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Executive summary

Outland is a bespoke expedition company providing a high quality, highly immersive and unique expedition service to remote environments. Outland prioritises 'meaningful expeditions' that are designed to foster environmental appreciation through connectedness and personal development (see figure 1). To achieve this the company aligns with shifts in the modern consumer market towards experience led travel and holistic wellbeing.

Outland's portfolio can be split into two main income streams ensuring year-round engagement. Its partnership with schools to provide sustainability focused and student led expeditions that enhance student personal growth and critical thinking. For adult groups it offers expeditions through a wide range of mountain and lowland environments around the globe, that combines skill development with the benefits of the social and mental health aspects of shared adventure.

Longevity is secured through a commitment to British Standards in expedition travel experiences and ethical alignment. Unlike other competitors who focus on sustainability goals for only their student led educational trips, outland integrates the United Nations Sustainable Development Goals (SDGs) across all expeditions regardless of sector or age. Its operations strictly follow the British Standard BSI8848 (Specification for the provision of visits, fieldwork, expeditions and adventurous activities outside the United Kingdom). This is further supported with the partnership of stakeholders such as medical top level cover and crisis management.

The business maintains a stable financial grounding which is supported by multiyear school contracts and tiered payment systems. it distinguishes between variable and trip specific overheads ensuring that Outland has flexibility in navigating the current travel adventure markets, while still maintaining profits through a phased growth plan, focused on corporate diversification and digital infrastructure.



Who Are We

Outland is a modern expedition company dedicated to the delivery of high quality, immersive expedition services in remote environments



We serve a diverse community, from school groups seeking educational and personal growth to adults looking for holistic wellbeing and shared adventure.

Our programmes range from UK based hiking to extreme overseas expeditions involving trekking through high altitude terrain, deserts and jungle.



Outland operates under the British Standard BS8848, it is also supported by top level medical experts and crisis management partners.

Our Mission Statement

To provide meaningful, safe, and immersive expeditions that foster environmental appreciation and personal growth through a deep connection with the natural world

Environmental Appreciation: Moving beyond simple travel to foster true connectedness with the natural environment

Personal Development: Using the outdoors as a vehicle to build critical thinking in students and improve wellbeing in adults

Global Responsibility: We are unique integrating the United Nations Sustainable Development Goals (SDGs) across all expeditions regardless of age or sector.

Figure 1. – Who we are.

Project overview and context

Outland is a specialist expedition company focusing on delivering adventurous, educational, and memorable experiences in natural environments. The company aims to combine excitement, safety and environmental appreciation through a wide range of guided activities, both overseas and within the UK.

A key area of the company's offering is its guided hiking programs. These hikes are designed for both school groups and adult individuals, with school groups focussing more on sustainability and education within the natural environments. This is supported by Christie and Higgins (2012) who suggest that outdoor learning with a more hands on approach has a direct correlation with the behaviour of students within the classroom. Adult hiking packages would include mountain trails, coastal paths and national parks, with participants being introduced to a wider skill set of navigation, environmental awareness, local sense of space, history, and survival skills. With adult hiking experiences being increasingly popular among adults who are looking to improve wellbeing and reduce stress while enjoying the social benefits of shared adventures, outdoor recreational experiences have been well researched as providing a more holistic method of stress relief, with some countries prescribing outdoor sessions as a cognitive behaviour training for anxiety and depression (Coventry *et al.*, 2021).

In addition, Outland focuses on overseas expeditions that provide a more immersive and challenging adventure experience. These trips may involve extreme outdoor activities such as via feratta, trekking remote landscapes, kayaking and canyoning. Overseas expeditions attract customers seeking unique travel experiences that combine adventure tourism with personal growth.

Outland can be viewed as a modern outdoor adventure company that meets the growing demand for meaningful expeditions rather than material purchases. Using the blend of education and exploration, the business offers strong appeal to adults seeking personal enrichment and school groups requiring a safe and supported cultural exchange trip. Yeoman and McMahon-Beattie (2019) identify that consumers within this market are looking to enrich their daily lives by experiencing novel, exciting activities that deliver self-improvement and enjoyment whilst experiencing new cultures and elevating their leisure activities.

Strategy for longevity

To achieve long term success, Outland should adopt a strategy of longevity focused on sustainable growth, market diversification, innovation and strong brand reputation. As consumer demand increasingly shifts toward experience led, health focused travel and a more outdoor based learning structure, Outland is well positioned to build a resilient and future proof business model.

