**Part II: Business as mission in Practice**

### 4. THE ESSENTIALS OF GOOD BUSINESS AS MISSION

#### 10 Guiding Principles

**Introduction**

Having identified Business as mission (BAM) as an integral and vital part of the overall mission of the Church, it is important to identify those things that set Business as mission apart from “business as normal” (BAN). As the illustration below demonstrates, there are some complementary areas of overlap between the two. For example, a good Business as mission business will, by definition, have many of the characteristics of any well-run business. A kingdom business must be profitable and sustainable just as any other business. Integrity, fairness and excellent customer service are characteristics of any good business, not just a Business as mission venture. As such, those characteristics will not by themselves necessarily point people to Christ. A kingdom business begins with the foundation of any good business, but takes its stewardship responsibilities even further.

[Diagram showing specific contexts for BAM and BAN]

**BUILDING BLOCKS OF A BUSINESS AS MISSION INITIATIVE / COMPANY**

1. **BAN** = ‘Business as Normal’ i.e. foundational business principles which apply to all business initiatives.
2. **BAM** = ‘Business as mission’ i.e. essential distinctives of a BAM initiative.

Specific contexts will dictate how the business is built in practice.

This chapter will highlight the overarching principles that distinguish Business as mission from business as normal. It is important to note that the **application** of a principle will vary from context to context. For example, for spiritual guidance and accountability some companies have found it useful to have formal contractual relationships with churches or mission agencies. While this approach has merit, it is merely one of many ways to seek prayer support (Principle #8) and to maintain spiritual accountability (Principle #3). Thus we are intentionally avoiding the term “best practices”. The actual practices can vary according to the specific social, cultural, religious or economic context, but the “guiding principle” is the same.

In addition, the **depth** to which each principle is applied and its **focus** will vary from business to business. For example, one business might emphasis the need to create jobs in areas of endemic unemployment (related to Principle #3 & #4), whereas another might place more emphasis on coupling the business with a church planting strategy (also Principle #3 & #4).

What follows is a list of principles that should underpin a Business as mission business. This is divided into two sections. First we list the basic foundational
principles that must exist in any good business. Following that are the principles that distinguish a good Business as mission business.

**Foundational Business Principles**

1. **Strives to be profitable and sustainable in the long term.**
   
   Profit is an indication that resources are being used wisely. It indicates that the product or service being produced and sold does so at a price that covers the cost of the resources, including the cost of capital. For most businesses, profits are fleeting, and never a sure thing. It is common for businesses to experience periods of low profit, and even negative profit. Thus it is important to take a long-term view of profitability. Occasional windfalls are often what will sustain a company through periods of financial losses. For that reason a well-managed business will use extreme care when considering whether and when to distribute profits. Profit, and its retention, is not necessarily an indication of greed.

2. **Strives for excellence, operates with integrity and has a system of accountability.**
   
   While it is possible for a disreputable business to make money by cutting corners, this is not a viable long-term business strategy. People eventually wise up, bad reputation spreads, and the company eventually goes out of business. Long term viability and success requires an unflinching commitment to excellence and a reputation for hard work, honesty and fairness. This is a basic law of economics, and holds true regardless of whether the company is owned by a Christian. There are standard business practices and benchmarks of excellence that no business, including a kingdom business, can afford to neglect. Furthermore, companies that are committed to doing business with excellence are transparent, and encourage criticism, feedback and accountability from employees and the local community.

**Business as mission Distinctives**

3. **Has a kingdom motivation, purpose and plan that is shared and embraced by the senior management and owners.**
   
   Good business practice alone will not by itself point people to Jesus. For that to happen the company must be more intentional. This begins with a plan, preferably a written one, which reflects the kingdom motivation and purpose of the business. By “kingdom motivation and purpose” we mean a desire to have a positive and lasting impact in the local community as well as the local church. The owners and managers are mindful of the fact that, while the business itself may not last indefinitely, the impact can be a lasting one. Furthermore, the spiritual priorities of the company are regularly communicated to employees and customers in a culturally sensitive way.

   **Example:** The founder of a company established in Turkey left the multinational world to focus on developing a “Great Commission Company”. He wanted to do world-class business while facilitating church planting work in the 10-40 Window. He deliberately focused on Turkey as one of the “largest unreached nations on earth” and intentionally moved to a small city in a region of Turkey with 1.5 million people and no church. His business and community involvement have given him the opportunity to speak the good news to his employees and others in the community that might never have otherwise heard the gospel.

