BUSINESS AS MISSION

Business as Mission
A Comprehensive Guide to Theory and Practice
C. Neal Johnson
Foreword by Steve Rundle

“Masterfully combining ‘how come’ and ‘how to,’ Neal Johnson has crafted an instant classic.”
—R. Paul Stevens, Regent College, Vancouver, BC

“Finally, a complete book on the subject of business as mission . . . tells it like it is. As the working encyclopedia for business as mission, it is a must for anyone who is considering work in the field directly or tangentially.”
—Ken Eldred, author, God at Work

As global economics become increasingly interconnected, Christian businesspeople and entrepreneurs have unanticipated opportunities to build kingdom-strategic business ventures. C. Neal Johnson offers the first comprehensive guide to business as mission (BAM) for practitioners. He provides conceptual foundations for understanding BAM’s unique place in global mission and practical resources for how to do BAM, including step-by-step operational implementation.

C. Neal Johnson (Ph.D., Fuller Seminary) is the founding dean of the School of Business and professor of international business at Bakke Graduate University in Seattle, Washington, an institution which seeks to go beyond traditional business schools to help transform global communities through Christian business and entrepreneurial education.

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MARKETPLACE MISSIONS
“Engagement by the Church”
A Special Presentation for
ACTS Seminaries
Trinity Western University
“Church, Marketplace & Missions”
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Hope International University
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Engagement by the Church

Today’s Agenda
 The Process of BAM Engagement:
  6 Key Steps
 An Aggressive Action Agenda
 Your Planning Options
Engagement by the Church

THE Marketplace Mission Movement
(The “Cafeteria Plan” -- 😊)

- Tentmaking (TM)
- Marketplace Ministries (FAW)
- Enterprise Development (Ent Dev)
- Business as Mission (BAM)
  - Christian Social Entrepreneurship (C-SE)
  - Community Development (Comm Dev)
  - The Diaspora in your Community
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YOU

- FAW
- Diaspora
- ENT DEV
- C-SE
- TM
- BAM
- Cost & Capacity
- COMM DEV
Engagement by the Church

YOUR “ALLIES” W/IN THE CHURCH
(A “Cafeteria Plan” -- 😊)

- Business & Workplace People
- Affinity Groups
- Men’s, Women’s and Youth Groups
- Church Staff, Boards & Leaders
  - Young Adults
    - Students
  - Your Community Leaders (Formal & Informal)
  - The Diaspora, Ethnics & Unemployed
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Some Preliminary Observations
(with special thanks to my friend Os Hillman for many of these thoughts)

We all Need to Move From
Building Walls to Building Bridges

The Pulpit-Pew Gap
“The Serf Complex”
The Holy Hierarchy
The Secular-Sacred Divide
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We all Need:

* To Start Measuring our Kingdom Impact rather than our Church Attendance
* To Equip the Saints for Kingdom Service through their Vocations
* To Looking Beyond our 4 Walls—from an inward to an outward focus
* To jointly serving our whole community
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We all Need:

* To make Partnerships our model for community service & ministry

* “Two are better than one, because they have a good return on their work.” (Eccl. 4:9)

* “A rope made of three strands of cord is hard to break.”  (Eccl. 4:12)
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• We all Need:
  * To See that there is really only 1 Church in the city (made up of all believers)
  * It simply meets in several congregations.
  * “Make my joy complete by being of the same mind, maintaining the same love, united in spirit, intent on one purpose.” (Phil. 2:2)
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We all Need:

* To stop condemning the city & start blessing and praying for it.
* “Seek the peace and prosperity of the city to which I have carried you . . . Pray to the Lord for it, because if it prospers, you too will prosper.” (Jer. 29:7)
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We all Need:

* To see ourselves (church & business alike) as ministers & priests to a perish rather than to a congregation.

* “As Jesus approached Jerusalem and saw the city, he wept over it.” (Luke 19:41)

* “rebuild . . . Restore . . . [and] renew” the city “and you will be called priests of the Lord, you will be named ministers of our God.” (Isa 61:1-6)
Engagement by the Church:
The Focus Today: “How” To Engage

Neal’s 6 “A’s”

Awareness
Asking
Anointing
Affirming
Arming
Action
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AWARENESS:
Of this Potential Mission Field

- Investigate
- Study
- Learn
- Inquire

- What is the Marketplace Mission Movement?
- What are its 4 camps?
  - What is BAM?
- What is God up to in and through the Marketplace?
Engagement by the Church?

ASKING:

THE Q: *Whether* to Engage BAM?

Our Lord
----- Seeking God’s Guidance

Listening to the Holy Spirit & Focused Prayer
Engagement by the Church?

**ASKING:**

- Church Resources?
- Church Capacity?
- Church Calling?
- Congregation Buy-In?
- Leaders for Godly Counsel
  - Church
  - Business
  - Community
Engagement by the Church?

