



Draft

Version 1.8

BIBLE SOCIETY SWAZILAND 5 YEAR STRATEGY



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Vision

The bible for Everyone

Our vision is to see **all people in Swaziland** engaged with the Bible in a language they can understand, in a format they can use, and at a price they can afford.



Mission

To make the word of God **available**, **relevant** and **applicable** to people's lives through bible translation, distribution and engagement, remaining faithful to scripture in its original language, while meeting the physiological needs of the community through community projects.



Our Values

- We value **churches** as the primary agents of God's mission in the world.
- We value **resources** that help people to **engage** with the Word of God.
- We value all the **different media** that enable us to **distribute** the Bible.
- We value **affordability** of Scriptures for everyone.
- We value each other as **partners** seeking to serve one another, together serving people in the same spirit in which Christ served them.
- We value **open relationships, mutual accountability** and **responsible** use of God-given resources.
- *We value **people** and regard them as created and loved by God, their physiological **needs** can not be ignored.

*The last point was added to accommodate community projects

Target Audience

The Bible society of Swaziland's target audience is everyone and anyone who has the ability to read, hear, see or comprehend the scripture in Swaziland. Essentially this means everyone regardless of demographics, geographics, physical abilities, social status, race and religious belief. It is an organization for all people because God is for all people.



Value Proposition

(How we will sell our vision & mission to the target audience)

Read the bible to find answers to everything and anything about your life in this day and age. **Apply it** diligently and it will be the ultimate guiding light to all social, political, economic and technological issues in Swaziland today.



Methodology

The formulation of the strategy was approached inline with the following steps:

Collecting primary data

- The consultants facilitated a management strategy session where primary data was collected. Mechanics used in strategy session included the definition of the vision and mission from the understanding of management and a SWOT analysis of the Bible Society. Management was interrogated to understand the goal of each department within Bible Society.
- A separate board strategy session was also conducted to collect data using the same mechanics used in the management strategy session. In this session the board also specified the corporate goal the organization for the next five years.

Collecting secondary data

- A bible society consultant from South Africa met with the consultancy to share background information and provide insight on the context of the Bible Society Swaziland.
- The consultancy also collected data which included studying other non-profit organization in the global context as well as the Swaziland context.

Synthesizing results and identifying strategic objectives.

- The information sought during the management data session and the consultancy data collection was integrated to form the overall strategy.

Methodology

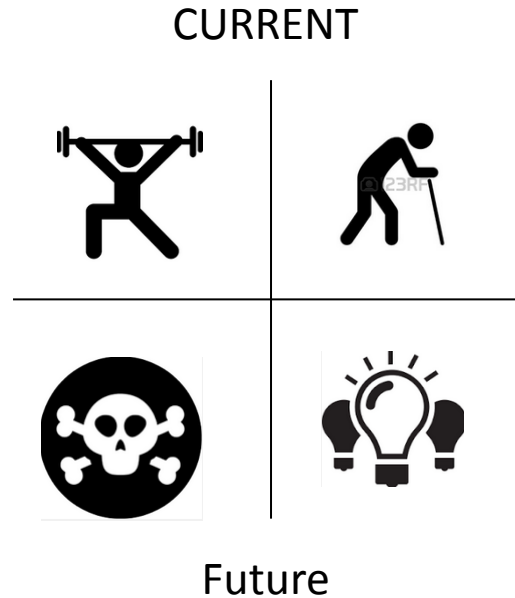
Internal Environment

1. People
2. Systems
3. Processes
4. Tools
5. Resources

External Environment



1. Political
2. Economic
3. Social
4. Technology



**TOWS
MATRIX**

Strategic
actions



**BALANCE
SCORE
CARD**

- Key focus areas
- Strategic actions
- Deliverables
- Milestones
- M & E



A hand-drawn diagram illustrating the components of a PEST Analysis. On the left, a hand holds a black marker, pointing to a red oval containing the text "PEST Analysis". Four arrows point from this oval to four categories of factors listed on the right: Political factors, Economic factors, Technological factors, and Social factors. Each category is underlined with a black line.

PEST
Analysis

Political
factors

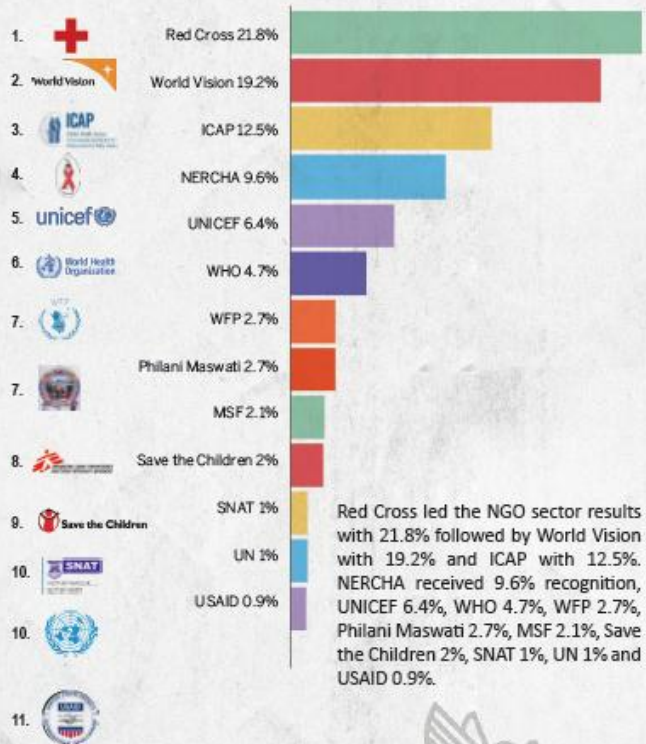
Economic
factors

Technological
factors

Social
factors

Market insight

Top of Mind Brand Awareness for NGOs

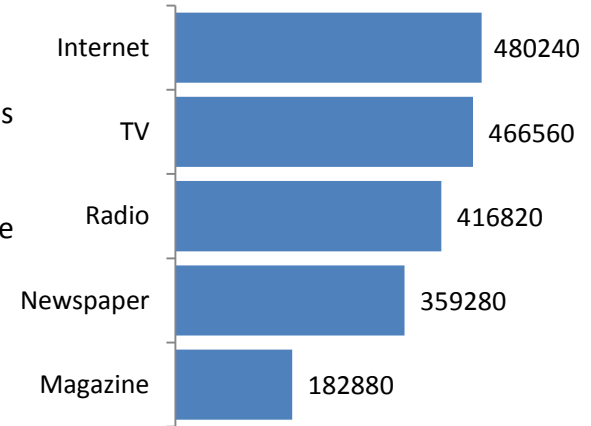


According to the Top Brand Swaziland 2016 Report which measured top of mind awareness for brands in Swaziland, bible society is not in the top 10 most recognised/recalled brands in the non profit sector.

Worth noting is that one these organisation (World Vision) is a Christian based similar to bible society. Other organisations like Red Cross do similar community projects to bible society.

Building the brand image and awareness of a non profit is a necessity because brands that are more visible attract funding from companies that want exposure and association and individuals who support the cause

Media exposure



According to SwaziMAMS as research report measuring media audience in Swaziland there are more people (over the age of 15 years old) using the internet that any other media channel in Swaziland.

