(b) J Organisation

J. Organisation takes indigenous evangelicals who reside in unreached environments and who have a passion for the gospel and gives them small business training. They focus on market-driven concepts and biblical foundations for enterprise. They help these people get started in their own small business via a loan. The purpose is always to aid in expanding the kingdom among their own people. J Organisation actively partners with agencies on the field who oversee the local program. Churches based in the USA supply short-term teams of business professionals and funding.

One example that is working is with former Ethiopian Orthodox Priests that are passionate for planting churches in northern Ethiopia. There is little gospel activity present in that region. These church planters work closely with and under the spiritual authority of an international mission agency. They are trained in biblical story telling as part of the kingdom strategy. They are starting small companies primarily using irrigation pumps. They travel to different villages and use the pumps to take water from rivers to irrigate farmers' fields. There is a charge for providing this service. This business activity creates the opportunity for relationships, which opens doors for sharing the gospel. Each church planter has four villages that are visited twice a month. He is able to do business to meet his personal needs and while doing that he can encourage small groups of believers in each village. One of these groups is made up entirely of “customers”.

(c) Kuzoko Game Reserve

Kuzoko represents a major business investment in the Blue Crane Municipality of the Eastern Cape Province in South Africa. It is in one of the poorest provinces in the country with 87% unemployment and a HIV infection rate of 20%. Given the high unemployment in the region, the strategy was to make an initial investment that would then stimulate other economic activity. The game reserve is projected to create over one hundred jobs on a sustainable basis. The management of Kuzoko Game Reserve is also encouraging the employees to set up their own enterprises. One such business is a fencing company that employs 70 people. The Kuzoko Game Reserve management has assisted the new company in drawing up a business plan, raising capital and contract negotiation. The creation of jobs makes a significant impact on unemployment and poverty in the area.

As employers they believe that they should not also play the role of the pastor, so they invite other agencies to come and run mission and church programs. They encourage staff to attend services but there is no coercion or discrimination. Spiritual transformation is taking place through Kuzoko as they facilitate missions. The result has been that almost 50% of their employees have come to faith in Christ.
8. STRATEGIC RECOMMENDATIONS
Specific Steps for Action

General Observations
We recognise that the Holy Spirit is awakening and restoring the business community to use its skills and resources for building the kingdom of God. In alignment with the strong emphasis of Lausanne Forum 2004, we recognise mission as holistic transformation. Transformational, kingdom focused business is therefore part of our mission. In order to realise the potential of this movement and following God’s leading; it is our imperative to take strategic action.

First we identify some general areas around which we should give prayerful consideration for the development and implementation of strategy. This will be followed by some specific recommendations and a call to action directed to key parts of the Body of Christ.

(a) Imparting Vision and Mobilisation
The concept of business as a kingdom building resource and its strategic nature is still fairly new and sometimes even foreign to many. As outlined more fully in Chapter 6, there is a critical need to impart vision for transforming business and for the development of numerous mobilisation tools and programmes.

(b) Significant Release of Capital
Adequate capital will be required to implement successful Business as mission initiatives, especially on a larger scale. In order to enable the generation, release and appropriate use of significant wealth to meet the needs of the Business as mission movement and the communities that are to be targeted, a “framework of leverage” is needed. This would involve bringing together of venture capital, merchant banking and other relevant business skills. Those who have experience and competencies in these domains need to intentionally and creatively engage with Business as mission. It is imagined that this will include using the skills, resources, networks, etc. of trans-national corporations and government agencies as well.

(c) Matchmaking Both People and Capital
Both people and capital exist ‘out there’ in the Christian business community and beyond. Mobilising these resources is the first step. However, many viable Business as mission opportunities have suffered as a result of not making the right connections. A major challenge is to proactively develop matchmaking processes. This will take people and resources. Facilitators are needed together with an adequate support and accountability structure.

In order to support and multiply the development of new and existing kingdom businesses, there is also a great need for mentors. Those with the relevant experience, networks, intellectual capital and technology need to be intentionally seeking to develop business-to-business mentoring models.

(d) Capacity Building
Once we have begun effectively mobilising and matchmaking new resources in terms of people and capital, do we have the capacity to handle them and offer effective deployment and support services? At the sending end, do we have the capacity to accommodate and train people? In field, is there a receptivity to accept and integrate these strategies? We need to ensure that we have functional entities on both ends that can effectively handle people and money and make strategic decisions. We need effective cross-cultural communication and to build understanding, both between sending and in-field locations and between those from a business culture and those from a mission culture.

(e) Capturing Intellectual Capital
There is a need for good theology and research as well as relevant strategy, for reflection as well as action. We need to further develop the theology of work and business in conjunction with field-based strategies and practice. There are lessons to be learned from the history of missions and from Business as mission initiatives that have had a transformational impact.

