

# **Church Ministry Portfolio Management for Improved Operations through Proper Resource Allocation**

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## **Abstract**

Church is an institution which is devoted in promotion of God's word to the Parishioners. As an institution, they provide different services to their customers, the Parishioners. Philippines is one of the country known for Christianity around the world with Roman Catholicism as the predominant. According to a consensus conducted by Philippines Statistics Authority last 2010, there are 74, 211, 896 followers of Roman Catholic Church or 80.6% of the Philippine population which has grown about 19.96% over the past 10 years from 61, 862, 898 since 2000. With the continuous growth in members of the Catholic Church, the demand to meet the members' need is also increasing. In this study, Church Ministry Portfolio Management Matrix was used with the aim to improve the resource allocation of the different ministry of the church. Two important variables are being considered: Parishioner's Perspective and Resource Demand. First, the significant factors in segmenting the church were obtained using the One Sample t-test in order to get the P-Value which resulted to all factors being significance since  $p\text{-value} < 0.05$ . To know the most effective motivational method, Analytical Hierarchy Process was used. The result shows that all methods are effective in motivating the ministries to add value to the church except Recognizing achievements and efforts. Lastly, Cost and Benefit Analysis was used to analyze the impact of using CMPM Matrix to the ministries of the church which result shows that the church can save from unexpected expenses, easier and faster access to funds, increase in parishioners' interaction within the church and improve ministry members' performance. However, there is insufficient evidence to prove that Church Ministry Portfolio Management matrix has significant impact in the operation of the church in terms of performance of each ministry therefore further studies must be conducted.

**Keywords:** Customer Portfolio Management, Church Ministry Portfolio Management, Roman Catholic Church, Ministry, Parishioner's Perspective, Resource Demand

## **1. Introduction**

Church is an institution which is devoted in promotion of God's word to the Parishioners. As an institution, they provide different services to their customers, the Parishioners. All customers are important in all businesses, organizations, or institutions since customers are one of the factors that make them successful. There are existing internal and external customers as well in an institution such as in the Catholic Church. Internal customer service is the services provided to other departments or to other people in the same institution to be able to get the job done for the good of the business, organization, or institution. For the external customers of the church, people need to have their spiritual, emotional, and physical needs met.

To give the best of service to the parishioners, Customer Portfolio can be used to be able to know which ministry is need to be prioritized in terms of resource allocation and also to optimize the ministry member's performance. A customer portfolio is the collection of mutually exclusive customer groups that comprise a business's entire customer base (nscpolteksby.ac.id, n.d.). Ministry groups are the one who provide services for the parishioners and serve in the church. Customer Portfolio Management (CPM) will be of great help in developing the relationship between the church ministry members and Parishioners. CPM analysis reveals the small number of strategically important customers that contribute to the current and future value of the company and should receive the company's resource (Terho, 2008). Creating a strong relationship within the ministries and parishioners is critical for the success of the Church since there are a lot of Churches in the Philippines. CPM assists in the segmentation of the customers into portfolios and positions the company's customer base as a portfolio of exchange relationships that create value over a period of time (Thakur & Workman, 2016). With customer portfolio, the Church can be better in understanding and in decision making regarding which ministries of the Church has the most value and which should be prioritized.

It is important to have an organized profile of the ministries, with that it will make the church a more organized institution and that will make the church's ministries better and will also result to a better service to be provided to the parishioners. Having Customer Portfolio Management, the Church will be able to be more strategic in allocating resources in doing service. Therefore, the Church will be able to have a strategic resource allocation and create relationship inside the institution

### **1.1 Objectives**

The objectives of the study are as follows:

- To know the significant factors in segmenting the ministries of the church.
- To identify the ways that can motivate the different ministries to add value to the church.
- To determine the impact of Church Ministry Portfolio Management matrix in the operation of the church and in terms of performance of each ministry.

## **2. Literature Review**

### *Customer Portfolio Management (CPM)*

The origin of portfolio theory found in the finance investment as a mechanism for aiding resource allocation decisions (Markowitz, 1952). Customer Portfolio Management defined by (Johnson & Selnes, 2005) , is a process of creating value across a company's customer relationship. Customer portfolio is the collection of mutually exclusive customer groups. The customers are clustered based on different criteria and are assigned to one portfolio only. Customer Portfolio Management (CPM) aims to optimize business performance by segmenting customer into portfolio (Buttle). CPM enables not only the managers but also the researchers to capture the contribution of customers in terms value to the firm's portfolio relationship rather the value contribution to the firms itself. CPM involves selecting customers who has spending patterns and revenues that could fit in the strategy of the company (Management Study HQ, n.d.).

