



NIKO BIROS
MKTG 487 FINAL PROJECT
LILIANA DECK

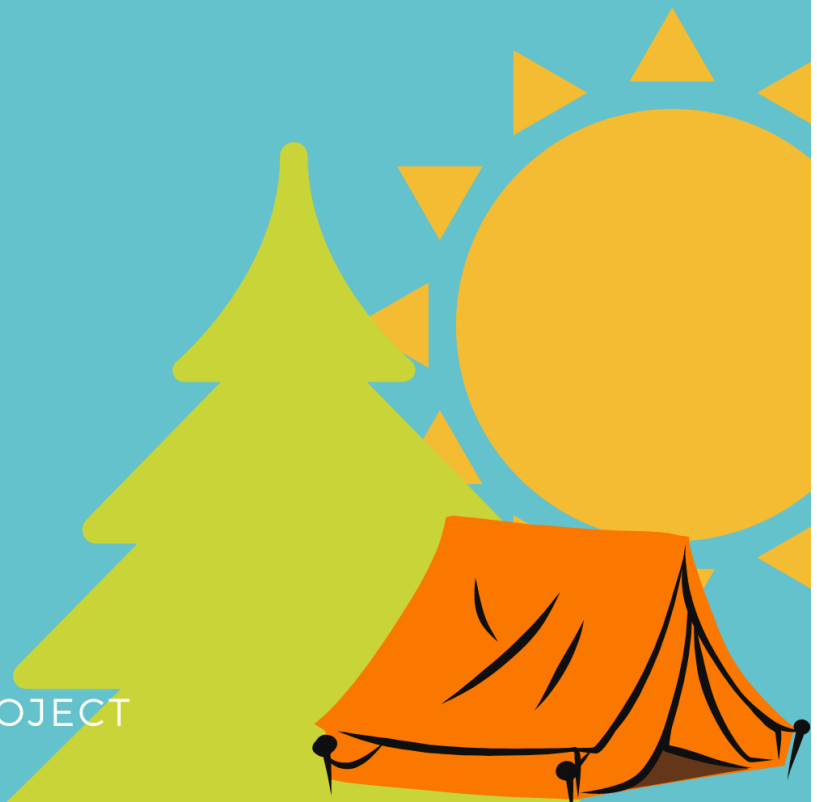


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Introduction

The nonprofit I have chosen is Camp Agape Northwest. Camp Agape is a cost-free week-long camp for kids with cancer and their families. Kids are each paired with one or two counselors for a chance to forget about the horrifying reality that is cancer for a fun-filled week. Camp Agape started after a Greek Orthodox philanthropic group began to fundraise for “Kids n Cancer”. The word Agape is the Greek word for love, so that’s always been the priority of the organization. This began the foundation for Camp Agape, and the first session was held in Dunlap, California in 1989. This first camp spread to several locations across the United States where they continue to operate today. Camp Agape Northwest happens yearly in Gig Harbor, Washington at the All-Saints Camp and Retreat Center on Raft Island. They provide numerous games and activities throughout the week tailored to both campers and their parents or guardians. These activities include arts & crafts, fishing, kayaking, boat rides, tent time, karaoke, and many more. All of these are optional however, and if the families don’t want to participate, there are numerous other activities available as well. I decided to do the report on Camp Agape because I volunteered as a counselor for two years during high school. The experience I had opened my eyes to the reality that many families face with childhood cancer and helped inspire me to start another nonprofit with a few friends. It also helped further connect me with Greek Orthodoxy and further establish friendships with the other counselors. The website provides more information at <https://www.campagapenw.org/>.

Needs Centered Analysis

As a nonprofit, Camp Agape Northwest has an offer orientation. By providing a week-long camp for free to the campers and their families, they focus on the service that they offer and all the donations and fund-raising that go towards the camp's operation. They acknowledge the stress that a cancer diagnosis has on families and seek to provide an experience to give families a break from this stress. Camp Agape fundraises throughout the year through multiple events including auctions, food drives, and entering awards programs that award winning organizations with large donations.

