

# STEP 3: STRATEGY

*Choosing The Right Destination Will Make All the Difference*



## The next step on your MARKETING PLAN

Now that Your Marketing Plan Team has:

- Completed **Step 1: Values & Vision** and has identified your church's:
  - Values
  - Demographics
  - Vision
  - Key Messaging/Elevator Statement
- Completed **Step 2: Perception & Needs** and has identified:
  - Perception
  - Needs

It's time to take the third step to focus on strategy. This step will help your Marketing Team:

- Set the direction and narrow the scope of your marketing resources so you can connect who you are (Values & Vision) with the people you want to reach (Target Audience).
- Defines what you want to accomplish within a designated amount of time.

### Step 3: Strategy

#### Homework

- **Homework 1: Strategy & S.W.O.T.**
- **Homework 2: Target Audience**
- **Homework 3: Strategic Objectives**
- **Homework 4: Goals**
- **Homework 5: Resources**

#### Action Steps

- **Action Step: Strategy Retreat**

#### Marketing Plan Deliverables

- S.W.O.T.
- Target Audience
- Strategic Objective
- Goals
- Resources



## **HOMEWORK** *(each Marketing Team member should complete before beginning Action Step)*



### **How long will it take?**

One to two hours (longer if you choose to do further study).



### **What will I learn?**

During this step, your team will conduct a S.W.O.T. analysis to help you develop your **MARKETING PLAN** strategy based on your church's:

- **S**trengths
- **W**eaknesses
- **O**pportunities
- **T**hreats

Reading through this section and reflecting on work conducted so far will help you:

- Keep the vision fresh so you can point the Strategy toward it.
- Draw conclusions from previous steps' findings so you can contribute toward and help determine your **MARKETING PLAN** Strategy.
- Prepare you for the Strategy Retreat by helping you understand:
  - What a S.W.O.T. analysis is and how it works toward your Strategy.
  - What a Target Audience is and why your church needs to identify its primary target audience.
  - What are your Strategic Objectives.
  - What Goals are and how your church can define success.
  - How to focus Resources so they support the Strategy.



## HOMWORK 1: STRATEGY & S.W.O.T.

### What is STRATEGY?

Strategy defines what you want to accomplish within a designated amount of time. It sets the direction and narrows the scope of your marketing resources so you can connect who you are (Values/Vision) with the people you want to reach (Target Audience).

#### **Strategy:**

1. Is developed through the lens of your church's "S.W.O.T."
  - **Strengths:** What do we do well? What are we known for?
  - **Weaknesses:** What do we not do well that we either need to change or stop doing? What negative perceptions do we need to change?
  - **Opportunities:** What are we doing that we should nurture? What should we start doing?
  - **Threats:** What in our environment or outside of our control prevents or could prevent us from being successful?
2. Defines your **Target Audience:** Who are the people you will focus your primary marketing toward?
3. Sets a **Strategic Objective** - something your church will do to connect with your Target Audience in a way that brings them into a new relationship with your church.
4. Paints a picture of what success looks like by clearly stating **Goals.**
5. Decides how you want to prioritize your church's **Resources** (financial, human, facilities) to accomplish your goals.

## How does creating a Strategy impact your MARKETING PLAN?

**A Strategy customizes** your **MARKETING PLAN**. You draw conclusions and create a plan based on everything you know and have learned about your church, how it is perceived and the opportunities that lie ahead.

*Example:*

*By taking the time to do intentional discovery through the Marketing Plan Process, a church learns that the percentage of young adults in the area is significantly higher than the percentage represented in their church. They have special programs and ministries directed toward young adults, but those are stagnant.*

*While conducting surveys, interviews and gatherings the church learns that there is a strong desire among young adults to serve and meet social services needs.*

*The church realizes that the programs they are designing for young adults are purely for social purposes. But they have all kinds of ministries in the church centered around social services needs.*

*So they develop a marketing strategy to connect young adults to the service opportunities they have in the church.*

*They set a goal for their church to have 50% more young adults (18 to 35 year olds) serving in some kind of ministry capacity within 12 months. They develop marketing tactics and messages to connect more of the young adults in the church to service opportunities. They create marketing tactics and messages that showcase their church as a place to serve and make a difference, and they direct those toward their target audience of young adults.*

## Review/Respond

### **Review:**

Review the following components of your **MARKETING PLAN**:

- Values
- Vision Statement
- Key Messaging/Elevator Statement
- All of the summary reports that resulted from **Step 2: Perception & Needs**

### **Respond:**

We want you to be well prepared to participate in the S.W.O.T. analysis that will determine your **MARKETING PLAN'S** Strategy. Take some time alone right now to review the information listed above, then think through each of the questions on the following pages. Note your conclusions/insights so you can refer to them during the session.

