media to movements

2021 Media to Movements Training Coalition Research Report

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Global Survey Report

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Summary

Media to movements (MTM) is the strategic use of digital media that identifies people on a spiritual journey to Christ and connects them with local disciple makers, equipping them to reach their family and friends with the gospel..

By December 31, 2020, approximately 950 individuals participated in one or more of the MTM Training Coalition`s trainings. While there are no known movements[1] from an MTM strategy yet, the 2020 survey identified at least 73 teams currently implementing an MTM strategy. Many of these initiatives have seen positive initial fruit and some have seen several generations of new believers.

This research report is building on the 2020 Media to Movements Training Partnership Report (https://www.visualstory.org/mtmsurvey/).

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1   Defined as multiple streams of four or more generations of disciples achieved within 3-5 years of the first generation.

Research Report

Summary of 2020 Research

The *Best Practices* garnered from the research and interviews included:

1. Implementing practitioners were motivated and intentionally did their homework.
2. Implementing practitioners were cross-trained and coached.
3. Implementing practitioners collaborated with those outside their team.
4. Implementing practitioners weren't afraid to "just start" and try things.

The *Training and Implementation Gaps* identified from the research included:

1. Implementing practitioners need better training on how to use a Customer Relationship Management (CRM) system.
2. Implementing practitioners need a better understanding of disciple-making movement (DMM) principles.
3. Need for a "help desk."

Research Approaches and Methods

Three research approaches informed this study.

◆ First, there was a replication of the 2020 research project to measure changes from the baseline established in the first study.

◆ Second, a longitudinal trend study examined the experience of new trained persons, focused on how and why they adopted an MTM strategy. This was to determine if there has been a shift from innovators to early adopters and early majority.

◆ Third, a longitudinal cohort study analyzed how an additional year of implementation precipitated new information and needs.

The following mixed-methods were used to collect the data for the project.

1. **Quantitative**. A survey was developed that combined forced-choice and open-ended questions. It was sent by Training Coalition members to those they trained. Questions addressed 36 distinct data points requested by the MTM Training Coalition members.

2. **Qualitative.**

   a. Identified comparison groups from survey respondents:

   b. Participants from the 2020 survey who continued engagement.

   c. New Pioneers/MTM trainees who were coached and are engaged in MTM.

   d. New Pioneers/MTM trainees who were coached and not engaged in MTM.

   e. New Mission Media U trainees who are engaged in MTM.

   f. New Mission Media U trainees who are not engaged in MTM.

   g. New Kingdom Training practitioners who are engaged.

   h. New Kingdom Training participants who are not engaged .

   i. Other practitioners who are engaged and unengaged.

   j. Five people from the first two groups and four people in the last six groups were guided through a 30-minute interview with open-ended questions related to their specific group—engaged and not engaged. The interviews were transcribed and then coded. Analysis of the codes provided qualitative analysis of the interviews and facilitate generalization of quantitative findings. Key items of interest are the data points noted above.

All research was conducted in English, possibly creating a slightly biased sample. However, the majority of training has been done in English so research results should reflect trainee behavior and perceptions quite accurately.

2021 Key Observations and Recommendations

◆ It appears the rate of adoption of the MTM strategy is moving from 13% to 50% of evangelical mission efforts focused on least-reached people groups. The MTM Training Coalition will face a challenge of training new pre-implementers. Having trainers from multiple organizations will be helpful, but the MTM coalition should be cognizant that the thoroughness of implementation of the MTM concept stays within a framework of best practices.

◆ Implementers and some pre-implementers are showing a healthy outcome for their efforts. Most navigated the pandemic with greater fruitfulness than non-implementers.

◆ The pre-implementers' highest concern was perseverance whereas the implementers' highest concern was in translating fruit into movement activities, namely disciples who then make disciples. This demonstrates healthy concern for the stage that they are traversing.

