THE BUSINESS PLAN OF JMM LLC

BRANDMAN UNIVERSITY

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# THE BUSINESS PLAN OF JMM LLC

# Executive Summary

The purpose of this plan is the bring an understanding of the procedures and purpose of Jeffery Morse Ministries LLC (JMM). For the charitable giver this plan serves to inform of why one might donate, to ensure that any donations will be used for their intended purpose, or in a manner that lines up with the heart and intent of the giver. For those in need this plan is to inform of the capabilities of JMM to minister the gospel, train and raise up ministers, establish churches, establish educational centers, and respond to crises of all types in a manner that glorifies Jesus Christ. For the investor the plan offers an avenue of giving that may provide a positive outlook and self-appreciation. Though this plan does list some other businesses under the JMM umbrella its primary purpose serves to introduce JMM and outline operational and managerial procedures and to reveal the heart of the founder. JMM is an internationally based nonprofit startup with the goal of providing humanitarian aid throughout the world, deliver the Gospel of Jesus Christ, plant churches, train leaders, and equip people to carry on the ministry of Christ in a similar fashion. JMM is both a product and service-based company. The product is free of charge and is the Gospel of Jesus Christ. Services range from providing food and the necessities of life, especially after a major crisis, and establish churches and educational facilities around the world. JMM is a volunteer-based organization, as such, employees and volunteers constantly rotate, however, all who align themselves with JMM have one objective – to love people.

# Mission & Vision Statement & Company Description

## The Mission Statement of Jeffery Morse Ministries LLC

 We are connecting the Salvation Gospel to the world to bring hope to the hopeless, food to the hungry, shelter to the homeless, and to bring all this by preaching the truth of the Gospel of Jesus Christ through evangelism, missions, music, worship, education, and media, the establishing of Churches and the training and ordination of Apostles, Prophets, Pastors, Evangelists, Teachers, Missionaries, Worship Leaders, Minstrels, and any other office that is beneficiary to the work of the gospel of Jesus Christ. We will take advantage of every legal opportunity, and every legal resource to accomplish this end.

## The Vision Statement of Jeffery Morse Ministries LLC

Centering on proclaiming the Gospel of Jesus Christ, to people in every country of the world, while fulfilling the call to feed, clothe, house, and minister to all we can while demonstrating excellence, honesty, faithfulness, and the love of Christ.

## Company Structure

 JMM’s currently operates under the structure of an LLC. This decision is covered in it entirely in Appendix (A) JMM Economic Forecast. The most significant factor contributing to this decision is lack of financial resources. After extensive research it was shown to be ultimately fiscally comprehensive to begin under the LLC structure and then navigate to an S Corporation after JMM is fully operational (Morse, 2019).

 The Primary Organizational Objectives of JMM is to keep costs down during the startup phase of the non-profit. By opting for the LLC first instead of a Corporate structure, JMM can save the monies that would have been spent in salaries for the board members. However, JMM’s main organizational objective is to convert from the LLC structure to a Corporate standing at the first financially acceptable time. The goal of having fully paid board members and ministers who oversee all ministry and humanitarian functions ensures undivided focus in the administration of JMM’s ministries.

The Distinctive Core Competencies of JMM LLC lay in its vision statement, “while demonstrating excellence, honesty, faithfulness, and the love of Christ.” While JMM does not hold the monopoly on honesty, today so many humanitarian and religious organizations seem to be for profit. JMM is focused on the items listed in its mission statement. This company is not here to make someone wealthy, but rather to enrich the lives of those in need.

## An Introduction to the Market and the Opportunity

 According to Collacott (2018), an estimated 201 million people in 134 countries were subject to crisis and needed some form humanitarian aid. In 2017, a fifth of those in need lived in one of three countries – Yemen, Syria, or Turkey. The resulting percentages of crisis aid delivered 60% of all aid to 10 countries only; 14% going to Syria, 8% to Yemen. Conflict continues to produce need for humanitarian aid above all others. The small number of donor governments represent the majority of international humanitarian aid. Contributions from European governments plateaued rising in 2016 but still have the highest percentage at 53% of the total government funding. Though the Middle East continues to reduce aid funding from private donors – individuals, non-profits (NP), trusts, and foundations is increased. Individual charitable contributions remain the single largest source of private donations, though those from trusts and foundations are growing (Collacott, 2018). The need is still high, and the resource to meet that need is increasing.

The Business Opportunity

 Today people have more disposable income. Charitable giving is up; however, people cannot afford to quit their jobs to go around the world and provide the humanitarian aid they desire to deliver. JMM can create a platform centered on excellence, technology, and Christ to take the resource of those who give and meet humanitarian needs quickly and efficiently. Besides all these charitable individuals there are many charitable foundations that offer grants. The Glasser Family Foundation—currently mostly supporting through scholarships (Glasser, 2019), Andrew W. Mellon Foundation—who support the Arts (Mellon, 2019), The Streisand Foundation—which is by invitation only (Streisand, 2019) and the Ben and Jerry's Foundation—who promote social and environmental justice and support sustainable food systems (Ben, 2019). These are just a few of the foundations that are out there, giving grants.

# Industry Analysis and Trends

Nonprofit markets are complex. In doing industry analysis, one may find that markets include constituents, as well as funders. While there is never a lack of constituents, there may be times when funding is hard to come by. For such a business as JMM to function, they must analyze the market condition of the for-profit companies with whom they will be working. Many times, humanitarian efforts are brought about through for-profit partners who perform logistics in places around the world where JMM would not otherwise be able to deliver needed necessities of life. In the end nonprofits, public organizations, and for-profit firms work side-by-side to accomplish many efforts. Firms may have approaches that differ entirely concerning sustainability, resource usage, and priorities. These are justifying reasons to take account of the current political and economic standing of not only the JMM’s country of origin, but also, it's country of ministry. Further, the political and financial status of any partner country of origin whether non-profit, for-profit, or public, is of great interest.

## State of the Industry

 JMM is located in the US. Bea.gov reports that the GDP reported in the first quarter of 2019 is up by $3.1trillion (BEA, 2019). This is the highest it has been in many years. In addition, people are making more money and spending more money as US residence enjoy a more significant amount of disposable income (BEA, 2019a). If that is not enough, msnbc.com reported that in 2018 the unemployment rate in the US fell to 3.9% and has been in steady decline since its peak at 10% in 2009 (Benson, 2018). Finally, the reflection of this economic standing is shown in the amount Americans give to charities. In 2018 Americans gave $410.02 billion to charity blasting through $400 billion in charitable giving for the first time in history (Giving, 2018). This is good news for JMM whose primary source of revenue is charitable giving. Lastly, JMM is using diversification in its efforts. It has been shown that a diverse grouping of programs increases effectiveness and sustainability. As a result, JMM has chosen a group of ministries to perform instead of focusing on just one. Further, by taking a holistic approach JMM opens accessibility to a broader range of grants and other monies allocated to those items.

## Market Research

The history of the industry. In the year 1990, there were 6000 NGO’s, by the year 2000 that number rose to about 26,000. Today there are over 2 million NGOs in the US alone. Congruently, the numbers of NGOs increased in the rest of the world as well with about 1 million in India, and Europe is at least twice that (Ferres, 2005). Ferres continues to report that the estimated total funding channeled through NGOs per year is in excess of $8.5 billion per year. This is no surprise that faith-based NGOs and non-profits have stepped up to meet the growing humanitarian demand. After all Christians were directed to do so (Matt 25:40). One example given by Ferres (2005) states that the World Council of Churches mobilized over $1 billion per year as of 2005 for relief in 162 countries. There is no doubt today that number is grown exceedingly. In fact, according to a report performed by Stanford University and shown in chart (A), giving to charities has substantially increased from year 2000 to 2019 almost matching the GDP curve (Lilly, 2019). Both of these facts show the market to be very healthy. Charitable giving is way up, as is philanthropic giving by faith-based organizations (Giving. 2015; Rooney, Ottoni-Wilhelm, Wang, & Han, 2019).

Chart A

The size of the industry**.**  The aid industry is not going away because the need is not going away. The humanitarian aid industry is fueled by conflict and disaster. As a result, a record $22 billion from individuals, governments, NGOs, foundations, and corporations was donated in 2013 (Harrison & Laincz, 2005). At that time the aid industry employed more 250,000 people, and that number was expected to grow then (King, 2014). Indeed, the industry has grown. The Global Humanitarian Assistance Report put the revenue of the aid industry at $23.7 billion from the US alone in 2018, and they were second to Turkey (Collacott, 2018). In addition, humanitarian aid has become a career choice as today many people are receiving master’s degrees in the aid industry (Career, 2019).

The industry evolution**.** What started as people helping people in the times of Christ, grew into religious organizations such as Catholicism, and then other groups like the Latter-Day Saints, Seventh Day Adventists (Adventist Health) and others. However, though these mega movements are still present, they are giving way to organizations such as Samaritans Purse and the World Food Program. These programs are not just ministers wanting to do well or doctors without borders anymore, but people who have been educated in humanitarian aid and carry master’s degrees or doctorates in this field which they have made their career.