The concept of Customer Portfolio Management is that customers are divided into sections which make the management as well as the growth easier. The four most common section that is significant in creating CPM are; Revenue, Geography, Segment, and Type of Relationship. In Revenue, customers are identified whether they are the most profitable or not. However, this does not mean that those customers who are not considered the most profitable one are already ignored. The concept is to keep the customers that will most likely to contribute to the firm. It will be easy as well to track the customers if they are arranged according to geography. Another is grouping customers

according to their Segment. With this, it is easier to create solution to problems encountered in that segment. Type of Relationship must include variety of partnership (Quezado,2017).

The customers will be segmented into four: Platinum, Gold, Silver, and Bronze. Platinum customers are defined as those customers who are very loyal and highly profitable and less demanding; Gold customers are loyal and profitable but are considered more demanding customers than Platinum customers; Silver and Bronze customers are customers classified as low value customers; Silver customers are less profitable than Bronze but are less demanding; and Bronze customers are least profitable and highly demanding in nature. The company will be able to allocate resources accordingly since the customers were already differentiated (Thakur & Workman, 2016).

Value to the Company	High	Superior Service	Best Service
		(Platinum Customer)	(Gold Customer)
	Low	Gold Service	Better Service
		(Silver Customer)	(Bronze Customer)
		Low	High
Cost to serve: Relative service level for optimal resource deployment			

Figure 1: Customer Management Portfolio Matrix

The overall goal of CPM is to help the firm achieve increased profit and decreased costs relative to the resources allocated which were used in providing services to the customers. A study by Turnbull indicates that it is not wise for a company to treat and develop all customer relationships similarly. Also, from the study by (Thakur & Workman, 2016), relationship management activities in a firm should be adjusted based on the value of its customers. With this idea, each customer; Platinum, Gold, Silver, and Bronze were given different treatment called the Service Levels. Platinum customers are given Superior Service, Gold customers are given Best Service, Silver customers are given Good service, and Bronze customers are given Better Service.

Value to the Company	High	Retention Strategy	Development Strategy
		(Platinum Customer)	(Gold Customer)
	Low	Development Strategy	Eliminating/Filtering Strategy
		(Silver Customer)	(Bronze Customer)
		Low	High
Strategy for Resource Allocation			

Figure 2: Strategic resource allocation based on Customer Value to the Company

Relative Market Growth	High	Platinum Retention/Nurturing Strategy	Gold Development/Retention Strategy
	Low	Silver Development/Filtering Strategy	Bronze Filtering /Eliminating Strategy
		High	Low
Relative Market Share			

Figure 3: CPM and External Environment

The company or any firm should use a strategy to be able to retain, develop, and eliminate customers depending on their value to firm and their cost to serve. Retention strategy aims to maintain customers and prevent these customers to go on other competitors, whereas the Platinum customers is given Superior Service since they are loyal and contribute most to the firm. Development strategy is a process to make other customers be in the Platinum category. Filtering or Elimination strategy is applied to those customers who cost more than they value.

### Internal Customer/Support

The internal support that do ministry for the parish can be identified into two which are the volunteers and the paid staff. Volunteering is a free-willed decision to involve oneself in the ministry of the church. Some of these ministries are altar servers, lectors and commentators, greeters and collectors, music ministry, education ministry, or even social ministry. These people have the option to choose whether they will volunteer for only one time or on regular basis. Often times they are unpaid and may decide to leave the ministry if the need arise however great volunteers who are properly motivated and inspired to serve the church can become responsible and accountable people who will perform high-standard work voluntarily (Lencioni, 2017). Paid employees are those full-time workers whose job was to serve the church every day. Some of them are those working in parish offices, parish and assistant priests, bishops, archbishops, cardinal and deacons (Roman Catholic Church Hierarchy, n.d.). Church employees don't really see their work as a livelihood but more of a mission or a calling to serve the church and the Lord (Lencioni, 2017).