◆ Prayer strategies could be strengthened for pre-implementers. Prayer strategies are a characteristic of intentionality by implementers.

◆ Having an MTM coach would help pre-implementers and implementers deepen their strategy outcomes. Only 50% pre-implementers and implementers have a coach.

◆ Having a movement coach will help them navigate the implementation stages of "reproduction" and "multiplication."

◆ Both pre-implementers and implementers are not measuring activities that support movements. MTM practitioners need to move the goal post of success to "disciples who make disciples which leads to movements." This would align milestones at the top of the funnel (using media) toward a bottom of the funnel (connecting seekers with ongoing discipleship) movement outcome.

◆ Evaluate software tools to determine if they are adequate for top *and* bottom of the funnel activities. Currently many people are using spreadsheets which may be adequate for current needs but will spreadsheets become unwieldy as the bottom of the funnel expands?

◆ Foster greater connectivity points for MTM regional hub development so that unaffiliated teams (teams not part of larger organizations) can connect with others in their region. Over half of MTM practitioners are part of smaller organizations.

2021 Research Objectives to Include Rate of Adoption

In December 2020, it was estimated by the leader of the Pioneers MTM team that 7% of Unreached People Group-focused missionaries were engaged in MTM

strategies to varying degrees.[2] Following the "adoption bell curve" popularized by Everett Rogers in *Diffusion of Innovations*[3], *innovators* and *early adopters* make up the first 13% of an innovation adoption in a social system.

The rate of adoption of any innovation is affected by several key factors. The first is technology clustering defined as concentration of interconnected innovations used in a particular field like church planting. The second is homophily—"the degree to which individuals in groups are similar in certain attributes, such as beliefs, education, and social status." Missions to the unreached have a high level of homophily among its population. Technology clustering of social media and mobile media make the MTM strategy ripe for rapid adoption.

The third factor that is critical to the rate of adoption is the environment in which an innovation is deployed. The current COVID pandemic has displaced many resident missionaries and impacted their historical ministry practice. For this reason, missionaries could be open to consider more agile approaches like MTM. Once the 13% adoption rate has been reached, another innovation adoption category called "*early majority*" will emerge, reaching what researchers call a "critical mass" of adoption leading up to 50% adoption. The jump from 13% to 50% arising from the three factors will come quickly and is expected to pattern based on social movement research.

This 2021 research provides an understanding of the **rate** and **extensiveness** of adoption of the MTM strategy so that the MTM Training Partnership can be prepared to serve the increasing number of teams that launch an MTM strategy.

Rate and Extensiveness of Adoption

Rate is both the speed and scope of an adoption within a population. **Extensiveness** is related to the thoroughness of adoption, meaning how fully an adopter will be using the innovation and for what reason. Extensiveness is more difficult to quantify but it can be observed. These two operative terms will guide this research.

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2   This was a best guess based on known data points. Researchers classically call this *Guesstimation*. See *Guesstimation: Solving the world's problems on the back of a cocktail napkin* by L Weinstein, JA Adam

3   A quick study can be found at *https://en.wikipedia.org/wiki/Diffusion_of_innovations*

Respondent Characteristics

The 2021 survey with combined forced-choice questions and open-ended questions was fielded to *646 people who took training. Of those, 107 returned surveys.* A response rate of 17% makes it a legitimate research sample. From the 107 participants, twelve were selected for in-depth interviews based on research protocol of gender, nationality, organization, level of implementation, and target audience of the practitioner. Ten interviews were completed and transcribed and coded based upon research protocol for quantitative analysis.

In 2021, 34% of respondents took training for the first time, reflecting a rapid increase in first-time users. The 2020 data set was an accumulation of three-year period of trainings and that population was invited to participate in the 2021 survey.

The 2021 research population was not dominated by any organization and follows a similar pattern as the 2020 research project. "Other" made up the greatest population in the 2021 survey, just as it did in the 2020 survey.