Internet



83,3%
399,294
Smartphone



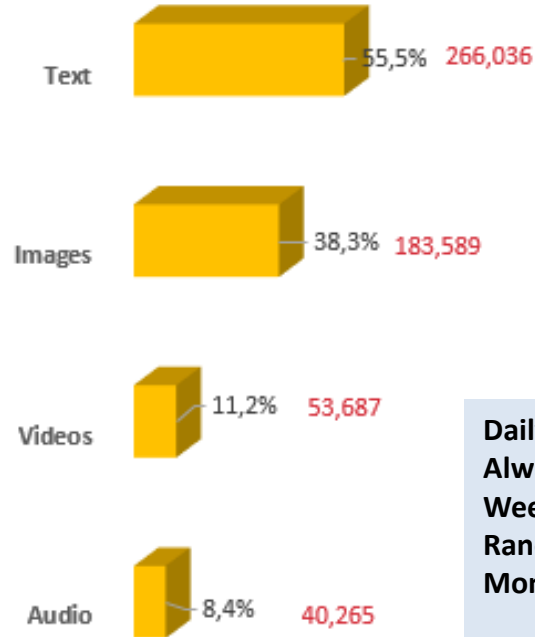
Computer
27,3%
130,861



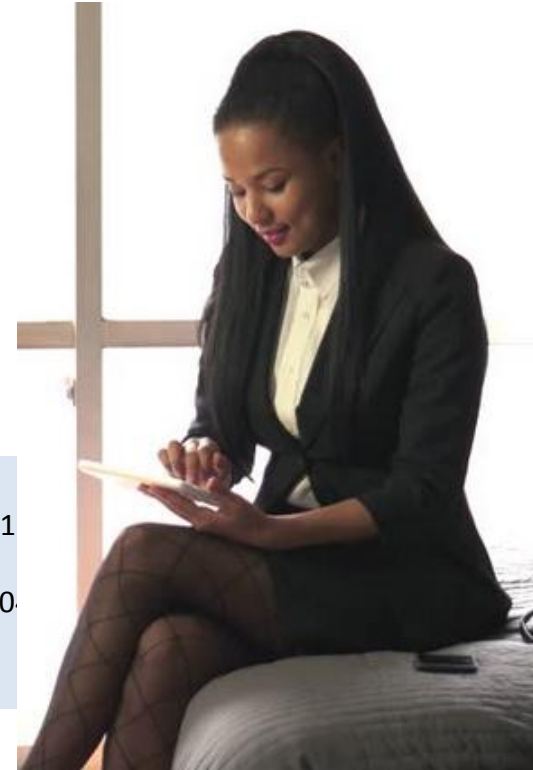
Tablet
12,3%
59,439



Cell phone
6,4%
30,678



Daily: 419,426
Always on: 20,61
Weekly: 27,323
Randomly: 11,50
Monthly: 4,793



Key highlights – the good

1. BSS has good rapport in the country and especially in the rural communities or Tinkhundla through the chiefs and elders of the communities. It also has a good heritage in the country.
2. BSS has the copyrights for the Siswati translation of the bible which adds to the advantage of being the only custodian and distributor of the Siswati bible.
3. BSS invest on the brand to attract local funding and can take advantage of the projects run across the country to create awareness of the brand through merchandizing.
4. The organization can focus more on creating digital bibles which have a potential of reaching anyone who is anywhere in the country. This is will also add to a positive perception of the society amongst a segment of the population – as it can be seen as a digital oriented organization, which is where most forward looking organization are focused at this moment. This would lead to more engagement with the programs of the organization and possibly more funding.

Key highlights – the bad

- BSS is not fully in touch with the market it serves in terms of insight and full understanding of the local consumer. Operates more from intuition and past experience and this can often be misaligned with market needs. This may be due to lack of budgets to undertake market research projects nevertheless this may have a negative effect on the organization as it strives to achieve its vision.
- While the vision of bible society is focused on the overall market as a target base, the society seems to be an organization for Christians requiring national support instead of being a Christian organization reaching out to the nation. (i.e. an exclusive club for Christians, which has a negative bearing on the brand up take outside of the Christian fraternity).
- BSS is a product first organization, which limits its scope and reach and needs to switch to lead by brand to draw from its goodwill to drive products, projects and fundraising initiatives.
- BSS's main source of funding comes from outside Swaziland, which may result in misalignment in terms of projects undertaken vs. vital projects driven by local need. It is crucial that the society is always aligned in terms of projects supported with local need in order to remain a relevant organization in the country.



5 year Goal: The Big Picture

70% self sustainability by 2022

We seek to be a step closer to reaching a state where the Bible Society of Swaziland generates 70% of its income from local sources. We will strive to achieve this by the year 2020. 20% of our overall income will come from local donations, 50% will be generated internally by the organization and only 30% will come from the international community that support Bible societies across the world. This will be such that 50% of overall income is internally generated and 50% is donor funded.

Income split at the end of 5 years

20% Income

Local donations

- Individuals
- Churches
- Communities
- Companies

30% income

International donations

- United Bible Society
- Other Bible Societies

50% income

Business

To be expanded on Fundraising strategic Objectives in Slide.

Strategic pillars

- We will deliver the 5 year goal by focusing on 5 pillars that support the organization. i.e. brand, product, services, resources and operations.
- Each pillar will have its own balance scorecard to support the overall 5 year strategy i.e. strategic objectives, milestones, timelines, budget, KPIs etc.
- Each pillar is designed to add value to the vision of the organization i.e. support engagement, language, format and affordability.
- These pillars are defined in detailed in the next section.

Key Strategic Pillars



1. VISION

the vision of bible society encompasses all its activities, systems and strategic decisions.

2. MISSION: explains how bible society will fulfil its vision

3. GOAL: Defines what Bible Society intends to achieve within the next 5 years

4. VALUES: what we uphold as important in our organization

3. VALUE PROPOSITION: our promise to the target audience – the community we serve.

4. Organization

represents bible society's corporate identity and its interaction (as an organisation with the community as such a Brand framework has been applied in cultivating strategic action for this pillar.

BRAND

5. Bible

The bible is in essence a commodity that possesses the characteristics of a product as such the principles of a product have been applied in developing the strategic objectives for this pillar.

PRODUCT

6. Projects

possess the characteristics of a service as such the principles of service design have been applied in developing the strategic objectives for this pillar .

SERVICES

7. Fundraising

is viewed as a resources and as such principles of resource mobilization have been applied in this pillar.

RESOURCES

5. Operations

has within itself finance and admin playing a very crucial role in the running of the organisation.

The Organization

The organization (brand)



Goal:

To develop a **strong brand presence** that resonates with the Swazi Community and attracts funding & general support from local stakeholders i.e. individuals, families, churches, communities & companies. We aim to be within the top 5 of top of mind NGOs in Swaziland

Overview:

Bible Society over the years has been product oriented in its initiatives focusing only on the bible and projects without much effort going in to developing its brand, which is a vital tool for spear heading the vision of the organization. Even though Bible Society is one of the oldest Non-profit organization in the country with a rich heritage does not have a strong brand equity in the market. In the next 5 years the Society will adopt a **brand first approach** as a catalyst to everything that shall be undertaken.

SWOT:

Strengths:

- More Christian staff i.e. understands & practically live the vision.
- Rich heritage in country, which makes it easy to garner support.
- Strong association with the bible because of logo embedded in the Siswati Bible. So the Bible itself is a vehicle to enhance brand recognition.
- The BSS brand has support from USB and other bible societies therefore can leverage as a source base for brand development benchmarking.
- Dedicated staff that can be roped in occasionally to support brand related efforts.

Weaknesses:

- Very little effort is placed on brand development.
- The current logo's appeal has diminished and has aged, making the brand seem aged and outdated
- No target audience wide brand visibility.
- Lack of brand knowledge i.e. what else the Society does other than dealing with the Bible.

Opportunities:

- Technology for affordable marketing is available.
- **Create conversations**
- **Build credibility**
- Opportunity to create strategic partnerships to increase brand presence
- Communities served value freebies hence can branded merchandize to giveaway during community visits.

Threats:

- Addressing controversial issues openly can be a risk which associates the BSS brand with certain opinions and confuse the audience.
- Consistent use of advertising methods that do not make an impact due to lack of insight.
- Copyright infringement making it hard for BSS
- No funds allocated to brand building; brand may lose market value
- Competition may overwhelm BSS brand.

Why brand matters:

A strong brand is an important asset for any organization whether a non-profit or profit making organization. The brand sets the organization apart and embodies the vision and the values of the organization. For non-profits a strong brand is a necessity because it provides the opportunity for the non-profit to be appealing to local companies for funding.