   **Example:** The initial goal of Evangelistic Commerce was to generate funds for mission agencies. It was soon realised that much more could be done to spread the gospel. Now with over 60 employees, the company holds daily prayers attended by Christians, Hindus and Muslims and has bi-weekly Bible studies. The company is able to emphasise personal care for employees and actively demonstrate the love of Jesus through the leadership of Christian managers. Beyond being salt and light within the company, management has helped form two churches and a Christian elementary school.
4. Aims at holistic transformation of individuals and communities.

In line with its kingdom motivation, the business will leverage every opportunity to bring spiritual, social, economic or environmental benefits to the community at large. The company is a relevant force within the community, and respected by the local leaders. It seeks to be, if at all possible, at peace with all stakeholders and conducts itself in a socially responsible, culturally appropriate way. The company sets a high moral standard for itself, and is not content merely adhering to the minimum requirements of the law. It also avoids producing products or services that are harmful, or are perceived as harmful or sinful in some cultures.

**Example:** A company in Asia has found that through its business activities the majority of employees in the business have accepted Christ and many local people have been influenced by the gospel. New companies have been started in remote places and resulted in new churches be established as well. In addition, many employees are actively investing time to influence their communities. The government has given the business awards for their activities and as a consequence, those in the business have had a chance to model right living before officials and become a positive influence in their region.

**Example:** A successful Costa Rican healthcare enterprise Clínica Bíblica has partnered with other ministries with similar objectives. It works in strategic partnership with Roblealto Children’s Ministry whose mission is to minister to the spiritual and physical needs of Costa Rican children from difficult situations. This mission is closely aligned with its own healing ministry through business. Clínica Bíblica uses its medical expertise to meet the medical needs of Roblealto children and benefits by ministering to children they would not otherwise meet.

5. Seeks the holistic welfare of employees

The company sets a high standard in the way it treats its employees. An ongoing effort is made to make the work and working conditions as safe and pleasant as possible. Employees are treated with dignity, and are given opportunities for personal and professional growth. The value of the family is upheld.

**Example:** Being able to work at home provides weavers in the “D company” with the flexibility to attend to other responsibilities such as family, field work and other jobs. Women, often excluded from many aspects of business life, can freely and equally participate in making rugs.

**Example:** After experiencing periods of neglecting both God and family because of business pressures, TRP Limited instituted a plan and accountability structures for rest and renewal. Current practices include one day per week to pray and plan for business, church and family needs.

6. Seeks to maximise the kingdom impact of its financial and non-financial resources.

The managers and owners recognise that God is ultimately the owner of the company. As such, they focus on how to maximise the kingdom impact of the company. For some companies, they donate money to other ministries. Other companies may have less financial freedom, but will contribute to the advancement of God’s kingdom in other ways, such as through employee development programs, the management of its supply chain and so forth. A word of caution is appropriate here. Some people feel strongly that corporations should tithe from their profits. We prefer a less legalistic approach for two reasons. First, as pointed out in Principle #1, it is sometimes more appropriate to retain profits. Second, some people will be tempted to think that tithing fulfils their Business as mission obligation and they will not aggressively seek other ways to use their company for Christ. Generosity is good, but more importantly, the managers and owners should take a holistic view of Business as mission, and how to integrate a business and mission strategy.

**Example:** The D weaving company started as a job creation project, targeting the economic, spiritual and personal welfare of the villages in which it works. More
than a decade after its founding, this commitment had outgrown the initial project and produced an additional commitment to founding schools. Today D company supports more than ten schools, which have impacted over 600 families in 100 villages. It has also helped finance the construction of several churches in the surrounding villages.

**Example:** Clínica Bíblica uses its surplus income to support its many dependent community ministries. The network to which it belongs uses its combined income to subsidise the medical care of all needy patients. They divide income into three: one third towards building and maintenance costs, one third towards medical equipment and one third to fund other medical or social action ministries.

7. **Models Christ-like, servant leadership, and develops it in others.**

Managers of Business as mission businesses lead by example, and reflect Christ by serving others. Furthermore, they mentor and disciple others through word and deed. Questions about faith and its relevance are encouraged, and handled in a contextually appropriate way. Decisions are checked against the question of “What would Jesus do in this situation?” Managers meet regularly for prayer, and employees are encouraged to do the same. Employees, customers, and other stakeholders are prayed for by name on a regular basis. In some cases, a spiritual mentor (such as a local pastor) is retained by the company for the purpose of emotional and spiritual care of employees.

