



KHACHKAR STUDIOS

— EMPOWERING GOOD NEWS —

Masterclass #3: Revitalizing Churches Worldwide

Case Study: Armenian Churches Joining the Movement



The shocking reality is a clarion call for **major changes** with management excellence built on the Biblical wisdoms.



The major changes have 4 goals and 7 steps with management excellence built on the Biblical wisdoms.



TRANSPARENCY • **A**CCOUNTABILITY • **P**ERFORMANCE





8 BIBLICAL WISDOMS



— WISDOM #1 – FAITHFUL STEWARD —

“Much will be required
of the person entrusted
with much.”

– LUKE 12:48



OUR FUTURE IS **IN OUR HANDS**.
TOGETHER, WE CAN REVITALIZE OUR CHURCHES.





Part 1. The **shocking reality** is a clarion call for **major changes** with management excellence built on the Biblical wisdoms

1. **Attendance** Young Women Aged 18 to 29
2. K to 12 and Attendance Aged 18 to 29
3. Attendance total population in the U.S.
4. Attendance in Armenia
5. Why attendance is KPI #1
6. U.S. Armenian attendance non-transparency
7. Systemic Misconceptions in U.S. and Armenia
8. Attendance ranking to major religions and countries
9. Attendance ranking to 23 Orthodox churches
10. Ecosystem 12 body parts and 12 KPIs
11. **Financial transparency** benchmarks
12. U.S. Armenian church financial transparency
13. International Armenian church financial transparency
14. Why financial transparency
15. **Training and education** portals
16. Hours worked
17. Off-Site Visits
18. Hours of training
19. Weekday church hours
20. Sunday afternoon - evening masses
21. University - college presence
22. Social media platforms
23. CRI-BPR-Review
24. Spending per "Faithful" and capacity
25. SROI

Part 2. The **major changes** have 4 goals and 7 steps with management excellence built on the Biblical wisdoms

1. Two Church **Operating Models**
2. Focus on Young Women Aged 18 to 29
3. Extraordinary Benefits
4. 8 Biblical Wisdoms
5. Resources on Khachkar Studios website
6. Library of I-SROI memos
7. **4 Goals** and 4 Benchmarks
8. **7 Steps**
9. Masterclass stipends
10. EMPOW Awards
11. Pilot Candidate Payments
12. T•A•P Scorecard
13. Leading Pilot Church **Benchmarks**
14. Weekly attendance counter app
15. Sunday invite videos
16. BFBF T-shirts
17. Website Home Page
18. Historical 5-Year Church Performance Dashboard
19. Financial Transparency Profile
20. Budgeting Accuracy
21. 5-Year Projections for Pilot Candidates: Best Practices
22. Monthly Transparency Letter
23. Major Changes Begin with Weekly Accomplishments
24. Appendix 1: UK Armenian Churches





8 BIBLICAL WISDOMS

— WISDOM #4 – JUST MEASUREMENTS —

“You shall have just
balances and just
weights.”

