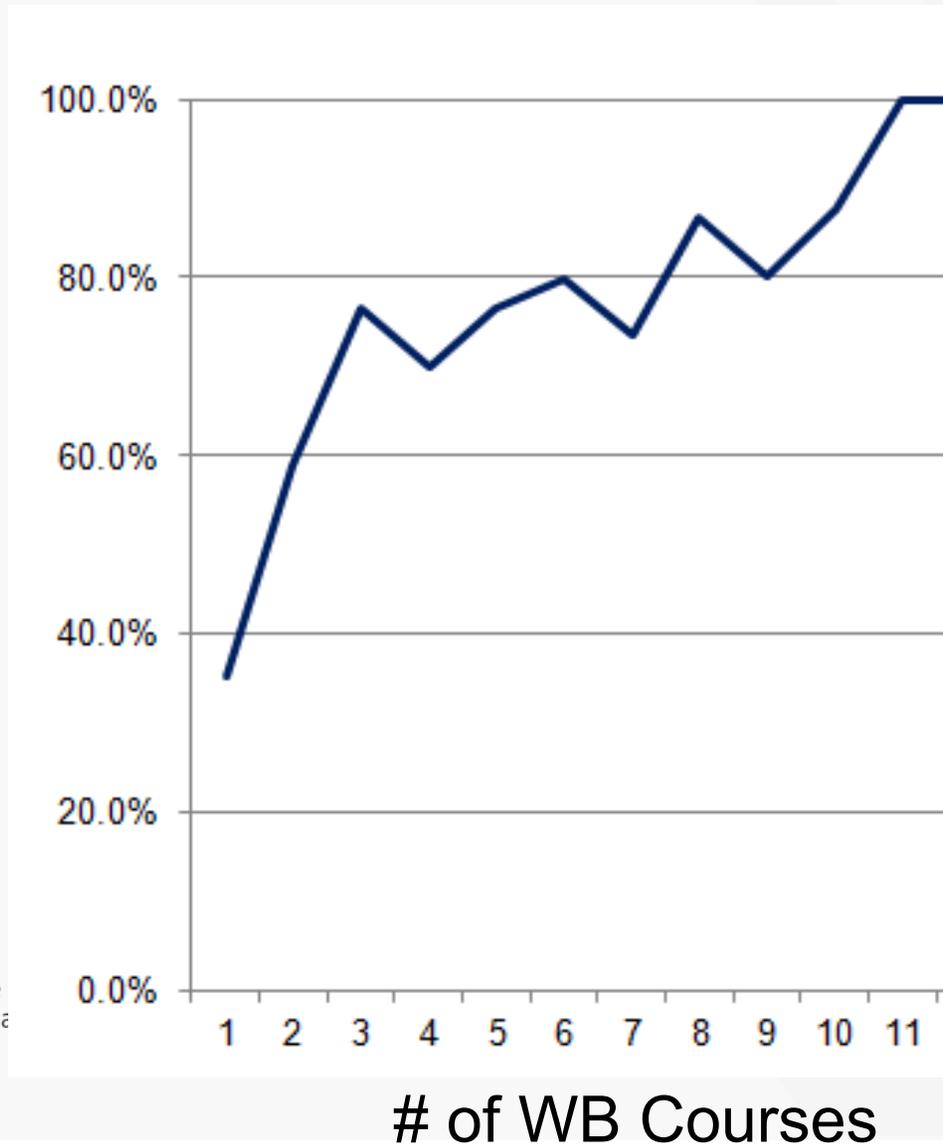


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Leader Tenure (Years)