**Example:** The founder of a company in Asia shares: “Our employees learn from us that service to our customers is the foundation of our business. In fact, being willing to serve is an eternal value. Business is God’s training ground to teach us to serve.”

**Example:** In the BA company in South East Asia they have been learning about living the Gospel. John relates: “The Lord was showing me the power of discipling people in the workplace. Where do Christians spend most time? Where will character flaws show up? Is this in church on Sunday or in the weekday workplace? Therefore, where should people be discipled? In many church meetings the Word is only spoken. In the workplace it must be lived and Christian discipleship modelled in response to real challenges.”

8. **Intentionally implements ethical Christ-honouring practice that does not conflict with the gospel.**

Kingdom businesses operate on moral and ethical principles of the Bible. These can be followed by all business people to their benefit. Kingdom businesses are enterprises whose purpose are to produce goods and to perform services that accomplish God’s will on earth as revealed and proclaimed in the Bible. They intentionally apply Christ’s teaching to their business life and practice. They ensure accountability systems that address areas of ethics and Christ-likeness. They carefully evaluate their goods and services to ensure they do not conflict with the message of the gospel.

**Example:** Adhering to Christ-honouring business ethics has limited some financially profitable business opportunities for TRP Limited in Central Asia. Fluctuating bureaucratic and economic conditions and instances of corruption have added to the challenges of doing profitable business in an ethical manner. The founder has support from a Christian mentor and a network of like-minded business people in Central Asia. He also understands that an abundant prayer life and deep knowledge of God and His word are NOT optional if one wants to do effective spiritual work in the business world.

9. **Is pro-active in intercession and seeks the prayer support of others.**

Managers and owners seek prayer support from others and maintain open lines of communication with those prayer supporters. Satan will do everything possible to sabotage the kingdom goals of the company, so specific attention must
be given to spiritual warfare. Pro-active intercession for the business is integral to the leadership of the company.

**Example:** In the beginning of the business, the founder of a company in Asia was not prepared for the degree of spiritual warfare he encountered. He didn’t intentionally focus on prayer, either by himself or with the few believers he knew. As time went on he determined that ‘prayer is work’ and through prayer as well as organising others to join him, he began to see results. He has found that systematically having someone praying for each employee each day was the best investment that he could have ever made.

10. **Seeks to harness the power of networking with like-minded organisations.**

As the proverb states: two are better than one and a three-strand cord is not easily broken (Ecclesiastes 4:12). Companies that are networked can be a powerful force. Often multiple organisations (for-profit or non-profit) can accomplish more for the Kingdom by working together than by working separately. Good Kingdom businesses seek out those relationships and are open to serving other organisations that have similar goals.

**Example:** The founder of TRP Limited has been involved in setting up a loose network of about 200 people within a Central Asian country, and another 50 outside of the country, who are interested in pursuing kingdom business in that country. A web site is being set up to facilitate networking and to encourage believers doing business in that country.

**Example:** From 1991 to 1993, AMI averaged sales of over $10 million per year and currently have equity in nine operations in East Asia. From this position of strength AMI has established strategic alliances with more than 15 non-profit agencies to do education, development and church-planting work among local East Asian and Muslim communities. In each company the Great Commission (GC) strategy co-ordinator, networks with local church leaders and creates strategies related to evangelism, discipleship and church planting. Expatriates are spiritually accountable to a church or mission agency, and have contracts that describe and specify their job descriptions and working terms.

Our aim here has been to offer a set of guiding principles for those who wish to put Business as mission into practice. This is not a definitive list and will no doubt be refined through collective experience; however, these points offer a starting point. The principles were drawn out from the Issue Group’s own knowledge and experience of best practices. Case studies submitted especially for this paper as well as others existing literature were also used. Case studies that most fully reflected the principles were then chosen as examples. Some of these can be found in full in Chapter 5 and Appendix C. For further reading on existing Business as mission ventures as well as other examples of best practice, please see the Resource Directory in Appendix F. In particular the books: *On Kingdom Business*, by Yamamori & Eldred, *Great Commission Companies*, by Rundle & Steffen, and *Transform the World* by Swarr & Nordstrom are especially helpful and instructive in this regard.
5. STORIES OF BUSINESS AS MISSION

Case Studies

Introduction
The purpose of this chapter is to tell some Business as mission stories. These cases will give the reader an idea of what Business as mission really looks like in practice.

