

NORTH AMERICAN TRAIL RIDE CONFERENCE

Strategic Plan



The Trail Goes On
2014-2018

NATRC Overview: 2014

- Small national organization with significant history
 - Established in 1961; active in many states
 - 1000 total members
 - 1600 entries annually
 - 400-500 unique competitors annually
- Financially sound and well-structured
 - Volunteer-based
 - Non-profit
- Shrinking membership and event attendance
 - 10+ year trend of no growth
- Limited number of competitions and clinics
 - 50-60 per year
 - No geographic expansion
- Demographically identical to overall horse industry
 - Female, 45-60, educated, middle to upper incomes
- Current market leader
 - Challenging Distance Competitive Trail Events
 - Education of Trail Rider



NATRC Summary: 2014

- Events Offered
 - Competitive Trail Rides – 15-60 miles, 3.5-6 mph
 - Two Day A-rides
 - One Day B-rides
 - Three Day AA-rides
 - Clinics
 - Conventions – Regional and National
- Education and Information Available
 - Score cards
 - Manuals (Management, Judges, Rider)
 - Newsletters, websites and social media
- Recognition Provided (including breed programs e.g. AHA, APHA...)
- Mileage records
- Some member benefits (insurance, discounts)
- Community



NATRC Values: 2014-2018

- Safety
- Education
- **Timed distance** competitions
- **Natural** on-trail observations and obstacles
- Horse care, condition and soundness (drug free)
- Inclusivity (any breed, any tack)
- Established rules and consistent judging
- Trail Development and Advocacy
- Family orientation
- Good financial value
- Community

These were clarified at the July Board meeting



NATRC Strategic Objectives 2014-2018

- Improve NATRC competition experience
- Increase NATRC brand awareness
- Increase NATRC Ride Attendance
- Increase NATRC membership
- Develop meaningful, working partnerships



NATRC Strategic Alternatives

- Marketing and Membership Initiatives (separate slides)
- Additional Events
 - Introductory rides 5-15 miles, no time constraints
 - 3+ day rides (Pioneer rides)
 - Seminars
 - Judges Forums
- Additional Education and Information
 - Videos (You-Tube Series) and DVDs
 - E-books
 - Speakers Bureau
- Increased Recognition
 - Additional awards e.g. National CP Awards
 - Member Loyalty program e.g. Member Anniversary awards
 - Volunteer Loyalty program or Service Membership option at reduced cost
 - Equine Professional program
- Interactive Mileage and point records
- More member benefits (freebies, discounts)
- Multi-organization events/programs (AERC, Breeds)



Proposed Marketing Initiatives

From Ad Hoc Marketing Committee – February 2014

- Celebrity Endorsements (\$\$\$\$)
- News Service E-Announcements (\$\$)
- Search Engine Optimization (\$\$)
- Horse Expos and Events (\$\$)
- Clinic Blitz (\$\$)
- NATRC Apparel (\$)
- TV Programming (\$\$\$)
- Radio Programming (\$)
- Direct Mail campaigns (\$)
- Publicity-in-a-Box for Ride Managers (\$\$)
- Cross Regional Awards (Buckle Series) (\$\$)
- Regional Traveling Teams (National award) (\$)



Proposed Membership Initiatives

From Ad Hoc Marketing Committee Report – February 2014

- Retain Past members and competitors
 - Provide constant and consistent communication (social media and personal outreach)
 - Add incentives
 - To Current members
 - To Past members
- Recruit new members and competitors
 - Clinics, clinics, clinics (appropriately valued)
 - Reach experienced horsemen from other disciplines
 - Reach runners, hikers, outdoor enthusiasts
 - Introduce new incentive programs
 - Trainers and clinicians
- Expand into new Geographic areas
 - Promote Ride Management Support Fund



Approved Strategic Initiatives

November 8, 2014 Board meeting

- Implement additional national awards (effective in 2015)
 - Competitive Pleasure National Championships
 - Competitive Pleasure High Point National Awards
- Mail “gift/member card” for membership renewals (begin for 2015 renewals)
- Introduce member loyalty program
 - Significant awards for 15, 20, 25, 30+ years
- Continue investment in Horse Radio Network (effective immediately)
- Invest in select print advertising
- Create and Distribute DVD/You-Tube Education materials



Approved Strategic Initiatives

November 8, 2014 Board meeting (cont'd)

- Hire professional marketing firm to
 - Optimize website for search engines
 - Evaluate and recommend ride registration software
- Expand and promote Enhanced Member Services
- Identify 2-3 specific joint projects with AERC
 - Trail Development and Advocacy
 - Joint Ride Registration System
 - ?
- Remind Managers that Intro Rides are currently a local option

Slide 2 of 2



Specific Goals

Original slide from 2009

- One Year (2010), **now 2016**
 - 10% More rides
 - 10% More competitors
 - 5% More members
 - 5% Revenue Growth
 - 5 National Sponsors (**now \$15,000**)
 - Breakeven
- Three Year (2012), **now 2018**
 - Annual member growth rates 3% per year
 - 100 rides and clinics (**now 75**)
 - Average ride attendance 50
 - 10 National sponsors (**now \$25,000**)



Next Steps

- Obtain National Board support - **DONE**
- Obtain Region Board support - **DONE**
- Obtain Member support
- Identify specific action item owners
- Publish Plan and Action items
- Report performance results quarterly