A key strategic priority should be the diversification of customer segments. Outland already appeals to both school groups and adult adventure travellers as discovered in the business canvas model (see figure 3), which reduces reliance on one income stream. To further strengthen this, Outland could expand into corporate team bonding activities, and specialist programmes for older adults seeking active travel but at a slower paced expedition. Corporate wellness retreats are in high demand as employers are looking for ways to reduce stress and support mental health in the workplace (Micklitz, Wong and Howick, 2021). By broadening its audience, Outland can generate year round revenue and reduce seasonal fluctuations. This would be achieved by offering school adventures in known warmer climate areas such as the Sahara Desert, and adult friendly snowshoe expeditions in colder regions such as the French Alps.

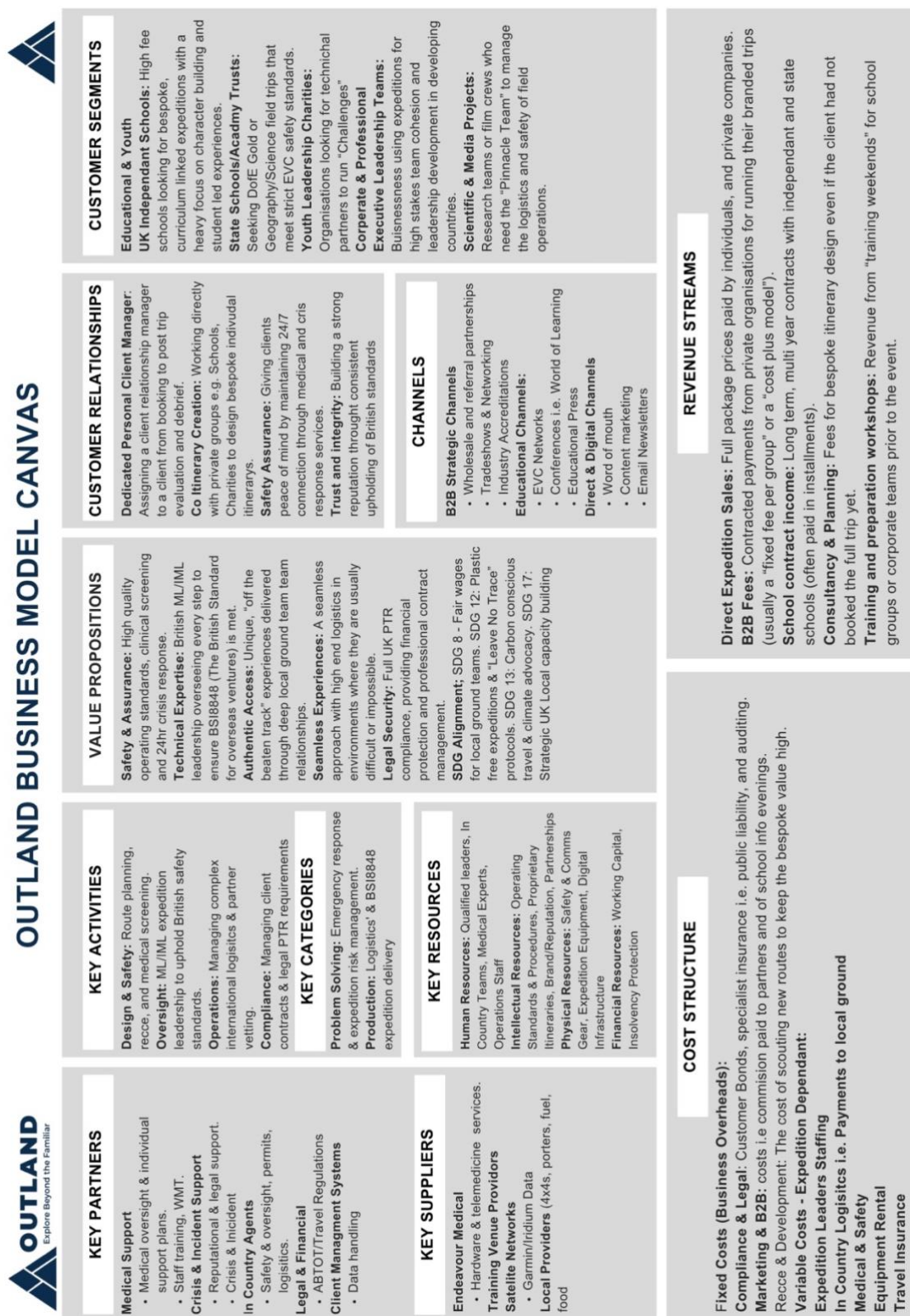
Secondly, continuous innovation of experiences will be essential to the growth and sustainability of Outland. Consumer expectations within the adventure tourism industry are constantly evolving, with schools and individual travellers increasingly seeking meaningful and unique experiences. Outland could secure its longevity by aligning their travel packages to The United Nations Sustainable Development Goals (SDG's) (United Nations, 2015) On further research of the industry, it is identified that companies such as World Challenge and Global Action align many of their programs to the SDG's, with companies such as World Challenge (2025) suggesting that the UN's Sustainable Development Goals encourage students to think critically about their impact on environmental concerns. World Challenge creates a document for all expeditions led overseas (see appendix), aligning that specific expedition to one or