To help get you thinking in the right direction, here is an example of a S.W.O.T. analysis based off the example you just read.

#### *Example:*

*As this church conducted their S.W.O.T. exercise, and considered their target audience (18 to 35 year old/young adults) they identified the following:*

#### **Strengths:**

**Church Location:** They are located in an established neighborhood of post-war bungalow homes that is experiencing renewal. Many young couples have moved to the area to rehab and live in these homes. They are also located next door to a public elementary school and offer free tutoring to children in grades 5 and 6.

**Annual 4<sup>th</sup> of July Celebration:** The highlight of every summer is the Annual 4<sup>th</sup> of July Celebration. Food, games, a free concert and fireworks draw a large crowd. It is both a major fellowship event for church members and a fun, free social gathering for the people of the community.

#### **Weaknesses:**

**Limited Options:** Church leaders examine their current programs for young adults and realize that the only option is a fairly advanced Sunday morning Bible study class working through the Bible in a two year curriculum. This is not an "easy point of entry" for newer people to the church.

**Frustrating Results:** While the Annual 4<sup>th</sup> of July Celebration brings many visitors to the grounds, church leaders see very limited results from the effort in terms of any bump in attendance following the event. People come, but they don't connect or get involved with the church. Many question the expense and effort for this "big party."

**Playground Equipment:** While the grounds of the church are attractive and tidy, the church playground equipment is outdated and, in some cases, in disrepair. Several broken swings, a rusted slide and inadequate safety ground coverings create both an unsafe environment and give the impression that the church does not value children.

**Opportunities:**

"Senior Smarts" Tutoring Program: The church has a strong relationship with a nearby public elementary school where the church's senior's group offers tutoring for students in grades 5 and 6. They would like to expand into more grades and serve more children, but the number of interested senior adults has reached a plateau. During the discussion of this opportunity, church leaders consider expanding the program by intentionally renaming the program and expanding it to include young adults as tutors. This would provide a natural entry point for area young adults to get involved and would put young adults from the church in contact with the parents of the children in the program as well.

"The Carpenter's Sons" Handyman Ministry: over a dozen retired men from the congregation serve together, offering free handyman services for single mothers, the elderly and others in the need, primarily from within the congregation. It provides excellent fellowship opportunities and meets the needs of the people of the church. As church leaders look around in their neighborhood, they realize that many of the young couples moving to the neighborhood are tackling significant home remodeling projects. Church leaders consider expanding the handyman ministry to include free "do-it-yourself" clinics to teach aspiring remodelers skills like carpentry, plumbing, electrical, tile, roofing, etc.

**Threats:**

Children's sporting teams/activities are extremely popular and many families are involved in leagues that host games on both Saturday and Sunday mornings. This competes for the time and attention of both our own church members and area families.

Data shows that overall church attendance is in decline in the United States, and peoples impressions of Christianity and churches in general is not as favorable as it was even a few years ago.











## HOMWORK 2: TARGET AUDIENCE

### What is a Target Audience?

A Target Audience is the people you focus your primary marketing toward.

- **Doesn't mean you ignore other audiences.** Yes, you want everyone in your community to come to know and love Jesus. But if you don't focus you will reach no one. The majority of your energy should go toward the people you can impact, while you still value and serve all audiences.
- **Defines who your church can most effectively reach.** You want to reach as many people for Christ as possible, but your church may be more effective at reaching some people better than others or those that other churches are not reaching.
- **Tells you not only who you can reach but also what motivates them.** Their behaviors, preferences, likes/dislikes, what concerns them, what intrigues them.

### How does identifying a Target Audience impact your MARKETING PLAN?

Identifying a target audience helps you speak their language. You will use words and messages that make sense to them and don't create barriers.

*Example:*

*A church that targets people who have no church background will use words like outreach, service and friendship as opposed to evangelism, ministry and fellowship.*

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Identifying a target audience helps you point time and energy toward a specific group of people, thus making a greater impact.

*Example:*

*A church targeting college students won't direct marketing toward retirees.*

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Knowing what motivates your audience will help you meet them where they are in order to introduce them to the love of Jesus.