Managerial Analysis

Camp Agape's mission is to create a unique camp experience filled with love and support for children with cancer and their families. They fulfill this mission by creating a personalized experience for each family member. Each camper is paired with a counselor that is referred to as a "buddy" that serve as a friend to hang out and do the various activities the camp provides with. This also allows for the parents to relax and take a break from their normally very stressful lives. The managerial structure of Camp Agape Northwest is very involved with the camper's experience. The director works with staff, volunteers, and the board to ensure a safe and fun week for the families in attendance. Throughout the year, they are expected to attend board meetings as well as the various other team meetings that help make Camp Agape a reality. During the week of camp, they are on-site the entire time and are often seen participating in games and activities tailored towards the campers and their buddies. Other responsibilities

include monitoring the budget for camp operations and providing feedback for the annual report after the week-long camp has concluded.

Board Analysis

Camp Agape utilizes a governing board made up of volunteers that serve on the board for three years. They are required to be older than 18 and believe firmly in Camp Agape's mission and in ensuring an unforgettable experience for the campers. Through the week-long camp's operations, they also serve as an advisory board that other volunteers can turn to for questions and direction. Most board members have previous experience volunteering for the camp, thus furthering their belief in the mission and understanding of how the camp operates. The requirements of board members include attending a monthly meeting and agreeing to an extensive background check to ensure their hearts are in the right place. The background check is considered a legal responsibility of the board in protection of the children and their families. The application for new board members also asks how often they'd be able to commit to supporting Camp Agape's operation and fundraising events throughout the year. Past board members have rated their experience very highly and often recommend becoming a board member to other frequent volunteers.

Sustainable Differential Advantage

The value of Camp Agape is perceived very highly by past campers and families. Many have gotten involved with the camp's operations years after attending through volunteering and fundraising. Another organization with a similar mission statement is the Make-a-Wish Foundation. Make-a-Wish grants dreams and wishes that children suffering from illness ask and serves to provide hope for these children. Camp Agape, in essence, does the same thing but focuses on bringing families with similar experiences together in their week-long camp. This differentiates Camp Agape from organizations offering a unified service rather than tailoring to each individual child. Because it's sponsored by the Greek Orthodox Archdiocese of America, some families may have the misconception that there's a religious requirement to attend the camp. Camp Agape offers daily chapel services but their website stresses that there is no requirement of Greek Orthodoxy or any type of Christianity to attend. They instead focus on the experience and environment that the camp offers which is what maintains the consistent support of families.

Demand Analysis

Because Camp Agape NW only offers 20 families attendance every year, demand is high, and spots fill up quickly. They have consistently filled the 20 spots every year they've been in operation, often placing other families on a waitlist in case spots open. They also have plenty of people signing up to volunteer every year, sometimes partnering two volunteers for one camper to split the responsibilities throughout the week.

Market Segmentation

Target Publics:

Through my experience with the nonprofit and the information provided on their website, I determined that the input publics are the All-Saints Camp and Retreat Center where the camp operates and Raft Island in Gig Harbor, Washington. The internal publics include the many volunteers that make up the camper's buddy's, kitchen staff, and Camp Agape Board, and the Tsagalikis family that serve as the directors for the camp. The partner publics are the Greek Orthodox Archdiocese of America that help support the camps operations as well as the many people who donate throughout the year. The consuming publics are the campers and their families that attend Camp Agape, as well as the volunteers who get an experience in the operation of the camp.

Enabling Characteristics:

For a family to attend Camp Agape, they must meet a few criteria. The first is they must have a child 18 years of age or younger with a cancer diagnosis. This makes sense as the camp is tailored towards children but still includes activities and opportunities that teenagers enjoy. The second requirement is that the family receives cancer treatment within Washington State. There are multiple Camp Agape operations across this United States, but this does limit the scope of families that can attend Camp Agape. Another requirement is that families can only attend Camp Agape two times. This allows for new families to attend every year, providing the experience for a wider group of families across the state. They do list on their websites that exceptions may be made based on space availability. Because of COVID-19, the past two years

they have offered a virtual camp experience that was open to families regardless of how many times they've attended Camp Agape.