– LEVITICUS 19:35 – 36



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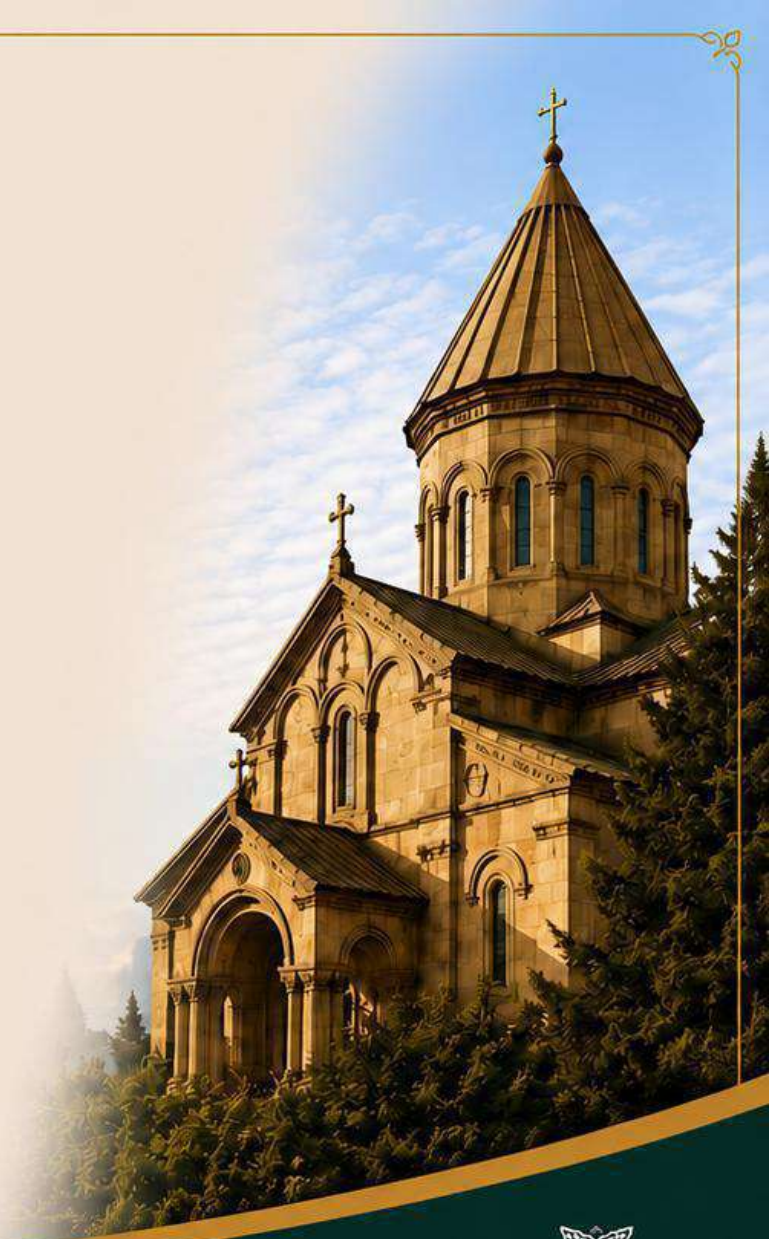


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Part 1.

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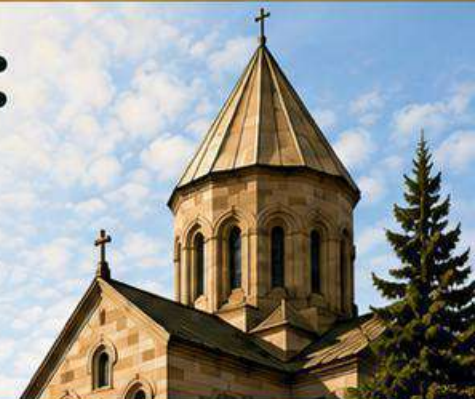


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The **Two** Most Meaningful Numbers: U.S. Armenian Females Aged 18 to 29 Sunday Church Attendance



OUR MISSION

Empower Armenian Christian leaders, especially women aged 18 to 29, to transform our churches, strengthen our faith, and build a vibrant future rooted in Christ and our heritage.

U.S. ARMENIAN FEMALES AGED 18 TO 29:



7

PER 1,000

attend church on average non-holiday Sunday



993

PER 1,000

do NOT attend church on average non-holiday Sunday

U.S. TOTAL (18-29 FEMALES)

ATTEND

246

DO NOT ATTEND

34,181

BENCHMARK: U.S. CHRISTIAN GROUPS PER 1,000



PROTESTANTS

320

ATTEND



CATHOLICS

310

ATTEND



TOP QUARTILE
ORTHODOX CHRISTIAN

200

ATTEND



MEDIAN
ORTHODOX CHRISTIAN

150

ATTEND



BOTTOM QUARTILE
ORTHODOX CHRISTIAN

70

ATTEND



U.S. ARMENIANS RANK NEXT TO LAST PLACE,
22ND OF 23 AMONG U.S. ORTHODOX CHRISTIAN GROUPS.

“There is nothing hidden
except to be manifest.
— Mark 4:22





8 BIBLICAL WISDOMS

— WISDOM #6 – ALL MUST BE OPEN —

“There is nothing
hidden except to be
made manifest.”

