



BUSINESS AS MISSION
GLOBAL THINK TANK

ISSUE GROUP REPORT

Advocacy and Mobilisation

Marketing, Messaging
and Engagement in
Business as Mission

Advocacy and Mobilisation

Marketing, Messaging and Engagement in Business as Mission

Report by the Business as Mission Think Tank Group
BAM Advocacy and Mobilisation
October 2015

bamthinktank.org

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Acknowledgements

With thanks to the advocates and the mobilisers, to those behind the front-lines who tell of what God is doing, who share the stories and encourage others. Thanks especially to those who contributed to our research. We remember the late Kent Humphreys, our brother in Christ and fellow mobiliser, who shared his wisdom with our group shortly before he went to be with the Lord in January 2013.



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Foreword

The Global Think Tank on Business as Mission has opened up a unique forum for collaboration among practitioners and leaders from around the world. When we began this second Think Tank initiative, we focused on a key word: *invigorate*. The purpose of the Think Tank has been to invigorate the global business as mission movement, to equip and encourage those who want to serve God and the common good in and through businesses—among all peoples.

To that end we launched over 30 national, regional and international working groups. Some of these groups focused on a particular issue in the BAM movement, and others were concentrating on BAM in and from a particular region or country.

The objectives for these groups were to listen, learn, share and connect. We developed tools and templates for the working groups to effectively collaborate through virtual meetings, as well as face-to-face consultations. Each group has produced materials, including papers, analyses, case studies, tools and resource directories, as a result of this dialogue.

To enable a meaningful and constructive conversation in and between groups, we have used the following working definition of business as mission:

Business as mission is:

- Profitable and sustainable businesses;
- Intentional about Kingdom of God purpose and impact on people and nations;
- Focused on holistic transformation and the multiple bottom lines of economic, social, environmental and spiritual outcomes;
- Concerned about the world's poorest and least evangelized peoples.

This definition emerged from the first Think Tank on BAM, which among other things produced the Lausanne Occasional Paper on Business as Mission, as well as the BAM Manifesto: http://www.lausanne.org/docs/2004forum/LOP59_IG30.pdf.

The Think Tank project has resulted in a massive global gathering of both intellectual and social capital for the BAM movement. As well as the written materials, we have built networks and have gathered together in person at the working group Leaders Forum and at the Global Congress on Business as Mission, both held in Thailand in April 2013. The intention is to now share and disseminate these gathered resources as widely as possible.

This report is one in a series of papers from the 30 plus working groups. Hundreds of leaders in the BAM community, from every continent, have contributed to these reports. Additional Think Tank reports may be found at <http://bamthinktank.org/reports>.

These reports are not the end or the final destination of the BAM Think Tank, but should rather be seen as important reflections by BAM practitioners and other leaders who will continue to journey together. We need to continue to grapple with issues, and address

needs and gaps. Some groups will continue and new initiatives will emerge. The BAM movement is on the move!

It has been a privilege to facilitate this unprecedented and global collaboration over the last two years. Looking back we can see that at times we have achieved less than we have hoped and planned for. But we have also witnessed that God is able to do more than we could have ever imagined.

Our sincere thanks goes to all those who have co-laboured with us to bring the Think Tank initiative to fruition. We want to especially thank the Steering Group, the Issue and Regional Group Leaders, the Support Team and our spouses Mark and Jennifer for their steadfast support.

We pray that these papers, case studies, tools, recommendations and resources would go out widely, and encourage and equip you as well as invigorate the global BAM movement.

“Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen” (Eph. 3:20-21, NIV).

Jo Plummer & Mats Tunehag
Co-Chairs

September 2013
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Executive Summary

Advocacy and Mobilisation Marketing, Messaging and Engagement in Business as Mission

The business as mission movement is growing. However, business people and business skills remain a significant untapped resource in the global church. In the next generation we have an exciting opportunity to unleash the God-given power of business to address spiritual, social and economic poverty like never before. If we are going to multiply the impact, we need to multiply our mobilisation efforts and make our communication even more compelling.

How are we to do that effectively? What are the barriers and challenges that we will face? What are the opportunities before us?

Our aim with this report is to equip those involved in advocacy and mobilisation in the business as mission (BAM) movement with lessons learned from experience.

We identify major themes that represent both challenges and opportunities for BAM advocacy and mobilisation today, including:

- God is at work
- Business people are a primary audience
- The church has a vital role
- The sacred-secular divide remains a serious hindrance
- Good stories and models are important
- Greater resourcing and innovation is needed
- Partnerships should be pursued
- We have a message that resonates
- We need to patiently overcome misconceptions
- The world is primed for business

We explore the implications of these themes on the messages that we need to communicate, on our marketing strategies and on engaging people to action.

Practical suggestions are given for each these three areas:

1. Developing message content – four key content areas to adapt for any context.
2. Developing marketing strategies – three recommendations for those considering the marketing of BAM concepts and opportunities.
3. Engaging people to action – three important considerations for engaging people to action.

Finally, we make recommendations for follow-on initiatives: a prayer network, a call for 'storytellers' to join us and a global campaign that would help us reach beyond our current audience for business as mission.

Advocacy and Mobilisation

Marketing, Messaging and Engagement in Business as Mission

Introduction

Our founding vision was shaped by the voices of business people: 'Show us how we can make a difference', 'Surely there is more for us to contribute to mission than writing another check?', 'How can we get involved?'. Sixteen years on and I am constantly surprised. I have shared the stories of those early business guys over and over, and I worry that it's not really fresh, but then I'll meet a new person and they are dealing with this right now in their local church. These are business people with tremendous skills, running huge divisions or companies and they want to get involved. They are told they could volunteer for this or that, but none of it is engaging their skills. In too many places business people are still not being affirmed and they are not being commissioned. I think we've made some progress, but I think affirmation is still a very real need and then we need to help people with tangible ways of getting involved. (Doug Seebeck, 2010¹)

Business people and business skills remain a relatively untapped resource in the work of building the Church worldwide and meeting the needs of the world. The Lausanne Occasional Paper on Business as Mission put it this way:

The task before us is quite challenging and includes the need to create jobs, new business start ups, access venture capital, business know-how, access to markets, and clear business ethics. Drawing on the same existing resources for traditional missions will not be enough. However, there are thousands of people in churches world-wide, with the right skill-sets, experiences and contacts that can make a significant difference cross-culturally through business as mission. Mobilizing, deploying, equipping and supporting them effectively will release untapped resources for the mission of the Church. (Tunehag, McGee and Plummer (Eds), 2004)

In the last 10 to 15 years there has been a multiplication of resources dedicated to business as mission (BAM) advocacy and mobilisation efforts, spreading to more parts of the world. However, the number of resources and people involved in advocacy remain relatively few, with a limited reach. The number of new people and resources being mobilised still represents the tip of the iceberg for both meeting the need and releasing the potential of this untapped resource.

Our goal as a working group has been to identify strategies that will increase awareness of business as mission in the global church: to create a deeper understanding and a greater participation.

Advocacy we define as: Communicating to create deeper understanding.

Mobilisation we define as: Communicating to create greater participation.

¹ Doug Seebeck, President of Partners Worldwide, remarks made in an unpublished interview.
BAM Advocacy and Mobilisation Issue Group Report – October 2015

The Advocacy and Mobilisation Issue Group gathered those with a history of working in this arena, representing North America, Latin America, East Africa, Europe, India, Australasia and various parts of Asia. We addressed the major themes emerging from our preliminary discussions and our SWOT analysis of current BAM advocacy and mobilisation efforts. Twenty-one people individually contributed their responses to the SWOT analysis which were completed by online survey and collected information about the Strengths, Weaknesses, Opportunities and Threats for both advocacy and mobilisation efforts. The results were then categorized and tallied so that we could identify the most frequently identified issues.

Through our SWOT analysis and discussions, we identified the following ten themes that represent the most important challenges and opportunities for BAM advocacy and mobilisation:

- God is at work
- Business people are a primary audience
- The church has a vital role
- The sacred-secular divide remains a serious hindrance
- Good stories and models are important
- Greater resourcing and innovation is needed
- Partnerships should be pursued
- We have a message that resonates
- We need to patiently overcome misconceptions
- The world is primed for business

We then went on to reflect on the implications of these challenges and opportunities for each of the following three areas:

1. What does this mean for *message content* – what messages and content should be emphasised?
2. What does this mean for the *way we get the message out* – what methods, tools and marketing approaches should be emphasized?
3. What does this mean for the way we *engage people to take action* – what is recommended as we present opportunities to get involved?

We summarize by making some specific recommendations that we believe would increase the quality and quantity of BAM advocacy and mobilisation.

Profiles of selected organisations that have a track record of advocacy and mobilisation were created in order to learn from what is already working or not working. The full profiles are included in Appendices C to M and we have extracted from them principles, practices and lessons that are included throughout this report.

Introductory Remarks on BAM Advocacy and Mobilisation

BAM is part of a broader movement

It is extremely important to acknowledge that we are part of a broader picture of God at work among business men and women in the marketplace as we consider the opportunities and challenges for BAM advocacy and mobilisation. Neal Johnson observes:

God has been working in very powerful ways below the radar for over two decades vis-à-vis the marketplace. His hand has been seen among Christian businesspeople around the world who have come to the same vision of Christ in the marketplace, and they have done so independently, spontaneously and globally. In fact, the phenomenon has engendered such massive global momentum that it is being called a movement that may well be *the* dominant Christian mission movement of the twenty-first century and, if developed, may become one of the greatest mission movements in Christian history. That is why I call it the Marketplace Mission Movement—and BAM is a major part of it. (Johnson, 2009, p86)

In their analysis of the contemporary BAM movement, Johnson and Rundle (2006) describe business as mission as one camp among four that are part of the same broad movement, that also includes tentmaking, marketplace ministries and enterprise development. Many other authors and commentators, observe that this broader movement is significant for the mission of the Church today and that business as mission is a part of it. As Lausanne Occasional Paper on Business as Mission notes:

Business as mission does not represent a new paradigm in itself, but is part of a broader paradigm shift that recognises the holistic nature of *missio Dei*, and affirms all vocations. The evangelical church is learning how to more effectively declare the Gospel in its fullness. (Tunehag, McGee and Plummer (Eds), 2004)

Strengthening our connections

In his commentary on the marketplace movement, and its sustainability and future growth, Johnson (2009) goes on to highlight three important dynamics:

1. The movement's connection to the church
2. Its intergenerational momentum
3. Strengthened structures within the movement

Regarding the first, Johnson concludes that, "Without a doubt, the movement's estrangement from the church is one of the major obstacles in the road ahead." (p103) According to his assessment it is premature to ascertain the movement's intergenerational momentum, but that survival beyond the first generation is critical. Johnson adds a third dynamic in his conclusion, "If the relationship with the church becomes secure and solidifies, and if the structures of the movement strengthen, the generational appeal of this movement should emulate the transgenerational appeal of the gospel." (p103)

The SWOT analysis of the BAM movement conducted by the Advocacy and Mobilisation Issue Group is strikingly coherent with Johnson's analysis of the marketplace movement, of which BAM represents a significant niche. The challenges and opportunities identified in

this report draw particular attention to the need to: secure and solidify the connection of the BAM movement to the global church; further develop the structures and resources through which to unify the movement; create synergy among its participants; and cultivate a multi-generational appeal as business people communicate with and mobilise other business people.

Who is mobilising?

A sketch of the current landscape of BAM advocacy and mobilisation and how it has developed may provide a useful context for the following discussions. For a fuller description of the emergence of business as mission, please refer to the BAM Think Tank Report on BAM Scholarship and Research.²

Although the interweaving of business and mission is nothing new and has occurred at various points through church history, the emergence of the contemporary BAM movement can be traced back to the late 1980s and 1990s. During those years a small number of early pioneers began to practice what would come to be known as 'business as mission' (among other names) before any unifying term had been coined for it. Prior to that, during the 1970s and 1980s, the practice and concept of 'tentmaking' had become more familiar. In the late 1990s out of a number of small discussion groups and conferences, the name 'business as mission' began to emerge as a distinct label for a small, but growing wave of integrated business-mission models. Other terms, such as Great Commission Companies, Kingdom Business, Transformational Business, Missional Business, Business for Transformation (B4T), Missional Entrepreneurship, have emerged since (in English, there are additional terms in different languages).

'Holistic Entrepreneurs' was an early term used and gave its name to the first larger scale international conference on the topic, held in October 2002. This conference and its related book *'On Kingdom Business'* (Yamamori and Eldred (Eds), 2003) was part of a growing wave of books³ and conferences⁴ dedicated to 'business as mission' concepts in the early and mid 2000s. This cluster of books and conferences, along with a greater number of articles and analysis in mainstream mission publications, represents the first recognisable period of concerted BAM advocacy and mobilisation effort.

