



OUTWARD BOUND

A Marketing Plan By

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OVERVIEW OF OUTWARBOUND

Mission statement

“To inspire character development and self-discovery in young people from all walks of life through challenge and adventure, and to impel them to achieve more than they ever thought possible, to show compassion for others and to actively engage in creating a better world.

Vision

We seek to establish Outward Bound as a model of and champion for an educational approach that makes learning active, engaging, challenging and adventurous, puts equal emphasis on intellectual and character development, promotes teamwork and compassion, and results in people achieving at higher levels than they ever thought possible.

More specifically, our vision includes establishing a network of great public schools in surrounding Cities that we are full partners in running, along with the City's Department of Education. These schools, based upon the nationally-recognized Expeditionary Learning school model, will primarily enroll students from underserved communities. Our network schools will be recognized and acclaimed for providing students with a high-quality education that prepares them for success in college, work and life, and for being models of educational excellence. They will be schools of choice that are highly sought after by students, parents, teachers and principals.

It also includes having an enhanced capacity to deliver customized adventure and team building programs to schools and youth-serving organizations outside of our network. These programs will use Outward Bound's approaches, practices and activities to promote character development, leadership, service and/or academic achievement. They will be in high demand because of the quality with which they are delivered and the impact they have on participants.

By directing our organizational resources to both our network schools and to our adventure and team building programs, we will be able to realize our mission of *"effecting positive and lasting change in the lives of young people and their public schools"* through a strategy that incorporates both depth and breadth approaches. Our work with our network schools will allow us to make targeted investments in a relatively small number of places, with the aim of having maximum

impact at those places. Through our adventure and team building programs we will be able to bring Outward Bound programs to many people and institutions in the City who seek and will benefit from these programs, but who would not have access to them were we to focus exclusively on our network schools.

Values

We teach to and work by these values:

Compassion

—Demonstrating concern and acting with a spirit of respect and generosity in service to others

Integrity

—Acting with honesty, being accountable for your decisions and actions

Excellence

—Being your best self, pursuing craftsmanship in your actions, and living a healthy and balanced life

Inclusion and Diversity

—Valuing and working to create communities representative of our society that support and respect differences

Goals and Objectives

We use these principles to design and deliver programs:

Learning through Experience

—Facilitating engaging, relevant, sequential experiences that promote skill mastery and incorporate reflection and transference

—Learning from success as well as failure

- Schedule three events per semester or term for students to participate for all of our partner schools

Challenge and Adventure

—Using unfamiliar settings to impel students into mentally, emotionally and physically demanding experiences

—Utilizing and managing appropriate risk

- Test each students knowledge and abilities before and after each event to measure results
- Utilize local natural resources to provide challenges and obstacles to promote growth in each student.
- One to four ratio of instructors to students to ensure safety and risk management.

Supportive Environment

—Designing an experience that supports physical and emotional safety

—Developing a caring and positive group culture

- One to four ratio of instructors to students to ensure safety and risk management.
- Have one to two certified counselors on hand per event
- Design each event so that it requires positive social interaction between participants

Character Development

—Demonstrating increased self-confidence and self-actualization

—Demonstrating compassion toward others and living a healthy and balanced life

- Design each event to provide challenges and obstacle that promote self-confidence and self-actualization
- Provide instruction during each event on the importance of nutrition and a healthy lifestyle
- Provide a meal plan for event

Leadership

—Demonstrating the ability to set goals, and inspire and guide others to achieve them

—Demonstrating the ability to collaborate, communicate, solve problems and resolve conflicts effectively

- Design event so each student or participant has an opportunity to lead a group a least once during a challenge in the event.
- Design challenges and obstacles that require team work in order to accomplish them
- Have each students set goals at the beginning of each event stating what they hope to learn or accomplish throughout the event

Service

—Demonstrating social and environmental responsibility

—Actively engaging in service to others

- During each event provide instruction on Leave No Trace principles
- Teach students the value of service through hands on events and service to the community by leaching area better than when they found it.

Program/Facility Description

We serve youth, young adults, families, schools and communities throughout the United States at-risk of academic failure, dropping out of school, delinquency or becoming chronic offenders.

Our award-winning programs for at-risk youth and troubled teens provide real life challenges in a structured environment and are recognized for their ability to foster positive development and well-being for troubled teens.