The style and depth of application of the key Business as mission principles will vary, sometimes dramatically, from context to context. The particular methods and strategies used must be diverse and creative depending on each business, its primary focus and context. These short stories show how these principles can manifest themselves in different practices and priorities of the business. They show how often the principles were learned by trial and error. They show that principles were sometimes applied intentionally and in other cases unintentionally.

These stories are included to give the reader a taste of the different ‘flavours’ of Business as mission that we can learn from and be inspired by. Two additional cases can be found in Appendix C.

TRP Limited
(a) Company Background
“Michael”, the founder of “TRP Limited” moved to a Central Asian Republic in 1997 after working 13 years in the medical sector. He was motivated by his passion to see a reproducing and self-sustaining church movement there. The prayer guide Operation World calls this country the “largest unreached nation” on earth. In a population of 71 million, there are only about 2,400 national Christians in about 75 small congregations.

Michael first opened a liaison office for medical equipment imports. Then in 2000, while on a trip to his home country, he met the owners of a large, global, food trading company. The CEO was sympathetic to Michael’s Christian vision, and because the company wanted to expand its business, agreed to train and mentor him as a food and agricultural products buying agent. Using $110,000 in private capital, Michael and his wife established TRP Limited in 2001 as a trading and consulting company.

The learning curve was very steep, but Michael was able to find a Christian mentor who had extensive international business and trade experience.

In only their first season, TRP Limited accounted for over 20% of the bottled extra virgin olive oil exports to the U.S., sold in some 7,000 stores in 30 states. They have developed their own brand that with a distinct “natural, healthy and fair-trade” emphasis. TRP Limited’s other work includes having a consulting role with a large importer of edible nuts into China, negotiating a contract with a Fortune 500 company in the area of renewable energy, as well as other food and agricultural projects.

(b) Description of Specific Business as mission Practices
Michael was the only foreign speaker at a national Food Symposium in his sector. His work has given him the opportunity to speak on television and to be written up in the most popular national business newspapers. His role in the business community led to Michael being asked to serve as the secretary of a national Community Association in his city.

Michael’s business and community involvement have given him the opportunity to share the good news with his employees and others in the community. His real life experience in the business world has enabled him to have more empathy and authority in counselling work with those in the small church where he serves with two others as a non-paid pastor.

Michael is passionate to see more business people who are walking with Christ share the vision and play an active role in his and similar countries. On a
voluntary basis, he has been involved in setting up a loose network of about 200
believers and another 50 outside of the country, who are interested in pursuing
business in that country. Business educators and students, as well as experienced
business people have made short term visits to assist. Several “Business
Consultations” have been held. A web site is being set up to facilitate networking
and to encourage believers doing business

(c) Analysis of Company and Practices

The company is self-supporting, but the start up capital has not yet been
repatriated. Adhering to Christ-honouring business ethics has limited some opportunities for
financially profitable business. Fluctuating bureaucratic and economic conditions and
instances of corruption have added to the challenges of doing profitable business in
an ethical manner. Michael hopes that recent reforms will improve the business
environment as the country applies for EU membership.

(d) Lessons Learned

Be Customer and Market Centred: Without customers and effective ways to
get the product to the market no company can survive. Marketing means “loving
your customer as yourself.”

Sometimes Free Advice Can Be Valuable: Government, academic experts
and mentors from the Christian business world will sometime give gratis assistance.
Mentors can turn out to be people that we already know but whose business skills we
have not previously valued.

Get Professional Help: Attorneys, accountants and consultants can be costly,
but the mistakes that are made by not using them can be deadly.

Balance & Rest: After periodic periods of neglecting God and family because
of the demands of the business, the need for accountability and a plan for rest and
renewal became evident. Current practices include one day per week to walk in the
hills or at the coast to listen to God, pray and plan for the business as well as church
and family needs. An abundant prayer life and deep knowledge of God and His word
are NOT optional if one wants to do effective spiritual work in the business world.

D Company

D. is a Farstan weaving project providing jobs in villages around the second
largest city in Farstan. It strives to empower the poor through village ownership of
production assets and to provide education by supporting the development of
schools in the villages.

Weaving is a traditional skill, but villagers wanting to work with D are trained
in order to guarantee quality designs and workmanship. D provided looms for
participating villagers to use in their homes. D also provides the raw materials for the
artisans. Completing a weaving project might take several months so D makes
partial payments to the producers to provide operating capital and family resources
during the production process.