– MARK 4:22



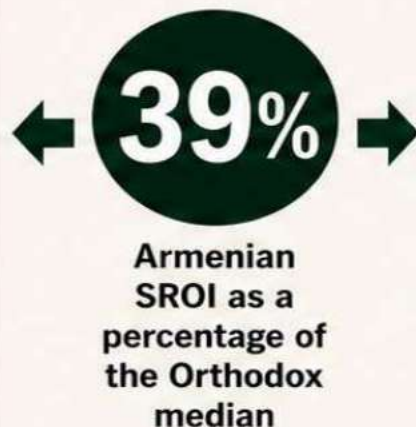
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TOGETHER, WE CAN REVITALIZE OUR CHURCHES.





How Does Armenian Church SROI Compare—and What Is Our Pilot Goal?

The median U.S. Armenian church generates only **39%** of the Social Return on Investment of the median non-Armenian Orthodox church.



THE TAKEAWAY



Increase the number of "Faithful."



Reduce spending per "Faithful."



Double SROI.



KHACHKAR STUDIOS PILOT GOAL

7.4x SROI WITHIN FIVE YEARS

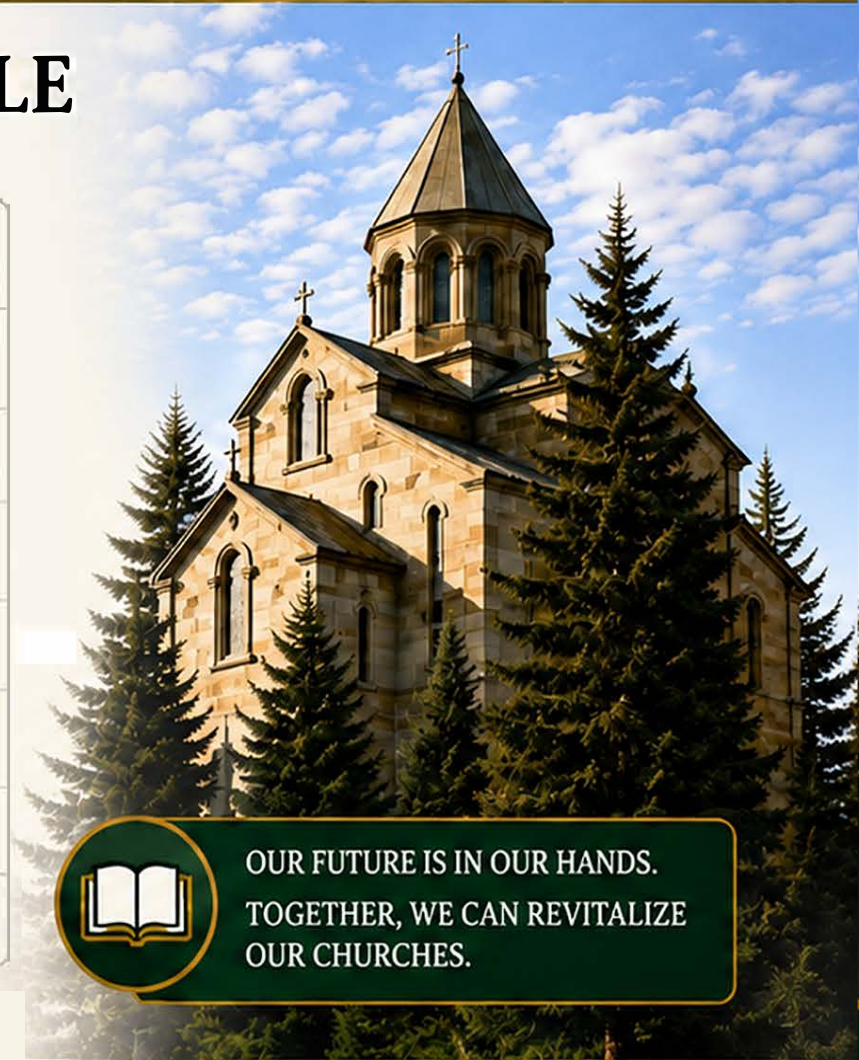
An ambitious doubling of Armenian church performance—yet still slightly below the **7.6x** Orthodox bottom-quartile benchmark.