This trend will continue as long as people have disposable income. Since the evolution of the industry has now become an official career choice, the need is ever increasing, and crisis is always looming there is no other option but for these trends to continue. If one also reviews the sustainability movement in business, the tendency to heal environments, and solve global warming, alongside humanitarian crisis firms such as JMM have the potential to increase and meet the need. As the world becomes more enlightened one can only expect that in five- or ten-years philanthropic giving will double. In addition, as global warming challenges become more apparent, the earth can expect an increase in natural disasters. Not only does this bring the need for humanitarian aid but also counseling, spiritual guidance, and education.

The key players in the industry are many. Of course, the two greatest giving nations are Turkey and the US (Collacott, 2018). However, some of the NGOs that are doing it correctly include the World Food Program (WFP), the Cooperative for Assistance and Relief Everywhere (CARE), Oxfam International, the International Federation of Red Cross and Crescent Societies (IFRC), and Action Against Hunger (AAH) (Borg, 2016). However, JMM chooses to pattern itself after Samaritans Purse (SP). SP is led by Franklin Graham and begun as an offshoot of Billy Graham’s ministry. JMM may enter into some television evangelism as a means of raising capital and putting out the gospel as both Billy and his son Franklin did but JMM is not founded to be center on television evangelism as the failures of many television evangelists has dirtied the image. One must realize that honestly and reputation are paramount here. SP’s success is partly due to the status and purity of the Graham ministries. In this endeavor any sustainability depends on successfully adopting this high moral standing and keeping it. Some people in the past were successful, but due to incorrect vision, or having priorities out of order, or ended in shame after a moral or ethical failure. Ranker.com lists Harold Camping and Family Radio as number four in its list of top tv evangelists. This ministry not only failed once but twice. First Mr. Camping in his book 1994 stated the world was going to end in 1994. In 2011, Camping again prophesied the end--indicating that his original calculations were off. People sold their homes and donated the proceeds. Family Radio continued the open forum, purchased bulletin boards, and announcing the end. However, the bible states no one knows the time or the day of the end (Matt 24:36, KJV). When the end did not come Camping was shown to be false again. Camping died in 2013 after suffering a stroke in 2012 after his failure. Family Radio never fully recovered. According to celebritynetworth.com, Camping’s net worth at the time of his death was $75 million, but who was helped, and what good came from all that effort? Other famous failures include people like James Baker whose decline was the result of alleged immoral activities – the bible says to maintain a clear conscience (Act 24:16, KJV), Peter Popoff who is known for committing fraud by faking the gift of the word of knowledge—the bible says do not lie to the Holy Spirit (Acts 5:3. KJV), Richard Rossi was acquitted of attempted murder, but plead no contest to lesser charges—bible says to love others as yourself (Mark 12:31, KJV), Kenneth Copeland’s main message is the prosperity gospel – bible says not to count gain as godliness (1 Tim 6:5). There are others, and the list is long. All have accumulated great wealth through the charitable giving of others and have fallen short. However, just because others fail in doing right is not an excuse for not doing good and right yourself, at least that is what my father says. JMM will not center on tv evangelism but on doing right.

## Barriers to Entry

 The first item to list in barriers to entry is as one would expect – revenue. First, there seems to be some issue with the decline of print and the ability to get income (Nicole, 2016). The up and coming humanitarian NGO is going to have to embrace the technology revolution in innovative ways to especially at startup to overcome this decline. Nicole states further that non-profits should use an emotional message while taking advantage of the power of video marketing. Videos should show content of active ministries to catch the heart over logical thought. One might be amazed at the number of people that donated to a cause just because Sarah Mclachlan’s song “In the arms of an angel” was being played in the background. A media blitz is necessary. One obstacle to this may be the name itself. JMM is not catchy like Samaritan’s Purse or World Vision. It may be required to do business under a different name or logo that represents JMM’s humanitarian efforts. Once the ministry name becomes well known then the goal is to keep the moral and pure “High Ground.” It is imperative that no immoral or unethical occurrences happen. This would be a barrier that would be almost impossible to overcome. On the flip side, while JMM retains and image of being upstanding and honest contributions should increase and as a result the ability to meet the world's needs.

 A second barrier is the high sunk costs involved in the startup. Legal fees, equipment costs, advertising costs, transportation costs, and all other costs will have to be absorbed by the CEO of JMM. These sunk costs are not quickly refundable. The CEO will not be taking a wage until revenues are at an appropriate level. This means once the income increases to the point that the bills are paid and there is enough left over to accommodate salaries paid employees will begin to receive compensation. This will start with the CEO as the only paid employee and then span from there.

 A third barrier is the accumulation of volunteer workers. Getting people who are honest and believe in the cause may be difficult. The likelihood of having many fulltime volunteers is small. People need money to live in this era. One answer may be for JMM to align itself with existing ministries like YWAM, Salvation Army, and the Red Cross. Ultimately, aligning with firms such as SP would be optimal.

 A fourth barrier is logistics. All humanitarian NGOs struggle with logistic challenges, as well as coordination with other NGOs, for-profit firms, and the biggest of all governments (Kovács & Spens, 2009). For a Christian faith-based NGO, to bring humanitarian aid to an environmentally based crisis in a Muslim based nation is a daunting task. It seems everything even the lives of the people are at risk. In addition, many times, the aid packages are confiscated by the governing factions and sold for profits to support military goals (Seiglie, 1999).

## Identifying Competitors

When it comes to competitors, there are many. One, Action Against Hunger, exists to save the lives of malnourished children while providing access to safe water (Action, 2019). Items they have to overcome are logistics, monetary resources, agricultural resources, and technological resources. CARE​ dedicates itself to ending poverty, bringing social justice, and saving lives (Care, 2019). The CARE program’s biggest hurdle is monetary resources. Many people in the US recognize the name CARE from the grant program; they reduce electricity costs to low-income households. Doctors Without Borders (DWB) is comprised of doctors and health professionals aiding those in distress, victims of disasters, or victims of armed conflict (Doctors, 2019). Today DWB’s biggest hurdles include staffing and logistics. While those called to medicine usually are up for such things as DWB, many times, just getting the medical ship to port can be the factor that prevents medical care from happening. World Vision (WV) is a global Christian relief program working with children, families, and communities to overcome poverty (World, 2019). World vision most substantial obstacles might include monetary resources, logistics, as well as, overcoming obstacles put in place by regimes caring more for power than people.

The most prominent players in the game according to owler.com are Five Loaves with revenue of $4 million, 31 employees, and a CEO rating of 70/100, Oxfam America with revenue of $6.7 million, 186 employees, and a CEO rating of 70/100, Fair Tourist with revenue of $10.8 million, 63 employees, and a CEO rating of 70/100, Food for the Hungry with revenue of $10.9 million, 129 employees, and a CEO rating of 70/100, Compassion with revenue of $19.5 million, 194 employees, and a CEO rating of 70/100, Goods for Good, with revenue of $33.8 million, 123 employees, and a CEO rating of 70/100, Samaritans Purse, with revenue of $76.7 million, 449 employees, and a CEO rating of 58/100, Chemonics International, with revenue of $300 million, 4500 employees, and a CEO rating of 77/100, World Vision, with revenue of $1 billion, 440 employees, and a CEO rating of 82/100, UNICEF, with revenue of $5 billion, 2025 employees, and a CEO rating of 82/100 (Owler, 2019). Confusingly, owler.com reports $76.7 million at year end while SP lists $458 million at year-end 2018 this is quite a discrepancy (SP, 2019). Also, it is odd to see that SP is listed last in CEO rating; in any case, it is the goal of JMM to match or exceed the CEO rating of UNICEF--82/100.

## Identifying Market Niche

 One might look to the mission statement to find the niche of the firm. For example, SP says Samaritan's Purse is a nondenominational evangelical Christian organization providing spiritual and physical aid to hurting people around the world (SP, 2019). Some center of feeding the hungry, others on providing medical, the Gates Foundation is centering on ridding third world counties of polio by providing vaccines (Gates, 2018). JMM’s niche is also in its mission statement, “Connecting the Salvation Gospel to the World. To bring hope to the hopeless, food to the hungry, shelter to the homeless, and to bring all this by preaching the truth of the Gospel of Jesus Christ through evangelism, missions, music, worship, education, and media, the establishing of Churches and the training and ordination of Apostles, Prophets, Pastors, Evangelists, Teachers, Missionaries, Worship Leaders, Minstrels, and any other office that is beneficiary to the Work of the Gospel of Jesus Christ.” This is lengthy as mission statements go to be concise JMM will deliver the Gospel and the Love of Christ through the acts of compassion listed. This is revolutionary in that while the goal is to present the Gospel, it is done in a way that is uncommon and reminiscent of James 2:18, “I will show you faith by doing good deeds”(AMP). It has been said that the loudest message ever preached is how one lives their life.