D is essentially a marketing organisation for the artisans targeting an
international market and utilising an alternative trade organisation. This marketing
strategy enables D to pay artisans effective wages significantly above the going
market wage.

The enterprise has had multifaceted impact on the villages. In addition to
doubling the income of the artisans, the company has helped to establish
several schools. One school has 750 students of which over half are females. With
sustainable income many are making long-lasting commitments to the village and
doctors have returned to the villages they once abandoned, in the hope of making a
lasting difference.

The enterprise also supports families. The flexibility afforded by placing the
weaving looms in the artisans’ home allows villagers to attend to other
responsibilities including family and field work. Women, often excluded from many aspects of business life, can now freely and equally participate in weaving.

Each village elects a head supervisor from among the workers. The supervisor is a resource to other weavers in the village. The village will collectively identify the specific needs of the community.

The weavers and supervisors find they relate to each other in ways they might never have experienced otherwise. A Muslim supervisor to a Christian worker ceases to be identified as Muslim; instead, they are friends and partners working for a common goal and the welfare of the entire village.

**Evangelistic Commerce**

**(a) Background**

Tom Sudyk worked for 12 years in the law-enforcement field before beginning his career in business, starting and selling over 20 companies. In 1999, he went on a trip to India to assist a mission agency with a financial integrity issue. He became aware of the Indian government’s restrictions on foreign funds entering India particularly for Christian missions. Sudyk saw the opportunity to start a company in India to create funds for missions.

**(b) Company Formation**

After identifying an industry (medical transcription) and hiring a Christian Indian manager, Sudyk started a company in Chennai, India. He then secured a US medical transcription company as a customer and the business started operations in early 2000. The company’s initial capitalisation was approximately $150,000 with the business becoming profitable after two years. It has since expanded to include software development, data conversion and CAD (architectural drafting) design as well as a medical transcription training school.

**(c) Company Ministry**

The initial goal for the company was to generate funds for mission agencies. It was soon realised that much more could be done to spread the gospel. Now with over 60 employees, the company holds daily prayers attended by Christians, Hindus and Muslims and has bi-weekly Bible studies. The company is able to emphasise personal care for employees and actively demonstrate the love of Jesus through the leadership of Christian managers. Beyond being salt and light within the company, the company’s management has helped form two churches and a Christian elementary school.

The company has provided technical and financial assistance to a computer-training school for physically disabled individuals and hired several of their students.

**(d) Replication – Next Generation**

Sudyk recognised that American business students who felt called to Christian service/missions were encouraged to leave business school and enter theological training. He formed an NGO and began a college internship program to encourage business students to use the vehicle of global business for the spread the gospel into countries that are closed to traditional mission work. Currently the NGO works with over 200 Christian colleges and, through an alliance with Intervarsity Christian Fellowship, a significant number of secular universities and MBA programs.

**(e) Lessons Learned**

It is easier to teach ministry to a businessperson than business to a mission person. They focus on good business practice and integrating ministry into the business rather than starting a mission and trying to posture it as a business. If the business thrives, so does ministry to its employees and community, all without foreign funding or donations.

**AM International**

In 1989 “Bob”, the company’s founder left the multinational corporate world to focus on developing Great Commission companies. He wanted to do world-class business while facilitating church-planting work in the 10-40 Window.
Bob bought a controlling interest in AMI, a consulting and manufacturing firm specialising in the technology sector. Within a few months, they had four employees. From 1991 to 1993, the company averaged sales of over $10 million per year in turn-key technologies in lighting and other high-automation manufacturing. They currently have equity in nine operations in East Asia.

The company has managed new factories in East Asia on behalf of publicly traded American companies, and has smaller manufacturing and representation offices in the Middle East and North Africa. The capitalisation for these manufacturing ventures is generally US$ 1-10 million, with AMI holding between 15 and 100 percent. They have established strategic alliances with more than 15 non-profit agencies to do education, development and church-planting work among local East Asian and in some sensitive communities.

The large investment of money and high technology gives them strong political leverage. East Asian governments generally welcome foreign manufacturers, especially those with larger capitalisation. When a company makes money and provide jobs for the local people, the government will not interfere unless the business is openly breaking the law or embarrassing the government (causing it to ‘lose face’).

Each of AMI’s operations has a Great Commission (GC) strategy coordinator, a spiritual entrepreneur and consultant who networks with local church leaders and creates strategies related to evangelism, discipleship and church planting. GCs are on the local company’s board of directors to ensure the presence of annual GC plans that are ambitious but culturally achievable. Such plans set goals, define purpose, and create synergy for maximum kingdom effectiveness.