Outward Bound offers Intercept wilderness expeditions year round for teens and young adults beginning to demonstrate destructive behaviors. Intercept expeditions are designed to help students and parents discover the basis of hope for a happier and more productive future-- recognizing strengths, good intent, understanding, and potential. The challenging expedition "airlifts" your teen out of what may be unhealthy routines or negative environments into awe-inspiring surroundings where he or she can gain a fresh perspective on life. You'll join us for the last three days of the program, in a pivotal and productive workshop with instructors and your child.

Intercept is the recipient of the Society for Adolescent Medicine's 2009 Hillary E.C. Millar for Innovative Approaches to Adolescent Health Care, cited for working with challenging teens in such a positive manner that ultimately affects their health as it is directed at positive developmental milestones and well-being.



MARKETING ANALYSIS AND RESEARCH

Audience Analysis

This program is directed toward parents with at risk youth. designed to help struggling teens ages 12 to 17 and young adults 18 to 20 years old from all over the United States wanting to transition their lives in more meaningful and positive directions.

This program is targeted at parents with youth who show or need help with:

- *Poor school performance*
- *Anger management*
- *Defiance*
- *Low motivation*
- *Risky behaviors such as experimenting with drugs or alcohol, sneaking out, or truancy.*

We've designed this course not for serious juvenile offenders, but to be an early intervention for teens who may have started down a self-destructive path, but who have not yet burned any vital bridges.

In addition to parents of at risk youth, faculty and staff of partner schools will be targeted for marketing so if they identify a student in the school that would benefit from the program they can recommend us to the parents.

We will collect information about our potential clients by:

- Surveying outgoing students and parents. Conduct follow up next year or current year to determine improvement.
- Observation of students before and after program
- Attending community meetings/school meetings/pta meetings
- Collect registration forms before students begin their adventure. Analyze the students situation and background. Where could they use the most help or improvement
- Neighborhood groups

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Well developed and award winning curriculum • Highly trained and competent staff • Strong reputation • Student scholarships available • Exceptional safety and risk management • Really strong brand recognition 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Low funds available for marketing and promotional purposes • Locations are not within close proximity of some of our target audience • High price in comparison with competitors
<p>Opportunities</p> <ul style="list-style-type: none"> • The chance to work with private, public, and charter schools • Work with ad agencies • Find more sponsors to help fund scholarships 	<p>Threats</p> <ul style="list-style-type: none"> • Lower prices from competitors • Lots of competition • Other organizations have more highly trained councilors • Large reputable outdoor organization such as NOLS developing their own at risk youth program

Opportunity Assessment

- Identify new or existing schools that we could potentially partner with
- Work advertising agency to produce television and radio ad spots
- Find sponsors to help fund student events
- Booths at other outdoor events and fairs to create awareness of who we are and what we do

Marketing Audit

- Word of mouth is heavily used to grow the program.
- Outward Bound is currently working with local school and community centers to educate potential clients about services offered.
- Internet advertising and social media is used to create awareness. IE use of Facebook adds and You Tube videos.
- Possible outreach in the future at trade shows and community events

