



The Digital WOSB Alliance

Strategic Plan

2023–2026

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Jessica Morris
President, Digital WOSB Alliance
2300 Wilson Blvd, Suite 700
Arlington, VA 22201

Subject: Introduction to Digital WOSB Alliance’s Three-Year Strategic Plan

On behalf of the Digital WOSB Alliance, I am pleased to introduce our Three Year (2023-2026) Strategic Plan, which outlines our vision, mission, and key strategic priorities for the coming years. We are excited to share this plan with you as it represents a collective effort to empower and support Women-Owned Small Businesses (WOSBs) in the digital industry.

This strategic plan aims to provide a clear roadmap for the Digital WOSB Alliance (DWA) and its members, guiding our actions and initiatives to ensure success. It reflects our commitment to delivering value to a DWA membership, staying relevant and differentiated, and engaging with the government. By aligning our efforts with these strategic priorities, we remain dedicated to supporting the advancement and expansion of women-owned, women-led digital services organizations through community, advocacy, and education. We are experienced human-centered designers, user researchers, software engineers, product managers, security professionals, content authors, and business professionals. Our members are small businesses owned and led by women who are actively engaged in every aspect of the business and driven by the public sector mission.

Executive Summary of the Strategic Plan:

The Digital WOSB Alliance is a non-profit professional alliance that aims to empower and support Women-Owned Small Businesses in the digital industry whose focus is on public service missions. This strategic plan outlines our vision, mission, and key strategic priorities to ensure the growth and success of our alliance over the next three years. We will focus on providing value to our members, ensuring WOSBs are relevant and differentiated, and leading, sponsoring, and participating in events. We will measure our success through various metrics and outcomes to track our progress. Focusing on these areas will create a thriving ecosystem where our members can flourish, engage with relevant stakeholders, and leverage opportunities to grow their businesses.

1. Ensuring Value in a Digital WOSB Alliance Membership.

We will ensure there is great value in a Digital WOSB Alliance membership and that our members see value in being a dues paying member. We are a member led organization, as described in our bylaws. There is strength in numbers. Therefore, we must collectively

ensure we exist strictly to add value to those who choose to become a part of this Alliance, including but not exclusive to creating a DWA environment among and with our members to allow for teaming, enhance visibility for our members, facilitate networking, and to ensure transparency and engagement in DWA governance.

2. Ensuring WOSBs are Relevant and Differentiated in Procurement.

To stay at the forefront of the digital industry and the government’s approach to procurement, we will focus on being relevant in the digital industry and differentiated in federal procurement. We will ensure we have a clear and concise answer as to “Why WOSB?” This involves clarifying the benefits of teaming with a Digital WOSB Alliance member, showcasing both our individual and collective strengths, such as through a WOSB-focused BPA, vetting partners and vendors, positioning ourselves as industry innovators, and actively engaging with policymakers and relevant agencies.

3. Engaging Government in our Conversation.

Beginning in 2023, we will be evaluating and tracking key outcomes and measures, such as engagement metrics, member satisfaction, event attendance, and business growth. We will gauge our progress and make data-driven decisions to adapt and grow.

We have laid out a roadmap that includes aggressive and forward-leaning goals, and which requires financial stability and responsible budgeting to be at the core of our operation. As we move into the next three years, we will guide our investments in a manner that aligns with our mission and the priorities outlined in this strategic plan. Our commitment to long-term financial sustainability includes diversifying our funding sources, enhancing fundraising efforts, and exploring strategic partnerships.

We are confident that this strategic plan will guide the Digital WOSB Alliance towards success and enable us to fulfill our mission of empowering and supporting Women-Owned Small Businesses in civic tech and the digital industry. We are excited about the opportunities it presents and look forward to your support and collaboration as we work together to create a vibrant and inclusive ecosystem for WOSBs.

Thank you for your continued partnership. We invite you to review the complete strategic plan, which outlines the actions, measures, and business rules that will govern our journey over the next three years. We are eager to receive your feedback and input as we embark on this exciting chapter.

Warm regards,



Jessica Morris
President
Digital WOSB Alliance



Background

The Digital WOSB Alliance (DWA) is a collection of leaders working to create more opportunities for women-owned, women-led small businesses to deliver digital services for the government.

Our mission

The DWA is a non-profit organization dedicated to supporting women-owned, women-led digital services organizations through community, advocacy and education and the quality delivery of digital services for the government.