# Leaders with longer tenure are better trained

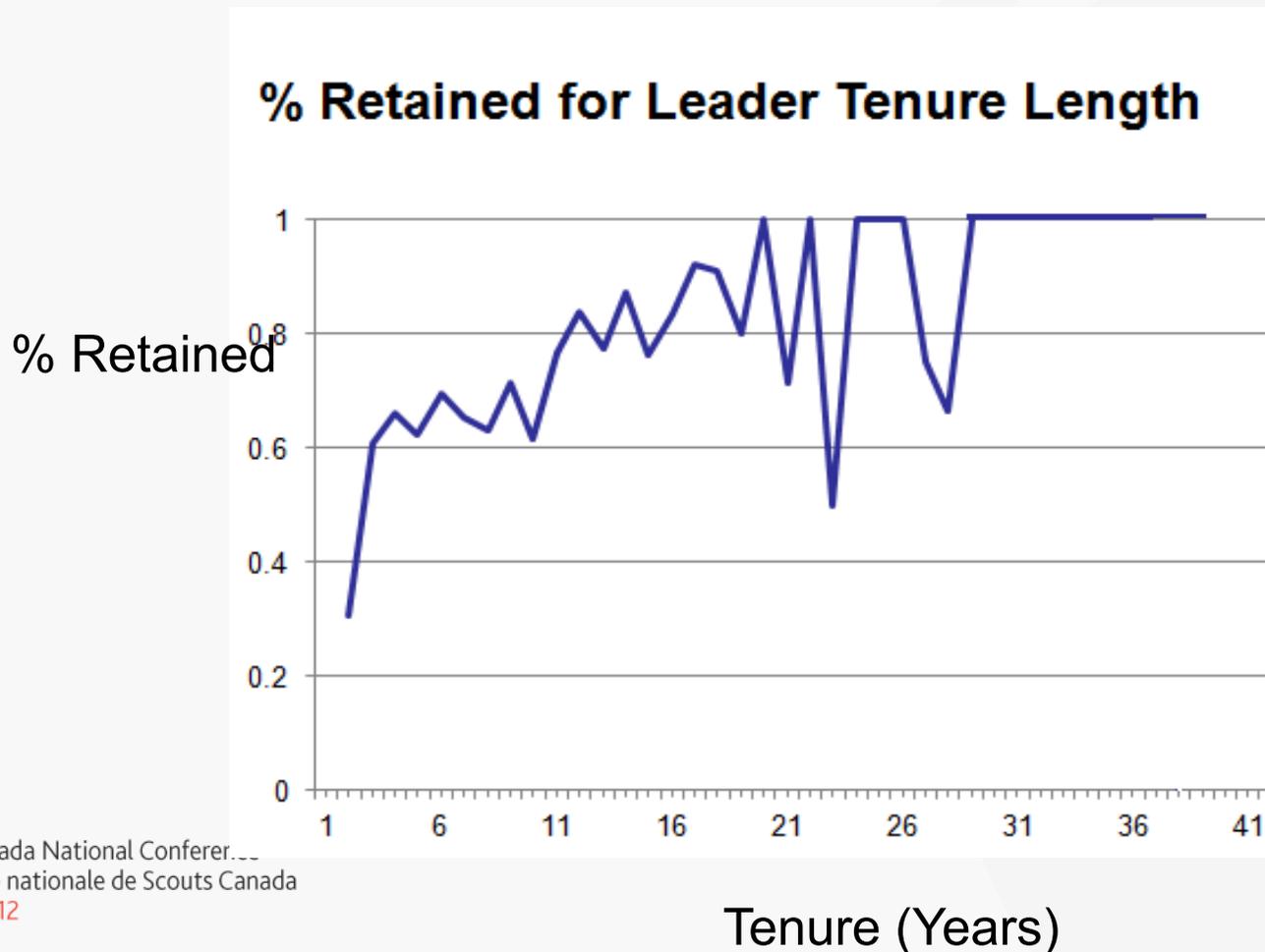
% Retained



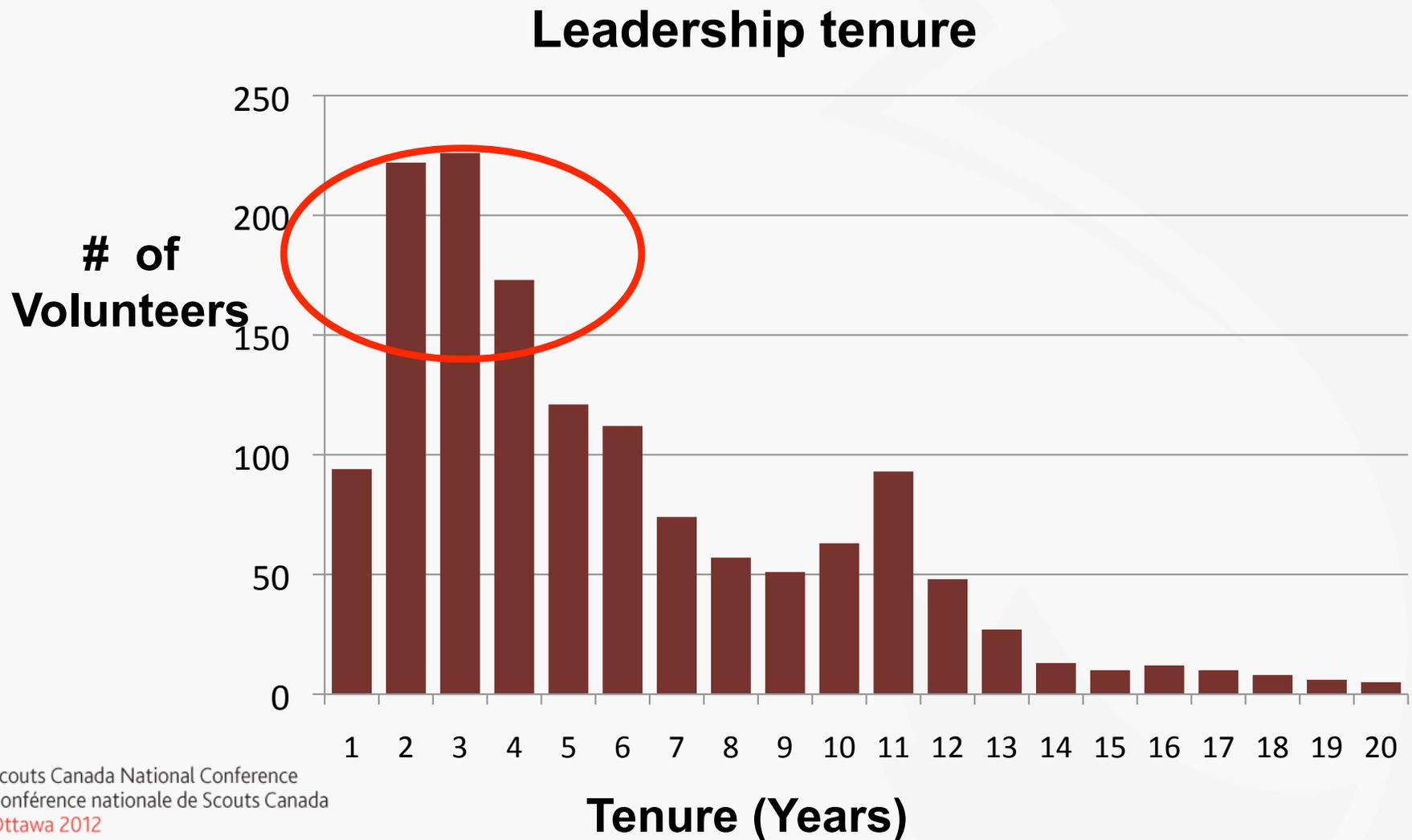
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# Retention increases as a leader's time within the organization increases.

The longer a leader is in Scouting, the more likely they are to stay



**If leaders have 4+ years experience,  
participant retention increases  
....but most leaders have < 4 years tenure**



# How volunteers are recruited explains average tenure

How did you become a Scouts Canada volunteer?

Response  
Percent

41.4%

64.3%

I was recruited when I signed my child up for the program



Do you currently have a child/grandchild who is a registered youth member of Scouts Canada?

