INSTITUTE OF CHURCH OFFICE MANAGEMENT

FINAL LEVEL ONE

STUDY PACK

COURSES:

Managing Church Personnel	**FL1/001**
Church Packaging & Branding	**FL1/002**
Church Database Management	**FL1/003**
Church Property Management	**FL1/004**

MANAGING CHURCH PERSONNEL FL1/001

This can be defined as the effective use of human capital in an organization through the management of people related activities; it is concerned with recruitment of employees, their development and reward, communication and performance management.

Course Content

- **Employment Relationship and law**
- **Job Analysis and Design**
- **Planning, Recruitment and Selections**
- **Employee Orientation and Development**
- **Performance Management**
- **Compensation and Benefit**
- **Unions and Collective Agreements**

MANAGING CHURCH PERSONNEL

One of the more common areas church leaders ask for support is in the area of their church staffing. As a. matter of fact, church staff can significantly help or hinder the journey of a church. Recruitment, training, discipleship and development are areas that a church leader must give serious attention to. Otherwise, they risk spending their time dealing with problematic people or issues and challenges just within the staff team. That can suck the life out of a leader, giving a major headache and providing a distraction from the mission of the church. Two dynamics often exist with teams, include church staff. These two dynamics; results, and relationships. These two dynamics can form a tension and some leaders are able to successfully navigate that tension. Others are only able to focus on one – perhaps through choice, or perhaps it is their own personal leaning. If you have too much on your plate, and no one available to delegate to, then it’s time to consider hiring. Whether part-time or full-time, a wise hire will make all the difference. Fatigue and exhaustion from overwork impact the whole church and many hands make light work. Don’t leave it too late before you bring on people to help share the load.

EMPLOYMENT RELATIONSHIP AND LAW

Employment relationships are based on contract and amount to an agreement between the parties, employer and employee with mutual obligations to work and to pay for the work. A contract can be in writing, in a standard form or by letter, but none of these are essential, so long as there is mutuality of contractual obligations. An oral agreement between the two parties will still be a valid contract.

An employment contract consists of any implied terms (e.g. trust and confidence, custom and practice, statutory terms) and written and oral terms (commonly known as the express terms), together with those parts of any collective agreement whose terms are capable of being incorporated into the individual’s employment contract. Discretionary terms cannot amount to custom and practice.

Employers have had a legal obligation to have a ‘dispute resolution procedure’ which, as a minimum, must give the right to be informed on the nature of the charges and the opportunity to respond. Employment law is broad in its scope and application, encompassing all matters related to the workplace. Employment lawyers advise global organisations, public and private sector clients, charities and individuals. The work of an employment lawyer can therefore be divided into two distinct categories – that concerning an employee and his or her respective rights and obligations, and that concerning the employer’s rights and obligations. The number of firms who act exclusively for claimants is limited. The majority of firms either act for both, as is often the case with high street firms, or act exclusively for the employer side, as is often the case with City and large regional firms.

Employment law is extremely dynamic, jurisdiction specific and subject to frequent legislative and case law developments as employers are often at the forefront of social change. It constitutes contract law and statutory rights, with a great many of these rights deriving from European Community law. Indeed, many of the changes to employment law are being driven by developments at European Union level.

What are the different types of employment law?
This area of law includes a wide range of issues related to work environment and processes. Here are a few examples:

Employment contracts

- Age discrimination
- Bullying and harassment
- Dismissal and employee grievances
- Equal pay
- Holiday pay
- Minimum wage
- Disability
- Discrimination based on gender, race, religion or sexuality
- Parental leave including maternity, paternity leave and parental rights
- Redundancy
- Recruitment
- Working hours
- Whistleblowing
- Health and Safety

IMPORTANCE OF EMPLOYEE MANAGEMENT

1. Efficient Workflow

Inefficient workflow is the biggest hurdle to achieving productivity. Improper workflow takes up unnecessary time, thereby minimizing productivity and affecting transparency. To attain the maximum results, planning the workflow efficiently and effectively is a must, alongside employee engagement.

It helps monitor work, undertake effective communication, teamwork coordination, and better decision-making through well-informed information.

2. Employee Productivity

Maximum productivity is only possible through proper coordination among the team. It clears all the air of any confusion and makes way for smooth ideas and work. This smooth workflow results in better employee productivity.

3. Data Security

In yesteryears, this management was only confined to finance, legal, and R&D. It was used mainly for better data security in these giant industries. But, with the rise of remote work, the need for this management has been magnified. Remote workers have a greater need for management because they are scattered all over the world.

For this requirement, employee management is gaining more and more traction in the corporate sector today.

4. Lowers costs

Many elements contribute to offices' extra costs like employee turnover, low employee retention rate, morale, etc. Therefore, companies must check these harmful practices first to minimize their expenses. Here, employee management can be of great help in this regard.

Employee engagement, being one of the most important parts of employee management, helps check all the above factors. In addition, it can help bring up the team's spirit for better output and, in turn, minimize costs.

These were some points that project the importance of employee management. To attain all the above points, let's understand how you can practice better employee management.

TIPS FOR EFFECTIVE EMPLOYEE MANAGEMENT

1. Open Communication Policy

Open communication is crucial in every office. It translates ideas and brings a sense of camaraderie. This spirit of oneness is vital for executing proper management through impeccable leadership. As such, you must also design channels for open communication to undertake employee management effectively.

In this case, always keep your doors open to employee grievances and troubles. You must always lend a helping hand to your employees. It is also vital to encourage effective feedback on your policies and practices. This will help you build better plans that work all around.

Furthermore, there must also be a communication of clear expectations for the team. This will help the team members understand their role and deliver optimum results. This is because it will facilitate precise planning, measurable input, and organize the work properly.

Here, if the plan is to increase the sales figure, you must convey its particulars. These can be the specific product, percentage of increase, the target's time frame, etc. Again, being as straightforward as possible will help your workers understand and execute their job to perfection.

2. Trust

Trust is vital in all relations, including the employer-employee relationship. It assures one of a helping hand whenever in need to sustain a long-lasting tenure. In this case, you must trust in your worker's abilities and sincerity towards their work. It means no micromanagement at all levels and being fair to every worker.

3. Rewards and Recognition

Employee rewards are one of the surest ways to get the best output and compliance. It is a crucial measure for management. Hence, you must have proper rewards and recognition mechanisms in your workplace. Be sure to award good behavior, output, work ethics, etc.

Here, you need not rely only on cash-based rewards. Many non-monetary incentives will do the trick as well. One of the most common of such rewards is gift cards.

By working under the adherence of these points, you are sure to get the best results. Here, a few tools or management apps are also necessary to do the job well.

TOOLS FOR BETTER EMPLOYEE MANAGEMENT

1. Performance Monitoring Tools

Monitoring performance is one of the primary duties of employee management. In such cases, performance management tools can be of great help. They can tell you which workers are doing great and vice versa. Knowing this, you can make vital decisions on employee promotion, demotion, training and development, etc.

2. HR Management Tools

As the name suggests, these are the saviors of human resources managers of the workplace. These tools help streamline the worker's data for the HR's to do their job seamlessly. In addition, they can help with onboarding, payroll, employee benefits, etc. These tools' usage is imperative since these are crucial HR functions that can be pretty tiresome in big corporates

3. Communication Tools

Communication is essential in the workplace. Hence, you must also have a proper office communications system in place. It means taking the help of common and helpful communication tools in the market. Nowadays, with the advancement of technology, these tools facilitate presentations as well.

4. File-Sharing Tools

File Sharing tool is another tool that you must acquaint yourself with time. They help with the efficient transfer of files in and around the office. These help with proper coordination of work and also with collaboration between different teams and workers.

5. Project Management Tools

These tools help you manage ongoing projects with ease. These are great for coordinating with the team and ensuring that the deliverables are completed on time. Other than these, it also helps with the delegation of work and feedback on quality purposes.

Using these tools will help you in your objective for greater staff management. Apart from these, there are also dedicated software in the market to help you in this case.

A LIST OF EMPLOYEE MANAGEMENT SOFTWARES

Here is a list of staff management software you can have a look for better management.

- Keka
- Quandle
- HRMantra
- Wallet HR
- Connecteam
- Workday
- BambooHR
- greytHR
- HROne
- Zenefits
- PeopleSoft
- Pocket HRMS
- Hubstaff
- Gusto

IMPORTANCE OF EMPLOYEE RELATIONS

The working of an employee has a direct impact on the success and failure of a company and this is the reason why most of the business entities are harping on the importance of good employee relations. Some of the most significant ones are as follows-

- When a company is interested in encouraging good employee relations it starts treating people as valuable assets instead of just a resource that needs to be utilized for the benefit of the company.

- The equitable treatment fosters trust and long-lasting healthy relationship that is mutually beneficial
- Employee relations helps an organization to increase cooperation and understanding in a workplace
- When a just and clear policy is implemented that ensures fair-dealing it will result in a good and happy working atmosphere
- One of the important features of employee relations is that it encourages open and effective communication within a company
- Positive employee relations lead to employee engagement as the morale of an employee is high
- Happy employees work harder and help in the growth of the business
- When an employee enjoys his work it increases the chances of employee retention
- There are fewer conflicts in the workplace if the employee relations are good

Advantages

Advantages of improving employee relations are as follows-

- An important benefit of good employee relation is that it increases productivity, efficiency, and performance in the workplace.
- The employee retention rate is higher because of job satisfaction. This decreases the expenses as the cost, time and effort of replacing a worker is far greater than maintaining the existing workforce
- Good employee relations results in increased morale as the employee is more engaged in his work.
- One of the benefits of good employee relations is that there are less conflict and stress in the workplace. This ensures less absenteeism and increased connectivity.
- Employees who are engaged, happy and motivated tend to make a positive impact on others. This ultimately increases the revenues and profit margin of an organization.

Job Analysis and Design

Job analysis is a systematic and detailed examination of jobs. It is a procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

Job analysis is the procedure through which you determine the duties and nature of the jobs and the kinds of people who should be hired for their goal. It provides to write job descriptions and job specifications, which are utilized in recruitment and selection, compensation, performance appraisal, and training.

Job analysis is a formal and detailed examination of jobs. It is a systematic investigation of the task, duties and responsibilities necessary to do a job. A task is a distinct work activity carried out for a distinct purpose. Examples would include type a letter, preparing a lecture, or unloading a mail truck.

A duty is a large work segment consisting of several tasks, related by some sequence of events that are performed by an individual.

A position refers to one or more duties performed by one person in an organization. There are at least as many positions as there are workers in the organization.

Job responsibilities are obligations to perform certain tasks and duties. Thus, job analysis is a procedure and a tool for determining the specified tasks, operations and requirements of each job.

The job analysis may include these activities:

(a) Reviewing the job responsibilities of current employees;
(b) Doing Internet research and viewing sample job descriptions online or offline highlighting similar jobs;
(c) Analysing the work duties, tasks, and responsibilities that need to be accomplished by filling the position;
(d) Researching and sharing with companies that have similar jobs, and;
(e) Articulation of the most important outcomes or contributions needed from the position.

THE IMPORTANT CONCEPTS OF JOB ANALYSIS ARE:

1. Job:

In simple language, a job may be understood as a division of total work into packages/positions. According to Dale Yoder, "A job is a collection or aggregation of tasks, duties and responsibilities as a whole, is regarded as a regular assignment to individual employees and which is different from other assignments". Thus, a job may be explained as a group of positions involving some duties, responsibilities, knowledge and skills. A job may include many positions. A position is a particular set of duties and responsibilities regularly assigned to an individual.

2. Job Description:

Job descriptions are written statements that describe the:
(a) Duties;
(b) Responsibilities;

(c) Most important contributions and outcomes needed from a position;
(d) Required qualification of candidates, and;
(e) Reporting relationship and co-workers of a particular job.

Job descriptions are based on objective information obtained through job analysis, an understanding of the competencies and skills required to accomplish needed tasks, and the needs of the organization to produce work.

Job description clearly identifies and spells out the responsibilities of a specific job. Job descriptions also include information about working conditions, tools, equipment used, knowledge and skills needed, and relationships with other positions.

The best job descriptions are living, breathing documents that are updated as responsibilities change. The best job descriptions do not limit employees, but rather, cause them to stretch their experience, grow their skills, and develop their ability to contribute within their organization.

3. Position Description:

The Human Resource Director Guide and managers the overall provision of Human Resources services, policies and programs for the entire company.

The major areas directed are:
(a) Recruiting and staffing;
(b) Organizational and space planning;
(c) Performance management and improvement systems;
(d) Organization development;
(e) Employment and compliance to regulatory concerns;
(f) Employee orientation, development, and training;
(g) Policy development and documentation;
(h) Employee relations;
(i) Company-wide committee facilitation;
(j) Company employee and community communication;
(k) Compensation and benefits administration;
(l) Employee safety, welfare, wellness and health;
(m)Charitable giving; and
(n) Employee services and counselling.

The Human Resources Director originates and leads Human Resources practices and objectives that will provide an employee-oriented, high performance culture that emphasizes empowerment, quality, productivity and standards, goal attainment, and the recruitment and on-going development of a superior workforce.

The Human Resource Director coordinates implementation of services, policies, and programs through Human Resources staff; reports to the CEO and serves on the executive management team; and assists and advises company managers about Human Resources issues.

4. Job Specification:

It is a standard of personnel and designates the qualities required for an acceptable performance. It is written record of the requirements sought in an individual worker for a given job. It refers to a summary of the personnel characteristics required for a job. It is a statement of the minimum acceptable human qualities necessary for the proper performance of a job.

5. Job Design:

Job design is the division of the total task to be performed into the manageable and efficient units- positions, departments and divisions-and to provide for their proper integration. The sub-division of work is both on a horizontal scale with different tasks across the organization being performed by different people and on the vertical scale, in which higher levels of the organization are responsible for the supervision of more people, the co-ordination of sub-groups, more

THE DIFFERENT FACTORS TO BE CONSIDERED WHILE COLLECTION OF JOB ANALYSIS DATA ARE:

1. Freedom from Bias (Exaggeration/Hiding of Facts):

Respondents at times tend to exaggerate the facts to show the complexity of their jobs and consequently their mastery over the same. Vice-versa few also tend to hide the facts emanating out of their fear as they suspect that the organization may find him/her incompetent. Both exaggeration and hiding of facts will lead to erroneous data and hence care should be taken by the data collector that such bias do not occur.

2. Allaying Anxiety Respondents:

Some respondents look at this activity with suspicion and think that it may be a management's covert strategy which may harm them in the long-run. Allaying all such fears and anxieties is very important to ensure correctness and consistency of data.

3. Use of Right Data Collection Method:

Choosing a right data collection method is very important in conducting job analysis. Out of the various methods available the method which suits best must be selected and not necessarily the 'best method'.

4. Recency Impact:

Respondents tend to talk about their job aspects more which have occurred recently or they have been more involved in the recent past, while ignoring other dimensions. Interviewer must ensure that such errors do not occur and guide the respondents in overcoming this bias.

5. Commitment:

The commitment of the top management, line functions and finally of the HR department is paramount to ensure the success, of job analysis.

Aspects of job analysis are brought out as follows:

1. Job analysis establishes the structural- functional delineation of an organisation, according to the classical paradigm of administrative theory.

2. Job analysis deals with responsibilities, defining roles, delineating scope and authority at each level of the organisation.

3. It answers the important utilitarian call of optimizing organisational efficiency through maximising individual capabilities, as per the systems paradigm of organisational theory.

4. It basically deals with job study. It studies very detailed, specific and exhaustive on job.

5. As per scientific management precepts, the job analysis describes work process in detail on physical demands at work, physical conditions of work and also human relations and behavioural

6. Job analysis answers the important utilitarian call of optimising organisational efficiency through maximizing individual capabilities, as per the systems paradigm of organizational theory.

The fact is that almost every human resource management program requires some type of information that is gleaned from job analysis:

1. Work Redesign:

Often an organization seeks to redesign work to make it more efficient or to improve quality. The redesign requires detailed information about the existing job(s). In addition, preparing the redesign is similar to analyzing a job that does not yet exist.

2. Human Resource Planning:

As planners analyze human resource needs and how to meet those needs, they must have accurate information about the levels of skill required in various jobs, so that they can tell what kinds of human resources will be needed.

3. Selection:

To identify the most qualified applicants for various positions, decision makers need to know what tasks the individuals must perform, as well as the necessary knowledge, skills, and abilities.

4. Training:

Almost every employee hired by an organization will require training. Any training program requires knowledge of the tasks performed in a job, so that the training is related to the necessary knowledge and skills.

5. Performance Appraisal:

An accurate performance appraisal requires information about how well each employee is performing in order to reward employees who perform well and to improve their performance if it is below standard. Job analysis helps in identifying the behaviours and the results associated with effective performance.

6. Career Planning:

Matching an individual's skills and aspirations with career opportunities requires that those in charge of career planning know the skill requirements of the various jobs. This allows them to guide individuals into jobs in which they will succeed and be satisfied.

7. Job Evaluation:

The process of job evaluation involves assessing the relative dollar value of each job to the organization in order to set up fair pay structures. If employees do not believe pay structures are fair, they will become dissatisfied and may quit, or they will not see much benefit in striving for promotions. To put dollar values on jobs, it is necessary to get information about different jobs and compare them.

Job analysis information also supports managers as they make hiring decisions, review performance, and recommend rewards.

The job analysis provides the following information:

i. Job Identification – Job title, job code number
ii. Characteristics of the Job – Job location, Physical setting, supervision levels required, union jurisdiction, and hazards associated etc.
iii. Job Duties (Principal activities) – A detailed list of the duties along with the probable frequency of occurrence of each duty.
iv. Equipment and materials used
v. How a Job is done – Focus lies mainly on the nature of operations associated with the job.
vi. Required Personnel Attributes – Experience levels, trainings undertaken, apprenticeships, physical strength, coordination levels, mental capabilities, social skills, communication skills etc.
vii. Job Relationships – Opportunities for advancement, working conditions, essential cooperation etc.

PLANNING, RECRUITMENT AND SELECTION

The processes of human resource planning, recruitment and selection are very pivotal in any organization irrespective of size. This is because they determine the quality of employees in the organization who in turn determine how processes are carried out. Human resource planning involves making appropriate decisions in regard to the positions that an organization ought to fill and the best ways to fill them. It also entails determining the human resource needs of an organization with respect to the stipulated strategic plan.

Planning plays a significant role in determining the demand and supply factors of labor as well as the problems that are associated with the resolution of these factors. Human resource planning is influenced by an organization's short term as well as long term operational and development needs. The employees and stakeholders needs and aspirations also play a great role in shaping the human resource planning function of an organization.

Recruitment on the other hand entails the process of attracting and encouraging eligible individuals to apply for different positions in an organization. It involves generating a pool of appropriate and qualified candidates for available job positions in an organization.

