



# BUSINESS INNOVATION PACK

## SPECIAL THANKS

To all of whom gave of their time, knowledge, and expertise to contribute to this resource for your benefit. Hannah Beames, Dave Firth, Dave Bruce, Dave Fraser, Troy Stewart, Al Belcher, and Ian Rowe.



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# WHAT IS THIS 'BUSINESS INNOVATION PACK'?

You may have heard it said that necessity is the mother of innovation. As we navigate a way through these challenging times, the truth of these words has never been more evident. When God called Moses, He asked him, "What is in your hands?" and God used the staff as a sign of power. When Elisha helped the indebted widow he asked her, "What do you have in your house?", and the oil replenished until her debt was covered. The purpose of this business innovation pack is to encourage you to innovate and look at what resources you have in your hands. We hope you find it practical, useful and challenging.

## A WORD OF CAUTION

Financial viability is a very real immediate need. The ideas in this pack have been developed with that in mind, in the midst of a rapidly changing operating environment. However, it is important that we remember that they are a means to an end. Please don't lose sight of your core vision, values, and mission. You have a God-given mandate, and although we may choose to look at tourism opportunities or mowing lawns or something else, we must remain obedient to that mandate.

## WHAT'S IN THE 'BUSINESS INNOVATION PACK'?

**5x**

### **BUSINESS PLANS**

A brief snapshot of the idea and what would be involved in making it a reality.

**1x**


### **IDEA KICK-STARTERS**

The "cutting room floor" of the working group's development phase.

**5x**

### **ACTION PLANS**

A more detailed presentation of each of the business ideas.

A photograph of two young women smiling and hugging at a camp. The woman on the left has long blonde hair in a ponytail and is wearing a dark jacket. The woman on the right has long, wavy brown hair and is wearing a bright blue puffer jacket. They are outdoors with wooden structures and trees in the background.

BUSINESS PLAN

# ACTIVATE YOUR ADVOCATES

Every camp has their key advocates and influencers who love them and will WANT to support them. This is a simple and straight forward plan to connect with your supporters to gain awareness and support.

This isn't about handouts! Approach key people and groups and proactively ask them to book in a camp. Rather than offering this as a discount or a deal, we suggest approaching them with fundraising as a motivation.

“We’ve loved serving you in the past. We look forward to serving you again in the future. Right now we need your help.”

# ACTION PLAN OVERVIEW

The five key steps from the action plan are:

1. **Prioritise** – Figuring out WHO are your key influencers and advocates is the first key step. Who will be most likely to support you, especially financially?
2. **Contact** – How you make contact with your advocates is important. Explain clearly what is needed and the benefits of the ministry are. Make your case and ask if they are willing and able to help.
3. **Scheduling** – We don't want to tell you to suck eggs, but it's worth noting; we are probably not looking for summer bookings. The goal is to get people in beds quickly, not sabotage future bookings.
4. **Follow up** – Your advocate may need a follow up to get traction. You may be able to offer advice on how to organise a camp. If they can't bring a group to camp, can they support in any other way or recommend others who may be able to?
5. **Photos** – The camp experience is anticipated, lived, and remembered. Ensure your campers have good memories by sharing photos on social media (with group permission!).

# WHAT ARE THE KEY RISKS OR THINGS TO BE AWARE OF?


- Small groups have limited profit margins.
- Bookings too far in advance may fill up weekends that bigger groups could book at a later point.
- A “boutique” camp may not play to your strengths. Still think about the quality of the experience that you can deliver.

# RESOURCES

- Time to connect and share your camps story and situation.
- A camping product that is usable in the current regulatory environment (health compliance).

# ADVERTISING

- Keep it personal! Target top supporters via phone as an initial contact.
- Use social media if appropriate.



BUSINESS PLAN

# TRAVELLERS AND TOURISM

The tourism industry in NZ is feeling the pinch and domestic tourism is the order of the day. Camps can offer a “back to basics” kiwi experience or look for opportunities with local tourism providers.