At the end of the 1990s and early 2000s a handful of mission organisations and networks, including the CEED Center of Youth With a Mission (YWAM), Operation Mobilization (OM) and the Central Asia Business Consultation, began offering dedicated BAM training courses, some of these focused on in-house training and others on a broader audience. Symposiums and courses also appeared in academic institutions around this time, with the

² BAM Global Think Tank Report on Scholarship and Research, available at: <http://bamthinktank.org/report-scholarship>

³ Examples of early BAM-focused books include Suter and Gmur (1997), Swarr and Nordstrom (1999), Befus (2001, 2005), Danker (2002, republished), Rundle and Steffan (2003), Yamamori and Eldred (2003) Eldred (2005), Lai (2005), Baer (2006)

⁴ Examples of early BAM-focused conferences include Central Asia Business/BAM Consultation (1998 to 2007), Holistic Entrepreneurs (Hosted by Regent University, October 2002), Global Consultation on Business as Mission (Hosted by YWAM, January 2003), Kingdom Business Forum (Hosted by Regent University, April 2004), in addition the BAM Issue Group convened at the Lausanne Forum (Hosted by The Lausanne Movement, November 2004).

business schools at Biola University, Regent University and Wheaton College in the USA being notable pioneers. The first regional consultations and meetings also started, notably the Central Asia Business Consultation (later Central Asia BAM Consultation) that began in 1998 and ran for ten years. Meetings were also held in Tanzania (for East Africa) and Brazil (for Latin America) in the early 2000s. In the last ten years or more we have seen a growing number of regional advocacy and mobilisation efforts, with networks and events continuing to focus on those mentioned above, as well as China, India, Indonesia, Korea, among others.

Koreans were early adopters of BAM and represent some of the earliest BAM practitioner-pioneers. Korean language training and mobilising initiatives were begun by several groups in China, Korea and the USA in the early and mid 2000s. Korean business people began to meet regularly under the International Business Alliance (IBA)⁵ in Shanghai from 2007, later moving to Seoul and continuing to run a major conference annually.

The early 2000s also saw the emergence of the first dedicated BAM advocacy and mobilisation teams led by individuals and small teams from mission organisations and networks, such as Mats Tunehag (Lausanne Senior Associate for BAM), Lynn Green (YWAM's BAM Resource Team) and Patrick Lai (with what has become NexusB4T). These and others began intentionally developing BAM materials and resources intended to serve a wider network. The first dedicated BAM website businessasmission.com was launched in 2002 by the BAM Resource Team and is now in its fourth iteration.

In 2002 and 2003 the first 'think tank' effort for BAM was started, convening under the auspices of The Lausanne Movement. This was the first attempt to gather a significant number of practitioners, as well as mission, church and academic leaders, to bring some consensus around the concept and practice of business as mission. In total 90 individuals worked virtually together and around 70 convened face-to-face in November 2004, to produce the Lausanne Occasional Paper on Business as Mission (2004), a landmark collaborative effort. This first think tank was the direct predecessor of the current BAM Global Think Tank, of which this report is one element.

From the first dedicated BAM advocacy and mobilisation efforts of the early and mid 2000s, the number of books, conferences, websites, forums, articles, courses and so on, has continued to grow. Since early on there has been no one 'type' of advocate and no one group has had the 'corner' on mobilisation activities. This is still true today. Prominent BAM advocates have come from every kind of background and experience, including:

- Academic (e.g. Rundle, Johnson)
- Church (e.g. Perimeter Church, Atlanta, USA, The Good Shepherd, Seoul, Korea)
- BAM practitioner (e.g. Lai)
- Mission Agency/NGO (e.g. CMS-Africa, YWAM, CCI-Brazil, Partners Worldwide)
- Business (e.g. Dwight Nordstrom, PRI, Julian Foe, KBC Indonesia, IBA in Shanghai)
- Networks (e.g. Tunehag, Yamamori)

This diversity is reflected among those working more behind the scenes or in localised contexts.

⁵ International Business Alliance, began as the IBA Shanghai Forum in 2007, before moving to Seoul in 2012 to more effectively mobilise Koreans for BAM, see <http://iba-all.org>

About the change and growth in the last 15 years, global BAM mobiliser Mats Tunehag has written:

We are seeing a reawakening of what it means to be a Christian in business in our day and age. There has been remarkable growth of people getting engaged in doing business for God and the common good. If we take a 15 year time span, there are things we have today that didn't exist 15 years ago. Now, we have a greater common understanding globally of this idea that we call 'business as mission'. There are significant common denominators in our understanding, even though terminology may vary from group to group.

15 years ago when you mentioned business as mission, there were many questions about 'What is that?', 'Is this something we want to get involved in?'. Today you can travel to almost any country and bump into people who have heard of, or are talking about, or practicing, business as mission. That is one of the major changes globally.

Another change in the last 15 years, is that we now see an unprecedented global connectedness of people involved in business as mission (BAM). There are now many more people involved in the 'BAM ecosystem' around the world; not just business owners, and other business professions, but those that provide support services. There is a growing recognition that businesses are needed for holistic impact, by mission agencies, churches, academics, and others who are connecting in. So now there isn't just individual expressions of business as mission around the world, but a global movement. People are working together, and having a broader impact, and that is a significant change. (Tunehag, 2015)

Opportunities and Challenges for BAM Advocacy and Mobilisation

Building on the recent history of BAM advocacy and mobilisation initiatives, the BAM community today faces both opportunities and challenges moving forward. We have identified the following themes through our SWOT analysis and discussions. Each theme covers a broad area that presents both a challenge and opportunity for BAM advocacy and mobilisation today. A summary of the SWOT analysis results is given in Appendix A.

God is at work

Perhaps our most important opportunity is that God is on the move in the global marketplace. Many business and mission leaders are recognizing the power and potential of this 'marketplace movement' and BAM as one vital part of it. Billy Graham stated, "I believe one of the next great moves of God is going to be through the believers in the workplace."⁶

The BAM message is part of a wider paradigm shift of thinking and action in the global body of Christ. More and more churches, networks and organisations are running with related messages that we can and should leverage and tap into. God is at work among business people and business people are hungry for this message. Christ-followers in the marketplace around the globe are sensing God's call to impact the world in and through

⁶ Billy Graham, preface in Os Hillman, *His Presence in the Workplace Conference Manual*, 2003, p1.

their vocation. Our message must affirm business professionals and exhort them to use their vocational experience and expertise to advance the Kingdom of God.

Prayer must be considered vital work in the BAM community. We find ourselves co-workers with the Holy Spirit as we mobilise people for missional business. We cannot have fruitful advocacy and mobilisation without this partnership between our efforts and God's work in people's lives. This is not another program for us to deliver, but a movement of God. How exciting to be a part of what God is doing!

We are also in a spiritual battle and this is a major challenge for us. Brad Hopp's humorous, but serious introduction to the BAM Congress Advocacy and Mobilisation Breakout (in the style of C.S.Lewis's *The Screwtape Letters*) vividly illustrates this point (see Appendix B). Satan is out to destroy the work of God, our battle is not against flesh and blood, but against the powers of this dark world and against the spiritual forces of evil (Ephesians 6:12). Our enemy will be against Kingdom-focused businesses and all of our work to serve, connect and equip those companies. We are in great need of prayer and focused prayer strategies for business as mission.

When the message is communicated as 'this is something that God is up to around the world', it is much more powerful than 'this is a program we need to get started in and through our church. – *Mobiliser in the USA*

Business people are being encouraged by their churches to engage. God seems to be calling more and more people into this form of missions. – *Mobiliser in the USA*

God is at work among business people! The BAM vision has not just 'popped up' in one place, it is not being led by one group, from one region— it is truly global, a reflection of a move of God. – *Global Mobiliser*

Business people are a primary audience

A high priority is the need to specifically target and communicate with business people of all kinds: those still in education, young professionals, business owners and entrepreneurs, business professionals, those in quarter-life or mid-life transition and retirees. A reoccurring theme in the SWOT responses is the power and advantage of business people communicating with other business people.

Weaknesses identified in current efforts included not targeting the right audiences and a relative lack of business people championing business as mission. There are few resources developed by business professionals, or that are targeted specifically to business professionals. Current practitioners are busy, and often isolated, which leads to a lack of mentors and few with time to tell their story or share their model.

If the message of BAM is told well, it is extremely compelling and can draw people in. I think efforts are especially effective when modeled and communicated by a business person who is engaged in BAM and has stories to share about the effectiveness. – *Mobiliser in the USA*.

Mobilisation efforts seem to be directed too broadly to people who are a. not capable of engaging in BAM at any level, or b. perennial conference attendees but not adequately capitalized or experienced. Peer-to-peer recruitment may prove more effective. – *Mobiliser in the USA*.

Like attracts like, and those who have been mobilised and become engaged attract like-minded people to do it also. – *Mobiliser in USA*

A strategic population is the young students attending Christian colleges and universities. There is an opportunity for business leaders to help design and deliver the course material and provide mentoring opportunities for these students. A group of business leaders in the San Francisco area have formed an association 'Vocari'. They have programs and training for high school students to help them consider their future vocational plans in light of God's Kingdom and the need for integrating their faith and work. What would happen if more business leaders would invest in the next generation? – *Mobiliser in the USA*

The church has a vital role

Also high on the agenda should be building and maintaining the connection between the business as mission movement and the global church. We need to make sure that pastors and church leaders are understanding and supporting the concept. There is a global army of Christ-followers in the church waiting to be unleashed. We have a greater opportunity to serve and equip churches and church leaders so that they can in turn affirm and release business people in their congregations. The local church has a vital role to play in investing business people with bible knowledge and spiritual formation. Churches can provide models for evangelism and discipleship, in addition to prayer and financial support.

Helping churches and pastors 'catch it' and be involved was identified as one of the top strengths of current efforts. Unsurprisingly, a major threat for business as mission identified across all continents was a lack of affirmation and buy in from church leaders. An often mentioned challenge was that some churches tend to emphasise their own programs and initiatives, which may not readily engage the skills and interests of business people.

Effort is need to build understanding with churches and church leaders. Business as mission is often a brand new concept for people. It requires time to unpack and understand, with clear communication and a receptiveness to new paradigms of mission.

Getting church leaders to buy into this powerful paradigm shift is one of our limitations. We have a non-reading cultures and so we have to take it to our leaders and unpack it for them to catch it. – *Mobiliser in East Africa*

In my context, most BAM efforts have had close connections with US churches, which has been a key connection for advocacy as well as all types of resources. – *Business person in the USA*

Some Christian leaders continue to consider 'real ministry' as restricted to a narrow approach to evangelism and church planting. These leaders tend to discourage

entrepreneurs who could make a significant impact overseas, that would contribute directly to building strong, self-sustaining, well-led churches—they either redirect them to jobs for which they are vastly overqualified or simply stop their pursuit of BAM. – *Mobiliser from the USA*

At this point there is a very limited work done in this area, the current efforts are rather isolated and sporadic. However, whenever advocacy efforts are channeled through the churches and are performed in partnership with the churches and Christian leaders, then church members begin to understand that business is more than a tool to make money. They understand that it is a God-given instrument and that they are a valuable resource for Kingdom building activities, because of their unique skills and abilities. – *Mobiliser in Eastern Europe*.

We need to change the vision at our seminaries and Bible schools and then change the vision from the pulpit. Then we need to model the BAM message from our pastors and church leaders. – *Mobiliser in the USA*

[BAM movement leaders] can easily, albeit unintentionally, distort and derail the movement if they do not keep their focus on Jesus and his gospel, intentionally nurture the movement's intimate connection to the ecclesiastical church, and become a firm part of the whole body of Christ. – Johnson (2009, p104)

The sacred-secular divide remains a serious hindrance

A great threat identified by the SWOT analysis remains the deeply ingrained 'sacred-secular divide'. This is a worldview that is often held unconsciously and that promotes certain activities and vocations as inherently 'sacred' or spiritual and thus pleasing to God and worthy of our service—whilst relegating what are considered to be more 'worldly' activities and vocations as 'secular' or unspiritual. Within this false worldview, business and making money is not understood as a 'Godly' pursuit, nor is commerce an arena that Christians should aspire to serve in. Instead this worldview results in compartmentalism between faith and business, and considers that 'ministry', or service to God, primarily happens away from work.

Overcoming and breaking down this divide through every means possible remains a high priority. In many local churches around the world there is a negative view of wealth creation and business that needs to be addressed from a biblical basis. Thankfully, there is a wealth of writing and resources already available that seek to redress this dichotomy.⁷

BAM advocacy is limited in success because it is a fairly new paradigm in a context where the church and Christians have for years know the sacred-secular divide, essentially viewing business as outside the realm of the church. We are dealing with a mindset issue that we can fortunately counter with scripture. – *Mobiliser in East Africa*.