## Expert Advice

 The best advice is to take all steps necessary to prevent any decline in reputation. Any immoral or unethical act may end any hope of this ministry's success. Further, the name must never be subject to prosecution by the court system. All efforts must focus on preventative measures — background checks for employees, life checks for those who work with children. Secondly, never overextend financially. By only spending the money that comes in the temptation of fraud is avoided. Thirdly, make allies of potential competitors. Partnership with those already doing this. Lastly, research and then more research. Learning and looking for ways to grow, expand, and innovate.

## Competitive Analysis

 One might believe there to be no competitive advantage for such a startup. After all, the current competition is established and has millions or billions in revenue support. However, the benefit is the current economic standing in the US. As stated earlier, people are making more money; they also have a desire to give more to charitable destinations. Instead of going head to head with its competition, JMM will look at each item overcame as a victory. The competition is not the other firms already doing this; they are the allies. The actual contest is overcoming the barriers to entry and successfully getting to a place where ministry is happening on a grander scale than locally. Another advantage is its people. Currently the CEO is finishing a Bachelor of Business Administration in Leadership, has degrees in ministerial arts, music, and biology. Has owned several businesses, some in logistics and technology, has pastored churches and lead people and has vision. This means longevity. JMM has already been in startup mode for some time, the bylaws and constitution are created and in Appendix (B) and (C). Lastly, JMM has a competitive advantage by being non-denominational. This allows JMM to align with any Christian denomination regardless of doctrinal differences.

## Strategic Positioning

 Currently, JMM is positioning itself for success. The current economic standing of the US is first on the list but has been covered previously. Secondly, the internet and technology boom has impacted the world at large (Beer, 1980). Today every country is accessible through media. This makes things like logistics much more relaxed and cheaper. Also, since crisis is so readily seen on social media the outcry to do something by the world’s population has increased. Organizations such as the UN have sites that report on crisis globally like new.un.org. Such sites are adding to the outcry for humanitarian aid. On the gospel front, the mass migration from Iran continues according to worldpoliticsreview.com (Editors, 2018). Currently, many non-denominational faith-based organizations are setting up shop in areas of massive migration influx. Finally, in Appendix (A) the paper, *The Economic Forecast of Jeffery Morse Ministries LLC* has contingency startup plans, financial plans, and management plans. The article has the following recommendation.

JMM should continue as an LLC but apply for grants from foundations as an LLC if, after research, it is found that the granting foundation has a history of approving grants to humanitarian nonprofit LLCs. However, do not proceed with any awards without investigation. The harm done in reputation is something JMM cannot afford as there is a five-year projected time of incorporation that is to be done. Those foundations that only grant to nonprofit corporations will be shortlisted, and, in that event, JMM’s reputation needs to be intact. It is further recommended that JMM begin to contact and align itself with the organization of like vision. There is no reason not to work to fulfill its goals through other firms already in the field and doing the work. The added experience and the mentoring may allow insight in further revenue streams.

## PESTEL Analysis

Politically the governments of the world are supporting non-profit, faith-based NGOs. Indeed, they are wanting humanitarian aid. Strategically, JMM’s location helps as California is a populous state in the United States, the policies, laws, being even more liberal than the rest of the US JMM’s potential to continue to be purposeful and direct in its approach using humanitarian and crisis response as its focal point in the political arena and with the US’s political support of humanitarian efforts in addition.

Economics was already addressed above. The economy of the US is on a continued up- swing, but the most significant economic supporting factor is the substantial increase in the amount Americans are giving to humanitarian efforts.

Socially to do good is always socially acceptable. More than this, JMM currently has no negative social outcry. JMM is dedicated to having and keeping a positive reputation through honesty and accountability.

Technologically there has been no better time for such a venture. The world is made small through technological advancements in the last century (Beer, 1980). In addition, the founder of JMM is also very tech-savvy. This saves time and money as web pages go up, computer systems are installed, and databases are managed. JMM currently has two web pages; both are soon to be overhauled. However, their presence has been established on the internet for years already in preparation. JefferyMorseMinistries.com has been around since approximately 2010. Social media supplies opportunity for marketing and fundraising as people are connected to everyone on a smartphone or a tablet. Small nonprofit organizations have been showing increase since 2013, with one-third of charitable donations happening over the last three months of the year and with 34% of that giving done online (Barry, 2013). Indeed, charitable giving grew by 13.5% in 2013 alone and more every year since (Blackbaud, 2013). In addition to helping to restructure how non-profits conduct their business, non-profits can develop relationships by utilizing increasing engagements with their supporters (Kanter, 2009).

Environmentally JMM’s base of operations has moved to a farm outside Yuba City. This allows growth and storage at a minimal cost. This move provides for agricultural development and supply as well as office space that can be stable for years to come.

The state of the world environment is also a driver for JMM. The growing population, global environmental change, the burning of old growth in third world countries and the plastic contamination of the oceans are but a few of the problems that have growing contributions to environmental crisis. These crises are still in the infancy when evaluating in terms of response. Surely, these crises represent on going need for generations to come.

Legally JMM is currently established as a Single LLC with plans to eventually incorporate. The laws of California and the US are quickly followed, and the cost for an LLC are reasonable, as well. JMM is currently preparing to file for non-profit status. Because of this, JMM is not currently accepting donations under its own license but under the non-profit of Praise Chapel Yuba City. JMM has no plans for marketing for donations until the non-profit status is approved. As of yet, JMM has not retained legal services, nor has it bought insurance as there are currently no paid employees. The CEO is its only volunteer currently. Most work is done through technological means. The application for non-profit status represents a $300 sunk cost investment that is now being built up.

Legal Issues - Nonprofits Legislation**.** The Changing character of Form 990 is affecting nonprofits in the United States. Though an essential tool in ensuring that entities relevant to the population non-profits remain in places such as fire departments, hospitals, and orphanages (Arnsberger, Ludlum, and Riley, 2008). In 1894, nonprofits were first granted tax-exempt status. Today, nonprofits operate under a series of legislative acts outlined in federal law, which includes the filing of Form 990 enabling them to retain tax-exempt status (Flaherty, 1996, pg. 4). Legally nonprofits are governed by both national laws and state laws (Bennett, 2014). Emphasis on transparency and responsible governance practices internally are necessary to show on Form 990 (Giannini, 2011). In addition, higher levels of funding can have significant effects on nonprofits. Nonprofits typically sustain their operations by receiving charitable gifts and donations. If not monitored and appropriately documented on Form 990, non-profit status can be revoked. Another law in California introduced as “AB 491: Corporations Bylaws – Emergency Powers authorizes corporations in California, including nonprofits, to adopt emergency powers and bylaws. This allows them to operate during disasters, catastrophes, and emergencies (CalNonprofits, 2013, page 1).

# Strategic Positioning, Strategic Intent

## SWOT Analysis

 Strengths of JMM are centered first on the call given by Jesus Christ to go into all the world delivering His message, but also by the mandate to do good and go about healing all. Thirdly, by the outcry of the world governments and people for something to be done for those in crisis. Also, by the fact the US citizens who are promoting action through giving exceedingly, and finally by the resolve of its founder to not stop. Adding to the strengths is JMM's new base of operations outside of Yuba City, California, where it has access to facilities and land at substantially lowered costs. Lastly, much of the administrative work for the startup is completed. Things such as the bylaws and constitution are established.

 The weaknesses of JMM include the fact that it is relatively unknown. JMM has not yet succeeded in any humanitarian effort other than a small food bank that it ran in the early 2000s. The focus has been on education by the founder, and not on actually performing the call. This lack of actual experience in the broader global mission field is a weakness. However, this weakness stems from JMMs greatest weakness, which is a lack of revenue. Lastly, JMM has a need for volunteers willing to adopt the vision of JMM.

 Opportunities available to JMM are harder to see. First, opportunity to do good and provide humanitarian aid is always available. Having resource in which to accomplish that aid is another matter. Education is still opportunist today as master’s degrees are now available in the field. This may be an option. The CEO might get a master’s degree and sign on with a competitor to learn the ropes and create relationships needed to perform ministries. There may be an opportunity on the horizon as the new location where JMM has based may turn non-profit itself or even possibly be managed or ran by JMM. This would significantly advance the cause and ministry abilities locally. Another opportunity is media. Currently the CEO is also on staff at a church that broadcasts live. This may provide a platform for JMM’s name to be marketed and for people to come alongside the vision. Finally, as mentioned before, JMM can align itself with another ministry that is already in action in the same field. This is different than working for them, but instead JMM would approach them as a partner and not make a wage.

 Threats include a lack of funds, health issues with the founder before the firm is sovereign, degradation of the name due to moral, ethical, or legal failings. Health-related issues due to travel such as the contraction of malaria, imprisonment in Islamic governed countries, imprisonment in communist countries, and more. Currently, JMM is still an infant, and infants have high mortality rates in comparison with adults.

## AAA

Adaptation— JMM may create global value by changing one or more elements to meet local requirements instead of global ones. Since an opportunity may exist to take over the properties in which JMM is currently based, it may be possible first to focus locally and then branch out globally. JMM may create agriculturally based relationships that may later prove to provide revenue or supplies for local crisis and need. In recent years the city of Paradise burned almost completely. There is still a need to manage this crisis locally. The problem may be that if focus is changed from global to local, JMM may never achieve its global vision.