### Customer Value

Customer value refers to the worth of an individual or a group to the organization or to its owner. It is indicated in creation of customer value that the greater the fulfillment of requirements, the higher the customer's satisfaction, and therefore the greater the customer's attributed value (Dejen & Sekandary, 2008). With brands, it is easy and normal to identify which are more profitable than others, so as to customer relationship, customer profitability can also be identified which is more profitable than others (Farris, Bendle, & Pfeifer, 2015). At the process level of customer profitability, the source of value is improving the internal operations. Knowing the customer costs and profitability is crucial in making the right decision for the external customers.

There are cases in which customers are thought to be most profitable but are really not (Valkre, 2009). Value drivers that have an impact on helping customers improve their processes includes cost of goods sold, production efficiency, and customer satisfaction. With enhanced performance and creating customer value enables them to serve external customers better. With this, customer's decision considers revenue enhancement and strategy fulfillment (Dejen & Sekandary, 2008). The customer value to the business would not be known if cost to serve is not understood. If the customer value is not understood, opportunities for innovation, operational efficiencies, segmentation, and pricing shifts that can improve profitability will be missed out (Racciatti, 2018).

## **Analytical Hierarchy Process (AHP)**

Analytical Hierarchy Process is an effective tool for decision making in which many criteria or variables must be considered (Vargas, 2010). It is developed by Thomas Saaty in order to help the decision maker set its priorities in order to create the best selection. Complex decisions are reduced to a series of pairwise decision and its results are arranged in order to acquire both the subjective and objective aspect of a decision. It is also helpful for avoiding a bias decision making process (Saaty T. , 1980). The first step in AHP analysis is to build a hierarchy for decisions which is also called as decision modelling. There are three levels to be considered, Level 1: Goal, Level 2: Criteria, and Level 3: Alternatives. The second step is to derive priorities (weights) for the criteria. Using the numerical scale developed by Saaty the relative priority of each criterion is derived using pairwise comparison (Mu & Pereyra Rojas, 2017).

Table 1: Saaty's pairwise comparison scale (Saaty R. W., 1987)

Intensity of importance on an absolute scale	Definition	Explanation
1	Equal importance	Two activities contribute equally
3	Moderate importance of one over another	Experienced and judgment strongly favor one activity over
5	Essential or strong importance	Experience and judgment strongly favor one activity over
7	Very strong importance	The evidence favoring one activity over another is o the
2,4,6,8	Intermediate values between the two	When compromise is needed
Reciprocals	If activity i has one of the above numbers assigned to it when compared with activity j, then j has the receiprocal	
Rationals	Ratios arising from the scale	by obtaining a numerical values to span the matrix

## **Cost-Benefit Analysis (CBA)**

A cost-benefit analysis is a process use to analyze decisions for weighing up project cost or benefits of an alternative course of action. This concept is introduced by Jules Dupuit, a French engineer and economist. This process is best used for making quick and simple financial decisions. In order to conduct a CBA, cost and benefits associated with the project or decision must first be identified. Then monetary value must be assign to the cost including physical resources and human man-power. The next step is to assign a monetary value to the benefit whether it is intangible or tangible benefits. And last step is to compare the cost to the value of the benefits. This will help any organization decide whether to push through an action or not (Mind Tools Content Team, 2016).

## **Cronbach's Alpha ( $\alpha$ ) using SPSS Statistics**

Cronbach's Alpha is the most commonly used in measuring the Reliability or measuring the internal consistency. This is used in determining if the scale is reliable when having multiple Likert questions in survey questionnaire. This indicates that when the value of alpha is less than 0.7 then the reliability is less (DEEPA-ENLIGHTEN, 2017)

### 3. Methods

The researchers used both Qualitative and Quantitative Research. Qualitative Research is used to gain understanding underlying the Motivation of the Ministry Members of the Church and Factors contributing to Parishioner's stay within the church. Quantitative Research is used to measure the priority weights of each motivational method, test for significance of each factor and Cost and Benefit Analysis of applying Church Ministry Portfolio Management Matrix.