It is a process that commences when the new recruits are identified and ends when the applications from these candidates are received. Recruitment is a very essential process as it facilitates the attraction of qualified candidates to apply and it discourages the unsuited ones to be involved through provision of the right job information. Recruitment also plays a role in projecting the organization's image.

The other crucial part is the selection process. The key issue here entails matching a candidate with the job in question to achieve best performance. There are various tools that are applied in the selection process for instance interviews and referrals.

Selection process is very important as it ensures that the right candidates are deployed, in terms of qualifications and experience. This is achieved through matching of the attributes in the application documents and the practical ones. The selection activities all the way from the initial screening interview to the final physical examination and practices are aimed at coming up with successful selection decisions.

For the selection process to be effective, it ought to provide a perfect match between the organizational needs and candidates' qualifications and interests. Effective selection ensures that there is quality performance of an employee right from the start. It also avoids too much expenditure for hiring through avoiding unnecessary processes.

From the above description of the three processes of human resource management, planning, recruitment and selection; it is evident that they contribute greatly to better performance of the employees and the organization as a whole. They are all equally important and we cannot point out which is more crucial than the other.

The processes are also interdependent and they rely on each other. Effective planning process is likely to lead to effective recruitment practices which in return lead to an effective selection process. The reverse is also true and a fault in one of the processes is likely to bring about failures in the others and hence the outcome results will be poor hiring where the hired employees' qualifications do not match the organizational needs. This leads to poor performance of the employees and that of an organization at large.

EMPLOYEE ORIENTATION AND DEVELOPMENT

Employee orientation and development refers to the continued efforts of a company to boost the performance of its employees. Companies aim to train and develop employees by using an array of educational methods and programs.

Even though the terms “orientation/training” and “development” are used interchangeably, there are a couple of differences between the two concepts. The differences are related to the scope of their applications. Essentially, a training program comes with very precise and measurable goals such as learning how to perform a particular procedure with accuracy or how to operate a piece of machinery.

On the contrary, a developmental program centers on acquiring broader skills that can be applied in a wide range of situations. They include skills such as decision-making, communication, and leadership.

BENEFITS OF EMPLOYEE TRAINING AND DEVELOPMENT

Although there are a few drawbacks in investing in employee training, the benefits from such programs outweigh them significantly. The benefits include:

1. Addressing weaknesses

If a company owner evaluates his workforce closely, he is likely to find two or more of his employees lacking certain skills. A training program presents an opportunity to instill the needed skills in the employees. Similarly, a development program helps to expand the knowledge base of all employees.

In doing so, company owners are able to bridge any gaps and weak links within their organizations. In such a way, every employee will be in a position to fill in for his colleague and handle any task with efficiency.

2. Improved performance of employees

An employee who receives training from time to time is in a better position to improve his work productivity. Thanks to training programs, every employee will be well versed with the safety practices and proper procedures to follow when carrying out basic tasks. A training program also helps in building an employee’s confidence since he will gain a better understanding of the industry and the responsibilities of his role.

3. Boosts company profile and reputation

As mentioned earlier, employee training is not just good for the employees but also for the firm. Conducting frequent training and development programs is one way of developing the organization’s employer brand, thus making it a prime consideration for the top employees working for competitor firms, as well as graduates. A company that trains its employees will be more attractive to potential new employees, particularly those looking to advance their skills.

4. Innovation

When employees receive consistent training and upskilling, it fosters their creativity. The training programs help employees to be more independent and creative when they encounter challenges in their work.

Common Training Methods for Employee Training and Development

Although there are new training techniques emerging every day, several common training approaches have proven highly effective. They include:

1. Orientations

Orientation training is crucial to the success of new recruits. It doesn't matter whether the training is implemented through a handbook, a one-on-one session, or a lecture. What matters is providing new employees with information regarding the firm's background, strategies, mission, vision, and objectives. Such training gives new employees an opportunity to familiarize themselves with company policies, rules, and regulations.

2. Lectures

Lectures are particularly efficient when the aim is to provide the same information to a large group at once. In doing so, there is no need for individual training and thus, savings on costs. However, lectures also pose some disadvantages. For one, they center on one-way communication, which leaves little room for feedback. Also, the trainer may find it challenging to assess the level of understanding of the content within a big group.

3. Computer-based Training (CBT)

With this approach, computers and computer-based tutorials are the primary means of communication between the trainer and employees. The programs are structured in such a way that they provide instructional materials while also facilitating the learning process.

The core benefit of computer-based training (CBT) is that each employee is given the freedom to learn at their own pace in their most convenient time. It also helps to reduce the total cost that an organization incurs in training its employees. Costs are minimized by reducing the training duration, eliminating the need for instructors, and reducing travel.

PERFORMANCE MANAGEMENT

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.

IMPORTANCE OF PERFORMANCE MANAGEMENT

In any organization, no matter the size, it is important to understand what your employees are doing, how they are doing it, and why they are doing it. Without a system in place to define roles, understand individual strengths and weaknesses, provide constructive feedback, trigger interventions and reward positive behavior, it is much more difficult for managers to effectively lead their employees. Smart organizations pair their performance management with an incentive management process. The two systems have a lot in common, from defining roles and setting goals to reviewing and rewarding employee behavior, and as such, do very well when run simultaneously. Using incentive management also means that the all-important 'reward' step of performance management is done properly.

1. Keeping employees engaged

Engagement of employees is a focus of any management team. In a yearly appraisal system, goals would be given at the beginning of the year and then revisited 12 months later to see if they had been met. This long stretch of time without feedback or check-in is an almost certain engagement killer. Studies show that employees do best with feedback on a monthly or quarterly basis, with regular check-ins serving as a zone to problem solve, adjust goals as necessary, and to refresh their focus on the goal. As employee engagement rises, nine key performance indicators show successful outcomes. Absenteeism, turnover, shrinkage, safety incidents, patient safety incidents and defects in quality are lessened by at least 25%, and often more, across the board. Customer experience, productivity and profitability all show positive outcomes.

2. Retaining talent

Employees who have frequent meetings with management to discuss performance, solve problems and receive training are more likely to stay with the company.

If employees see that their management team is putting in the work to develop them professionally, help them succeed with their goals, and reward performance on a consistent basis, then they are more incentivized to both stay with the company and work harder.

3. Developing leaders from within

This consistent development and partnership between managers and employees allow for the development of leaders from within the company. Recruiting costs can be extremely high, as are costs for onboarding and training new employees. To be able to groom leaders from within the company means that there is already a proven culture fit with this individual and that training costs and resources spent developing this person into an asset are not lost.

This leadership path also serves as a motivating force for employees, who can see that their hard work will be rewarded with promotions and other benefits.

THE PURPOSE AND GOALS OF PERFORMANCE MANAGEMENT

The purpose of performance management is to give both managers and employees a clear and consistent system within which to work that, in turn, will lead to increased productivity.

- This system shows employees the pathway to success, allows for the measuring of performance coupled with feedback and offers training and development opportunities.
- Performance management allows management to understand what their employees are doing and track progress on company objectives while providing consistent feedback.

There are five main objectives of performance management:

- Develop clear role definitions, expectations and goals
- Increase employee engagement
- Develop managerial leadership and coaching skills
- Boost productivity through improved performance
- Develop a performance reward program that incentivizes accomplishment

COMPENSATION AND BENEFITS

Compensation and benefits refers to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees in return for their services. Compensation and benefits is an important aspect of HRM as it helps to keep the workforce motivated are the most important hygiene factors. It helps give benefits to employees based on their performance and actions and brings the best out the employees at workplace.

IMPORTANCE OF COMPENSATION AND BENEFITS

Companies hire people individual to achieve their organizational goals and people join companies to earn money & build their career. One of the biggest factors why people join companies in the compensation and benefits, salaries, perks, incentives etc. which is given to them. Apart from the company's reputation and job profile, the money offered as a salary is pivotal in attracting people to work for the organization.

The more the compensation and benefits offered to employees, the more is their loyalty, motivation to work and do well. However, companies which offer lesser salaries see a high attrition rate and less productivity from employees. All these factors help in making compensation and benefits an important factor in managing workforce. Salaries of employees are defined by several parameters like experience, education background etc.

In senior management, skills like team management, communication management, leadership, time management etc. are also considered while finalizing the pay package.

COMPENSATION AND BENEFITS COMPONENTS

There are several components in the overall compensation and benefits plan of an employee. There can be several ways where benefits can be given to employees.

Some of the various components of compensation and benefits are mentioned below:

1. Fixed pay

This is the basic salary plus other fixed components paid to the employee irrespective of any other factor. This is stated clearly in the employment contract. This is the compensation or salary or wage which an employee or a worker will definitely get as long as he or she is an employee of the company.

Fixed pay is mostly the largest component of the compensation and benefits package offered by an organization to an employee.

2. Variable Pay

This is the additional compensation paid to employee based on employee's performance, company performance etc. Since variable pay is based on the performance of an individual, it motivates the employees to perform even better.

3. Equity Pay

Employees are awarded shares of the company, often at a discounted price. Employees are expected to make money out of them by the appreciation of the stock price and the growth of the company. This is mostly given to the senior management who have served the company for a long time.

4. Medical

Medical is part of the compensation package for most of the companies now. Medical includes the health insurance, free checkups, medical facilities on campus etc. which keeps the employees safe as well as motivated.

5. Insurance

As discussed in the previous point. Medical insurance is part of the package these days. Many companies also offer insurance for parents and siblings as well or at subsidized rates. Even other insurance can be included.

6. Accommodation

Many companies even offer accommodation to employees. This can be either be in the form of a company provided place or the employee can claim the rent and the lease amount as per the company rules and policies.

Many companies even provide car or taxi facilities to employees to reach office.

TYPES OF COMPENSATION

Based on the seniority, responsibility and position of an employee, there are various types of plans:

1. Executive compensation for CEOs, managing directors, chairman etc. Mostly salaries and perks are decided by the committee.
2. Workers compensation is the salary and wages provided to employees and workers.

DIFFERENCE BETWEEN COMPENSATION AND BENEFITS

Both the factors are important in motivating employees for doing their work and paying them for the services they are doing for the company. However, there is a slight difference between compensation and benefits.

Compensation is completely related to the money which is being paid to an employee i.e. salary. bonuses etc. On the other hand, benefits are the non-monetary incentives given to employees like health benefits for which the employee doesn't have to pay.

UNIONS AND COLLECTIVE AGREEMENT

Collective agreement is an ongoing process of negotiation between representatives of workers and employers to establish the conditions of employment. The collectively determined agreement may cover not only wages but hiring practices, layoffs, promotions, job functions, working conditions and hours, worker discipline and termination, and benefit programs. Collective agreements are probably least significant in developing countries that have large labour populations from which to draw. The degree of centralization in the bargaining process and the functions performed by collective agreements vary. Contract negotiation may occur at the national, regional, or local level, depending on the structure of industry within a country. National agreements, which are more common in smaller countries, usually settle general matters, leaving more detailed issues for local consideration. An agreement may, for example, set actual wage rates, or it might simply establish minimum wage rates.

Collective agreement normally takes place between members of corporate management and labor union leaders, who are elected by workers to represent them and their interests. Collective agreement is initiated when employee contracts are up for renewal or when employers make changes to the workplace or contracts. These changes include, but aren't limited to:

- Employment conditions
- Working conditions and other workplace rules
- Base pay, wages, and overtime pay
- Work hours and shift length
- Holidays, sick leave, and vacation time
- Benefits related to issues such as retirement and Healthcare.

These issues fall into three different categories, which are referred to as mandatory subjects, voluntary subjects, and illegal subjects. Mandatory subjects include anything that the law requires of the employer, such as salary, overtime, and workplace safety. Voluntary subjects include negotiable things the law doesn't require like union issues and decisions about employer board members. Illegal subjects involve anything that violates laws, such as workplace discrimination.

The goal of collective bargaining is called a collective agreement. This agreement is meant to establish rules of employment for a set number of years. Union members pay for the cost of this representation in the form of union dues. The collective agreement process may involve antagonistic labor strikes or employee lockouts if the two sides have trouble reaching an agreement.

CHURCH PACKAGING AND BRANDING FL1/002

Course Content:

Church Branding Strategies

Church Marketing

Strategic Branding Management

Brand Value Chain

Strategic Leadership and Creativity

Church Rebranding Strategies

Corporate Identity

CHURCH PACKAGING AND BRANDING

Church Branding Strategies

Before putting your church branding ideas into practice, it's important to put thought into your branding strategy. A strong brand identity is a result of an intentional brand strategy, which is your plan to create a brand that truly represents your church.

A successful church brand is one that is easily recognized and remembered. To create a successful church brand, you must understand your target audience, list your goals, identify your unique attributes, and develop a plan for implementing your brand identity.

When creating your brand strategy, be authentic—showcase who your church is, not who your church would like to be. The brand survey you conducted will provide your team with a holistic understanding of your community that will help define your messaging, visual identity, logo, and design.

Church brand strategies require a clearly defined purpose. People embrace brands that are true to their values, just as they reject brands that are inauthentic. Your strategy should also include plans to showcase the actions your church is taking to fulfill their stated vision and mission, and to communicate that you're being true to your values. Taking these steps will help you build a memorable brand that attracts the right audience—the people who will feel at home and spiritually thrive at your church.

Components of a strong church brand identity

Your church's brand identity will help determine how you engage your community, including what kind of content you create, your design inspiration, and much more. The three primary church branding pillars are built on visuals, messaging, and consistency.

VISUAL BRANDING

Visual branding is your church's visible representation of your identity, personality, and values. It is also one of your most powerful branding tools. Your visual brand should create a lasting impression, evoke emotional responses, and build a relationship with your church's overarching brand. Whether making a sign for your children's ministry or creating a web design, having an engaging and consistent visual brand will enhance your brand's overall effectiveness.

Visually communicating your brand includes utilizing the following elements:

- Logo: Your church's logo is usually the first thing that people will see and associate with your church.
- Colors: Your color palette will evoke different emotions and convey different feelings.
- Imagery: The pictures, illustrations, and graphics that represent your church's identity.
- Typography: The fonts your church will use online and in printed materials that reflect your church's personality.
- Seeing these same visual elements over and over again will help your church's followers easily recognize your brand and identify themselves as proud members of a cohesive church community.

BRAND MESSAGING

The written communication that connects your church's brand with your audience is your brand messaging. These messages should be cohesive and build rapport with your community, connecting them to your church.

Here are several components that make up your church's brand messaging:

- Mission statement: One to two sentences that explain your church's "why." A good starting point for creating a mission statement is to finish this sentence: "Our church exists to _______."
- Vision: This is another short statement that describes the future goals of the church. A vision statement is helpful for achieving goals and directing your church where you want it to be headed.
- Values: These describe the heart of your church—its priorities, principles, what you believe in.
- Voice: Your voice is the personality of your brand. Is your tone of voice, professional, playful, casual, authentic, academic, or friendly? Your choice will set the tone for how people perceive your brand.
- Slogans and taglines. These phrases capture the essence of your church's mission, vision, values and personality. We all recognize famous slogans like "Just do it" or "Got milk?", and they bring to mind specific products and feelings. While they may seem simple, churches should take time to create taglines or slogans that truly connect with their audience.

BRAND CONSISTENCY

A consistent brand is a strong brand. Coca-Cola, one of the strongest brands of all time, learned a hard lesson about the power of brand consistency. For 99 years, they had used the same logo and offered the same popular taste.

However, in 1985, Coca-Cola decided to rebrand themselves as “New Coke” in order to compete with Pepsi’s popular marketing campaign. For the next few months, they received over 8,000 phone complaints every day and were eventually forced to bring back “Coca-Cola Classic”.

This is an extreme case, but it demonstrates a universal branding truth that’s also applicable to churches: Inconsistent branding brings confusion and other negative emotions—the last thing you want your church to inspire.

Brand consistency helps people recognize and remember your brand. That’s why it’s essential to have a consistent church brand experience across all of your platforms, including your website, mobile app, live streaming, online giving, and even printed materials.

Church branding guidelines

Creating a church brand guide provides clear explanations for each of your brand elements (logo, colors, imagery, and typography). It also establishes acceptable practices for anyone communicating on behalf of your church.

All of the hard work you’ve done to brand your church can easily be undermined if some staff members don’t know about your branding guidelines and when to follow them! Getting your church staff to agree to adhere to the guidelines will help avoid future confusion over the appropriate communication of your brand.

Below is an outline of topics for making an effective brand guide:

- Definition of what a brand is and an explanation of why it’s important to your church Do’s and don’ts of using your branding elements
- Tone of voice—how do we want to express our values, mission, and vision?
- Keywords, phrases, and slogans that reflect your church’s DNA and resonate with your audience
- Communication values and best practices
- Which fonts should be used
- Color schemes, including specific RGB and hex values to ensure proper color usage
- Church logos, including correct and incorrect logo usage

- Graphic styles and usage
- Selection and use of photos and images
- Social media and website guidelines
- Video and live streaming practices

Church Marketing

One problem with the word 'marketing' is that it is usually used in the business world. So it can have connotations of operating for a profit and using aggressive tactics to capture customers. However there are many important reasons businesses excel that can be of benefit to the church. For example, business leaders have established some of the best approaches to budgeting, process management, and information technology. There is also the fear that 'marketing' the church leads to sanitizing the more difficult aspects of the Bible. Church's that get too far into marketing could start to act like they are in show business rather than teaching and saving. Churches should carefully choose which marketing approaches to use. They must avoid using approaches that in any way water down, whitewash, or alter Scripture. With church-going in decline, church marketing is more important than ever. Marketing can help you spread awareness about your church, welcome new congregation members, and raise critical funds for your programs and operations. There's a wide variety of ways that you can market your church. It can seem like the options are endless and there's no one right answer. The best marketing plan is the one that fits your church's budget, goals, and needs.

For many years churches have effectively used billboards, direct mail, and phone book ads. More recently churches are effectively using Facebook, Google, Instagram, YouTube, Websites, and television in ways that honor the Word of God while at the same time pursuing the Great Commission.Marketing is the process of the church identifying and meeting or contributing to the spiritual, community (sense of belonging) and service needs of its neighbors and surrounding neighborhood.

Key Elements of a Successful Church Marketing Plan

1. Build a team

With a team-based approach, no one person has to do it alone and feel responsible for everything. Building a team that can manage your church marketing efforts goes a long way toward ensuring you'll hit your goals. Your church marketing team might include church leaders, staff members, volunteers – or a mix of all of the above.

2. Set goals

If you've worked in a corporate setting, you might be familiar with the idea of setting "SMART" goals. This is an acronym that stands for setting goals that are Specific, Measurable, Achievable, Relevant, and Time-Bound. For example, a vague and non-SMART goal might be “we want to start posting on social media.” Your team can turn this goal into a SMART one. This might look like: “we want to post one photo, video, or quote on our Facebook and Instagram account each Friday afternoon.”