more of the SDG's, which is something that Outland would adopt to ensure there is a key identifiable link to these goals.

Outlining key partners, safety structure and community building should support customer retention. Using key partners such as Endeavour Medical and Pharos Response gives clients reassurance that relevant safety procedures have been factored in when producing packages. Endeavour Medical provide Outland with top level medical care whilst on expeditions in overseas countries, ensuring that Outland have the necessary medical assistance should a problem arise (Endeavour Medical, 2026). Additionally, Pharos Response provide incident support and crisis management, ensuring the protection of clients, staff and reputation of Outland are supported if a crisis were to happen. With these two partners alone, Outland can create a safe community for consumers of the service offered. However, these key partners can be adapted to maintain the sustainability of the company, by adding new key partners such as legal and financial structures and client management systems.

While looking at the sustainability of Outland, it is key to assess other companies that offer the same services and products, to ensure that Outland's offering is unique or that the products offered are priced accordingly. Whilst researching the industry it is noted that there are a few companies such as Tribal Tracks, Wilderness Expertise and World Challenge. while offering the basics of the same products and services as Outland, it is highlighted that these companies only offer alignment of SDGs to student led trips, whereas Outland would seek to incorporate these into all expeditions led through the company regardless of age bracket. It is key to the longevity of a company that they stay competitive and unique, innovating new service offerings. Janjic and Redjenovic (2019) highlights that innovation in business is what aids businesses to create a competitive advantage within in their field.

Figure 2. Business model canvas



Viability and financial strategy

For Outland, viability is supported by a mixture of revenue models, balancing school partnerships with corporate and private expeditions. Operating in line with British Standard BS8848 provides Outland with a clear and defined framework for planning and assurance, helping reduce avoidable financial exposure and supporting longer term resilience (BSI Standards Publication, 2014).

The main income stream is expected to be through multiyear agreements with independent and state schools. These contracts can stabilise demand through higher volumes, and stages payments over 12 to 14 month periods, improving forecasting and working capital management. Longer booking cycles also support more efficient staffing, capacity planning and procurement of resources, reducing cost increases caused by last minute cancellations and changes.

A second stream will come from corporate and private clients purchasing bespoke experiences. To limit uncertainty, fees will be staged, with an initial fee placed for consultancy, itinerary planning and initial booking fees. These charges are made upfront and occur before major costs to clients are committed. This helps improve cash flow, reduces cancellations and supports margin control, by managing the link between cost-release and the commitment of clients. These monies, however, would be placed in a protected trust account; this is in line with the *Package Travel and Linked Travel Arrangement Regulations 2018*

Controlling costs is supported by separating fixed and variable expenditure. Overheads are intended to remain proportionate, while variable costs, for example job specific staffing and in country logistics, are only required once trips and expeditions are confirmed. This allows for flexibility to avoid risk when demands in business change. Wang and Webster (2021) suggest that although flexibility is vital when dealing with clients, it should be that an organisation has back up suppliers and vendors to fall back upon if primary suppliers fail.

Profitability is protected further by managing risk and turning them into operating costs. Specialist partners, as discussed in Outlands Strategy for Longevity, for medical oversight and crisis support, can reduce disruption and make programme costs more predictable. Outlands dedication to British Standards also mitigates reputations and

legal risk, by evidencing consistent due diligence and supporting decision making, particularly as safety assurance heavily influences the purchasing decisions in the educational field.

Implementation plan and learning loop

To effectively deliver the implementation of Outlands strategic plan, the company must adopt and align its strategic objectives in a cohesive and structured approach. This implementation can be developed over a phased plan (see figure 2).