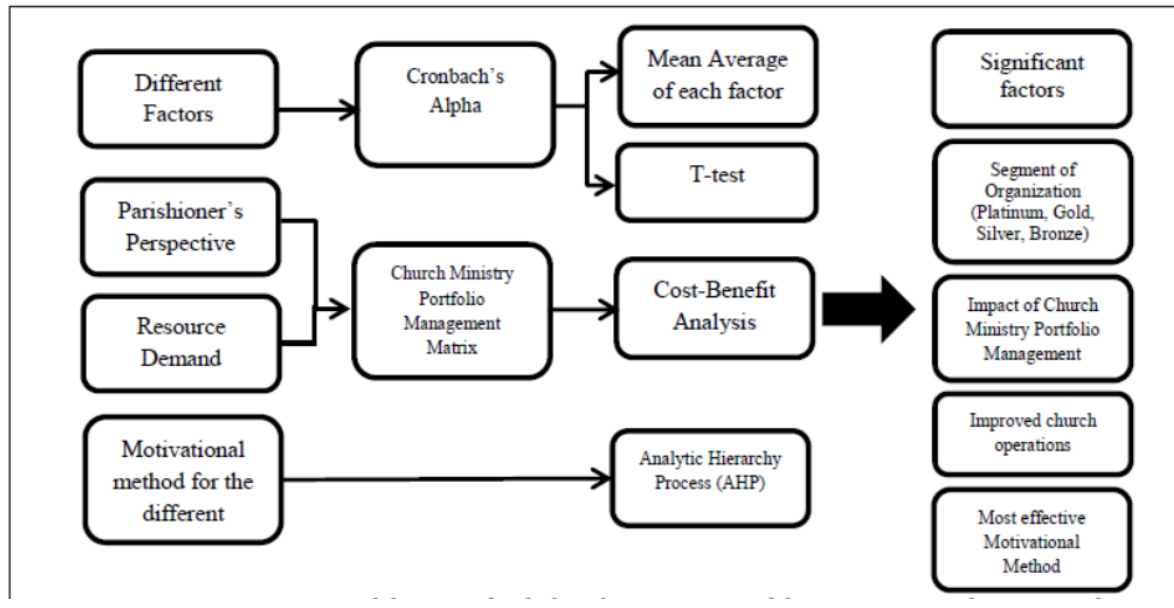


Fig. 4. Conceptual Framework of Church Ministry Portfolio Management for Improved operations through proper resource allocation

The researchers would use Random Sampling Method as the sampling method for the data needed. Random sampling is the basic sampling technique where a group is selected as a subject (a sample) for study from a larger group (a population). Each individual is chosen only by chance and each member of the population has an equal chance of being chosen. There is the same chance of selection for every possible sample of a given size (McColl's, n.d.). Random Sampling will be used for the parishioners since the estimated number of parishioners in every mass is 500 where there are 7 masses every Sunday. If a sample is taken from a population, a formula must be used to take into account confidence levels and margins of error. Slovin's formula is used when nothing about the behavior of a population is known at all.

### 4. Data Collection

The methods of data collection used are Interview and Questionnaire. Interview is a formal conversation wherein questions are asked to obtain information. This method will be used in order to understand the functions of each ministry, the current motivation method of the church and the current resource allocation method of the church. Questionnaire is a primary source which consists of series of questions or evaluation to gather information from the respondents. Closed questions are used for determining Parishioner's Perspective, Motivational Factors, Resource Demand and Performance Evaluation.

## 5. Results and Discussion

This chapter shows the data collected and involves the interpretation of data gathered from conducting the interview and survey as well as the results in answering the research questions. Through this, the significant factors to consider in segmenting the ministries, the ways in motivating the ministries, and the impact of the Church Ministry Portfolio Management will be determined.

*Problem Statement 1: What are the significant factors to consider in segmenting the ministries of the church?*

Interview questions will be asked to available Parishioners to know the significant factors in segmenting the ministries of the church. These factors are the Parishioners' perspective towards the church, their observation to the church members, and their opinions. Each interview questions will have significant factors as a result. After getting the factors, it will be used in the creation of survey questions that will help know the degree of significance of each factor for the parishioners. The answers will then be tested using the IBM SPSS Statistics in order to get the mean of each factor and also be tested for Consistency using the Cronbach's alpha and T-test for getting the pvalue. The mean score of each factor will also be considered in order to know the overall score or importance of the factors as rated by the parishioners. The interview results will also be used to evaluate each ministry which will help in the segmentation of the ministries into the matrix.

For the significant factors to be identified, 50 Parishioners were interviewed randomly to know their perspective in the services provided and their opinion regarding the ministries in general. Interview was used as a data collection since there were no existing data about the factors in segmenting the ministries of church. The information gained from the interview was also used for the survey in order to find out the significant of these factors for the parishioners.