3. Define your audience

For most churches, the most important audience to market to is going to be your existing congregation. That’s because word of mouth is a powerful tool when marketing your church. The fastest-growing churches in the country consistently encourage their people to invite friends and family to be a part of their church. It really is that simple.

Think of it this way: when your friend recommends something to you, how likely are you to take their advice over the advice of someone you may not know as well? Most of us tend to trust the recommendations of people we love and enjoy spending time with.

4. Set a budget

Word of mouth can be (mostly) free. But, it’s still a good idea to have a marketing budget for some ads, print materials, and other marketing expenses. It can also be worthwhile to hire someone to manage your church marketing ideas and efforts. This might be a full-time, part-time, or a contracted staff member.

5. Establish a brand identity

A “brand identity” defines and articulates your church’s visual aesthetic and personality. Many organizations create a brand standards guide, which is a written document outlining your brand. This can include your color palette, preferred fonts, logo, mission, and vision statement. Your church’s brand identity should also include guidelines for how your church will express written and verbal ideas – think preferred terminology, phrasing, and even words you might wish to avoid in your messaging. Establishing your brand identity will help ensure that your church’s print and digital materials look cohesive and intentional. This can help build trust with your congregation and create a sense of community.

6. Craft your message

Once your brand identity is in place, it’s time to craft your church’s marketing message. Think about what makes your church unique. To understand your church’s “selling points,” it can be helpful to interview current congregation members. Ask them questions like, “What first attracted you to our church?” and “What motivates you to keep coming back each week?”

For example, your contemporary service might provide a great opportunity for young professionals to network over coffee and music. Or, your church’s child care program might be popular with busy parents, so they can relax and enjoy the worship service knowing their little ones are cared for. Or, maybe your congregation has an amazing pastor who helps everyone feel welcome and inspired.

7. Identify distribution channels

These days, there are a wide variety of distribution channels available to market your church. From digital ads to print and traditional channels, there's a lot to choose from! Think about which marketing channels might work best for your budget and audience. In the section below, you'll discover even more ideas and how to implement them.

8. Document a fundraising strategy

Just as you need a marketing plan for your church promotional ideas, you also need a fundraising plan to keep your church community thriving. Innovative and effective fundraising strategies help not only raise funds for your church but also spread the word among people. It's a great way to engage with your supporters on a regular basis and encourage them to bring in friends and families. This way, fundraising can help fuel your church's marketing efforts, too.

Strategic Branding Management

Strategic brand management is the process of using words, images and techniques to show customers what makes your brand unique. It helps establish a brand and promotes its products in the financial marketplace. The word "strategic" means that the process is long term and incorporates every aspect of the brand, across channels through continuous review and updating. Brand management builds the unique identity of an organization and affects areas such as quality and customer interactions. Some companies may use strategic brand management to get global recognition or increase the perceived value of their products or services. Strategic brand management may help a company grow in specific areas that help sustain the business in the future. It may improve brand perception through trust, increase quality customer service and keep and create loyal customers. Strategic brand management may help differentiate your brand from your competitors or make your marketing communications more dynamic or memorable. It can increase employee loyalty and create alignment among different branches or sectors of the same company. Strategic brand management may also help your company avoid repercussions from a drastic market change, accelerate trade cooperation and promote licensing opportunities.

Ways to create a brand strategy

Use these steps to learn ways to create a brand strategy:

1. Create a list of company values

Make a list of all the things that are important to your company and brand. Items may include how you interact with customers, qualities you hope your employees embody or the types of raw materials you use or suppliers with whom you work. Write down all your value points and put them in a document or cloud-based system that's accessible to everyone in the organization. This document can help you decide how to shape your brand strategy.

2. Determine brand positioning

Conduct an industry analysis to determine where your brand position is located among its competitors. Since one aspect of brand strategy is understanding how your product or company is different or better than its competition, understanding where your brand currently stands can help you identify areas of improvement. Explore if your brand could fill a niche market that targets your audience.

3. Align brand positioning and values

Compare your values document to the results of your brand positioning analysis to better understand if your own perception of your company and that of your target audience align. Understanding what points resonate with your customers and in which areas you can improve may help you discover the most unique elements of your brand and plan a wide cross-reaching strategy.

4. Create marketing materials

Create or update brand elements such as logos, images, slogans and symbols to best reflect the values you hope to share with your customers through promotions. Consider the language and wording of your slogans, the representation in your images and the color schemes in your symbols and logos. Each of these elements psychologically influences how people perceive a product or brand. Creating cohesive marketing materials allows you to make a strong, unique and favorable brand association through visual and auditory links.

5. Plan your marketing programs

Create advertising campaigns that prominently display your marketing materials and display the values and brand positioning of your company. Using the marketing materials can help customers make shape their attitudes and feelings about your brand and associate them with your images or slogans. Consider campaigns such as print advertising, film and television commercials or trailers, radio ads, social media strategies or other options that share your message with customers.

6. Monitor your brand's reputation

After the rollout of a new brand management strategy or the launch of a new marketing campaign, monitor social media and other customer interaction channels to see how people react to and interact with your brand. Understand what digital channels are most popular with your target audience and which new ones may help expand your reach. Note all positive and negative publicity to understand where you're successful and where you can make changes.

You can shape your brand's reputation from the image you communicate, but feedback, reviews and comments of others may also influence your target audience. For this reason, monitoring your brand reputation and maintaining a favorable status may allow you to increase brand trust and have more control over the brand's influence in the eyes of the public.

7. Centralize your brand materials

Centralize your brand materials so they're accessible by all company creatives. Developing a good, quality brand management communication system is one of the most important aspects of a brand management strategy because it ensures that everyone understands the goals and missions of the campaign and can distribute them across all channels.

How you centralize your brand definitions, assets and essentials may be different for each company. A common way is to create a brand guidelines document, similar to a style guide, that includes brand language to use or avoid, ways to interact with your target audience through certain channels, templates for emails or automatic replies and other standardized marketing and communication items. Consider distributing your document to all creatives through virtual means, such as email, and making it available in a cloud-based system for reference.

8. Measure and analyze your brand's performance

Continue to monitor the progress and success of your campaigns. Perform a brand audit at designated intervals to check the overall status of your brand with your target audience. You may conduct this process internally or with an external agency depending on your company size and financial resources. Areas to evaluate include:

- Internal branding: Items like company culture, brand positioning and brand values
- External branding: Items like marketing materials and print and online advertising
- Customer experience: Items like in-person and virtual customer support and sales processes

Ensure that all these components share a consistent message across your brand and channels and that you present the same persona in person as you do virtually. Some of these elements you can measure with numerical data, such as the reach of online advertising. You may also engage with customers through feedback surveys or focus groups to get additional information. Consider conducting a brand audit regularly, even once per quarter, to ensure you're meeting your expected goals.

Importance of Strategic Brand Management

When a company gets a strategy that is both agile and beneficial to its brand, then that strategy helps the company to add value to the brand's overall perception. However, the importance of strategic brand management is reflected in the following points:

Improvement in customer retention and establishing customer loyalty

Better engagement of employees in achieving the company's objective

Employees feel more closed to the company

Brand perception gets improved, and selling power strengthens up

Allows the company to have an impactful marketing communication

A company gets less vulnerable to the drastic changes in the industry market

7. Increase customer responses and trade cooperation

8. It promotes licensing opportunities.

Brand Value Chain

The Value chain Analysis is a powerful assessment tool that breaks down the series of activities executed by a company to create a product, from conception to development and commercialization, to determine how those processes can add value and generate profit. It was initially outlined by professor Michael Porter from Harvard Business School in his book "Competitive Advantage." He explained how strategic management could find out spots in the production chain to optimize and improve costs and create an advantage against competitors. The Value Chain Analysis is better suited to analyze conventional production models where companies transform raw material into finished products. However, further development of such an analysis tool has produced new models that allow analyzing how value is added to create revenue. One of those models is the Brand Value Chain.

The Brand Value Chain is an analysis tool similar to the conventional Value Chain but especially suited to address the value increase through branding and marketing processes. It tends to consider the marketing process as a serial chain of activities in which each one has a determinant influence over the next.

Brand Value Chain Analysis

Value Stage 1 – Marketing Program Investment:

The Brand Value Chain is considered a linear or serial process in which each stage of the chain highly influences and determines the next. But as being based on marketing activities, the sequence of processes will start with an investment program in this area. Such a program will consider different kinds of investment, depending on the aspect over which the investment is focused. Keller and Lehman identified: product, communications, trade, employees, and others.

That is because, in this first stage of investment, one needs to determine how to communicate with customers, which channels of communication are better suited for, and what marketing methods our employees are going to use. At the core of the Brand Value Chain, the notion is the idea that a good investment program in this matter will positively influence the next stages (customer mindset, market performance, and shareholders value).

Product: Normally, a marketing program investment will be focused on a determined product to be commercialized, and its design will respond to market necessities.

Communications: The investment program on a marketing campaign needs to determine the best communication channels and methods.

Trade: The product that will be subject to a marketing campaign needs to obviously be suited for commercial trading.

Employees: At this stage of the chain, one needs to carefully assess what marketing methods and tactics our employees are going to use.

Multiplier – Program Quality:

In the Brand Value Chain model, besides the four stages in the chain, each stage has its own "multiplier," represented by concepts and actions that will reinforce and, in fact, accelerate the marketing process if they are correctly applied.

Clarity: This is directly related to the marketing campaign messages and channels of communication and how they have to be direct and engaging.

Relevance: The marketing campaign or program must be important to the customers, address the main pain points and unveil how the product will be relevant to them.

Distinctiveness: This is related to how the program differs from competitor's similar campaigns and products.

Consistency: This factor is directly related to the general impact of the campaign and how it articulates the different channels used to communicate the message.

Value Stage 2 – Customer Mindset:

As the Marketing Program Investment will directly affect the Customer's Mindset, Keller and Lehman identified a group of four aspects that could determine the process that a given customer may follow after being in contact with the marketing strategy. A bottom to top process will begin with:

Awareness: When the client starts to note a given brand, being affected and impacted by the message it is trying to convey.

Associations: As the customer begins to link any experience he has obtained from the brand, whether it is good or bad.

Attitudes: Are all the reactions taking place when the customer starts to translate his experience into actual responses to the brand.

Attachment: This is when the customer with a positive response will start to show loyalty to a brand experience.

Activity: Represented by the subsequent actions taken by the customer once he has been in contact with the marketing program.

Multiplier – Marketplace Conditions:

This stage will have its multiplier represented by the marketplace conditions, and it is related to the external factors that could affect the marketing campaign. Those factors are the competitive reactions, the channel support, and the customer size and profile.

Competitive Reactions: This is a factor related to the reactions that competitors will have once they are in contact with a marketing campaign because they are likely to affect the overall performance of the program.

Channel Support: This factor takes into considerations that effective and successful marketing campaigns will make use of every possible channel to transmit a message, no matter if they are online or offline, including the involvement of marketing partners to reinforce that message.

Customer Size and Profile: This last factor leads to consider sizes and audiences because as bigger the customer size is, the greater the investments in marketing programs need to be.

Value Stage 3 – Market Performance:

The market performance is the result of an engaged customer mindset as a positive consequence of the marketing campaign with a growth of sales and services. The market performance could be established around five factors.

Price Premiums and Price Elasticity: when a marketing program investment has been effective, and the customer mindset has proven positive, companies can start to charge products with premium prices. The model gives for granted that in this stage, even if the brand decides to increase prices, it will not affect the customer behaviors and attitude towards it.

Market Share: the amount of loyal and attached customers will directly affect the total share of the disputed market.

Brand Expansion Success: an effective marketing program investment will support the adding of new business lines as brand expansions and creating new income streams.

Cost Structure: Once a marketing program investment has proven successful and effective, subsequent marketing costs will be reduced, as the brand has a strong performance in the customer mindset.

Profitability: growing a brand in strength and presence will directly translate into competitiveness and raise a company's profitability.

Multiplier – Investor Sentiment:

In Keller and Lehman's Brand Value Chain model, the investor's sentiment will act as a multiplier of the market performance, and, at this level, the focus has moved from customers to the investors. The whole concept is built around four blocks:

Market Dynamics: As a successful marketing program investment starts to shape the customer mindset and the market performs in agreement with both previous stages, the market dynamics will get affected and react, stimulating the investor's interest.

Growth Potential: Before starting their marketing campaign, companies need to be ready to react to big market dynamic shifts and anticipate massive growth.

Risk Profile: When the market dynamics start to react to the marketing campaign, and it produces a sudden growth, the risk profile of a given company will be reduced and get more and more attractive to investors.

Brand Contribution: Markets will react to the brand's contribution to fulfill markets requirements and stimulate the investor's sentiments towards the brand.

Value Stage 4 – Shareholder Value:

In the Brand Value Chain model at this stage, given the previous action of each stage and its respective multipliers, big and logical consequences are affecting the company shareholder's value. The market performance will directly affect the shareholder's value, increasing stock prices in the first place. This concept is built around three factors:

Stock Prices: As aforementioned, when the markets react to the positive impacts of the marketing campaign, one logical consequence will be an increase in the stock prices when investors start to buy a given company's shares.

P/E Ratio: In the same way, the ratio of price/earning will possibly and suddenly be thrown up as a sign of the financial health of the company because earnings are growing, and the price of common stock is also getting higher as investors try to buy shares.

Market Capitalization: Finally, when the stock markets react to the rise of the stock prices and P/E ratio, the market value of the given company also goes up as a result of the rise of shares value.

Strategic Leadership and Creativity

Strategic leadership refers to a manager's potential to express a strategic vision for the organization, or a part of the organization, and to motivate and persuade others to acquire that vision. Strategic leadership can also be defined as utilizing strategy in the management of employees. It is the potential to influence organizational members and to execute organizational change. Strategic leaders create organizational structure, allocate resources and express strategic vision. Strategic leaders work in an ambiguous environment on very difficult issues that influence and are influenced by occasions and organizations external to their own.

The main objective of strategic leadership is strategic productivity. Another aim of strategic leadership is to develop an environment in which employees forecast the organization's needs in context of their own job. Strategic leaders encourage the employees in an organization to follow their own ideas. Strategic leaders make greater use of reward and incentive system for encouraging productive and quality employees to show much better performance for their organization. Functional strategic leadership is about inventiveness, perception, and planning to assist an individual in realizing his objectives and goals.

The top 10 skills a strategic leader must have are:

1. Strategic thinking

A strategic leader must first be a visionary and a strategic thinker. They think with the end in mind, and they only focus on necessary tasks.

2. Communication skills

Being able to communicate the vision of where the organization should be heading is vital. Strategic leaders must have the social skills necessary to communicate their vision with the team accurately.

3. Strategic planning

Since organizations rely on systems to save time, money, and resources, understanding how to create systems for planned initiatives is crucial.

4. Measuring objectives and key results (OKRs)

Strategic leaders must be able to create a goal-setting framework that defines and tracks their objectives and outcomes.

5. Strategic agility

Being able to turn the organization's long-term vision into daily objectives is an integral part of strategic leadership. Strategic leaders must have a wide perspective to be able to apply an overall vision to the here and now.

6. Awareness

Strategic leaders understand how their actions and moods impact their teams. They think before acting, have emotional intelligence, and can control distracting or negative moods.

7. Trust and reliability

You can count on strategic leaders. They go after their goals with passion and determination, and they stop at nothing until their vision turns into reality.

8. Execution

Strategic leaders are masters at strategy implementation. They understand how to turn goals into action and action into results. They make the most out of their systems and resources.

9. Integrity

Being grounded in integrity and compassion is an essential part of strategic leadership. Strategic leaders must be able to consider their team's ideas, feelings, and perspectives before making decisions.

10. Management

Strategic leaders understand how to lead a team. They know how to allocate resources, delegate responsibilities, and empower their subordinates to make decisions on their behalf.

What makes a leader strategic

Successful leaders not only succeed in converting their vision into a series of steps and real activities. They also need to be able to make everyone feel they need to go to that vision. In short, they must succeed in selling vision ideas.

Strategic leadership is about the most effective way to achieve the vision. Leaders build and manage the process of making corporate strategies. They use their knowledge and enthusiasm to provide strategic leadership for their subordinates. They provide how subordinates achieve a high-performance in implementing their plan.

The characteristics of strategic leaders as follows:

Visionary and fluent in translating it into a series of actions: They are also consistent and consistent in making it happen.

Able to articulate a vision into a business model: They can answer how companies make money, what companies need, and how to do it—with that, building the right resources, capabilities, and organizational culture.

Have a high commitment to realize the vision and implement a series of actions.

Think thoroughly and be well informed: It is essential to reduce bias in decision making. Decision making often involves dilemmas, especially relating to short-term and long-term goals.

Willing to delegate and empower: Not all tasks can be done alone. They need to empower subordinates to carry it out effectively. With that, subordinates feel to become an important part of the company.

Able to use power in smart ways: Stakeholders often conflict in realizing their respective interests. Likewise, office politics often brings disharmony in teams and breaks up synergies. All this poses a threat to companies, and strategic leaders know how they have to make the right decision.

Have emotional intelligence: Building empathy and involvement are often more effective than reward and punishment systems. The latter not only raises the cost consequences but also worsens the morale of employees.

Strategies for Growing as a Creative Leader

Creativity creates many enticing opportunities for both the leader and in the workplace.

As a company expands, leaders spend more time on managing the business and can miss out on chances to be a creative leader to their team.

- Keep educating yourself

- Attend industry events
- Rely on your team and foster teammate growth
- Build thought leadership
- Take time to be creative
- Enjoy the creative process

1. Continue to Educate Yourself

Continued learning is one of the most effective steps to take toward becoming a creative leader.

Educational resources range from single articles to full-blown courses for individuals in leadership positions that teach strategies for creative leadership in the workplace.

Leaders should also look to other individuals with experience when learning about leadership and management. Employees and other individuals in similar positions are fantastic resources for learning how to be a better and more creative leader.

2. Attend Industry Events

Events and seminars are a staple of corporate training and are employed by a great number of companies looking to advance team-building and management training. The same holds true when it comes to creative management training. Finding a seminar and attending it allows an individual a visceral, in-person resource for becoming a more creative leader.

3. Rely on the Team and Allow Them to Grow

A team can be an extension of its creative leader by providing their ideas and insights into day-to-day decision-making and problem-solving. Providing autonomy and some decision-making power to a team allows their creative leadership skills to thrive. Further, your employees will appreciate the creative freedom and trust you're giving them in the process. After all, 96% of engaged employees trust their management team.

By relying on a team, a creative leader has more time and energy to focus on the bigger picture goals and ideas. Giving your team room to grow on their own will benefit both them and you, the creative leader.