Our members

We are experienced human-centered designers, user researchers, software engineers, product managers, security professionals, content authors, and business professionals. Our members are small businesses with female owners, leaders, and CEOs who are actively engaged in every aspect of the business.

Our challenge

The US government established “set-asides” to put small business owners from disadvantaged backgrounds on more equitable footing when pursuing government contracts. From fiscal year 2018 through the present, 37% of digital services contract awards were set aside for small businesses, but less than 1% percent were set aside for WOSBs or Economically Disadvantaged Women-Owned Small Businesses (EDWOSBs).

Why WOSBs?

Creating more opportunities for digital WOSBs will lead to better government services and positive outcomes for our communities and constituents.

Notional Recurring Schedule of Events

To foster engagement and collaboration, we will establish a recurring schedule of events, including the following:

- Monthly happy hours
- Quarterly coordinated member meetings
- Partners-sponsored happy hours
- Speed networking sessions with allies
- Separate event tracks for partners and allies
- Partnerships with government contracting organizations for WOSB-specific events
- Partnerships with digital services-focused organizations





Short term goals

Starting January 2024

01

Establish and formalize the DWA partnerships and ally structure and processes, making it easy for members to engage and collaborate.

02

Create a succinct DWA message and public marketing campaign and events calendar.

03

Develop a strategy for how the DWA navigates teaming among and for members.

04

Create a joint capability statement to share with the government, showcasing the collective strength of our alliance.

05

Advocate for members' interests through collaboration with relevant organizations such as the Digital Services Coalition, United States Digital Services, ACT-IAC, AFCEA, Women Impacting Public Policy, Professional Services Council and other relevant organizations.



06

Increase visibility for member firms through press/media coverage campaigns and thought leadership initiatives.

07

Enhance knowledge and resource sharing within the alliance, particularly in areas such as operations, career frameworks, and assessments.

08

Foster diversity, equity, and inclusion (DEI) visibility in alliance actions, materials and activities.

09

Determine our core values as an organization.

10

Ensure the Articles of Incorporation fosters transparency and member engagement in our governance process so that the alliance continually evolves to meet member needs.



Strategic Priorities, Actions, and Measures

1. Ensure Value to Our Alliance Members



We will ensure there is great value in a Digital WOSB Alliance membership and that our members see value in being a dues paying member. We are a member led organization, as described in our bylaws. There is strength in numbers. Therefore, we must collectively ensure we exist strictly to add value to those who choose to become a part of this Alliance.

a. Create an environment to allow teaming among members: Create an environment that allows for teaming opportunities among alliance members through a dedicated Slack channel and provides warm introductions to larger firms.

- Facilitate teaming opportunities by establishing a structured process for members to connect and collaborate effectively.
- Create a dedicated Slack channel for teaming or seeking help, acting as a platform for members to connect and share resources.
- Vet partners and vendors: Establish partnership scorecards and vetting processes to ensure alignment with alliance values.
- Define teaming with a DWA member: Clearly articulate the benefits and street credentials associated with teaming with a Digital WOSB Alliance member.
- Define and communicate the benefits of teaming with a Digital WOSB Alliance member, establishing a strong street credential and recognition in the industry.
- Foster alliances with partner organizations, sponsoring and participating in events that provide opportunities for networking and collaboration.

b. Facilitate Networking among and with our Members by hosting happy hours and events:

- Host happy hours sponsored by allies and create separate event tracks for partners and allies to ensure tailored experiences for different segments of our membership.
- Organize monthly happy hours and meetings for members to network and collaborate and coordinate larger events on a quarterly basis.
- Engagement with allies and partners: Sponsor happy hours and events, engage with government contracting organizations, and involve upcoming female leaders in the industry.
- Provide warm introductions to larger firms to enhance business development opportunities for our members.
- Steer most collaboration via the DWA Slack, versus email, for teaming or seeking help, acting as a platform for members to connect and share resources.
- Amplify messages from other organizations that align with our mission and values, demonstrating our commitment to collaboration and collective success.

- c. Enhance visibility for our members through a marketing campaign, joint elevator pitch content, slick sheet/capabilities statement, and the development of thought leadership initiatives.
- d. Explore the provision of shared services like HR support, legal assistance, finance, and operations to support members' growth and operational needs. Leading, Sponsoring, and Participating in Events.