*Example:*

*A church targeting families with children will showcase the fun and friendship everyone can have at a church event. Once the family is at the event, the church uses tools and teaching that point them to Christ and faith.*

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Also consider the fact that while your Target Audience will be the people your marketing is directed toward, you will also need to communicate with a secondary audience ... the people you want to mobilize to share your marketing message (e.g., another need based group such as adults facing issues of taking care of kids and elderly family members)

## Review/Respond

Review all of the summary reports that resulted from **Step 2: Perception & Need**. Write your thoughts about the questions below.



- What type of people do we most effectively reach?
- How do we reach those same types of people within our community?
- Who are the people not represented? Of those people, whose needs are we willing and able to address?

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When thinking about the types of people we should target, describe some of their behaviors, likes, dislikes, barriers and how they would respond to your church.

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## HOMWORK 3: STRATEGIC OBJECTIVES

### What are Strategic Objectives?

A Strategic Objective is something your church will do to connect with your Target Audience in a way that brings them into a new relationship with your church. It's a way to help you reach your overall Vision and ideally, meets your community's Needs. Working from the information gleaned in your S.W.O.T. analysis, the best Strategic Objectives will be developed to connect with one or more of the following:

- **Capitalize on your Strengths.** You will want to look at the things your church is already doing well and is already positively known for within the congregation and/or community.
- **Address or Improve upon your Weaknesses.** This is your opportunity to bring improvement to struggling or under-resourced programs and may even be the time to reduce the number of things your church is attempting to do. Streamlining and simplifying may be some of the best ways to bring focus to what your church can do best.
- **Maximize your Opportunities.** You may find veins of gold where only nuggets are visible. Your church may be able to take a newer program and expand it or develop a whole new approach to some unmet need that you've identified as an opportunity. Watch for ideas that generate excitement with the Marketing Plan Team and consider if others in the church might be just as excited to help make them happen.
- **Consider your Threats.** While you don't want to run in the face of things outside your church's control, you also don't want to develop Strategic Objectives without considering the realities of the threats you've identified.

## How does identifying Strategic Objectives impact your MARKETING PLAN?

Identifying Strategic Objectives helps you turn your ideas from vague to specific.

*Example:*

*A church known for its strong student ministry (Strength) may realize that this is a program almost exclusively meeting the needs of "church kids" and is not meeting the needs of area students whose families don't attend church (Weakness.) It is vague to say "we should have a better student ministry." A more specific Strategic Objective might be: Expand our student ministry to include easy points of entry and defined next steps to connect with students in our community who have no church connection."*

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Once you establish a Strategic Objective, you can set Measurable Goals and develop specific Tactics.

*Example:*

*(Building on the example above) Within 12 months, have an increase in attendance at our student ministry events by 25 new students per month who are not currently from our "church families." This team may decide that creating new events outside the traditional Sunday morning/evening programs will be a better point of entry for unchurched students. It may be determined that Friday night party/events, following the local High School sporting events is a tactic that will draw students to the doors. From this concept comes additional Tactics for getting the word out – fliers, t-shirts, posters, contests, etc.*

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Your church can develop new teams to take on each Strategic Objectives allowing you get more people involved to meet the goals.

*Example:*

*(Continuing with the example above) Working with your Student Ministry leaders, representatives from the Marketing Plan Team, and perhaps new people with a heart for reaching students, come together to launch this new program/event.*

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Also consider the behind the scenes activities of establishing Strategic Objectives, setting Measurable Goals, and developing Tactics, remember that you will need to communicate thoughtfully with a secondary audience ... the people in your congregation who you'll want to be part of this new marketing effort and who will have to collaborate, share space, work together to make it all a success.

## Review/Respond



Review your S.W.O.T. analysis and considering your Target Audience. Write your thoughts about the questions below.

- What are the **Strengths** that we should capitalize on to connect with or meet the needs of our Target Audience.
- What are some **Weaknesses** we would have to address to connect with or meet the needs of our Target Audience?
- Is there an **Opportunity** to take newer programs that show positive results and expanded them to see even greater results?
- Are there any **Threats** we should be aware of that would shape our plans, either by working around these threats or taking them head-on?

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Are there any Strategic Objectives that combine a **Strength** and an **Opportunity** that could create maximum results?

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## HOMEWORK 4: GOALS

### What are Goals?

Goals are statements that define what your church will accomplish after your **MARKETING PLAN** has been implemented.

#### **Goals are S.M.A.R.T.**

**Specific** - A specific goal has a greater chance of being accomplished than a general goal. To get specific, the goal should state who is involved, what will be accomplished, where (if applicable), by when it will be accomplished and why – how it works toward the vision.