4. Develop Thought Leadership

Building a reputation as an expert goes a long way toward building trust as a creative leader. Communicating innovative ideas and documenting and sharing their evolution in search of new insights can communicate your thought processes to others.

By providing creative leadership expertise, you naturally set yourself apart as an innovative thought leader in your field.

Just a few recommended strategies for developing thought leadership in your industry include:

- Hosting webinars
- Speaking at industry events
- Joining industry roundtables
- Sharing insights on LinkedIn and other social media channels
- Creating content for your website
- Search out guest posting opportunities on other online publications

Each of these options gives you the chance to share knowledge and be an inspiration to others as a creative leader.

5. Take Scheduled Time to be Creative

Every creative leader needs time to clear their mind, reflect, and be creative. Creative leaders need to focus on big-picture ideas and reflect on what put them there in the first place: their creative vision.

Most employees feel that they don't have much time in the day for creativity with their busy schedules. Companies like Google are known for creativity and note that some of their success in this arena comes from empowering their employees and encouraging expression at every opportunity.

Quiet time exercising, being outdoors, meditating, and doing activities that quiet the mind can wipe the slate clean. In turn, this allows for time and clarity outside the busy day of running a company.

6. Have Fun

Having fun with your company team and industry peers creates an open, unstructured atmosphere that can spark creativity. Relaxing and enjoying activities with like-minded individuals leads to energized conversations and open-forum brainstorming.

Communicating in an unstructured environment outside of the workplace gets your mind off the daily grind and can lead to higher productivity with employees and peers. The creative vibe and energy that shines from a creative leader inspires the people around him or her.

Church Rebranding Strategies

Rebranding is much more than creating a new logo – it involves identifying who you're trying to reach, positioning them as the hero in your church's story, and aligning everything (logo, font selection, color pallet, signage, etc.) to speak to them.

Things to consider before you jump into the rebrand process, understand these 3 things:

- **It will cost more than you expect.** Rebranding is about change or improving. It's about understanding your audience as best as you can, discovering (and controlling) perception, and establishing visual brand fences so people recognize you. It's about becoming a solution to their needs. And every time they see your brand, they're reminded of your relevancy and benefit. That means you (probably) need an outside consultant to maneuver you through the complexity. Then you need a professional to create a logo and graphic standard for your brand; plus updating everything from signage to website to business cards will be needed. Your brand will need to be relaunched on social media, online, in print, and in-person. This takes a lot of coordination, skill, and money, but it's well worth it.
- **It will take strong leadership**. Without a solid leader, a rebrand will waste money and be a waste of time. Most churches are very top-down so the senior leadership (especially the senior pastor) must be on board and in control of messaging and team motivation. Rebranding will require control to achieve the best results. This takes strong willpower! And the brand must be led through all ministries, including the preaching ministry. Leadership inconsistencies will break down the benefits and create chaos.
- **It shouldn't be done quickly.** By now, you're thinking, "so why do this?" I'll reiterate that every successful organization (whether for-profit or non-profit) brands and/or rebrands continuously in order to connect properly to their community and followers. A brand becomes the glue between your people and your message. But understanding your audience (internal and external), discovering your brand thread, implementing a visual brand, incorporating a branded communication strategy, and even improving ministry products to support your rebrand will take time.

How to carry out a rebrand

Step 1: Know why you're doing a rebrand.

Just because you feel tired of looking at your logo doesn't mean you need to dive into a rebrand. A rebrand takes a lot of time, energy, and resources, so it's a decision that shouldn't be made lightly. Every rebrand is different, but you should know exactly why you're undertaking this venture.

Ultimately, you're probably rebranding because there is a core problem with the way you're communicating your brand. To remedy this effectively, you need to understand exactly what that problem is. Most importantly, you need to communicate that problem to your team so that everyone understands why they're working toward this goal.

Step 2: Identify your brand team.

You need a team with the knowledge, expertise, and communication skills to pull off a rebrand, as there are a ton of moving parts and the process can get stressful pretty damn quickly.

When it comes to finding the right people to execute your rebrand, you can go entirely in-house or consider a brand agency. There are benefits to each, and it really just depends on what you need.

In-house benefits: No one knows your brand like you do. If you have the knowledge, resources, and skills to tackle the rebrand yourself, you can certainly consider it.

Branding agency benefits: While no one has as much intimate knowledge of your brand as you do, brands can sometimes function in a bubble.

Step 3: Complete a competitive analysis.

Good branding is all about good communication—knowing both what to say and how to present yourself to your target customers, particularly in relation to other brands.

Hence, it's helpful to analyze your competition by taking a critical look at every aspect of their brand, from logo design and tagline to brand voice and messaging. This is particularly useful information, as it reveals how you might zig where others zag. (You may be surprised by how many similarities you'll see amongst your competitors. For example, if everyone uses a blue logo, you can make a statement with a different color.)

Step 4: Know who you're for.

You rebrand is about identifying who you are and communicating that effectively, but it's also important to remember who you're speaking to. While your target demo won't entirely dictate your branding, you should consider how it may be perceived by them. At the end of the day, the true test of a rebrand is simple: Does it resonate with people or not?

Step 5: Complete a brand audit.

A good rebrand starts with good research. The more knowledge you have, the better your strategy and your creative approach will be. Before you officially start your rebrand (messaging, design, etc.), you need to understand what's working, what's not, how you need to grow, etc. In short, you need to understand the current state of your brand, then adjust accordingly.

Thus, a brand audit is the crucial first step. Similar to your competitive analysis, this is an opportunity to do a deep dive into your own brand—as it stands now. The insights gathered during this stage will influence your decision-making going forward.

Step 6: Articulate your brand heart.

What is your Brand Heart? It's an articulation of who your brand is—at its core. More specifically, your Brand Heart is comprised of your:

Purpose: Why do you exist?

Vision: What future do you want to help create?

Mission: How do you create that future?

Values: Who are you? How do you work?

These elements will influence every aspect of your rebrand. Thus, you need to make sure each is clearly documented. You might find that you have a partial version of your Brand Heart articulated, but this is the time to reevaluate and make sure it accurately reflects who you are and what you're trying to achieve going forward.

Step 7: Clarify your brand messaging.

You might be tempted to dive into your logo design or visual assets first, but remember that your visual identity is an extension of your messaging. Thus, it's important to articulate your brand messaging first, including your:

- Brand essence (voice, tone, personality)
- Tagline
- Value prop
- Brand messaging pillars

These messaging elements can become stale over time, especially if it's been decades since you rebranded. Your goal is to create messaging that is consistent, cohesive, and aligned to your brand goals.

Step 8: Design your visual identity.

When most people think about doing a rebrand, they think about a brand's visual identity, focusing only on what it looks like. But, again, your visual identity is simply a reflection and extension of who and what your brand is, which is why it's important to have those locked before you tackle this step.

That said, your visual identity is the "face" of your brand, so it should represent you well at every touchpoint. To do this effectively, you need to design an identity that is:

- Comprehensive: It should empower designers to create all sorts of content, whether it's a motion graphic on your website or a banner at a trade show.
- Flexible: It should work across mediums, and be able to evolve as your brand grows.
- Intuitive: Each element should work together.
- Accurate: It should communicate your brand personality effectively.

Step 9: Create your brand guidelines.

Some teams are resistant to or overwhelmed by change; you can't just introduce the new branding and leave them to their own devices. You need to empower your team to apply branding correctly by presenting it all—your Brand Heart, messaging, and visual identity—in nice, neat guidelines.

To make things easier, provide comprehensive and easy-to-understand directions, along with things like real-world examples or checklists to make it foolproof. Your updated guidelines should be accessible and available to any content creator who needs them, and you also should designate a point person to answer any questions about how to apply them.

Step 10: Roll out your branding.

Completing a rebrand is one thing; releasing it into the world is another. From briefing your team to announcing it to the press, there are a lot of things to think about. The better prepared you are, the more smoothly things will go. Thus, you should have a solid rollout strategy, both internally and externally.

Corporate Identity

Corporate identity is how a company presents itself to the public (including both internal and external audiences). It is how the company looks, behaves, and communicates.

It helps the company to get recognized and differentiated in the market space and among its internal stakeholders (including all the employees, investors, and partners of the company) and external stakeholders (including the customers, consumers, media, etc.)

Elements of Corporate Identity

There are 3 major elements of corporate identity –

- Corporate communication,
- Corporate design, and
- Corporate behaviour.

Corporate Communications

Corporate communications is how the company interacts and passes on all the information to the internal and external audiences to develop a favourable point of view and a uniform image of the company on all channels.

In simple terms – it is what the corporate communicates, It includes:

Internal communication: It includes policies & procedures, team communications, internal newsletters, and everything that relates to communication with the internal audience.

Paid Communication: It consists of the communication messages released through paid media like advertisements, sponsorships, events, etc.

Media relations: All earned-media communication, like public relations, news, etc. come under media relations.

Investor relations: It includes all messages communicated to the investors in the company.

Corporate design

The corporate design showcases the visual identity of the corporate. It includes all the visual assets of the company like name, logo, brand colours, brand visuals, tagline, etc. that help differentiate the company from others visually.

Major components of the corporate design are:

- Logos: It is the original mark that represents the company or its products. It acts as an instant recognition for a company.
- Colours: Brand colours include a palette of official colours that represent the brand. Generally, only these colours are used in brand assets.
- Fonts: Usually, a corporate has a list of approved typography that are used in its communication messages.
- Website: A website is how the corporate represents itself in the digital world. It's just like a brand outlet but in the digital world.
- Internal Design: The interior of the office is also a part of corporate identity. It reveals a lot about the company, like the way the organization works, its work-culture, etCorporate Behavior

Corporate behavior

The importance of corporate behavior in terms of its impact upon corporate identity should never be underestimated. This also includes the conduct of a company towards all those who could be regarded as stakeholders. Apart from external behavior affecting customers, media, and the public, corporate behavior can also be shaped by internal matters. These include, for example, the fair treatment of employees and the behavior and leadership style of the management team. Company employees in turn can also have a major influence on corporate behavior, based on the values they choose to adopt.

Importance of Corporate Identity

A strong identity is important to shape people's thoughts and opinions positively about the company.

Here are some points to highlight the importance of corporate identity:

- Helps to Differentiate: A well planned corporate strategy helps the business to differentiate itself in the market it is in.
- Creates Awareness: A corporate identity communicates the company's promise to both internal and external audiences.
- Elevates Market Presence: A strong corporate identity showcases the company to be more trustable, which boosts its market presence.
- Builds Reputation: A consistent corporate identity, along with good service increases the trust of the customers in the company, building its reputation over time.
- Builds Customer Loyalty: Maintaining a consistent corporate identity following the company's values, principals, and objectives helps the customers to connect and develop loyalty towards the business.

CHURCH DATABASE MANAGEMENT FL1/003

Database Management allow a person to organized, store, retrieve data, from a Computer Database Management. It can also be describe as data storage, operation and security practices of a database Administrator. Managing a database involves designing, Implementing and supporting stored data to minimize it value.

Course Content

- **Source of input data**
- **Hierarchy data**
- **Data Management**
- **Definition of data management**
- **Data management software**
- **Database and its advantage & disadvantage**
- **Database management systems**
- **Database administration**
- **Data processing functions**
- **Methods of processing data**
- **Types of data processing**

CHURCH DATABASE MANAGEMENT

Data is information that has been translated into a form that is efficient for movement or processing. Relative to today's computers and transmission media, data is information converted into binary digital form. It is acceptable for data to be used as a singular subject or a plural subject. Raw data is a term used to describe data in its most basic digital format. Early on, data's importance in business computing became apparent by the popularity of the terms "data processing" and "electronic data processing," which, for a time, came to encompass the full gamut of what is now known as information technology. Over the history of corporate computing, specialization occurred, and a distinct data profession emerged along with growth of corporate data processing.

SOURCE OF INPUT DATA

Primary source
A primary source provides direct or firsthand evidence about an event, object, person, or work of art. Primary sources provide the original materials on which other research is based and enable students and other researchers to get as close as possible to what actually happened during a particular event or time period. Published materials can be viewed as primary resources if they come from the time period that is being discussed, and were written or produced by someone with firsthand experience of the event. Often primary sources reflect the individual viewpoint of a participant or observer. Primary sources can be written or non-written (sound, pictures, artifacts, etc.). In scientific research, primary sources present original thinking, report on discoveries, or share new information.

Examples of primary sources:
- Autobiographies and memoirs
- Diaries, personal letters, and correspondence
- Interviews, surveys, and fieldwork
- Internet communications on email, blogs, listservs, and newsgroups
- Photographs, drawings, and posters
- Works of art and literature
- Books, magazine and newspaper articles and ads published at the time
- Public opinion polls
- Speeches and oral histories
- Original documents (birth certificates, property deeds, trial transcripts)
- Research data, such as census statistics
- Official and unofficial records of organizations and government agencies
- Artifacts of all kinds, such as tools, coins, clothing, furniture, etc.
- Audio recordings, DVDs, and video recordings
- Government documents (reports, bills, proclamations, hearings, etc.)
- Patents
- Technical reports
- Scientific journal articles reporting experimental research results

ADVANTAGES OF PRIMARY DATA:

RESOLVE SPECIFIC RESEARCH ISSUES

Performing your own research allows you to address and resolve issues specific to your own business situation. The collected information is the exact information that the researcher wants to know and he reports it in a way that benefits the specific situation in an organization. Marketers and researchers are asked to find data regarding specific markets instead of finding data for the mass market. This is the main difference from secondary data.

BETTER ACCURACY

Primary data is much more accurate because it is directly collected from a given population.

A HIGHER LEVEL OF CONTROL

The marketer can control easily the research design and method. In addition, you have a higher level of control over how the information is gathered.

UP-TO-DATE INFORMATION

The primary market research is a great source of latest and up-to-date information as you collect it directly from the field in real-time. Usually, secondary data is not so up-to-date and recent.

You are the owner of the information

Information collected by the researcher is their own and is typically not shared with others. Thus, the information can remain hidden from other current and potential competitors.

DISADVANTAGES:

MORE EXPENSIVE

It could be very expensive to obtain primary data collection methods because the marketer or the research team has to start from the beginning. It means they have to follow the whole study procedure, organizing materials, process and etc.

TIME-CONSUMING

It is a matter of a lot of time to conduct the research from the beginning to the end. Often it is much longer in comparison with the time needed to collect secondary data.

CAN HAVE A LOT OF LIMITS

Primary data is limited to the specific time, place or number of participants and etc. To compare, secondary data can come from a variety of sources to give more details.

NOT ALWAYS POSSIBLE

For example, many researches can be just too large to be performed by your company.

SECONDARY SOURCE

Secondary data is the data that have been already collected for another purpose but has some relevance to your research needs. In addition, the data is collected by someone else instead of the researcher himself. Secondary data is second-hand information. It is not used for the first time. That is why it is called secondary.

Secondary data sources provide valuable interpretations and analysis based on primary sources. They may explain in detail primary sources and often uses them to support a specific thesis or a point of view.

Most common examples of secondary data sources are:

- Previous research
- Mass media products
- Government reports
- Official statistics
- Letters
- Diaries
- Web information
- Google Analytics or other sources that show statistics and data for digital customer experience.
- Historical data
- Encyclopedias
- Monographs
- Journal articles
- Biography
- Research analysis
- Dissertations
- Works of criticism and interpretation
- Financial sources such as profit and loss statements balance sheets, inventory records, sales records and etc.

ADVANTAGES OF SECONDARY DATA:

Ease of Access
The secondary data sources are very easy to access. The internet world changed how secondary research exists. Nowadays, you have so much information available just by clicking with the mouse in front of the computer.

Low Cost or Free
The majority of secondary sources are absolutely free for use or at very low costs. It saves not only your money but your efforts. In comparison with primary research where you have to design and conduct a whole primary study process from the beginning, secondary research allows you to gather data without having to put any money on the table.

Time-saving

As the above advantage suggests, you can perform secondary research in no time. Sometimes it is a matter of a few Google searches to find a credible source of information.

Generating new insights and understandings from previous analysis

Reanalyzing old data can bring unexpected new understandings and points of view or even new relevant conclusions.

Larger sample size
Big datasets often use a larger sample than those that can be gathered by primary data collection. Larger samples mean that the final inference becomes much more straightforward.

Longitudinal analysis
Secondary data allows you to perform a longitudinal analysis which means the studies are performed spanning over a large period of time. This can help you to determine different trends. In addition, you can find secondary data from many years back up to a couple of hours ago. It allows you to compare data over time.

Anyone can collect the data
Secondary data research can be performed by people that aren't familiar with the different types of quantitative and qualitative research methods. Practically, anyone can collect secondary data.

DISADVANTAGES:

Not specific to your needs
Here is the main difference with the primary method. Secondary data is not specific to the researcher's need due to the fact that it was collected in the past for another reason. That is why the secondary data might be unreliable and unuseful and in many business and marketing cases. Secondary data sources can give you a huge amount of information, but quantity does not mean appropriateness.

Lack of control over data quality
You have no control over the data quality at all. In comparison, with primary methods that are largely controlled by the data-driven marketer, secondary data might lack quality. It means the quality of secondary data should be examined in detail since the source of the information may be questionable. As you relying on secondary data for your decision-making process, you must evaluate the reliability of the information by finding out how the information was collected and analyzed.

Biasness
As the secondary data is collected by someone else than you, typically the data is biased in favor of the person who gathered it. This might not cover your requirements as a researcher or marketer.

Not timely

Secondary data is collected in the past which means it might be out-of-date. This issue can be crucial in many different situations.

Not proprietary Information
Generally, secondary data is not collected specifically for your company. Instead, it is available to many companies and people either for free or for a little fee. So this is not exactly an "information advantage" for you and your competitors also have access to the data.

Data Hierarchy
Data hierarchy is the hierarchical grouping of data, in which one piece of datum leads to a layer of data, which leads to another layer under that. Each layer gets more specific, until the user finds exactly what he or she wants.

Components of data hierarchy are below:
Bits
A bit (short for "binary digit"—a digit that can assume one of two values) is the smallest data item in a computer. It can have the value o or 1. Remarkably, the impressive functions performed by computers involve only the simplest manipulations of Os and 1s-examining a bit's value, setting a bit's value and reversing a bit's value (from 1 to 0 or from 0 to 1). Bits for the basis of the binary number system, which you can study in-depth in our online "Number Systems" appendix.