Brand Strategic objectives

- Develop a **staff on boarding programme** for internal branding purposes in order to make the brand strong at the core.
- Create a rolling integrated marketing **brand campaign** using heritage as a key driver to gain traction in the market.
- Appoint or hire a resident brand custodian who will help build and nurture the brand as well as regulate the positioning of the brand in the market.
- Adapt **communications approach from product to brand first** in order to build brand equity – a component that will help drive Bible dissemination in the market as well as ease of projects implementation and fundraising.
- Establish **sustained media visibility** through creating programs meant to stimulate conversations on relevant topics that would ultimately become a vehicle for the society to drive its mandate.

Brand dashboard



Strategic Objectives	Initiatives	Actions
1. Develop a staff on boarding programme for internal branding purposes in order to make the brand strong at the core.	Train employees through Brand workshops with the consultant (Brand ignition)	<ul style="list-style-type: none"> Identify trainer & design a custom program
	Design and launch an internal branding campaign pegged to the brand campaign (See below)	<ul style="list-style-type: none"> Design Staff uniforms Organizational profile Business cards Internal communications material etc.
	Design a formal induction program for each new staff member to go through.	
2. Create a rolling integrated marketing brand campaign using heritage as a key driver to gain traction in the market.	Create an above the line (ATL) component of the campaign.	Design and production of adverts for print, out of home (OOH), radio and TV.
	Create a below the line (BTL) component of the campaign.	Design and production of communications material such as posters, flyers, brochures etc.
	Create a digital & social media component	Redesign, optimize & manage social media pages to support the campaign.
3. Adapt communications approach from product to brand first in order to build brand equity – a component that will help drive Bible dissemination in the market as well as ease of projects implementation and fundraising.	Engage in annual marketing strategic planning aligned to the bible society brand goals	Host an annual marketing strategy session (focus on marketing and not necessarily sales or distribution, however these may be included for alignment).
	Engage in event branding and leveraging (brand activation).	<ul style="list-style-type: none"> Carry BS banners and flags when going to communities. Give away branded items. Provide an enhanced brand experience at the SITF

Brand dashboard continued

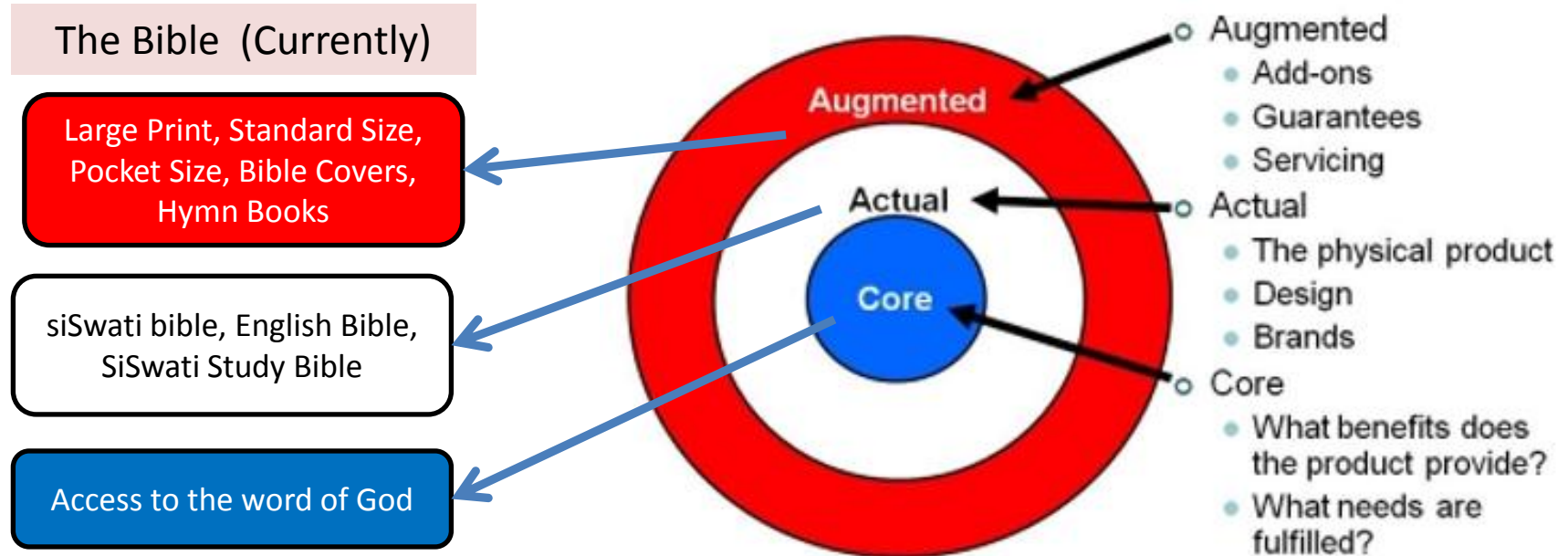


Strategic Objectives	Initiatives	Actions
<p>4. Appoint or hire a resident brand custodian who will help build and nurture the brand as well as regulate the positioning of the brand in the market.</p>	<ul style="list-style-type: none"> • Create brand CI • Consider redesigning logo • Establish significant PR effort. • Manage stakeholder relations and create credibility. (develop a PR strategy). • Recreate a website with digital interactivity and a donations gateway. • Conduct a market performance report baseline survey (and then undertake annually or once in two years depending on budget availability) 	<ul style="list-style-type: none"> • Manage the brand campaigns and marketing activities of Bible society. • Develop corporate identity manual and manage the brand from that perspective • Redesign standard branded documents (templates) and enforce compliance to branded documents use. • Engage in media relations and content sharing with media
<p>5. Create conversation on relevant topics using relevant patterns and establish engagement programs.</p>	<p>Establish an online engagement program through social media patterns and popular digital channels.</p> <p>Establish an offline engagement program through mainstream media & branded events.</p>	<ul style="list-style-type: none"> • Use the following social media platforms; Facebook, Twitter, Instagram, Podcast, Audio: Soundcloud and Video: YouTube • Debates • Radio Program and/or TV program.

THE BIBLE

Product Framework to define bible formats

In a strategic sense, the bible represents the product that Bible Society seeks to get out to the marketplace. This is why we have adopted the product framework below as an operational and reference tool for product development and management. Below is our current product formats.



The BIBLE (product)



Goal:

To reach 67% of the country (about 800,000 people) with the bible through bible distribution and sales, bible engagement and bible advocacy. We will track distribution, sales and reach across all the identified segment groups of the Bible Society.

Overview:

Christianity is the dominant religion in Swaziland. This should mean that the bible should be the best selling book in the country. BSS aims to increase engagement and readership but to date, we have not been effective enough in measuring our distribution and performance.

SWOT:

Strength: <ul style="list-style-type: none">• Bible can be used/ applied to everyday life• marketing (R.S.V.) bibles in schools• Siswati study bible & its availability in various formats.• Relationships with churches• BSS in the custodian and sole distributor of the Siswati bible in Swaziland.	Weakness: <ul style="list-style-type: none">• Bible designs that are not appealing to certain segment groups.• Printing bibles is costly thus making it harder to develop various formats at a faster pace.• No defined target segments• bible distribution is not measured• Production process is not effective.
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Opportunity: <ul style="list-style-type: none">• Variety of formats as we can design the bible for different target segments and hence increase reach, sales and distribution.• Only Christianity in schools.• Digital bible to entrench ourselves in modern culture.• Creation of bible engagement programs	Threat: <ul style="list-style-type: none">• Competition from other suppliers of the same commodity• Copyright issues• Diminishing interest on the bible• Distribution issues especially for local supermarkets.• Other supported religions entering the market
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Why product matters:

The product is essential because it is what the organization has to deliver and thereby defining the organization. The appearance of the product is what attracts the customers and the quality and value of the product is what retains them and turns them into loyal customers.

Bible as a product objectives

- **Design a market segmentation model** in order to identify and fill gaps across the entire target base without being biased to specific segment groups when developing and distributing the bible in its different formats.
- **Increase distribution and sales of the bible** and position Bible Society as the primary supplier of the bible.
- **Gather and/or collate market insight** to find out about the preferences of the different segment groups and engage in specific product development for each.