Response  
Percent

Yes

58.6%

No

41.4%

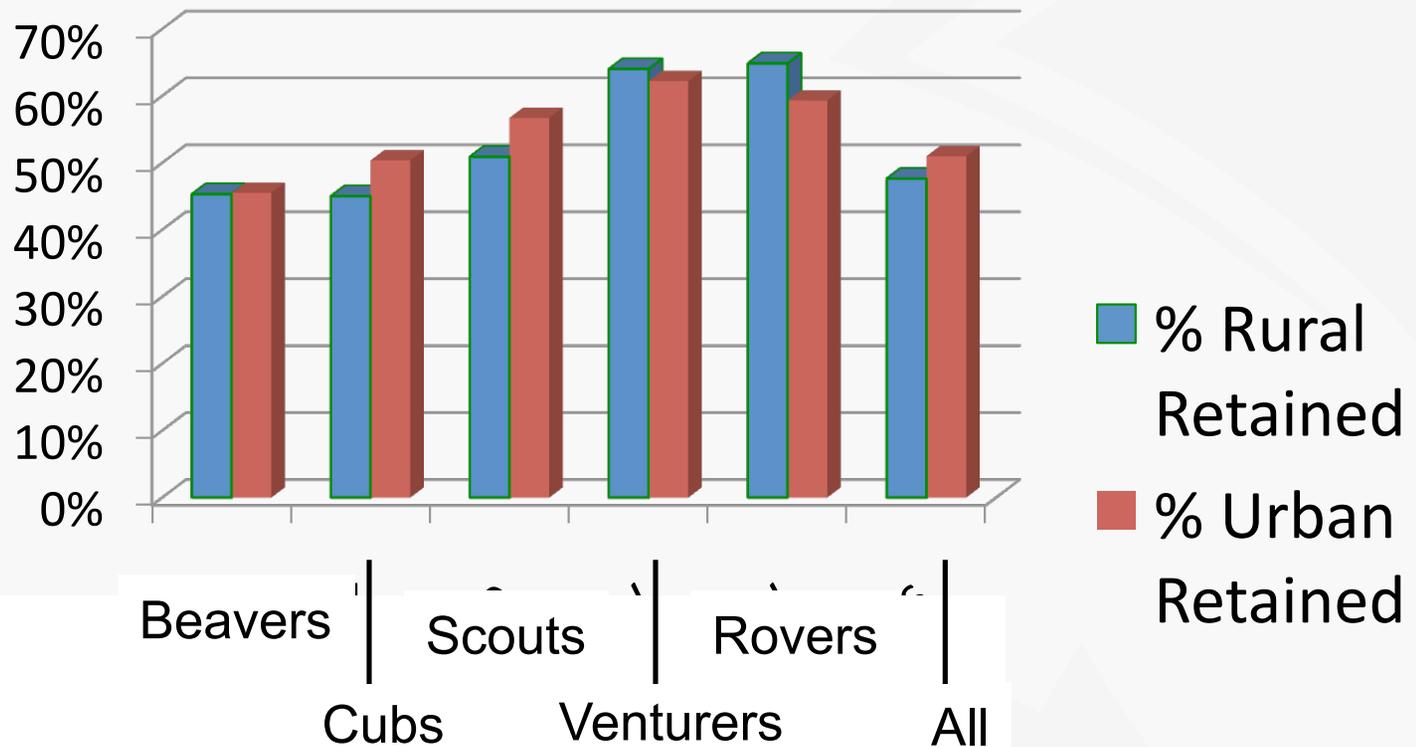


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# Attrition Hypotheses

## 2 Number of Competing Activities

There is no difference in retention rural vs. suburban.