SROI QUICK & SIMPLE MIND MATH EXAMPLE

	Khachkar Studios 2026 Financial Support for a pilot church	\$50,000	<i>Actual</i>
	SROI Expected (approx)	7.0x	<i>Goal</i>
	Social Value Expected	\$350,000	<i>math - multiply</i>
	Social Value for each increase in non-holiday Sunday attendee ("Faithful")	\$20,000	<i>algorithm model</i>
	Increase in "Faithful" - <i>Expected</i>	18	<i>math - divide</i>
	Increase in Number of families if average family size is 3.0 people	6	<i>math - divide</i>
	Cost per Family	\$8,571	<i>math - divide</i>
	Cost per "Faithful"	\$2,857	<i>math - divide</i>



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8 BIBLICAL WISDOMS

— WISDOM #3 – PLUMB LINE —



“Behold, I am
setting a plumb line
in the midst of
my people.”

– AMOS 7:8

— WISDOM #8 – TITHING —

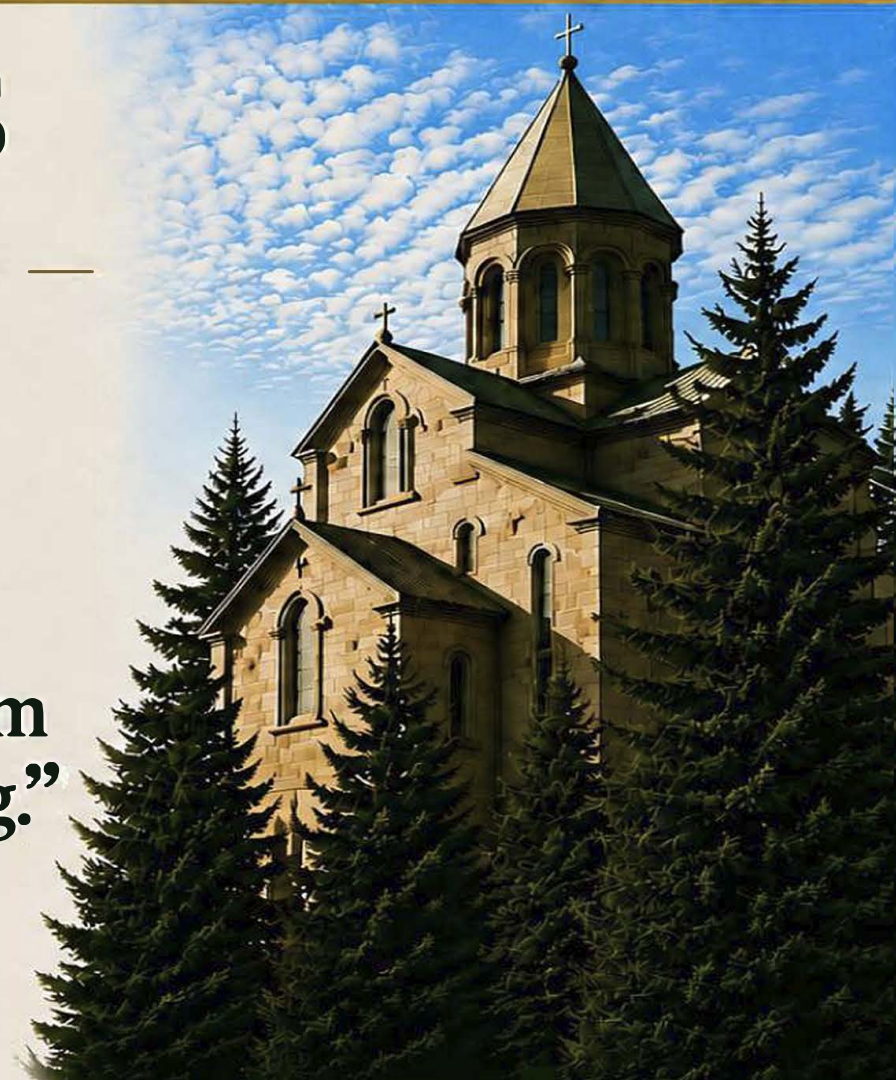


“Blessed be G-d
Most High ...
And Abram gave him
a tenth of everything.”

