

Carolina Bible Camp *Business* Plan

The Way Forward

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Presented To:
Carolina Bible Camp Board of Directors

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Executive Summary



MISSION

Carolina Bible Camp seeks to create a community of campers and volunteer staff dedicated to knowing and sharing the love of Christ. (Carolina Bible Camp and Retreat Center)



VISION

At Carolina Bible Camp, we aspire to nurture every child and teen, fostering resilience and community. Committed to diversity, safety, and regulatory excellence, we aim to be a cornerstone in shaping individuals and creating lasting memories within a community that values purpose, inclusivity, and environmental stewardship

Carolina Bible Camp, a non-profit organization guided by the Church of Christ, is committed to providing spiritual and recreational experiences for children and teens. This comprehensive marketing plan outlines key elements of the organization's internal and external environments, the SWOT analysis, marketing mix strategies, and specific goals with action plans. The plan is structured to ensure clarity, strategic alignment, and adaptability to unforeseen challenges.

Internal Analysis

Carolina Bible Camp's internal environment is characterized by key elements that define its organizational structure, operations, and resources. A thorough examination of these internal factors is crucial for the organization's self-awareness and strategic planning. Key internal components include:

- **Organizational Structure:** The camp operates as a non-profit entity under the guidance of the Church of Christ and is overseen by a board of directors. The hierarchical structure, including seven directors responsible for weekly oversight during the summer, ensures effective management and coordination.
- **Volunteer Staff:** A dedicated team of volunteer staff plays a central role in the camp's success. The commitment and enthusiasm of these individuals contribute to the positive experience of campers and the seamless execution of programs.
- **Camp Infrastructure:** The camp features essential facilities such as the Mess Hall, Shelter, Amphitheater, Canteen, Office, and Boys and Girls Town Cabins. These structures are strategically designed to support various activities, fostering a conducive environment for both spiritual and recreational experiences.



Internal Analysis Cont.

- **Financial Model:** Carolina Bible Camp relies on a combination of donations, support from the Church of Christ, and revenue generated during the off-season through events such as weddings. The camp's financial sustainability is contingent on effective fundraising and sound financial management.
- **Administrative Operations:** The Office serves as the nerve center for administrative activities, including camper check-ins, check-outs, and late-night devotionals. It also houses offices for staff tasks, contributing to the efficient functioning of the camp.
- **Recreational Activities:** The camp offers a diverse range of activities for campers during their free time, including Gaga Ball, Tennis, Volleyball, Basketball, Baseball, Soccer, Disc Golf, and Art. Volunteer staff members monitor these activities to ensure a safe and enjoyable experience for campers.
- **Canteen Services:** The Canteen provides campers with a selection of goods, enhancing their overall experience. This revenue-generating service contributes to the camp's financial viability.
- **Counselor Structure:** The allocation of at least two counselors per cabin ensures proper supervision and support for campers, contributing to a secure and enriching environment.

By assessing these internal factors, Carolina Bible Camp can optimize its strengths, address weaknesses, and ensure alignment with its mission. This internal environmental analysis serves as a foundation for strategic decision-making, allowing the camp to capitalize on its internal resources and continually enhance the quality of its programs and services.



External Analysis

Carolina Bible Camp operates within a dynamic external environment, shaped by various factors that can exert both positive and negative influences on its day-to-day operations. Recognizing and understanding these factors is paramount for the organization to navigate challenges effectively and leverage opportunities. Key external factors include:

- **Economic Conditions:** The camp is susceptible to fluctuations in the broader economic landscape. Economic downturns may impact financial support and donations, while prosperous periods could potentially result in increased funding and resources.
- **Regulatory Environment:** Compliance with local and federal regulations is essential. Changes in laws related to nonprofit organizations, child safety, or land use could impact the camp's operations and necessitate adaptations to ensure ongoing compliance.
- **Community Engagement:** The camp's relationship with the local community is pivotal. Positive community engagement can foster support, volunteerism, and additional resources. Negative perceptions, on the other hand, may hinder collaboration and fundraising efforts.



External Analysis Cont.