⁷ Refer to the BAM Think Tank paper on Biblical Foundations for Business as Mission, available at: <http://bamthinktank.org/report-biblical> for an overview of the biblical basis for BAM and further recommended reading and resources on this subject.

Business is God's idea. BAM is God's idea. People need to understand the biblical foundations for BAM. We must be able to articulate a clear and simple message related to God's design for, and view of, work and vocation. Our message must tear down the false distinction between the sacred and the secular. The Biblical message must fight against the stereotypes that work is a curse from God or a necessary evil. – *Mobiliser from the USA*

The sacred-secular split is one example of 'hardening of the categories', as is the belief in a strict separation between clergy and laity. Other categories of thought that blind us to God's constant innovation include the idea that missions is done by missionaries, that business people are to give rather than go, and that the core of Christianity is only about the individual salvation of men and women and has little to do with society as a whole. – Michael Baer (2006, p146)

Good stories and models are important

A common experience in business as mission advocacy is the power of a good story to bring the concept to life. In business as mission mobilisation a good model will inspire others to follow with their own action. This is especially true as we reach out to a generation for whom tangible experience is of paramount importance.

Currently we are not doing enough to highlight successful models or telling a diverse enough range of stories. A challenge is the time required to collect and write up practitioner experiences. Practitioners are often too focused on company survival to be able to document their own story, or they are operating in isolation so that no one hears their story, even when they have a successful model. We need to call out the 'storytellers'—researchers, writers and photographers, among others—to be resource people in the BAM movement, those who will help connect practitioners and come alongside to document and disseminate good stories.

It is our hope that the efforts of the BAM Global Think Tank to multiply the number of cases and stories being documented will begin to address this challenge. However, these stories need to be packaged and disseminated in a way that will reach and inspire a new generation of future practitioners.

A big weakness is that the main group of people talking about BAM are those with expertise in mission instead of business. The breakthrough will come when one or two Argentinian brothers or sisters in business do BAM. We have to pray we'll have at least one who can share their experience. – *Mobiliser in Argentina*

We need more case studies and stories from groups that have a critical mass of success, such as Partners Worldwide in the USA and Kingdom Business Community in Indonesia. – *Global Mobiliser*

Many folks doing BAM are operating so independently that no one hears their story. We must engage social media to get out the message and models of BAM to increase awareness, interest and involvement. – *BAM Mobiliser in the USA*

Greater resourcing and innovation is needed

A top strength of advocacy and mobilisation was the growing number of people and resources being focused on this effort. Organisations in a position to offer opportunities to engage are maturing and growing in number. Despite this, the biggest weakness remains lack of voices and champions, along with lack of resources in general.

Organisations intentionally working on advocacy strategy and people with the dedicated role of BAM mobilisation remain relatively few, especially those from a business background. The resources that are available are often disjointed, difficult to find, are not appealing for the target audience or are of inconsistent quality.⁸ Marketing efforts remain relatively poor and there is a lack of innovation in this area. While there is a growing opportunity in the number of social media tools and communication channels now available to us globally, we are far from making the most of these. There is a lack of onramps and opportunities for those interested in exploring BAM and getting involved. There is, in short, a huge resource gap in this area. Long-time BAM advocate Mats Tunehag notes, “In my 15 plus years of doing BAM globally, I have never see such a hunger for BAM advocacy. Demand is high, but I am not sure the supply side is an equal match.”⁹

Another weakness is a lack of permeation into different language groups apart from English, in most other languages there are very few resources. The concept needs to transition to becoming ‘indigenous’ in many more parts of the world.

Currently BAM does not extend to the churches in Haiti, it is still a movement promoted by international groups operating in the country. – *Mobiliser in Haiti*

There is almost no literature in Chinese about BAM, not to mention comprehensive, theologically sound, theoretically correct and practical ones! – *Mobiliser in Hong Kong and China*

As a young professional, I’ve been interested in BAM for 6 plus years and have never seen a BAM related website, conference, book, or video that felt like it was targeted to or led by young professionals. There is often poor design, not enough compiled or curated content, a lack of compelling stories, lack of innovation and a lack of online community, engagement and conversion. – *Business professional from the USA*

We must engage social media to get out the message and models of BAM to increase awareness, interest and involvement. We have not done enough to target and engage the younger generation in this effort. We need to platform and multiply the message coming effectively from some leading Christian thinkers and communicators like Tim Keller, Wayne Grudem and others. BAM leaders need to

⁸ Since the preliminary research for this Report, some significant new resources have been launched, including some that are aimed specifically at a professional or younger target audience. Examples include the new businessasmission.com website and The BAM Review Blog, The Lion’s Den a ‘Shark Tank’-type event, and organisations such as Third Path and Skybridge community. See Resource list for more information about these and other resources.

⁹ Unpublished conversation.

focus more on how to disciple the next generation in BAM. The church needs to be educated and envisioned to support this effort. – *Business professional from the USA*

BAM advocacy is limited in success because it is fairly new in our region. We can improve this situation by training more BAM champions with a passion for this message both at the business professional level, and at the church leaders and pastors level. – *Mobiliser in East Africa*

There is not much to communicate, i.e. not many opportunities to get involved in BAM as of yet. Ideas and concepts, goals and objectives can be communicated, but there just aren't enough opportunities. The opportunities will come on the basis of successful BAM projects that can be taught about, highlighted, referred to, learned from. We also need to have some training available in Spanish and Portuguese. – *Mobiliser in Latin America*.

We need to match people with real initiatives. We have been most successful when we gave the conference attendees a concrete 'how to engage'. – *Mobiliser in USA*.

Partnerships should be pursued

An often repeated theme in the SWOT analysis is the greater potential to build bridges between key stakeholders. Business as mission is a movement that is growing globally. At the same time there is rapid growth and innovation in the collaborative technologies available to us. The result is a growing opportunity for networking and collaboration, one that is currently being underutilized. Current communication and mobilisation efforts are disjointed, with a limited reach.

There are some encouraging signs of change. The late Kent Humphreys whose involvement in the wider marketplace movement stretches back to the 1980s, observed:

BAM is becoming more important to the major mission agencies including YWAM, IMB and CRU. More and more mission agencies are now seeing BAM as an essential strategy. There is far more partnering between ministries in the USA and around the world. There is beginning to be partnering between seminaries, mission agencies, larger churches and business leaders. Over the last 18 to 24 months, more pastors are understanding this and some churches are starting to mobilise their people. This is a very positive trend.¹⁰

Survey contributors suggested the following areas as a focus for bridge building:

- Practitioner to practitioner connections – practitioners learning from one another and collaborating.
- Mission to business connections – building greater connections between the mission and business community.
- Mobiliser to mobiliser connections – greater synergy and less resource fragmentation between those working in BAM media, communications and mobilisation.

¹⁰ Unpublished conversation, 2012.

Business entrepreneurs from the West are inherently independent, and while they say they do not wish to 'reinvent the wheel', in fact they would prefer to do just that. So there is far less cooperation than would be beneficial to Kingdom efforts and basic mistakes are repeated. – *Mobiliser from USA*

BAM advocates tend to come from three main backgrounds: business professionals, mission agencies and academia. Business professionals sometimes view church tradition and policy as a hindrance. Academia focus solely on research and education in their institutions. Advocacy is generally lacking in the local church. It is important to address this, as the local church is the most significant potential advocate. We need better collaboration between each of these areas with strategic campaigns needed for each. – *Business Professional from the USA*

I work with Campus Crusade in Asia and we are equipping hundreds of young professionals going out into the marketplace. However, I don't have firsthand experience of running a BAM company. I need partners, but partners are limited. – *Mission worker from Hong Kong*

We have a message that resonates

A major opportunity is that the message of integration between faith and work and its application in business as mission resonates strongly with many. There are a growing number of powerful and influential voices calling the body of Christ to embrace their call to business and live it out locally and globally. Business as mission has an entrepreneurial vibe which makes it even more attractive to many business people.

Contemporary Christians often care deeply about issues of both social injustice and unreached peoples. The potential holistic impact of BAM is relevant and captivating, especially when contrasted with pressing global issues, such as:

- Poverty – opportunity and enterprise are keys to addressing global poverty.
- Social injustice – joblessness and poverty are at the root of social injustices such as modern day slavery and human trafficking.
- Mission to unreached, unengaged people groups – regions and nations are closed to traditional missions efforts but open for business.

Ken Eldred sums up the need and the opportunity when he states, "Kingdom business rests on the notion that God cares about people's spiritual, social, and economic transformation, that the work in the business world is both a ministry and a calling, that profit is both necessary and a sign of useful service, and that poverty is a social disease to be addressed." (Eldred, 2005, p69)

BAM mobilisation has the advantage of engaging professional people in missions without asking them to give up their profession or career and take years of theological or cultural training before they can begin. – *Mobiliser in USA*

There are many business professionals who are passionate for God and eager to leverage themselves for a worthy purpose. Many young professionals are going

through a 'quarter life crisis', there is a general desire for people to care about careers with impact indeed of just working for money. There is a trend towards 'impact investing' and our opportunity to provide eternal impact. – *Business Professional from the USA*

In the context of Latin America, many people realize that the Euro-American way of doing missions for the past 200 years does not often work here, for lack of vision and lack of resources. So when BAM is described and promoted, many people immediately react with, "Yes! That's it, that's what we should be doing". A strength is that for the first time ever there a handful of people and groups promoting a BAM vision. And it captivates. The strength is that the context is ripe for the BAM message, and the forward-looking types, as well as the frustrated old-school types, are ready for something new. So just about any fairly thoughtful and somewhat well-presented vision for BAM is by and large embraced and accepted as good, positive, needed. – *Mobiliser in Latin America and the USA.*

We need to show how serious poverty is around the globe. Our message here is that charity and aid hasn't ended poverty, but opportunity will. BAM meets this need. – *Mobiliser from the USA*

We need to patiently overcome misconceptions

Despite the fact that BAM is a maturing concept in many parts of the world, and is clearly a message that resonates, there is still a strong need for a greater depth and clarity of understanding. Multiple mobilisers from around the world reported the tendency for the BAM message to become confused with other messages. We need to keep our messages clear and simple, consistently communicating the unique selling points of business as mission. There is a lack of intellectual capital from many parts of the world, which limits the adoption of BAM in these areas. Developing indigenous resources and enlisting the help key leaders and respected voices across the globe will be crucial to the message gaining a deeper acceptance and greater subsequent engagement. Business as mission is a new concept to many that must be patiently unpacked and creatively illustrated.

Notorious failures, ill-equipped practitioners and poorly executed business models were frequently mentioned as a threat to both advocacy and mobilisation efforts since they damage the credibility of business as mission. Other threats to the reputation of BAM included: corruption or moral failure, short-term thinking and potential confusion with other models or messages, such as the prosperity gospel. Another danger is allowing inflated promises or exaggerated stories to damage credibility. We must be transparent and create realistic expectations, even in our desire to inspire and mobilise.

Corruption is a big problem here. Some BAM cases have failed which caused a setback for the BAM concept. – *Mobiliser in Hong Kong and China*

If not explained properly BAM can be mistaken for the prosperity gospel as we talk about focusing on wealth and job creation among other areas. – *Mobiliser in East Africa*

Prosperity theology is a huge threat to BAM mobilisation. Many Christian leaders in Latin America have bought into this fully, and they are not inclined to release resources to Kingdom work. So it is not easy to convince people to give toward, and invest in, BAM enterprises. – *Mobiliser in Latin America*

People might know more about failures and frustrations and less about glaring successes. We need to get some check marks in the win column as far as successful businesses, or we run the risk of BAM being discarded and people reverting to other models. – *Mobiliser in Latin America and USA.*

A threat is a short term outlook, looking for quick results, expecting one or two overseas trips to ‘fix’ an economy – *Mobiliser in USA*

There is a cultural desire for quick and immediate impact. This can be a strength, if harnessed effectively. However, it could be a threat if there is a generation coming along that doesn’t want to wait to be equipped, trained or build experience. – *Business person in the USA.*

Business *for* mission is still a prevalent concept. Some mobilisation efforts have succumbed to ‘bait and switch’ strategies. That is, they appear to offer business people an opportunity to be personally involved in BAM, but ultimately just ask for their money.” – *Mobiliser in USA*

The world is primed for business

A great opportunity before us is the global context for business today. There are changing attitudes in the world towards business and many are questioning the role of business in society. Entrepreneurship, particularly social entrepreneurship, is in vogue and there is an explosion of dialogue and action around enterprise solutions to poverty, ethical business, social enterprises, benefit corporations, impact investing and on and on.

