

Brand Strategy Guide

Girl Scouts of America



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Brand Overview

At its core, Girl Scouts exists to serve girls of all backgrounds and identities, providing them with experiences that foster personal growth, resilience, and social responsibility.

Girl Scouts of the USA is a youth leadership organization dedicated to empowering girls to discover who they are, what they care about, and how they can make a meaningful impact on the world. Founded in 1912 by Juliette Gordon Low, the organization was built on the belief that girls deserve opportunities to develop independence, confidence, and practical skills in a supportive, community-driven environment. From its earliest days, Girl Scouts has challenged traditional expectations of girlhood by encouraging exploration, leadership, and service beyond the home.

Through hands-on programs in entrepreneurship, STEM, outdoor education, and community service, Girl Scouts equips girls with skills that extend far beyond childhood. The iconic Girl Scout Cookie Program, first introduced in 1917, remains a cornerstone of the brand, teaching financial literacy, goal-setting, communication, and ethical leadership through real-world application.

Beyond individual skill-building, Girl Scouts plays a critical role in shaping future leaders and engaged citizens. The organization emphasizes values such as courage, empathy, inclusivity, and collaboration, encouraging girls to see themselves as capable agents of change. As cultural expectations around gender, leadership, and identity continue to evolve, Girl Scouts remains relevant by adapting its programming to reflect modern girlhood while staying rooted in its foundational mission.



Timeline

1915

Girl Scouts becomes a National Organization

The Girl Scouts of the United States is officially incorporated, expanding beyond local troops.



1944

Girl Scouts Serve during World War II

Girls support war efforts through community service, conservation, and aid programs, reinforcing civic responsibility.



1975

Celebrating International Women's Year

The organization openly embraces feminism, leadership, and gender equality on a global stage.



2018

STEM-related Badges Introduced

Badges in coding, robotics, and engineering reflect a shift toward future-ready skills and modern girlhood.

1920

First Girl Scout Handbook published

Formalizes values like self-reliance, citizenship, and skill-building that still define the brand.

1912

Girl Scouts is Founded

Juliette Gordon Low establishes Girl Scouts in Savannah, Georgia, with 18 girls, centered on leadership, service, and independence.



1930

Membership Surpasses 200,000 Girls

Marks Girl Scouts' rapid national growth and cultural relevance during the early 20th century.

1917

First Cookie Sale

Girls begin selling homemade cookies to fund troop activities, planting the seed for the iconic entrepreneurship program.



1950

Racial Inclusivity

National policies support integration, aligning the brand with equity and access.



1997

Girl Scout Cookies Go Digital

Online cookie sales and modernized operations signal adaptation to technology and changing consumer behavior.



Today

Changing the World through Girlhood.

New Brand Mission

The Girl Scouts of America empower, mentor, and provide meaningful experiences for young girls so they can strengthen their communities and the world, because strong futures begin with strong girlhoods.

Rebranding Objective

From wholesome childhood activities to a powerful launchpad for confident, capable young women, the reimagined Girl Scouts of America focuses on real-world impact rather than performative learning. The organization now emphasizes cross-age mentorship, hands-on experiences, and programs designed to make tangible contributions to communities. Modernized initiatives address mental health, climate action, and sustainability, reflecting a new wave of relevance. A stronger digital presence and deeper community engagement ensure that Girl Scouts remains a meaningful, forward-thinking space where girls develop skills, leadership, and confidence for the challenges of today and tomorrow.

Keywords

Empowering

Empowerment reflects the brand's commitment to giving girls the confidence, skills, and agency to take charge of their lives and make meaningful contributions to the world.

“True empowerment lies in empowering others”. - Juliette Gordon Low

Future Focused

Future-focused reflects Girl Scouts' unwavering commitment to preparing girls for the world they are growing into.

“It's not about where you come from; it's about where you're going.” - Juliette Gordon Low

Changemakers

Reflects a shift from passive learning to active impact, encouraging girls to identify real issues in their communities and take meaningful action.

“The work of today is the history of tomorrow, and we are its makers.” - Juliette Gordon Low

Personas

Personas help bring an audience to life. Rather than thinking about people as broad demographics, personas allow brands to understand the motivations, values, concerns, and behaviors of the individuals they are speaking to. By creating detailed, human-centered profiles, brands can design experiences, messaging, and programs that feel intentional and meaningful instead of generic.

In the context of brand strategy, personas are essential because they clarify who the brand is truly for, and just as importantly, who it is not for. They reveal what audiences care about, what influences their decisions, and how a brand can authentically support their needs.

For Girl Scouts, personas highlight the diverse families, caregivers, and girls who engage with the organization, while reinforcing its mission to build confidence, leadership, and community. Understanding these audiences ensures that the brand remains relevant, purposeful, and deeply connected to the people it serves.

