STRATEGY MAP DEFINITIONS

Exemplary:
Ministries operate in a way that is blameless, a model for all organizations of integrity and excellence in all aspects of organizational life

Healthy:
Ministries are well-resourced with an ongoing flow of people, money, and strategy to viably support future operations indefinitely

Effective:
Ministries are regularly making progress in fulfilling their missions

Christian:
By their practices, ministries are providing an attractive, authentic witness to Christ’s values and character

Ministries:
As registered charities, ministries enjoy the benefits and responsibilities that come with that status

MISSION PERSPECTIVE: What crucial things we must do to accomplish our mission

Appropriate infrastructure:
All ministries should have access to all the organizational functions that are necessary to their operations, whether paid/volunteer or in-house/outsourced

Faith-infused practices:
All aspects of organizational life reflect an applied Christian faith

Highly skilled staff and board:
Have the knowledge and competencies required for their positions with attitudes that support evaluation and inquiry

Thought leader support for religious charities:
Secular and faith-based thought leaders support the role that religion plays in society and promote the value to society that faith-based charities provide
**MEMBER PERSPECTIVE:** The crucial things we must do or be to satisfy our members

**Relevant, practical, accessible, affordable:**
Our services are up-to-date, easily understood and applied, readily available regardless of location, day or time, in a way that cost is not a barrier to access

**Trusted partner in ministry:**
Members see CCCC in a true two-way partnership with them as we together advance the Christian mission

**Deep understanding of members:**
Members feel we really understand them, their needs, and are learning from them

**Credible thought leader:**
Members look to CCCC for ideas, for perspective, for interpretation of the environment affecting Christian organizations, and don't feel the need for a second opinion

**OPERATIONAL PERSPECTIVE:** The key internal processes in which we must excel to meet our members’ needs

**Efficiency:**
Rapid development time for new content, products and services, and automation of all processes as makes sense

**Influence entire ministry teams:**
A process to inform all members of a ministry team about our services and increase their usage of them

**Knowledge management:**
The gathering, processing, distributing and maintaining of our technical knowledge bank

**Proactive influence:**
The gathering of sector/regulatory intelligence as close to its creation as possible, its quick interpretation, and its timely use, to influence thought leaders and regulators before crises erupt
**ASSETS PERSPECTIVE:** Includes the human capital (skill, talent & know-how), information capital (information systems and infrastructure) and organizational capital (the culture, leadership, internal alignment with goals, and teamwork) necessary to support the strategies

**Process integration:**
As appropriate, all systems used in our operations are integrated with each other (such as the store, database and accounting)

**Learning priorities tied to role and mission:**
Individual learning plans tied to enhancing performance related to our strategic priorities

**Leadership connects strategic priorities to individual jobs and projects:**
We need a constant focus on mission in every job and task, ensuring everyone takes ownership for their part of accomplishing our mission

**Analytics:**
Acquire hard data about our members (their engagement with us and their own performance), the ministry and charitable sectors, and our dashboard metrics

**Open knowledge management platform:**
Includes a member wiki, staff wiki, and structure for technical information storage that is easily retrievable and updated

**FINANCIAL PERSPECTIVE:** Sufficient funds are available to support the strategies

**Leverage assets:**
Maximize the investment already made in developing content by making it available in multiple formats to suit different needs and applications

**Improve work quality:**
The primary goal is to reduce rework while creating new content, reducing product development time

**Non-dues revenue:**
Increase non-dues revenue through fee-for-service products/programs and affinity programs

**Self-supporting services:**
All services provide value and therefore all services should cover their full costs. The goal is that the surplus from invisible revenue can be dedicated to innovation and other future-oriented investments