Many camps have the ability to offer both accommodation and activities, but in the tourism sector there are many other opportunities to collaborate with other providers. Could you open the High Ropes course for a group booking? How about providing accommodation and providing a booking service for other local activities?

# ACTION PLAN OVERVIEW

The five key steps from the action plan are:

1. Look before you leap – Before you launch in to the tourism sector you need to assess if it is the right fit for your camp. See the Action Plan for a list of things to think about.
2. Tourists want deals – What packages could you offer? Activities, food, accommodation.
3. What is your draw card? – How will you sell yourself to stand out? Can you pitch it as the idyllic Kiwi experience, or an “unplugged” experience, or something else?
4. Booking systems – You need a smooth booking experience. Your website and booking software may be able to handle it, or perhaps you would need to ensure that the phone will always be answered.
5. Signage and welcome – Make sure your camp is well sign posted – you want to be easily found from the get-go. Big smiles and first impressions are key.

# WHAT ARE THE KEY RISKS OR THINGS TO BE AWARE OF?

- This is a relatively high risk idea – Bad reviews can be severely damaging.
- Child safety may be an issue.
- Provide a REALISTIC preview of what you are offering.
- No alcohol on site? Let them know from the outset.

## RESOURCES

- Online presence is key.
- Staff for increased cleaning and accommodation turnover.
- Booking software or constant response.

## ADVERTISING

- Campermate.
- NZ Made Facebook Group.
- Trip Advisor



BUSINESS PLAN

# VOLUNTEER PROGRAMME

Volunteering at camp is a great way for young people to get a taste for camping as a career and can also provide some much needed support particularly during peak times.

Although volunteers cannot be thought of in the same terms as employees, the benefits they bring to a camp may be worth considering. Volunteers can help a camp get through the peak times where their regular staff are stretched, and it is a practice that introduces new potential employees to the camping sector, providing them much valued experience.



# ACTION PLAN OVERVIEW

The five key steps from the action plan are:

1. Assess the need – If you do not already have permanent volunteers, you will need to assess whether they will enhance your ministry. See the Action Plan for a list of considerations.
2. Facilities – How will you support your volunteers? Although you cannot pay them or provide them reward, you can offset their expenses incurred. What does this look like in your context?
3. Getting the right people – You will need a handout with some information on the opportunity and expectations. Think about the sort of people that you might want as volunteers; target environments where they hang out (church, youth group etc).
4. “On-boarding” volunteers – It is a good idea to put volunteers through a similar process to a staff employment. This ensures you are following your health and safety requirements and gives you a better understanding of the person coming into your team.
5. Relationships are key – The key concept behind volunteering is mutual benefit. They are serving you and need to know that you value, appreciate, and care for them. Make this clear in your interactions from the outset.

# WHAT ARE THE KEY RISKS OR THINGS TO BE AWARE OF?

- Volunteers aren't employees. You can't rely on them for critical tasks.
- Ensure you understand the law regarding volunteers and your obligations toward them.
- Getting the right volunteer workers. Ensure you carry out reference checks.

# RESOURCES

- Legal obligations are available online (links in the Action Plan)
- Staff to manage volunteers
- Facilities to accommodate volunteers

# ADVERTISING

- Brochure for advertising (e-mail CCNZ for a copy of El Rancho's draft brochure for inspiration).
- Social media.
- School careers advisors and church youth group leaders.



BUSINESS PLAN

# SCHOOLS: GO TO THEM & DAY PROGRAMMES

Although schools can now return to camps, some may be apprehensive or wanting to demonstrate due care to their stakeholders. Offering day programmes or taking activities to them may help to bridge the gap and restore confidence in camps.

Have you got skilled staff doing unskilled tasks to keep them busy? Here are a couple of options that just might work for you. Take your camp to the client: the experience, culture, and activities. Alternatively, you could offer day programmes for both schools and ministry camps.