Aggregation**—**this could play a part in the future. Aggregation is mainly about creating economies of scale. Since JMM is still in a start-up this is not currently a viable alternative. However, as JMM grows and supplies food, clothing, shelter, and care, aggregation will take a center role.

Arbitrage – at its core, is defined in one saying–buy low sell high. Alternatively, arbitrage could take on another meaning. If JMM can search out what it is that current global ministries are struggling with and fill the need they have this could easily springboard JMM into the global market. The downfall of this is it could create only one area of ministry that JMM functions in, but that ministry would be a global one.

In considering SWOT and AAA, it is recommended to do an unbalanced hybrid strategy. Mainly focusing on arbitrage but adapting for local ministries also. This would help JMM to establish its name locally and globally at the same time. Problems with setting a timetable with this method may exist as who and when the opportunity to provide ministry and retaining adequate resources to do so may be highly randomized.

## S.M.A.R.T.

 Goals are fundamental. The next primary goal for JMM is its non-profit standing. This can be broken down into the following smaller goals. 1. CEO acquires B.A. from Brandman University by November. 20, 2019. 2. All paperwork that needs to be sent with the application reviewed No later than Dec. 1, 2019. 3. Financial costs for the application acquired no later than December 20, 2019. 4. Mail the application by Jan 1, 2020. By the time the application is sent JMM should also have be informed whether they will be taking over the properties outside of Yuba City. If they do, then local efforts for ministry will begin, if not then attempts will be made to align with a global ministry like World Vision. With a bachelor’s degree in business opportunities should begin to be presented. Finally, if all that fails the CEO can acquire a teaching credential and begin teaching. Oversees teaching may be an option to springboard JMM into the global market through education.

# Product / Service

## Defining the Product and Service

The product that JMM offers changes according to who is asking. For some big business, it is merely a tax right off. For the person called to make a change it is an opportunity to do just that. One person may feel the best way they can have a positive effect is to volunteer. Another person may not have time to volunteer but may choose to donate making it possible for others to go in their place. For the founder of JMM the product is Love – but not for sale. Jesus offers a new life, deliverance from bondage, healings, a friend who will walk through trials and tribulations, but most of all freedom to choose. The emissaries of Christ offer food, shelter, or whatever they can give to meet a need when they are equipped to do so and sometimes when they are not. For the rich maybe JMM offers the opportunity to have acquired recourse have a positive impact. Others may feel JMM is an opportunity to right wrongs or atone for some past wrong; still others are driven by an inward need just to do good. JMM is envisioned to be a vehicle for all these things.

## This Product is Worthwhile

 Today most who seek riches find that they are unfulfilling. Real riches cannot be measured in dollars. Jesus' legacy is that He does good, heals all he can heal, and always tells the truth. He is the truth, life, and the way. Amazingly, He taught this over two thousand years ago, and today it mostly is still not learned. One pastor when asked if celebrating Christmas was of God, his response was, “have you ever seen a child’s face light up as they run to open presents on Christmas morning?” Pure joy cannot be bought, but money can buy presents. At the end of the day one may look in the mirror. At that moment do they hate who they see or love who they see? JMM will bring meaning to the lives of those who administer ministry to those in crisis. Those in crisis are comforted by ministering angels. Those that supply revenue takes part in making this all happen. What is the price tag for a life? The service of JMM is to supply the Gospel of Jesus Christ, spiritual guidance, establish educational centers, emergency aid, whether food, clothes, medical, or housing in the short term and work to train people to provide those things for themselves.

There are liability concerns in the field. Lives can be lost, people kidnapped, and property stolen. It is human nature. The same freedom given by God that allows some to seek to save a life; unfortunately also provide opportunity for some to take a life. The same freedom that allows one person to give money also allows another to steal it. As the champions of light battle to stay the darkness, sometimes darkness still prevails temporarily. In any case, it is imperative that before JMM has anyone go out in ministry that the appropriate steps are in place. Their legal concerns as well, while in another country JMM representatives do not hold diplomatic immunity of any type. They must obey local laws – which in turn suggests that they must know the local laws. Lastly, communication is always a concern. One may unintentionally say something offensive and cause problems. Therefore, its best for a manager to know the local customs and language.

Hence, the advice is as follows**.** First, never send anyone into the field without proper education and training. This may require a monetary investment for each volunteer or employee. Next all people must receive the appropriate immunizations for the country they are going to. Also, no representative should be sent out without the proper insurance coverage both on the person and the cargo. No person should ever carry large amounts of money. No representative should go into a crisis zone alone. It is recommended that people speak the native language of the place they are going or in the least have an interpreter with them. They must know the laws of the land and the local customs. It is better if each person is educated, if possible. The position in the Product Life Cycle does not affect the business plan. However, the Industry Life Cycle can change the business plan. If people stop giving if countries close off access for aid if the economic status of the US falls substantially opportunity for ministry will cease to be fiscally possible.

# Management Plan

## Hiring Projections

 Currently, JMM is a single person LLC. This requires only one volunteer – the CEO or founder. However, hiring projections have been created using three separate models. A picture of the spreadsheet is available in Appendix (A). The forecast is over five years and covers the CEO, Secretary, and Managing Ministers.

Additionally, each model is represented by the high model, the medium model, and the low model. First, the low model supposes the worst-case scenario. In this model there is only the CEO for the first three years and then a secretary and CEO for the remaining two years. The medium model has the CEO for the first two years, a secretary is added in the third year, and the three managing ministers in the fifth year. Finally, the high model has the CEO for the first year, the secretary is added the second year, a manager the third year, and a manager for each year after that to the fifth year. The five-year template is made as the goal of JMM is to become a non-profit corporation in the sixth year with fully paid board members who double as managers. In the low model it could take up to ten years to accomplish the goal of becoming a non-profit corporation. The reasoning behind these decisions is covered in Appendix (A-1) and is both fiscal and vision-based.

A board of directors is not applicable until after the incorporation. However, a board of advisors will be sought after and in all likeliness they will become the BOD. All advisors will be unpaid, and recommendations will be acted on at the discretion of the CEO. One advisor advised that JMM not seek its non-profit status years ago. As a result, non-profit status was not pursued at that time. Today, it is believed that this was a mistake. Not all advice is appropriate for JMM it is essential that each option is weighed according to its impact on the primary goal of the five-year plan to incorporate.

Outside professionals and licenses will be pursued when it is needed. As of today, the only thing that is directly required is non-profit status.

## Expert Advice

While the plan to remain an LLC costs less at startup, it may cost more once established. Most foundations donating to humanitarian efforts do not like to give to a single LLC for fear of enabling immoral or unethical behavior. Power corrupts and the temptation of having significant monetary resource may prove too high for many. To alleviate concern, it is imperative that JMM incorporates as soon it makes financial sense to do so. The cost of not doing so may damage the reputation of JMM as a get rich venture instead of a philanthropic undertaking. Further, not doing so will most definitely reduce the charitable donations coming in to accomplish its goal.

# Management and Ownership

 JMM is currently a single LLC. As such, the CEO/Founder is the owner. The hiring projection is covered above. The constitution of JMM-LLC is in Appendix (B) and states the following in chapter 12:

## Chapter 11.

## OFFICERS

C11.01**.** The officers of this organization shall be a president(CEO), vice president, secretary, and treasurer.

**(a).** Duties of the officers shall be specified in the bylaws.

**(b).** The officers shall be voting members of the organization.

**(c**). Officers of this organization may serve similar offices of the Organization Council and

shall be voting members of the Organization Council.

**(d).** If the Organization Council elects its officers, the president, vice president, and secretary

shall be selected from the elected membership of the Organization Council.

**(e)** with the approval of a 2/3rds, the and elected CEO may appoint officers.

(f) the founding CEO has the authority to appoint officers at his discretion.

C11.02**.** The Organization Council shall elect its officers, and they shall be the officers of the organization. The officers shall be elected by written ballot and shall serve for one year or until their successors are elected. Their terms shall begin at the close of the meeting at which they are elected or appointed.

C11.03**.** No officer shall hold more than one office at a time, with the exception of the CEO who may according to the guideline in the Bylaws of JMM-LLC. No elected officer shall be eligible to serve more than the terms set in the Bylaws of JMM-LLC or the term agreed upon in the letter of Call.