BIBLE (PRODUCT) DASHBOARD



Strategic Objectives	Initiatives	Actions
<p>1. Design a market segmentation model and programs in order to identify and fill gaps across the entire target base without being biased to specific segment groups when developing and distributing the bible in its different formats.</p>	<p>Layout primary and secondary segmentation criteria for the product.</p>	<p>Classify everyone into common categories.(primary)</p> <p>Identify segments within each category</p>
	<p>Create customized engagement programs for each of the segments</p>	<p>e.g. build programs for the youth; high school programs, Church youth meetings, you radio programs.</p>
<p>2. Increase distribution and sales of the bible and position Bible Society as the primary supplier of the bible.</p>	<p>Create a sales & distribution plan for each segment with specified targets for each segment addressing the geographic distribution and price.</p>	<p>Design annual sales and distribution plans aligned to the sales targets per year (not just a budget).</p> <p>Develop a network of affiliate or resellers of the SiSwati bible across the country and pay them a % of every sale they make.</p> <p>Create additional bookshops other than those in Mbabane and Piggs-peak. Focus on standardization, location (e.g. malls) and rebranding of the bookshops to offer a “Christian bookshop” experience relevant to ALL segment groups.</p>
	<p>Develop and implement a sales and distribution management solution/software to effectively track and manage the process</p>	<ul style="list-style-type: none"> Consult IT solutions providers to recommend and workshop the most effective system for Bible society.
	<p>Use both branded and non brand events to create opportunities for sales and to create the association of the Bible to the Bible Society of Swaziland</p>	<ul style="list-style-type: none"> Celebrate 20 years of Siswati Bible SITF Mall & shopping area exhibitions Church activations (bible advocacy)

BIBLE (PRODUCT) DASHBOARD



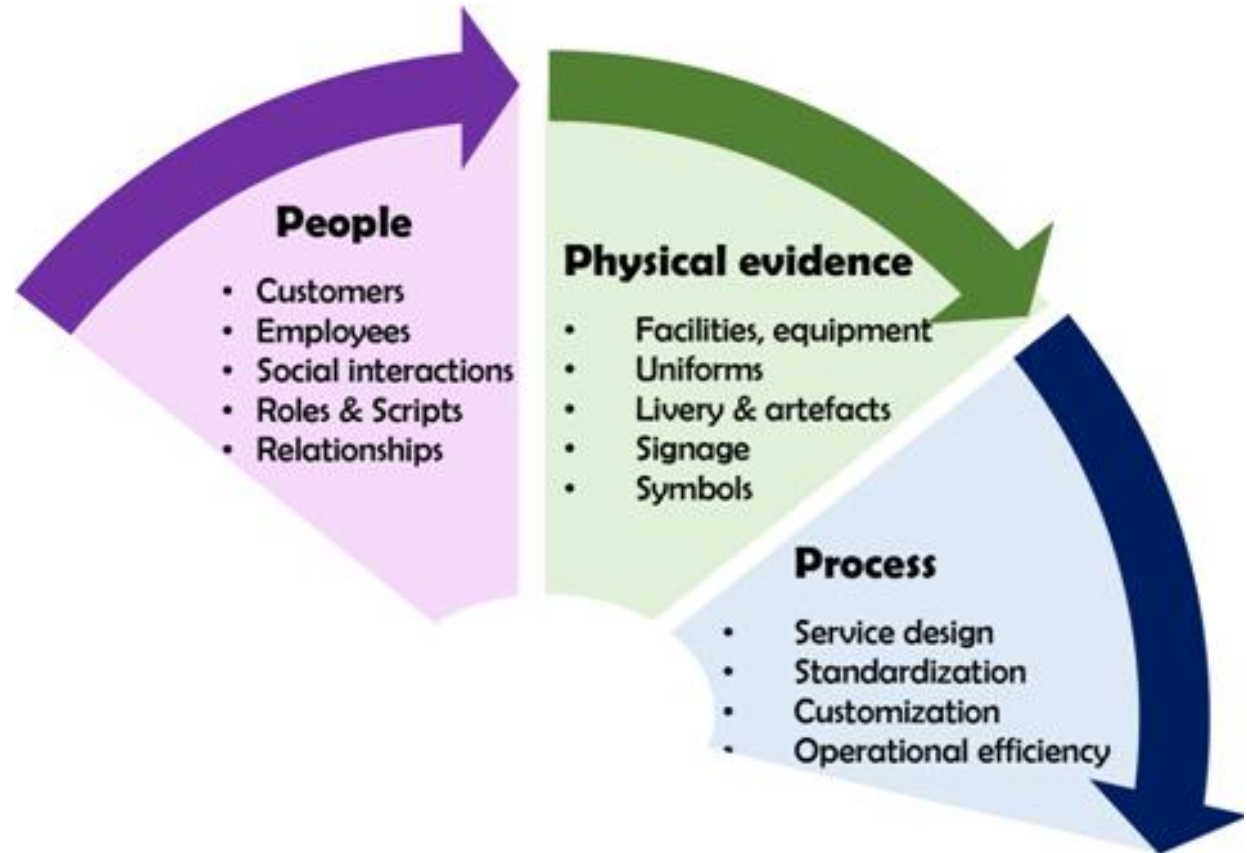
Strategic objectives	Initiatives	Actions
<p>3. Gather and/or collate market insight to find out about the preferences of the different segment groups and engage in specific product development for each.</p>	<p>Engage in product review and development to enhance the augmented formats of the bible</p>	<p>e.g. bible covers, colour variations, size variations etc.</p>
	<p>Engage in product review and development to enhance the actual bible formats.</p>	<ul style="list-style-type: none"> • Develop a Siswati study bible • Siswati bible revision • Bible for the deaf ??
	<p>Digitize the bible for more reach(inline with the mission)</p>	<p>Develop an app for the Siswati bible or partner with YouVersion.</p>

Note: According to BSS structure, strategic objective #3 may fall under the projects department

PROJECTS

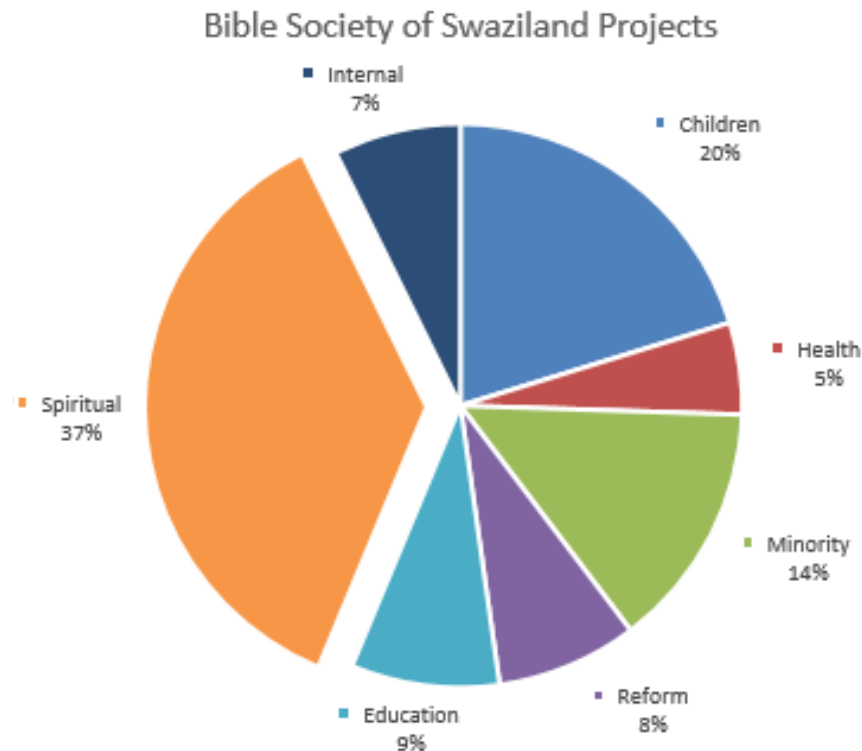
Service Framework to guide projects development and management

These are the key processes and elements that we will consider to design and manage projects within the next 5 years.



