

Hurricane Island Outward Bound School Harvard Case Solution & Analysis



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Objectives

1. Maintain school leadership within Outward Bound
2. Build off-season business



SWOT

<p>Strengths</p> <ol style="list-style-type: none">1. Philip Chin2. Most successful financial year3. Improved organizational structure4. Active Board of Trustees	<p>Weaknesses</p> <ol style="list-style-type: none">1. Capacity & facility capabilities are not effectively allocated2. Inability to hire full-time employees3. Weak off-season business development4. Lack of interest in PDP5. Excess capacity
<p>Opportunity</p> <ol style="list-style-type: none">1. Trend among corporations to use less traditional training	<p>Potential Threat</p> <ol style="list-style-type: none">1. Hurricane Island culture erosion



Recommendation #1

Professional Development Program

- Raise tuition by 50% as a donation
- Schedule PDP in low-season
- SPD takes priority
- Hire recruiter to make corporate presentations (\$30,000)



Recommendation #2

Target Marketing to Increase Off-Season Demand

- Hire two sub-recruiters within 3 months (\$9,000)
- Recruiters will contact boarding schools in January 1987
- Mail headmasters pamphlets & VHS (\$1,500)
- Advertise trips as bonding & leadership opportunities
- Encourage teachers to join our team for a season
- Expand special needs programs



Breakdown of New England Boarding Schools

State	# of Boarding Schools	Average Enrolment	# of Schools with Special Needs Programs	# of Schools with Junior Students	# of Schools with Leadership Programs	# of Schools with Potential Staff	# of Schools with Opportunities with Individuals
Connecticut	26	347	4	2	1	2	14
Maine	3	468	0	1	0	0	2
Massachussetts	29	434	0	7	8	3	14
New Hampshire	13	311	0	3	3	1	5
New York	10	290	1	5	5	1	4
Rhode Island	3	348	1	1	0	0	2
Vermont	5	391	0	0	2	3	2
Total	89	324	6	19	19	10	43



Recommendation #3

Facility Efficiency

- Rent bus for transportation from airport
- Use travel time as opportunity to have welcome speeches & play ice breakers



- Move Juvenile delinquents contracts to Winter Land
- Increases SPD hours in winter
- Creates capacity in busy summer season