Among 2021 respondents, 69% were Muslim-focused, slightly smaller than the proportion of 2020 respondents (75% Muslim-focused). Those focusing on Hindus comprised 3% of respondents in 2021 (compared to 1% in 2020). From interviews there are very few MTM projects focusing on Hindu populations.

Which code best fits the name of your organization?

Organization	Percentage
Other	38.7%
PI	20%
F-Troop	14.7%
IMB	13.3%
Local Church	5.3%
TeamEx	5.3%
Missing	(3.8%)
Cru/JF	1.3%
SIL/Wyc	1.3%

Those focused on the Middle East North Africa (MENA) region was 24% in 2021, down from 30% in 2020. Many of the MENA-focused 2020 respondents did not respond in 2021 due to a variety of reasons, including the COVID disruption. Last, those focused on Europe made up 16% of the 2021 data set and was almost all secularist, whereas in 2020 that group comprised 9% of respondents and was a mixture of Muslim and secularist.
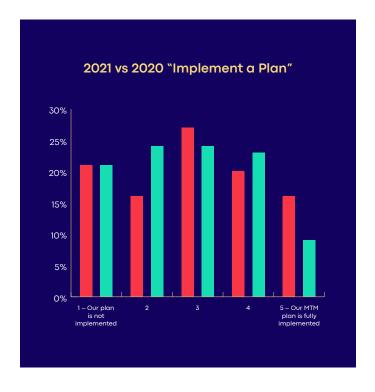
In 2020, the question about national versus expatriate representation had unclear results, so in the 2021 survey the questions were made clearer. English was the first language for 78% of respondents, yet English was the "team language" of only 61% of respondents. It is clear that the expatriate category is still illusive when multicultural teams are being normalized.

Results

In the 2021 research, 17%*[4] of respondents had fully implemented their MTM strategy, whereas in 2020 this number was only 8%, which reflects a gain of over 110%. Those whose responded with levels 3 or 4 of implementation were similar between the 2021 and 2020 surveys and level 1, "our plan is not implemented," was the same from 2021 and 2001.

As we compare people who reported on both the 2020 and 2021 survey, we see a trend in increasing implementation. For example, people who were implementing at the 2nd and 3rd levels in 2020 moved to the 4th and 5th levels on the subsequent 2021 survey.

Two measures of intentionality of a MTM project are "making a plan" for an MTM strategy and then getting that plan to be "integrated into the team plan." In 2020, only 7% of those who had taken an MTM training actually had a fully developed plan. In 2021, that number jumped to 19%*, showing an increase of 170%. Yet having a plan developed does not mean that the plan has been integrated into an overall team strategy. The 2021 data revealed that for both

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4   Throughout this document "one star" * means that differences were statistically significant with 95% confidence.

pre-implementers and implementers, 15% of MTM plans were integrated into practitioner's organization team strategy, with another 47% in various stages of integration into their team plans.

Among "implementers of a plan" specifically, 89%* had a plan and 86%* had that plan integrated into the team strategy. In other words, those who became implementers of a strategy were successful if they had a plan that was integrated into a team plan. In interviews with practitioners this was evident. Those survey responders who did not have an MTM plan noted they did not have team support. It may have been permissible for individuals to experiment with an MTM strategy and work with other teams, but the lack of support from one's team essentially diminished final implementation.

When asked about how the pandemic affected a practitioner's ministry, 58%* of implementers said it had a positive effect, 33%* said it had no effect and 8% said it had a negative impact. One person said:

> *"It validated our efforts before the pandemic. God had given this vision and plan, so we were ready to reach out to people during the pandemic...for many of us, MTM became the major form of our outreach as other ways of meeting people were drastically impacted by the pandemic. Honestly, it was really a God thing to bring our MTM team together right before that hit."*

In what ways did implementation of an MTM strategy help practitioners in ministry?