We are living in the Business Age. Many Christian and secular historians would agree that the historic role of nation-states is rapidly passing from the scene and is being replaced by the corporation. Companies, and not countries, will have the greatest impact in our world in the future. Shouldn’t the Christian business community see this as a great opportunity? Shouldn’t we seek to capitalize on the doors that are open before us? Shouldn’t we view this as the ultimate chance for business to play a role in societal transformation and in the spread of the gospel? (Baer, 2006, p155)

The world is open for business and there is a growing middle class in many societies that will change the economic landscape around the globe. Globalisation and urbanisation provide an opportunity for the spread of the gospel as business people come into contact with colleagues, clients and suppliers in the urban centers of the world.

Al Caperna, entrepreneur and Director of Call2Business challenged, “This transformation of the global marketplace is happening. And we as Christians in the marketplace can ignore it, watch it, or lead it. I, for one, want to lead it. How about you?”¹¹

¹¹ Unpublished conference address.

Brazil has the third largest national evangelical church in terms of numbers, after the USA and China. Brazilians are easy going people, generally welcome in any place. Brazil's economy is growing and reaching across its borders; there are Christian business people with capital and expertise primed to go overseas. – *Mobiliser in Brazil*

Asia is full of opportunities, business investors are attracted here, costs are relatively low, education is in great demand and most countries are open to new business. In a country like China there is a huge number of Christians, with a huge potential to be mobilised – *Mobiliser in Hong Kong and China*

BAM advocacy is successful in East Africa because commerce and business are a way of life and growing very fast in Africa. Our challenge is to intentionally exploit the opportunity. A strength is that it is fairly easy to reach out to business people and professionals who attend church but need to be helped to understand their potential. Of all the people I have engaged with on this subject, none ever told me it was not real, they see the gap and wish they had known it before. – *Mobiliser in East Africa*

People are tired of old models for business. In the USA there is a new movement called B Corps. People want a better reason for business success than a few getting rich. My alma mater Dartmouth College is running an annual conference on faith and vocation. Hundreds of students are attending to hear alumni share their stories. – *BAM Practitioner in the USA and India*

Implications for BAM Messaging, Marketing and Engagement

An early working title for this report was 'Fishing in a Bigger Pool', alluding to the goal for this report to look at our current 'pool' for BAM mobilisation, and our current 'fishing strategies' and then ask, how could we expand our pool and become better equipped? In other words, what could we reflect on and do that would make us more effective in BAM advocacy and mobilisation?

In our discussions as an Issue Group, we identified three practical areas to address:

1. **Message content** – what are the important messages?
2. **Marketing strategy** – how do we more effectively get these messages out?
3. **Pathways to engagement** – what are the most effective onramps for involvement?

Before we give recommendations for each of these three main areas, we first want to highlight some general principles.

General principles

These principles could be universally applied to message content, marketing strategies and presenting opportunities for engagement:

Be prayerful – we are co-working with the Holy Spirit in the task of BAM advocacy and mobilisation. Who is praying?

Be targeted – intentional focus on both business people and also local church leaders is important for BAM advocacy and mobilisation. Who is our target audience?

Be clear – business as mission needs some careful unpacking as a fairly new concept with the potential to be confused with other messages or methods. Are we carefully planning our communication?

Bring people on a journey – we need to reach out to people where they are currently and create appropriate onramps for them. Are we creating messages, marketing and opportunities that are going to engage at all levels?

Implications for message content

We reflected on the implications of our research on *messages* for BAM advocacy and mobilisation. In the light of current opportunities and challenges, what content and messages should be emphasised?

1. Share the vision and the current opportunity

There is an opportunity to emphasise the bigger picture of what God is doing and cast a vision for how business can meet pressing global needs. We can build on the current global context, the fact that we have a relevant, timely message and the fact that God is at work among business people in order to excite and inspire people to action.

For example, PovertyCure is a global campaign focusing on enterprise solutions to poverty. PovertyCure challenges us to ask the question “What causes wealth?” instead of “What causes poverty?” Their materials and resources help people understand the root causes of poverty and business as a unique solution, providing educational resources, affirming and encouraging entrepreneurs and challenging them to action. They make good use of video resources and social media, with over 13,000 Twitter followers and a YouTube channel. See, for example, their short YouTube video from Aid to Enterprise.¹²

The founders of ChineseBAM.com are actively translating materials from the wider BAM community into traditional and simplified Chinese and disseminating them through their website and networking events. They invite international speakers to speak at their conferences and share translated reports on BAM activities in other parts of the world.

2. Give it a strong biblical foundation

There is a great need and opportunity to draw on the strong biblical support for the concepts of BAM and call the Church’s attention to them. This is particularly important for engaging the church and breaking down the sacred-secular divide. We will also need a solid theological foundation if we are to overcome misconceptions about what BAM is and isn’t. Sharing that business is in itself good and glorifying to God will affirm business people and enable them to fulfill God’s design for business, for the common good of people and society.

¹² From Aid to Enterprise video: <https://www.youtube.com/watch?v=5naRQakFNEM>

For example, the Joseph School of Business in Korea was started to help young Christians who believe they are called into the business arena to start and operate a kingdom company at home or abroad. They have a strong focus on biblical worldview and biblical foundations for business, as well as on skills and practices for starting a company.

The three week BAM Course started by the BAM Resource Team in 2008 prioritises teaching a biblical worldview of business and economics in the first week of the course. The course facilitators find that attendees from all backgrounds benefit from dismantling and rebuilding their thinking about business on biblical foundations so they can more effectively move forward into BAM practice.

3. Back it up with stories and examples

Stories have a way of bringing dry concepts to life for people and leading them to ‘aha’ moments. Reading or listening to stories ‘lights up’ more areas of the brain than reading or listening to facts alone. Stories are not only inspiring, but they also serve to share fruitful practices through successes, failures and lessons learned. Seeing models in action gives a broader view of what business as mission can look like and tangible examples to follow.

For example the Kingdom Business Community in Indonesia runs regular camps and events to envision and equip Christian business people to apply their gifts and skills for the Kingdom of God. Through teaching and groups they help people repurpose their business or professional life to be more intentionally missional. Some of their strategies to help business men and women become more missional in their thinking include using mutual encouragement between peers, group accountability, mentoring relationships and principles learned from successful cases.

The BAM Resource team hosts the website businessasmission.com and publishes The BAM Review blog. In their publishing work they have found stories to be a powerful communicator and intentionally include real examples, case studies, practitioner interviews and story vignettes on the blog for each theme covered. During their BAM Courses they present case studies and integrate a five day field trip in the region so that participants can directly learn from live models.

4. Give clear next steps to involvement

God is at work challenging people from all backgrounds, young and old, experienced and otherwise, to launch into business as mission. Along with the fact that many entrepreneurs and business professionals are action-oriented, this makes it essential to present a diverse range of tangible opportunities and steps for the audience that will turn affirmation into action.

For example, NexusB4T has found that a key way to mobilise and equip new business for transformation (B4T) workers is through internships and apprenticeships in B4T companies. By working with these businesses, alongside Christian business owners, the interns and apprentices receive training in how to share the Gospel of Jesus Christ in daily business life. They have found that providing opportunities for real practical experience is a very effective way to equip and launch new B4T workers.

At Call2Business conferences the organizers usually research a list of business needs and opportunities that attendees could choose to engage in after the conference. These include opportunities to train, to consult, to solve specific issues, to join a board of advisors, mentor BAM practitioners, take exploratory trips, join a business team, etc.

Partners Worldwide is a long-established organisation that encourages, equips and connects business and professional people in global partnerships. Through their global network, they link North American business people with high-impact entrepreneurs in Africa, Asia, and Latin America. They facilitate long-term business-to-business partnerships as well as mentoring opportunities, overseas trips and internships.

These four points for *message content*:

1. Share the vision and the current opportunity;
2. Give it a strong biblical foundation;
3. Back it up with stories and examples; and
4. Give clear next steps to involvement;

form an adaptable framework that could be used in any number of formats and contexts, for example: a blog post, a small group meeting, a conference address, lunch with business friend, a seminar, a meeting with church leader, etc.

For more about the organisational examples given above, see Appendices C to M.

Implications for the way we get the message out

We also reflected on the implications of our research on *marketing strategies* for BAM advocacy and mobilisation. In the light of current opportunities and challenges, what approaches should be emphasised?

We have three recommendations for those sharing BAM concepts and opportunities:

1. Leverage new technologies in creative and innovative ways

Social media is now very well established as a marketing tool of choice for major corporations and institutions. There is also an explosion of free or cheaply available tools that allow ordinary users to create visually captivating and professional looking content, including videos, infographics, posters, blogs, websites, online communities, photo-sharing streams, and so on. Taking advantage of this opportunity should be a high priority for the BAM community. See the Resources list for a selection of organisations that are actively engaged in sharing BAM content through social media.

2. Recognize the specific goal and scope of your initiative

In marketing we are trying to move people from awareness about an idea, to education, to validation and then action. This is often visualized as a 'marketing funnel' where communication efforts near the top are broader and aimed at increasing general awareness, whereas towards the bottom are much more focused on generating action or follow through with a smaller audience, see Figure 1.

It might be helpful to consider whether the activities you are engaging in are designed to move people down through the whole of the 'funnel', or are rather focusing just on one

part. This is also helpful as we evaluate needs and gaps in BAM advocacy and mobilisation.

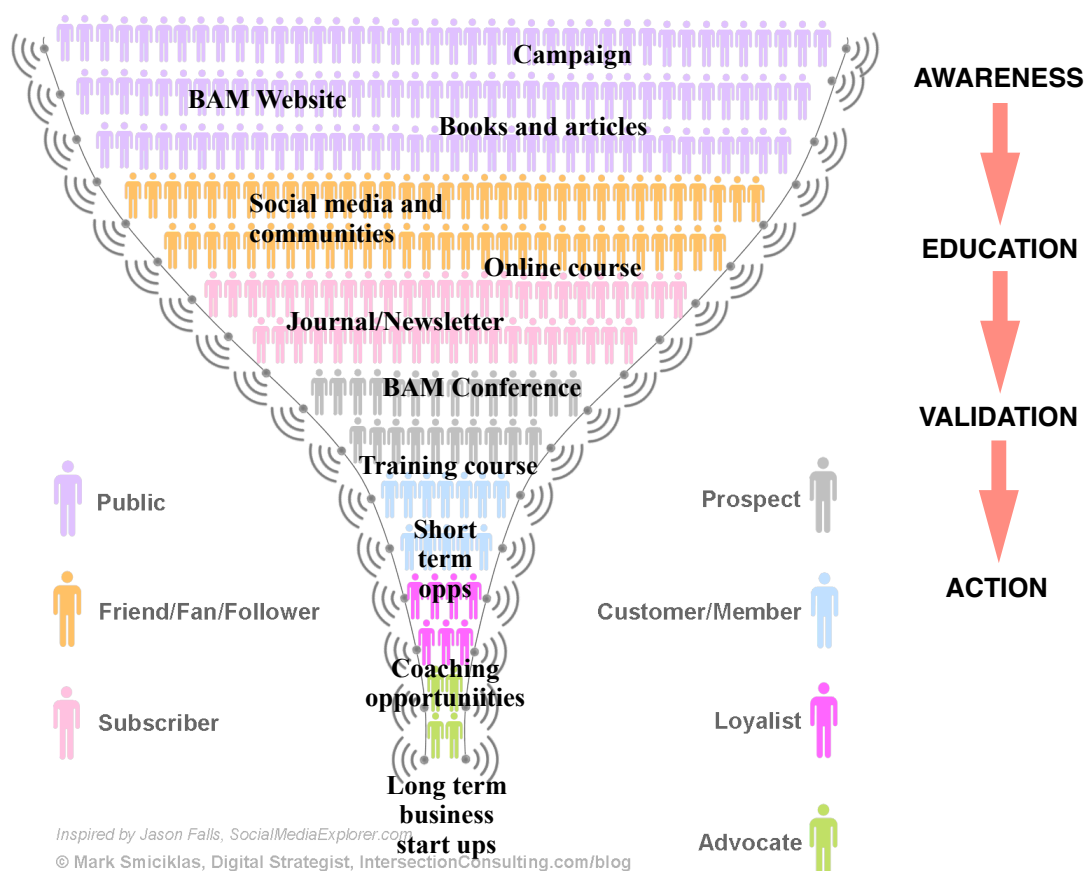


Figure 1: A traditional ‘marketing funnel’ adapted to show possible BAM advocacy and mobilisation activities

3. Actively expand our reach

We need to connect with those who are actively seeking BAM information, but we also need to break out and reach beyond to those to engage a wider constituency, see Figure 2. We need to ask ourselves, how are business people connected today? How do ordinary business people want to connect? While terms such as ‘business as mission’ or ‘business for transformation’ are helpful for those who have already discovered these labels and are actively looking for information, there are many that remain untouched by this idea and by our current terminology.