– GENESIS 14: 19 – 20



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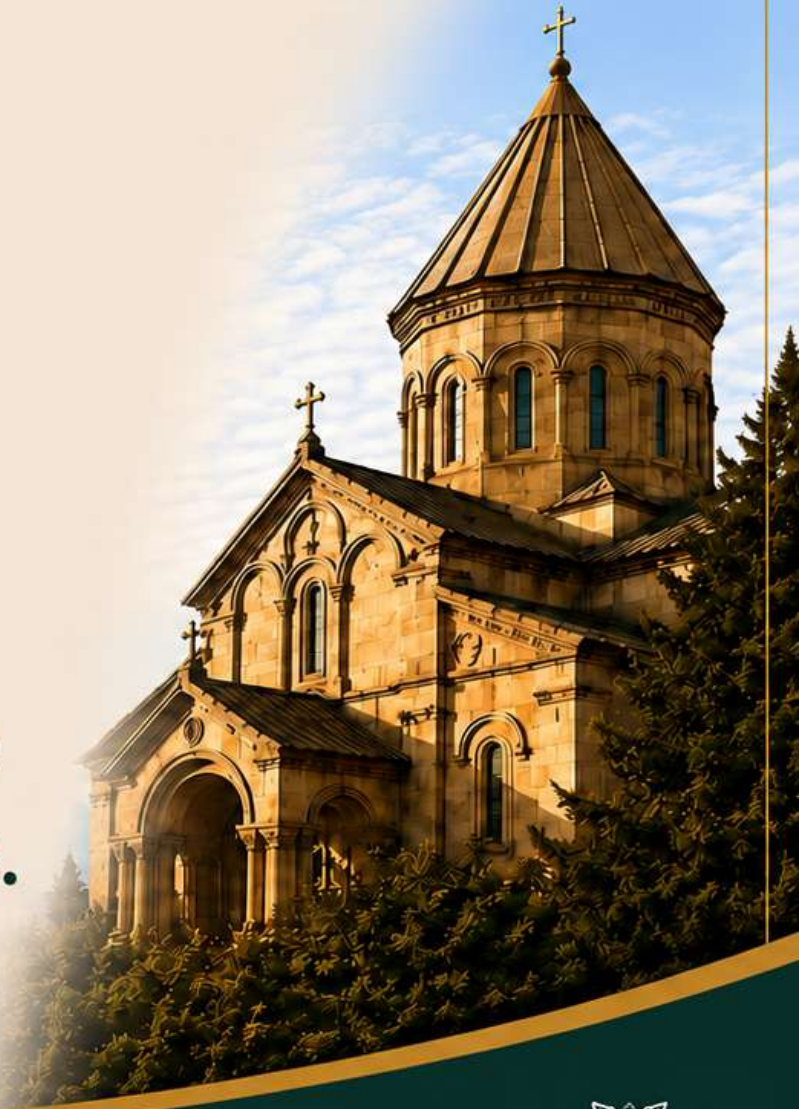


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Priest Time Allocation Diagnostic: **Two Church Operating Models**

Illustrative benchmark framework designed to stimulate strategic discussion and leadership development.

Declining Church Attendance

- 75 – 85% = basic obligations
- 10 – 15% = reactive crisis management
- 0 – 10% = outreach for new “Faithful”
- 0% = benchmarking and management excellence training

Growing Church Attendance

- 45 – 50% = basic obligations
- 5 – 10% = reactive crisis management
- 25 – 30% = outreach for new “Faithful”
- 15 – 20% = benchmarking and management excellence training