- **ANNOTNING: A Leadership Team**
  - Assoc. Pastor of the Marketplace
  - A Lay “Champion” = Active, Passionate, Business Person
  - A “Roundtable” of Stakeholders from the MP & Church
  - A Council of Advisors:
    - Business, Education, Government
    - Affinity Groups
Engagement by the Church?

Yes
- AFFIRMING:
  - THE MARKETPLACE PEOPLE IN PEWS

Yes
- BUSINESS PEOPLE
- EDUCATORS

Yes
- GOVERNMENT WORKERS
- MEDICAL ARTS
Engagement by the Church?

- That there are many different callings, but all are in ministry → No Holy Hierarchy

- That you can be called by God to business (the same as a pastor is called to the pulpit or the traditional missionary is called overseas)

- That There is no Sunday-Monday Divide (we are all called to live the Gospel 24/7)
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- **ARMING (FOR SPIRITUAL BATTLE)**
- Re-envisioning the Church & its Role → From “Stand and Deliver” to:
  - Mobilizing: God’s Army in the Pews
  - Equipping: Training that Army for Field Duty
  - Providing: Prayer Cover for Spiritual Warfare
- Re-Structuring:
  - The Pastorate & Its Role
  - The Laity & Their Role (esp. Business)
  - The Church & its Mission/Ministry Model
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BAM @ Church

• **Action Agenda for BAM @Church:**
  - Program Development (churches, NGOs & denominations)
  - Skill Development (individuals & firms)
  - Economic Development (BAM companies & communities)
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BAM @ Church

#1: Action → Plan Your BAM Engagement

- **Plan:** Why, What, for Whom, By Whom, When, Where, How & How Much (Time & $)
- **Types of Plans:** (Decision Time)
  - If No Plan: Ad Hoc, Serendipitous, Random Acts of Faith in Action
  - "Cafeteria Plan" & Incremental Implementation
  - Or
  - Intentional, Strategic Master Plan for the Master
The Planning Approach:

Planning Continuum

Ad Hoc Actions | Incremental Planning | Master Planning
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#1: Action ➔ Plan Your BAM Engagement

- BAM Plan Content: 9 Action Avenues
  - #1: Plan your BAM Engagement (Critical)
  - #2: Intentional Commitment
  - #3: Pastoral Leadership
  - #4: Prayer, Prayer & More Prayer (first, last & always)
  - #5: Mission Mobilization
  - #6: Educational Initiatives
  - #7: Career Development
  - #8: Community Outreach
  - #9: Seek Assistance
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#2: Action → Intentional Commitment

• **INTENTIONALITY**
  – Buy-In at the Top:
  – The Pulpit: Pastor; Ruling Board; Church Leaders
  – The Pews: Business Leaders
  – The “Pit”: Church Staff
  – Fully Coordinated Decision-Making Process

• **COMMITMENT (WHOLEHEARTED):**
  – Provide Staff Support
  – Provide the Budget
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#3: Action → Pastoral Leadership

- Sermon Series Focused on
  - The Workplace: The Inherent Blessings of Work, G&S
  - Jesus and the Workplace; the Apostles; OT & NT
  - Theology of Work:
    - Biblical Themes & Roots; Holistic Ministry/Mission
    - Church Historical Roots;
    - Laity Movements; BAM; FAW; FCCI; CBMC

- Testimonies: Seeing God in the Workplace

- Commissioning Ceremonies
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#3: Action → Pastoral Leadership

- Guest Speakers on FAW & BAM
- Workplace Relationships: Bridge the Pulpit-Pew Gap
  - Initiate On-Going Dialogue with Business men & women
  - Focus Groups -> ID Issues & Opportunities
  - Business/Workplace Visitations (like Hospital)
  - Walk in Their Shoes: Shadow Days; 1 hr/wk w/different
  - Affinity Groups: Set up & Dialogue With; Connect
  - Workplace Chaplain Program
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#4:  Action → Active Prayer

• Intercessory Prayer Cover, Chain & Teams
• Inner Healing Prayer: Sessions; Training; Teams
• Businesses Prayer
  – In Business: Its struggles, needs, issues & oppor’ts
  – Over Business, its People, Products & Services
• During Services:
  – Specific Callings, Industries, Affinity Groups
  – Pastoral Prayers
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#5: Action ➔ Mission Mobilization

- Mission Committee: Representatives; Support
- S.T. Missions of Business People
  - For Business Mentoring
  - For Business Incubation
- S.T. Missions of Youth
  - Marketplace Mission & Enterprise Development
  - Business Development Groups (Micro-Finance)
  - BAM Summer Internships
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#5: Action → Mission Mobilization