If we are going to scale up advocacy and mobilisation efforts, we need to:

- Make sure people who are looking for information with a certain label can find it easily, and that when they find it, it is high quality information.
- Get the message out beyond the perimeters of the current BAM community. For that we may need to break out of our established methods and tap into some of the current trends and positive ideas about the marketplace and business. We don’t necessarily need to push the current terminology out first, we just need to communicate the concepts well. New terms and phrases may arise as we do that.

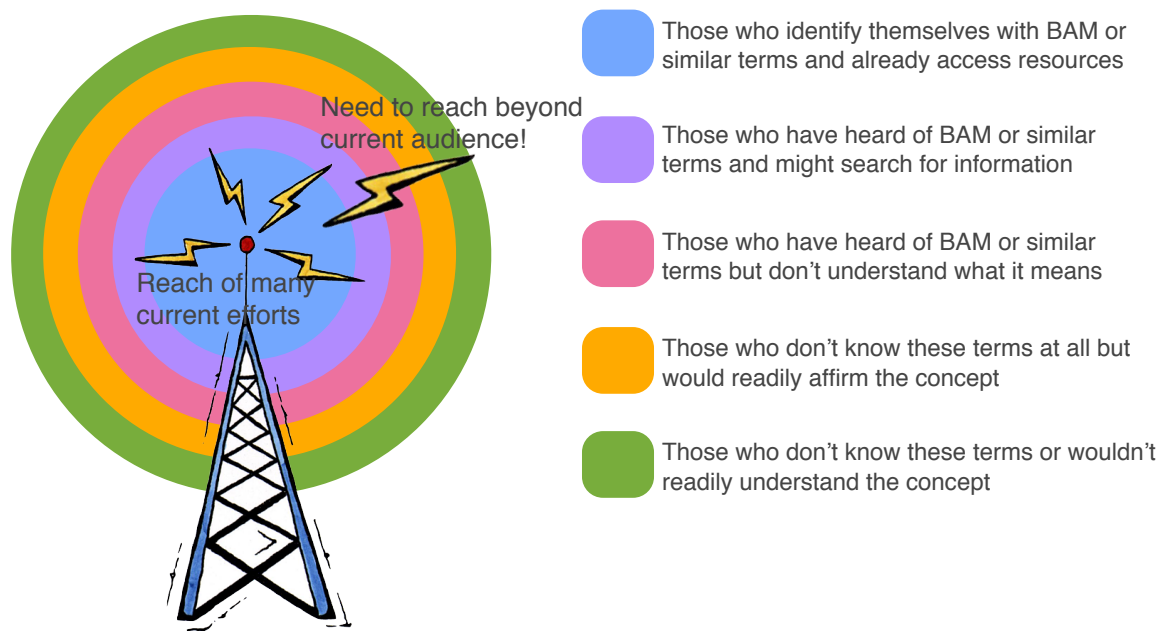


Figure 2: The need to reach beyond our current constituency

A good example of using a new or neutral term this is the 'Trader' campaign by RightNow. RightNow have an innovative and professional approach to mission communications, with one major focus area being mobilising people to be intentional followers of Christ in the marketplace. One of their strategies is to inspire Christian leaders to intentionally help people become 'Traders' with their time, skills and money.

Implications for the way we engage people to take action

Lastly, we reflected on the implications of our research for *onramps* in BAM advocacy and mobilisation. In the light of current opportunities and challenges, what is recommended as we present tangible opportunities to get involved?

We have three recommendations for engaging people to action:

1. Emphasise that every person, role and skill is valuable and needed

We must first of all affirm that everyone has a role to play in helping to spread the gospel to the nations and that business people can make a valuable contribution by using their vocational experience and expertise. The Great Commission is not only for professionally trained ministers and missionaries.

Then we have an opportunity to present a broad range of business as mission activities and options so that people can picture themselves fulfilling a role and making an impact. It is important for 'BAM enquirers' to understand that you don't have to be a 'Type A' entrepreneur to engage, and that for every entrepreneur, numerous other professional and technical skills are needed. In our churches there are engineers, accountants, farmers, educators, musicians, chefs, managers, consultants and business owners waiting to be envisioned and exhorted to use their skills for the Kingdom of God.

We should also provide opportunities to people at all stages of life. How do we give opportunities to high school and college students to engage? What opportunities will appeal to young professionals, those in mid-career or retired? What about seasoned business leaders, start-up entrepreneurs or those working part-time?

In Africa, 60% of the population are youth, who could make a whole difference if captured early before they get into the marketplace. This includes students at universities and our Uganda BAM team is particularly working on this focus – *Mobiliser in East Africa*.

Young people do not want to do business as usual, they are open to using business to reach the least, the last and the lost. At the same time huge numbers of 55 and older baby boomers are retiring from business. They are potentially self-funded with a wealth of experience. They could go if they understood the opportunities. – *Business person from USA*.

2. Keep it practical

Conferences, seminars and monthly or weekly gatherings related to BAM are growing. While foundational teaching and reflection is important, long stretches of research, discussion, and conceptualising may not be wholly engaging for action-oriented business people. Many entrepreneurs won't even come to a typical seminar. We should be innovative and practical as we communicate and gather people. What will reach and engage them? Neither will business leaders wait until they 'have it all figured out' before they engage. We should be ready to help them connect to the next steps.

We need 'BAM matching' between people and real opportunities. Our conference was most successful when we the attendees a 'how to engage' session. – *Mobiliser from Australia*.

I think internships can be important. There is a restaurant and café in Fort Worth, Texas who offered a three-week internship for a Chinese business graduate who wants to go on to launch a café in China for Kingdom impact. – *Mobiliser in the USA*

3. Give a menu of opportunities

As we share practical opportunities, we need to develop different levels for engagement. Too often there is too big a leap for most to get involved in BAM. We need to overcome the misconception that BAM only happens overseas or with a radical change to current circumstances. We should present opportunities and ideas that are closer to home, as well as those involving travel or a move overseas. This is not an either/or proposition. We have the opportunity to invite people into local as well as international opportunities.

A misconception is that business as mission is only expressed through a long-term commitment. However, there are a great deal of short-term projects and opportunities to engage in BAM. We should tailor opportunities for folks who can devote one hour a week, half a day each week, a weekend each month, two weeks a year, one summer in the next few years, one semester in the next 3 years, or an undefined season of service for those who may be flexible. We should also think about how we can strategically leverage short-term opportunities for long-term impact.

The BAM community needs to be constantly developing and advertising a diverse menu of opportunities for engagement, providing a range of clear opportunities for everyone to take the next step. One mobiliser in the USA has a growing list of opportunities for business so that when someone asks how they can get involved he can share the top five opportunities that might be in the range of the inquirer.

There are large perceived obstacles to entry that are a weakness in BAM mobilisation, 'Quit your job and move overseas'. There are not enough clear and easy ways to get involved in the movement." – *Mobiliser in the USA*.

We need bunny slops and kiddie pools for people investigating BAM. – *BAM Practitioner in USA and India*.

In Brazil in particular, and in much of Latin America in general, historically there has been a need to work around problems in unconventional ways, with very few resources at hand. Our opportunity is to take advantage of this entrepreneurial spirit. We need to have more Kingdom businesses running IN our context which can serve as springboards to other contexts. – *Mobiliser in Latin America*.

Conclusion

The business as mission movement has developed greatly in the last decade. Advocacy and mobilisation efforts are growing, but remain too small when compared to the untapped potential of business and business people in God's Kingdom work among the nations.

The Church is a primary conduit through which we can advocate and mobilise for business as mission. We must nurture the relationship between the business as mission movement and the Church globally.

Our task is to continue to strengthen the structures of the movement in the area of advocacy and mobilisation. More resources and partnerships are needed. We need to enlist more champions with a passion for this message to work with both the business community and the local church.

We have the opportunity to build on the intergenerational appeal and momentum of the movement. Business people are effective at mobilising other business people. We need a great number of mentors, stories and successful models. We must tap into the youthful zeal of next generation and couple it with wisdom and experience.

We can ask God to continue to move among His people. Prayer is vital work in the BAM movement. Despite all our increased efforts and resources, by far the most important factor and our greatest opportunity is that God is on the move among churches and business people globally. Let us ask the Lord of the harvest to call more advocates and mobilisers to serve the Body of Christ—and to send more laborers out into the field.

I am very excited about the BAM emphasis globally which has increased much more in the last decade. The awareness and global viewpoint has changed dramatically since the 1980s. The shift occurred in early part of this decade. I am now seeing great opportunities to speak to the issue with key seminaries, mission agencies, and universities. Key leaders are now really listening. We must

communicate these truths to the next generation of those 45 and under. That will be a real key. They want to go into the inner cities and we need them to see a vision for the world and to go into the cities in the nations around the world. There is an increased emphasis of communication between the spheres of society and involving Christian leaders in government, education, business and media to come together for city and nation transformation. – *Kent Humphreys,¹³ a pioneer in the Marketplace and BAM movements, 1946 - 2013*

In our society we become what we celebrate. In order to release business people to get engaged, we need to celebrate their role in the Kingdom of God. We need to stop celebrating one call, one role over another call or role. Business is a high calling, we need to celebrate it so that our children and their children know that if they are called to business then that's what they should be doing to God's glory. – *Steve Saint,¹⁴ entrepreneur, inventor and son of missionary pioneer Nate Saint*

Recommendations and Action Plans

Prayer network

While there is undoubtedly already prayer for BAM work globally, a current gap in the BAM community is focused and networked prayer strategies. We believe there is scope for calling the BAM movement to pray more coherently and for communicating prayer needs and answers across networks. Consideration should be given to the systems and resources needed to serve such prayer initiatives.

A call to the 'storytellers'

The BAM movement needs entrepreneurs and accountants, investors and mentors, but it also needs 'storytellers', those with the gift of communication. We need to call out those with skills in writing, research and photography, among others, and ask them to partner with us. We need to actively affirm and engage communicators to join us in the BAM movement.

Global campaign

While we expect there to be a growing number of individual mobilising initiatives coming from companies, churches and agencies, we also see the potential for a unified campaign that many could collaborate on. The current BAM message is often fragmented, disjointed, hidden, and dull. Followers of Jesus all over the world have never heard of the global BAM movement, often business people are searching for greater significance, but feel they are alone. We need a compelling message that activates the dissatisfied, connects the isolated, makes headlines and excites the bored. A campaign would be one way to push the message out into new territory and pull people in to access high quality resources and clear opportunities. Working on a collaborative campaign could also naturally provoke the growth of, and joining up of, existing advocacy and mobilisation initiatives.

Those wishing to communicate with the authors or the contributing group regarding this Report or these Recommendations and Action Plans may do so at info@bamthinktank.org.

¹³ Unpublished comments made during Issue Group research, 2012.

¹⁴ Unpublished conference address, Call2Business, USA, 2011

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Recommended Resources

The following is a small selection of available BAM-focused resources (mainly in the English language). We have chosen them for their usefulness for advocacy and mobilisation.¹

Books

Building the Kingdom Through Business: A Mission Strategy for the 21st Century World

Bridget Adams and Manoj Raithatha, Instant Apostle, 2012

Take a whistle stop tour of Kingdom building business with this short, readable book on BAM. Covers some BAM history, Biblical foundations, examples of BAM in action and how-tos section.

Business as Mission: A Comprehensive Guide to Theory and Practice

Neal Johnson, IVP Academic, 2009

Designed to be a comprehensive BAM text book, this covers a wide spectrum of topics from principles, to missiology, to how-tos. This is not a casual read, but recommended for serious students of business as mission and a foundational text for mobilisers.

Business as Mission: The Power of Business in the Kingdom of God

Mike Baer, YWAM Publishing, 2006

Takes the reader from where they are on a journey towards the seamless integration of business as mission. A useful resource for the beginning of a BAM journey.

Business for the Glory of God: The Bible's Teaching on the Moral Goodness of Business

Wayne Grudem, Crossway, 2003

A short read which will lay strong foundation for thinking biblically about business. Consider fundamental tenants of business, such as ownership, profit, employment, competition, in a whole new light.

God is at Work: Transforming People and Nations Through Business

Kenneth Eldred, Regal Books, 2005

Highlights the important role of Christian businesspeople in God's Kingdom work around the world. Shows how business men and women can apply their skills to meeting the world's needs.

Great Commission Companies: The Emerging Role of Business in Missions

Steve Rundle and Tom Steffen, IVP, 2011 (second edition)

The first half covers principles for business as mission and the second half is dedicated to six stories of BAM in practice. Together these form a comprehensive overview that brings BAM alive for the reader.

¹ Please refer to the Resource Library at <http://businessasmission.com/library> for a regularly updated directory of BAM resources. The resources on this list are primarily in English for the time being, see also BAM Material in 16 Languages at <http://www.matstunehag.com/bam-material-in-16-languages>

My Business, My Mission: Fighting Poverty Through Partnerships

Doug Seebeck and Timothy Stoner, CRC Publications, 2009

Great for people who engage with stories. This series of case studies of business as mission and partnerships in action from around the world is engagingly told.