**Measurable** – Quantifies success and progress toward it. To measure, ask questions like - How much? How many? How will I know when it is accomplished?

**Attainable** – You want to set your goals high enough to challenge your thinking, creativity and move you farther along, but you also don't want to get discouraged. Set goals that will inspire you and where you can celebrate small steps along the way.

**Realistic** – Set your goals within the reality of your current context and resources. Don't establish goals that would have you reaching for people you don't have access to or accomplishing things your church is not able to do.

**Timely** - A goal should be grounded within a time frame. With no time frame tied to it there's no sense of urgency and no one is held accountable.

#### *Example*

**Background:** *To help model our church's vision of cross-generational church participation, our Jr. High class will be in charge of promoting and running the UMC Annual Senior Citizen's Fish Fry at Memorial Park. Teens are expected to properly market the event, organize the work/volunteer schedule, order food and supplies, prepare, cook and clean-up after the event.*

**Strategic Objective** – *Help model our church's vision of cross-generational church participation.*

**Goals** – *Involve at least 15 teens to organize UMC Annual Senior Citizen's Fish Fry at Memorial Park. The event should draw at least 50 senior citizens. Raise \$500 through this initiative.*

**Measurable Goals** – *How many teens participated? How many senior citizens were served? How many other people attended the event? What word-of-mouth feedback did the teens receive about the event? How much money was raised? What was the interaction between the generations?*

## How do Goals impact your MARKETING PLAN?

They help you define success so you know when you get there.

*Example:*

*A church with a vision for connecting young adults to Christ might develop a Marketing Plan Strategy that invests resources toward reaching college students. Their goal might be to increase the number of college students who attend their Sunday night service by 50% within six months. They know that after nine months, if the result is a 50% or more increase, their strategy has been successful.*

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They set you on a plan to measure results so you can ensure what you are doing is worth the time and energy. If not, you can alter approaches until desired results are achieved.

*Example:*

*In the example above, the church will know the number of college students before implementing strategies. Then they'll come up with ways to track those numbers (attendance cards, counting heads, tickets) along the way, and at the end of the nine months, they do the math. If there has been a 50% increase, they celebrate then set a new goal. If not, they analyze what of their strategy has worked and what they need to modify.*

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Evaluate and coach people

*Example:*

*In the example above, staff and lay leaders will be evaluated and coached based on how they invest their time toward college students.*

## Respond



Based on what you have read about goals, answer the following:

What kind of "successes" do you hope to see your **MARKETING PLAN** accomplish?

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Based on your church's Values/Vision, what is important to you? What should you measure, thus placing value and importance on?

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With everything you've learned so far about your church and community, what would be some BAG: Big, Audacious Goals your church could set that would really challenge you to make an impact.

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## HOMEWORK 5: RESOURCES

### What are Resources?

Resources are all of the things of value that will be used to implement your **MARKETING PLAN**. They include finances, people and facilities.

#### **Resources**

- **Are limited.** There is a definite quantity of resources that are available so you must determine how you want to use them.
- **Need to be managed.** To be effective, your church must determine how they will use resources so they are invested toward your vision.

### How does understanding your Resources impact your MARKETING PLAN?

They determine feasibility of your **MARKETING PLAN'S** goals. To accomplish goals you must invest money, people and facilities. Knowing your available resources will help you determine if your goals are realistic and achievable.

*Example:*

*A church with two staff members and 100 people in attendance will set goals achievable by that many people.*

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They help you decide how to allocate resources toward your **MARKETING PLAN'S** goals.

*Example:*

*A church with a small amount of money will direct its marketing toward relational development tactics as opposed to TV commercials.*

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They make sure your resources are mobilized toward reaching your **MARKETING PLAN** goals. The better you know how resources are being directed, the better you can keep them focused on the goals and not wasted on competing priorities.

## Read/Review/Respond

### **Read:**

#### **What do we sacrifice if we say "yes" to too many things? Does our impact suffer?**

If we don't want to sacrifice those things, what do we say "no" to? Keep in mind that, most likely, you will be saying "no" to marketing opportunities that could be very good. But by doing so, you can do other things VERY well and have greater impact.

### **Review:**

Gather information that reveals how the following limited resources are allocated in your current situation.

- Budget (Where do you spend money?)
- Personnel (Where do your people focus their time?)
- Facilities Usage (What types of activities take place in your building/campus?)
- Communications Emphasis (What types of things do you emphasize through verbal, print and e-communication?)