Distinguishing Characteristics:

For the characteristics of volunteers, they require all volunteers to be at least 16 years old. This ensures that the camper buddies are older than them and that they can serve as a partial guardian for the duration of the week. They also ask for people that know how to make coffee, can work as a lifeguard, have a food handler's permit, or have experience as arts & crafts in addition to many other roles offered at Camp Agape. This adds scope to the skills and activities offered to the campers giving them a range of things to do throughout the week.

Consumer Behavior by Segment

Most volunteers at Camp Agape are either college students or involved with the Greek Orthodox church community. A large group come from Michigan State University in Missoula as well as colleges across Washington. This poses both positives and negatives. College students usually have some familiarity with babysitting or caring for a person much younger than them, making for more patient and problem-solving oriented volunteers which is essential when working with children. The community that comes from the Orthodox Church also allows for close religious ties that add a spiritual element to the camp's operation. Because of the large population of college students, there's the potential for some volunteers to be there for the wrong reasons. Some may be there only to hang with their friends and put less effort in their role as "buddy". This poses an issue when directors and organizers must focus on keeping the

volunteers in check over the main job of ensuring the campers are having a safe and fun-filled week. For the families that attend, their motivation is mostly always to provide a break from the stress and horror that comes with a child’s cancer diagnosis. The parents deserve a break from the financial burden and constant stress of helping treat a sick child. They hope to provide an experience unlike anything else for their children and that’s what Camp Agape offers.

Organizational Decision Process

<p>Problem Recognition</p>	<ul style="list-style-type: none"> • Families suffering from child cancer • Stress and financial burden of treatment • Necessity of a break from stress
<p>General Need Description</p>	<ul style="list-style-type: none"> • Analyze what campers would need to ensure a fun experience • Consider how to make parents experience more relaxing
<p>Product Specifications</p>	<ul style="list-style-type: none"> • Variety in activities • Food options for all dietary restrictions • Volunteers eager to support camp’s mission • Passionate leaders

Supplier Search	<ul style="list-style-type: none"> • Encourage past members to apply • Advertise volunteer positions
Proposal Solicitation	<ul style="list-style-type: none"> • Review applications • Ensure everyone is qualified to fulfil the camp's duties • Apply background checks
Supplier Selection	<ul style="list-style-type: none"> • Select volunteers and board members
Order-Routine Specification	<ul style="list-style-type: none"> • Train them prior to week of camp • Ensure everyone understands how the camp works
Performance Review	<ul style="list-style-type: none"> • Analyze what could be improved and what worked during the camp's operations • Adapt for future years

Marketing Mix Analysis

When analyzing the marketing mix, I found that the product is the experience within the camp that it provides to the campers. The place is Gig Harbor, Washington on Raft Island that the camp operates and the availability of 20 families to attend every year whose child's cancer is being treated in the United States. The promotion is done through their website, the Greek Orthodox Churches in America, and many of the other cancer support resources that operate

within the United States. The price is free to the campers and their families, operating solely on donations and fundraising done throughout the year.

New Offer Development Process Analysis

After each summer session, Camp Agape carefully analyzes what worked and seeks to improve every year. The board of directors send out surveys to all volunteers and family's asking for feedback. This has allowed them to continuously grow and improve their operations. The year-long gap between sessions gives them ample time to assess and improve as well as determine the weaknesses of the session and fix them. Camp Agape's flexibility with their improvements is part of the reason they continue to fill their 20-family limit.

Positioning Analysis

One of the greatest strengths of Camp Agape is their continued success in their yearly operations. They have analyzed the importance of their offer to the families and that analysis is reinstated by constant praise and admiration. They have found the perfect mix of value to the community and efficient use of the money they raise. Although there are multiple Camp Agape's across the United States, Camp Agape NW is unique within Washington state and no other nonprofit in the state offers the same experience.

Competitive Analysis

Camp Agape does not directly compete with any other nonprofit with the operation of the camp or with gaining volunteers. However, throughout their many methods of fundraising they must compete for grants or donations from other businesses. This past November, they competed for the BECU People helping People Award that provided a \$50,000 donation to the winning organization. They went on to win this award, but it required people to vote for Camp Agape over all the other competing nonprofits. The “family” that Camp Agape creates in their service builds trust between the camp and its attendees that regularly lead to winning awards and grants like this.