(f) Case Studies

A crucial facet of capturing intellectual capital is the gathering of case studies. Case studies need to be researched, documented and evaluated. Telling inspiring stories, sharing good practice and learning from experience will assist in all the other areas of strategic action.

There needs to be a commitment on the part of kingdom businesses themselves to consistently document sector-specific case studies of cutting-edge business initiatives and enterprise. This should be done through analysis and the application of thorough reviews generated by adequate evaluation mechanisms.

(g) Macro Level Thinking

We want to effect radical, holistic transformation of society’s economic systems and structures. The reality of globalisation is increasingly having direct impact on people of all nations and cultures everywhere. As Christians we must intentionally seek to align business with kingdom of God purposes at a macro level.

We must focus strategic thinking on the equipping and enabling of kingdom businesses that can competitively operate in a global market. This should include taking into account emerging markets and global trends. By capitalising on emerging opportunities, there is the potential to put kingdom businesses in the best position to set the pace and industry standards and, as market leaders, to command significant market share on a global level. For example, emerging issues include the movement of human and intellectual capital, technology transfer and outsourcing to emerging markets. Another important area requiring consideration is how to respond to the global implications related to changes in access to and the use of essential natural resources such as water and energy.

(h) Building of Strategic Alliances

In business it is important to always look for leverage points and alliances that can create synergy. There are churches, mission agencies and market place ministries involved in or exploring Business as mission. Where there is a felt-need, it is important to explore the benefit of creating national, regional and international strategic alliances with others that share values and purpose.

We also need cross-discipline partnerships between business and areas such as politics, education, healthcare and other relevant areas. There needs to be an emphasis on the development of strategic partnerships and alliances that can leverage political influence at local, national, regional and global levels. This could include, engaging government at both the local and national levels, as has been the case in areas of Central Asia.

(i) Consultations, Events and Facilitators

To be able to empower and support the Business as mission movement, people are needed to serve as facilitators. There is a need for regional and national Business as mission consultations, facilitators and equipping events. Funding is needed to further these.

"Holy people must stop going into “church work” as their natural course of action and take up holy orders of farming, industry, law education, banking and journalism with the same zeal previously given to traditional evangelism, pastoral or missionary work."

Dallas Willard – The Spirit of the Disciplines
**Specific Strategic Recommendations**

(a) To the Church World-Wide

There is a need for the church to recognise that the Holy Spirit is restoring the role of business in the mobilisation of resources for mission and the extension of God’s kingdom. The following are strategic recommendations:

1. All churches and Christian organisations, on every continent, must closely examine beliefs and practices with regards to:
   - the sacred-secular dichotomised worldview
   - the clergy-laity concept and divide.
2. To develop concepts of a biblical holistic worldview, that positively restores the role of business into the church at large.
3. To catalyse and mobilise the business community through affirming, equipping and releasing business people for their kingdom building vocational role.
4. To endorse and promote the Lausanne Business as mission Manifesto on the role of kingdom business and Christian business people.

*Practical tip:* give a sermon (or two!) on **Business as mission**, using the material provided in this report!

(b) To Christians in Business

Business in itself is an activity that can glorify God. In addition it is a strategic means by which the great commission and the great commandment can be fulfilled. Considering this, the following recommendations are given:

1. Receive the affirmation of the vocational calling of business. Strive to further understand the theological basis of how business practices and profits can be something good and gifted by God.
2. Discover God’s specific purpose for your business. Strive to identify kingdom returns as well as financial returns. Identifying the impacts of the business on the local economy and environment and how the business can work with the local church and the church at large.
3. Establish a clear accountability and support framework for the business in terms of the economic, social, environmental and spiritual impacts.
4. Identify potential mentors and leadership development relationships.

And if God has called and equipped you to do business, ask yourself:

1. Where shall I do business? Maybe you are called to an area of the world where the name of Jesus is rarely heard or in the most poor and needy communities or nations?
2. How can I do business in such a way that God is being glorified? How can the kingdom of God be demonstrated and manifested in and through my business? Do I have a kingdom of God plan for my business as well as a business plan? Should I invite someone to be the "kingdom auditor" of my business?
3. Can I assist by being a mentor to someone in my country or in other countries?
4. What other Christians in business can I link up with, others who also have a vision for business as mission?

*Practical Tip:* Use the Resource Directory accompanying this report to find relevant books and websites to help you explore these issues.

(c) To Workplace and Marketplace Ministries

There are numerous workplace (or marketplace) organisations and ministries around the world. They have different purposes and agendas. We recommend that these groups:
1. Learn about business as mission and transformational business and prayerfully consider embracing and incorporating business as mission into their ministries.