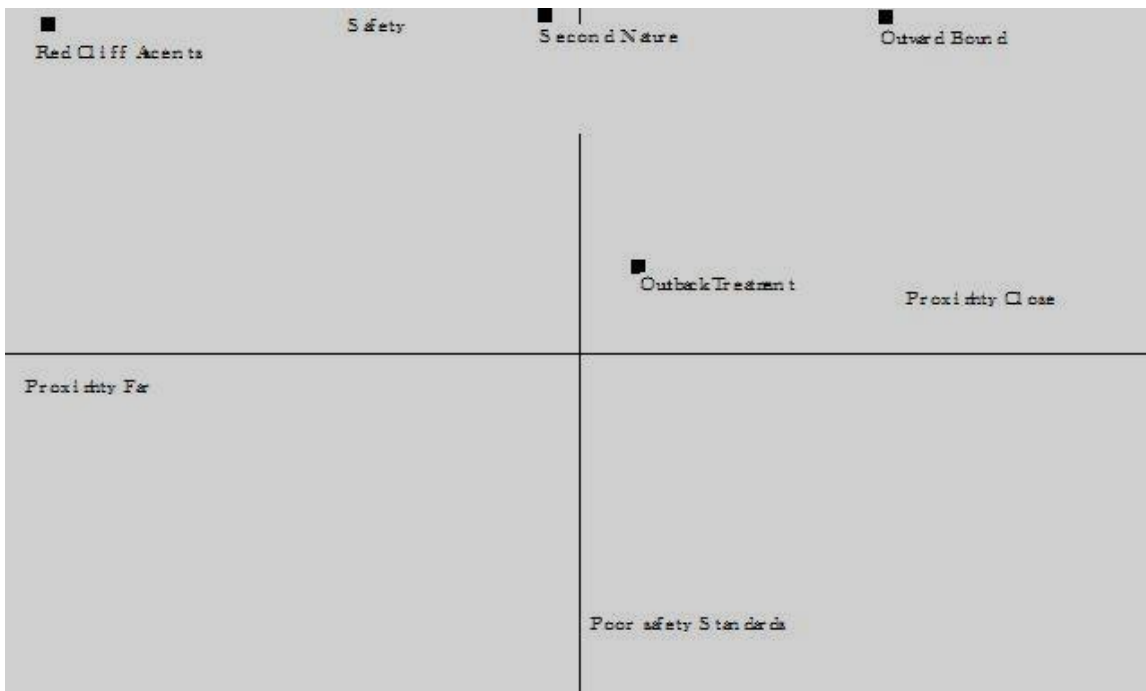
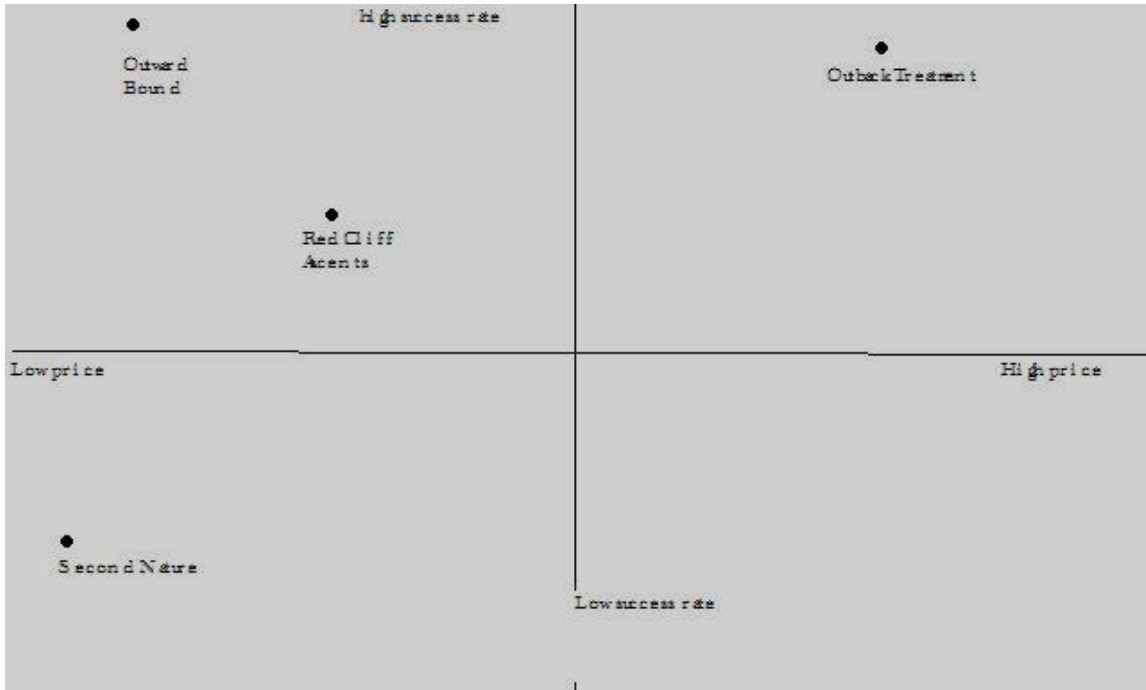
Marketing Objectives