8 BIBLICAL WISDOMS

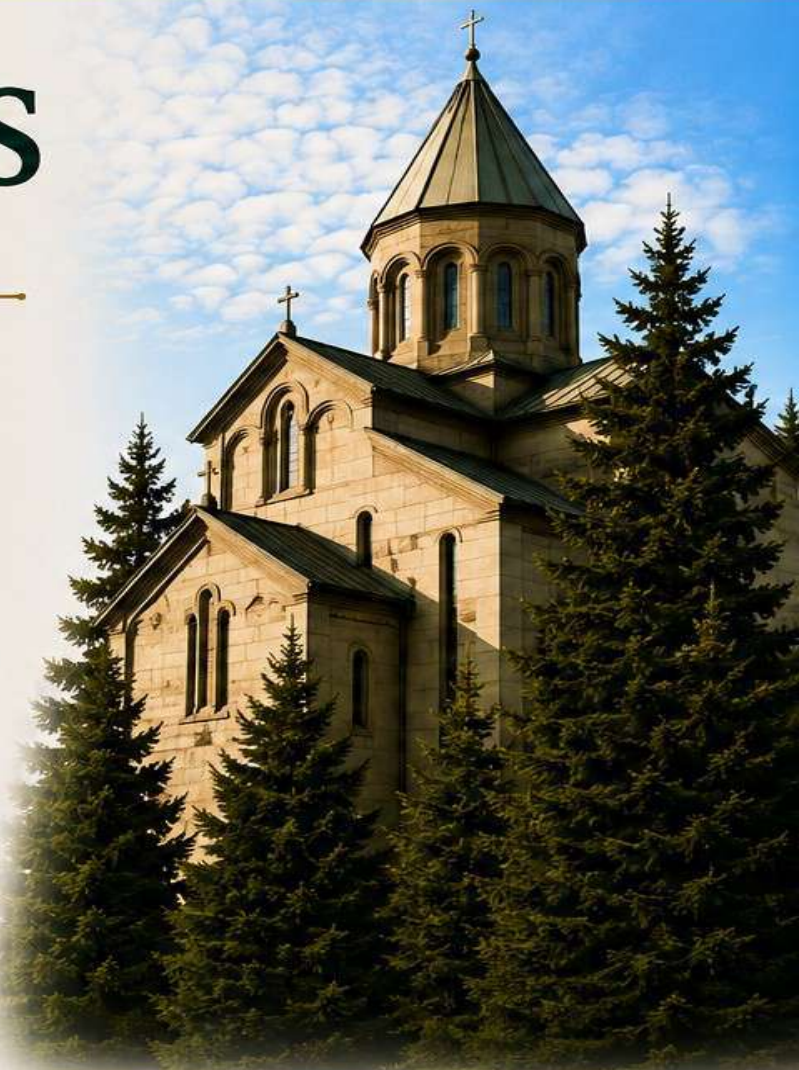
— WISDOM #2 – TALENTS —

“To those who use well
what they are given,
even more will be given.”

– MATTHEW 25:29



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Major Changes Begin with Weekly Accomplishments

Four visible signs that a pilot is working to change the **shocking reality**
*Especially by increasing **non-holiday** Sunday attendance among **young women ages 18 to 29***

*If you visited a church for just one week... would you know they were part of the **movement**?*

1. SUNDAY ATTENDANCE & GROWTH OUTREACH

**PAGE
One**

Top of Page One?

Does Sunday attendance and weekly growth outreach visits make the top of page one of the weekly bulletin?

Visible performance priority

2. BFBF WEEKLY INVITES

BFBF

“Bring a Friend. Bring a Family Member.”

Did weekly invites follow the I-SROI best practices memos to increase attendance: both creative and promotional?

Signature movement language to change behavior

3. EXTRAORDINARY BENEFITS

B + B

Benefits + Biblical Wisdom

What was your weekly reach (hours & people) in teaching the extraordinary benefits and Biblical wisdoms?

Names. Dates. Cultivate.

4. T•A•P

T•A•P

Discussed. Measured. Practiced.

During the week where did you discuss and how did you disclose Transparency, Accountability, and Performance?

Management excellence

*Major changes are first seen in weekly priorities leaders **make visible**.*





8 BIBLICAL WISDOMS

— WISDOM #5 – TRUSTWORTHY —

“It’s required of
stewards that they
be found trustworthy.”

– 1 CORINTHIANS 4:1-2



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WISDOM #7 – WISDOM

“Wisdom is readily perceived
by those who love her
and found by those
who seek her.”

– WISDOM 6:12



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JOIN THE MOVEMENT.



BRING **A FRIEND** TO CHURCH.



BRING **A FAMILY MEMBER** TO CHURCH.



THIS **SUNDAY** AND **EVERY SUNDAY**.



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