Situational Review

Project Title	Sector	Annual Forecast	Average spend
Hope to Orphaned & Vulnerable Children (HOVC)	Children	350 000	300 000
Bring Hope to the Sick	Health	155 000	130 000
People living with Albinism	Minority groups	450 000	350 000
Catching Them Young	Children	200 000	200 000
Reaching out to Correctional Service ins	Reform	200 000	200 000
Literacy for the deaf	Education	210 000	210 000
SiSwati Study Bible	Spiritual	1 300 000	900 000
Capacity Building	Internal	180 000	180 000
Total		3 045 000	2 470 000



PROJECTS (SERVICE)



Goal:

To effectively impact communities/lives of 1/3 of the country's population (approximately 5000 000 or 100,000 annually) by the end of 5 years, through inclusive programs (projects)

Overview:

Projects at Bible Society are a vehicle to reach out to communities to offer much needed assistance to individuals, families and communities. They are also used to spear head the core mandate of the organization i.e. to ensure that everyone has access and engages with the bible in a language they can understand and formats they prefer. The projects department also plays a vital role in managing the development of new bible products and enhancements.

SWOT:

Strength:

- Project content to showcase
- Projects are a vehicle to impact communities
- Goodwill
- We have project around the sectors
- Supportive board makes it easy to be effective.

Weakness:

- shortage of funds for training staff
- Externally developed material not applicable locally
- Difficult to implement new projects
- Not effectively using projects to convey a lasting impression.

Opportunities:

- Relevant project for all market segments
- Use of projects to gain brand visibility
- Can still identify our own niche projects by identifying local needs.

Threats:

- Designing irrelevant projects to the needs of the community
- Withdrawal of funding especially from international donors.
- Competition (too many NGOs addressing same sectors)
- External funding(comes with limitations)
- Donor dependency (not meeting all the needs)

Why service matters:

Organizations are remembered for exceptional customer experience. A service that satisfies a customer (in this case communities) affords an organization free publicity on social media, helps the organization stand out, with priceless customer feedback. For bible society great service does not only benefit the society but also the communities.

Project objectives

- **Continually Train project teams** on servicing communities.
- **Form strategic partnership to expedite projects** and to tap into a skill set that would be expensive to develop. This will help in maximizing the help we offer communities. (benchmark from contractors i.e. joint ventures to win big tenders).
- **Increase bible advocacy and engagement across the country**
- This will also help align with the local fundraising drive aimed at appealing to local sponsors.
- **Use projects to leverage the brand and products** sales and distribution.



Strategic objectives	Initiative	Actions
1. Continually Train project teams on servicing communities.	<ul style="list-style-type: none"> International exchange programs with other Bible societies. 	
2. Form strategic partnership to expedite projects and to tap into a skill set that would be expensive to develop. This will help in maximizing the help we offer communities. (benchmark from contractors i.e. joint ventures to win big tenders).	<ul style="list-style-type: none"> Getting skilled volunteers for the projects e.g. Form youth development partnerships Integrate with NGOs that support similar causes 	
3. Increase bible advocacy and engagement across the country.	<ul style="list-style-type: none"> Review and develop a projects selection criteria. This will also help align with the local fundraising drive aimed at appealing to local sponsors. Develop a project selection guide e.g. must potentially impact a minimum 10,000 individuals when completed. Establish a standard service design for all projects To ensure quality of service. 	<ul style="list-style-type: none"> Define nature of projects that the Bible Society pursues Timeline/ length of projects. Outline project implementation guidelines Establish project measurement and evaluation criteria Design a program for each project visitation
4. Use projects to leverage the brand and products sales and distribution.	<ul style="list-style-type: none"> Design and produce branded merchandize to be given away free during projects activation. Adapt externally developed content / material to local context / language Develop project showcase case videos and communications material to create a library of projects for fundraising proposals as well as brand showcase (<i>to support the brand building pillar</i>) 	<ul style="list-style-type: none"> Merchandizing (free T-shirts/caps) Develop a production unit and procure equipment e.g. cameras. Allocate a dedicated resource to capture and produce content.

FUNDRAISING



Situational Review: Donor Report

The following data was gathered from newspapers published within a period of 12 months:

- Published donations & sponsorships E24,000 000
- Using MTN as a base, we can extrapolate that this figure can be multiplied 3 times to find the actual value (with a given margin or error).
- Therefore it is E72,000 000.
- Including annual outliers e.g. = E100,000 000

Sponsor sector

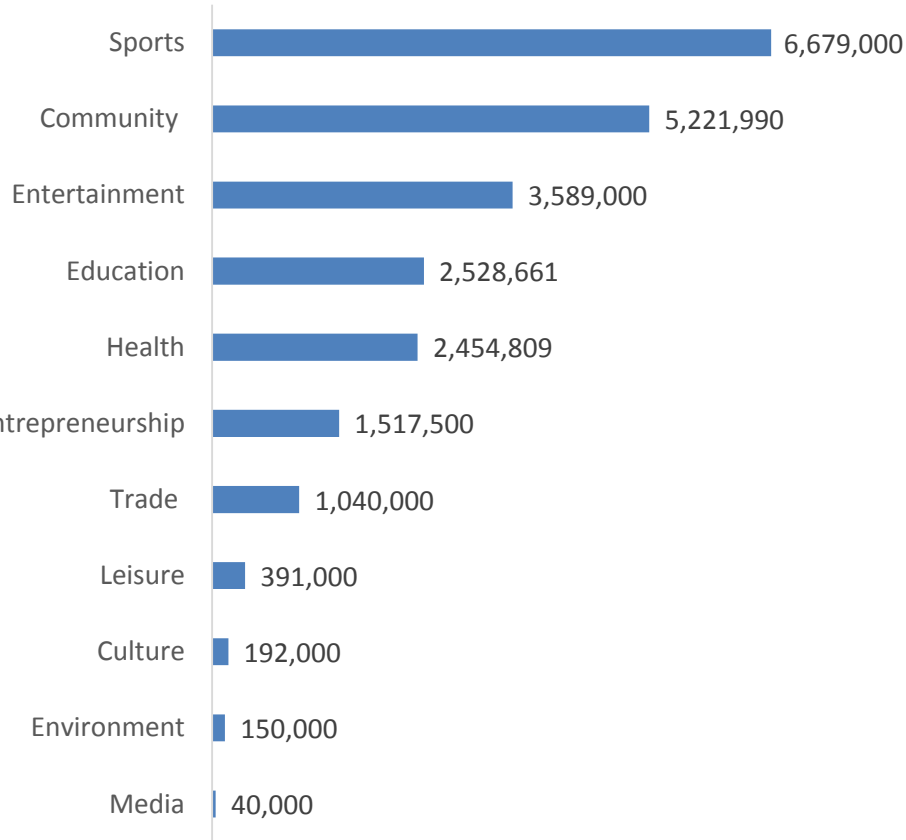


Sector	ACTUAL	EXTRAPOLATED
Church	26 000	78 000
Government	30 000	90 000
Real Estate	40 000	120 000
Music	50 000	150 000
Health	50 000	150 000
Multi-sector	64 000	192 000
Hair care	80 000	240 000
Hardware	101 000	303 000
Unknown	105 000	315 000
Retail	138 000	414 000
Learning Institute	140 000	420 000
Transportation	145 500	436 500
Tourism & leisure	230 000	690 000
Law Enforcement	247 990	743 970
Entertainment	250 000	750 000
Publishing	270 000	810 000
Insurance	336 000	1 008 000
Manufacturing	346 500	1 039 500
Uncategorized	427 790	1 283 370
Petroleum	430 000	1 290 000
Parastatal	459 809	1 379 428
Food & beverages	637 000	1 911 000
Agriculture	637 800	1 913 400
King's office	2 100 000	6 300 000
NGO	2 917 271	8 751 813
Communication	3 861 000	11 583 000
Financial	9 683 300	29 049 900