Measures of Success

Evaluate the perception of Digital WOSB Alliance members in the industry (surveys), member engagement metrics such as via slack posts event attendance by members, prospective and non-members, and membership renewal rates.

2. Ensure WOSBs are Relevant and Differentiated in Procurement



To stay at the forefront of the digital industry and the governments approach to procurement, we will focus on maintaining relevance and differentiation. We will ensure we have a clear and concise answer as to “Why WOSB?” This involves clarifying the benefits of teaming with a Digital WOSB Alliance member, showcasing both our individual and collective strength such as through a WOSB-focused BPA, vetting partners and vendors, positioning ourselves as industry innovators, and actively engaging with policymakers and relevant agencies.

- a. The sheer volume and the digital services women quality of our membership established through strict membership criteria speaks to our relevance. Share aggregated membership data with the government to support market research and identify new opportunities.
 - Showcase as a show of force: Highlight the collective strength and capabilities of Digital WOSBs to position them as a force in the industry via capability statements on our website, thought leadership.
 - Market ourselves as innovators: Promote the digital capabilities of alliance members and position them as industry innovators.
 - Amplify messages from other organizations: Promote and share relevant content from partner organizations to provide additional visibility and opportunities for alliance members.

- b. Promote ourselves as innovators by highlighting the digital capabilities and expertise of our members.
- c. Foster a culture of transparency, inclusivity and collaboration, sharing our successes and lessons learned openly to uplift the entire alliance and the broader community.
- d. Identify and reinforce our core values, ensuring they align with the expectations and aspirations of our members.



Measures of Success

Members and non Member touch points, success rate of WOSB procuring opportunities, publications, publish membership statistics, track capabilities, members on MAS, etc.

3. Engage the Government in our Cause

03

- a. Engage policymakers: Establish connections with policymakers on the Hill and participate in policy discussions related to supporting WOSBs.
- b. Engage procurement officials such as to respond to RFIs: Provide support and resources to members in responding to Requests for Information (RFIs) to increase their chances of success.
- c. Develop partnerships with government contracting organizations to host WOSB-specific events, engaging with up-and-coming female leaders in and out of government.
- d. Influence policy and collaborate with the policy groups that advocate for WOSBs such as WBENC, WIPP, etc.
- e. Influence government agencies and programs that support women-owned businesses, such as the 8(a) program, and advocating for WOSB parity.



Measures of Success

Track government touch points, success rate of members in securing opportunities, track procurement steered to WOSB such as vehicles, set asides, preferences and tracks dedicated to WOSBs, identify government partnerships for policy change such as SBA, OSDBUs, Congressional Committees, etc.

Measuring our Impact and our Success

To assess our progress and the impact of our efforts, we will measure the following outcomes in addition to the measures outlined above

- Ease of recruiting panelists and active engagement on platforms like Slack.
- Renewal rates and membership retention as indicators of member satisfaction and value.
- Development of thought leadership materials, marketing slicks, and educational resources on government regulations.
- Social media followers, event attendance, website hits, and buzz generated through press/media coverage.
- Growth and sustainment in membership numbers, particularly new members aligned with our target demographics.
- Collaboration on winning opportunities and shared resource utilization among our members.
- Number of government touch points such as DWA panelists, event attendees, social media promoters, or WOSB procurement champions/change agents.





Financial and Budgetary Address

As we reflect on the past year, we are thrilled to share some remarkable achievements and developments in our financial landscape. In our inaugural year, the Digital WOSB Alliance has not only met but surpassed our membership goals, thanks to the incredible support of our community. This success has translated into a surplus that positions us for a strong start to the next phase of our journey.

In our Three-Year Strategic Plan, we have laid out a roadmap that includes aggressive and forward-leaning goals, and which requires financial stability and responsible budgeting to be at the core of our operation. As we move into the next three years, we will guide our investments in a manner that aligns with our mission and the priorities outlined in this strategic plan. Our commitment to long-term financial sustainability includes diversifying our funding sources, enhancing fundraising efforts, and exploring strategic partnerships.

We recognize the importance of diligent financial management to ensure that every dollar we receive is used effectively to advance our cause and provide real value to our members. We will continue to focus on cost containment and operational efficiency while maintaining the transparency and ethical conduct that have been the hallmarks of the Digital WOSB Alliance.