In addition, the Bylaws of JMM-LLC are also in Appendix (B) and state the following about class (1) members. Class (2) members are on a volunteer basis:

## ARTICLE III.

## MEMBERSHIP

Section 1. As a single-member LLC JMM has TWO classes of members (1)(a) CEO,

(b) An influencing Council Board of Directors( Directors or “BOD”), (c) Supportive financial and otherwise in partnership (d) consultants (2) Volunteer. The qualifications, rights, and duties of members are those who are prescribed by Article V of the JMM Constitution. Members shall have the right to vote, as set forth in Section 2 of this Article III for the election of directors and on the disposition of substantially all of the assets of the organization and a merger and a dissolution. Additionally, members shall have all the rights, including additional voting rights, afforded members under the California Nonprofit Religious LLC law. Nothing in this Section 1 shall be construed as limiting the right of the organization to refer to persons associated with it as "members" even though such persons are not members as defined above, and no such reference shall constitute anyone a member, within the meaning of Section 5056 of the California Nonprofit Corporation Law of the foregoing provisions of this Section 1, unless such person shall have qualified for membership as set forth above. The organization may confer by amendment of these Bylaws some or all of the rights of a member, as set forth in this Article III, upon any person or persons who do not have the right to vote on any of the matters set forth in the first paragraph of this Section 1,- 2 – Bylaws of JMM but no such person shall be a member within the meaning of said Section 5056 or this

## Board of Directors and Rationale for Members

 The board of directors(BOD) will eventually exist under the LLC structure. However, while the founding (CEO) is in office, they serve as advisors to the CEO. If the founding CEO resigns and a replacement is elected the BOD assumes their typical role and must vote to pass items with the quorum listed in the constitution and the bylaws. Elections for Officers and Board members include votes from all voting members available and must be a certain amount of the total to be official.

Management staff structureis listed in the constitution chapter 11 and includes the president(CEO), vice president, secretary, and treasurer who will also serve as key managers.

Key managers beyond the management staff can be added from the BOD, volunteers, or through an onboarding process only by a three out of four-management team vote, and one vote must be the CEO. The founding CEO retains discretion to override and hire at his discretion.

Personnel**.** Plans to attract, develop, and retain crucial educated staff through scouting and interviews will be done. Potential candidates with master’s degrees in the humanitarian field will be given preference when possible. If something can be done that is available to retain key personnel without being unjust or unfair to other personnel; they shall be accommodated.

Future additions to the current management team shall be done only as needed and if revenue is available.

The compensation planis covered more in-depth in the Economic Forecast in Appendix (A). Basically, most management is between 60k-80k. The CEO cannot go above 100k without an 80% quorum of the BOD or above 250K without a 90% quorum of BOD. The goal is for the money to be used in ministry, not for salaries. For this reason, all positions begin as an unpaid volunteer. The CEO starts to make a wage first, then the secretary, the BOD, as long as they are doubling as key managers. After this each paid position must be voted on.

The insurance plan is comprehensive. It is JMM's desire not only to pay full health and medical insurance with little or no co-pay but also to provide a substantial life insurance policy in case the worst should happen. In addition to these policies, property and auto insurances will be purchased before ministries in other countries can begin. These policies have not yet been chosen.

Government rules and regulations that might apply were covered beginning on page 14.

## Drucker’s Five Questions

What Is Your Mission? The mission of JMM is to Preach the Gospel of Jesus Christ, provide humanitarian aid, food, clothes, housing, and medical. To establish schools and places of worship, and to license and train ministers.

Who Is Your Customer? Our customer is anyone who has not heard the Gospel of Jesus Christ, who needs food, clothing or shelter, or requires education.

What Does Your Customer Value?The customers of JMM value the truth, empathy, and sincerity and people or organizations who are willing to provide help without judgment.

What Are Your Results? JMM finds that there is need for altruism, need of ministry and a need for action in crisis.

What Is Your Plan? JMM plans to connect the charitable efforts of people with the needs of others.

## Marketing Plan

Get the name known**.** The first step in the marketing plan includes the establishment of a web page with a blog that uploads pictures of current ministries in which JMM is involved. The current page is outdated and needs upgrading. Secondly, create a social web presence by utilizing Facebook, Instagram, Snapchat, Twitter, and YouTube. Each Social place must receive updates twice a week minimum, excluding YouTube which will have two channels one for the preached word or teaching once a week and one for video on the gospel being preached, healings taking place or humanitarian need being provided. Finally, it is imperative that the other players in the humanitarian/evangelistic field begin to hear from JMM regularly first through an introduction letter/flyer/ email and then further communication designed to align JMM with other ministries and organizations.

* Media JMM will begin to use the radio, T.V., YouTube, and Facebook ads to advertise the name and the mission.
* Address Crisis**.** JMM will seek and assist in acting in a significant crises.
* Start actively seeking revenue and build up funds.
* **Lastly,** JMM will take on humanitarian efforts as the lead organization.

Information. One of the most problematic things for humanitarian efforts is information accumulation. For this reason, JMM will partner with an organization such as ACAPs who just put out their first crisis alert app in February 2017. The app lists more than 40 key crisis countries and offers up-to-date detailed humanitarian crisis information and is available for iOS and Android. JMM will use a specialized form of the app which incorporates supply chain information, tracking, and human resource.

Distribution tiers are yet to be designed for the logistics of food and clothing. One possibility is through military transport. Most military hops are less expensive, and the US is usually ready to help transport humanitarian items. Secondly, it may be better to partner with an existing humanitarian aid NGO like the Red Cross, whose logistics has been stable for years.

The customer relationship management plan for JMM is social media based. By utilizing social media, customer relationship management can excel. In addition, traditional methods such as email, video conferencing and mail will be used when needed. Lastly, personal one-on-one meetings many times are the only way to get something done or resolved. However, since all revenue is through charitable donations, and JMM is mandated to be a good steward of those funds expensive flights and stays will only be when necessary. If there is any possibility of accomplishing the work through video conferencing or other means this will be the first choice. The handling of unsatisfied people and complaints is of utmost importance. All efforts will be made to resolve any issue.

## Management Information System (MiS) plan

 Logistic checks will occur on an online portal accessible from a cell phone. The supply chain will be tracked by scan code and entered into the MiS. At an instant, JMM should be able to locate resource coming in and its delivery time, as well as humanitarian needed items going out and it’s delivery time. The portal will also include employee and management check-ins that have comment areas for problems encountered that are carbon copied to the key management team. This not only keeps track of employee safety abroad but also allows a team to work out any hiccups right away. MiS will develop lists of preferred logistics that are available for scheduling for which items need shipping. Inventory of food, clothing, perishables and medical supplies will also be kept in the MiS. Lastly, employee timecards and any work-related equipment assigned to them.

## Competitive Advantage

According to Darnall and Preston (2012), first-mover advantages often last for a decades or more (Darnall & Preston, 2012). Though JMM will not be the first in responding to crisis aid or preaching the gospel its approach may prove to have first-mover benefits anyway. The Crisis App linked with supply chain management, human resource, risk, and Information systems management is revolutionary. More on this later.

Some other ways JMM can achieve a competitive advantage might be the Home-Country Demand. Knowing one's market locally may be an advantage. Still, others advantages include Total Quality Management (TQM), Innovation, Joint Ventures Partners (a cooperative arrangement that involves two or more organizations), Strategic Alliance (a cooperative agreement between two or more firms) and Customer Focus (Darnall & Preston, 2012; Global Industry Analysts, Inc., 2011). The competitive advantage that JMM will create through these efforts and its information distribution process allows JMM to act on humanitarian crisis quickly while tracking all aspects of response while congruently making the information available to the entire supply chain. Further, since JMM is people-centered its ability to get and retain great employees should excel as a result of the fully paid health and benefit plan. Lastly, our people will be doing what they love because they care about people and the environment. As a result, sustainable green options will be chosen, and quality will be addressed in the Total Quality fashion.

The significant characteristics of the target marketare so plentiful that one has only to look outside. The demand for this target market for humanitarian aid is high, as is the need for the gospel to be preached. “Do you not say, it is still four months until harvest time comes? Look! I tell you, raise your eyes and observe the fields and see how they are already white for harvesting” (John 4:25, AMP).

The Nature of the competition is not in the administering of humanitarian aid but the acquisition of revenue through charitable donations. Giving in the US is up, but people will not give to an organization they do not know or trust. The competition here is simple – the purest name gets the money. The reason World Vision and others get billions of dollars donated is that they not only do the work, but they also are never seen in the media doing wrong.

The total sales to this market vary depending on organization. However, JMM has chosen to use SP as its benchmark organization. Last year SP had expenses of about $650 million. JMM has chosen to model 0.1% of that, so expected expenses are about $600k in the first full operating year. Expenses are used to estimate funding going out to accomplish humanitarian, evangelistic, and educational goals as the business in monetary terms is giving away money. In five years, this should increase according to the financial projections in Appendix (A) to almost $800k, and within ten years JMM should be over the million-dollar mark.

 The percentage of demand that JMM hopes to capture is equal to the estimated forecasted income. JMM hopes to at least answer 0.1% of the world’s crisis needs. Our lofty goal is between 1% and 5% in the first year.

## The Four Ps

The four Ps of Marketing are Product, Price, Place, and Promotion. They are also known as the 'Product Mix.' How the four Ps apply to JMM: the Product is aid and the gospel, both are free to the customer but cost a lot to provide. In addition, when people need help, they generally are looking for anyone willing to give it. The place: the place of need which is the entire world. This leaves only promotion. Promoting JMM was covered in the marketing strategy. However, today is an optimal time for JMM to upstart as charitable contributions are at a high in the US.