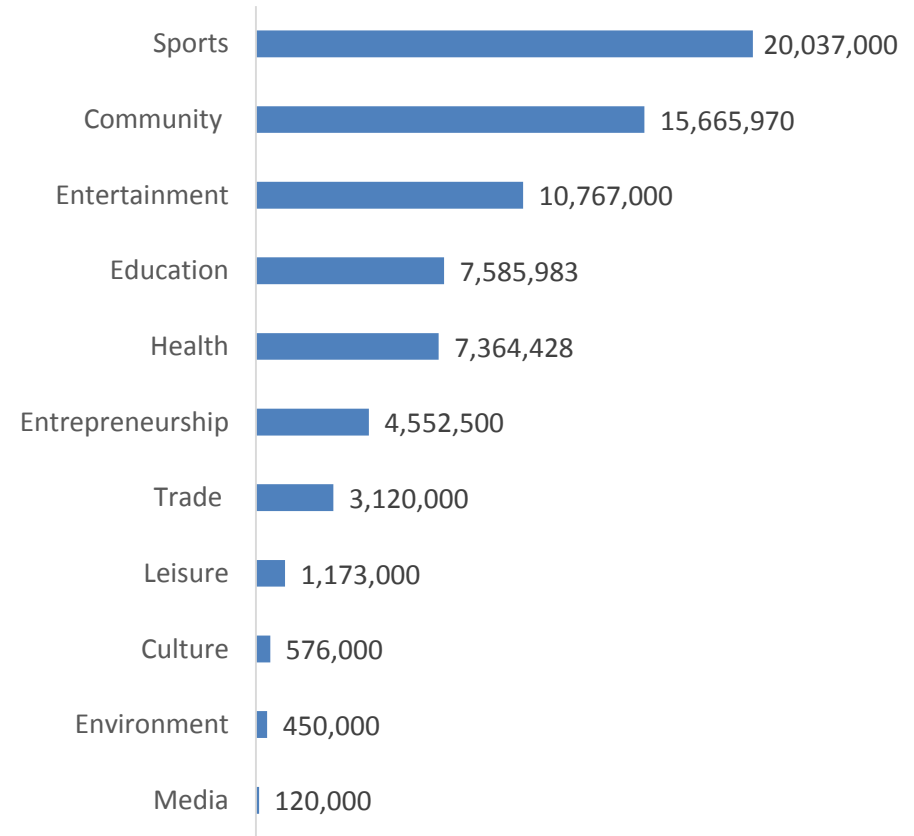
Sponsored sector



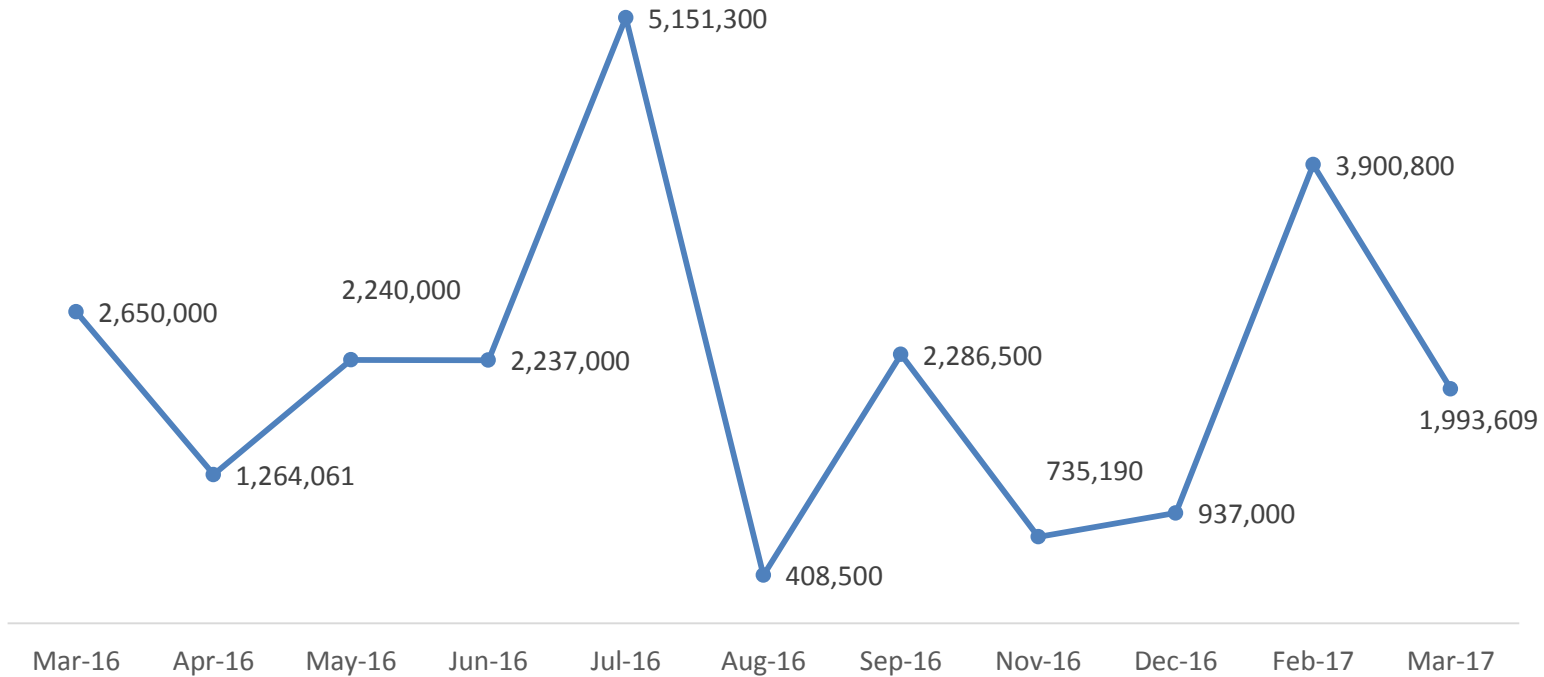
Actual



Extrapolated



Donations by month

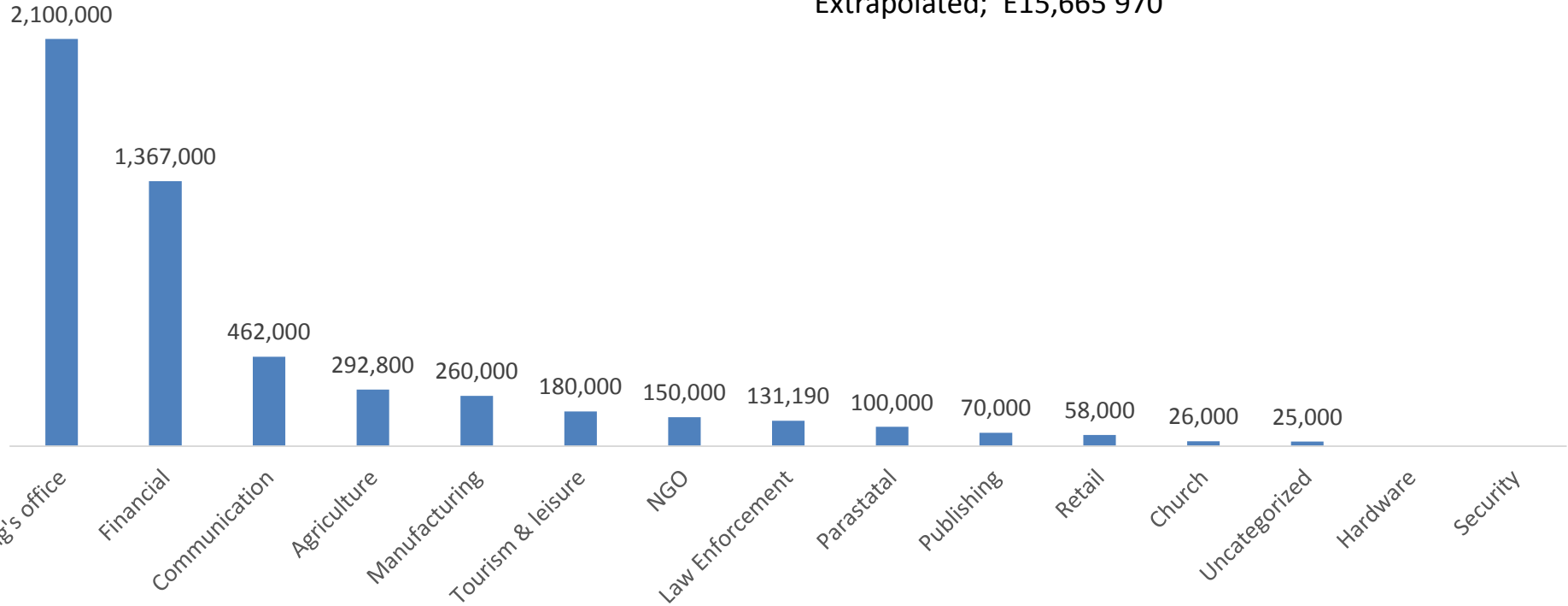




Community sponsor sector

Actual: E5 221, 990

Extrapolated; E15,665 970





FUNDRAISING (RESOURCES)

Goal:

To generate 70% of Bible Society Swaziland funds from local donors and fundraising initiatives. That is, 50% from internal revenue generation initiatives, 20% from local donors and only 30% from international donors.