Areas-of-Concern

[A] Building confidence and independence in girls

This means the Girl Scouts brand centers on helping girls believe in their abilities and make empowered decisions on their own.

[B] Preparing girls for real-world success and leadership

This means the Girl Scouts brand focuses on equipping girls with practical skills and experiences that translate beyond badges into everyday life and future careers.

[C] Providing safe, meaningful community and belonging

This means the Girl Scouts brand is rooted in creating an inclusive space where girls feel secure, supported, and part of something larger than themselves.



The Single Dad Trying to Figure out Girlhood

SEAN RICHARDSON

Age: 34

Occupation: Project Manager at hardscaping company

Location: Council Bluffs, Iowa

A single father raising daughters who wants to make sure they have strong female role models, community, and confidence. He values structure, safety, and programs that help his girls grow emotionally and socially in ways he may not fully understand himself. Girl Scouts becomes a trusted partner in supporting his daughters' development and sense of belonging.

[A] BUILDING CONFIDENCE AND INDEPENDENCE IN GIRLS

Sean often tries to encourage his daughters to make their own choices in new situations and trust their instincts because he knows the importance of being true to yourself.

Sean has taught himself to be comfortable in his own skin and practices this in front of his girls because he wants the same for his daughters.

[B] PREPARING GIRLS FOR REAL-WORLD SUCCESS AND LEADERSHIP

Sean lets the girls stay home alone for the two hours after school instead of their babysitter now that his oldest is 11 so that they can practice their independence.

He brings his daughters to work sometimes and lets them get their hands dirty so that they can understand job options in the real world.

[C] PROVIDING SAFE, MEANINGFUL COMMUNITY AND BELONGING

Sean regularly asks women at his church for girl advice so that he can understand and support his daughters.

Growing up Sean always found friendship with the boys on his sports teams and wishes his daughters were more interested in sports so that they could build more friends too.



The Curious Girl Craving More

ANANYA PATEL

Age: 8

Occupation: 3rd Grader

Location: Raleigh, North Carolina

A bright, imaginative young girl who feels bored or under-challenged at school or at home. She loves learning, creating, and asking questions, but wants those experiences to feel fun and hands-on. Girl Scouts offers her adventure, creativity, and leadership opportunities that turn learning into something exciting and empowering.

[A] BUILDING CONFIDENCE AND INDEPENDENCE IN GIRLS

Ananya often wishes she did not question herself and compare herself to her class mates because she knows confidence is important.

Ananya likes to pack her own lunch because she likes to feel more independent.

[B] PREPARING GIRLS FOR REAL-WORLD SUCCESS AND LEADERSHIP

Ananya is in an advanced placement class at school and finds pride in being academically successful because her parents instilled academic pride at a young age.

Ananya thinks about what she wants to be when she grows up because it is all so exciting to her to think about.

[C] PROVIDING SAFE, MEANINGFUL COMMUNITY AND BELONGING

Ananya has a hard time making friends at school but wants to make more because she has a lot of kindness to give.

Ananya wants an afterschool activity so that she has less free time and boredom.



The Strong Woman Raising Strong Women

ERICA SANCHEZ

Age: 37

Occupation: Biomedical Engineer

Location: Vashon, Washington

A busy, career-driven mother (often in STEM, tech, or leadership) who wants her latina daughter to grow up confident, capable, and independent. She values programs that encourage problem-solving, leadership, and real-world skills. Girl Scouts aligns with her belief in preparing girls to lead boldly and think critically about their futures.

[A] BUILDING CONFIDENCE AND INDEPENDENCE IN GIRLS

Erica is very sure of herself and headstrong and hopes her daughter will feel the same someday soon because she knows it can be hard to grow up as a minority.

Erica is an independent woman at heart and loves taking care of herself so that her daughter can look up to her.

[B] PREPARING GIRLS FOR REAL-WORLD SUCCESS AND LEADERSHIP

Erica is career-driven. She loves her job and feels real success in her life because she loves to be successful.

Erica wishes her daughter would take charge more and speak up more because she wants her to have more leadership skills.

[C] PROVIDING SAFE, MEANINGFUL COMMUNITY AND BELONGING

Erica's daughter does not leave the house and have as many extracurricular activities as she wishes she would so that she has a community of her own.

Erica wants her daughter to feel safe and included because as a young latina she knows how important it is.



The Alumni Continuing the Tradition

ANGELA WILLIAMS

Age: 29

Occupation: Product Designer

Location: Rome, Georgia

A former Girl Scout who fondly remembers the impact the organization had on her own confidence and character as a young African American. She wants her daughter to experience that same sense of community, growth, and tradition. She's eager to be involved as a volunteer or Troop leader.