- Mission Week: Focus on BAM
- At the Church: BAM Events, Seminars, Classes & Conference for Public
- Outside the Church: FAW & BAM Seminars & Conferences for Church Members to attend
- Establish Business & Affinity Peer Groups
- Business Team: ID & Support Would-Be BAM’ers (Olympia)
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#6: Action → Educational Initiatives

- BAM Training, Encouragement & Support
- 5 Key Areas of BAM Competence
  (A) Business Mandate—general
  (B) Business Mandate—specific
  (C) Mission Mandate
  (D) BAM Mission Context
  (E) Faith-Based Community Development
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#6 (C) Mission Mandate

- Personal Walk with Jesus Christ
- Scriptural Knowledge
- Scriptural & Spiritual Maturity
- Church Activist
- Faith Sharing Skills
- Missiology
  - Theology of Missions
  - Mission History
  - Business as Mission (BAM)
Example: Single BAM Course

- BAM’s Basic Beliefs
- BAM’s Biblical Roots
- BAM in Church History
- Biblical Theology of Work
- The Inherent, Godly Value of Business
- Faith Integration
  - The Stages
  - The Levels
  - How to do it: Multiple Bottom Lines
Levels of Faith Integration

3 Levels/Types:

1\textsuperscript{st}: Inherent or Intrinsic Integration

2\textsuperscript{nd}: Internal Integration

3\textsuperscript{rd}: External Integration
Internal Faith Integration

Through the Business:

- Policies → mirror biblical value & principles
- Practices → mirror Christ’s life & Gospel
- Products → “love thy neighbor” & golden rule
- Everything a business is, does and stands for = its witness (negative or positive)

Management-Style Evangelism

* Actions   * Attitudes   * Culture   * Environment
Internal Faith Integration
- A HOLISTIC APPROACH -

Within the Business:
- Operate by Biblical Principles
- Efficient Systems
- Quality Product (Exportable)
- Develop Local Mgrs.
- Mgmt Evangelism
- Lifestyle Evangelism
- Marketable Skills

- Counseling
- Bible Studies
- Food
- Training:
  * Literacy
  * Nutrition
  * Health & Hygiene
  * Prenatal & Parenting
  * Money Mgmt
  * Character Dev’mt
- Day & Elder Care
- Medical Attention
External Faith Integration

External: To the Community

The Marketplace

External: To the Community

External: To the Community
External Faith Integration

- A HOLISTIC APPROACH -

Outside the business – *community*:

- Employee empowerment
- Community development projects
  - Water → available & clean
  - Public toilets & bathing facilities
  - Educational & recreational needs
  - Sanitation & hygiene
  - Infrastructure → roads, paving, electricity
  - Housing & Youth Centers
  - Rehabilitation Centers: Drugs, Alcohol, etc.
External Faith Integration

- A HOLISTIC APPROACH -

**Outside the business** – *mission outreach*:

- Indigenous churches
  - Supporting their projects
  - Bible studies
  - Business classes for members
- Church planting
- Partnering with local NGOs, church and mission agencies
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#6 (D) The BAM Mission Context

- The Country/Area
- Culture
- Language
- Religions
- Business Practices
- Legal Structure
- Power Structures (formal & informal)
- Infrastructure
- Corruption Issues
- Security Issues
- Living Environment
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#6 (E) Faith-Based Community Dev’m’t

- Poverty, Justice and Human Dignity
- Appreciative Inquiry & Asset-Based CD
- Community Mobilization & Empowerment
- Participatory Dev’m’t & Capacity Building
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#7: Action ➔ Career Development

• The Unemployed Among Us: Holistic Outreach
  – Career & Job Counseling
  – Workshops & Seminars:
    • Resume Writing
    • Interview Skills
    • Job Hunting
    • Money & Credit Management
    • Business & Entrepreneurship Skills
    • Computer Literacy Skills
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#7: Action → Career Development (continued)

- The Unemployed Among Us: Holistic Outreach
  - Support Groups: the Unemployed & their Families
  - Counseling & Mentoring
  - Ombudsman Outreach: ID & Meet Needs ($, food, etc.)
- Family Buddy System
- Care Giving Program
- Job Factories
#7: Action → Career Development (continued)

- Your Youth: Workshops & Seminars
  - Same Classes as for the Unemployed
  - Calling & Career
  - Career Days/Seminars/Counseling
- Character Development:
  - Money, Sex & Power
  - Dating & Marriage
  - Values Formation
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#7: Action ➔ Career Development (continued)

- Your Youth: Workshops & Seminars
  - Being an Effective Leader: Jesus’ Way
  - You & the Global Marketplace
  - Business Visits (“Explore the City”)
  - An Evening with the CEO
  - Learning Experiences
  - Focused Retreats
#7: Action → Career Development