When asked about engagement, 80% implementers reported positive gains with "many" (19%*) and "quite a lot" (61%*) of engagements. These engagements led to 64%* of implementers reporting face-to-face meetings with seekers, 25%* reporting "quite a lot" of conversion, 11%* "quite a lot" of baptisms, 11% "reproduce" (leading others to faith) and 8% reporting "multiplication" (leading others to faith who have led others to faith). In all categories of fruitfulness, implementers showed positive outcomes. This is encouraging since in both 2020 and 2021, over 65%* field workers who took MTM training did with the purpose of increasing effectiveness.

As noted above, planning and implementation followed similar trajectories. Likewise metrics and outcomes are interrelated. People tend to measure what they

are hoping to obtain and use tools to measure those items. Of the level 4 and 5 implementers in 2021, 58% used Disciple.Tools* and 33% used spreadsheets* to track data. Fewer than 5% of implementers used Echo, Smarter Tools or Sales Force. Of those who used Disciple.Tools, 80% used it to measure engagements, 70% measured face-to-face meetings, conversions, baptisms, fellowship, starting a church, reproduction, and multiplication. Of those who used spreadsheets, 80% measured engagements, then 65% measured face-to-face meetings and conversions, and 15% measured baptisms, fellowship, reproduction and multiplication.

It appears from the interviews that Disciple.Tools users had a greater connection with broader field networks, while spreadsheet users used their own team or field networks for follow up. The data suggests spreadsheet users sought a simplified approach that was applied in a specific location. Disciple.Tools users had a need for more robust analytics and data sharing.

Longitudinal Cohort

One question asked if the 2021 survey takers had taken the survey in 2020, with 18% saying they did. Comparing data points, the research team was able to identify 19 people who took both surveys and were involved in MTM strategy over a two-year period. Over 50% of those people progressed to a greater stage of implementation in 2021 and the cohorts implementers recorded increased fruitfulness from 2020 to 2021. Though the data is not conclusive, it does show an indicator of progression.

Implementers Versus Pre-implementers

Pre-implementers are defined as those who stated their MTM plan was in either stages of "no implementation" or 2 and 3 *early stages* of implementation. Pre-implementers comprised 65% of respondents. Implementers are those who stated their MTM plan was in either the 4 or 5 stage of implementation (5 being full implementation). Implementers comprised 35% of respondents.

There was no observable difference in organization affiliation or population characteristics between the implementers and pre-implementers in 2021.

Most pre-implementers in 2021 were new to MTM. Over 50% of pre-implementers had taken Kingdom.Training in the 2020 calendar year, 25% had taken Mission

Media U training as well as other training such as Media Impact International, Mobile Ministry Forum, Kavanah Media, Frontiers, and Pioneers Media to Movements. Many participants took multiple trainings (32%).

Training by Percent total 132%

When pre-implementers were asked *why* they took the training(s), 44% gave answers regarding fruitfulness, 46% wanted to learn more about MTM and 10% attended by recommendation of a friend or a leader.* One person commented:

> *I heard about the fruitfulness overseas and how the Lord was using it to find people who were already open in order to accelerate the mission. I became curious about how this could translate into our North American context with unreached Muslim people groups. I took the training to find out more about the basics/foundation of MTM in order to communicate it to others and gather a team together to explore it more in depth and eventually launch a project.*

There were three main reasons why 2021 implementers participated in a training:
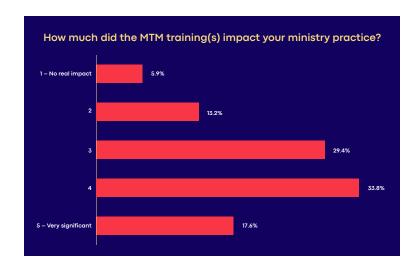
1. To increase fruitfulness (cited by 67%)
2. To learn (22%)
3. Because of a recommendation by a leader or mentor (11%).