# ACTION PLAN OVERVIEW

The five key steps from the action plan are:

1. Clientele – Identify your potential client base, shortlist and prioritise clients and think about the most effect method of contacting them (phone, email etc.).
2. Resourcing – You will need a staff member that can facilitate activities to deliver something more than just an experience (team building, reflective learning etc.) You will also need to think about transport and equipment requirements.
3. Develop and schedule the product – Create example programmes (1/2 day – 3 day options, onsite and offsite). Identify programme objectives / learning outcomes for participants.
4. Pricing – This model will have different overheads to regular camps. This plan has the potential to build relationships, but it should also offer a profit!
5. Health and Safety – Adapt activity management plans for offsite delivery.

## WHAT ARE THE KEY RISKS OR THINGS TO BE AWARE OF?


- Health and safety adjustments may be significant.
- Is there competition in your region for similar services (particularly taking activities to schools). Do you need to think about implications on relationships with other providers?
- Interference with camps: Can you run a “take it to them” or day programme and an onsite camp without activity or staffing disruptions?

## RESOURCES

- This option requires you to use your EXISTING resources, human and physical.
- If you do not have the resources, particularly staff, this may not be a realistic option.
- Mobilisation of your resources may require some time and thought.

## ADVERTISING

- Website banner.
- Social media.
- Phone calls with follow up e-mail.



BUSINESS PLAN

# COMMERCIALISATION OF CAMP RESOURCES

Keep alive in order to thrive later. This is purely a stop-gap for those camps that are concerned with potential closure due to financial concerns.

This is not recommended as a long-term operational plan.

# ACTION PLAN OVERVIEW

The five key steps from the action plan are:

1. Identify resources – What skillsets, equipment, facilities, or activities do you have at camp that could be commercialised?
2. Market research? – What demand is there in your region that you could meet? What about niche groups?
3. Product development – Package and price your service. Establish a tiered structure to allow for reduced service options rather than discounts.
4. Marketing – Use local networks to reduce time and financial cost and maximise returns. Consider your scalability before approaching large operators.
5. Contracts – Get all contracts in writing, even if that is just an email. Ask if they want to rebook prior to completing the job.

## WHAT ARE THE KEY RISKS OR THINGS TO BE AWARE OF?

- Disillusioned or distracted staff. Commercial options are not “why we are here”. Reassure them of the big picture objective to keep afloat.
- Purchasing resources to commercialise without a guaranteed return. Use EXISTING resources.

## RESOURCES

- This option requires you to use your EXISTING resources, human and physical

## ADVERTISING

- Personal contacts
- Don't put this on your website (it's not core to camping)
- Niche groups



# IDEA KICK-STARTERS

During the process of thinking about business ideas, the working group identified a number of other agencies that there could be potential in approaching. These thoughts represent the “cutting room floor” of the consultation process and we thought we would offer the scraps too! Use these notes as a train; get in the thought train and keep going down the different avenues to see where they go rather seeing this as a complete list of ideas.

If there is interest, we could turn this into a live document on Facebook to collect all of your great ideas. Email the CCNZ office if this is something you would be interested in.