The Marketing Coordinator should review the chart below for resources (they are listed down the left column and current objectives across the top).

*Example:*

	Admin.	Outreach - Adults	Outreach - Youth	Spiritual Growth - Adults	Spiritual Growth - Youth	Missions	Week end Wor- ship	Misc
Budget	X%	X%	X%	X%	X%	X%	X%	X%
Personnel	X%	X%	X%	X%	X%	X%	X%	X%
Facilities Usage	X%	X%	X%	X%	X%	X%	X%	X%
AVG	X%	X%	X%	X%	X%	X%	X%	X%

**Respond:**



Review the data in light of your church's values/vision. Ask yourself the following questions and write your observations in the workbook spaces below:

- What does your resource allocation communicate about your church?
- Do your resources point you in the direction toward seeing your vision become a reality?
- In light of new objectives you have set, how will you reallocate resources?

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**"Knowing your purpose focuses your life (your church).** It concentrates your effort and energy on what's important. You become more effective by being selective.

"The power of focusing can be seen in light. Diffused light has little power or impact, but you can concentrate its energy by focusing it. With a magnifying glass, the rays of the sun can be focused to set grass on fire. **When light is focused even more as a laser beam, it can cut through steel.**

**"If you want your life (your church) to have impact, focus it! Stop dabbling. Stop trying to do it all. Do less. Prune away even good activities and do only that which matters most."**

Rick Warren  
*The Purpose Driven Life*



## ACTION STEP OVERVIEW



### Who?

Marketing Plan Team members will participate in a Strategy Retreat.



### How long will it take?

Planning: Two to three weeks.

Retreat: Three to four hours.



### Why?

During this step, your team will come back together for a Strategy Retreat where you will conduct a S.W.O.T. analysis. This process helps you develop your strategy based on your church's:

- **S**trengths
- **W**eaknesses
- **O**pportunities
- **T**hreats



### What will I accomplish?

From that process, you will determine your **MARKETING PLAN'S**:

#### Target Audience:

- Who are the people you will focus your primary marketing toward?

#### Strategic Objective:

- What is something your church will do to connect with your Target Audience in a way that brings them into a new relationship with your church?

#### Goals:

- What do you want your **MARKETING PLAN** strategy to accomplish? How will you know if you are successful?

#### Resources:

- What resources (financial, human, facilities) do you have available? How do you prioritize resources to accomplish your goals?



## ACTION STEP: STRATEGY RETREAT

### Overview

The Marketing Plan Coordinator will plan the agenda and coordinate logistical details. Everyone will come to the retreat having worked through their homework, which will prepare them for each of the retreat's components.

### Process

- **Open in prayer:** Pray for clarity and direction that will connect your church to the people you need to reach.
- **Focus the team:** On how you got to this meeting (your **MARKETING PLAN** process), what you have learned/know (values, vision, perceptions, needs.), and the opportunity you have (to create a strategy that defines the goals/measurable objectives you will use to connect with your target audience).
- **Conduct a S.W.O.T. Analysis:** *(Depending on the size of the group, break the group down into smaller groups of 5 to 8 or conduct it with the entire group.)*

The Marketing Plan Coordinator will reiterate the points about Strategy and S.W.O.T. covered in the homework. He/she will then guide the team through an assessment of your church's strengths, weaknesses, opportunities and threats. He/she will instruct everyone to refer to the process they worked through in their homework, encouraging them to share premeditated insights as well as ones that are sparked by the discussion. At the end of this exercise, the facilitator will bring the group to consensus in selecting the top five or six in each category. Write them into your **MARKETING PLAN**.



## Step 3: Deliverable

### **S.W.O.T. Deliverable**

#### Strengths:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

#### Weaknesses:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

#### Opportunities:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

#### Threats:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- **Target Audience:** *(Depending on the size of the group, break the group down into smaller groups of 5 to 8 or conduct it with the entire group.)*

The Marketing Plan Coordinator will reiterate the points about Target Audience in the homework. He/she will ask the group to answer a series of questions that draw a specific picture of what this person looks like, e.g., age, gender, where they work, go to school, live, what keeps them busy, priorities they are focused on, what they do in their free time, etc. He/she will instruct everyone to refer to the process they worked through in their homework, encouraging them to share premeditated insights as well as ones that are sparked by the discussion. At the end, he/she will work toward consensus in defining the target audience. Write the description into your **MARKETING PLAN**.