Characters
Work with data in the low-level form of bits is tedious. Instead, people prefer to work with decimal digits (0-9), letters (A-Z and a-z) and special symbols such as $@%&* () - +":;,?/ Digits, letters and special symbols are known as characters. The computer's character set contains the characters used to write programs and represent data items. Computers process only 1s and Os, so a computer's character set represents every character as a pattern of 1s and Os. Python uses Unicode® characters that are composed of one, two, three or four bytes (8, 16, 24 or 32 bits, respectively)—known as UTF-8 encoding.5 Unicode contains characters for many of the world's languages. The ASCII (American Standard Code for Information Interchange) character set is a subset of Unicode that represents letters (a-z and A-Z), digits and some common special characters.

Fields
Just as characters are composed of bits, fields are composed of characters or bytes. A field is a group of characters or bytes that conveys meaning. For. example, a field consisting of uppercase and lowercase letters can be used to represent a person's name, and a field consisting of decimal digits could represent a person's age.

Records
Several related fields can be used to compose a record. In a payroll system, for example, the record for an employee might consist of the following fields (possible types for these fields are shown in parentheses):
Employee identification number (a whole number).
Name (a string of characters).

Address (a string of characters).
Hourly pay rate (a number with a decimal point).
Year-to-date earnings (a number with a decimal point).
Amount of taxes withheld (a number with a decimal point).

Thus, a record is a group of related fields. All the fields listed above belong to the same employee. A company might have many employees and a payroll record for each.

Files

A file is a group of related records. More generally, a file contains arbitrary data in arbitrary formats. In some operating systems, a file is viewed simply as a sequence of bytes-any organization of the bytes in a file, such as organizing the data into records, is a view created by the application programmer. It's not unusual for an organization to have many files, some containing billions, or even trillions, of characters of information.

Databases

A database is a collection of data organized for easy access and manipulation. The most popular model is the relational database, in which data is stored in simple tables. A table includes records and fields. For example, a table of students might include first name, last name, major, year, student ID number and grade-point-average fields. The data for each student is a record, and the individual pieces of information in each record are the fields. You can search, sort and otherwise manipulate the data, based on its relationship to multiple tables or databases. For example, a university might use data from the student database in combination with data from databases of courses, on-campus housing, meal plans, etc.

Data Management

Data management is the practice of collecting, organizing, protecting, and storing an organization's data so it can be analyzed for business decisions. As organizations create and consume data at unprecedented rates, data management solutions become essential for making sense of the vast quantities of data. Today's leading data management software ensures that reliable, up-to-date data is always used to drive decisions. The software helps with everything from data preparation to cataloging, search, and governance, allowing people to quickly find the information they need for analysis.

TYPES OF DATA MANAGEMENT

Data management plays several roles in an organization's data environment, making essential functions easier and less time-intensive. These data management techniques include the following:

- Data preparation is used to clean and transform raw data into the right shape and format for analysis, including making corrections and combining data sets.
- Data pipelines enable the automated transfer of data from one system to another.
- ETLs (Extract, Transform, Load) are built to take the data from one system, transform it, and load it into the organization's data warehouse.
- Data catalogs help manage metadata to create a complete picture of the data, providing a summary of its changes, locations, and quality while also making the data easy to find.

- Data warehouses are places to consolidate various data sources, contend with the many data types businesses store, and provide a clear route for data analysis.
- Data governance defines standards, processes, and policies to maintain data security and integrity.
- Data architecture provides a formal approach for creating and managing data flow.
- Data security protects data from unauthorized access and corruption.
- Data modeling documents the flow of data through an application or organization.

Why data management is important
Data management is a crucial first step to employing effective data analysis at scale, which leads to important insights that add value to your customers and improve your bottom line. With effective data management, people across an organization can find and access trusted data for their queries. Some benefits of an effective data management solution include:

Visibility
Data management can increase the visibility of your organization's data assets, making it easier for people to quickly and confidently find the right data for their analysis. Data visibility allows your company to be more organized and productive, allowing employees to find the data they need to better do their jobs.

Reliability
Data management helps minimize potential errors by establishing processes and policies for usage and building trust in the data being used to make decisions across your organization. With reliable, up-to-date data, companies can respond more efficiently to market changes and customer needs.

Security
Data management protects your organization and its employees from data losses, thefts, and breaches with authentication and encryption tools. Strong data security ensures that vital company information is backed up and retrievable should the primary source become unavailable. Additionally, security becomes more and more important if your data contains any personally identifiable information that needs to be carefully managed to comply with consumer protection laws.

Scalability
Data management allows organizations to effectively scale data and usage occasions with repeatable processes to keep data and metadata up to date. When processes are easy to repeat, your organization can avoid the unnecessary costs of duplication, such as employees conducting the same research over and over again or re-running costly queries unnecessarily.

THE BENEFITS OF GOOD DATA MANAGEMENT

- Data Management Will Increase Your Productivity
- Good data management will make your organization more productive. On the flip side, poor data management will lead to your organization being very inefficient. Good data management:

- Makes it easier for your employees to find and understand the information that they need to do their job.
- Allows your staff to easily validate results or conclusions they may have.
- Provides the structure for information to be easily shared with others
- Allows information to be stored for future reference and easy retrieval.

Definition of Data Management* (repetition)**

Data Management Software
Data management software is software that acts as a database for the storage of information. Its function, however, is not limited to data storage only, it plays a critical role in the integration and management of data acquired from various resources.

The insights obtained from efficient data management software can help you:
- Determine the risks involved in the ongoing processes
- Identify user behavior
- Provide security to your data
- Handle interactive queries
- Unify data from different resources

Besides the pointers listed above, data management programs can come in handy while creating marketing strategies for the company. The information gathered from product data management software can help you improve your marketing tactics for more targeted promotions. In essence, data management software offers a wide array of features for the growth and development of your business.

Features of Data Management Software
Here are some of the main features of data management solutions that help identify and fix inaccuracies and errors in data, make enhancements, and carry out actionable data analysis.

Data Quality
Data management systems can help identify and fill gaps in missing information, and decrease redundancy that would otherwise impact the precision of analytics.

Data Control
Such software products give you control over data, which means that you can quickly identify when and how data has been altered. It also enables you to create alerts, so you are promptly notified about any changes.

Data Security
By using features like tokenization, encryption, and access control in data storage management software, you can secure access to your enterprise data and protect it from breaches.

Risk Management

These tools allow an organization to employ controlled processes for accessing, integrating, and storing data, throughout the data journey, to minimize data risks.

Workflow Automation
Using trigger-based features like job scheduling, you can automate the repetitive tasks in a workflow and optimize the data management process.

Choosing the Right Data Management Tool
Here are a few considerations to help you choose the right data management tool for your organization:

Support for Data Cleansing
A data management solution should offer support for cleaning and rectifying data by resolving any quality issues, improving consistency, and removing redundancy. Transformations like data profiling, data quality rules, and data cleansing can help accomplish these tasks.

Data Consolidation Feature
The ability to consolidate data from several source systems into one central repository is what makes a data management tool imperative for an organization. It should allow seamless and automated data collection from heterogeneous systems and data formats (such as PDF, COBOL, delimited, etc.).

User-Friendly Interface
A data management tool should have an easy-to-use and intuitive interface so that even your non-technical staff can use it whenever needed. Also, it should provide a single interface to manage all your data. You should be able to identify what data is personal and classify multiple data types from one platform.

Integration with Disparate Data Sources
A data management application solution should allow easy integration with other tools and software, such as Salesforce so that you can simplify data management. Moreover, it should support collaboration among teams so that your business users can tweak processes, evaluate results, and update data themselves.

Scalability of Features & Functionalities
The business expansion brings with it more data that needs to be managed and analyzed. Thus, a data management application software should allow you the flexibility to quickly address your developing business needs by offering scalable features and functionalities.

Data Backup, Recovery, and Downtime
A data mart management software should offer data backup and disaster recovery features so that you can easily access and retrieve data in case of failure or any other event. Moreover, you should be able to easily modify data or carry out regular upgrades with no disruption or downtime.

Total Cost of Ownership

When choosing an appropriate software for your business, the cost is an important consideration. Several data storage management software available in the market offers flexible pricing plans, some of which also offer free trials.

List Of The Top Data Management Software
Given below is the list of most popular database management systems:
SolarWinds Database Performance Analyzer
DbVisualizer
ManageEngine Applications Manager
Oracle RDBMS
IBM DB2
Microsoft SQL Server
SAP Sybase ASE
Teradata
ADABAS
MySQL

DATABASE AND ITS ADVANTAGES & DISADVANTAGES
A database is information that is set up for easy access, management and updating. Computer databases typically store aggregations of data records or files that contain information, such as sales transactions, customer data, financials and product information.
Databases are used for storing, maintaining and accessing any sort of data. They collect information on people, places or things. That information is gathered in one place so that it can be observed and analyzed. Databases can be thought of as an organized collection of information.

What are databases used for?

- Businesses use data stored in databases to make informed business decisions. Some of the ways organizations use databases include the following:
- Improve business processes. Companies collect data about business processes, such sales, order processing and customer service. They analyze that data to improve these processes, expand their business and grow revenue.
- Keep track of customers. Databases often store information about people, such as customers or users. For example, social media platforms use databases to store user information, such as names, email addresses and user behavior. The data is used to recommend content to users and improve the user experience.
- Secure personal health information. Healthcare providers use databases to securely store personal health data to inform and improve patient care.
- Store personal data. Databases can also be used to store personal information. For example, personal cloud storage is available for individual users to store media, such as photos, in a managed cloud.

What are the components of a database?
While the different types of databases vary in schema, data structure and data types most suited to them, they are all comprised of the same five basic components.

- Hardware. This is the physical device that database software runs on. Database hardware includes computers, servers and hard drives.
- Software. Database software or application gives users control of the database. Database management system (DBMS) software is used to manage and control databases.
- Data. This is the raw information that the database stores. Database administrators organize the data to make it more meaningful.
- Data access language. This is the programming language that controls the database. The programming language and the DBMS must work together. One of the most common database languages is SQL.
- Procedures. These rules determine how the database works and how it handles the data.

What are the Types of Databases
There are a few types that are very important and popular.

- Relational Database
- Object-Oriented Database
- Distributed Database
- NoSQL Database
- Graph Database
- Cloud Database
- Centralization Database
- Operational Database

Relational database
This database is based on the relational data model, which stores data in the form of rows(tuple) and columns(attributes), and together forms a table(relation). A relational database uses SQL for storing, manipulating, as well as maintaining the data. E.F. Codd invented the database in 1970. Each table in the database carries a key that makes the data unique from others. Examples of Relational databases are MySQL, Microsoft SQL Server, Oracle, etc.

Centralized Database
It is the type of database that stores data at a centralized database system. It comforts the users to access the stored data from different locations through several applications. These applications contain the authentication process to let users access data securely. An example of a Centralized database can be Central Library that carries a central database of each library in a college/university.

Distributed database
Unlike a centralized database system, in distributed systems, data is distributed among different database systems of an organization. These database systems are connected via communication links. Such links help the end-users to access the data easily. Examples of the Distributed database are Apache Cassandra, HBase, Ignite, etc.

NoSQL Database
Non-SQL/Not Only SQL is a type of database that is used for storing a wide range of data sets. It is not a relational database as it stores data not only in tabular form but in several different ways. It came into existence when the demand for building modern applications increased. Thus, NoSQL presented a wide variety of database technologies in response to the demands.

Cloud Database
A type of database where data is stored in a virtual environment and executes over the cloud computing platform. It provides users with various cloud computing services (SaaS, PaaS, IaaS, etc.) for accessing the database. There are numerous cloud platforms, but the best options are:
Amazon Web Services(AWS)
Microsoft Azure
Kamatera
PhonixNAP
ScienceSoft
Google Cloud SQL, etc.

Object-oriented Databases
The type of database that uses the object-based data model approach for storing data in the database system. The data is represented and stored as objects which are similar to the objects used in the object-oriented programming language.

Operational Database
The type of database which creates and updates the database in real-time. It is basically designed for executing and handling the daily data operations in several businesses. For example, An organization uses operational databases for managing per day transactions.
Graph Database
Graph databases are databases that focus equally on the data and the connections between them. In this database, data is not constricted to predefined models. Most other databases can find connections between data when you run a search. With a graph database, these connections are stored inside the database right alongside the original data. This makes for a more efficient and faster database when your primary goal is to manage the connections between your data.

ADVANTAGES OF DATABASE

Sharing data
The environment provided by the database is user friendly in terms of data sharing among end users. Not only users, even applications will be able to share data regardless of the number they are present in. From this kind of environment, users can manage and access data simultaneously so that whatever the changes happening inside the database will be alerted quickly to the user.

Security

Even though database favours in terms of data accessibility, the same feature could pose security breaches. Any unauthorized persons will be able to access the data without proper security policies. Therefore, it is the responsibility of database to ensure that there is adequate security to the data.
For this many of the database systems comes with authentication methods such s login username and password. Thus, security can be ensured up to a higher extent.

Accessibility
database allows users to directly access the required information without presenting irrelevant records. Whatever the hardware and software requirement it is, the users will be able to use it with ease. Each data in database is categorized accordingly which makes them easy to classify.

Integration
Since database management system contains multiple databases, multiple users could control them leading to incorrect and inconsistent information. database also ensures data integrity so that there is very less number of incorrect information. Usually this is done by imposing integrity constraints. It does not pose restrictions while enforcing constraints.

Consistency
Due the centralized system in database, the chances of data inconsistency is reduced to a greater extent. In some instances, a database management system could have different file formats of the same data. Or in other words data duplication exists. So the only way to eliminate such data inconsistency is by reducing the redundancy. Database management system does this effectively by controlling any number of data redundancies that exist on the system.

Decision Quality
A good database management system and access not only provides quality information, it also ensures better decision making. Whenever there is quality underlaying data, there can be assurance of quality information too. Having quality information essentially means that the data is of high accuracy, validity and able to produce timely responses.

Data Backup
Always it is the responsibility of database to backup data in case of a hardware or a software failure. Hence, users are free from the task of backing up data frequently. And also, if the system undergoes failure, the database automatically restores the system to its previous state.

DISADVANTAGES OF DATABASE

Cost
The database software connects functions on regular machines which makes them in need of a powerful system with high processing power and memory. The expenses involved in hardware, software and technical staffs increases the overall cost of a database management system. The hardware also needs to be frequently updated to support programs for their operations.

In addition to that, both the hardware and software requires maintenance from professional staffs all which can add additional costs.

Speed

Unlike a conventional file system which is made default to support small organizations, a database does not provide much performance. For them, the speed of database is considerably slower which affects the performance of an application. Therefore, database is not ideal to be used in small organizations.

Reliability

A database is more vulnerable to failure since the complete structure is dependent on the database. Any damages to the database could stop the functioning of all the application programs. Even if one the component starts malfunctioning, that will stop the entire operations.

Management

Once the user has implemented the database system, the complications does not stop there. Whatever the changes that occurs in the database system must be managed accordingly. It requires proper management from experienced staffs. The staffs should be well aware of the location where the data needs to be located and saved.

Maintenance

Apart from management, a database management system must be maintained regularly so that it can make the system current. Only through staying current, the users can acquire the maximum efficiency of a database system. However, that is not a simple task since the maintenance involves significant amount of expenses.

Complexity

database is a complex piece of software. What makes it more complex is the involvement of functions from various companies. As a result, all the developers, administrators and users face difficulty in understanding them. Eventually, failing to understand means that there are very high chances of database failure as well as data loss.

Upgradation

It is also necessary to upgrade the system frequently so that they can stay current with the technology and the advancements related to it. Sometime alone with upgradation, new hardware components needs to be installed.

Even if the system is been upgraded, it is not easy to adopt to the changes. Especially the system administrators could find it difficult to stay up-to-date. Moreover, frequent upgrades are a must to combat new threats.

DATABASE MANAGEMENT SYSTEM

Database management system (DBMS) is a software which is used to manage the database. For example: MySQL, Oracle, etc are a very popular commercial database which is used in different applications. DBMS provides an interface to perform various operations like database creation, storing data in it, updating data, creating a table in the database and a lot more.

DBMS allows users the following tasks:
Data Definition: It is used for creation, modification, and removal of definition that defines the organization of data in the database.

Data Updation: It is used for the insertion, modification, and deletion of the actual data in the database.

Data Retrieval: It is used to retrieve the data from the database which can be used by applications for various purposes.

User Administration: It is used for registering and monitoring users, maintain data integrity, enforcing data security, dealing with concurrency control, monitoring performance and recovering information corrupted by unexpected failure.

Characteristics of DBMS

- It uses a digital repository established on a server to store and manage the information.
- It can provide a clear and logical view of the process that manipulates data.
- DBMS contains automatic backup and recovery procedures.
- It contains ACID properties which maintain data in a healthy state in case of failure.
- It can reduce the complex relationship between data.
- It is used to support manipulation and processing of data.
- It is used to provide security of data.
- It can view the database from different viewpoints according to the requirements of the user.

Advantages of DBMS
Controls database redundancy: It can control data redundancy because it stores all the data in one single database file and that recorded data is placed in the database.

Data sharing: In DBMS, the authorized users of an organization can share the data among multiple users.

Easily Maintenance: It can be easily maintainable due to the centralized nature of the database system.

Reduce time: It reduces development time and maintenance need.

Backup: It provides backup and recovery subsystems which create automatic backup of data from hardware and software failures and restores the data if required.

Multiple user interface: It provides different types of user interfaces like graphical user interfaces, application program interfaces

DISADVANTAGES OF DBMS
Cost of Hardware and Software: It requires a high speed of data processor and large memory size to run DBMS software.

Size: It occupies a large space of disks and large memory to run them efficiently.

Complexity: Database system creates additional complexity and requirements.

Higher impact of failure: Failure is highly impacted the database because in most of the organization, all the data stored in a single database and if the database is damaged due to electric failure or database corruption then the data may be lost forever.

DATABASE ADMINISTRATION

The database administrator (DBA) is usually a dedicated role in the IT department for large organizations. However, many smaller companies that cannot afford a full-time DBA usually outsource or contract the role to a specialized vendor, or merge the role with another in the ICT department so that both are performed by one person. The primary role of database administration is to ensure maximum up time for the database so that it is always available when needed. This will typically involve proactive periodic monitoring and troubleshooting. This in turn entails some technical skills on the part of the DBA. In addition to in-depth knowledge of the database in question, the DBA will also need knowledge and perhaps training in the platform (database engine and operating system) on which the database runs.

A DBA is typically also responsible for other secondary, but still critically important, tasks and roles. Some of these include:

- Database Security: Ensuring that only authorized users have access to the database and fortifying it against any external, unauthorized access.
- Database Tuning: Tweaking any of several parameters to optimize performance, such as server memory allocation, file fragmentation and disk usage.
- Backup and Recovery: It is a DBA's role to ensure that the database has adequate backup and recovery procedures in place to recover from any accidental or deliberate loss of data.
- Producing Reports from Queries: DBAs are frequently called upon to generate reports by writing queries, which are then run against the database.

