

Compass Europe Strategy – 2023-2025

Introduction

The purpose of this paper is to set the strategic objectives of the Compass Europe movement for the period of 2023-2025. The paper consists of five parts:

1. Mission Model Canvas – current operational model of Compass Europe and envisioned operational model for 2025
2. SWOT analysis
3. OGSM table (Objectives, Goals, Strategies, Measures) – introducing the strategic objectives and goals of Compass Europe and the used strategies and major steps (measures) to reach the set objectives and goals
4. Organigram of Compass Europe movement
5. Financial Plan of Compass Europe Movement

In Appendices 1 and 2 background information is provided on Mission Model Canvas and OGSM table. It is proposed to read those general explanations before studying the Compass Europe versions.

Mission model canvas – Compass Europe – Current Operation (2022)

<p>Key partners</p> <ul style="list-style-type: none"> • Compass Global • Churches (local, regional, European) • Denominational organisations • EEA • IFES • ELF • Europartners • Generosity Path • YouVersion/Jesus.net • TWR 	<p>Key activities</p> <ul style="list-style-type: none"> • Teasing • Teaching • Transforming • Training <p>For each phase producing content and organising events (meetings 1-1, small groups, conferences)</p> <ul style="list-style-type: none"> • Administration • Fundraising 	<p>Value proposition</p> <p>Raising up and equipping leaders in Europe to faithfully learn and apply God's financial principles.</p>	<p>Beneficiary relationships</p> <ul style="list-style-type: none"> • Small group of beneficiaries focusing on discipleship and leadership topics • News letter • Annual conference 	<p>Beneficiaries</p> <ul style="list-style-type: none"> • Christian entrepreneurial leaders (are preferably, but not exclusively, businesspeople or financial professionals or ministry/church leaders) who are ready to engage in biblical financial discipleship and have the potential to become regional/national discipleship ministry leaders
<p>Cost structure</p> <ul style="list-style-type: none"> • Staff (leading, admin, regional, communication) • Office and other infrastructure • Website • Materials and content • Travelling • Country start-up budget/support • Events 	<p>Key resources</p> <ul style="list-style-type: none"> • Prayer • Human <ul style="list-style-type: none"> ○ Leadership <ul style="list-style-type: none"> ▪ Board, ELT, Op. team ▪ Task forces ○ Communication ○ Content producers (volunteers) ○ Organising capacity ○ Administration • Financial • Office • Website 		<p>Channels</p> <ul style="list-style-type: none"> • Personal relationship of regional/national leaders • Network of stewardship leaders • Partner Christian ministries • Website 	
<p>Cost structure</p> <ul style="list-style-type: none"> • Staff (leading, admin, regional, communication) • Office and other infrastructure • Website • Materials and content • Travelling • Country start-up budget/support • Events 		<p>Revenue streams</p> <ul style="list-style-type: none"> • Donation (regular (75%)/non-regular (25%))- <ul style="list-style-type: none"> ○ Private ○ Business ○ Institutional ○ National Compass movements • Income from materials and content (1%) • Revenue of events (direct: 1%) 		

Mission model canvas – Compass Europe – Envisioned for 2025

<p><u>Key partners</u></p> <ul style="list-style-type: none"> • Compass Global • Churches (local, regional, European) • Denominational organisations • EEA • IFES • ELF • Europartners • Generosity Path • YouVersion/Jesus.net • TWR • Bible schools 	<p><u>Key activities</u></p> <ul style="list-style-type: none"> • Funnel activities in the framework of recruiting, training, and mentoring • Event and content production • Administration • Fundraising 	<p><u>Value proposition</u></p> <p>Raising up and equipping leaders in Europe to faithfully fulfil Compass' mission.</p>	<p><u>Beneficiary relationships</u></p> <ul style="list-style-type: none"> • Training activities • Newsletter and other content • Zoom cafés • Annual/regional conferences “live or online” 	<p><u>Beneficiaries</u></p> <ul style="list-style-type: none"> • Christian entrepreneurial leaders (are preferably, but not exclusively, businesspeople, & financial professionals or ministry/church leaders) who are ready to engage in biblical financial discipleship and have the potential to become regional/national discipleship ministry leaders
<p><u>Costs structure</u></p> <ul style="list-style-type: none"> • Staff (leading, admin, regional, communication) • Office and other infrastructure • Website • Materials and content • Travelling • Country start-up budget/support • Events 	<p><u>Key resources</u></p> <ul style="list-style-type: none"> • Prayer • Leadership <ul style="list-style-type: none"> ▪ Board, ELT, Op. team ▪ Task forces ○ Communication ○ Content producers (volunteers) ○ Organising capacity ○ Administration ○ Person for fundraising • Financial • Office • Website, social media 		<p><u>Channels</u></p> <ul style="list-style-type: none"> • Personal relationship of regional/national leaders • Partner Christian ministries (Key Partners) • Church, church denomination and regional counsels • Website, social media 	
<p><u>Revenue streams</u></p> <ul style="list-style-type: none"> • Donation (regular (75%)/non-regular (25%)) <ul style="list-style-type: none"> ○ Private ○ Business ○ Foundations ○ Income from materials & Events ○ Churches and related organisations ○ National Compass movements 				

