

FOCUS ON ACTION

Keep Moving Forward

SCOTT FRISCH

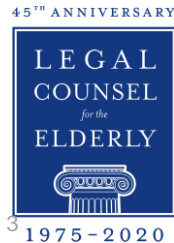
EVP, CHIEF OPERATING OFFICER & CFO, AARP

March 31, 2021



THE DECISION TO TRANSFORM

AARP OVERVIEW



AARP TODAY

Nation's largest nonprofit nonpartisan organization dedicated to empowering people to choose how they live as they age.

38M

Members

2,300

Employees

60K

Volunteers

No. 1

Nation's most-read publication

\$1.8B

Revenues

\$14B

Cash flow

\$6B

Investments under management

DECISION TO TRANSFORM

Research to guide us

Futurecasting



Proprietary + 3rd Party Research

Member surveys + feedback

DECISION TO TRANSFORM

The conclusions

Evolution
of aging

Past vs. Future
Success

Change in
demographics

OUR TRANSFORMATIONAL JOURNEY

OUR TRANSFORMATIONAL JOURNEY

Questions we asked

➤ Are we doing as well as we need to? ➤ How do we know? ➤ What do we need to do to get better?

OUR TRANSFORMATIONAL JOURNEY

Defining who we are today

Create more relevance,
innovation, influence,
and impact

Define our
organizational
character and culture

Identify strategic
priorities

FOCUS ON ACTION

FOCUS ON ACTION

Great plan – great execution

1. Operate at maximum efficiency as unified whole

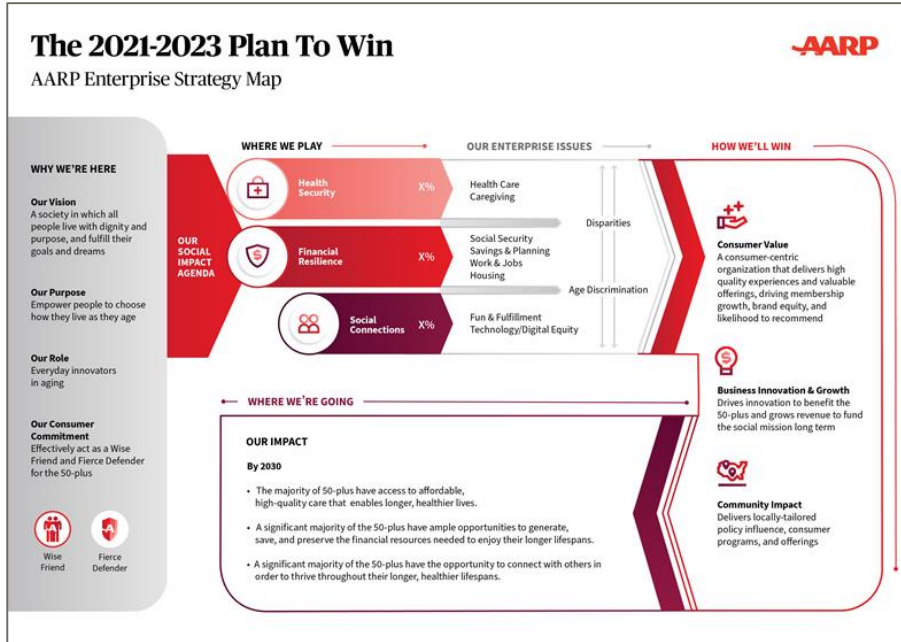


2. Outcomes over outputs

3. Roles for success

FOCUS ON ACTION:

Identify needed actions



Questions we asked:

Plan ensures all have the same objective?

Approach We took:

Enterprise Strategy Map

FOCUS ON ACTION:

Create and balance value

Questions we asked: Create consumer value?
Balance stakeholder and consumer needs?

Approach We took: Consumer Value Plan



2021-2023 Strategic Plan



FOCUS ON ACTION:

Improve performance

ENTERPRISE OBJECTIVE	MEASURE OF SUCCESS	WEIGHTING	YTD RESULTS	FY TARGET	STATUS VS. TARGET
GROW IMPACT	LIVES IMPACTED: ADVOCACY				
	LIVES IMPACTED: PROGRAMS				
	MEMBERSHIP GROWTH				
GROW RELEVANCE	BRAND EQUITY				
	NET PROMOTER SCORE				
GROW REVENUE	CONSOLIDATED OPERATING REVENUE				

Questions we asked: Right metrics? Mapping to goals?

Approach We took: AARP Dashboard



FOCUS ON ACTION

Personal accountability

Objective					
Inact even protections and support at both the federal and state level	Social Imp: Individuals	37,925,300	25,850,000	147%	As of Sep
Create Channels/Networks to Reach Family Caregiver	Build Distribution Channels				
	Number Of Caregiving Employer Interactions	9,059	11,990	6,000	200% Sep
	Number Of Organizational Partnerships Contributing Scale-1-1 Content	7		10	100% Sep
					100% Feb
					89% Sep
					58% Sep
					97% Sep
					85% Sep

EMPLOYEE NAME- 2019 Individual Performance Objectives Submitted:	
Goal #1:	Individual Performance Objectives
a. Objectives	
i.	
b. Measurement	
i.	
c. End of Year Evaluation	
i.	