- Set up a booth at 20 state fairs and 10 large outdoor events such as the Teva Mountain Games in order to promote our organization and inform people about what it is we do.
- Develop a commercial to be played on television to capture the attention of parents and troubled teens both which would draw interest in finding out more and possibly participate in one of our events for at-risk youth.
- Work with McCann Erickson ad agency nationwide to promote outward bound through various means of advertising. Have them measure and report back the results
 - Billboards
 - TV spots
 - Fliers
 - Radio
 - Internet
 - Social media
 - Email campaigns
 - YouTube videos
- Work out a partnership with a large outdoor retailer such as REI, Dick's Sporting Goods, or Cabella's where their patrons can donate \$1 at the time of their purchase to help raise funds for our organization
- Develop brochures to be distributed to schools that explain how our program can benefit at risk youth

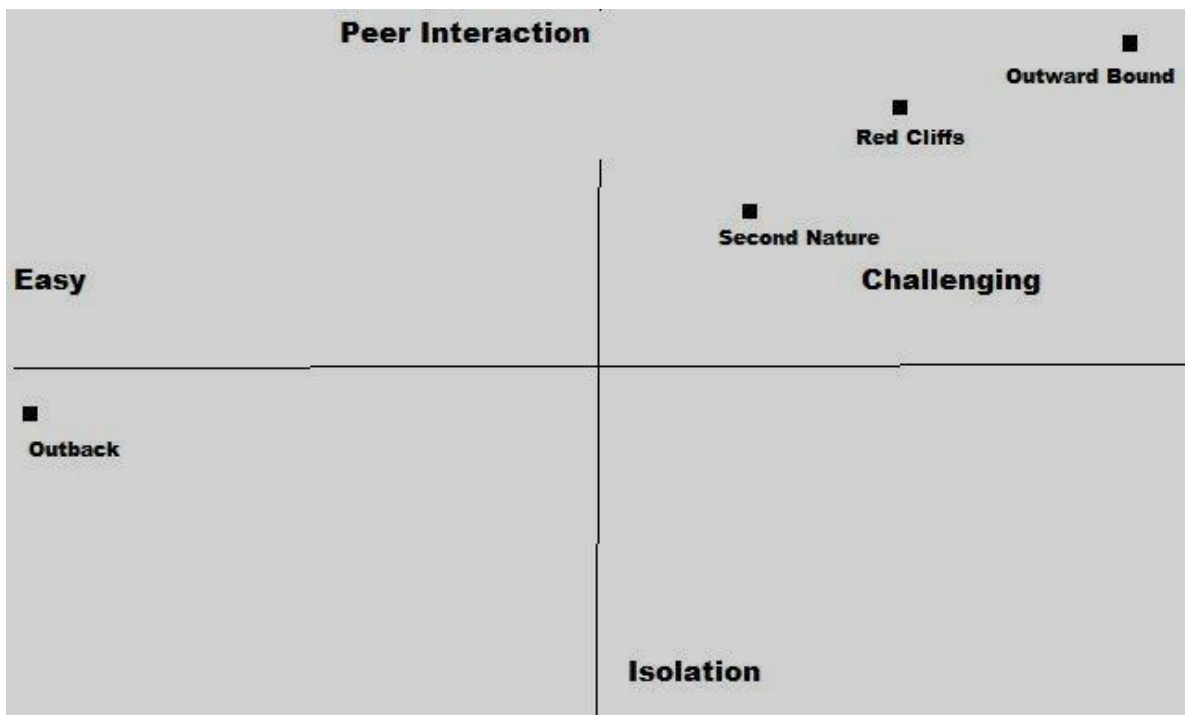
Market Research

We are targeting parents of at risk youth, faculty/teachers of area schools, and youth. Our focus is on these three groups because they are the most likely to have the need to use our services. The following is our position charts on our market audience that we have segmented.