A database administrator's responsibilities may include:

- Installing and upgrading the database server and/or application tools.
- Planning for and allocating the database system’s physical requirements, such as memory, disk space, network requirements, etc.
- Modifying the database structure using information provided by application developers.
- Creating users profiles, and ensuring system security by careful allocation of user permissions.
- Ensuring compliance with database vendor license agreement, including number of installations, and taking care of licensing renewals.
- Creating a backup and recovery strategy for the database, and regularly testing the backups to ensure usability.
- Monitoring technical support for both database systems and related applications.

- Creating reports by querying from database (as per need). These reports can be in the form of pre-formatted reports using the application frontend, or custom-made ad hoc reports by the database administrator.
- Monitoring and optimizing the database's performance using either manual or automated tools. This may be a DBA's most important tasks.
- Migrating database instances to new hardware and new versions of software from on premise to cloud based databases and vice versa.

DATA PROCESSING FUNCTION

Data in its raw form is not useful to any organization. Data processing is the method of collecting raw data and translating it into usable information. It is usually performed in a step-by-step process by a team of data scientists and data engineers in an organization. The raw data is collected, filtered, sorted, processed, analyzed, stored, and then presented in a readable format. Data processing is crucial for organizations to create better business strategies and increase their competitive edge. By converting the data into a readable format like graphs, charts, and documents, employees throughout the organization can understand and use the data.

SIX STAGES OF DATA PROCESSING

1. Data collection

Collecting data is the first step in data processing. Data is pulled from available sources, including data lakes and data warehouses. It is important that the data sources available are trustworthy and well-built so the data collected (and later used as information) is of the highest possible quality.

2. Data preparation

Once the data is collected, it then enters the data preparation stage. Data preparation, often referred to as "pre-processing" is the stage at which raw data is cleaned up and organized for the following stage of data processing. During preparation, raw data is diligently checked for any errors. The purpose of this step is to eliminate bad data (redundant, incomplete, or incorrect data) and begin to create high-quality data for the best business intelligence.

3. Data input

The clean data is then entered into its destination (perhaps a CRM like Salesforce or a data warehouse like Redshift), and translated into a language that it can understand. Data input is the first stage in which raw data begins to take the form of usable information.

4. Processing

During this stage, the data inputted to the computer in the previous stage is actually processed for interpretation. Processing is done using machine learning algorithms, though the process itself may vary slightly depending on the source of data being processed (data lakes, social networks, connected devices etc.) and its intended use (examining advertising patterns, medical diagnosis from connected devices, determining customer needs, etc.).

5. Data output/interpretation

The output/interpretation stage is the stage at which data is finally usable to non-data scientists. It is translated, readable, and often in the form of graphs, videos, images, plain text, etc.). Members of the company or institution can now begin to self-serve the data for their own data analytics projects.

6. Data storage

The final stage of data processing is storage. After all of the data is processed, it is then stored for future use. While some information may be put to use immediately, much of it will serve a purpose later on. Plus, properly stored data is a necessity for compliance with data protection legislation like GDPR. When data is properly stored, it can be quickly and easily accessed by members of the organization when needed.

FUNCTION/ADVANTAGE OF DATA PROCESSING

- Speed: Computerisation helps in processing the data placed in several data files in no time. This is possible due to the high speed of computers for processing data and CPU of the computer works at the speed of electricity which is the highest ever attainable speed.
- Accuracy: The data processed by the computer are highly accurate. The programs written on the system checks and controls data before and during processing. It detects invalid data and ensures high degree of accuracy and reliability of output reports.
- Flexibility: The modern digital computers can be used for a variety of purposes. E.g. Online processing, multiprogramming etc.
- Choice of Configuration: Wide ranges of peripherals are available for many computer systems, which allow business organization to select those which most suit its processing requirements.
- Storage capacity: Large volumes of data can be conveniently stored, accessed and altered.
- Management information: They can be used to provide useful information of management for control and decision making.
- Data Processing: Computer has lifted the heavy data processing constraint with the manual system and has opened up new avenues for planning, control and data experimentation.
- Volume: Computers can store volumes of data and can retrieve the desired information quickly. This is very useful in the areas like insurance, bank accounts etc where large number of documents is handled every day.
- Database: Computer facilities the establishment of database. Such a database integrates data records and reduces data redundancy.
- Reduction in paper work: The use of computers for data processing has helped the management of business organizations to cope with increasing problem of paper handling. The computers have speeded up the process and have eliminated the paper needs through the storage of data in elaborately constructed data bases and files.
- Reduced cost: Though the initial investment for installing a computer is high, but it substantially reduces the cost of each of its transaction. Cost reduction occurs due to processing of huge data and record keeping.

- Facilitates report preparation: Computer facilitates the preparation of various types of reports required by organizational executives for the purpose of decision making and control.
- Reduce the space requirements: The use of computer for office activities reduces the requirements of office space which otherwise is required.
- Reduces the manpower requirement: The number of persons required for performing various organizational activities will be reduced by using a computer system.
- Increased ability to perform computations: Computers perform computations with a very high speed.
- Diligence: Being a machine, it does not suffer from boredom, tiredness or lack of concentration, even if millions of computations are to be performed by a computer. It performs the calculations with same accuracy and speed.

METHODS OF PROCESSING DATA
There are three main data processing methods - manual, mechanical and electronic.

Manual Data Processing
In this data processing method, data is processed manually. The entire process of data collection, filtering, sorting, calculation and other logical operations are all done with human intervention without the use of any other electronic device or automation software. It is a low-cost method and requires little to no tools, but produces high errors, high labor costs and lots of time.

Mechanical Data Processing
Data is processed mechanically through the use of devices and machines. These can include simple devices such as calculators, typewriters, printing press, etc. Simple data processing operations can be achieved with this method. It has much lesser errors than manual data processing, but the increase of data has made this method more complex and difficult.

Electronic Data Processing
Data is processed with modern technologies using data processing software and programs. A set of instructions is given to the software to process the data and yield output. This method is the most expensive but provides the fastest processing speeds with the highest reliability and accuracy of output.

EXAMPLES OF DATA PROCESSING
Data processing occurs in our daily lives whether we may be aware of it or not. Here are some real-life examples of data processing:

- A stock trading software that converts millions of stock data into a simple graph
- An e-commerce company uses the search history of customers to recommend similar products
- A digital marketing company uses demographic data of people to strategize location-specific campaigns
- A self-driving car uses real-time data from sensors to detect if there are pedestrians and other cars on the road.

TYPES OF DATA PROCESSING

There are different types of data processing techniques, depending on what the data is needed for.

1. Commercial Data Processing

The commercial data processing means a method of applying standard relational databases, and it includes the usage of batch processing. It involves providing huge data as input into the system and creating a large volume of output but using less computational operations. It basically combines commerce and computers for making it useful for a business. The data that is processed through this system is usually standardized and therefore has a much lower chance of errors.

2. Scientific Data Processing

Unlike commercial data processing, Scientific data processing involves a large use of computational operations but lower volumes of inputs as well as outputs. The computational operations include arithmetical and comparison operations. In this type of processing, any chances of errors are not acceptable as it would lead to wrongful decision making. Hence the process of validating, sorting, and standardizing the data is done very carefully, and a wide variety of scientific methods are used to ensure no wrong relationships and conclusions are reached.

3. Batch Processing

Batch Processing means a type of Data Processing in which a number of cases are processed simultaneously. The data is collected and processed in batches, and it is mostly used when the data is homogenous and in large quantities. Batch Processing can be defined as concurrent, simultaneous, or sequential execution of an activity. Simultaneous Batch processing occurs when they are executed by the same resource for all the cases at the same time. Sequential Batch processing occurs when they are executed by the same resource for different cases either immediately or immediately after one another.

4. Online Processing

In the parlance of today's database systems, "online" that signifies "interactive", within the bounds of patience." Online processing is the opposite of "batch" processing. Online processing can be built out of a number of relatively more simple operators, much as traditional query processing engines are built. Online Processing Analytical operations typically involve major fractions of large databases. It should, therefore be surprising that today's Online analytical systems provide interactive performance. The secret to their success is precomputation.

5. Real-Time Processing

The current data management system typically limits the capacity of processing data on as and when basis because this system is always based on periodic updates of batches due to which there is a time lag by many hours in happening of an event and recording or updating it. This caused a need for a system that would be able to record, update and process the data on as and when basis, i.e. in real-time which would help in reducing the time lag between occurrence and processing to almost nil. Huge chunks of data are being poured into systems off organizations, hence storing and processing it in a real-time environment would change the scenario.

6. Distributed data processing

Distributed data processing (DDP) is a technique for breaking down large datasets and storing them across multiple computers or servers. In this type of processing the task is shared by several resources/machines and is executed in parallel rather than being run synchronously and arranged in a queue. Because the data is processed in a shorter period, it is more cost-effective for businesses and allows them to move more quickly. Also, the fault tolerance of a distributed data processing system is extremely high.

7. Multi-Processing

Multiprocessing is a type of data processing in which two or more processors work on the same dataset at the same time. In this multiple processors are housed within the same system. Data is broken down into frames, and each frame is processed by two or more CPUs in a single computer system, all working parallel.

8. Time-Sharing Processing

The central processing unit (CPU) of a large-scale digital computer interacts with multiple users with different programs almost simultaneously in this type of processing. It is possible to solve several discrete problems during the input/output process because the CPU is significantly faster than most peripheral equipment (e.g., printers and video display terminals). The CPU addresses each user’s problem sequentially, but remote terminals have the impression that access to and retrieval from the time-sharing system is instantaneous because the solutions are immediately available as soon as the problem is fully entered.

CHURCH PROPERTY MANAGEMENT FL1/004

Property Management is the overseeing of resident commercial and / or industrial real estate including apartment, detached house, condominium unit, and shopping centers. It typically involves the managing of property that is owned by another party or entity.

Course Content

- **Fundamental of Property Management**
- **Managing a Property Portfolio**
- **Understanding Leases and the Leasing Process**
- **Maintenance and Facilities coordination**
- **Budgetary and Financial Control**
- **Facilities Management**

CHURCH PROPERTY MANAGEMENT

Fundamental of Property Management
Property management in the real estate industry is full of risks. Be it some mismanagement in data or ineffective workflow management, there is always a chance of something or the other going wrong. Hence, property management companies play a major role in the real estate industry. They're experts in risk management and know-how to strategize accordingly. However, they need to stay connected with the latest developments in the industry. This involves technology developments and otherwise. Effective property management can only be done when the managers are in touch with the latest trends in the industry. It is the best way to lower the risks and get ahead.

Property management refers to the overseeing and management of various commercial and residential real estate properties. This includes taking care of all the daily operations for a property including collecting rent, handling maintenance, tenant complaints and more. The amount of responsibilities property managers have depends on their contract with the landlord.

Property management responsibilities
The number of responsibilities a property manager has is entirely dependent upon what's stipulated in the contract between them and the landlord. Whereas some landlords may only want a property manager to collect rent, others may want a property manager to handle all aspects concerning their property. Here is a list of various property management responsibilities:

- Understanding landlord-tenant laws and regulations
- Handling maintenance requests and repairs
- Marketing properties
- Managing tenants
- Managing rent
- Supervising other employees
- Managing the budget
- Handling taxes

1. Understanding landlord-tenant laws and regulations
To be a good property manager, you'll have to have a deep knowledge of both state and national landlord-tenant laws. This involves understanding how to screen a tenant, evict a tenant, end a lease and more. The better you understand these regulations, the more fair and better property manager you'll be.

2. Handling maintenance requests and repairs
One of the main jobs a property manager can have involves making sure the property is kept up. To ensure a habitable and safe environment, property managers must respond to maintenance requests and repairs in a timely manner. This involves handling water leaks, extermination, trash removal and more. To perform these tasks, property managers can do it themselves or hire a third party such as a plumber or electrician to handle the matter. The

better a property manager keeps up with proper maintenance and repairs, the happier the tenants will be and the more attractive the property will be to future tenants.

3. Marketing properties

One of the main reasons landlords hire property managers is to help them market their property for new tenants. This involves taking photographs of the property and listing the property on various mediums such as housing websites. The greater the marketing job, the greater the chances are that a property will get a lot of interest. If a property manager gets a lot of interest on a property, they can afford to be more selective when it comes to choosing the right tenant.

4. Managing tenants

Property managers are often tasked with managing various tenants. This involves finding the right tenant for a landlord's property and screening these tenants through various background and credit checks to ensure they've selected the right candidate(s). Also, property managers will probably be entrusted to handle all tenant leases. They're also tasked with handling tenant emergencies, move-outs and evictions. When dealing with a move-out, a property manager will have to assess the property for damage. Depending on the condition of the property, the property manager can determine how much of the tenant's deposit will be returned to them. After a tenant moves out, they'll need to ensure the unit is clean, handle any necessary repairs and start marketing the unit once again. In regards to an eviction, if a tenant violates the lease, the property manager is responsible for starting the eviction process.

5. Managing rent

Managing the rent is one of the main responsibilities of a property manager. This involves setting a rental rate for a property. To do so, the property manager needs to assess the property, its location and the current market. Once a tenant moves into the property, they'll be tasked with collecting rent on the property on a certain day and through their chosen medium. A property manager can also change the rental rate so long as they abide by state or city laws.

6. Supervising other employees

If a property has other employees, such as a security guard, property managers are responsible for supervising them. This involves salary discussion as well as possible termination if applicable.

7. Managing the budget

Property managers may also be in charge of managing the property budget and other important records. This involves taking into consideration the property budget, organizing all tenant leases, complaints, repair costs and more.

8. Handling taxes

Lastly, landlords may need assistance from the property manager when filing taxes. In some cases, the property manager may file the property taxes themselves

TIPS FOR CHURCH PROPERTY MANAGEMENT

1. Church Events Calendar

Churches are very active places. Create a central calendar to manage church facility use. It is difficult to schedule a cleaning crew to clean up after an event if the event is not listed on the main calendar. There are many electronic calendars available that can help facilitate the scheduling of campus space. Some of these technologies can also be uploaded to the church website or mobile app for viewing by congregants.

2. Cleaning Schedule

Members like to attend a church that is neat, clean, and orderly. Create a schedule that has cleaning times that coincide with the church calendar. Use a church cleaning ministry to help get tasks done. For example, it is important to have a cleaning crew clean up and prepare the building for Sunday morning services after a Saturday afternoon wedding. An updated church calendar makes it possible to schedule and coordinate this function. Include in this calendar a weekly, monthly and annual schedule for detail cleaning like dusting blinds, cleaning air ducts, cleaning light fixtures, wiping down cabinets, etc. Not everything needs to be cleaned daily but having a schedule for routine deep cleaning is important for keeping a facility fresh.

3. Maintenance Schedule

All buildings need to be maintained regularly, and a schedule helps to ensure routine maintenance is done consistently. Whether it is changing the air filters in the HVAC units, painting high traffic areas, or sealing the parking lot, a schedule helps to ensure things get done regularly. To do this, take a few people and walk the church campus and make a list of all maintenance projects. Use your church building maintenance manual to document a maintenance schedule. Put the list in an excel spreadsheet and sort by frequency of maintenance.

4. Volunteer Work Days

A great way to get members involved is to schedule volunteer workdays a couple of times a year. This is a great way to get skilled people in to help with projects and it helps get a lot of work done very quickly. This can be done by making a list of projects that need to be done – change light bulbs, clean windows, power-wash sidewalks, rake out flowerbeds, etc. Make task lists with needed supplies to get the job done. Add a fellowship lunch afterward and you have provided an opportunity for people to get to know each other while getting a lot accomplished very quickly. Organized and intentional event planning is key. If done well, it can be a great experience for volunteers and can help get a lot of projects off the maintenance task list.

5. Safety Training

Whether it is church employees or volunteers helping with maintenance tasks, safety training is important. Training on simple things like proper use of cleaning chemicals, ladders, or power equipment is essential to ensuring a safe event – that is free from injuries. We often make assumptions that people know how to use equipment or power tools safely. In doing so, we put them at risk of injury. Identify experts and ask them to help with training to ensure a pleasant and safe experience for employees and volunteers.

6. Landscape Maintenance

Most churches have some sort of outdoor landscaping. Create a plan to groom the exterior by cutting grass, trimming bushes, and cleaning out flower beds. This regular exterior maintenance is an important part of keeping a campus sculpted and appealing. Volunteers may be available to help with a lot of the projects that need to be done on the outside of a building. Keeping church buildings and campuses neat, orderly, and maintained is one way to show excellence in the church. Planning, scheduling, and coordinating routine tasks simplifies the process and gets others involved in helping to maintain the church campus.

3 M's OF THE PROPERTY MANAGEMENT:

- Maintenance
- Minimizing Expenses
- Managing Debt and Risk

1. Maintenance

Property maintenance is, no doubt, an essential aspect of property management. Everyone knows the importance of maintenance for a property, but keeping up with it all can be challenging. Any property that lacks proper support will be subject to degradation due to continued use. In such a facility, dirt will accumulate, lawns will grow, the painting will fade or peel off, the plumbing will leak, and the HVAC systems fail. The purpose of property maintenance is to avoid these kinds of degradation; it aims to keep your property in top-notch condition and keep your residents safe and satisfied. Property management comes with numerous compelling benefits. Here are a few more reasons why it is vital to have a property maintenance plan by a professional property management company:

- Increase in Property Value
- Happy Residents
- Reduction in Cost
- Reduced Work

2. Minimizing Expenses

A knowledgeable property manager uses a preventive maintenance approach to avoid waiting for problems that need repair and maintenance to crop up. The idea is that it's usually less expensive to replace or fix a problem early than to wait until it gets out of hand. On the same note of preventive management, adept property managers do their best to minimize the time spent sorting out and delivering mail and packages to the tenants. While this is the company's primary job, a property manager appreciates that the time lost sorting out and giving these packages can be used to carry out other critical activities.

3. Managing Debt and Risk

Debts and risks are a reality in the real estate business. At times you might have some uncooperative tenants, or tenants can make poor decisions. Disasters can happen, and in some cases, revenue is lost. Although it's impossible to avoid debt and risks in property management, an excellent property manager can help you institute some best practices to minimize these challenges. Tenant screening and efficient data collection and management are two approaches that the property manager uses to address debt and risks. Through this method, the manager establishes a water-tight system to assess the likelihood that potential tenants will fulfill all the terms of the rental or lease agreement and take great care of the property. Without this elaborate screening, chances of the wrong tenants who are unable to consistently fulfill the terms of the contract getting in are high. Efficient data collection is critical for effective property management.