This surplus from our successful first year is not just a financial milestone; it's a testament to the trust and support you have placed in us. With your continued support and the strategic guidance of our plan, we are confident in our ability to make a lasting impact on the digital landscape for women-owned small businesses. Together, we will create opportunities, drive innovation, and champion the economic empowerment of women entrepreneurs.





Conclusion

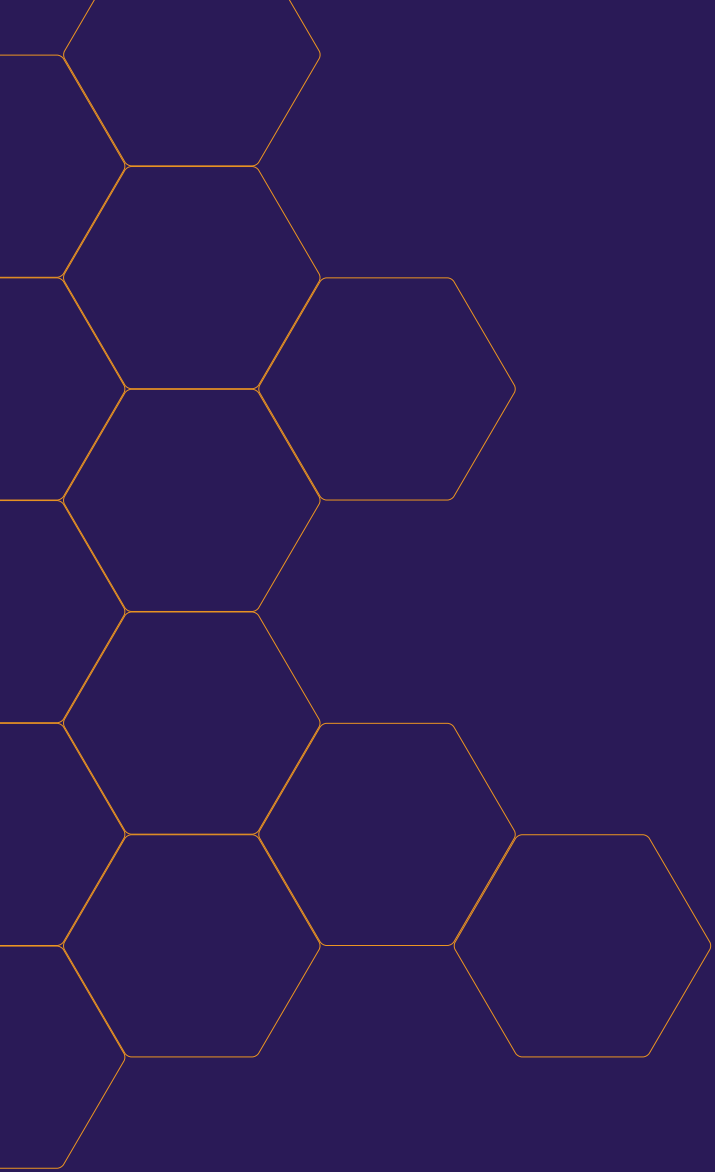
The Three Year Strategic Plan for Digital WOSB Alliance outlines our commitment to providing value to members, staying relevant and differentiated in the industry, and engaging government. By executing the strategic priorities and actions, supported by the identified measures, we will ensure the growth and success of our alliance. Regular monitoring and evaluation of outcomes will enable us to make informed decisions and adapt our approach as needed.

Business Rules for Annual Plan Review and Update:

The strategic plan will be reviewed, and when necessary updated, annually to ensure its relevance and alignment with the evolving needs of the Digital WOSB Alliance. The following business rules will be followed:

- 1.** The executive leadership team will be responsible for conducting the annual review of the strategic plan.
- 2.** Members will have an opportunity to provide feedback and input throughout the year.
- 3.** The review will assess the progress made towards achieving the identified goals, the effectiveness of the strategic priorities and actions, and any emerging trends or changes that may impact the plan.
- 4.** The updated strategic plan will be communicated to all alliance members and stakeholders to ensure transparency and alignment at the Q3 Members Meeting.
- 5.** Any adjustments or modifications to the plan will be implemented in a timely manner, and the revised plan will serve as the guiding document for the subsequent year.

By following this strategic plan and the business rules for review and updates, the Digital WOSB Alliance will be well-positioned to fulfill its mission of empowering and supporting Women-Owned Small Businesses in the digital industry.



Thank you for being a vital part of our journey.