The initial phase, to be completed within a 0-6 month period, would be the prioritisation of its operational foundations and market positioning. This includes the formation of partnerships with organisations such as Endeavour Medical and Pharos Response, while ensuring all expeditions are in keeping with the BS8848 standard to reinforce safety and credibility. As discussed in the financial and viability section of this plan, this strengthens the differentiating factors within the adventure tourism market. Marketing efforts during this stage should heavily focus on securing multiyear agreements with schools, providing a stable and predictable revenue stream that outland can leverage in later years.

In the second phase, projected to be within the 6-18 month mark, outland should focus on diversification of products and the development of current product offering. This should include the introduction of corporate wellness retreats and slower paced expeditions, working alongside the national and international expeditions. This diversification of products will ensure the reduction of single market reliance and mitigates seasonal highs and lows. This phase within the development of Outland, would offer the opportunity for the expansion of supplier networking and the implementation of customer management systems (CRMS), to aid and assist in the efficiency of customer engagement. A study by Thakur and Summey (2010) shows that CRM systems can be used as an effective way to ensure profitability and increase product value in the eyes of the consumer, increasing lifetime value to customers.

During the final continuous phase, 18 months plus, Outland should adopt and develop digital infrastructure to improve and enhance customer experience and operational control. To support long term growth, Outland will adopt a continuous learning loop,

plan clearly defined objectives and identify key performance indicators (KPI). Abdulla et al. (2022) identify having strong key performance indicators has a benefit to organisational success, providing data on areas in which the company is excelling and those where the company could improve to aid with customer satisfaction rates.