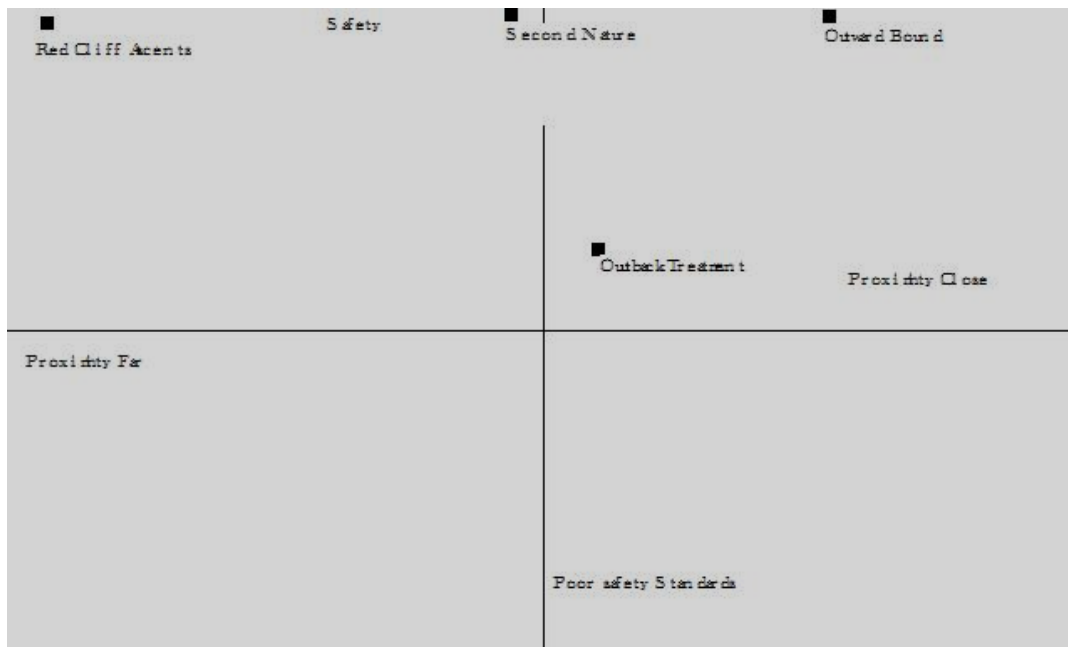
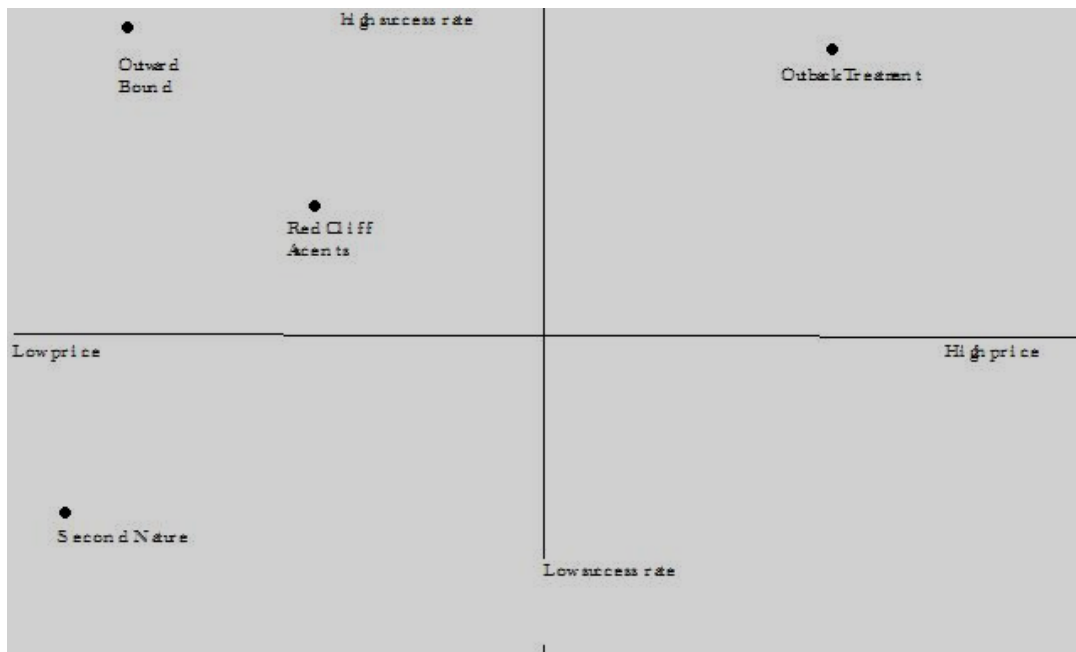
Parents



Youth



Faculty/Teachers





MARKETING MIX

Product

Product Mix – We offer multi-adventure trips for at risk youth in various wilderness settings

We provide the trips year-round with seasonal activities

Relative Advantage – We have better trained staff and counselors on-hand. We have more experienced guides. We have better equipment and locations along with safety and risk management measures. Our program is designed to be more fun than that of our competitors.

