

REWRITING THE PLAYBOOK: AAA HOOSIER'S FIRST STRATEGIC PLAN IN 100 YEARS



About AAA Hoosier

AAA Hoosier has served residents of Indiana for more than a century, providing roadside assistance, insurance, travel, and member services to households across the state. As one of 19 independent AAA clubs operating under the national federation, Hoosier balances the strength of a trusted national brand with the focus of a community-rooted membership organization. After two decades of relative stability, the organization recognized that growth required a fundamentally different operating model — one rooted in strategy, leadership, and culture rather than in legacy systems and legacy thinking.

“

There's nothing that I've thrown in front of Velocity that you guys haven't been able to handle.”

— Matt Goins, CEO,
AAA Hoosier

THE CHALLENGE

When Matt Goins stepped into the CEO role at Hoosier, he inherited what he describes as “an organization without a culture, without a strategy, a mission, or a vision — rooted in legacy systems, legacy talent, and legacy thinking.” A previous three-year consulting engagement had ended without a strategic plan. The executive team operated as the doers rather than the leaders, employees were disconnected from decision-making, and the working definition of “strategy” was a list of membership and satisfaction tactics. The board signaled clearly that running the railroad was not enough.

HOW VELOCITY HELPED

Hoosier's board engaged Velocity Advisory Group to lead the organization's first formal strategic plan. Senior Advisors partnered with Goins, the executive team, and the board to consolidate 48 disparate priorities into a focused set of strategic pillars, build a new mission and vision, and bring board, executive, and employee voices into alignment.

Beyond strategy, Velocity coached the executive team, launched an Emerging Leaders program for Hoosier's top managers, deployed the Birds (DISC) framework across the organization, and helped design a communication plan that turned siloed groups into a unified team. New executives — including a CFO and head of marketing — were brought up to speed on strategy through embedded coaching, accelerating their integration. Velocity now joins the executive team for its annual strategy retreat.

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Board-approved strategic plans — the first in Hoosier's history, plus a refreshed three-year horizon.

20+
managers

Now active in Velocity's Emerging Leaders program, plus a parallel program for executive talent.

48 →
focused pillars

48 disparate priorities consolidated into a sequenced strategic roadmap with cross-functional ownership.

★ Industry
recognition

Peer AAA clubs now request Hoosier's playbook; the team is presenting at a national clubs convening.

“ If given the opportunity to leave Velocity, I would never do it. The board hired [Velocity], but I'm the one that has made the decision to keep [them].” — Matt Goins, CEO, AAA Hoosier