Financial Analysis

Camp Agape NW functions solely on donations and fundraising done throughout the year. They enter several competitions to win grants and awards adding to all the donations received by supporters. According to Charity Navigator, approximately 78% of funds raised went towards the camps operations with the rest going towards administrative needs and further fundraising opportunities. The Board of Directors includes a person in charge of financial analysis and planning to determine the allocation of funds raised towards different activities during the camp. They also determine if funds are being used unnecessarily towards activities that aren't preferred by attendees and work with the rest of the board to find replacements.

Client Needs Assessment

The clients of Camp Agape NW are the families and children suffering from a cancer diagnosis. For the campers that attend, many are forced to miss out on events and activities going on throughout the year due to various treatments and constant reminders of their situation. Camp Agape allows for the campers to be normal kids for a week, offering many different activities and treats for them to enjoy. For the parents, constantly filled with stress and financial burden throughout the year, it gives them a chance to relax as the counselors serve as guardians for most of the day as well as connect with other parents going through similar situations. Camp Agape provides comfort for the whole family and seeks to distract from the reality of cancer.

Environmental Analysis / Scanning

PEST Analysis	
Political	<ul style="list-style-type: none">• Require attendees to meet health criteria• Background checks on volunteers• Two-day training session for volunteers• Receive donations and grants from banks and other government organizations
Economic	<ul style="list-style-type: none">• Constantly adapting• Variety of activities to suit all interests• Trust that they'll raise enough funds to allow camp to operate
Social	<ul style="list-style-type: none">• Form long-term connections with families

	<ul style="list-style-type: none"> • Recognize need for stress-relief and provide service to meet need
Technological	<ul style="list-style-type: none"> • Switch to virtual camp during Covid years • Website provides information to potential attendees • Online training modules

Offer Life Cycle

I believe that Camp Agape NW is in the maturity stage of the offer life cycle. They have continuously filled up all available spots for numerous years in a row and their yearly themes and activities remain creative and fun. Even with the limitation of only allowing families to attend Camp Agape twice, sadly there's no shortage of kids suffering from cancer in Washington state so there are more people every year looking for what the camp offers.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Operating since 1997 • Inspiring mission • Motivated leaders • Independent non-profit • Yearly volunteers 	<ul style="list-style-type: none"> • Limited to 20 families per year • Some volunteers aren't there for the right reasons • Only for families that undergo treatment in Washington • Families can only attend camp twice

<ul style="list-style-type: none"> • Various activities for kids • Loving atmosphere • Relaxing for parents • No cost to families • Religious ties 	<ul style="list-style-type: none"> • Decrease in revenue the past two years • Rely on donations
Opportunities	Threats
<ul style="list-style-type: none"> • Expand size of camp • Multiple locations working together • Larger fundraising opportunities 	<ul style="list-style-type: none"> • Virtual camp (COVID) • Volunteers who make the week about themselves

Problem Definition

Through my analysis of Camp Agape NW, I determined the biggest weakness in their operation is the limitation of 20 families per session. This happens because there’s only so much space and volunteers that the location the camp operates can hold. There are also multiple Camp Agape’s around the United States. My suggestion to this nonprofit is to merge with these other camps in a larger location that can accommodate more families. Having multiple sources of revenue across multiple states would largely increase the funds the camp receives on a yearly basis and rather than each paying for their individual experiences, they could pool the money and further improve and grow the options of activities during the summer session. This could

also allow for the potential of families being able to attend more than two times, which was also assessed as a weakness in the analysis.

Conclusion

Camp Agape has succeeded every year in their mission to create a unique camp experience filled with love and support for children with cancer and their families. By offering multiple activities and emphasizing the stress-free environment that the camp offers, they continuously fill the 20-family limit and the abundance of volunteer spots needed to make the camp run smoothly. Having a board of directors with previous experience as yearly volunteers that are hands-on with the camps operations allows for thorough analysis of the greatest strengths and weaknesses that need to be addressed after each session. The support from the community and belief in Camp Agape's mission also ensures that they'll raise enough funds to cover the cost of the camp every year. Their unique offer orientation ensures Camp Agape will continue to excel in their service for years to come.

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