Many who wanted to learn did so because they were joining a team practicing MTM. One person who attended because of a desire to see increased fruitfulness stated:

> *We were worn out with traditional media efforts, and wanted to see better abiding and replication, and more disciples who obeyed all Jesus commanded.*
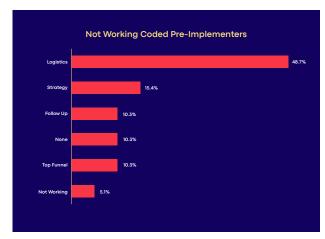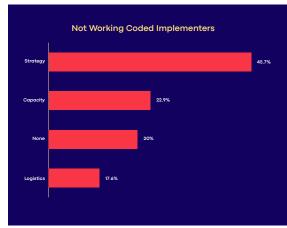
When pre-implementers answered *how* the training impacted their ministry, over 50% indicated "very significant" to "a lot."* There were 20% who felt the training had low impact. When the "low impact" responses were cross compared to the reasons given for attending a training, nearly all of them were in the "learning" or "recommended" categories. The data suggests that for both implementers and pre-implementers, if the reason for attending a training was to help in fruitfulness, then the training met their expectations. If the felt need was "learning" or "by recommendation from a leader," then the training was inadequate to meet those needs.

How much did the MTM training(s) impact your ministry practice?

1 – No real impact	5.9%
2	13.2%
3	29.4%
4	33.8%
5 – Very significant	17.6%

One question elicited issues were not working well for MTM practitioners. The Responses of pre-implementers and implementers were compared.* As expected, implementers had different issues to overcome than pre-implementers. The pre-implementers noted "logistics" as the biggest issue. Logistics are things like software, funding, material, Facebook access, etc. The implementers noted "strategy" as the biggest issue. Strategy includes issues like getting the right audience, getting seekers to meet face to face, understanding how to disciple converts, helping disciples to make disciples, and getting field partners to understand MTM strategy.

Not Working Coded Pre-Implementers

Logistics	48.7%
Strategy	15.4%
Follow Up	10.3%
None	10.3%
Top Funnel	10.3%
Not Working	5.1%

Not Working Coded Implementers

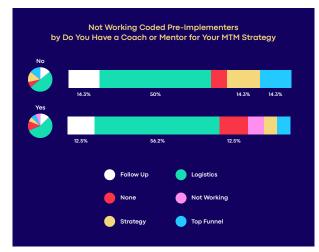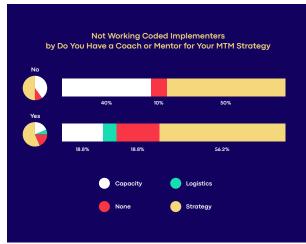|	
Strategy	45.7%
Capacity	22.9%
None	20%
Logistics	17.6%

It appears pre-implementers are concerned about "top of the funnel" issues (getting respondents, getting respondents to connect with field, etc.), whereas implementers struggled with "bottom of the funnel" issues—how to get respondents to move toward becoming disciples and discipling activities that lead to a movement. One person expressed it well:

> *"We need to use MTM in connection with a discipling strategy. I think most of the work lies in working out what we can do when someone wants to know more/ become a follower of Christ. It's a great problem to have but there is a lot to consider to make this sustainable and to contribute to our goal of encouraging sustainable, growing, locally lead churches."*

It is one step to get respondents into the funnel, it is much more complicated to develop "encouraging sustainable, growing, locally led churches."