*Table 2: Summary of the survey from the different factors*

Statement	Not Important (1)	Slightly Important (2)	Moderately Important (3)	Important (4)	Very Important (5)
<b>1.0 How important are these factors in you choosing to attend in this church?</b>					
Homily	0%	2%	10%	10%	78%
Worship Service	0%	0%	2%	14%	84%
Bible Study	0%	0%	30%	30%	40%
Church Programs/Activities	0%	0%	40%	28%	26%
<b>2.0 How important are these factors in strengthening your faith?</b>					
Teachings (Homily and Bible Study)	0%	2%	8%	8%	82%
Trainings and Seminars	0%	4%	36%	36%	24%
<b>3.0 How important are these factors for the church to fulfill its mission and vision? (St Vincent)</b>					
Medical and Dental Mission	0%	4%	28%	6%	62%
School and Scholarship	0%	0%	16%	16%	68%
Housing Programs	0%	4%	22%	16%	58%
Business Opportunities	0%	6%	40%	34%	18%
Feeding Program	2%	6%	40%	34%	18%
Donation	0%	2%	26%	34%	38%
Counseling	0%	24%	20%	20%	36%
<b>4.0 How important are these factors in increasing the number of parishioners of the church?</b>					
Invited by church members	0%	0%	18%	18%	64%
Announced during mass	0%	0%	20%	34%	46%
<b>5.0 How important are these factors to be observed with ministry members?</b>					
Welcoming (approachable and friendly)	0%	2%	14%	10%	74%
Respectful(Kind and Polite)	0%	0%	4%	14%	62%
Change in Attitude and Action	0%	0%	2%	12%	86%
Good Leader	0%	0%	26%	26%	48%

Godly	0%	0%	4%	8%	88%
Teamwork and Cooperation	0%	6%	40%	22%	32%
Good Service	0%	0%	16%	40%	44%
Disciplined	0%	0%	2%	20%	78%

According to the results for the first question, Homily was rated majority by the parishioners 78% with Very important, Worship service with 84% Very important, Bible Study with 40% Very important and Church Programs/Activities with 40% Moderately important. For the second question, Teachings was rated 82% with Very important and Trainings and Seminars with 36% for Important and Moderately important. For the third question, Medical and dental mission was rated majority with 62% Very Important, School and Scholarship with 68% Very Important, Housing Programs with 58% Very Important, Business Opportunities with 40% Moderately Important, Feeding Program with 40% Moderately Important, Donation with 38% Very Important and Counseling with 36% Very Important. For question 4, Invited by church members was rated with 64% Very Important and Announced during mass with 46% Very Important. For question 5, Welcoming was rated with 74% Very Important, Respectful with 83% Very Important, Change in attitude and actions with 86% Very Important, Good Leader with 48% Very Important, Godly with 48% Very Important, Teamwork and cooperation with 40% Moderately important, Good service with 44% Very Important and Disciplined with 78% Very Important.

*Table 3: Summary of the item statistics from SPSS*

ITEM STATISTICS			
N=50 , Test Value = 3	Mean	P-Value	Remarks
1.0 How important are these factors in you choosing to attend in this church?			
Homily	4.64	≤ .0001	SIGNIFICANT
Worship Service	4.82	≤ .0001	SIGNIFICANT
Bible Study	4.10	≤ .0001	SIGNIFICANT
Church Programs/Activities	3.74	≤ .0001	SIGNIFICANT
2.0 How important are these factors in strengthening your faith?			
Teachings	4.70	≤ .0001	SIGNIFICANT
Trainings and Seminars	3.80	≤ .0001	SIGNIFICANT
3.0 How important are these factors for the church to fulfill its mission and vision? (St. Vincent)			