### Step 3: Deliverable

#### **Target Audience Deliverable**

1. What is my age? \_\_\_\_\_
2. What is my gender? \_\_\_\_\_
3. Where do I work or go to school? \_\_\_\_\_
4. What is my family situation (single, married, widowed, divorced, with kids, no kids)?  
\_\_\_\_\_
5. Where do I live? \_\_\_\_\_
6. Where do I shop? \_\_\_\_\_
7. What do I do for entertainment? \_\_\_\_\_
8. What is important to me? \_\_\_\_\_
9. What do I read? \_\_\_\_\_
10. What do I watch on TV? \_\_\_\_\_
11. Where do I go on the Internet? \_\_\_\_\_
12. What would make me happy? \_\_\_\_\_
13. What do I think about church and/or Christians?  
\_\_\_\_\_
14. What would compel me to attend a church activity or service?  
\_\_\_\_\_

- **Strategic Objective:** *(Depending on the size of the group, break the group down into smaller groups of 5 to 8 or conduct it with the entire group.)*

The Marketing Plan Coordinator will reiterate the points about Strategic Objectives in the homework. He/she will ask the group to brainstorm the Strategic Objectives. At a minimum, these will each have a connection to either a Strength, Weakness, Opportunity or Threat. Ideally, each Strategic Objective will be borne from the combination of more than one.

At the end, he/she will work toward consensus in defining the three to five Strategic Objectives. Write the description into your **MARKETING PLAN**.



### Step 3: Deliverable

#### **Strategic Objective Deliverable**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- **Goals:** *(Depending on the size of the group, break the group down into smaller groups of 5 to 8 or conduct it with the entire group.)*

The Marketing Plan Coordinator will reiterate the points about Goals in the homework. He/she will ask the group to brainstorm about possible goals that take advantage of opportunities from the S.W.O.T. and are directed toward the target audience. He/she will instruct everyone to refer to the process they worked through in their homework, encouraging them to share premeditated insights as well as ones that are sparked by the discussion. At the end, he/she will work toward consensus to create an agreed-upon number of goals. Create a chart listing your goals and measurements and insert it into your **MARKETING PLAN**.



## CAUTION!

**Step 5** will challenge your church to evaluate the success of its efforts. Be sure to put plans in place that will help you measure the progress toward your goals along the way. For example, if you have set a goal to increase first-time guests, you need to plan to track first-time guests' attendance regularly. Read more about this and see examples in **Steps 4 and 5**.



## Step 3: Deliverable

### Setting up benchmarks measurements for goals:

Goals –	Method(s): How would you gather initial and then follow-up information?	Person/team responsible for gathering this information	Timing: When will it be completed?
Goal 1	Method(s)	Team(s)	Date(s)
<p>Example #1:</p> <p>To increase our church's attendance of young families in our community by 15% over the next 6 months.</p>	<p>Example #1:</p> <p><u>Initial</u>: Conduct surveys, interviews and gatherings outlined in Step 2: Perceptions and Needs.</p> <p><u>Follow-up</u>: Repeat another local telephone survey or man-on-the-street interviews. (When compared to the initial research conducted, you'll see what change with awareness has occurred.)</p>	<p>Example #1:</p> <p>Marketing Plan Coordinator/Marketing Plan Team (in partnership with a research professional)</p>	<p>Example #1:</p> <p><u>Initial</u>: Before the Marketing Plan launches</p> <p><u>Follow-up</u>: Repeat at the 6-month point</p>

- **Resources:** *(Depending on the size of the group, break the group down into smaller groups of 5 to 8 or conduct it with the entire group.)* The Marketing Plan Coordinator will reiterate the points about Resources in the homework. He/she will ask the group to discuss how resources need to be reorganized or developed in order to achieve the goals. He/she will instruct everyone to refer to the process they worked through in their homework, encouraging them to share premeditated insights as well as ones that are sparked by the discussion. At the end, he/she will work toward consensus to create an agreed-upon allocation of resources.



### Step 3: Deliverable

#### **Resources Deliverable**

Financial Resources

Overall funds available for the new marketing plan:

\$ \_\_\_\_\_

#### **Human Resources**

Personnel responsible for coordination and execution of your **MARKETING PLAN**:

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#### **Facilities**

How will you use your facilities to carry out your **MARKETING PLAN**?

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## **Additional Reading & Resources**

- [Making the Best of a "Situation"](#)
- [Who Is My Church's Target Audience and Where Do I Find Them?](#)
- [TAG's Transforming Church Resources](#)
- [Purpose Driven Church](#)
- [Less Clutter, Less Noise](#)