Roughly half of pre-implementers and implementers had a coach. Pre-implementers who did not have a coach had more problems with top-of-funnel issues than those who did have a coach. Some still feel frustrated they have not seen the fruit they anticipated. On the other hand, the implementers had a greater struggle with the strategy portion of their MTM. Respondent comments suggest there is a weakness in coaching in the area of movements. Helping generational growth is a different kind of coaching than finding respondents through the media and then empowering the right kind of respondents toward generating movements.
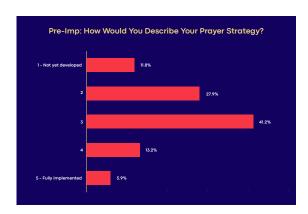

Not Working Coded Pre-Implementers
by Do You Have a Coach or Mentor for Your MTM Strategy

No — 14.3% / 50% / 14.3% / 14.3%
Yes — 12.5% / 56.2% / 12.5%

Follow Up — Logistics
None — Not Working
Strategy — Top Funnel

Not Working Coded Implementers
by Do You Have a Coach or Mentor for Your MTM Strategy

No — 40% / 10% / 50%
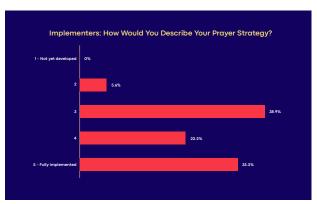Yes — 18.8% / 18.8% / 56.2%

Capacity — Logistics
None — Strategy

Prayer Strategy

Lack of emphasis on prayer was a weakness in both 2020 and 2021. But when pre-implementers and implementers were compared for 2021, the results provided clarity.* Pre-implementers had a low level 4 or 5 ("our prayer plan is fully implemented") response. On the other hand implementers had a high response (our prayer plan is fully implemented) at the 4 and 5 level. Both groups had a similar middle range. It appears prayer strategy is a dividing line between implementation and pre-implementation. Prayer seems to be a metric of intentionality.

Pre-Imp: How Would You Describe Your Prayer Strategy?

1 - Not yet developed	11.8%
2	27.9%
3	41.2%
4	13.2%
5 - Fully implemented	5.9%

Implementers: How Would You Describe Your Prayer Strategy?

1 - Not yet developed	0%
2	5.6%
3	38.9%
4	22.2%
5 - Fully implemented	33.3%

Advice to Future MTM Practitioners

As expected, the pre-implementers have different advice than implementers for those who are considering an MTM strategy for the first time. Both opinions are informative. The classification of pre-implementers does not mean they did not have an implemented strategy yet, but they are still working through the various issues that are unique to their context before they can fully implement. The implementers have issues that are indicative of a long-term strategy.

The pre-implementer's highest concern was with perseverance. Quite a few comments addressed issues related to "keep trying," "test", "reiterate," and "stick to it." Many people mixed categories with perseverance and encouragement to get a coach. One person said,
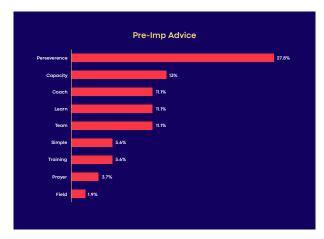
> *MTM strategy needs to be done as an ongoing "operation" not just project based (sometimes on, sometimes off).*
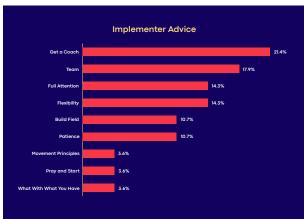
Another person stated,

> *Prayerfully assess whether you are ready to build this tower or go to war with this king. This is not a sprint. It is a marathon and entering into it lightly and with expectations of quick ROI is likely going to bring disappointment and maybe wasted resources.*

Pre-implementers noted that capacity is also an issue, often related to time required to do an MTM strategy in opposition to their other commitments. Many pre-implementers noted their willingness to do MTM full time, get the team involved, and be willing to learn new skills but other constraints stymied them.