Observability- We have videos of our program on our website which allow prospective participants to see what kinds of activities they will be doing ahead of time. We have testimonials from participants who have been through our course on our website. We have a proven track record that has won awards. We have our brochures placed inside public schools for parents, teachers, and students to view at their leisure.

Pricing

One of our strategies is to offer discounts to participants if their school will fund 5% of the cost of sending them to one of our trips for at risk youth.

We will offer scholarships for participants that come from lower income families that may not be able to afford to send their child

We are going to set our price at a slightly higher price than the average of our competitors so that we look like we have a better quality of program and we will win the edge over our competitors by having more experienced staff and better locations and equipment.

Our costs are park fees, insurance, staff, gear for various outdoor activities, transportation, teaching materials, training for instructors, food, water, advertising, marketing, promotion

Place

The locations of our trips are in various wilderness settings across the United States. They are isolated areas from most other people so the participants can focus on the course and not people

around them. All of our guides are Wilderness First Responder qualified so they can handle any medical emergency which may arise in an isolated outdoor setting. Our distribution will be to schools, parents, internet, adventure rec stores, outdoor events such as Teva Mountain Games. We will provide transportation from our local headquarters to the wilderness area that the program will be taking place in. We will modify the activities that take place on our trips due to the seasonal weather. We will be selective distributors because we are marketing to a large population around the United States but we are focusing on at-risk youth. We are focusing on underserved people which are at-risk youth for social goals and we are making safety a priority as well. We are a partner organization because we find sponsors to help send kids on our trips.

Promotion

We will use advertising to promote our product. We want to use advertising because we are currently not tapping the full percentage of our target market. We mostly use word of mouth to grow our program. We are going to create flyers to be handed out in public schools to parents and teachers of at-risk youth. The goal is to create awareness of our services and to persuade them this is better method than traditional disciplinary reform techniques. We are also creating a promotional video displaying highlights from our trips that will be placed on our website. We are creating videos to generate buzz about our product and to overcome possible psychological costs of fear. We are going to create radio ads to be aired on radio stations that target middle-age women (moms). This is our target audience and will allow us to create better awareness of our product. We will likely use a "slice of life or testimonial campaign. There is a possibility that a fear appeal could be used as well.

Another form of promotion we will be using is sales promotions. We are going to set up a booth at outdoor events such as the Teva Mountain Games, fairs, etc. where we will hand out some of our promotional materials such as magnets, flyers, and key-chains. At these booths we will also have the opportunity to talk to people one-on-one about our product and what it can do for the at-risk youth they know.

We will participate in personal selling by going into the schools and asking for permission to display and hand-out our promotional materials. We will talk to parents at PTA/PTO meetings. We will meet with principals and superintendents to promote our alternative reform methods.

This is important because they become a sales force for us later on. We will offer discounts to those referred by teachers or faculty of a school.



APENDEX

Promotional Item - Flyer

We used the Guttenberg Z design concept for our flyer. We put our title and picture in the left top corner and worked down to our contact information and logo in the bottom right corner.

At-Risk Youth Programs



BEGIN YOUR JOURNEY

SKILL DEVELOPMENT

Gain fundamental skills in wilderness travel, Leave No Trace practices, campcraft and self-care, helping you apply what you have learned and relying on yourself.

ENVIRONMENT

Away from the pressures of school and home and faced with the healthy risks and challenges that the wilderness presents, students have the time and space to examine the choices they have been making and focus on positive decision-making.

BUILDING CHARACTER

Outward Bound wilderness expeditions require participants to dig deep and discover hidden strength. After course, students report high levels of confidence, self-esteem and teamwork skills.

Today is the day.

You find yourself trying to look at the world through your teen's eyes. You see a rocky and unsettling road from adolescence to adulthood, filled with potholes, perils and teen-age pitfalls. You want to lend a hand. We can help.

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Come Visit Us at:
www.outwardbound.org

Or Call at:
866-467-765