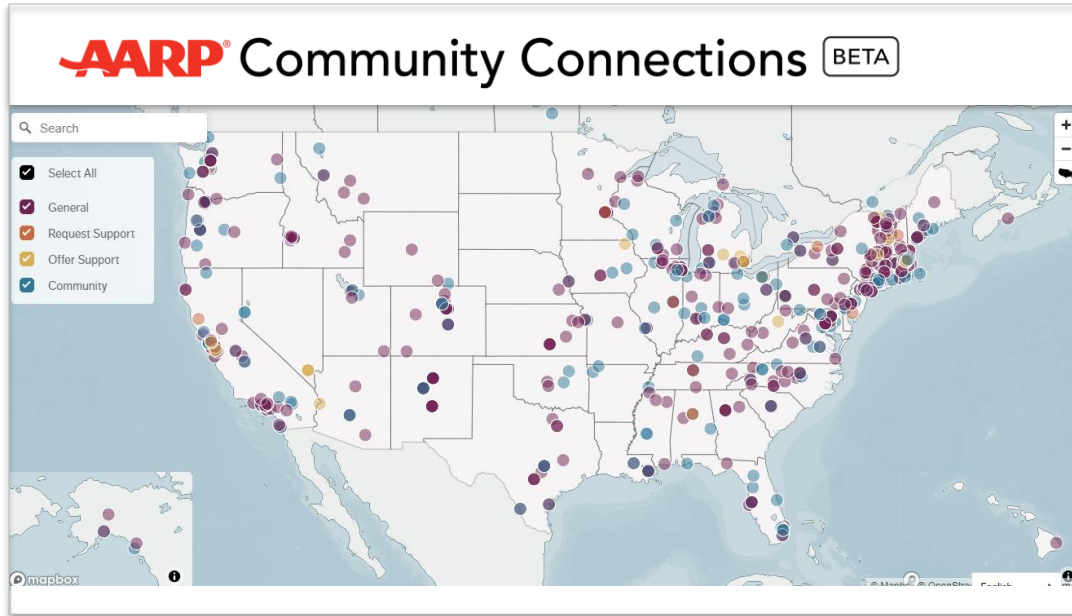
Other KPI	
Grossnet Growth R	Yr 2018 vs 2018
New Digital Repeat D	Yr 2019 vs 2018
Growth R	Yr 2019 vs 2018
DC+ JASRR	2019 YTD

Questions we asked: Management system ensuring this?
Best enterprise with accountability?

Approach We took: Workforce management system revamp

EXAMPLES OF ACTIVATION

EXAMPLES OF ACTIVATION

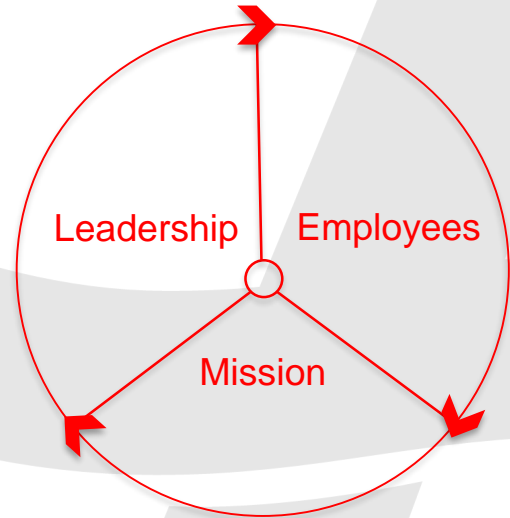
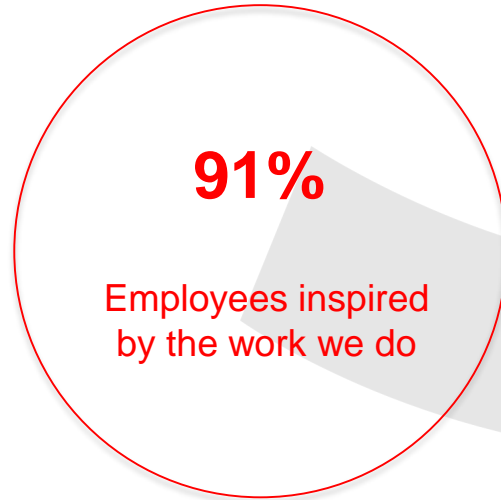


- Built in two weeks
- 470,000 people helped
- 800 mutual aid groups nationwide
- English and Spanish

EXAMPLES OF ACTIVATION



EXAMPLES OF ACTIVATION



THANK YOU