

The Story Behind the Organization

Harold Roy, co-founder of Epecare Inc., was visiting family in Haiti when the catastrophic earthquake occurred in 2010. This unfortunate experience is what sparked his newfound passion in working to help rebuild the country through disaster preparedness trainings. Harold was awarded the Thomas F. Durant Fellowship in Refugee Medicine, which allowed him to return to Haiti in 2011 and train security officers. There, he met Ernst Montobon, the in-country director and established Epecare Inc.

Mission

Provide multi-disciplinary training to resource limited communities globally. Support the creation of emergency preparedness infrastructures and building sustainable networks of resources.

Vision

Sustainable disaster response systems, globally.

The Current Scope of the Organization

To fulfill its mission and achieve its vision, Epecare will be providing an array of services for the needs of disaster preparedness through trainings catered to community members in resource limited settings.

Services

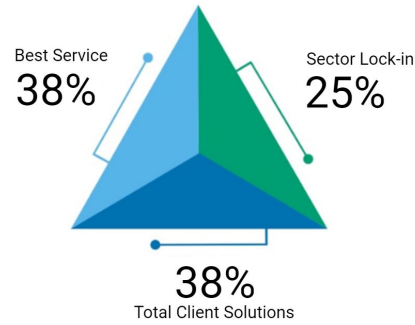
Epecare provides adult disaster response training through the Global Health Emergency Responder program through classroom lecture accompanied by hands on breakout sessions to practice techniques. The classes are taught by subject matter experts in the field of emergency preparedness. Epecare also provides Boston-based community first response trainings on request from local boards of health.

The Strategic Position

Most organizations, whether from the private or nonprofit sector, establish a strategic position; that is, they determine the strategies they will use to attract their target clients and consumers and outperform their competition.

Understanding the strategic position is vital when trying to introduce new products or services into an existing or new market, to ensure that the product or service is strategically appropriate for the organization. According to Arnolddo Hax, Professor of Strategic Management at Massachusetts Institute of Technology's Sloan School of Management, and the creator of the Delta Model, there are three potential strategic positions: Best Product or Service, Total Client Solutions, and Sector Lock-in (refer to Figure 1).

Figure 1: Strategic Positioning Epecare's Services



The position is emblematic of an organization that consistently provides low-cost services, which include follow-up, as well as the bundling of services. However, Epecare would like to advance its service offerings to the Boston area through a Junior Response Program. This service would be delivered at a lower cost than competitors and allow Junior First Responders to work within their families and communities.

The Organization's Core Competencies

Epecare boasts a reputation for strong technical, management and leadership competencies, as illustrated below.

Table 1: The Organization's Core Competencies

Technical	Management	Leadership
✓ Emergency Medicine	✓ Monitor Services	✓ Diverse background
✓ Disaster Response	✓ Evaluation of leadership	✓ Young Leaders
✓ Aggressive Behavior Management	✓ Hands on with programs	✓ Culturally sensitive
✓ Mental Health		

The Business Opportunity

The Junior Responder program would bring Epecare's disaster preparedness training techniques to Boston based high school students. Epecare targets students from low income areas of the city who have an interest in the STEM field. Currently, Epecare is piloting this program with Boston Area Health Education Center (BAHEC) and their Maymester students.

The Competitive Positioning of the Opportunity

Epecare has an ease of entry into this untapped market of community responders and the technical expertise to perform these trainings. Epecare has little overhead so can provide our services at lower costs than major competitors. Epecare also has multiple connections with local universities and youth

enrichment programs who would benefit from these trainings.

Table 2: Competitive Scan of the Opportunity

Overall Assessment		Least likely to succeed	Neutral	Most likely to succeed
Client Demand		0	1	2
Ease of Entry		1	0	4
Cost of Failure		2	1	2
Threat of Competition		1	0	3
Weighted total:		4	2	11

Justification for the Opportunity

Disasters occur in any setting. The number of disasters will increase from the burden of climate change and aging infrastructure. Youth are the most influential to teach skills to as they will hold these for the rest of their lives. Epecare is best positioned with subject experts from Boston and an extensive network in and around the greater Boston area which the students can tap into for career guidance and internship opportunities.

The Financial Requirements of the Jr Responder Program

While Epecare currently does not have any paid staff, Epecare hopes to provide compensation for its trainers. For each year of the Jr Responder Program, Epecare will be spending \$416 in payment to its trainers and \$1,542 for other direct costs. Epecare’s total contribution margin from the Jr Responder Program is \$41,468 which will be going directly towards supporting Epecare’s other services and clients.

A key outcome of improved access to Epecare training is to have more individuals trained in community response within the greater Boston area. This will reduce the number of casualties and economic impact, from disasters both man made and natural.

On top of this we want to connect students to local first responders. First responders do not have much exposure to community members outside of operations, especially in low-income communities. This gives students the opportunity to meet and converse with local police, firefighters, and EMTs in a non emergency setting.

Table 3: Financial Summary

Line Item (12 months)	TOTAL (US\$)
Salaries	\$416
Other Direct Costs	\$900
TOTAL	\$1,316

The Financial Return to the Organization

Table 4: Profitability Analysis

Revenue	(US\$)
Total Revenue	\$43,100
Total Variable Costs	\$2,274
Contribution Margin	\$40,826
Total Expenses	\$2,274
Gross Margin	\$40,826

Figure 2: Break-Even Analysis for the Junior Responder Program over 3 years

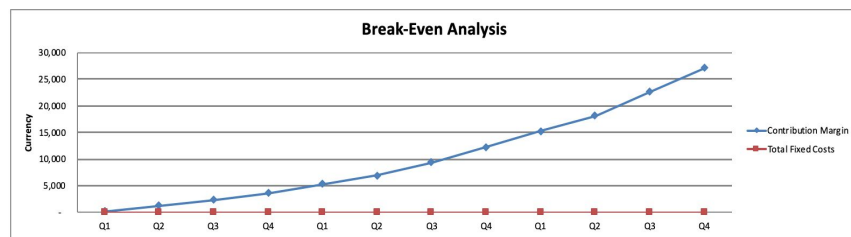
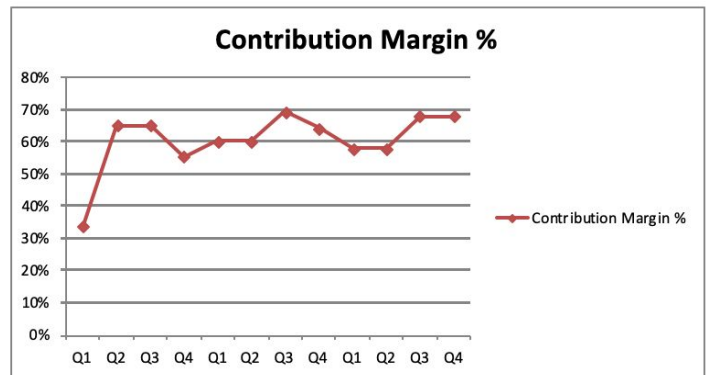


Figure 1: Contribution Margin for the Junior Responder Program over 3 years



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