AMI emphasises church-planting or ministry teams focused on cities or people groups. Expatriates are spiritually accountable to a church or mission agency, and have contracts that describe and specify their job descriptions and working terms.

Normally the team leader is not the general manager. Bob has found that standalone kingdom entrepreneurs are limited both in terms of finances and effectiveness. They need to be part of a team for accountability and encouragement. When AMI started working in a certain Central Asian Republic during the early 1990’s, the number of Muslims who were followers of Christ was fewer than 10. Within a few years, however, many employees were meeting for discipleship on a weekly basis with more than 80 people of the majority faith who are now followers of Jesus. This demonstrates the effectiveness of a team of kingdom professionals.

The management teams are multiethnic and multinational. This gives companies a broader network and provides more specialisation in skills to meet targets. In companies with only national employees, workers may struggle to communicate with multinational companies and have a limited business perspective.

Not all the managers are Christians, but most are GC-committed Christians and no key managers are antagonistic to the GC goals of the company. Salaries are based primarily on performance and not donor support. It is difficult for a manager to make good decisions not tied to his or her compensation. They do allow part-time non-nationals to receive compensation via non-profit groups.

AMI companies have significant export markets, which help to insulate against local corruption. They also provide political leverage as the government recognises that the companies bring profits from external markets that stimulate local economic growth.

Bob shares: “We are God’s fellow workers. We plant the seeds by using business, but God gives the growth”.

Asian Company
A manufacturing enterprise in Asia was started in 1988 with an idea, 5 employees, and $10,000 in capital. Within 15 years, the enterprise had grown to 350 employees, exports of $3,000,000 and $400,000 in profits.

(a) Early misunderstandings
The founder, “Jim,” had some early misunderstandings regarding the purpose of his business and good business practices. He thought that because he was doing “God’s work” that God would cut him some slack and not make him adhere to normal business laws that other successful business people follow. It took time for Jim to understand that business is a system that God has ordered by His laws and ordained in creation. To redeem it we must understand and operate within its “natural law”.

Jim assumed that the business was only a vehicle for something more important. He didn’t realise that people would connect his authenticity in business with authenticity in other things, including his words.

Pressures in the business that should have caused Jim to trust God more wore him down instead. He expected ministry to happen after work rather than through opportunities in business. He did not look to daily normal business activities as a means to disciple people. He missed opportunities. Jim admits he wasn’t prepared for the spiritual warfare he encountered. He didn’t do the work of praying well, either by himself or with the few believers he knew.

(b) Lessons learned through experience:
Jim learned that the system of ‘business’ is another of God’s creations. Learning the system is like getting to know Him. It is honourable, not worldly. The ‘world’s ways’ are attempts to short-circuit His system. Business was never meant to result in temporary reward, but always intended to create money and develop eternally valuable skills which gives us the chance to invest in other eternal things.

Prayer is important work and is the key to seeing results. Jim found that praying for people BY NAME, not by group, gave the most visible results. He mobilised many to join the prayer effort. Jim found that systematically having someone praying for each employee each day was the best investment he ever made.

Business is God’s training ground to teach us to serve. Look at management books and see what they say about serving. Service is a skill we will need to be able to put on our employment application in the New Jerusalem. Business allows us to practice it now! Jim realised that the events of the business day were the best place to disciple people. It is possible to see hundreds of people and their relatives impacted by the gospel while running a business.

(c) Bearing Fruit
Jim learned that successful business can holistically transform both individuals and communities. The majority of employees in the business have now accepted Christ. Christ’s name has been lifted up in hundreds of ways and events. The influence of the gospel has been extended to many people beyond the business itself. In addition, Jim and his team have been able to start new companies in remote places which have resulted in new churches. A fellowship of newly employed beggars has emerged. In addition many employees are actively investing time to influence their communities. Believers are trying to establish Christ’s kingdom in an area known to be in the control of many witches.

Business creates opportunities. Governments recognise an entity positively when it has benefited its people. The government has given the business awards for their activities. As a consequence, Jim and others in the business have had a chance to model Christ and witness to local government officials.

Money is being put back into society and the church, rather than taken from them for support (millions of dollars in salaries). Many “missionaries” have been on the field for many years without need of any external financial support.
Jim is aware of all that could be done better and his own incredible weaknesses. However, he hopes that his lessons learned will be able to encourage others - to God's Glory.