SWOT Analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1) Fellowship <ol style="list-style-type: none"> a) Weekly prayer commitment b) Faithful friends around c) Committed founders providing wisdom d) Serving attitude and humility of people involved 2) Growth <ol style="list-style-type: none"> a) An increasing number of committed financial disciples/leaders b) Successful annual conference 3) Equipping <ol style="list-style-type: none"> a) Foundational/relevant materials in a range of languages b) Culturally sensitive materials and approach c) Diversity in expressions of national FD journeys d) Good combination of practical and spiritual teaching e) Successful annual conference f) Focus on FD as a journey 4) Organisational <ol style="list-style-type: none"> a) Cooperation with Compass Global b) Good structure of Board and ELT c) Quality European brand d) Sound financial basis 	<p>Opportunities</p> <ol style="list-style-type: none"> 1) Growth <ol style="list-style-type: none"> a) To grow the focus on discipleship (current crisis/COVID/health, relationships, finances), fear, climate crisis in churches b) To reach out to younger generations with relevant financial messages c) To reach out to non-Christians d) Distribution channels getting opened (schools, seminaries, etc) e) People/families/churches and society have problems with finances f) Many people expect/seek online solutions g) Openness for biblical teaching in European countries h) Further develop networking relationships 2) Equipping <ol style="list-style-type: none"> a) Collaboration in partnership with Christian organisations and movements b) Openness for biblical teaching in European countries
<p>Weaknesses</p> <ol style="list-style-type: none"> 1) Fellowship 2) Lack of digital strategy 3) Equipping <ol style="list-style-type: none"> a) Lack of available languages and online resources b) Translation and local adoption of materials is slow c) Lack of digital strategy d) Lack of generational materials 4) Organisational <ol style="list-style-type: none"> a) Mostly voluntary people b) Office structure and processes still require development c) Not yet sustainable funding d) Branding and marketing of the message e) Lack of teams in countries and no planned succession (diversity of age/sex) on country levels 	<p>Threats</p> <ol style="list-style-type: none"> 1) Busyness of the church/finance not a priority nor a skill of church leaders 2) People are more are distracted digitally than ever before 3) Financial topics are sensitive and taboo areas of life 4) Materialism even within the church 5) Dualism of Christian life due to wrong theology