The implementer's primary advice to new MTM practitioners was to get the benefit of a coach. Many noted that coaches helped them to keep focused and kept them from wasting time and money by avoiding pitfalls. One person stated:

> *Come up with an end-to-end strategy before you get too far. Think of your goals and purpose and don't get distracted. Find a good coach or mentor who can walk with you through this. Don't be afraid to try things and fail.*

Team participation and full attention were high on the list of advice. One person stated:

> *Right from the beginning determine who wants to be involved as part of the team/coalition and find out what their time commitments are. Assign roles/responsibilities and tasks and hold one another*

> *accountable for getting things done. Pray! Praying together on a regular basis is the right foundation on which to build.*

Regarding movement principles, several people noted they had fruit but lacked the deep understanding on how to translate the fruit to become a movement. One international MTM worker stated this:
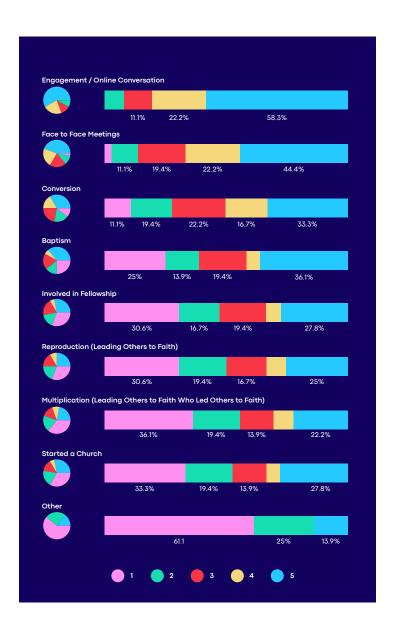
> *De respecter les principes de base pour établir un movement. (Pay attention to the basic principles to establish a movement).*

Metrics

Earlier in this paper there were discussion about tools and outcomes, but another key question is: What are practitioners actually measuring? Metrics and intentionality are intertwined. Isolating results for implementers provided insights on the full spectrum of media-to-movements implementation. Notice that the metrics most extensively tracked are engagement and face-to-face meetings.

More than 80% of practitioners sought the former kind of data and 67% the latter. Half were measuring conversions, and about 40% were measuring baptisms. But only a third or fewer measured items that relate to movements, items that reinforce understanding

Engagement / Online Conversation
11.1%   22.2%   58.3%

Face to Face Meetings
11.1%   19.4%   22.2%   44.4%

Conversion
11.1%   19.4%   22.2%   16.7%   33.3%

Baptism
25%   13.9%   19.4%   36.1%

Involved in Fellowship
30.6%   16.7%   19.4%   27.8%

Reproduction (Leading Others to Faith)
30.6%   19.4%   16.7%   25%

Multiplication (Leading Others to Faith Who Led Others to Faith)
36.1%   19.4%   13.9%   22.2%

Started a Church
33.3%   19.4%   13.9%   27.8%

Other
61.1   25%   13.9%

1   2   3   4   5

conditions that reflect disciples making disciples. Of the implementers who attended a Disciple Making Movements (DMM) training, only 20% were measuring for multiplication.

All the indicators point to the need for real-time coaching on how to help converts become disciples who then make disciples—and who then build toward movements.

One example of MTM practice comes from an Asian partner. Related to movement experience, the partner said:

> *(We have) been supporting M2M for many years. As movements have started, generation 3 and 4 believers are becoming the best follow-up people for other MTM media-discovered PPoPs (Potential Persons of Peace). But the vast majority of new movement starts are happening WITHIN movements, not from Christian background believer-created media discovering a "person of peace" (POP) here or there. So, we are now seeking ways to bring MTM into the personal and small-community space where Muslim background believers IN MOVEMENTS share their stories and their Jesus experiences and their DMM (disciple-making movement) patterns/trainings with their own social networks.*

The conversation that is quoted is about generation 3 and 4 MBB believers understanding how to migrate POPs from an MTM partner to become disciples who make disciples. Luke 10:2 supports the concept that "from the harvest will come the harvesters." The lesson here is that doing the right things at the POP level will accelerate movements by migrating POPs from an MTM partner to disciples who make disciples. But over-focusing on the top of funnel and not thoroughness at the bottom of the funnel will thwart the end result of movements.

