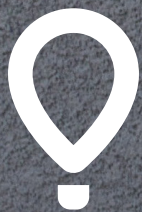


Children's Miracle Network Hospitals

2021 – 2024
Strategy

January 2021
Update



Children's
Miracle Network
Hospitals®

CHANGE KIDS' HEALTH
CHANGE THE FUTURE

Executive Summary

It is said that progress lies not in enhancing what is, but in advancing toward what will be. As Children's Miracle Network Hospitals advances into 2021 and beyond, we stand at the precipice of the next iteration in our organization. This iteration, driven by a digital revolution, an explosion in big data, increased consumer personalization, a global pandemic and a palpable desire for social impact, demands we undergo a deliberate review of our strategies and objectives to ignite ongoing growth in an evolving marketplace.

Over the last several months, the leadership at CMN Hospitals examined our strategic growth plans for 2021 and beyond and revised our plans in two distinct ways.

First, the organization created a foundation of overall strategic themes to guide the examination of our growth plans and strategic focus areas. These foundational themes, rooted in our overall mission, vision and manifesto created baseline performance needs to drive examination of our plans, and to integrate into all network activities to optimize fundraising success.

Second, with the key themes as a guide, the leadership assessed and committed to five strategic areas of organizational focus that CMN Hospitals is uniquely poised to capitalize on for amplified fundraising over the next four years.

- 1 Advance and transform our leadership position in Corporate Fundraising**
- 2 Establish CMN Hospitals and Play Yellow as the lead charitable cause within the golf industry**
- 3 Establish Dance Marathon as a lifetime movement among the 14-25 demographic**
- 4 Use the Extra Life program to own the cause gaming space**
- 5 Utilize Data, Technology and Insights to transform fundraising**

To ensure CMN Hospitals is working in unison across our network to achieve success in these areas, very specific objectives and defined fundraising goals have been created within our Annual Operating Plans for 2021. All tactics undertaken across the network to meet and exceed success in these key strategic areas must ladder up to these defined objectives.

An overview of the four key strategic themes, the five strategic focus growth areas and the objectives to meet the outlined fundraising goals follows.

Strategic Themes

2021 – 2024

MISSION

We engage local communities to increase fundraising for their children's hospital

VISION

Change kids' health, change the future



MANIFESTO

We believe:

- Kids need help now
- We are unrelenting in our desire to ensure every child has a healthier future
- We are committed to meeting the crucial funds needed by local children's hospitals
- We believe that through the power of our network, communities will unite to change kids' health to change the future

THEMES

CUSTOMERS

Create a strong differential advantage through customer intimacy.



Fundraising campaigns & programs will be created to deliver solutions to meet the needs and interests of our customers.

The customer experience will be simplified.

Not all customer requests will be accommodated. Emphasis will be on solutions which drive the greatest value.

INFORMATION

Drive focused decisions based in data and insights.



Build a robust foundation of standardized integrated data and technology systems, guided by data governance and standards to inform and drive our business.

Leverage data and insights to deeply understand our constituents and diverse customer groups to ideate successful fundraising programs and engagement opportunities that exceed their needs and expectations.

DIVERSIFICATION

Expand our partnership, program & campaign offerings to exponentially grow fundraising.



Attract new corporate partners and ideate enhancements to fundraising campaigns and programs for maximized success.

Build innovative DIY fundraising experiences and new fundraising solutions to meet evolving customer needs that continue activation.

Commit to becoming a more inclusive organization of diverse employees, partners and donors that reflect the communities we serve.

TECHNOLOGY

Develop technology systems and solutions to support insights and transform fundraising.



Invest in integrated technology solutions to create work efficiencies and capacity, and a deeper knowledge of our customers which will be leveraged to exponentially grow our business.

Utilize and expand fundraising technologies to enhance the customer experience for our P2P programs and expand corporate partner campaign opportunities.

2021-24 Strategic Pillars

Detail

| | |
|---|--|
| <p>1</p> <p>Corporate Fundraising Pillar</p> <ul style="list-style-type: none"> • Customer Intimacy • Proper Program Integration • Portfolio Diversification <p>2021 GOAL: \$260million</p> | <p>Already the industry leader in Corporate Fundraising, the organization will focus on advancing that position through a customer intimate model that dives deep into the core motives of our partners, their audiences and their communities. Using this more intimate insight, we will create a fluid approach to integrating key programs into corporate strategies, focus on digital personalization of the consumer experience and diversify our partnerships by focusing on both regional and national partner acquisition.</p> |
| <p>2</p> <p>Play Yellow Pillar</p> <ul style="list-style-type: none"> • Increasing Value Proposition • Organizational Focus On Effective Hybrid Tools • Acquisition of Courses and Individual Golfers <p>2021 GOAL: \$30million ((\$25M from existing partners + \$5M))</p> | <p>Capitalizing on the support of Jack and Barbara Nicklaus, CMN Hospitals will unite fundraising in the golf industry through Play Yellow. Closely integrated into our Corporate Fundraising strategies key objectives to establish a dominant presence in golf, we will focus on increasing the value proposition for existing national corporate golf fundraising to maximize opportunity. We will work to fully integrate Play Yellow into field staff prioritized focus areas to optimize a hybrid activation solution for the acquisition and maximization of existing local and national events and create platform activities which solicit fundraising directly from courses and participants.</p> |
| <p>3</p> <p>Dance Marathon Pillar</p> <ul style="list-style-type: none"> • Digital Tools and Education • Centralized Activities • Individual DM Participation <p>2021 GOAL: \$40million</p> | <p>Expanding the Dance Marathon program to create a youth movement among the 14-25 demographic means expanding our definition of Dance Marathon. No longer just an in-person event, we will focus on providing innovative tools to galvanize Dance Marathon engagement through a combination of physical and digital activation, a revitalized concentration on centralized activities and investment in technology to individualize Dance Marathon for singular participation.</p> |
| <p>4</p> <p>Extra Life Pillar</p> <ul style="list-style-type: none"> • Platinum Participant Acquisition/Conversion • Sector Expansion • Corporate Partnerships <p>2021 GOAL: \$20million</p> | <p>Extra Life already has a substantial presence in the gaming sector, but to truly own the cause gaming space we will need to focus on three key areas. First, we will galvanize efforts around platinum participant acquisition and peer-to-peer fundraising inspiration. We will also use data and insights to identify, prioritize and capitalize on opportunities in the gaming sector outside of peer-to-peer fundraising. Leaning on our expertise in Corporate Fundraising, we will focus on creating corporate partnerships that expand our reach and ignite opportunity.</p> |
| <p>5</p> <p>Data, Insights and Technology Pillar</p> <ul style="list-style-type: none"> • Data Management Strategy • Insight Needs • Maximizing & Diversifying Fundraising <p>2021 GOAL: \$12million</p> | <p>Our emphasis on Data, Insights and Technology as a growth focus will center on creating a deeper understanding of our constituents to engage them in ways that create multiple giving over a lifetime. This long-term individual data and insights management strategy will allow us to deliver more effective programs to our existing partners, while also equipping us with the knowledge to attract new constituent communities, additional revenue streams and diversified corporate partners.</p> |