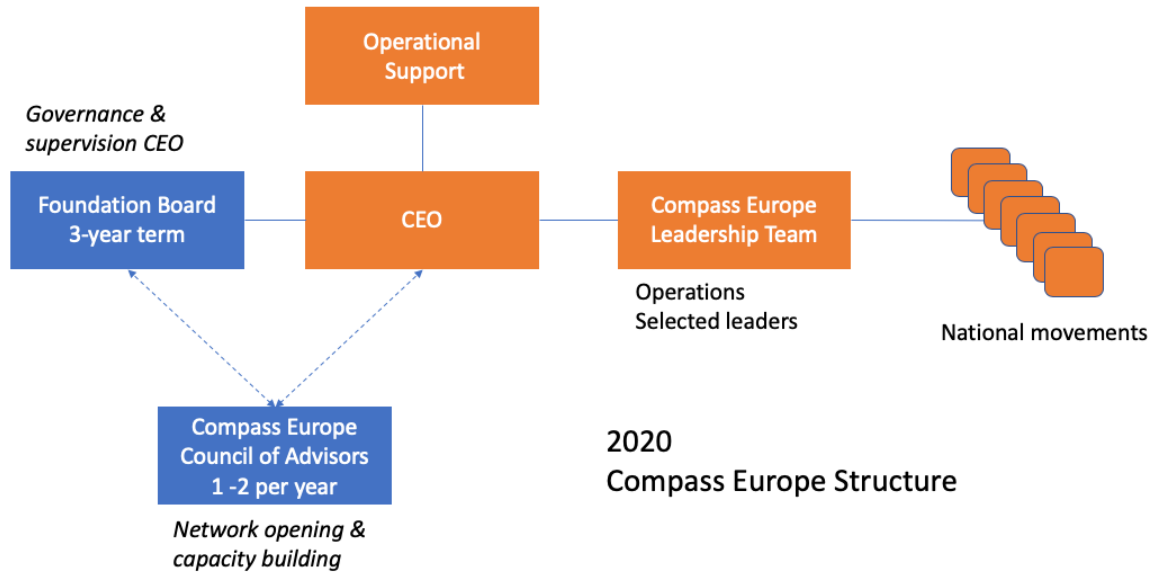
OGSM Table – Compass Europe

WHAT?		HOW?	
O (Objectives) - Vision Qualitative / descriptive	G (Goals) Quantitative / measurable	S (Strategies) Qualitative / descriptive	M (Measures)- Direct steps Quantitative / measurable
1. Building a sustainable organisation of Compass Europe	<p>Latest by 2025 to have</p> <ul style="list-style-type: none"> I. Develop an operational team of 5 FTE II. 75 % of revenues are coming from minimum 10 regularly giving donors 	<ul style="list-style-type: none"> A. Finding, developing and empowering people having vision for Europe and ready and available to do volunteering within Compass Europe network B. “Sustainable” fundraising – looking for foundations and business people and building the Ministry Power Development network 	<ul style="list-style-type: none"> A. Team development <ul style="list-style-type: none"> a. Annual leadership trainings b. At least 0,5 FTE added to the operational team per annum B. Fundraising <ul style="list-style-type: none"> a. Min. 2 new foundations contacted per annum b. 3 new business people contacted with at least EUR 5000 donation per annum c. 5 new partners contacted per Quarter d. To develop and keep updated a 3-year funding plan – excel table
2. Building and strengthening the Compass Europe impact	<p>Latest by 2025 there will be</p> <ul style="list-style-type: none"> 1) Sustainable ministry activities in 9 nations (current 6) 2) Launching 3 new nations in a start-up or growing phase 	<p>Goal specific strategies</p> <ul style="list-style-type: none"> 1) Supporting, training and equipping existing national leadership teams 2) Opening new countries by finding, equipping and mentoring potential country leadership teams <p>General, supporting strategies</p>	<ul style="list-style-type: none"> a. Organising the annual leaders' conference b. Organising leaders' retreat c. Organizing a 10 months leadership training for existing and potential ministry leadership teams d. Organising country leaders' meeting Quarterly e. Regularly zoom cafés

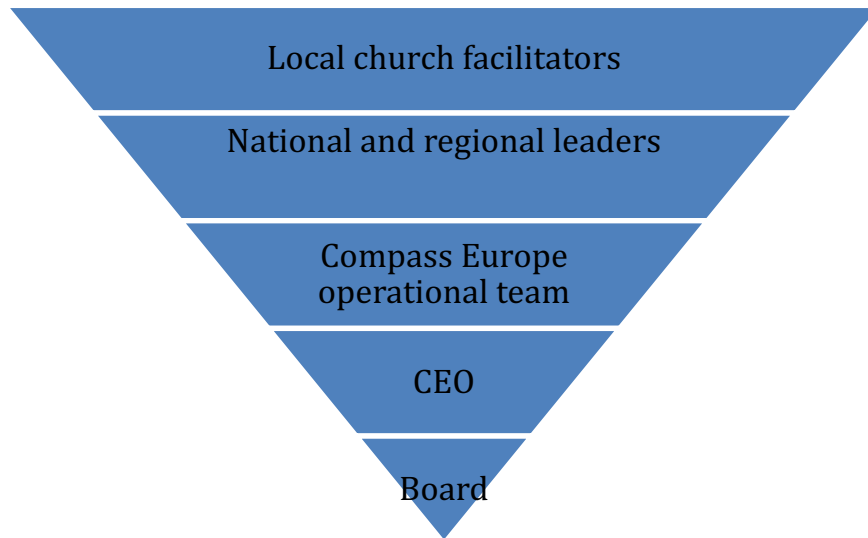
WHAT?		HOW?	
O (Objectives) - Vision Qualitative / descriptive	G (Goals) Quantitative / measurable	S (Strategies) Qualitative / descriptive	M (Measures)- Direct steps Quantitative / measurable
		<ul style="list-style-type: none"> A. Identifying and building long term relationships with European strategic partners and churches B. Content and product development (on-line and off-line) to support country ministries in developing financial discipleship process C. Improve regular communication of the ministry including sharing best practices of Compass local ministries 	<ul style="list-style-type: none"> f. Identify a team of 4 mentors to support existing country leadership teams g. Assign mentors to existing country leadership teams h. CEO to mentor leadership teams in new countries i. Maintain and develop the relationship with EEA, Generosity Path, ELF, EGCC, Europartners, IFES j. Developing a database of core materials necessary to support the financial discipleship process k. Writing and executing a communication plan

