



# Kettunen Center 2020- Strategies for Future Success

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## Introduction

### THE KETTUNEN CENTER

The Kettunen Center was established in 1961 in Tustin, Michigan in Osceola County and is owned and operated by the Michigan 4-H Foundation. At the time of its creation, the Kettunen Center was the nation's first 4-H volunteer and youth training center. The center's goal is to provide a space where youth can discover their potential while working with others and spending time outdoors.

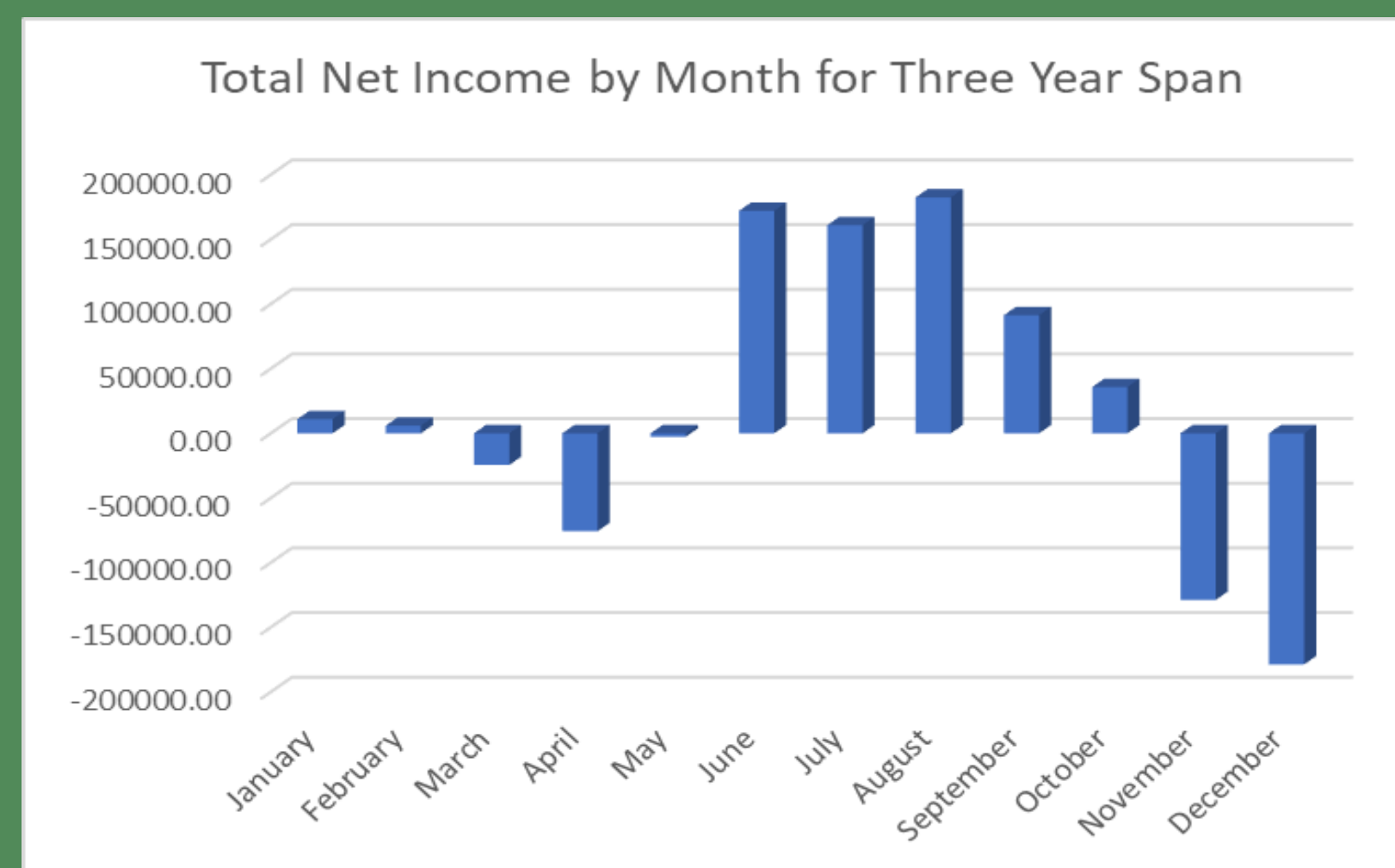
### PROJECT GOALS

- Provide recommendations based on research and analysis to strengthen the Kettunen Center.
- Recommend strategies to transform the Kettunen Center into a premier youth development center where both educational and recreational activities are offered year-round.

## Key Findings

### REVENUE

The Kettunen Center's operating budget is significantly dependent on revenue from summer programming and activities.



### YOUTH DEMOGRAPHICS

- There are a significant number of youth, aged 5-19, within 25 miles of the Center.

Youth Data				
Distance	1 Mile	10 Miles	25 Miles	Statewide (MI)
Age Cohort (5-9)	5	977	4,681	585,796
Age Cohort (10-14)	6	959	4,748	618,343
Age Cohort (15-19)	6	909	4,414	649,197
Total in Age Range	17	2,845	13,843	1,853,336
Total Population	106	16,438	79,517	10,097,897

### COMPETITORS

- There are five, possibly competing, youth centers within an hour drive from the Kettunen Center.
- Understanding what the other nearby centers do, allows Kettunen Center to tailor its programming to be complementary as well as competitive.



## Recommendations



### Expand Programming Opportunities

- Reach high school and college level youth through implementation of career and technical education programming.
- Serve as a space for after school care in order to increase opportunities to reach youth in the local area.
- Reach more diverse youth interest through Science, Technology, Engineering, Art and Math (STEAM) programming.
- Create additional winter programs by supporting indoor activities and snow oriented outdoor activities.



### Create Brand Recognition and Increase Promotional Marketing

- Explore branding opportunities to increase visibility and promote innovative new programs and activities.
- Create a marketing strategy that includes website design, promotional brochures, and other social media outlets.
- Contract with videographers and photographers to keep Kettunen Center's website media and video content current and engaging.
- Promote signature programs to gain national recognition.



### Create Strong Partnerships and Secure External Funding

- Create strong and sustained partnerships with public and private institutions.
  - Philanthropic Foundations with youth interests
  - 4-H and Google
  - 4-H and the Military
  - 4-H and Disney
- Explore new funding sources through foundation and partner grants.



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### STRENGTHS

- Striking natural beauty.
- Abundant land and indoor space.
- Repeat conference clientele.
- A beneficial affiliation with 4-H.
- Substantial support for 4-H training.

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### WEAKNESSES

- Lack of partnerships.
- Limited programming.
- Lack of revenue during wintertime.
- Outdated technology.
- Inadequate marketing and branding.

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### OPPORTUNITIES

- Target a wider group of visitors.
- Better utilize the natural resources.
- Strengthen external partnerships and secure additional funds and grants.
- Potential for branding and targeted marketing and promotion.

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### THREATS

- Declining youth interest in traditional outdoor activities.
- Lack of financial viability.
- Lack of external funding for the center.
- Semi-rural location and access.