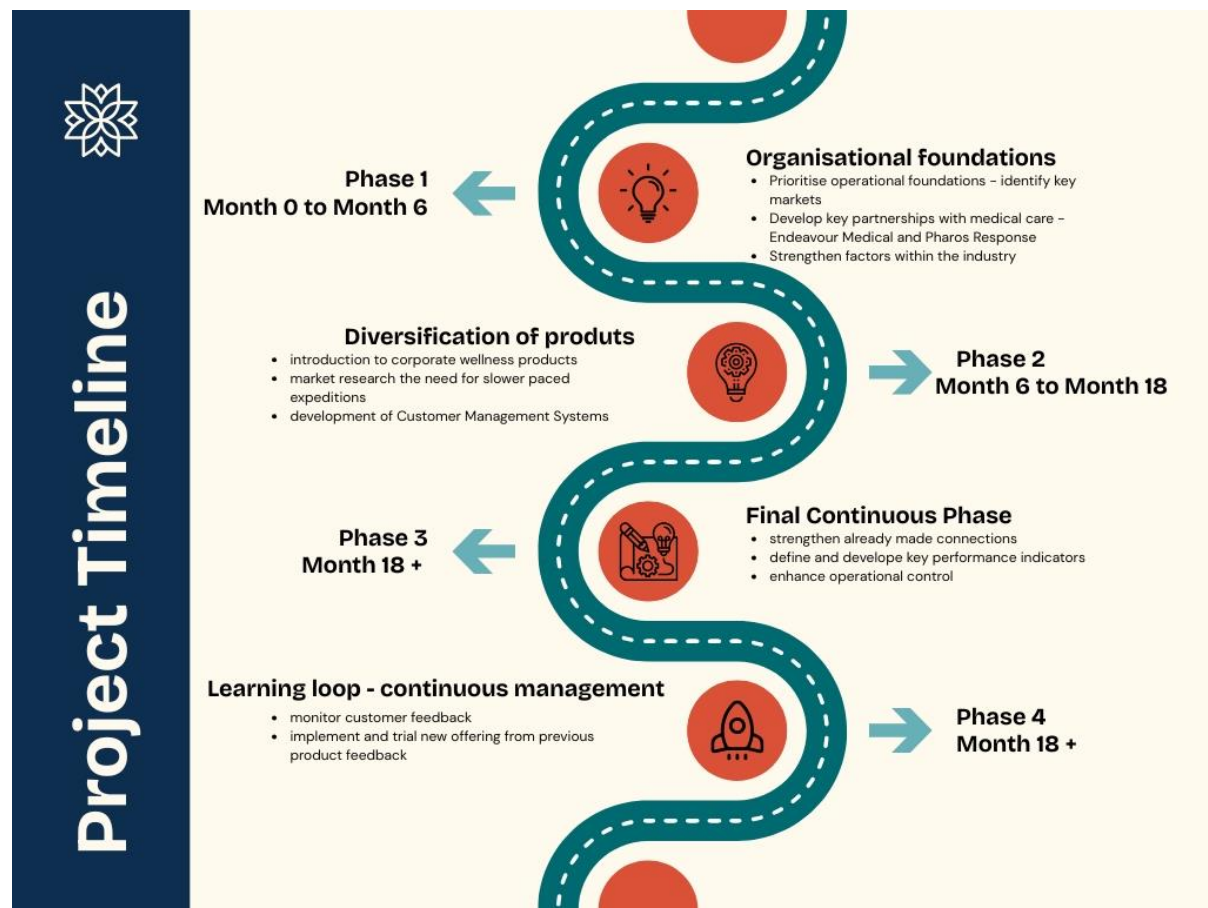


Figure 3. Project Timeline

Conclusion and recommendations

Overall, Outland demonstrates strong potential for sustainable growth through diversified revenue streams, strategic partnerships and a strong focus on client safety. To strengthen this further it is recommended that Outland follows the learning loop, adopts digital based systems and invests in diversification of products into corporate offerings. This will not only intensify its offering to clients, but will support competitiveness, enhance customer value and ensure a future proof resilient position within the market.

Appendix

CONSERVATION INITIATIVE

TURTLE CONSERVATION

14
LIFE BELOW WATER

UN SUSTAINABLE DEVELOPMENT GOAL (SDG):

Your initiative contributes to Sustainable Development Goal 14: Life Below Water.

Oceans face growing threats from pollution and overfishing. SDG 14 aims to conserve and sustainably use the oceans, seas, and marine resources for sustainable development.

THE CHALLENGE IN BORNEO, MALAYSIA

SDG 14 (Life Below Water) in Borneo, focuses on protecting the region's rich marine biodiversity which is under threat from overfishing, plastic pollution, coral reef degradation, and coastal development.

Sabah's coastline, coral reefs, and mangrove forests are home to endangered species such as sea turtles, whale sharks, and manta rays. Turtle populations have depleted by 80% in the past 100 years and many species have become extinct. In Borneo, turtles and their eggs are often sold at markets as pets or food. This trade is currently not prohibited by law, exacerbating the plight of the species further.

THIS ORGANISATION:

This organisation is committed to protecting and conserving Tanjung Datu National Park's resident Green and Olive Ridley Turtle species. Their work focusses on providing a safe place for turtles to nest and hatch by ensuring the beaches are clean and the turtles are protected from the threat of poachers. They also work to increase community engagement in turtle protection and proper waste management.

YOUR ROLE:

You will spend your time in the national park assisting the local research and ranger team in their day-to-day activities. One of the most valuable tasks is keeping the beaches clean to remove any dangerous objects from where the turtles will be nesting and hatching. At times further beach restoration tasks are required. You'll also have ample opportunities to learn about the turtles, explore the rest of the national park and participate in night patrols.

A TYPICAL DAY WILL INCLUDE:

- PHYSICAL WORK
- RESEARCH

YOU ARE ENTERING A TURTLE PROTECTION ZONE

This organisation is dedicated to protecting turtle nesting areas, and most of your tasks will support this goal. Please keep the following in mind:

- TURTLES REMAIN WILD AND UNCHANGING:** Turtles are wild animals and their movements should never be restricted.
- DO NOT HANDLE TURTLES:** Touching turtles can cause stress and disrupt natural behaviour.
- USE A RED LIGHT ON YOUR HEADLAMP:** Bright lights can disorient nesting turtles and hatchlings. Turtles can't see red lights.
- DO NOT BUY TURTLE-SHELL PRODUCTS:** Purchasing these items fuels the illegal wildlife trade.

Following these rules helps give turtles the best chance of survival.

QUESTIONS TO ASK YOURSELF:

Before you travel:

- What do I hope to learn from my time in Borneo?
- What can I learn about the SDGs and Borneo before I travel to help me to understand the purpose of my initiative?

At your initiative:

- What connections can I see between the work we're doing and the broader goals of the SDGs? How can I learn more?

After your initiative:

- What actions can I take to continue supporting the SDGs and create positive change in my own community?

4
QUALITY EDUCATION

12
RESPONSIBLE CONSUMPTION AND PRODUCTION

13
CLIMATE ACTION

THIS INITIATIVE ALSO WORKS TOWARDS THESE SDGS!

IN 2024 WORLD CHALLENGE TEAMS CONTRIBUTED TO:

8
TURTLE HATCHING SITES CLEARED

24
HOURS MONITORING GREEN SEA TURTLES

80kg
RUBBISH COLLECTED AND REMOVED

*As reported by the organisation in their World Challenge impact report

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