[A] BUILDING CONFIDENCE AND INDEPENDENCE IN GIRLS

Angela tries to instill confidence and independence into her daughter because she remembers how it instilled in her as a young girl.

Angela notices her daughter is a bit more dependent on her than she wishes and knows becoming a Scout could help her so that she could find her own independence.

[B] PREPARING GIRLS FOR REAL-WORLD SUCCESS AND LEADERSHIP

Angela loves her job and feels like her daughter could be a natural leader if she were challenged more so that she could find success in her future career.

Angela values teamwork, communication, and accountability because of the group activity she participated in as a Scout.

[C] PROVIDING SAFE, MEANINGFUL COMMUNITY AND BELONGING

Angela wants her daughters to find the same community and belonging she felt as a child because it felt inclusive when school did not.

Angela misses the Scouts and knows she would love to become a troop leader or mentor for their local troop so that she could rejoin that community.



The Results First Dad

MIKE KINGSTON

Age: 42

Occupation: High School Teacher and Football Coach

Location: San Antonio, Texas

A parent who prioritizes measurable outcomes, rankings, and resume-building activities above all else. They prefer structured programs with clear competition, trophies, or academic acceleration and may see Girl Scouts as “too soft,” community-focused, or not rigorous enough. Because Girl Scouts emphasizes personal growth, leadership, and character over constant performance metrics, this parent may not view it as a worthwhile investment of time.

[A] BUILDING CONFIDENCE AND INDEPENDENCE IN GIRLS

Michael believes independence comes from alone time and figuring out things by yourself because that is how he did it.

Michael thinks confidence comes from trophies and good report cards because you can easily see your success.

[B] PREPARING GIRLS FOR REAL-WORLD SUCCESS AND LEADERSHIP

Michael has old school beliefs because he thinks a woman should be more family minded over career focused.

Michael wants his kids to focus on getting into college based on sport scholarships, rather than career aspirations because that is what his dad taught him.

[C] PROVIDING SAFE, MEANINGFUL COMMUNITY AND BELONGING

Michael lets his kids make friends with their teammates but the focus should be the competition so that they stay focused on winning.

Michael would not like to see his daughter belonging to a troop because he thinks that the Girl Scouts are “too soft” .



The Overscheduled Athlete

KENNEDY SPARKS

Age: 11

Occupation: 5th Grader

Location: Centre Hall, Pennsylvania

A girl whose schedule is already packed with sports, dance, or competitive extracurriculars. Her interests are narrowly focused, and she has limited time or desire for additional commitments. Girl Scouts may feel like “one more thing” rather than a priority.

[A] BUILDING CONFIDENCE AND INDEPENDENCE IN GIRLS

Kennedy is confident in herself because of her success in her competitive extracurriculars.

Kennedy is so involved with group sports and teams because she does not concern herself with independence.

[B] PREPARING GIRLS FOR REAL-WORLD SUCCESS AND LEADERSHIP

Kennedy does not care to worry about her future beyond her next game or recital so that she can focus on winning.

Kennedy is a captain/leader on her soccer team and feels content with that.

[C] PROVIDING SAFE, MEANINGFUL COMMUNITY AND BELONGING

Kennedy does not have time for new activities or peers to meet because she is too busy and already has teammates.

Kennedy does not resonate with the current Girl Scouts troop members at her school because she thinks they should pick up a sport instead.



Brand Grids

In this visualization exercise, I define the current and aspirational state of the Girl Scouts brand using a brand grid. Two sets of nine image grids visualizing the brand as it currently exists today, and how I intend to reposition the brand in the future.



Current

In the current brand grid, Girl Scouts leans heavily into a wholesome and traditional image of girlhood. The visuals and messaging often focus on friendship, crafts, outdoor activities, and community service. However, much of the public-facing brand recognition revolves around cookie season, making cookie sales one of the most dominant and memorable aspects of the organization. While this approach is familiar and well loved, it can feel somewhat stereotypical and limited, and it does not always fully reflect the depth, leadership development, and real world skills that Girl Scouts actually offers.



Future

In the future brand grid, we still want to emphasize socializing and girlhood, but with a stronger focus on preparing girls for the real world where they can truly make a difference. The direction shifts from selling cookies, feeling soft and wholesome to highlighting technical skills, leadership, and real world experience. There would be more mentorship opportunities with professionals in different fields, especially in STEM and technology, so girls can see what is possible for their future and feel confident stepping into those spaces.



Competitors

Competitor analysis reflecting the brand's current direction, featuring direct competitors in the same space, adjacent competitors in related sectors, and aspirational brands the Girl Scouts hope to compete with after a successful rebrand.