CONTINUOUSLY SUPPORTED BY A PRAYER GROUP PRAYING FOR COMPASS EUROPE AND FINANCIAL DISCIPLESHIP

Organigram of Compass Europe Movement



Serving model of Compass Europe Movement



Appendix I - Description of Mission model canvas (in order of preparation)

The Mission model canvas is based on the Business model canvas and was modified taking into account the specialities of Christian ministries and missions. The Business model canvas gives a good basis both to start-ups and to enterprises under review of their activities to think over their business model before preparing a detailed business plan. The description below gives a short overview of the different points, in the order of the proposed completion of the canvas. Without the purpose of being complete the description, as an example, includes a ministry aimed at helping alcohol-addicted people. More information is available on Business model canvas:

Detailed description of Business Model Canvas

1. Beneficiaries: The people whom the ministry wishes to offer its Value proposition including their major segments and groups. E.g.: Alcohol addicts who already realised their captivity and ready to commit themselves to keep contact with the ministry.
2. Value proposition: In case of a Christian ministry the centre is Christ and the foundation is the Bible, the Word of God. The Value proposition should focus on the added value that the ministry is able to give to its Beneficiaries via its activities and services (see point 1). The added value could meet spiritual, material, body or intellectual needs, depending on the vision and mission of the ministry. E.g.: The possibility to free from the captivity of alcohol (need of the body) via growing into personal relationship with Jesus (spiritual need).
3. Beneficiary relationships: The way the ministry maintains its relationship with Beneficiaries and the necessary activities and resources. E.g.: Personal call and guiding and small group events. It requires volunteers and a non-public room where small group events can be held.
4. Channels: What is the most appropriate way to reach-out to Beneficiaries that best serves their needs and interests. E.g.: Personal and confidential calling through family members or friends.
5. Key activities: What are the Key activities that are necessary that the Value proposition reaches the Beneficiaries. E.g.: Organisation of regular group events, professional preparation for group events and personal guiding of those participating on group events.
6. Key resources: The major resources (e.g. human, infrastructure, professional books/materials, money, etc.) that is necessary to complete the mission. E.g.: Volunteers for group events, professional Christian expert on the field of alcohol addiction, a non-public place for group events, money to rent and hospitality.
7. Key partners: Such partners of the ministry that are active on fields necessary to complete the mission and for whatever reason (financial, professional knowledge, etc.) the ministry itself is not ready/able to provide such activities. E.g.: Local church providing room or ministry specialized in training people engaged in equipping experts to deal with alcohol addicts.
8. Cost structure: What are the fixed (not dependent on the size of the activities) and variable (changing proportionally in line with size of the ministry) costs of the ministry and what major expenditures (e.g. equipment, buildings, etc.) are necessary to complete the mission of the ministry. E.g.: Administrative costs because of operating as an association, the costs of the individual group events and purchase of projector and screen.
9. Revenue streams: What are the regular and extra incomes of the ministry. The proposed structure of Revenue streams:
 - a. Donations (regular and non-regular)
 - b. Income of events
 - c. Business type revenues (e.g. publishing/sale of books)E.g.: The regular donation of the church operating the ministry and donations from private persons.

Appendix 2 – OGSM Table - Bridge between objectives and actions

WHAT?

- O as “Objectives” – Long term goals, vision (descriptive)
- G as “Goals” – Measurable objectives - vision in numbers (measurable)

HOW?

- S as “Strategies” – The way to reach the objectives and goals (descriptive)
- M as “Measures” – Actions and measurable steps in line with lead measures (measurable)

Example

WHAT?		HOW?	
O (Objectives) Vision Qualitative / descriptive	G (Goals) Quantitative / measurable	S (Strategies) Qualitative / descriptive	M (Measures) Direct steps Quantitative / measurable
Losing weight	Body mass index = from 30 to 27-re in 3 months	Diet Sports Medication Plastic surgery	Just fruits until noon Max. 1800 cal/day Special diet for 2 months Running 15 kms/week Swimming 3 kms/week

Increase of direct influence



Measures

Lag Measures

Lead