The Overall marketing strategy for JMM is not focused on the customer but the provider. In the financial forecast in Appendix (A), it was recommended that JMM pursue foundation grants as a source. This may be difficult as most foundations like to see a history in humanitarian aid, and JMM is new to the global arena. To compound the problem most foundations prefer to give to non-profit corporations, not non-profit LLC’s. However, JMM only needs one significant donation to get the wheels rolling.

The specific marketing mix for JMM is using foundations and grants minimally. Individual donations are to be the primary source of revenue. Advertising will go out through mailers, billboards, web media, social web sites, commercials on radio, tv, Facebook and YouTube.

The Strengths and weaknesses. Inability to satisfy the target market needs lay in the targeting algorithms of Google and Facebook. Weaknesses might include such things as not knowing how many wealthy potential contributors use those sites. It may be necessary to develop an alternative marketing plan for the considerably wealthy.

## The Communication Plan

The communications plan is the final area of this section. First, internal communications will be face to face whenever possible. This will alleviate misunderstandings. Resources such as Monday.com for scheduling and task accomplishment will be leveraged. Video chat is preferred over phone calls and Facebook has a free one that is worldwide. Weekly internal mandatory meetings keeping track of logistics, goal accomplishment, and upcoming endeavors will be weekly. Finally, any change to a project plan must be approved in a weekly meeting by the key managers. Externally, JMM representative must be polite, empathetic, and professional. Language is maintained as an example of purity. No foul language is acceptable at any time. When addressing problems, it is important to find the best resolution for the customer and the provider. Finally, when dealing with people it is JMM’s instruction not to be alone. There must always be a witness to prevent false allegations of any type. There has been a computer network plan created and available upon request.

# Operations Plan

What products are involved in the supply chain of JMM? JMM is like several businesses rolled up into this one organization. First, presenting the gospel might include travel, housing, and food for sure. However, there are two items that may be overlooked that would be at the heart of all the ministries—at the top of the list is relationships. Cultivating relationships with governments is of utmost priority. Secondly, developing relationships with humanitarian organizations in other countries is the second most crucial part of the supply chain of JMM. Following those is cultivating relationships with individuals. Getting boots at ground zero of a crisis as fast as possible is the first call. Secondly, are humanitarian needs such as water, food, clothing, and shelter. Because of the necessity of quickness of time, it is imperative that good relationships are cultivated with governments and humanitarian organizations (HO) on foreign continents. It is simple, the closer the product is that needs to be shipped, the quicker it will arrive. While one might argue that with today’s superfast air freight world delivery system that this is no longer true the logic behind this is simple. Air freight costs more than truck, train, or marine cargo. The competitive advantage is in the time factor. If JMM can deliver its product as fast as air freight, by utilizing a resource that is nearer to the crisis, while cutting costs by using a different mode of delivery, than more dollars can be spent on actual aid than on logistics. In business this is not a new idea.

## Relationships with Governments

 By cultivating relationships with governments doors open for logistics that may otherwise be filled with red tape. The politics of humanitarian aid is one of its most significant weaknesses. Hurricane Katrina is an excellent example of how politics can slow the distribution of aid. According to a report by the US House of Representatives it was weeks before even clean safe water was made available (U.S. G.P.O., 2006). Therefore, it is JMM's plan to cultivate relationships and establish contracts with governments both at home and abroad. Contracts with governments to help provide needed relief, provide transportation, and bypass political red tape in the event of significant crises are necessary. First, most governments bring a highly structured delivery system that is easily tracked. Secondly, up to date inventory lists are quickly available at many locations around the world. Lastly, existing agreements between governments may be leveraged to quicken the process.

## Humanitarian Organizations and Others

In the same manner that JMM cultivates relationships government, we will cultivate the same with other HOs and for-profit businesses. Most HOs currently doing this have distribution networks and supply chains in place. If JMM can partner with a HO to quicken delivery, supply transportation, or if we can help them to do so this is a win-win. JMM will cultivate and encourage contracts with Amazon, Zappos, Walmart, Target, FoodMax, Lowes, Home Depot, Ace Hardware, True Value Hardware and more. These companies have extensive supply chains in place and have stores all over the world. JMM will cultivate relationships with any airline it can because military transport is not always the best solution; many times, flights will have to be sourced commercially. Cemex – the world’s biggest concrete company is virtually delivering worldwide with a similar template. British Steel – is now one of the biggest suppliers of steel in the world and has a massive distribution network. JMM will contract with any agricultural suppliers we can. Ag products are perishable and by nature need to be quickly delivered. Since everyone eats ag distribution is usually quick and efficient. In addition, any other for-profit companies that would like to come alongside JMM will not be turned away. These relationships in tandem with governments, ag food banks, the crisis app, and its logistical capabilities, will be the competitive advantage of JMM.

Productivity is affected by the design of operation, equipment and methods, and preparation. Preparation includes creating a detailed analysis of work so that things can improve. Continued Improvement efforts will exist in all aspects of JMM’s supply chain. Monitoring of technology innovation and automation, economies of scale achieved, learning curves and experience levels of JMM’s key managers, the business process, and redesign, especially in any foundational relationship whether contractually or not, job design and work process measurement and human resources will help provide continuous improvement efforts. These are ways to enhance productivity (White & Vonderembse, 2013). The goal is to limit inventory throughout the supply chain to the necessities. By delivering from the nearest contracted partner JMM utilizes vendor inventory management, reduces its stock, and can use Just-In-Time (JIT) supply systems.

Cross-docking coordinates inbound shipments, so that little inventory kept (White & Vonderembse, 2013). One way that JMM plans on utilizing this idea is to strategically launch crisis aid. The requirement is that one of JMMs key managers must be on scene to estimate the initial amount of needed assistance, and the urgency of that need. Imagine that JMM was the first responder to Hurricane Katrina. Seeing that floodwaters were making water and food unavailable and bio waste unprocessed; the manager would estimate the immediate need for water first then food then the processing of biowaste. Looking on the crisis app the manager sees that FEMA has a pool of inventory but it will take two weeks to arrive. After searching all partners, it is found that Walmart has a water processing facility 100 miles away and is willing to donate three hundred thousand bottles of water but has no logistics to get it there. Further, World Vision has several water-purification plants that are scheduled for delivery in Africa two months. The manager looks at the FEMA timetable and doubles it and arranges for water delivery to cover that span of time. The manager then contracts with the National Guard to pick up the Walmart water and provide it on the same day and also makes arrangements to use the portable water purification plants temporarily that World Vision has then asks the US military to set them up, along with a few of their own. Since most portable plants take very little time to set up, the combination should be sufficient until the FEMA water arrives. The manager then goes through the same process for the food. Finally, to address the biowaste problem, the manager contracts between the state and those businesses that provide construction outhouses, sewer pumping trucks, and tankers that can haul raw sewer. The manager arranges for barges to be set up at sewer processing plants that are mixing raw sewage with water. The barge carries a tanker and pump truck to the plant, the goal being to pump as much of the raw sewage out and treat it in another location. The docking idea is in the fact that the water is not stored, as the National Guard brings the water it is distributed, the purifications plants take the load off of the distribution centers, and then FEMA takes over once in place. As for the outgoing the waste is processed upon arrival at any one of a number of plants within 100 miles.

## Just in Time Supply Chain Strategy

 In terms of productivity, Just-In-Time (JIT), conceptually applies to both the management of inventory and fertility. JIT allows materials to flow in an assembly process similar to a continuous flow idea rather than the older model of inventory storage and order estimation. While in a crisis, one may think that having on-hand inventory is the way to go, but JMM feels differently. JMM looks at their partners as having stock on hand at any given time. Cross Docking and JIT work hand in hand. Using the previous example of Walmart's water, JMM looks at the inventory of the supplier or shipper as their inventory. The benefit is simple; this products shipping is already in place. Many times, it is just a matter of changing the destination. If the product were at a JMM inventory warehouse, shipping would first have to be arranged, and this adds time to the projected delivery. Since JMM's main product is people on the ground at the site of a crisis the idea of JIT and cross-docking is used again. Calls for volunteers will go out as close as possible to ground zero of a disaster. While victims of a crisis sometimes will want to be included a minimum safe distance will be established for the main volunteer call. The idea is that people other than the victims of the crisis are volunteering. An added benefit is that volunteers cycle in for each crisis. Crisis aid is very physical and emotional taxing. As a result, JMM prefers volunteers to serve up to one month and then take time away from the crises. This is quickly done because throughout history those closest to the crises are who respond--we are just organizing it. Another example of cross-docking and JIT is to redirect volunteers and supplies that are already headed to a different crisis. This sounds like someone is stealing, but this can only be done in some instances. For instance, supply overages, volunteer overages, or proximity of crisis.

## Qualitative and Quantitative Considerations

Quantitative factors for a crisis might include product costs, utilities, taxes, housing, transportation, real estate costs, labor costs, construction costs, and government incentive payouts (White & Vonderembse, 2013). Most of this is understandable. However, one thing that is just part of all this is incentive payouts. Many times, especially in third world countries, contractual agreements for border crossing and support coincide with monetary backing. This is grey area; one may find themselves financially supporting the cause of the very crisis they are addressing.