- Your Youth:
  - BAM Clubs
  - BAM Projects
  - BAM Trips (domestic & International)
  - Personal Counseling
  - Mentoring
  - Ombudsman Outreach: ID & Meet their Needs
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#7: Action → Career Development

• Your Youth:
  – Tutoring & After-School Program
  (School Classes, Business Skills, Selected Careers)
  • By the Youth; For the Youth (Peer & Younger)
  • By Your Retired
  • By Your Working People
  – Skill Development: Vocational Training (Cars; Shop; Etc)
  – Internships & Summer Employment/BAM Experiences
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#7: Action → Career Development

- Your Employed:
  - Educational Enhancement (W/in & Outside the Church)
    - Workshops, Seminars, Classes, Conferences
    - Faith Integration at Work
    - Business Ethics Today
    - Faith-Based Business Practices
    - Developing Spiritual Boards of Advisors
    - Leading Your Company for Christ
    - Managing by Biblical Principles
# Engagement by the Church!

**BAM @ Church**

#7: Action → Career Development

- **Your Employed:**
  - **Educational Enhancement** (W/in & Outside the Church)
    - Business Skills (basic & advanced)
    - Being a Mentor—Having a Mentor
      - A Business Mentor
      - A Personal Mentor
  - **BAM Classes**
  - **BAM Vision Trips**
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#7: Action ➔ Career Development

- Your Employed:
  - Peer Groups: Spiritual Board of Advisors
  - Affinity Groups
  - Business Book Clubs
  - Business Films & Their Theology (main stream movies)
  - Christian Business Biographies & Case Studies
#7: Action → Career Development

- Your Employed:
  - Speakers Bureau on “Business & Faith” Topics
  - Bible Studies: Theology of Work Development (“Doing Theology at a Lawyer,” or nurse, engineer, retailer, etc)
  - SWAT Teams for Your Member’s Troubled Businesses
Engagement by the Church!  
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#8: Action ➔ Community Outreach

- The Local Business Community ➔ Minister to Them
- The Local Christian-Led Businesses ➔ Help them
  - Re-Envision their Companies:
    - As Kingdom Companies
    - As BAM Companies
    - As Great Commission Companies
Engagement by the Church!  
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#8: Action → Community Outreach

- The Local Christian-Led Businesses → Help them
  - Integrate Faith into their Company’s DNA
- To Lead their Companies for Christ
- To Manage by Biblical Principles
- To Have Greater Kingdom Impact
- To Improve, Grow & Expand—IAW the Gospel
- To Survive, Thrive, Replicate & Reproduce
#8: Action → Community Outreach (continued)

- Other Churches: “Joint Venture” Mission/Ministry
- The Diaspora
- Community Ethnic Groups
- Faith-Based Social Entrepreneurship
- Holistic Territorialism → Stake out Your Territory
  - Jackson Church
- A Healthy Community → Name it & Claim it
  - Jackson Transformation Movement
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Ray Bakke: “Theology of the City”

• 7 Characteristics of a Healthy Community →
  (from Isaiah 61)
  * Public Celebration & happiness (vs.18, 19)
  * Public Health for children & the aged (v.20)
  * Housing for all (v. 22)
  * Food for all (V. 22)
  * Meaningful work (vs. 22, 23)
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• 7 Characteristics of a Healthy Community →
  * Family support systems (v. 23)
  * Absence of violence and fear (v. 25)
+ Quality education (for all ages)
+ And a caring, unified, vibrant body of Christ loving & ministering to people the Jesus Way
+ Make your own list for your community
  (ID the Pain & Alleviate it in Jesus’ name)
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• #9: Action → SEEK ASSISTANCE:
  – www.HisChurch@Work.org (Doug Spada) = A+
  – www.marketplaceleaders.org (Os Hillman)
  – Consulting (Neal Johnson)
  – Marketplace Ministries
  – Business, Professional & Affinity Ministries
  – Books & Websites:
    • see Esp. Faith @ Work: What Every Pastor & Church Leader Should Know (Os Hillman)
Engagement by the Church: BAM @ Church

Today’s primary questions:
What do *you* do with this information?
Is *Your Church* currently part of the MMM?
How Can you Engage?

Through:
Your Business People in the Pews?
Your Youth?
Your Community?
Engagement by the Church: 
BAM @ Church

Engage Through:
Enterprise Development?
(Micro-Finance)
Marketplace Ministries?
(Peer Groups)
Tentmaking?
(Job Takers)
BAM?
(Job Makers)
BAM: The Real Bottom Line

Swarr & Nordstrom:

“BAM = A business working, creating, producing, and multiplying wealth, causes transformation to take place in the community.

“What was dead before takes on life. The poor become rich, the weak become strong, cities are rebuilt, houses and dwellings spring up, children are enabled, and the next generation is strengthened.”
BAM: The Real Bottom Line

“And Christ is glorified...”
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