- **Technological Advancements:** Embracing and adapting to technological advancements is crucial for efficient operations and communication. Technology can enhance outreach, streamline administrative tasks, and improve the overall camper experience.
- **Demographic Trends:** Understanding demographic shifts in the target population, as well as changes in camper preferences, is essential. This insight can guide program development, marketing strategies, and resource allocation.
- **Competitive Landscape:** Awareness of other similar camps or recreational options is vital. Monitoring the competitive landscape ensures that Carolina Bible Camp remains distinctive and continues to offer unique value propositions to its campers and supporters.
- **Environmental Sustainability:** Given the organization's commitment to providing a natural and enriching environment, staying attuned to environmental sustainability trends and practices is crucial. This includes considerations for land conservation, waste management, and eco-friendly initiatives.
- **Cultural and Social Dynamics:** Changes in societal values and cultural dynamics may influence the camp's programming and messaging. Remaining culturally relevant and responsive to social trends is essential for maintaining relevance among the target audience.

By systematically analyzing these external factors, Carolina Bible Camp can proactively adapt to changes, capitalize on opportunities, and mitigate potential threats. This awareness forms the foundation for strategic decision-making and ensures the camp's resilience in the ever-evolving external landscape.



SWOT *Analysis*

This SWOT analysis provides a comprehensive overview of Carolina Bible Camp's internal strengths and weaknesses, as well as external opportunities and threats. Utilizing this analysis as a strategic tool can guide decision-making, enabling the camp to leverage its strengths, address weaknesses, capitalize on opportunities, and mitigate potential threats for sustained success.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• Dedicated Volunteer Staff• Organizational Structure• Camp Infrastructure• Financial Model Diversity• Recreational Diversity	<ul style="list-style-type: none">• Dependence on Donations• Seasonal Dependency• Communication and Outreach	<ul style="list-style-type: none">• Technological Integration• Community Engagement Enhancement• Environmental Sustainability Initiatives	<ul style="list-style-type: none">• Economic Fluctuations• Regulatory Changes• Competition for Similar Camps• Changing Demographics


The History

Founded in 1956 by a group concerned about the spiritual growth of youth, Carolina Bible Camp began as a dream to establish a summer Bible camp. The first sessions took place in 1957 and quickly reached full capacity each year. Initially renting facilities, the camp lacked a permanent home until 1992 when a 65-acre property in Davie County, NC, was acquired through a faith-inspired fundraising effort. This marked the establishment of the Carolina Bible Camp & Retreat Center, providing a permanent summer home and opportunities for community service in the off-season.



Market *Analysis*

User Persona

	Goals <ul style="list-style-type: none">• Building a Christ like family• Successful career• Stay connected with long time friends	Challenges <ul style="list-style-type: none">• Hectic schedule• Financial responsibilities• Career growth
Jonah May 26 years old He/him Young Adult	Likes <ul style="list-style-type: none">• Christ• Sports• Animals	Dislikes <ul style="list-style-type: none">• Drama• Wasted time• Disorganization
	Personality <ul style="list-style-type: none">• Motivated• Bubbly• Organized	

	Goals <ul style="list-style-type: none">• Have fun• Grow spiritually• Be a veterinarian	Challenges <ul style="list-style-type: none">• Homework• Chores• Getting along with her brother
Milly Maurer 10 years old she/her Elementary School	Likes <ul style="list-style-type: none">• Pop music• Ponies• Gymnastics	Dislikes <ul style="list-style-type: none">• Homework• Bullies• Loud noises
	Personality <ul style="list-style-type: none">• Energetic• Leader• Nature lover	

Marketing *Mix*

The 4Ps of Marketing

Product	Price
<ul style="list-style-type: none">• Camp Programs• Recreational Activities• Spiritual Development	<ul style="list-style-type: none">• Transparent Fee Structure• Scholarship Opportunities
Promotion	Place
<ul style="list-style-type: none">• Content Marketing• Partnerships• Referral Programs	<ul style="list-style-type: none">• Online Presence• Community Engagement• Social Media Presence

Marketing Mix Cont.

- **Product**

- **Camp Programs:** Develop and promote diverse and enriching camp programs that align with the spiritual and recreational goals of the organization.
- **Recreational Activities:** Highlight the various recreational activities, such as Gaga Ball, tennis, volleyball, and disc golf, to showcase the holistic experience offered at the camp.
- **Spiritual Development:** Emphasize the spiritual growth opportunities provided through morning study classes, nightly services, singing and senior devotionals.