2. Develop partnerships with others that are working on business as mission, whether churches, missions agencies or other workplace ministries.

3. Sponsor and facilitate national and regional business as mission consultations and joint collaboration and learning.

4. Mobilize your constituencies to participate in business as mission initiatives.

**Practical tip:** Include business as mission in the program in one of your meetings!

(d) To Mission Agencies and Executives

Mission agencies are key partners and need to develop a framework for engaging with the work of kingdom businesses. It is recommended that they:

1. Develop a kingdom business perspective by utilising current and future programs of learning, applicable to both short and long term personnel.

2. Encourage and facilitate research and case studies for specific enterprises and their kingdom impact.

3. Create collaboration between mission agencies and businesses in order to further mutual objectives and release resources.

4. Develop wider and more creative recruitment campaigns for those with business skills, including the creation of opportunities for business people through the church.

5. Develop long term business as mission strategies within the organisation – this would include undertaking surveys and audits on business as mission activities.

**Practical tip:** Write about business as mission in your newsletter, magazine, website, etc.

(e) To Christian Training Institutions

The changing face of missions and the reducing number of people entering Christian training institutions needs to be addressed. The following recommendations are applied to Bible Colleges, Seminaries, Christian Universities and other centres of Christian learning:

1. Incorporate a kingdom business perspectives course into current and future programs of learning, for both short and long term programs.

2. In order to enrich recommendation number 1. encourage and facilitate current research and case studies on specific enterprises and their kingdom impact.

3. Develop and run courses encompassing a biblically integrated holistic worldview. Develop and run courses on business as mission. These courses could also be offered and made available to MBA and Economics students in other academic institutions.

4. Create internship programs with kingdom focused companies and encourage collaboration of these companies in joint learning.

5. Encourage the creation of kingdom business alumni networks and kingdom focused business-angel and venture capital networks.

**Practical tip:** Run a one-day seminar on business as mission, see Resource Directory for further tips.

(f) To the Christian Media

The rise of new multimedia technology provides an opportunity for the expansion of kingdom business initiatives. In order to achieve this, the following actions are recommended:

1. Help facilitate the use of all media available to promote business as mission activities and materials such as case studies, articles, regular feature columns that promote transformational business awareness through examples.

2. Use of multimedia and on-line technology for kingdom business training, development and guidance.
3. Encourage closer working relationships between business and the media in developing media strategies and policies, taking into account issues of sensitivity and risk.
9. THE BUSINESS AS MISSION MANIFESTO

The Lausanne (LCWE) 2004 Forum Business as Mission Issue Group worked for a year, addressing issues relating to God’s purposes for work and business, the role of business people in church and missions, the needs of the world and the potential response of business. The group consisted of more than 70 people from all continents. Most came from a business background but there were also church and mission leaders, educators, theologians, lawyers and researchers. The collaboration process included 60 papers, 25 cases studies, several national and regional business as mission consultations and email-based discussions, culminating in a week of face to face dialogue and work. These are some of our observations.

Affirmations
- We believe that God has created all men & women in His image with the ability to be creative, creating good things for themselves and for others - this includes business.
- We believe in following in the footsteps of Jesus, who constantly and consistently met the needs of the people He encountered, thus demonstrating the love of God and the rule of His kingdom.
- We believe that the Holy Spirit empowers all members of the Body of Christ to serve, to meet the real spiritual and physical needs of others, demonstrating the kingdom of God.
- We believe that God has called and equipped business people to make a Kingdom difference in and through their businesses.
- We believe that the gospel has the power to transform individuals, communities and societies. Christians in business should therefore be a part of this holistic transformation through business.
- We recognise the fact that poverty and unemployment are often rampant in areas where the name of Jesus is rarely heard and understood.
- We recognise both the dire need for and the importance of business development. However it is more than just business per se. Business as mission is about business with a Kingdom of God perspective, purpose and impact.
- We recognise that there is a need for job creation and for multiplication of businesses all over the world, aiming at the quadruple bottom line: spiritual, economical, social and environmental transformation.
- We recognise the fact that the church has a huge and largely untapped resource in the Christian business community to meet needs of the world – in and through business - and bring glory to God in the market place and beyond.

Recommendations
- We call upon the Church world wide to identify, affirm, pray for, commission and release business people and entrepreneurs to exercise their gifts and calling as business people in the world – among all peoples and to the ends of the earth.
- We call upon business people globally to receive this affirmation and to consider how their gifts and experience might be used to help meet the world’s most pressing spiritual and physical needs through Business as mission.

Conclusion
- The real bottom line of business as mission is AMDG - ad maiorem Dei gloriam – for the greater glory of God

Business as Mission Issue Group

October 2004

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8 Lausanne Committee for World Evangelization