Overview:

BSS is in short of reliable local resources; most of its funding is from international donors who are mostly from the United States. Being the main source of funding means this often proves challenging when intending to pursue projects that are not considered priority by donors. As such, new methods of generating funds are necessary to supplement international donor funding.

SWOT:

Strength:

- Current fundraising methods seem effective
- Have a data base of local companies and churches.
- We understand local interests which can inform our fundraising strategies
- Can leverage our heritage to source local funding
- Majority of the country is Christian hence viability to source local funding.

Weakness:

- We don't have stable relations with local donors.
- Focus for funding is on churches i.e. excludes other funding sources
- BSS Brand is not strong enough to attract donors
- Being tagged a Christian organization might prove a disadvantage when sourcing funding from religion neutral organizations

Opportunity:

- use projects show case to get funding (work done so far)
- Use technology to source funding from multiple sources.
- Independent business as a pillar for profit purposes
- Can strong brand to attract funding
- Leveraging of local sponsors

Threat:

- Few donors with a changing funding priority
- Churches that fund us are starting their own projects
- Withdrawal of funding
- Fear of starting business to raise funds because of brand background

Why brand matters:

A strong financial resource is the driving force of Bible Society's operations, initiatives and projects. It is the enabling power that will make the vision and mission of the Bible Society be fulfilled.

Fundraising Framework

DATA INSIGHT

TOP BRANDS BENCHMARKING

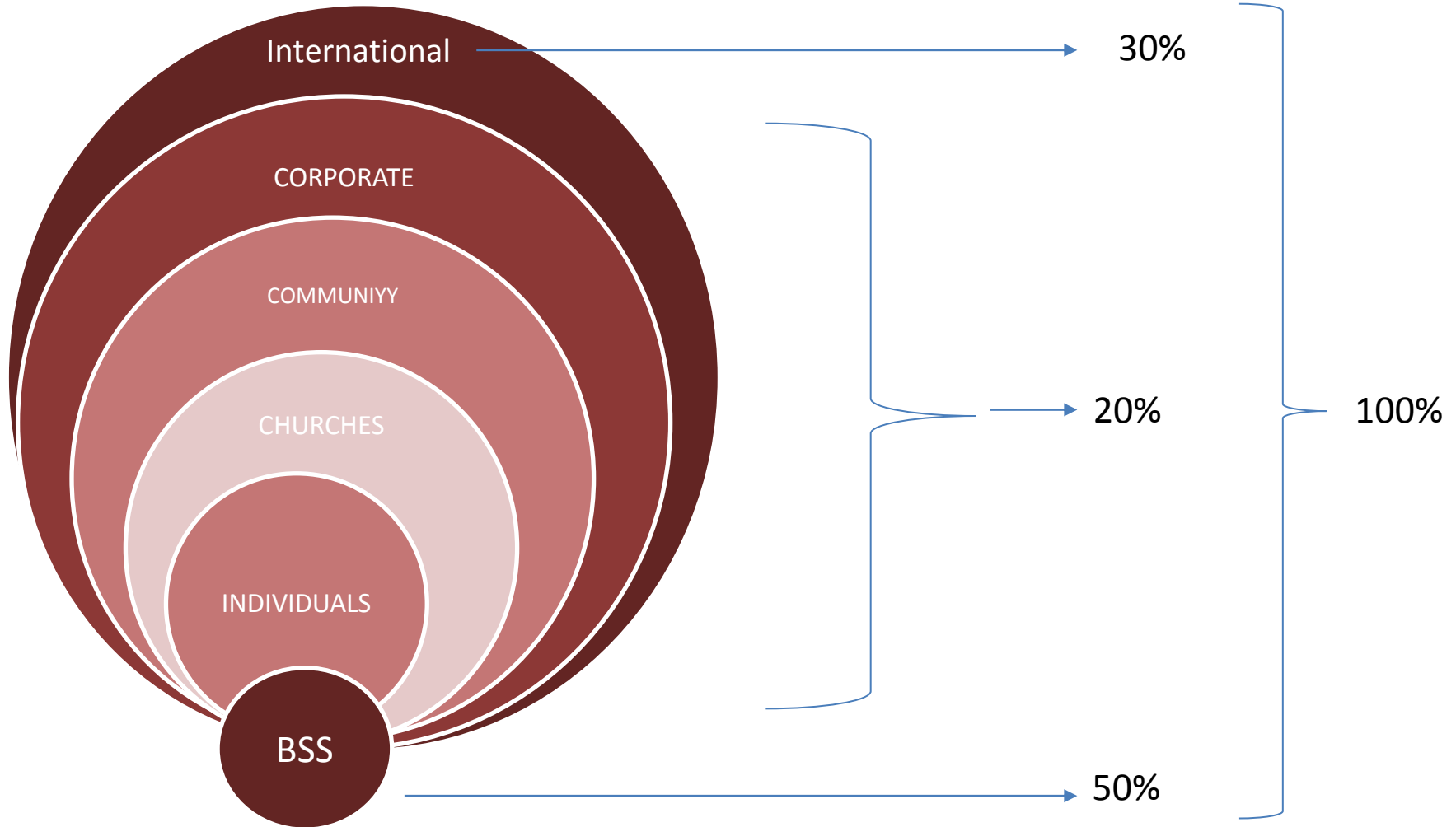
INTEGRATION OF OUTREACH MEDIUM

STORY TELLING

VALUES

- **Data insight** - data that is essential to understanding the activities of the company and of the customers. It will be really useful in spelling out the value of the organization to donors.
- **Top brands benchmarking** – We will continually set a standard by observing top brands . We will use this set standard as part of our methods to achieve the desired goal of raising the required funding for Bible Society.
- **Integration of outreach medium** - outreach approaches that we will adopt include mass media campaigns, marches and walks.
- **Story telling** – We will tell people’s stories about how bible society has impacted their lives. Stories are hard to forge, they have a lasting impact on the receivers and they inspire people to action, in this case, to put money into Bible Society.
- **Values** - values that present what the organization stands for. This will be essential when setting the funding criteria. E.g. do we get funding from beer companies.

Source of local Funding



Fundraising strategic objectives

- **Launch a customer relationship management (CRM) program** to enhance user experience and ensure retention/loyalty.
- **Form separate business (Proprietary Limited)** to pool in all income generating projects e.g. property in order to supplement insufficient donor funding.
- **Increase initiatives targeted at local companies for funding.** Use research and data insights to understand local funding priority in order to know which companies to approach.
- **Explore other sources of income** that will supplement the business / property revenue. Validate each of the sources of income with a business case before launching each idea / plan.