The Missional Entrepreneur: Principles and Practices for Business as Mission

Mark Russell, 2009

Based on an extensive study of what BAM looks like in real-life, this is a great introduction to business as mission in practice. Recommended for its user-friendly approach to equipping would-be missional entrepreneurs.

Articles

Business as Mission

Mats Tunehag, Jo Plummer and Wayne McGee (Eds), 2004

The Lausanne Movement, Occasional Paper #59

Written as a result of a unique collaborative effort, the first attempt to bring a broad international and multi-disciplined perspective to business as mission. Chapter 9 is the one page BAM Manifesto, now translated into ten languages.

Business as Mission: Get Started

Business as mission website

Series of short articles on business as mission designed for people new to BAM, including 'What is BAM?', '10 Things to Read', 'Biblical Foundations', 'Get Ready', 'Get Engaged'. A useful destination to point enquirers and newcomers to.

Business as Mission: Stories

Business as mission website

A growing collection of BAM stories published on The BAM Review blog. Useful as source material for advocates and mobilisers.

BAM Global Think Tank Reports

BAM Global

A collection of reports on various topics such as BAM and Church Planting, BAM and Human Trafficking, Franchising, Biblical Foundations for BAM, plus reports from different global regions and countries. Useful for engaging people where their interests lay.

Business as Mission Hybrids

Steve Rundle, 2012

Journal of biblical integration in business, 15(1) (p66-79) Christian Business Faculty Association

Provides a brief overview of the emergence of tentmaking and business as mission. Useful background material for mobilisers, especially those working in an academic or mission agency setting. Republished in part in the BAM Global Think Tank Scholarship and Research report.

Distinctives and Challenges of Business as Mission

Neal Johnson and Steve Rundle, 2006

Business as mission: From impoverished to empowered (pp.19-36), William Carey Library.

A concise introduction to business as mission, this article places BAM within the context of other related movements and identifies some key issues for BAM today.

God Means Business

Mats Tunehag, 2008

MatsTunehag.com

A six page introduction and overview of some key ideas in business as mission. Just one of many introductory articles by Mats Tunehag, in numerous language translations.

Websites

BAMedu

bamedu.com

Aims to help would-be BAM practitioners get started, with online training, resources and opportunities.

BAM Global

bamglobal.org

Provides networks and think tank reports, with the goal of invigorating the business as mission movement globally.

Business as Mission

businessasmission.com

Designed to be a hub for all things related to business as mission, hosts a regular BAM blog, The BAM Review, as well as 'Get Started' and 'Resource Library' sections.

Business as Mission Australia

businessasmission.com.au

A network in Australia with vision is to see business people building great businesses that demonstrate and advance the Kingdom of God.

Business as Mission Training

bamtraining.org

Run foundational courses for those launching into business as mission and regular mobilising conferences to give people vision and connections.

Chinese BAM

chinesebam.com

A comprehensive collection of BAM resources in both traditional and simplified Chinese languages.

Mats Tunehag

MatsTunehag.com

Mats regularly blogs on business as mission and has BAM materials translated into 16 languages on his website.

Nexus Business for Transformation (B4T)

NexusB4T.com

Connects churches and individuals with the B4T movement. Regular events connect mentors with practitioners and inspire and mobilise the next generation of practitioners.

Partners Worldwide

partnersworldwide.org

Facilitates long term business to business partnerships, providing mentoring opportunities, overseas trips, events and internships.

PovertyCure

povertycure.org

An international coalition of organizations and individuals committed to entrepreneurial solutions to poverty.

Skybridge Community

skybridgecommunity.com

A global network of marketplace professionals who seek to leverage their work and their lives for the sake of impacting the nations with the Gospel.

ThirdPath Initiative

thirdpath.org

Third Path equips young professionals to have a Kingdom impact through profitable business in the global marketplace.

Transformational Business Network

tbnetwork.org

A UK based network of business people and corporate organisations that uses an enterprise approach to tackle global poverty.

Transformational Ventures

transformationalventures.com

The business as mission arm of World Ventures that has a focus on connecting business people with opportunities to serve.

Work as Worship Network

workasworshipnetwork.org

On a mission to help people see their work differently, this resource website aims to encourage and connect business people with opportunities to get involved.

Social Media

Facebook

/businessasmission – General BAM feed curated by the BAM Resource Team, aiming to share a wide range of BAM resources, news and inspiration.

/BAMBusinessasMission – BAM Community a community page that posts general BAM resources.

/bamthinktank – BAM Global news and resources.

/ChineseBAM – Sharing BAM resources in traditional and simplified Chinese.

/IBECVentures – Business As Mission consulting expertise for the church and BAM workers living out the gospel among the least reached.

/NexusB4T – NexusB4T integrates business and the Great Commission to transform the least reached.

/TransformationalVentures – Transformational Ventures feed with news about BAM-focused projects around the world.

Twitter

@bameducation – BAMedu offers training, BAM internships, resources and coaching tips for those doing business as missions.

@BAMThinkTank – BAM Global news and resources.

@bamtweets – General BAM feed curated by the BAM Resource Team, aiming to share a wide range of BAM resources, news and inspiration.

@calledto – Called to Business aims to encourage and equip Christians at work.

@centerfaithwork – The Center for Faith & Work at Le Tourneau University aims to close the gap between Sunday worship and Monday work.

@FaithWorkEcon – The Institute for Faith, Work & Economics (IFWE) advances human flourishing by equipping Christians with a biblical theology of work and economics.

@ForefrontExp – Forefront Experience empowers and equips missional individuals to use their God-given gifts, skills and passions to reach the unreached.

@GoGlobalOpps – Global Opportunities empowers global workplace witness through training and resources.

@jamesreiner – James Reiner is a faith venture entrepreneur and BAM practitioner.

@josephvijayam – Joseph Vijayam is a CEO and BAM practitioner/advocate.

@KingdomBizU – Kingdom Business University equips Kingdom entrepreneurs to transform the dreams God placed in their hearts into thriving businesses.

@IBECVentures – Business as mission consulting expertise for the church and BAM workers living out the gospel among the least reached.

@MichaelRBaer – Businessman and BAM mentor/author.

@Mktplaceadvance – Marketplace Advance connects professionals to limitless missionary teams working abroad with the International Mission Board.

@NexusB4T – NexusB4T integrates business and the Great Commission to transform the least reached.

@PartnersWW – Partners Worldwide aspires to end poverty so that all may have life and have it abundantly.

@povertycure – PovertyCure is reframing the poverty dialogue around partnership models that harness the creative capacity of the human person.

@praxislabs – Praxis Labs is a venture group that resources entrepreneurs motivated by their faith to have considerable social and cultural impact.

@RgntCtr4Entrep – Center for Entrepreneurship at Regent University has a vision to transform people and nations through business.

@TheSkybridgeC – Skybridge Community trains, equips and connects Christ followers to take their jobs and careers abroad.

@ThirdPath – Third Path has a vision to see a movement of thousands of Christians starting businesses together to the glory and praise of Jesus.

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Appendix A – BAM Advocacy and Mobilisation SWOT Results Summary

Advocacy: communicating to create deeper understanding

Mobilisation: communicating to create greater participation

Survey responses were grouped into common categories, numbers in parenthesis reflect how often that category was mentioned.

Advocacy

Advocacy – Strengths

- Growing body of literature and growing number of resources/approaches/communications channels available – more media resources, video, books, conferences, websites etc. (7)
- Close connection with Church – Pastors are getting it, Churches are involved (7)
- Message affirms call of business people and their role in society, from a sound biblical foundation, breaks sacred-secular divide (7)
- More and better cases and models to show and stories to tell, (and business people are telling them) (7)
- Christian business people are being targeted and are hearing the message (6)
- Networks/collaboration/partnerships going on (6)
- Message of BAM is relevant, it resonates with people, it is appealing/captivating (6)
- Number of groups participating in advocacy is growing, more voices and involvement (6)
- BAM is maturing, more accepted concept, greater experience/ praxis (4)
- Growing number of educational institutions involved and message getting to young people (4)
- BAM meets real needs, has a holistic impact and brings transformation – is a good message (2)
- Global, not just Western or local concept/program (2)
- Integrity/ ethics part of BAM (2)
- English is a common language of communications for many (1)
- Passionate leaders involved (1)

Advocacy – Weaknesses/Limitations

- Lack of champions and voices, champions from the wrong backgrounds, not enough business people championing compared to missionary involvement in advocacy. (11)
- Lack of successful models to show and compelling stories to tell, lack of diversity in models/stories, practitioners isolated so hard to get stories (10)
- Lack of resources and poor content, too little being done (9)
- Disconnectedness, resources fragmented, lack of good partnerships.(7)
- Poor marketing, wrong people being targeted, not enough targeting of business people and young people. (4)
- Limited opportunities to promote BAM in Christian community. (3)
- Not utilizing all available communications channels e.g. social media, lack of innovation in communication efforts, poor use of technology. (3)
- Lack of a national movement. (3)

- Lack of competence of promoters. (2)
- Message not broad enough, BAM communicated as only overseas. (2)
- Lack of strong/well known leaders passionate about BAM or not visible enough. (2)
- Resources targeted towards reading cultures and so need unpacking. (1)
- New message that needs some explaining. (1)
- Lack of measurement of Kingdom results. (1)
- Too little intellectual capital from non-western nations. (1)
- Lack of an online community. (1)
- Inconsistent messaging and terminology. (1)
- Lack of dependence on prayer and scripture, rely on own strategies. (1)

Advocacy – Opportunities

- Perception of business is changing, trend towards social entrepreneurship, entrepreneurship in vogue, for-profit is good/can do good, impact as important as making money, role of business in society being challenged (9)
- Traditional missionary models are not sufficient in many countries versus business giving greater access, mission agencies looking for new paradigms and focusing on BAM (7)
- Hunger for the message among business people, they are receptive, listening to message, looking for a purpose (7)
- More networks to tap into and leverage (6)
- The Church is growing, mission movements are growing, there is a bigger pool of people. (5)
- BAM is part of a wider movement going on, a paradigm shift in theology and understanding about faith/work/business etc. There are related messages/advocacy efforts in the wider movement that we can tap into/leverage. (5)
- Internet, rise of social media, more communication tools, self-publishing/blogging (5)
- Churches/pastors/seminaries are catching vision and are excited (4)
- The real needs in the world that BAM addresses. (3)
- Growing collaboration and communication (with aid of technology) (3)
- Plenty of conferences/seminars we can get this message into (3)
- Funding crisis means BAM model is appealing (3)
- God is moving! (3)
- Young people are idealistic, they are re-thinking, quarter-life crisis, they want to make a difference (3)
- Open dialogue on faith/religion in the culture. (1)
- Culture has roots in Judeo-Christian worldview (1)
- Increase of opportunities among business women (1)
- Increase in communications between Christian leaders in different spheres (1)
- International faculty in colleges/seminaries helps international exchange of ideas (1).

Advocacy – Threats

- Sacred-secular divide pervasive mindset, dualistic thinking, bad theology. (12)
- Lack of affirmation and buy in from church leaders, don't encourage business people towards BAM. (12)
- Lack of understanding about BAM generally, confusion with other messages and mixed up with other movements (prosperity gospel, marketplace ministry, business for mission, mission agencies doing business). (9)

- Traditional models of mission elevated as 'real ministry', limited to evangelism and church planting, bad eschatology. (6)
- Disconnect between the institutions of Church, academia and business, mutual ignorance or hostility between them, don't speak each others languages. (6)
- Corruption and misperception of money, business is tainted. (5)
- Security needs in creative access nations, threat of publicity attracting attention of hostile governments. (3)
- Window of opportunity closing, anti-BAM backlash. (2)
- Small thinking, BAM becoming a program instead of a movement. (2)
- Competition and super-funding from Islamic sources. (1)
- Religious spirit, spiritual pride. (1)
- Multiculturalism (1).
- Self-publishing (1).
- Poor stewardship (1).
- Lack of mission agency engagement. (1)

Mobilisation

(NB: Many Advocacy SWOTs also can be applied to Mobilisation. A number of respondents (about five or six per question) rolled their Mobilisation responses into the Advocacy section, so there are fewer overall responses).