Medical and Dental Mission	4.26	$\leq .0001$	SIGNIFICANT
School and Scholarship	4.52	$\leq .0001$	SIGNIFICANT
Housing Programs	4.28	$\leq .0001$	SIGNIFICANT
Business Opportunities	4.12	$\leq .0001$	SIGNIFICANT
Feeding Program	3.60	$\leq .0001$	SIGNIFICANT
Donation	4.08	$\leq .0001$	SIGNIFICANT
Counseling	3.68	$\leq .0001$	SIGNIFICANT
4.0 How important are these factors in increasing the number of parishioners of the church?			
Invited by church members	4.46	$\leq .0001$	SIGNIFICANT
Announced during mass	4.26	$\leq .0001$	SIGNIFICANT
5.0 How important are these factor to be observed with ministry members?			
Welcoming (Approachable and Friendly)	4.56	$\leq .0001$	SIGNIFICANT
Respectful (Kind and Polite)	4.78	$\leq .0001$	SIGNIFICANT
Change in Attitude and Actions	4.84	$\leq .0001$	SIGNIFICANT
Good Leader	4.22	$\leq .0001$	SIGNIFICANT
Godly	4.84	$\leq .0001$	SIGNIFICANT
Teamwork and Cooperation	3.80	$\leq .0001$	SIGNIFICANT
Good Service	4.28	$\leq .0001$	SIGNIFICANT
Disciplined	4.76	$\leq .0001$	SIGNIFICANT

Table above shows the result of the mean, the P-value and the remarks that was obtained from the IBM SPSS Statistics. The P-value of all the factors was obtained using One Sample t-test in SPSS. The Test Value was set to 3 which signify a neutral value for a 5-point Likert Scale. The result shows that the P-value is less than or equal to .0001 which means that all the factors are considered significant since it has a value of less than 0.05. Mean average was also calculated in order to compare which among the factors per question is most important for the parishioners.

Problem Statement 2: In what ways can the different ministries be motivated to add value to the Church?

Interview will first be conducted to know the ways that ministry members and leaders can be motivated to add value to the church. The answers that will be obtained from the interview will then be used for constructing the survey which aims to know which among the motivational method is the most effective and preferred by the ministry members. Selected members of the ministries will then be asked to participate in the said survey which was based on convenience sampling since the availability of the respondents was considered. Different methods of motivation will be provided and ministry members will be asked to choose which among the motivations is more significant for them. All six criteria provided will be compared to one another using the pairwise comparison which will yield to 15 comparisons. Business Performance Management Singapore (BPMSG) AHP Excel template will be used as a basis for creating an Excel template that will be able to generalize into one judgment the answers of the 25 respondents. First, a pairwise comparison matrix will be developed for each criterion using the Saaty's scale.

Table 4: Saaty's scale for pairwise comparison (Laddha, Joshi, & Mulay, 2016)

AHP Scale of Importance for comparison pair (aij)	Numeric Rating	Reciprocal (decimal)
<b>Extreme Importance</b>	9	1/9 (0.111)
Very strong to extremely	8	1/8 (0.125)
<b>Very strong Importance</b>	7	1/7 (0.143)
Strongly to very strong	6	1/6 (0.167)
<b>Strong Importance</b>	5	1/5 (0.200)
Moderately to Strong	4	1/4 (0.250)
<b>Moderate Importance</b>	3	1/3 (0.333)
Equally to Moderately	2	1/2 (0.500)
<b>Equal Importance</b>	1	1/1 (1.000)

The result of the comparison will be interpreted in terms of its equivalent numerical rating wherein the higher number means that the criterion being compared to another criterion is more important. After the individual comparison matrix was obtained, the geometric mean of all the 25 pairwise comparisons will also be computed using the formula below:

The geometric mean of grouped data is given by

$$GM = \left( \prod_{i=1}^n x_i^j \right)^{1/N}$$

The resulting consolidated matrix will then be used to get the normalized matrix by dividing each entry in the column to the total sum of each column. After that, the mean average of each criterion will be used to get the 1st iteration priority weight. The normalized matrix will also complete six iterations using the power method in order to approximate the priorities vector or the final priority weights (Larson). The Power method is done by getting the square of the normalized matrix. After final weights are known, rank of the motivation from the most significant to the least can be obtained as well. Lastly, it will be tested for consistency analysis.

Table 5: Summary of Answers in Question

ANSWERS		MOTIVATIONAL METHOD
I feel happy and contented when I am in the ministry	}	Involvement in the church activities and events
Strengthen one's faith		
Able to fulfill purpose in life		
Retreat	}	Development and trainings
Programs		
Way of serving God	}	Hearing and being reminded of the Gospel vision
Way of giving back to HIM		
Obeing and following God's word		
Surround by good people	}	Maintaining healthy church environment
Good leader		
Be more closer to people		
Good teamwork	}	Open and effective communication within the workplace
Good communication with members		
Recognizing achievements and efforts	}	Recognizing achievements and efforts

The table shows the summary of answers in question 2. There are 14 different reasons why a ministry member stays in the ministry and different ways they preferred to be motivated. These reasons are narrowed down into 6 criteria since some of them can be considered as part of that motivational method which was also based on the Related Literature provided in Chapter 2.