Qualitative factors include the environmental climate, labor climate, political climate, quality of life, proximity to volunteers, and proximity to suppliers and resources (White & Vonderembse, 2013). Loss of hope is hard to fight. If help is close it has the added effect of producing hope in the lives of those affected by the crisis. The bible states that hope deferred makes the heart sick (Prov. 13:12, KJV)

## Resource Planning (RP)

RP is needed to better coordinate the activities of operations, distribution, and purchasing. Implications in the master schedule need allowances for personnel, shipping, workforce requirements, purchases of materials and finance. Resource planning helps to tie all parts of an organization together in producing a strategic plan. The overall blueprint specifying how a company’s objectives are reached is called the strategic plan (White & Vonderembse, 2013). RP is critical to JMM. The ability to estimate need in a crisis is paramount. To properly perform this a database of past crisis events with total amounts of aid and the kind of assistance will be kept by the BOD of JMM. This will be accessible through the Crisis App, which is the hub of the communication process of JMM. The idea is simple, know the aid needed and the amount by making educated assessments from past similar events. The partnership location database is also accessible through the crisis app. One would like to believe that it would be just a matter of linking the two. In preparing for a different contingency the lead manager is always on-site for assessment.

High Quality and Low Costs must be addressed. While it is nice to believe that a manger will always find a willing partner to donate what is needed realistically this is not likely. For this reason, the standard of quality versus cost comes in play. The probability of any resource provided as aid enduring after the crisis is not high no matter the quality. For this reason, there will be two rules that buyers for aid distribution will go by. The first rule is how fast can the item be distributed to those in need, the fastest wins. Next, it must be of acceptable quality that the buyer would not have a problem giving it to themselves or someone they love. Whichever meets both requirements at the lowest price is the product that is supplied as aid.

## Moving Toward the Ideal

Technology is at the hub of JMM. The crisis app, which reports on crisis worldwide, the information’s system and database that logs real-time GPS location of all logistics, keeps a list of partners and inventory available for donations, a log of past crisis, aid provided, costs and who donated what, manager locations with GPS tracking and check-in memo’s, and for the key managers, payroll activity, donation activity and a forecast of expected donations on the horizon. The app will also be accessible through a web portal. Other technological areas included use of such things as Monday.com scheduling and a state-of-the-art computer network. Lastly, JMM will use Google for its cloud-based office and classroom needs.

Better Managementquality at lower costs can be achieved through better management practices. Quality and cost-management programs that trim waste and provide better training. JMM’s managers will be educated. It will be required that key manager works on master’s degrees in this field when the firm can pay for tuition as part of the employment package. It is further recommended that doctorates be pursued but not required. Also, certifications in JIT, ISO 9000, and Total Quality Management (TQM) be obtained by all key managers. Also, it is imperative that JMM key managers know the Bible. It will be necessary to get a bible-based degree in either, theology, education, ministerial arts, apologetics, or masters of divination.

## Quality of First Response and Delivery of the Gospel

The evaluation topics suggested by White and Vonderembse (2013) will be performed after every actionable event. Subjects will be graded on performance, innovation, reliability, and moral/ethical/legal conformance. Further attention will be given to durability—how effective was JMM from the beginning to the end of the crisis, serviceability—how fast was response and how well was the need met, aesthetics—how did this event affect JMM’s overall reputation-- was it positive or negative. Finally, what is the perceived quality—how reputable is the image, advertising, and the brand name of JMM after all is said and done.

## Costs of Quality

Despite the best efforts to produce high-quality service, key managers must be concerned with the cost due to loss of quality. Failure to succeed in providing quality in both presentations of the Gospel and Humanitarian Aid carries giant price tags for JMM. Failure costs include losing donating partners and suppliers. JMM cannot function without them. Appraisal costs--poorly estimating need results in death, therefore, measuring quality, assess customer satisfaction, and inspect and test performance is a must. Prevention costs—result from activities intended to prevent failure. Prevention costs include employee training, quality control, extraordinary efforts in attaining partnerships, and administrative systems for avoiding failures. JMM believes in Total Quality Improvement. Therefore, JMM believes that investment in prevention costs is significantly reduced when compared with the costs of failure.

# Foundations of Quality Management

Building Quality into our product is a goal of JMM. Design for manufacture and assembly (DFMA) underscores that products should be designed with quality in mind but at a reduced price (White & Vonderembse, 2013). Product Design requires we asks how well the aid functions are looked at. In JMMs case, this could be blankets or water bottles. Process Design is how the service is produced. Here we set expectation goals and inspections times. This is done through the TQM scheme.

## Total Quality Management (TQM)

This quality management approach originated in Japan; afterward, it was adopted effectively by many companies throughout the world. It incorporates focusing on the customer, deploying quality functions, tracking responsibility for quality, employing team problem solving, employee training, and the philosophy of continuous improvement. This has already been mentioned in this plan. JMM strives to continually improve contracts, effectiveness, and reputation.

**Benchmarking** gives JMM many options for TQM. First by using Samaritans Purse and World Vision as our benchmark companies JMM has a level of achievement by which it can measure its success. JMM can review the standardized document procedures and tracking procedures of the benchmark firms and adopt what is already proven to work well. Teams to identify areas for improvement can then be assigned for continuous growth. These teams will employ method analysis, problem-solving tools and perform a Plan-Do-Check-Act cycle. Then document those procedures that showed improvements over old ones.

The Plan-Do-Check-Act Cycle helps to give structure to continuous improvement.

Plan: Document and standardized before making any changes, then use appropriate tools to identify problems or opportunities for improvement. Then develop a plan to employ those improvements. Do: Implement the plan and document it. Check: Investigate the revised process and see if the goals were achieved. Act: If the goals were achieved, then standardize and document any changes. Finally, communicate the results to the BOD who will employ them throughout the firm.

Chart 2

Six Sigma**.** What has been talked about also falls under the heading Six Sigma. The DMAIC project methodology, which has five phases is included in Six Sigma. The goal is continuous improvement in project management. This will be implemented after a crisis event in which JMM has responded. First, *define* the system. Using benchmarking how well did we do. ***M****easure* key aspects of the current process—what failed and what did not. ***A****nalyze* the data and investigate the cause of the shortcoming. ***I****mprove* or optimize if it worked and find a better way if it failed. ***C****ontrol* stop deviations from the target. *Record* any variations and why they were done. *Implement* tools to improve the process then repeat the entire process until the desired quality is obtained. To find the cause of holdups and problems JMM can use tools such as a fishbone chart.

Supplier Considerations in Operations Management**.** Supplier Workshops are a great way JMM can improve on operations. By attending and sponsoring supplier workshops, JMM can gain certifications and standards, social responsibility, environmental responsibility, and accomplish continuous improvement (White & Vonderembse, 2013).

Maturity Models**.** JMM can use a maturity model to assess their core processes based on best practices and benchmarks. Capability Maturity Model (CMM) manages and improves an organization’s performance level, especially its software development processes. Since JMM is on the cutting edge with its version of the Crisis app, this is a valuable model. The Contract Management Maturity Model (CMMM) is used to assess and improve contract management process and capability. Continuous improvement in contracts is a must as JMM gains partners throughout the world. Maturity models are just some of the tools that JMM will incorporate into their goal of continuous improvement (White & Vonderembse, 2013).

**JIT in Service Operations and Process Mapping**

JIT has been noted for the supply chain in the logistics area, but it is also useful in management operations. A visual representation of the actions that make up a process (process mapping) is a vital step in operations management. Process Mapping (PM) allows JMM to see the various methods and how they fit into the bigger picture. Also, process mapping allows key managers see gaps and other performance problems. Value stream mapping is one type of PM used to analyze the flow of materials, ideas, and information. First, identify the product or service that should be mapped, draw a rough, current state value stream map, estimate the cost timing and value at each point, assess the current state of the value stream, create a future-state value stream map, prepare a plan for implementation, then work toward this future state. This sounds like a regurgitation of what has already been said; however, this is using the time factor as the main emphasis. JIT in operations management can give an advantage because of the lack of inventories (White & Vonderembse, 2013).

Inventory comes into play because of the cost of storage. Several common types of inventory are raw materials, work-in-process, finished goods, replacement parts, supplies, and transportation. Storing all of that can add up fast. Since JMM is working with charitable donations, it is essential that the bulk of the contributions make it to their intended purpose. By employing JIT in managment operations JMM can avoid spending donations on things such as storage. Of course, there will be some storage needed for transportation office supplies, but the bulk of the storage is vendor based. Since the materials and supplies for crisis aid are handled mostly through the Information Systems for Inventory Management and Crisis App inventory systems this can also be categorized under a Perpetual Inventory Systems group. Perpetual inventory system continuously monitors inventory levels. We take it one step further and make it available to the entire supply chain via the Crisis App.