Mobilisation – Strengths

- Like attracting like - business people call business people (5)
- More and greater variety of on-ramps available, organisations offering opportunities are growing in number and experience/maturity (5)
- More successful models to follow, growing number of practitioners who are mentoring/ sharing experiences (5)
- Churches are getting involved and mobilizing business people in their congregation/ initiating projects (5)
- Short term trips or local opportunities are available - easy on-ramps that are exposing people to BAM (4)
- Working with young people, capturing them early, recruiting on campus/colleges (3)
- Accessible to ordinary Christian business people and professionals, using their current skills and experiences, not asking people to give up vocation/career. (3)
- More events/conferences/speakers for people to hear about opportunities (3)
- Vision is compelling - business meets real needs, biblically sound, creates impact, people want to get involved etc. (2)
- Emphasis on people being led by God (2)
- Now targeting business people as future cross-cultural workers, new organisations are forming to prepare and coach them (2)

Mobilisation – Weaknesses/Limitations

- Lack of appropriate onramps and opportunities for involvement. Large barriers to entry, big leap to be involved, lack of clear/easy pathways for involvement. (9)
- Lack of resources and personnel to share opportunities. (7)
- Limited training, coaching and support systems in place. (5)

- Lack of innovative and good models for real business that meet real needs. Models not diverse enough. (5)
- Lack of cooperation, duplicating efforts and failure to collaborate. Organisation agendas pushed. Reinventing the wheel! (5)
- Lack of intentional follow up and continuity. (4)
- Lack of peer-peer recruitment. (4)
- Mobilisation not targeted well, recruiting too broad and among unqualified/under-capitalized. Not targeting young leaders. (2).
- Bait and switch, organisations that seem to offer opportunities, but just ask for money.(1)
- Opportunities coming from outsiders to culture. (1)

Mobilisation – Opportunities

- Growing pool of business people who want to serve and make a difference who don't have alternative opportunities to do so (7)
- Growing economies, world is open for business, many business opportunities (esp. in SME sector) (7)
- Networks and partnerships growing giving opportunities to build capacity (5)
- Christian leaders/churches understanding BAM, encouraging people to get involved (4)
- People have greater resources and mobility (including baby boomers) (3)
- Young people that want to make a difference, get involved with with impact (2)
- Culture is entrepreneurial/innovative in general (2)
- Needs in virtually every nation that BAM can address (2)
- Business people are welcomed and accepted (2)
- Number of investors are growing and need to grow more (2)
- There are needs on our doorstep (nearby), people can get started locally, springboard from there (2)
- Business infrastructure is improving in previously difficult business environment (1)
- Growing number of business and professional networks (1)
- Greater exposure to other cultures than ever before (1)
- Many more channels for communicating opportunities (1)
- People want to join a team or join with others in partnership (1)
- God is calling people (1).

Mobilisation – Threats

- Churches and organisations still closed to BAM concept or lack understanding. Stuck in old paradigms. Lack of understanding among Christian leaders so don't encourage participation. (6)
- Prosperity gospel, self-interest first, too busy, armchair activism. (6)
- Church leaders more readily mobilise business people into other more traditional avenues for service in the church. Competing opportunities. (6)
- Difficult context to do business. (2)
- Bad models or confusion with business for mission spreads bad reputation of BAM. (2)
- Narrow vision and short-sightedness. (1)
- Corruption. (1)
- Spiritual opposition. (1)

Appendix B – The Lost Screwtape Letter on BAM Advocacy and Mobilisation

The humorous, but serious, introduction by Issue Group contributor Brad Hopp to the Advocacy and Mobilisation Breakout at the BAM Global Congress, April 2013, in the style of C.S. Lewis's *The Screwtape Letters*:

Many are familiar with the book by C.S. Lewis, *The Screwtape Letters* in which a senior demon, Screwtape writes letters of instruction to a younger and less experienced demon, Wormwood who is charged with guiding a man toward 'Our Father Below' (Satan) and away from 'the Enemy' (God). Screwtape gives Wormwood detailed advice on various methods of undermining faith and promoting sin, His goal being the destruction of an individual and the Christian community as a whole.

Well, I discovered outside on the grounds of the Congress hotel, a similar letter with instructions regarding the Business as Mission Movement.

Dear Wormwood,

There is an event taking place this week that threatens the very existence of our kingdom: the Business as Mission Global Congress. They have enlisted over 500 creatures loyal to the Enemy to invest time, money and energy to exploring strategies that could disrupt and damage our activity all over the world. Theirs is a fledgling group yet with vast and dangerous potential. Yet do not despair. We still have time to counter their efforts and all our tactics and resources will be brought to bear to squash this group and the movement they represent.

You must not fail in this mission. This despicable group, though small in number, has the potential to wake up a sleeping giant of millions of our Enemies followers and engage them in the battle for the billions on our planet currently under our influence and control.

Let me remind you of a few lies already in place working to our great advantage. Our most pervasive and powerful weapon is the distinction we have foisted on mankind between the 'sacred' and the 'secular'. These creatures have come to believe that certain activities and professions are sacred, spiritual or holy and therefore honoring to their Ruler while other activities are secular or worldly and therefore not significant in the eyes of their King and the institution they call the church. They appear ignorant of their Ruler's instructions to the contrary. The result is we have paralyzed hundreds of millions of their most talented, creative, and powerful individuals who labor in the marketplace with tremendous success but are almost always overlooked in the mission of the church.

This one lie has accomplished great victory for us through the ages and remains a critical strategy. But be on guard—there are quite a few voices currently rising up to challenge this division between the sacred and secular. We must keep these businesspeople feeling like their work is a necessary evil and they are second-class citizens in the church. Let them finance the activity of the 'professional Christians' but never really engage themselves.

One reason these particular creatures are so dangerous to our kingdom is they hold the keys to solving the problems of economic and spiritual poverty of the areas of the world we have so masterfully led into darkness. We must blind the world to the real solutions to poverty that these creatures possess.

You must not allow their message to spread. There is even a small group at this gathering committed to what they call 'advocacy and mobilisation' researching how to increase awareness about business as mission and engagement around the globe. We must stifle or confuse their message. Do whatever it takes to keep this message away from business and professional leaders. If they are affirmed in their work and call to business we will be in grave danger.

With a bit of work you may easily confuse church leaders about this movement so they will simply ignore it. If the church were to change their paradigm and begin to affirm and, Satan forbid, even commission these BAM efforts we will lose much territory.

To our shame, the enemy has experienced some success in these BAM efforts. Fortunately for our cause, few ever learn about these stories. These BAM creatures are often isolated and so busy that there is no one to share their story and expand their influence. We must keep their success a secret so that no one else may benefit from their model and experience.

Another benefit of this isolation is that few organisations or businesses are partnering together in this movement. This way they don't reap the benefit from sharing knowledge, experience or resources. Let these entrepreneurs do their own thing, disconnected from the church and from one another. Even though they may have isolated success, their impact is handicapped as it will never multiply.

We are fortunate that there are few resources at the enemy's disposal to disseminate their message about BAM. Though most BAM creatures identify 'advocacy and mobilisation' as crucial to the future success of the movement, there are pitifully few messengers and almost no long-term strategy for development of this area.

Finally, you must know that their Ruler is on the move all around the globe. You must keep these BAMers ignorant of this fact. Let them think that the success of this movement depends entirely on themselves and their hard work. If they understand God's plan and design and begin to cry out to Him to accomplish what only He can do, we are finished. There is much at stake, our very livelihood will be threatened. And you don't want to lose your job and appear before our King's judgment seat, do you?

I have an urgent update for you. One of the leaders of this movement is about to address a group on this strategic topic right this minute. You must listen closely and take notes so we will not be ignorant of their schemes.

Written by Brad Hopp

Appendix C – Organisational Profile: Partners Worldwide

Partners Worldwide – USA and Global Partners
www.partnersworldwide.org

What is the vision and/or mission of the organisation ?

Vision: Business as ministry for a world without poverty

Mission: Encourage, equip and connect business and professional people in global partnerships that grow enterprises and create sustainable jobs, transforming the lives of all involved.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

Our Approach – Four Pillars:

Partnerships

Businesspeople with like minds and hearts around the globe are connecting through Partners Worldwide. These partnerships provide the opportunity for economic and spiritual transformation.

Training and Mentoring

Our members mentor, encourage and equip each other as they grow businesses that create employment opportunities. The growth of sustainable jobs is a key component in ending the cycle of poverty.

Access to Capital

Partners Worldwide facilitates increased access to affordable capital to small and medium businesses. These loans increase their capacity for growth, and often result in job creation.

Advocacy

Partners Worldwide staff and members listen and learn about complex issues around the world to provide an active voice for economic justice.

Strategic Goals and Objectives

2020 Goal Statement:

In 2020, Partners Worldwide will catalyze and support 350,000 jobs in communities of high unemployment, through our global network of affiliates and partners- our global partnership.

We will attain our goals for 2020 by pursuing four strategic directions: Global Design, Leveraged Partnerships, Business in Community and Strategic Advocacy.

BAM experiences

Business as mission is foundational to Partners Worldwide, integrated into the core of our global work. Partners Worldwide has been in the dialogue of the BAM movement since the 2004 Lausanne Forum on the topic, where Zack Gakunju (a Kenyan founding member of Partners Worldwide) participated in the global dialogue.

At Partners Worldwide we have continued to identify see our work as part of the business as mission movement, at the intersection of business, faith and poverty. Our vision, '*business as ministry for a world without poverty*', aligns with the core element of seeing business as a valid calling, and mission. Partners Worldwide has leveraged the clarity and inspiration of the first BAM white paper, the Lausanne Occasional Paper on Business as Mission—including a developing an accompanying study guide for our global business members and integrating elements of BAM thought and perspectives into our business training and team member orientation. However, PW does not align with what seem to be growing elements of the BAM dialogue and practitioners that emphasize bringing the 'Kingdom in Heaven', over and above the role of business in bringing the Kingdom here on Earth. Nor do we ascribe to the assumption that BAM is primarily 'us to them' North-South global relationships.

What are best practices or key lessons that this organisation has learned through their activities and approaches?

Key Findings

Local Champions: servant-leaders called to business, with business gifts: Finding the right people aligned with the vision and mission.

Partnerships, relationships, and 'walking alongside': Partners Worldwide believes that partnerships and relationships are transformative. Our vision is business as ministry for a world without poverty. It has been said that poverty is the result of broken relationships.¹ Partners Worldwide believes in healing relationships with each other, the resources on this globe, and with our God, to address poverty at its core, building a global vision and movement of Christian businesspeople committed to bringing God's kingdom here on earth, as in heaven.

Successes

Partners Worldwide finished the 2011-12 fiscal year with 42 affiliates and partnerships in 23 countries, working together to impact their communities through business. Global metrics/impact indicators for 2011/12 are listed below.

The quantitative metrics are showing results—including a 72% annual increase in jobs created, and a 23% increase in jobs retained through our global network last year. More qualitative indicators, in a third-party evaluation report on the work of Partners Worldwide,

¹ See for example Steve Corbett and Brian Fikkert, *When Helping Hurts* (2010)

also show the fruits of a relational, holistic approach to business development. In a survey of 350 of our international business owners:

- 71% of the business owners surveyed have increased their charitable giving
- 72% have increased the amount of time they are volunteering in their community
- 68% are mentoring other business owners, many for the first time, because of Partners Worldwide's emphasis on mentoring
- 77% report now practicing more ethical business practices
- 84% increased satisfaction in owning their business (a reflection of their new understanding of 'Business as a Calling')
- 81% say that mentoring was a significant influence on their change in the above areas

Adapted from extended BAM Organisational Profile by Roxanne Addink de Graaf
roxanned@partnersworldwide.org

Appendix D – Organisational Profile: Joseph School of Business

Joseph School of Business – Korea
www.josephschool.co.kr

What is the vision and/or mission of the organisation ?

Our vision for this school is to help young Christians who believe that they are called into the business arena as an entrepreneur to start and operate a Kingdom company at home or abroad, and to extend the Kingdom of God in the economic sphere. We invite young Christians who have started their own business or are considering to start a business.

Our mission is to train and equip them both in spiritual issues for business life and in basic business practices for starting a company. At the same time we expect them to have a Kingdom perspective in business management and encourage to have a deeper and closer relationship with their Master Jesus in every step taken. We help them to clearly set their identities as a Kingdom-focused 'business missionary'.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

We provide a 30 week intensive training course for 6 hours per week, with a total of 180 hours training.