## Attrition Hypotheses

### 3 Continuity of Involvement

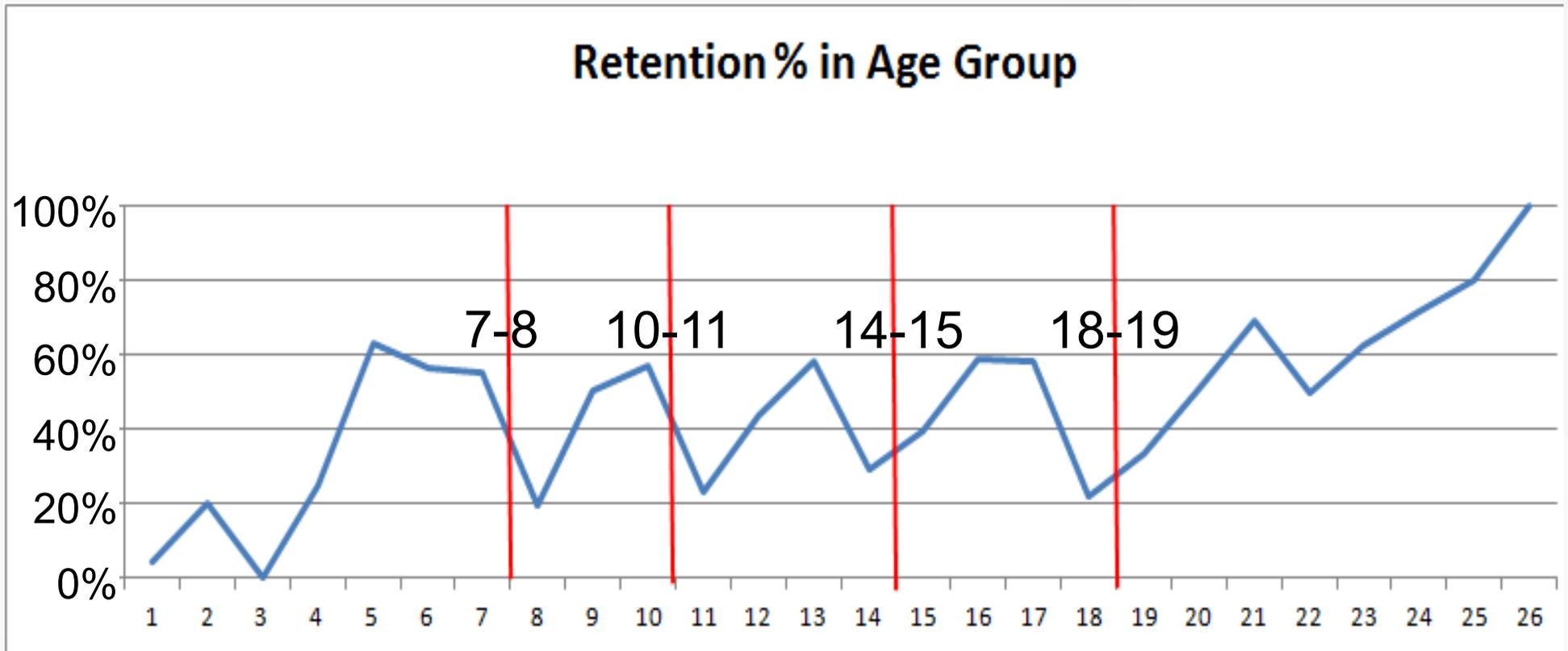
No data yet to confirm if attrition is lower for sections offering summer programs



# Attrition Hypotheses

## 4 Change

Attrition is highest for “graduating” participants



# Some Questions to Think About

## Retaining Volunteers

- How is volunteering “sold”?
- How can we ensure training timeline is followed?
- How can we ensure field contact is helpful and consistent?
- What are the drivers of volunteer engagement?
- How should we define and manage the volunteer experience?



# Some Questions to Think About

## Where Do Parents Fit In?



# Retaining Participants



- Need special retention initiative for “graduates”
- Need deep dive on drivers of parental decision to not re-enrol child. Do they see the value?
- Define and manage the participant, parent and volunteer experiences



## Next Steps

# Identify & action high impact, easy-to-execute solutions to reduce attrition

a. Identify root causes and key drivers of attrition	Mid Dec 2012
b. Identify opportunity areas and action high impact, easy-to-execute solutions	Winter 2013
c. Conduct annual satisfaction survey for youth and parents	Spring 2013
d. Identify those not planning to return and resolve where possible	Spring 2013
e. Define and brand the volunteer and participant experience	Fall 2013
f. Investigate an annual “Report Card” detailing value delivered	Spring 2014