Current Competitors



4H

4 H focuses on hands on agricultural learning. It's mission is to create capable and confident leaders with their 4 H's standing for: Heart, Head, Hands, and Health.



American Heritage Girls (AHG)

American Heritage Girls (AHG) is a Christian-led organization focused on building character, serving others, and learning traditional values.



Frontier Girls

Frontier Girls is another scout like organization offering girls life and leadership skills through community service, character building and their badge system.



Camp Fire

Camp Fire's focus is giving children a place where they feel like they belong through inclusive and playful experiences. This program focuses on character building and outdoor activities.



YMCA

The YMCA offers local children afterschool services and programs as well as sports leagues and art classes.



Boys and Girls Club of the USA

Boys and Girls Club provides mentors, healthy meals, and evidence-based programs to promote academic success, health and wellness knowledge, and leadership skills.



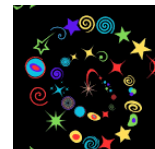
Scouts (BSA) International

After a 2018 lawsuit, the formerly known Boy Scouts of America are now inclusive to young girls, offering them exploration, learning, and personal growth.



Quest Club

Quest clubs is a unique program where troop leaders get to create and structure their own scouting program. This club empowers kids to explore and learn through a personalized experience.



Spiral Scouts

The Spiral Scouts is an organization for children of any faith or gender to learn how to be responsible and caring people through informal activities.



Trail Life USA

Trail Life USA was created as a conservative and church-based alternative to BSA, organizing children and teaching them character development and leadership using classes and outdoor adventure.

Adjacent Competitors



Girls on the Run

Girls on the Run is a national non-profit that aims to strengthen girls physical emotional skills and increase their amount of physical activity.



Kumon

Kumon learning center is an after school math and reading program to promote academic success, allowing students to advance at their own pace.



Sticky Fingers

Sticky Fingers Cooking classes provide children with fun classes where they can learn how to cook in a safe and healthy food focused environment.



Salvation Army Kroc Center

The Kroc Center works with community centers around the country to provide food, fitness, art, and aquatic opportunities to underprivileged children.



Starz Program

The Starz Program is an onsite sports and dance program going to schools around the country to help bring athletics and dance to kids without access.



Kids Create Studio

Kids Create Studio is a franchised art studio program with the purpose of giving kids the skills and access to create art projects and socialize.



Junior Achievement

Junior Achievement is a member organization that gives children experience in financial literacy, entrepreneurship, and career readiness in a classroom program setting.



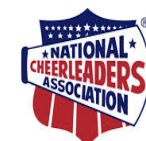
The Little Flowers Girls' Club

The Little Flowers Girls' Club is a Catholic program seeking to help girls grow in faith and strive for sainthood.



Upwards

Upwards is a sports program that partners with churches to leverage all types of sports and cheerleading to impact their mission of Christ.



Cheerleaders Association

The National Cheerleading Association brings young children together to learn basic cheerleading skills offering afterschool classes, camps, and competitions.

Aspirational Competitors



First Inspires

FIRST Inspires is a non-profit program inspiring K-12 kids to pursue careers in STEM through hands-on robotics training, fostering innovation, professionalism, and teamwork.



U.S. Space & Rocket Center

The USA Space and Rocket Center offers classes and camps for kids to have fun while learning about astronomy, rocketships, and gaining teamwork and leadership skills.



Code Ninja

Code Ninjas is the worlds largest kids coding franchise. Across the country Code Ninjas is teaching kids coding, critical thinking, problem solving , and STEM skills.



Challenge Island

Challenge Island is a national franchise that is the #1 in STEAM (STEM plus art) education programs. They believe in teaching kids engineering and imagination providing higher level thinking skills.



Radical Monarchs

Radical Monarchs is an organization focusing on being inclusive to gender and youth of color to empower young girls to know thier power and give them learning and leadership skills.



Digi-Bridge

Digi-Bridge is a non-profit that works with students in under-represented communities to give them access to STEAM and STEM opportunities and skills to succeed in a rapidly changing world.



Spark Mentoring

The SPARK Mentoring Programs reach to give professional development opportunities to students. They also teach emotional regulation and emotional wellbeing to promote skills needed to navigate life.



College Mentors Program

College Mentors pair children up with college students to transform both of their lives through the joy of mentorship. The goal is to engage the child with campus learning and social skills.



Best Kids

BEST Kids seeks positive outcomes for children academically, socially, and emotionally. They seek to acheive this by offering mentorship, college and career readiness sessions, mental health sessions and peer group work.



Active Minds

Active Minds works to curate structure programs and pathways formal pathways for K-12 students that support their mental and emotional well-being.