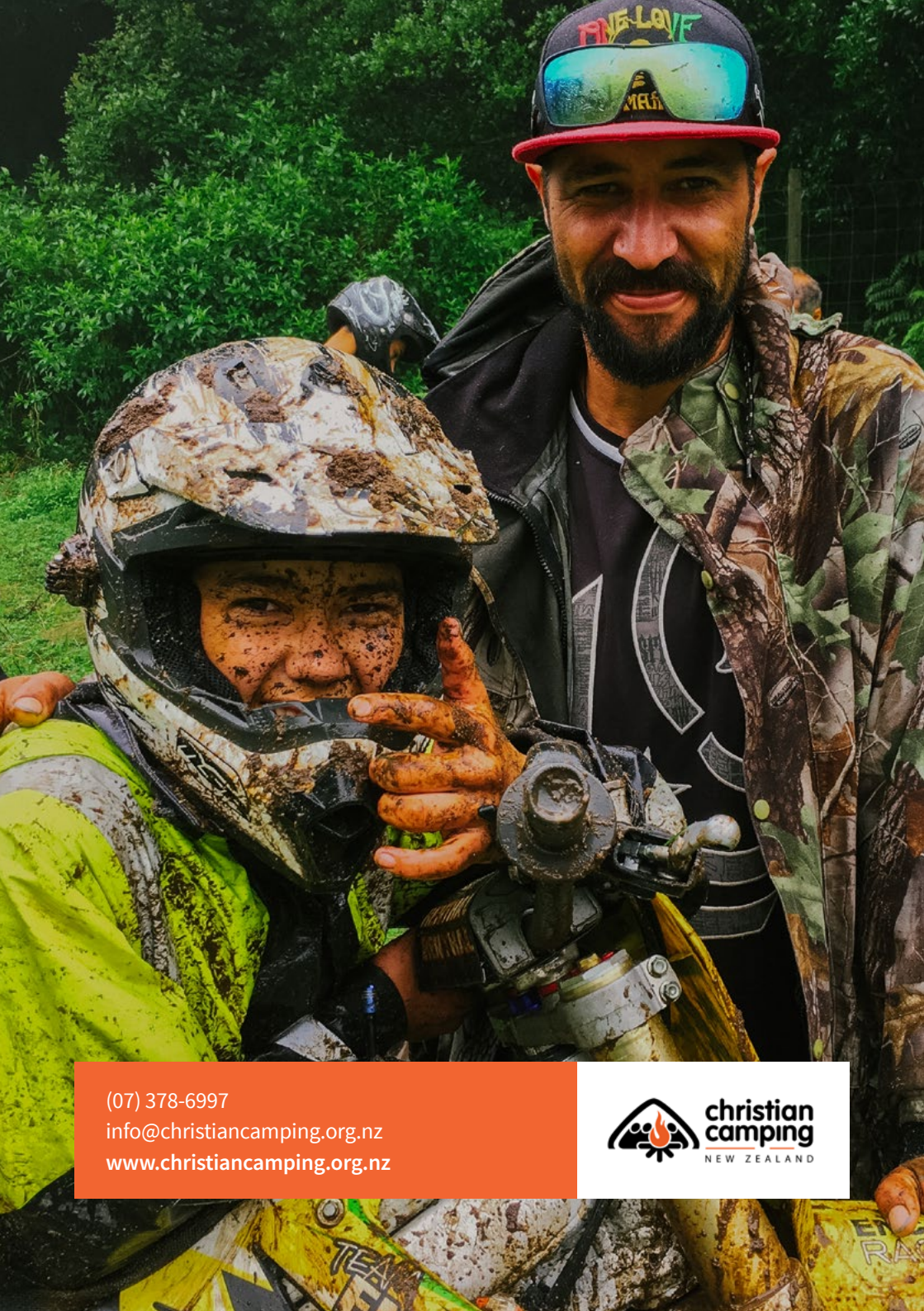
## GROUPS TO CONTACT

What groups may want to get together to train or reconnect? Camps could provide day or weekend offerings.

- Professional athletes and sport teams.
- Other professionals.
- Specialist skill groups.

## GROUPS TO COLLABORATE WITH

- Local Iwi – See the “Revisioning School camps” document from EONZ to see the focus on cultural diversity encouraged within the EOTC curriculum (<https://www.eonz.org.nz/assets/Resources/Revisioning-School-Camps/Revisioning-School-Camps.pdf>).
- Local tourism operators.
- Oranga Tamariki / Ministry of Social Development.
- Schools – offering satellite space, young parents retreat, storage options.
- Scouts / Girl Guides / St Johns cadets / Duke of Edinburgh etc.



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