## Scheduling

Scheduling is the coordination of work tasks, facilities, people, supplies, and equipment that are needed to provide service at a specific crisis or event (White & Vonderembse, 2013). This is done mostly through Monday.com. However, unique data algorithms also log data to the Crisis App.

Data Collection is logged in two ways. The first is that continuous GPS is available through Google. Every shipment and every person will have some form of GPS tracking. All tracking is encrypted and is only accessible through the Crisis app or web portal. Secondly, bar scanning at a checkpoint adds a secondary tracking method for aid supplies. Volunteers and employees must use the check-in area in the crisis app leaving notes on their wellbeing. After an event is completed, all the post analysis previously mentioned is performed, then the outcome is made available in the crisis history area of the Crisis app database to help with new crisis assessment.

**Cradle to End of Life or Cradle to Cradle**

Green Policies are a part of JMM. First, nothing is thrown away or ever ends in a landfill. Agriculturally based waste must be composted, used as fertilizer, etc. Vegetables and such things can be donated to missions, or non-crisis communities, or redirected to a different crisis if necessary. Clothing and fabric items can be shipped to a new crisis or given to another HO for distribution. Metals of all types can be sent to the nearest metal recycling area. Electronics at the end of life must also be shipped to proper recycling areas. JMM will purchase only electric autos for management transportation. In addition, JMM will opt for organic if the price range is within three percent.

# The Supply Chain

#  Key Suppliers, Customers, Operations

## Financial

Charitable donations are JMM's most significant source of revenue. General calls go out for monthly support through radio, tv, mail, email, social web, and billboards. Further, personal calls go out when a key manager preaches or holds a revival meeting, dinner, or personal outing. Lastly, charitable donations come in from partners and other HOs. It is not uncommon for other philanthropic organizations to support each other.

 Grants from foundations and government entities must be applied for but also represent up to approximately 25% of income revenue.

 Contracts**.** Sub-contracting with other non-profit organizations, governments, for-profit organizations, or other government entities like FEMA is also a common source of income.

 Financing**.** Lastly, loans from financial institutions is a source of revenue for the purchase of building and land. Please note that JMM has specific rules when attempting to borrow money, please refer to the JMM ByLaws in Appendix (C).

**Aid Supplies**

 **Donations** are again the primary resource for aid supplies. Water, Food, Clothing, or Service can all be attained by contribution. Since JMM is non-profit all donations are tax-deductible in the US. Contributions will come mostly from large retail outlets when possible such as Walmart, Target, and FoodMax.

 Governments are the second source of aid supplies. FEMA and other governmental entities like that have ample storage surpluses for crisis aid distribution.

 Services involving such things as logistics, construction, excavations can come from large transportation companies, governments, and large construction firms.

**Production and Service Delivery Procedures.**

Supply Chain. In the event of a crisis, a key manager goes to the scene of the emergency and evaluates the need using the tools provided by the Crisis App and other sources. The manager then gets and estimation on the local government aid coming in, if any. The manager then reviews the supplies for needed assistance and determines the process (discussed earlier). Products and services come from donating partners that are closest first and distributed. If no donatable aid is available at all, the manager informs the BOD. The BOD decides if the purchase of aid supply is necessary, and if the logistics of getting it there are within grasp or if another humanitarian organization can perform the call to action in a quicker fashion. If JMM is going to take the lead in the crisis partners from around the world are assessed for donations, then the logistics are performed. In the case the items must be purchased, the quality guidelines for purchasing (discussed earlier) are completed, then the aid package is committed to logistics.

Transportation is handled mostly through partner distribution networks. Coca Cola, Amazon, UPS, FedEx, Walmart, Cemex, and more. By employing the distribution networks that are already in place JMM can ensure a reasonable rate or can even be free. Secondly, military and or government transportation is many times a viable solution. This is usually free or at a significantly discounted rate. Thirdly, the distribution network of other HOs is also a significant resource. Lastly, the purchase of transportation from one of JMM logistics partners can be acquired. The mode of logistics whether air, sea, or land depends on the urgency of the aid needed.

## Products and Services

 The gospel of Jesus Christ is the first product JMM delivers. Though free of charge to the receiver, the gospel came at a high price — secondly, the establishment of churches. Thirdly, establishing educational centers both academic and religious. Finally, acting as a humanitarian aid provider in crisis situations. Most of this plan has dealt with the topic of crisis action. This is due to it prevailing as most encompassing of the four. The resources and partnership established for crisis response can easily be leveraged for the first three.

The Product Life Cycle of the gospel is eternal; the life cycle of educational establishments and churches last until they are sovereign. The life cycle of crisis response is deemed at an end when the government of the place in crisis can adequately respond.

 The Copyright, Patents, and Intellectual Property Rights of JMM and its subsidiaries will remain in the control of JMM. The names “Jeffery Morse Ministries (JMM),” “Jeffery Morse Ministries International (JMMI),” “By Every Word Productions (BEW),” “Road to Bethel Radio (RTB),” and “Care Global (CG)” are all considered intellectual property of JMM. Further, any copyright or patents held by any subsidiary may be conducted under the JMM umbrella.

Research and Development activities of JMM have to do with the Crisis App, and SCM procedures to innovate and improve.

Environmental scan**. S**ignificant factors in the macro-environment are global warming, the economy of the US, the country of ministry and globally. The political personality of the US and the county of ministry are also part of the scan.

## Clear Statement of the Opportunities and Threats through SWOT Analysis

Opportunities available to JMM are harder to see. First, opportunity to do good and provide humanitarian aid is always available. Having resource in which to accomplish that aid is another matter. Education is still opportunist today as master’s degrees are now available in the field. This may be an option. One might get a master’s degree and sign on with a competitor to learn the ropes, and create relationships needed to perform ministries. There may be an opportunity on the horizon as the new location where JMM has based my turn non-profit itself or even possibly be managed or ran by JMM. This would significantly advance the cause and ministry abilities locally. Another opportunity is media. Currently the CEO is also on staff at a church that broadcasts live. This may provide a platform for JMM’s name to be lifted and for people to come alongside the vision. Finally, as mentioned before, JMM can align itself with another ministry that is already in action in the same field. This is different than working for them, but instead JMM would approach them as a partner and not make a wage.

 Threats include a lack of funds, health issues with the founder before the firm is sovereign, degradation of the name due to moral, ethical, or legal failings. Health-related issues due to travel such as the contraction of malaria, imprisonment in Islamic governed countries, imprisonment in communist countries, and more. Currently, JMM is still an infant, and infants have high mortality rates in comparison with adults.

# Financial Plan

As JMM is a new venture, there is no historical data. Thus, initially the financial analysis will display its current holding then direct to the financial projection paper which is projected for five years in Appendix (A). Further a link will be provided to the spreadsheet application for the full five-year financial plan providing nine contingencies.

## Financial Analysis (current holdings)

Funds required and their uses**.** Current uses are the support of JMM subsidiaries, which includes web presence and other needs such as the cost to apply for non-profit status. Current expenses are $1000 a year.

Funds Supplied**.** All funds are currently being provided by the CEO and Founder.

# **Financial statements for the first three years**

## Income statements

Chart 3

Income Statement

## Balance sheets & Cash flow statements

Please note both the statements are taken from the financial projection spreadsheet. Link is available in the reference section (Spread, 2019).

Chart 4

Balance Sheet and Cash Flow

## Determine capital requirements

Current Capital requirements are still at $1000. JMM has recently relocated, and it is a possibility that the ten-acre parcel of land will be available for use through donations.

**Detailed Description of the Assumptions**

 All financial projection amount was provided by using a simple 0.1% average of the listed amounts given by JMM’s benchmark organization SP.

# Action Plan

##  Plans in motion

 JMM has created and reviewed both its constitution and bylaws for both JMM LLC and a second set for the future of the firm JMM INC. The articles of LLC are already filed with the California State Secretary for JMM LLC, and an EIN for JMM LLC is established. Web Pages for JMM are created and in the process of being updated. The subsidiaries of JMM are established as single proprietor businesses and have EIN and are sovereign companies but are considered under the JMM LLC umbrella. The business plan is now being completed. Financial projections have been compiled. Currently, the CEO has established a web presence under PcColusa were he is on staff streaming media live on the web on several platforms which include, Facebook, Periscope(Twitter) and YouTube. The next step is filing for non-profit status 501c3 with the IRS. This will be done by January 1, 2020. Once that is done, a final review of the web presence will be performed, and the presence adjusted accordingly. Next is the “Get the Name Known” section listed at the top of this paper. Then proceed in accordance with the plans listed previously in this paper. A lofty hope is a one-year timetable before we address our first major crisis, realistically it will be closer to two. No loans from financial institutions will be acquired in the startup of JMM.

## Conclusions and Recommendations

 This business plan is viable. Because of the economic state of the country, the increase in giving by the US population, and the current educational level vision and support of the CEO, this organization has the potential to succeed.

It is recommended that the student pursue this plan of action. The small percentage goal is quite obtainable. Further, the process already made is promising. Lastly, the work is in vain unless God builds his house, and His Word never returns void (Ps, 121:1; Is 55:11).

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