MANAGING A PROPERTY PORTFOLIO

Property portfolio is a selection of investment properties that are owned by a group of people, an individual, or a company. A property portfolio gives you the chance to invest in different properties scattered throughout the city. A property portfolio guarantees steady income and faster growth rather than investing in a single futile property. The upside of owning a real estate property portfolio includes increased rental income, stable cash flow, and access to equity. A property portfolio is nothing but a collection of investment property owned by an individual or a corporation. Property portfolio management is the centralized management of the real estate properties owned by their client or an organization concerning their financial goals. A property portfolio management assesses the risk involved in the investment property and its future income opportunity.

A FIVE-STEP APPROACH TO SUCCESSFUL PROPERTY PORTFOLIO MANAGEMENT:

Successful portfolio management involves a constant review of individual real estate property and its role in the real estate business's long-term objectives and maximizes value to the organization. Hence, the steps aimed to achieve robust business growth with a successful real estate portfolio management:

Determine the Business Objective

Knowing the client's business goal sets the ground plan for building an active real estate portfolio. Since properties behave differently from time to time, property managers need to clarify business targets from business heads before choosing an investment. The types of property in the portfolio directly impact the overall income. For instance, the pandemic affected many businesses, and they had to close shop, costing the passive income. Another significant impact of the pandemic is unemployment. A considerable sum from the wages goes to rent. This unemployment has forced many to vacate their current housing and move to a cheaper property leaving many real estate investments at a loss.

Property Portfolio Assessment

A routine portfolio assessment is an essential factor for real estate property management—the feedback recommends proactive measures of property improvement and budgeting for a corporation's real estate investments. There are risks involved in owning and maintaining properties such as tenant default risk, covenant risk, voids, fire, refinancing risk, operational risk, legal risk, political risk, reputational risk, health, and safety.

Reserve a Budget

Detailed budgeting to analyze the funds available to set aside for rainy days and investment. It is also essential to leave some room in the budget for operational, maintenance, and property management fees. A well-performing property brings in money to refinance other properties in a vast property portfolio to optimize the loan to value ratio. Setting aside a budget

Property Diversification

A successful real estate portfolio depends on the best asset allocation strategy. The diverse property collection is a credible tool to reach the business goal and minimize the risk of income fluctuations. Types of real estate investments:

Rental Properties: Rental property renders steady income. Investors make their income from rent collected from these properties.

Commercial Real Estate: Commercial property owners can lease the office building, retail, industrial spaces, etc., for steady income.

Undeveloped Land: Investors can buy a plot of land for long-term investment and later sell at an appreciated value. This land can be used to resale, rent it out, or build apartments/houses.

Expert Consultation

An expert property portfolio manager helps you understand the value of the property and the selection of assets that sets the overall business portfolio. An experienced property portfolio managers

- Builds a portfolio for business objectives
- Manages the budget and
- Investments based on short-term and long-term business needs.

Building a successful property portfolio isn't something that happens overnight. However, an experienced portfolio manager guarantees positive cash flow and maximum return on their investment.

A portfolio manager in real estate is a professional who combines their expertise in real estate and finance to oversee and optimize real estate investments for their clients. They can analyze the risks and opportunities of real estate investments to determine when to buy or sell assets. Portfolio managers can also advise clients on their real estate investment portfolios. These professionals can specialize in managing portfolios of specific types of real estate, like residential or commercial properties.

What does a real estate portfolio manager do?

Here is a list of job duties for a portfolio manager:

- Use real estate expertise to assess risk of investments for clients.
- Allocate clients' real estate assets to proportion portfolio based on market trends.
- Select real estate properties for investment portfolios.
- Perform real estate investment transactions on behalf of clients.
- Use diversification strategies to ensure portfolios' profitability.
- Identify investment strategies that optimize the value of property in an investor's portfolio.
- Advise clients on real estate investments.
- Provide reports on the state of clients' property investments.

- Collaborate with real estate professionals to assess the risks, opportunities and weaknesses of potential properties.
- Sell low-performing property assets

Skills for real estate portfolio managers
Here are skills you can use in this career:

- Communication: Strong written and verbal communication skills can help portfolio managers liaise with other property management professionals and report on the success of investments.
- Strategic planning: The ability to thoroughly plan investment strategies can help real estate portfolio managers manage successful investments.
- Negotiation: Portfolio managers can use negotiation skills to bargain on property buying and selling.
- Analysis: You can use analytical skills to evaluate the performance of a real estate portfolio and perform risk assessments for investments.

Understanding Leases and The Leasing Process
A lease is an implied or written agreement specifying the conditions under which a lessor accepts to let out a property to be used by a lessee. The agreement promises the lessee use of the property for an agreed length of time while the owner is assured consistent payment over the agreed period. Both parties are bound by the terms of the contract, and there is a consequence if either fails to meet the contractual obligations.

Common Types of Leases
Leases differ broadly, but there are some that are common in the property sector. The structure of a lease is influenced by lessor's preference, as well as the current trends in the market. Some leases place the burden on a tenant while others put the entire load over to the property owner. That's not all; there are many different types in between. Here are the most common forms of tenancy agreements.

1. Absolute Net Lease
In an absolute net lease, the tenant takes care of the entire burden, including insurance, taxes, and maintenance. The absolute type is common in single-tenant systems, where the property owner builds housing units to suit the needs of a tenant. The proprietor turns over the finished unit to the tenant for a specified duration.

The tenants, in such a case, usually include large businesses that understand the terms of the contract and are ready to shoulder the outlays. However, because most of the burden is on the tenant, property owners usually accept lower monthly rates.

2. Triple Net Lease
The triple net lease comes with three expense categories associated with it: insurance, maintenance, and real property taxes. Such expenses are also known as pass-through or operating expenses because the property owner passed them all to the tenant in the form of rent excesses. In some cases, the excesses are referred to as taxes, insurance, and common area (TICAM).

Often referred to as NNN, triple net agreements are the norm in single-tenant, as well as multi-tenant, rental units. Under a single-tenant lease, the tenant exerts control over landscaping and exterior maintenance. In short, the tenant decides what the property looks like as long as the tenancy is in effect.

A multi-tenant arrangement gives the property owner total control over a property's appearance. In such a way, no tenant can ruin the overall appearance of a building. In addition, a multi-tenant arrangement requires the tenant to pay a regular pro-rata towards operating costs.

For that reason, tenants obtain the right to audit the building's operating costs. A triple net lease precludes the property owner from hiring a janitor. Each tenant contributes to janitorial and interior maintenance expenses.

3. Modified Gross Lease

The modified gross lease transfers the entire burden onto the property owner. Based on the terms, the owner pays all the insurance, property taxes, as well as the common area maintenance. On the other hand, the tenant shoulders janitorial, utility, and interior maintenance costs.

The tenancy arrangement also stipulates that the roof and other structural aspects of the building are the owner's responsibility. However, because the owner takes care of a large portion of the tenancy's costs, the monthly rates are higher compared to other types.

The modified lease type is advantageous to the tenant because the owner takes care of associated risks such as operating costs. The tenant's rates are relatively the same all year, and he plays no part in the affairs of the property. Unfortunately, the owner may choose to charge a premium each month to cater for the cost of managing the building.

4. Full Service Lease

As the name suggests, the full service lease takes care of most of the cost of operating a building. Nonetheless, there are a few exceptions, such as data and telephone costs. Otherwise, the rest of the cost is on the property owner, including common area maintenance, taxes, interior, insurance, utility, and janitorial costs. As a result, the monthly rate is slightly high, and such leases are common in huge multi-tenant units where it is impractical to partition a building into smaller spaces.

Such an arrangement is advantageous to the tenant because there are no extra costs over and above the usual monthly rate. The disadvantage is that the owner may decide to charge a little premium on top of the monthly rate to cover the cost of the tenancy. Most proprietors prefer the full service arrangement because it allows total control over a building's overall appearance.

Here are the top common most popular items leased:

1. Commercial vehicles. Owning, running and maintaining a fleet of vehicles can cost you a lot of time and money. If your company uses passenger vans, delivery vans, box trucks, tractors and trailers, or any other vehicle to conduct daily business, leasing might be a solid option for you. From nursing homes that transport groups of residents to activities around town to trucking companies, commercial vehicle leasing is a popular financing option.

2. Medical and laboratory equipment. Most consumers have experienced the high cost of health care. Some of that cost can be attributed to the equipment doctors and dentists need to provide effective diagnosis and treatment. It's expensive. For many practitioners, leasing items such as X-ray machines, lasers, MRI and CT scanners, and surgical tables enables them to keep their costs down. Medical and dental equipment leasing is very popular choice.

3. Restaurant and hospitality equipment. The restaurant business is risky. Many proprietors don't have the initial capital at hand to purchase stoves, refrigerators, exhaust hoods, tables, seating, and a point-of-sale cash register system. That's why leasing has been popular among restaurant operators for many years.

4. Construction equipment. Equipment leasing is often the first choice for general contractors, roofers, remodelers, home builders, and excavation companies. Heavy construction equipment can be extremely costly, so these companies often find success in leasing dump trucks, backhoes and other earth movers, survey equipment, loaders and more.

5. Information technology equipment. No matter what business you're in, you will likely need an IT backbone to support your operations. So it's no wonder that IT equipment is one of the most popular types of equipment leased. Computers, servers, software, phone systems, networking and cabling are smart to lease.

6. Municipal equipment. Cities and townships are always on a strict, often tight budget and are constantly looking for ways to save their taxpayers money, while ensuring citizens' needs are properly met. The Leasing Group has assisted many municipalities with leasing everything from police cars and fire trucks to street sweepers and garbage trucks.

7. Manufacturing and industrial plant equipment. An especially costly category of equipment is in the manufacturing and industrial sector, making it a popular equipment leasing category as well. A manufacturer can lease revenue-producing equipment such as stamping and forming machinery, forklifts, welders and conveyor systems. Leasing is a popular choice when a company does not want to use up its operating cash.

Process of Leasing a Property

Looking for an agent

Appointing a professional property manager to look after your investment property is a smart move. It makes property investment easy for you. Our advice is to choose wisely, after all your property manager is responsible for one of your biggest financial assets. Shop around and be sure to select an agent you trust, who prioritises clear and regular communication with you. A strong track record is also a must. An agent with solid industry experience will bring to the table invaluable expertise.

Appointing an agent
After selecting a property manager you will need to enter into an agreement called an Exclusive Leasing and Managing Authority. This is a legally binding contract which entitles the agency to market and lease the property on your behalf. The agreement will outline the agent's obligations and duties in representing you as well as their fee for doing so. You will also need to provide your bank details to your property manager so rent can be paid into your nominated account.

Insurance
As the property owner it is your responsibility to maintain insurance over the property with a minimum of $10 million public liability. You will need to contact your insurer to request they provide your agent with a certificate of currency. You may be offered a product called Landlord Protection Insurance. Whilst not essential, it's something we strongly encourage. This type of insurance is in addition to building insurance and offers protection for a variety of tenancy related issues.

Marketing the property
Your agent will coordinate the marketing campaign on your behalf. You want maximum return with minimum expense. Advertising on key websites and signage at the property are always strong lead generators with 360 degree video tours also useful. We strongly encourage professional photography to increase the appeal of your property online as its helped to lease properties more quickly. During the marketing process, your property manager should provide you with regular reports on the level of interest, as well as arrange and conduct open for inspections.

Tenant selection
Your property manager will do the necessary due diligence when reviewing applications. A detailed rental application form is required so the necessary reference, credit and employment checks can be made. Your property manager should submit all applications to you together with their recommendation for you to make the final decision (it's your property so you get to choose).

Rental agreements and terms
As a owner, you are entering into a contract with your tenant which is formalised by the Residential Tenancy Agreement. Your property manager will draw up the lease agreement in accordance with the Residential Tenancies Act. This agreement is a legal document, you should read it carefully. It is comprehensive and covers off a variety of terms and conditions that are in the interests of both parties. Initial lease terms are usually for 12 months with further fixed terms to be agreed by both parties at the end of this period.

Condition report
Where a owner/agent receives a bond for a property, they must provide a condition report specifying the general condition of the premises. Tenants should receive a copy of the report prior to moving into the property. Within three business days of occupying the property, the tenant must return one signed copy of the condition report to the agent. If there are multiple tenants, all tenants must sign the document. The condition report is a comprehensive

document that notes the condition of specific things within the property. For example, the walls, floors, window coverings and appliances and what state they are in (are they clean, undamaged and working). It's a useful document for both the owner and tenant as it documents the condition of the premises at the time of occupation.

Bond and rent
Your property manager will arrange the collection of the first calendar month of rent in advance as well as the bond (ideally the equivalent of 5 weeks rent). The bond is held by the Residential Tenancies Bond Authority, a government agency. The rent is paid into the agents trust account, they will deduct their fees and any bills and deposit the balance into your nominated bank account.

Routine inspections
The first routine inspection will be conducted in the first 3 months with subsequent inspections carried out every 6 months thereafter. Routine inspections are necessary to ensure the property is maintained to a consistently high standard and that any repairs or maintenance may be inspected and appropriate action taken. Property managers provide tenants with a guide on what will be inspected prior to the inspection taking place to help them prepare. You should also advise our tenants of the date and time of when we will be calling in to conduct the inspection.

Maintenance requests
From time to time properties need a little extra care. If something needs attention you provide the owners with a clear and detailed description of the problem and seek their approval before coordinating the necessary work. You also seek the tenant's permission to access the property to make the necessary repairs.

Urgent repairs
Sometimes things go wrong that need immediate attention. You should have a network of trusted tradespeople that are a wonderful help with providing cost-effective and speedy solutions to such emergencies.

Rental Agreement Renewals
Once the fixed period of the lease has ended, assuming both the tenant and owner wish to extend the lease, you negotiate revised terms and issue a new Residential Tenancy Agreement.

Maintenance and Facility Coordination
Facility maintenance encompasses all maintenance activities that are taken in and outside of commercial buildings to keep the area safe, presentable, and most importantly, functional. It is often used interchangeably with the term building maintenance. This includes:

- maintenance of equipment inside the building (HVAC, certain office equipment and furniture, building-specific equipment like medical equipment in hospitals)
- maintenance of all building systems (plumbing, electrical systems, lighting, fire safety systems, elevator system)

- taking care of the building infrastructure itself (roofing, windows, doors and door locks, exterior and interior painting)
- taking care of the space around the building (landscaping and grounds maintenance, pest control, snow removal)

The role of maintenance in facility management
As we mentioned in the intro, facility maintenance comes as a part of facilities management. Facility management can be broken down in a few different ways. One popular approach is to split it into hard and soft facilities management services.
Types of buildings that rely on facilities maintenance:

- offices
- schools and university campuses
- hotels and casinos
- hospitals
- restaurants
- zoos and aquariums
- churches
- stadiums

What is facility maintenance?
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- taking care of the space around the building (landscaping and grounds maintenance, pest control, snow removal)
- To pile up on all of those activities, facility managers often operate with limited budgets, but are still expected to deliver initiatives and programs focused on sustainability and energy efficiency. This is a consequence of the research that suggests how buildings account for 40% of total energy consumption in the United States.

How to automate and streamline facility maintenance
Keeping your facility clean, organized, and efficient is not the sole responsibility of the maintenance team. However, the maintenance department does shoulder most of that responsibility.

Below are three bulletproof ways to organize, automate, and streamline maintenance operations at your facility.

1) Use facilities maintenance software

There is no better way to streamline facility maintenance work than to use capable facility maintenance software.

Maintenance just has too many moving interconnected parts to be tracked and managed manually, even for small teams. You need to schedule and track a wide variety of maintenance activities adjust schedule and workload based on the number of maintenance technicians, available resources, and incoming maintenance tickets ensure you have necessary spare parts in stock to perform needed maintenance work manage multiple vendors and contracts accurately track maintenance expenses and generate recurring reports. You can try to do it with spreadsheets, but that is a subpar solution when compared with mobile maintenance software. Spreadsheets still require a lot of manual work, which is slower, more prone to human error, hard to use on mobile devices, and severely limits your reporting capabilities.

Computerized maintenance management system (CMMS) offers a real-time insight into all maintenance activities, automates a big chunk of the maintenance workflow, and holds a centralized repository of data on your parts and equipment which can be quickly accessed from anywhere. This not only gives you a deep insight into maintenance metrics and other benchmarks of performance of your maintenance team, but it also enormously speeds up the overall maintenance workflow. Lastly, it is important to mention that CMMS solutions like Limble can often be integrated with IWMS, CAFM and other facility management software.

2) Outline clear procedures and responsibilities

A great way to streamline any type of recurring work is to outline how it is supposed to be executed. This has many benefits, achieving consistent quality of performed work probably being the biggest one. You can standardize many different aspects of facility maintenance like:

- Writing clear standard operating procedures
- creating preventive maintenance checklists
- setting up an onboarding process for new hires and outside contractors
- setting up technician training/mentorship process
- outlining procedures for taking tools and spare parts out of inventory and returning them back
- implementing strong safety guidelines and safety training process for both technicians and employees (when needed)

It is also not a bad idea to review (and update) these procedures on a yearly basis. A lot can be learned in one year. A lot can change in one year too. Updating SOPs based on new information is a prime example of continuous improvement. And it doesn't hurt to have everything up-to-date.

3) Commit to proactive maintenance

It is much easier to manage maintenance tasks when those tasks are planned ahead. It is easier to manage workloads, it is easier to keep MRO inventory in check, and it is easier to control your maintenance expenses.

Budgetary and Financial Control

A budget is an estimation of revenue and expenses over a specified future period of time and is usually compiled and re-evaluated on a periodic basis. Budgets can be made for a person, a group of people, a business, a government, or just about anything else that makes and spends money. To manage your monthly expenses, prepare for life's unpredictable events, and be able to afford big-ticket items without going into debt, budgeting is important. Keeping track of how much you earn and spend doesn't have to be drudgery, doesn't require you to be good at math, and doesn't mean you can't buy the things you want. It just means that you'll know where your money goes, you'll have greater control over your finances.

Static Vs. Flexible Budgets
There are two major types of budgets: static budgets and flexible budgets. A static budget remains unchanged over the life of the budget. Regardless of changes that occur during the budgeting period, all accounts and figures originally calculated remain the same.

A flexible budget has a relational value to certain variables. The dollar amounts listed on a flexible budget change based on sales levels, production levels, or other external economic factors.

Both types of budgets are useful for management. A static budget evaluates the effectiveness of the original budgeting process, while a flexible budget provides deeper insight into business operations.

Ways To Budget When You're Broke
Budgeting strategies sound fine, but if you're in dire straits financially or suffering from mounting bills and a lack of funds, there are some other possible steps to take.

1. Avoid Immediate Disaster
Don't be afraid to request bill extensions or payment plans from creditors. Skipping or delaying payments only worsens your debt—and besides, late fees ding your credit score.

2. Prioritize Bills
Go over all your bills to see what must be paid first and then set up a payment schedule based on your paydays. You will want to leave yourself some catch-up time if some of your bills are already late. If this is the case, call the bill companies to see how much you can pay now to get back on track toward positive status. Tell them you are taking strict measures to catch up. Be honest about the amount you can afford to pay; don't just promise to pay the full amount later.