- **Price**

- **Transparent Fee Structure:** Clearly communicate the cost of enrollment, ensuring transparency in the fee structure for campers and their families.
- **Scholarship Opportunities:** Offering scholarship programs to make the camp accessible to a broader demographic, aligning with the non-profit nature of the organization.

Marketing Mix Cont.

- **Promotion**

- • **Content Marketing:** Create and share valuable content, such as blog posts, articles, and videos, showcasing the camp's values, activities, and success stories.
- • **Partnerships:** Collaborate with local churches, schools, and community organizations to expand promotional reach and build strategic partnerships.
- • **Referral Programs:** Establish referral programs to encourage current campers and their families to refer friends and relatives, leveraging word-of-mouth marketing.



- **Place**

- • **Online Presence:** Maintain an informative and user-friendly website that provides details about the camp's programs, facilities, and registration process.
- • **Community Engagement:** Actively engage with the local community through events, partnerships, and outreach programs to foster support and awareness.
- • **Social Media Presence:** Utilize social media platforms to share engaging content, testimonials, and updates to connect with current and potential campers.

Goals and Objectives

- **Diversify Revenue Streams:**

- **Specific:** Generate 20% of additional revenue through off-season events and fundraising campaigns.
- **Measurable:** Track revenue from off-season events and fundraising efforts.
- **Achievable:** Based on event planning and fundraising targets.
- **Relevant:** Supports financial sustainability and program expansion.
- **Time-Bound:** Achieve the revenue target within the next 12 months.

- **Enhance Community Engagement:**

- **Specific:** Increase attendance at community events by 25%, and establish a volunteer appreciation program.
- **Measurable:** Track event attendance and volunteer participation.
- **Achievable:** Attainable through targeted outreach and recognition efforts.
- **Relevant:** Strengthens ties with the local community.
- **Time-Bound:** Implement the volunteer appreciation program within the next 3 months and achieve increased event attendance within the next 6 months.

- **Implement a Continuous Improvement Feedback System:**

- **Specific:** Establish and implement a feedback mechanism within the next 3 months.
- **Measurable:** Track the frequency and nature of feedback received.
- **Achievable:** Feasible through the introduction of a structured feedback system.
- **Relevant:** Supports continuous improvement and responsiveness.
- **Time-Bound:** Have the feedback system in place and operational within the next 3 months.

Contingency Plans

Contingency for Revenue Diversification

Scenario: If the expected 20% increase in revenue through off-season events and fundraising is not met.

- **Action Steps**

- Assess the performance of off-season events and fundraising initiatives to identify areas for enhancement.
- Explore alternative revenue-generating opportunities or adjust the pricing strategy for off-season events.
- Reassess the fundraising campaign, refine the messaging, and explore new donor engagement strategies.
- Consider partnerships with local businesses for sponsorships or collaborative fundraising efforts.

Contingency for Community Engagement

Scenario: If the targeted increase in community event attendance or the establishment of a volunteer appreciation program faces challenges.

- **Action Steps**

- Analyze the reasons for low event attendance and adjust marketing strategies accordingly.
- Seek feedback from the community to understand expectations and preferences for engagement.
- Reevaluate the volunteer appreciation program, seeking input from volunteers and making adjustments as needed.
- Strengthen online and offline communication channels to better engage the community and encourage participation.

Contingency Plans Cont.

Contingency for Feedback System Implementations

Scenario: If there are delays or challenges in establishing the planned feedback mechanism.

- **Action Steps**

- Identify the specific challenges hindering the implementation of the feedback system.
- Consider alternative methods for collecting feedback in the interim, such as surveys or focus groups.
- Communicate transparently with campers and their families about delays and assure them of the commitment to feedback.
- Expedite the resolution of technical or logistical challenges to establish the feedback system promptly.



Thank You for Your Time



Sources and Disclaimer

Carolina Bible Camp and Retreat Center. Carolina Bible Camp and Retreat Center.
(n.d.). <https://carolinabiblecamp.org/>

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