*Table 6: Summarized Results of Motivational Method for Worship Ministry*

	Criteria	Initial Priority Weight	Final Iteration Priority Weight	Percentage	Rank
1	Hearing and being reminded of the Gospel vision	0.1694	0.1686	16.86%	4
2	Development and trainings	0.1600	0.1600	16.00%	5
3	Recognizing achievements and efforts	0.1318	0.1320	13.20%	6
4	Open and effective communication within the workplace	0.1778	0.1783	17.83%	2
5	Maintaining healthy church environment	0.1743	0.1741	17.41%	3
6	Involvement in the church activities and events	0.1868	0.1869	18.69%	1

The table shows the summarized results of the motivational method for Worship Ministry. The first criterion, hearing and being reminded of the Gospel vision has an initial priority weight of 0.1694 and a final iteration weight of 0.1686 or 16.86% of importance. The second criterion, development and trainings have an initial priority weight and a final iteration of 0.1600 or 16.00% of importance. The third criteria, recognizing achievements and efforts have an initial priority weight of 0.1318 and a final iteration weight of 0.1320 or 13.20% of importance. The fourth criteria open and effective communication within the workplace has an initial priority weight of 0.1778 and a final iteration weight of 0.1783 or 17.83% of importance. The fifth criteria, maintaining healthy church environment has an initial priority weight of 0.1743 and a final iteration weight of 0.1741 or 17.41% of importance. The last criteria, involvement in the church activities and events has an initial priority weight of 0.1868 and a final iteration weight of 0.1869 or 18.69% of importance.

## **Ministry Portfolio Management Matrix**

The results of the Parishioners' Perspective and Resource Demand are shown in one matrix. The Ministry Portfolio Management Matrix shows which Ministries fall under Platinum, Gold, Silver, and Bronze. Platinum category shows that the Ministry has a HIGH result in the Parishioners' Perspective while having a LOW Resource Demand. Gold category shows that the Ministry has a HIGH result in the Parishioners' Perspective and having a HIGH Resource Demand at the same time. Silver category shows that the Ministry has a LOW result in the Parishioners' Perspective and having a LOW Resource Demand at the time. Bronze category shows that the Ministry has a LOW result in the Parishioners' Perspective while having a HIGH Resource Demand

*Table 7: Summary of Ranked Results*

Ministry	Parishioners' Perspective	Resource Demand
Worship	1	1
Faith	2	2
Religious	3	3
BEC	4	4

*Table 8: Church Ministry Portfolio Management Matrix*

Parishioners' Perspective	HIGH	Platinum	* Worship Ministry * Faith Ministry
	LOW	* Religious Ministry * Basic Ecclesiastical Community	
		Silver	Bronze
		LOW	HIGH
		RESOURCE DEMAND	

The Ministry Portfolio Management Matrix result shows that both Worship Ministry and Faith Ministry fall under the category of Gold where their results are HIGH in Parishioners' Perspective and in the Resource Demand. Worship Ministry was ranked as the first in the Parishioners' Perspective and in the Resource Demand while Faith Ministry was ranked as the second in the Parishioners' Perspective and in the Resource Demand. Faith Ministry is included in the Gold category since it does not have low result in any of the two factors. On the other hand, both the Religious Ministry and Basic Ecclesiastical Community fall under the category of Silver where their results are LOW in the Parishioners' Perspective and in the Resource Demand. Religious Ministry was ranked as the third in the Parishioners' Perspective and in the Resource Demand while Basic Ecclesiastical Community was ranked as the fourth in the Parishioners' Perspective and in the Resource Demand. Religious Ministry is included in the Silver category since it does not have high result in any of the two factors.