Discussion

The key lens through which data was observed in this report is related to the *Rate and Extensiveness of Adoption* of the MTM strategy. Unique people who took trainings in 2021 comprised 34% of respondents. Since 2020, there was a rapid increase in the number of people who received MTM training for the first time.

Another factor giving credence to the 2020-to-2021 gain comes from interviews. Several adopters did not receive formal training but were trained by attendees of other trainings. In one known case a bilingual national received MTM training and then trained three other nationals in the local language. There are other similar cases beyond those included in the 2021 data.

It was observed that in 2020, 8% of practitioners were at the "fully implemented" level. In 2021 it was 17%, a gain of over 110%. This growth is a good indicator of the direction of adoption and of a healthy growth rate. From in-depth interviews we now know that Pioneers, Frontiers, IMB, and OMF have created internal organization trainers to train and coach their constituents. One organization set a goal for one of its seven regions to have 50 teams trained, and for those teams to have adopted an MTM strategy by the end of 2021. As of the end of the first quarter of 2021, that region has 25 of the 50 teams launched. It developed a template for training that two other regions have adopted. So, in that organization's case, their rate of adoption is quite fast. Another large mission organization plans on having 25% of new missionaries sent from its main sending base to be MTM practitioners by 2025.

If these factors are considered as an indicator, then the *rate of adoption* will continue to increase. Once total adoption exceeds 13%, then according to adoption curve literature, the rate of adoption should accelerate, with total adoption soon nearing 50%. Some scholars call this "hockey stick growth curve."[5]

In several interviews with practitioners, it was shown that field workers are forming regional hubs to share best practices across organizations. These will be beneficial for peer coaching, resource sharing and cross training on best practices. Currently there are hubs in East Asia, Southeast Asia, South Asia, and Europe, which demonstrates the breadth of adoption. More hubs need to be created.

To facilitate this adoption, coaching attention from organizational leaders is required. But growth for growth's sake is a losing proposition. It is extensiveness, defined as adoption thoroughness, that will be the deciding factor in making a positive impact.

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5   *https://medium.com/slalom-technology/the-2-5-on-understanding-innovation-691a0c466e26*

Time and focus are key factors for both implementers and pre-implementers. Implementers recommend that before deploying an MTM project, pre-implementers should consider going "all in" if they want to obtain the results they desire. Devoting a majority of one's time and not doing MTM as a "one off" project was one person's recommendation. Pre-implementers recommend perseverance and capacity building, while "team and full attention" are among the top suggestions from implementers.

Incorporating prayer strategies was revealed as a weakness in the 2020 and 2021 research. But in 2021, the research revealed that among implementers, over 50% have a level 4 and 5 prayer strategy and note that prayer is a key ingredient for a successful MTM implementation.

Addressing **extensiveness**, this report relied on the data from the research. As noted earlier, full implementers were 17% of respondents. Among "implementers of a plan" in 2021, 89%* were doing well to have a plan and 86% had integrated that plan into the team strategy. Of those who implemented an MTM strategy, 80% had high engagements. These engagements led to 64% of implementers reporting face-to-face meetings with seekers that led to 25% of implementers reporting "quite a lot" of conversions, 11%* "quite a lot" of baptisms, 11% "reproduction" (leading others to faith), and 8% "multiplication" (leading others to faith who have led others to faith). In all categories of fruitfulness, implementers showed positive outcomes.

About 50% of survey respondents were being coached through various avenues. "Getting a coach" was the recommendation offered most by implementers. Those who had a coach either in pre-implementation or implementation stages showed self-reported advantages over those who did not have a coach.

Yet there appears to be an emerging challenge for implementers who are having significant fruit. Most implementers have also received DMM/CPM training in addition to M2M training. However, their ability to move people into the "reproduction" and "multiplication" stages is weak. Implementers may be facing a baptism-by-fire moment as they face a lot of people who are being engaged but not moving into the stages of reproduction and multiplication. This is where they could use a DMM/CPM coach to help them navigate these stages.