



OUTWARD BOUND

Outward Bound needed to understand reasons for the declining enrollment of their wilderness schools (typically targeted to 'at risk' teenagers.) Primary research with school alumni and prospects revealed insights that changed not only their marketing strategy, but their product offering and business strategy. Alumni included both teenagers and adults who enrolled. They were vehemently enthusiastic about their experience but did not feel the brand or marketing adequately reflected what one could expect from this course (typically 3 weeks in length and upwards of \$3k-\$5k.) Prospects (parents of teenagers who requested catalogs over years) revealed a shift in the marketplace: they, unlike previous generations, were not going to force their kids to go. And their kids did not want to leave their electronics or their friends as is part of the experience. However, parents lamented that THEY couldn't attend. They wanted a 'meaningful escape' where they didn't have to think about, worry or plan for others. That said, they did not want to be with teenagers on this adventure (when they left theirs at home.) This research led to the creation of adult-only courses of 5 days in length which have been profitable for the organization since their inception. In addition, the manifesto created for the company helped them understand what they were really selling (transformation) which aligned their 5 national schools in terms of a common look, feel and messaging. In addition, significant changes to the catalog and advertising for the brand created a huge positive shift in perceptions of the brand and perceived value. These efforts made a remarkable impact on revenue and profitability for this organization in addition to greater internal cohesion.