### **Impact of Church Ministry Portfolio Management to Resource Allocation Operations of the Church**

The church operations are mainly on allocating resource in which these resources came from the collections from the mass and from the donations of the parishioners. The amount of collection and donations were not always the same. Economics is the study of how humans make choices how to properly use the scarce resources and these resources that people value are time, money, labor, tools, land, and raw materials (lumen, n.d.). Since money is the supply that the church has and the demand comes from the ministries' activities and the miscellaneous of the church, the researchers came to the purpose on determining what could be the impact of Church Ministry Portfolio Management to resource allocation operations of church.

The Church Ministry Portfolio Management is need to be done every six months to have an updated Parishioners' Perspective and Resource Demand of each ministry and to determine again which ministries to be prioritized. The Ministry of Greeters (MOG) with the guidance Parish Office staff will be responsible in gathering data through survey to determine the Parishioner's Perspective and Resource Demand. The function of Ministry of Greeters is to welcome and guide the people where to seat. They have more connections with parishioners that is why they are chosen to conduct the survey to determine the Parishioner's Perspective. The data gathering will start from the month of January to May so as the Industrial Engineer will do his job on the month of June for the data analysis and results.

## **6 Conclusion**

To have an improved church office operation, it is recommended for the church to have a proper resource allocation since from the interview with the head of the ministries that the church don't have records of the resources allocated to each ministry.

## **Resource Allocation**

From the Ministry Portfolio Management Matrix, Worship Ministry and Faith Ministry fall under the category of Gold where its Parishioners' Perspective and Resource Demand is High. This indicates that these ministries must be prioritized in terms of giving budget for the activities to carry out successfully. On the other hand, Religious Ministry and Basic Ecclesiastical Community fall under the category of Silver where its Parishioners' Perspective and Resource Demand is Low in the Ministry Portfolio Management Matrix. This indicates that the church must give first the needs of the prioritized ministries but the church must focus on improving the Religious Ministry and Basic Ecclesiastical Community in terms of its activities and involvement with the Parishioners. With this, both ministries will have more importance to the Parishioners and will be then prioritized by the church.

To be able to carry out Church Ministry Portfolio Management successfully, an Industrial Engineer is recommended to be hired as a part time as the first option and train a Parish Office staff as the second option. This to perform the Church Ministry Portfolio Management and ensure that the allocation of resources is strategic. According to Amanda Kelly, hiring the right people can be the greatest single factor that contributes to company's success (Kelly, 2015). The Industrial Engineer is right person to perform the tasks to achieve the church's goals. Second option is that the Industrial Engineer will be hired once for 2 months and needs to train the Parish Office staff to perform the job of the IE in the succeeding years.

## **Recommendation for Ministry with High Resource Demand**

Worship Ministry and Faith Ministry are two of the highest ranked ministries in terms of Resource Demand. Worship Ministry is composed of ministries who are responsible for the Mass or Worship Service being held by the church. They are ranked as the highest in terms of resource demand since the overall expenses including the electricity, instruments for the church, items used at mass, food for meetings or trainings of the ministry members and for activities such as workshops for acquiring new members. Faith Ministry is responsible for Catechism and also the SSDM Ministry which includes the dental and checkups of the parishioners. As we can see there are a lot of unavoidable expense to be considered for both Faith and Worship Ministry except for the food expenses being shouldered by the church and also for seminars and trainings conducted by the ministry. In terms of food, these are simple rewards given to volunteers of the church which can be considered a valid expense for the church since the ministry members are not getting allowance for their service.

For Catechism which is part of the Faith Ministry, group Catechism is recommended instead of conducting individual Catechism in order to save on the resources being used. In order to attract new members, the ministry members can also apply a practice called Evangelism Training. These type of training is often practiced within Christian churches which aims to invite new attendees whom they already have a relationship with. This also makes it easier for the 81 ministry member to be able to share their faith and also cost less for the ministry instead of constantly conducting group meetings or activities (7 ways to attract new members, n.d.).

## **For Future Researchers**

CPM Matrix was not applied and tested on the church and only the initial pace of segmenting the ministries and recommending a plan of improving the current resource allocation process was provided due to time constraints. For future researchers, it is recommended that they take further step into applying the CPM Matrix and the Resource Allocation Plan on the Church in order to test whether the assume impact was really right. It is also recommended that instead of conducting an interview for resource demand, an actual historical data must be used to get more accurate results. Also, it is recommended to test whether applying the motivational method for the different ministries would really improve the performance of the ministry members and to measure how much it has motivated them to add value to the church.

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