3. Ignore the 10% Savings Rule
Stashing 10% of your income into your savings account is daunting when you're living paycheck to paycheck. It doesn't make sense to have $100 in a savings plan if you are fending off debt collectors. Your piggy bank will have to starve until you can find financial stability.

4. Review Spending
To fix your finances, you need to get a handle on your outlay first. Online banking and online budgeting software can help you categorize spending so you can make adjustments. Many

people find that just by looking at aggregate figures for discretionary expenses, they are spurred to change their patterns and reduce excessive spending.

5. Eliminate Unnecessary Expenses
Once you've got a sense of where the money goes, it's time to tighten up. All cutbacks should start with items you wouldn't miss or habits you should change anyway—like reducing your fresh food purchases if you find ingredients spoiling before you can eat them. Or preparing meals at home more instead of going to restaurants or getting takeout. Some expenses you shouldn't drop but might be able to adjust could include reducing your auto insurance rate by switching carriers.

6. Negotiate Credit Card Interest Rates
There are other proactive ways to reduce expenses. Those killer interest rates on your credit cards aren't fixed in stone, for example. Call the card company and ask for a reduction in the annual percentage rates (APR); if you have a good record, your request might be approved. This won't lower your outstanding balance, but it will keep it from mushrooming as fast.

7. Keep a Budget Journal
Once you've gone through these steps, monitor your progress for a few months. You can do this by writing everything you spend in a notebook, via budgeting apps on your phone, or with that software you used in step 4 to review your spending. How you track your money isn't as important as how much you are tracking. Focus on ensuring that every cent is accounted for by dividing your expenses into categories. Fine-tune and adjust the spending as needed after each month.

8. Seek New Income
For the time being, saving and investing money is out. But consider ways to increase earnings: working overtime, getting a second job, or picking up some freelance work. A budget isn't a prison cell to keep you away from your money. Rather, it's a tool you use to make sure your future is better—and yes, richer, than your present.

Budgetary control is a system of controlling cost which includes preparation of Budgets coordinating the departments and establishing responsibilities comparing performance with budgeted and acting upon results to achieve the maximum profitable.

The process of budgetary control includes:

- Preparation of various budgets.
- Continuous comparison of actual performance with budgetary performance.
- Revision of budgets in the light of changed circumstances.
- A system of budgetary control should not become rigid.

There should be enough scope of flexible individual initiative and drive. Budgetary control is an important device for making the organization an important tool for controlling costs and achieving the overall objectives.

Budgetary control serves 4 control purposes:

- They help the manager’s co-ordinate resources;
- They help define the standards needed in all control systems;
- They provide clear and unambiguous guidelines about the organization’s resources and expectations, and
- They facilitate performance evaluations of managers and units.

OBJECTIVES OF BUDGETARY CONTROL

An effective budgeting system plays a crucial role in the success of a business organization.

The budgeting system has the following objectives, which are of paramount importance in the overall efficiency and effectiveness of the business organization.

These objectives are discussed below.

Planning

Planning is necessary for regularly doing any work. A well- prepared plan helps the organization to use the scarce resources efficiently and thus achieving the predetermined targets becomes easy. A budget is always prepared for the future period and it lays down targets regarding various aspects like purchase, production, sales, manpower planning, etc. This automatically facilitates planning.

Coordination

For achieving the predetermined objectives, apart from planning, coordinated efforts are required. Budgeting facilitates coordination in the sense that budgets cannot be developed in isolation. For example, while developing the production budget, the production manager will have to consult the sales manager for a sales forecast and purchase manager for the availability of the raw material. Similarly, the purchase and sales budget, as well as other functional budgets like cash, capital expenditure, manpower planning, etc, cannot be developed without considering other functions. Hence the coordination is automatically facilitated.

Control

Planning is looking ahead while controlling is looking back. The preparation of budgets involves detailed planning about various activities like purchase, sales, production, and other functions like marketing, sales promotion, manpower planning. But planning alone is not sufficient. There should be a proper system of control which will ensure that the work is progressing as per the plan. Budgets provide the basis for such controlling in the sense that the actual performance can be compared with the budgeted performance. Any deviation between the two can be found out and analyzed to ascertain the reasons behind the deviation so that necessary corrective action can be taken to rectify the same. Thus budgeting helps immensely in controlling function.

Financial controls refer to the development of policies and procedures by an organization to manage its financial resources and operate efficiently. It is essential for cash flow management, budgeting, and the prevention of any fraud or theft. Thus, it enables the business to track and oversee its financial activities to grow and prosper. This strategy involves reviewing the company's actual performance concerning its business plans and adjusting policies and procedures in response to any anomalies, irregularities, or unanticipated changes.

The following is a step-by-step approach for implementing a financial controls checklist in a business:

- The first step is to assess the company's current performance in terms of sales, profitability, and cash available.
- The next step is to detect anomalies in budgets, financial reports, and balance sheets that could prevent the company from achieving its goals.
- Further, it requires correcting discrepancies and deviations in financial accounts to bring the business operations back on track.
- Then comes regularly updating all of the information, including resource management policies and procedures, in financial documents.
- The next stage necessitates a thorough examination of the organization's operational policies, such as profitability, expenses, and production volume.
- The next phase is to improve operating standards and decision-making processes by ensuring sales, profits, surpluses objectives are met.
- Finally, it requires making forecasts and setting goals for different scenarios based on the above steps, including investment and production planning.

OBJECTIVES OF FINANCIAL CONTROLS

A company must prepare a financial controls checklist to minimize the risks, avoid future consequences, and ensure profitability. Its main objectives are –

- Boost productivity and profitability by streamlining processes across all areas and departments of the business.
- Conduct frequent audits and report accurate financial data to guarantee the balance sheet, cash flow statement, and income statement are all free of errors.
- Direct, allocate, manage, and employ financial resources per needs, resulting in increased performance and income.
- Improve operational efficiency by evaluating financial data, distributing resources more efficiently, and controlling cash flow.
- Maintain financial accountability and communication at all levels, ensuring all stakeholders comply with fiduciary responsibility, corporate governance, and due diligence obligations.
- Meet production targets, cut costs, and prevent invoice fraud through on-budget, on-target expenditure.

IMPORTANCE OF FINANCIAL CONTROLS

Any business or firm, irrespective of its size, operates under a set of principles, guidelines, and measures. There are many reasons why internal financial controls are a crucial part of strategic business planning:

- Encourage employees to communicate with one another and motivate them to adhere to the company policies for overall process improvement

- Examine budgets, balance sheets, and financial statements for irregularities and take corrective measures
- Improve the efficiency, profitability, and security of the business operations against fraud and theft
- Manage financial resources, which are critical for other resources needed for the successful operation of the business
- Monitor and measure total cash inflow and outflow, resulting in the process efficiency

TYPES OF FINANCIAL CONTROLS
There are mainly three types of finance controls based on their purpose and target areas:
Immediate (Directional) Financial Control
It involves taking quick actions in response to discrepancies in financial reports, which if ignored can result in significant losses or undermine a company's goals and operations.

Selective Financial Control
It concentrates on particular aspects of a company, such as management and production. It evaluates how a process operates, how it adheres to guidelines, and whether it contains flaws or margins of error. Then it employs all available metrics or makes amendments to improve performance by maximizing resource utilization.
Postdate Financial Control
It usually takes place after operations have occurred and identifies flaws in current policies and regulations. A corporation evaluates its existing strategy and performance compared to its anticipated objectives and then makes necessary changes or improvements based on the existing outcomes.

Facility Management
Facilities management can be defined as the tools and services that support the functionality, safety, and sustainability of buildings, grounds, infrastructure, and real estate. The components of facility management are commonly divided into two groups, hard services and soft services, which are described in the following sections. Keep in mind that the scope of facility management covers a broad range of functions and activities. The mixture of responsibilities is unique to each organization, and not every one performs each function.

Hard Facilities Management Services
Hard services relate to the maintenance and management of any physical part of a building, including assets, space, and infrastructure. These services are typically required by law and are essential to the workplace. Hard facilities management services include:

- Management of planning, construction, design, and relocation projects
- Management of building systems including HVAC, electrical, and plumbing
- Real estate management and leasing
- Preventive maintenance (PM) on buildings, interiors, and assets
- Managing and responding to maintenance requests
- Other capital improvements

Soft Facilities Management Services

Soft services are services related to people, whether they are employees, customers, or tenants. These services make facilities more comfortable, satisfying, and secure. Soft facilities management services include:

- Building security
- Space planning
- Responding to environmental, health, and safety issues, including emergency planning and preparedness
- Catering and food services
- Cleaning, sanitation, and janitorial services
- Groundskeeping, landscaping, and pest control
- Educating others about regulations and compliancy requirements
- Mail management
- Waste management

WHY FACILITY OWNERS USE COMPUTER-AIDED TOOLS

The use of computer-aided facilities management (CAFM) tools are essential for driving efficiency throughout a built environment. Take CAFM Software for instance; a cloud-based tool enables facilities managers to store and manage data in one centralized system to help support them and their teams.

Using tools such as CAFM software enables users to plan strategically and manage resources in the most cost-effective manner. Key benefits of Facilities Management software include:

Increasing Workplace Efficiency

Storing and accessing real-time data allows facility managers to review how they can best use the building's resources. This speeds up the move management process and reduces any potential interruption in the workplace. It also enables them to be more effective when delegating tasks to teams or third-party suppliers.

Reducing Costs

A CAFM tool will feature the tools necessary to improve overall asset management, which can help reduce expenses. This is most effective through accurate inventory management and planned procurement. As well as effective maintenance planning to prolong asset life cycles. Reviewing and planning space management can also help reduce operational costs. Eventually helping to prevent needless capital investment.

IMPROVING STRATEGIC PROCESSES

Whether proactive, preventative, or reactive, CAFM tools support the use of multiple maintenance strategies. With proactive maintenance helping to reduce maintenance bills by up to 70%, it's worth considering how software could improve overall ROI.

PROVIDING AGILITY AND ACCESSIBILITY

A cloud-based or SaaS facilities management tool allows users to manage data from remote locations using mobile devices. A cloud-based solution provides agility while protecting data when stakeholders need to access important data such as contact details, contract terms, or statistical analysis.

WHAT DO FACILITIES MANAGERS DO?

As the Facility Manager, you are responsible for maintaining the organization's largest and most valuable assets, such as property, buildings, equipment, and other environments that house personnel, productivity, and other operation elements. You are directly and indirectly responsible for employee experiences and customer satisfaction.

Your job is not just about fixing things that are broken. You are responsible for budgets, assets, scheduling, staff, security, and comfort. The ability to see the big picture, communicate with people, analytics, and organizational skills are rated as the most important skills for you to have.

The impact on the Employee

No employee wants to feel unsafe or uncomfortable at work. Imagine working in an organization that has recurring equipment failures, or worse yet, extremely high incidents of injury at work. That would be terrible, but the same is true If employees can't do their jobs because there is no space to work, the building is too hot or too cold, and the network keeps failing. If these issues go on for long enough the company would have a hard time keeping employees too.

The impact on the Customer

Employees are not the only ones who suffer from poor facility management. Customers notice things, too. If buildings are in bad shape, equipment breaks down more often than it works. Orders can get delayed, the quality of your products and service decreases. Injuries become a regular occurrence. Your customers are going to pick up on this. Their user experience will not be as good as it should be. Your brand, your reputation, and your source of income will be destroyed very quickly. Get it right, and your customer satisfaction jumps up too.

FACILITIES MANAGEMENT

THE SCOPE OF FACILITIES MANAGEMENT

Facility Management involves a broad scope of activities, each of which fulfills a specific purpose. The core facility management functions include the following.

Facility Management Functions

Real estate management: Your role here intersects with the property manager. You keep the building safe, repairs up to date, and oversee the teams that keep it running.

Occupancy management: You use data and analytics to balance operational costs, effective use of space, employee well-being, productivity, and energy saving.

Maintenance management: You and your team plan and carry out the maintenance for all assets in the company. You also deal with any unplanned work that comes up.

Asset management: The lifecycle of all assets falls under you. You are responsible for the installation and training to maintenance and repairs and ultimately working with senior management and Finance to determine the best time to replace assets.

Financial and performance management: Using the information gathered in your CMMS, you can manage your inventory, budgets and have a clear line of sight into how each asset is performing and the costs incurred each month. With Limble, you'll get automatically generated maintenance reports for the most important data you'll ever need. If you want to take it a step further, you can generate custom reports based on the criteria you choose.

Building systems: Each building is unique. The majority of buildings come with fire systems and security systems, as well as HVAC. Some may have elevators, while others have been specially designed to suit your company's needs. The management and maintenance of these systems are up to you.

Another popular way to look at facility management roles is to split them into two groups: Hard Facilities Management (Hard FM) and Soft Facilities Management (Soft FM).

Hard facilities management services (space and infrastructure)

Hard FM services focus on the physical components of the work environment and infrastructure. Most of them fall under the maintenance department. Here is an overview of hard facilities management services:

The plumbing system: This system plays an essential role in bringing water to a building and removing waste. Over time, blockages can occur, pressure builds up, and fixtures/piping must be replaced. As the Facility Manager, it's your job to ensure that the plumbing system is regularly maintained and that the possible issues are fixed as quickly as possible.

Lighting and HVAC systems: You will work with your team to see if the lighting and heating fixtures need repair or replacement. It's up to the team to decide the best solutions for cost and energy savings, comfort, and functionality.

Fire safety regulation compliance: Fire safety systems are required in most countries and must be regularly maintained and checked for compliance issues.

Mechanical & electrical systems: Keeping the electrical system running well to keep up with other building operations. The same goes for mechanical systems like elevators and water pumps. You and your team ensure they work properly and do not cause safety incidents.

Structural maintenance: Regular usage or even poor design can lead to structural issues over time. When it comes to buildings, weather and other elements can start to take a toll on the structures. Wind, sun, salt, and extreme temperature changes all play their part. As a part of facility management, there should be a structural maintenance plan to identify, classify, and deal with possible structural problems.

To successfully schedule, track, and manage all maintenance activities and work orders, facility management teams will often seek the help of computerized maintenance management software (CMMS) or Computer-aided facilities management (CAFM) software. We will discuss available software solutions in more detail towards the end of the article.

SOFT FACILITIES MANAGEMENT SERVICES (PEOPLE AND ORGANIZATION)

On the flip side, soft facility management focuses on people and organizations. It includes services that create a more comfortable, healthier, safer, and visually appealing environment.

Common examples include:

Waste management: If waste is not managed, garbage bins become overloaded, and things become smelly. This is never a good thing. Waste management gets the garbage into the correct containers. It sends it away to make sure that you stay within regulatory requirements and prevent trash overcrowding.

Cleaning services: Custodial teams come in to clean common areas and perform other janitorial duties. Many companies will have their own janitorial staff, while others will choose to outsource.

Space planning: Space planning and management is an important part of facilities management. Whenever your company hires more people, expands to a new floor, buys new assets that take a big chunk of space, and wants to remodel the existing space, they will turn to you to help organize the space so that it remains comfortable, safe, and functional.

Landscaping: Well-maintained grounds improve curb appeal and signal top-notch property management. Your team takes care of the seasonal and non-seasonal changes, such as planting flowers in the spring, trimming the grass during the summer, removing falling leaves during the autumn, or removing excess snow from the walkway in the winter.

Pest control: These fall under your domain, be it scheduling seasonal pest controls or managing pest outbreaks if they ever happen.

Building security: Having control of people going in and out of the facility is something that almost every building these days requires. It can also involve the management of restricted access areas inside the facility.

EHS compliance: Defining and maintaining acceptable standards of comfort that might include temperature, noise, seating standards, and visual cues is imperative in every company. For example, selecting specific chairs that guarantee employee comfort for desk workers. Depending on the industry, EHS standards can differ widely. In a typical office setting, they may seem relatively tame. Still, in a pharmaceutical company where employees may be handling dangerous substances, standards will be different. EHS standards will change from business to business depending on the needs of the company.

WHAT DO FACILITIES MANAGERS DO?

As the Facility Manager, you are responsible for maintaining the organization's largest and most valuable assets, such as property, buildings, equipment, and other environments that house personnel, productivity, and other operation elements. You are directly and indirectly responsible for employee experiences and customer satisfaction.

Your job is not just about fixing things that are broken. You are responsible for budgets, assets, scheduling, staff, security, and comfort. The ability to see the big picture, communicate with people, analytics, and organizational skills are rated as the most important skills for you to have.

MAINTENANCE MANAGER SKILLS

You have to be a jack of all trades to do this job well. The support of a great team and the right software will help take you to the next level of your career.

Property strategy: What's the current property portfolio of the company? Do you lease or own? As the world turns, more and more companies are adopting remote work policies where employees can work from home at least some of the time. How your company approaches this major shift in the culture of work will also impact your needs for employee-occupied space into the future.

Space management: To piggyback on what was said above, are employees required to be in office? If not, there's room for some creativity in space management. Perhaps changing to an "open office" layout where employees can "check out" a workspace as needed is a solution your company considers if employees work in a hybrid format.

Communications infrastructure: We're talking phones (no pun intended), network cabling, server storage, and beyond.

General building maintenance: Depending on if your company leases or owns the building, maintenance responsibilities may shift. Many commercial building owners push a lot of maintenance responsibilities to the lease-holder, not everything and not all the time.

Testing and inspections: This is a part of routine maintenance. You regularly check in on assets and alarms to ensure that everything is up to code and working correctly. You also need to make sure that you are compliant with OSHA and other regulatory agencies (like FDA, if applicable to your industry).

Contract management: You have several service providers, and those contracts and relationships need to be managed. It's your job to make sure these are kept up. Using Lmble makes managing vendors and their contracts easy!

EHS(environment, health, safety): Health and safety live with you, and it's your job to make sure that the workplace is safe for everyone in it.

Security: Be it the locks on the doors, the security monitoring team or cameras, and any other part of security, these all fall under your jurisdiction.

Facility Maintenance planning: Predictive and preventative maintenance are best practices to keep your organization's assets in working order. The planning of these is a crucial part of your role. Using Limble, you can plan, schedule, and report on your maintenance and use this information to collaborate with Finance on budget forecasting.

Managing renovations and refurbishments: The workplace is ever-changing. Offices get bigger or smaller, paint colors change, boardrooms are built. Renovations and refurbishments sit squarely with the facility professionals to manage. The same is true for capital projects. You will work with teams to build new facilities and expand the campus.

Inventory management: Knowing what you have and what you need, and the value of your inventory is an integral part of maintenance and cost management. Limble makes it possible to see the value of your stock at the click of a button, and the customized reporting helps you break it down any way you need to.