FUNDRAISING DASHBOARD (RESOURCES)



Strategic objectives	Initiatives	Actions
<p>1. Launch a customer relationship management (CRM) program to enhance user experience and ensure retention/loyalty.</p> <p>Why:</p> <ul style="list-style-type: none"> To retain donors We already have a database To cultivate the willingness of donors 	<ul style="list-style-type: none"> Author a newsletter to keep all stakeholders in database informed on progress of projects. For local and international. Use Projects content to showcase funded programs in order to attract donor funding. 	<ul style="list-style-type: none"> Choose medium (print/internet) Choose frequency (once a month or once a year)
<p>2. Form separate business (pty ltd) to pool in all income generating projects e.g. property in order to supplement insufficient donor funding.</p> <p>Why:</p> <ul style="list-style-type: none"> fewer donors with changing priorities Withdrawal of funding International funding limitations on projects4 <p><i>Note: Don't directly associate the Bible Society and the business in public to protect the brand from being realised as a profit making organisation.</i></p>	<p>Select industry to conduct business venture in/choose business. E.g. property</p>	<ul style="list-style-type: none"> Undertake Industry research Develop a business plan Company registration
	<p>Develop a full business case to validate this strategic objective</p>	<ul style="list-style-type: none"> Hire an independent consultant to validate and recommend best operational structure.
	<p>Define the organization structure and how the business will be run.</p>	<p>Appoint a person who will be accountable for the business within Bible Society.</p> <p>Set up the business</p> <p>Hire staff to run the business.</p>

FUNDRAISING DASHBOARD (RESOURCES)



Strategic objectives	Initiatives	Actions
<p>3. Increase initiatives targeted at local companies for funding. Use research and data insights to understand local funding priority in order to know which companies to approach</p>	<p>Compile marketing/annual donor funding report</p>	<ul style="list-style-type: none"> • Collect newspapers daily (Times/Observer) • Analyse articles on donations • Produce regular market review reports
	<p>Align projects with local funding interests</p>	<ul style="list-style-type: none"> • Collect data on local funding interests • Align all projects with funding interests (current and new ones)
<p>4. Explore other sources of income that will supplement the business / property revenue. Validate each of the sources of income with a business case before launching each idea / plan.</p>	<p>Design a loyalty program where individuals and churches are signed on as subscribing members.</p>	<p>Author an annual event that can sustain the project for 6 months using local interests.</p>
	<p>Host regular events whose purpose is to raise funds. However, we will offer an attractive value proposition to the target market in order to get them to attend the events.</p>	<ul style="list-style-type: none"> • Church functions. • Walk for a bible • ???
	<p>Improve donations outreach program by introducing convenient ways to donate as individuals, churches or companies.</p>	<ul style="list-style-type: none"> • Donate via USSD

OPERATIONS

OPERATIONS

Goal:

To ensure Bible Society is a high performing organization.

Overview:

The operations of the organization is not as effective and efficient as it should be and this is evident by the cash flow. The staff however is very dependable and Bible Society will continue to capitalize on this.

SWOT:

Strength:

- location of offices
- Availability of volunteers
- Staff harmony & teamwork
- Quick books software
- Low level of employee complaints

Weakness:

- low cash flow
- Ineffective implementation process
- Terrible stock management
- No staff incentives
- No technology savvy.

Opportunity:

- Development of property to improve cash flow.
- Operations to manage accountability process to improve performance
- Internet based solutions
- Capacity building via UBS and other bible societies
- Attaining full membership of UBS

Threat:

- Delay on payments
- Exchange rate difference
- Bible production costs threaten affordability
- Backup system is not always functional.

Why operations matters:

Operations hold the whole organization together. The functionality of each department within the organization as well as the cross functionality of all the departments is facilitated by operation. An excellent operations function is essential for a high performing organization.

Operations strategic objectives

- Engage in an organisational structure reform to accommodate new strategy.
- Evaluate and improve process and systems to improve performance.
- Engage in accountability Enforcement across the organization

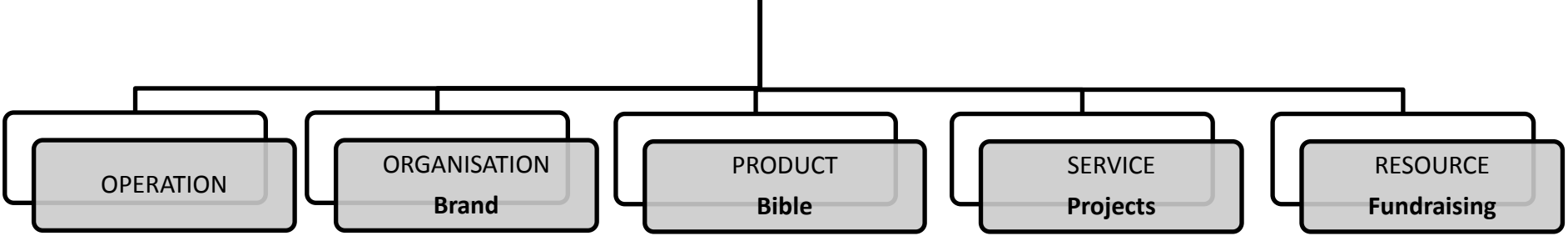
OPERATIONS DASHBOARD



Strategic Action	Initiatives	Actions
<p>1. Evaluate and improve organizational model, process and systems to improve performance & drive organization towards attaining its goal.</p>	<ul style="list-style-type: none"> • Engage in an organisational structure reform to accommodate new strategy. • Select performance measurement criteria • Support in the establishment of the new business for the organization. 	<ul style="list-style-type: none"> • Define HR requirements • Define reporting lines. • Define new roles (if any). • Define KPI's per department. • Perform regular performance checks. • Write clear job description for each employee. • Score performance against job description. • Drive validation / business case development • Business establishment
<p>2. Engage in accountability Enforcement across the organization to support the effective delivery of the strategy.</p>	<ul style="list-style-type: none"> • Regular accountability meetings 	<ul style="list-style-type: none"> • Weekly status/staff meetings • Project meetings chaired by project coordinator. • Management meetings to synchronize department activity.
<p>3. Use technology to increase productivity within admin and finance and support its use across the organization.</p>	<ul style="list-style-type: none"> • Sales and distribution tracking & management • Fundraising CRM solution • Social media management tools • Project management solution • Accounting systems • Etc. 	<ul style="list-style-type: none"> • Engage in needs assessment for all departments. • Develop an implementation plan (specifications, business case, resources, budgets etc). • Manage the roll-out process
<p>4. Focus on attaining membership to UBS</p>		
<p>5. Improve compliancy across all relevant areas of the organization.</p>	<ul style="list-style-type: none"> • Tax compliance • Certification • Staff regulations • Etc. 	<ul style="list-style-type: none"> • Undertake a baseline audit and establish a compliancy score to compare against in future. • Undertake regular compliance audits by independent consultants and work on highlighted issues.



Bible Society of Swaziland



Departments

Operations

Marketing

Sales and Distribution

Projects

Fundraising and church relations

Management

Finance and Admin Manager

Marketing Manager

Sales and distribution Manager

Project Coordinator

Fundraising and church relations manager

Budget

Measure and evaluation criteria

(Will be finalized once the strategy has been approved)

Risk and Mitigation



Risks and Mitigation

Risk	Likelihood	Impact	Mitigation
1. Board & management changes	Very Likely	High	Stipulate a time frame E.G Board sits in for 5 years instead of yearly ???
2. Strategy document not operationalized	Likely	Medium	<ul style="list-style-type: none"> • Consultants to assist in operationalizing the strategy • Engage in quarterly on bi-annually review with consultants.
3. Availing funds to drive brand initiatives (as a foundation of the strategy).	Very Likely	High	The Business that is to be created take priority so resources can always be available. As well, set up the Brand campaign as a project and solicit funding to kick it off.
4. Staff failing to adjust and retaliating to new operations like accountability strategy.	Likely	High	Train Staff effectively and explain explicitly what it is that is coming .
5. Negative or nonexistent response from the target markets like the youth.	Very Likely	Medium	Engaging the youth on a level or platform that reaches and appeal to them.
6. Organization being perceived by people as being a profit making company.	Likely	High	Community work should be in the forefront of whatever they do and also transparency.
7. Staff being illiterate to new technology.	Very Likely		Training Staff efficiently and with diligence
8. Initiatives clashing with the culture of the organization	Not Likely		Cross examining the initiatives and looking at how the organization can approach such situations

Next steps

- Consultant to include input from the strat sessions (Management and Board).
- Consultant to compile a full document based strategy and send to client for review
- BSS review and approve strategy document.

End thank you