실전 경영	<ul style="list-style-type: none"> • 실전 창업 Overview • 사업 아이디어 개발 • 창업 아이디어 개발방법 및 사례 • 창업 사업계획서 사례 • 시장환경/경쟁자/자사/고객 분석 • Biz Model & Biz Identity • 4C(Customer Value, Cost) 전략 강의 • 실전 MKT _ Mobile, N/W etc • 실전 Sales _ 판로 개척 등 • 실전 Funding 등 사업화 방안 • 4C 전략 발표 및 피드백 • 손익계산서 Cash flow의 이해와 작성방법 • 창업기업의 회계 실무 • PT자료작성과 프리젠테이션 / PPT Design • 사업타당성 분석 시장성·기술성·경제성·위험분석 • 사업계획서 작성, 발표 및 엔젤 평가
수요일 오후 7시- 10시	

Figure A: Curriculum Part 1

<p>실전 영성</p> <p>토요일</p> <p>오전 9시-오후12시</p>	<ul style="list-style-type: none"> • 목적이 이끄는 사업 • Why 사회적기업 - 청년기업사례 • BFS • 일터사역에 대한 이해 • 기도를 통한 경영 • 리더십 - Lead by Serving • 인사 - Select the Faithful • Business As Mission • 고난 속에 만난 하나님 • BAM in PRACTICE • 마케팅 - Sell with Integrity • 기획 - Plan Wisely • 투자 • 기업가정신 • 하나님의 택하심 받은 특권
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Figure B: Curriculum Part 2

Curriculum

Spirituality Practice (1 st Semester Weeks)	Business Practice (1 st Semester Weeks)
1.Hearing the Voice of God 2.Authority of Bible and Meditation 3.Holy Spirit's Guidance and Anointing 4.Worship and Intercessor Prayer 5.Kingdom of God 6.Biblical Worldview for Job 7.Workplace Ministry & City Transformation 8.BaM Overview 1 9.Stewardship I 10.Stewardship II 11.Testimony by Entrepreneur 1 12.Leadership I 13.Leadership II 14.Vision & Self-Management 15.Testimony by Entrepreneur 2	1.Market research: Environment & customer analysis 2.Market research: Environment & customer analysis 3.Market research: competitor & company analysis 4.Market research: competitor & company analysis 5.Market research: Biz Identity Value 6.Market research: Biz Identity Value 7.Strategy: Customer Value 8.BaM overview 2 9.Strategy: Customer Value 10.Strategy: Cost 11.Strategy: Cost 12.Strategy: Convenience 13.Strategy: Convenience 14.Strategy: Communication 15.Strategy: Communication
Spirituality Practice (2nd Semester Weeks)	Business Practice (2nd Semester Weeks)
1. Create one man company 2. Mission Strategy & Cross Culture 3. Spiritual Warfare 4. Biblical Worldview I 5. Biblical Worldview II 6. Biblical Labor Relationship & Co. Culture 7. Entrepreneurship I 8. Entrepreneurship II 9. Biblical Financial Principles 10. Mentoring 11. Founding a Community in Belief 12. Unity & Network: CRN 13. Teamwork & Beyond Babel 14. Social Enterprise - Introduction 15. Testimony by Entrepreneur 3	1. Strategy: Chain of Value 2. Strategy: Chain of Value 3. Strategy: Cast (HR) 4. Strategy: Cast (HR) 5. Strategy: Cash 6. Strategy: Cash 7. Strategy: Culture 8. Strategy: Culture 9. Strategy: Network 10. Strategy: Network 11. Strategy: Long Term 12. Strategy: Long Term 13. Strategy: Law Matters 14. Business Plan Presentation & Evaluation 1 15. Business Plan Presentation & Evaluation 2

Figure C: Curriculum overview in English

What are best practices or key lessons that this organisation has learned through their activities and approaches:

Focus on business starters and entrepreneurs:

Kingdom entrepreneurship is an influencing process. This special entrepreneur is called into business to be a faithful servant, to extend the Kingdom of God by accepting and demonstrating God's sovereignty in every aspect of his or her life. This special entrepreneur has the power to motivate his or her subordinates to work cohesively toward achieving ultimate goals based on shared values. This, in turn, can lead to a holistic transformation of the business community based on the spiritual characteristics of stewardship, kingdom motivation, the Golden Rule and obedience to biblical management principles.

Profile by Paul Shin, paul.shin@gstartup.net

Appendix E – Organisational Profile: CMS Africa

Church Mission Society (CMS) Africa – East Africa
www.cms-africa.org

What is the vision and/or mission of the organisation ?

Vision: Renewed mindsets, transformed communities

Mission: Equipping leaders in and of the church to multiply transformed communities

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

CMS Africa bought into the BAM concept and theology and has been marketing it in churches and with business people (mainly from within the church) since 2005.

We have relied fully on the Lausanne Occasional BAM Paper 2004 as the foundational material. This has been backed up by other related materials developed locally and internationally. We held regional BAM consultations that helped form a common and contextual understanding of BAM in Africa.

We have done several training sessions with leaders with the aim of developing trainers for BAM who would be advocates of the concept and the movement. We have formed BAM networks we refer to as chapters in Uganda, Kenya and more recently in Rwanda. BAM is part of our mission in CMS Africa. It is our entry point to mission with the church in Africa. We are often the reference point for many in the region even though we have not done that much.

What are best practices or key lessons that this organisation has learned through their activities and approaches?

Church is one of the best platforms for BAM: Christian business people and professionals are found in church.

Partnerships are important: Networks and partnerships play a key role in spreading ideas.

The practice of BAM is challenging: like being a Christian, there is a high price to pay especially in our context which is prone to corruption and malpractices.

Case studies and models are vital: Business people need to see a working BAM show case to believe.

Organisation contact: Dennis Tongoi
Profile by Serah Wambua serah.wambua@cms-africa.org

Appendix F – Organisational Profile: Chinese BAM Website

Chinese BAM Website – focus on the Chinese speaking world
Managed by Asian Outreach, Hong Kong
www.chinesebam.com
www.facebook.com/chinesebam

What is mission of the Website?

To equip Chinese Christians by providing selected high quality BAM articles in Chinese, plus training information, resulting in a proper understanding of the BAM concept and the BAM movement.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilization?

- Collect original or translated Chinese BAM articles and cases for people to read and/or download in both traditional and simplified Chinese script.
- Provide links to other BAM resources.
- Information of upcoming BAM activities, such as training, workshops or seminars.
- Registration for BAM events and activities held in Hong Kong.

What are best practices or key lessons that the managing organization has learned through the website activities and approaches:

- The website is done in such a way that it can be in simplified Chinese script for mainland Chinese readers and in traditional script for Hong Kong, Macao and Taiwanese readers. Linkages to the original articles are also provided.
- The related Facebook helps to promote the website by providing a platform to announce newly uploaded articles and BAM activities.
- The progress of translating English BAM articles and papers is slow because Chinese BAM terminology is not well known by most of the translators and editors.
- One of the target reader groups comes from mainland China. At this moment, we can only provide them reading materials. We wish to provide BAM training courses, seminars and other activities in Mandarin to suit future Chinese BAM practitioners.

Contact email: info@chinesebam.com

Appendix G – Organisational Profile: Creative Development Ministries

Creative Development Ministries Ltd. – Hong Kong and China
www.creativemin.org

What is the vision and/or mission of the organisation?

Vision: To enhance the quality of life of the indigenous people in creative access nations, both materially and spiritually.

Mission: Our mission is to mobilise, train, send, and support workers to enhance the quality of life of the indigenous people in creative access nations, through viable and sustainable business enterprises, social enterprises, or professional skills.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

Created a BAM Center offering:

- BAM training course,
- BAM fellowship
- BAM coaching
- BAM consultancy

What are best practices or key lessons that this organisation has learned through their activities and approaches:

This organisation only started to promote, mobilise BAM about 5 to 6 years ago in Hong Kong. Churches in Hong Kong were still very immature about BAM at the time they started this ministry.

They have done more than ten training courses in the last five years. Now more churches accept this concept and some of their students have adapted and used BAM as a way to enter mission fields.

Their activities are based on training courses, newsletters, seminary and some joint events with other mission organisations to promote BAM.

Creative Development Ministries has also been involved in creating the first Chinese BAM web site: www.chinesebam.com (see Appendix F).

Organisation contact: Michael Lam

Appendix H – Organisational Profile: BAM Resource Team

Business as Mission Resource Team – located in Thailand, working globally
businessasmission.com
bamtraining.org

What is the vision and/or mission of the organisation?

Vision: To Champion the God-given power of business to do good—to bring God's blessings to people, and help communities rise out of spiritual, social and physical poverty.

Mission: We provide practical training, networking and resources for business people, encouraging them to take up their vital role in establishing God's Kingdom.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

The Business as Mission Resource Team was founded 2001 in response to the increasing interest in business as mission. The BAM Resource Team began consulting with business as mission practitioners to assess needs, ran its first training course in 2002 and hosted one of the first international conferences on business as mission in 2003. The team helped facilitate the Business as Mission Group at the Lausanne Forum from 2002 to 2004, and worked on the Lausanne Occasional Paper on Business as Mission.

The BAM Resource Team has launched Business as Mission Resource Websites at www.businessasmission.com in 2002, 2005, 2009 and recently in 2014. In 2008 the team developed a new kind of BAM training course: the Introduction to Business as Mission (IBAM, now the BAM Course)—and has run 3 or 5 week courses every year for the last seven years. In 2012 they pioneered the first Business Discipleship Training School to prepare people for service to God in the marketplace.

The Business as Mission Resource Team is an international ministry of YWAM (Youth With A Mission) and for the last six years has been based in Chiang Mai, Thailand. Although a team under YWAM, the main focus is on serving the business as mission movement globally rather than only their own organisation. YWAM is one of the largest mission agencies in the world with over 18,000 staff in 1100 locations. YWAM's passion is to *know God and make him known*—throughout the whole world, and into every arena of society.

BAM Resource Team three main functions:

1. Resourcing and mobilising

Creating new resources and helping people discover other resources from across the BAM community. Sharing stories and resource on business as mission. Inspiring action with specific opportunities to take the next step.

2. Training

Conferences and courses that equip people for business as mission.

3. Networking

Connecting people-to-people and people-to-resources so that the work is more effective.

Projects and initiatives:

Business as Mission Publishing and Media

Business as Mission Website: businessasmission.com

The BAM Resource Team provides the production team for the BAM website and works in partnership with many other contributors and leaders to ensure the BAM website serves the BAM community broadly. The website a library of stories, articles and resources that is a hub for connecting with business as mission materials and organisations.

The BAM Review Blog: businessasmission.com/blog

The BAM Review blog is a recent publication for the business as mission community hosted on the BAM website and sent out to subscribers twice a month by email. It aims to provide fresh stories and articles on a variety of BAM topics.

Social Media

The team curates general BAM content on Facebook at [/businessasmission](https://www.facebook.com/businessasmission) and Twitter [@bamtweets](https://twitter.com/bamtweets) to engage a wider audience through social media.

Business as Mission Training and Events

See bamtraining.org

BAM Course

A three week course a course designed to give an in-depth understanding of business as mission and first-hand experience of 'BAM' in action.

BAM Conference

An intensive three day networking event with world-class business as mission speakers, current case studies and round-table discussions.

BAM Field Trips and Workshops

Exposure to real business as mission models, cutting edge BAM teaching and unique cultural experiences. Tailor made field trips or workshops available in Asia each year for business people and business students.

Business Discipleship Training School

A five month course designed for people who want to grow in God and be equipped to serve Him in business.

Business as Mission Consulting

Provide one-on-one or small group coaching to BAM practitioners and mission organisations.

Network Serving

BAM Global

Team members have taken a major role in the planning and facilitation of the Global BAM Think Tank.

Global Congress

Served in a leadership role and provided event support at the BAM Global Congress on Business as Mission, April 2013.

What are best practices or key lessons that this organisation has learned through their activities and approaches:

Stories are very powerful: We try to tell original stories as often as we can. However, gathering stories is time consuming and there are very few story writers and writers on BAM in general.

We need to train and prepare the whole person for BAM: Our training is not just head knowledge, but integrates personal development and spiritual formation with business skills and knowledge. Enabling people to build community with others is crucial. Often people think they are the only ones thinking through the hard issues. It is the whole person approach and the added value of community building that keeps us focused on a residential three week training course and a three day conference. Taking people to see real examples is extremely powerful. Our training is based in SE Asia so that we can integrate field trips into our learning experiences.

We need resource people in the BAM ecosystem: Just as wall is made up of bricks and mortar, in business as mission, we have bricks (businesses) and connecting or resourcing functions (mortar). The bricks are the building blocks, the BAM companies and practitioners out there actually doing BAM. But these practitioners naturally limited capacity to resource and support others, although many serve as coaches and mentors. Others are needed who are committed to being the connectors, who strengthen the whole: trainers, funders, networkers, writers, web developers, coaches, incubators, mentors, conference hosts etc. in the BAM 'ecosystem'. Although there are a growing number of organisations developing resources and BAM information focused on their own initiatives, we also need more people developing general resources for BAM advocacy.

BAM supporting functions have been funded in creative ways: It is a regularly expressed hope in the movement that these support initiatives can more and more work from a for-profit business model, e.g. BAM investment funds that are self-supporting. However, some of these support functions do not lend themselves to a 'for-profit model' and in some cases, the BAM movement has not reached critical mass to support such models. So far most of these activities have been donation supported or hybrid models, with many mission organisations involved in the effort. It is hoped that the BAM community, and entrepreneurs in particular, will rise to the challenge to fund BAM support functions in more and more creative ways.

Profile by Jo Plummer, jo@businessasmission.com

(Disclaimer: As well as being a founding member of the BAM Resource Team, Jo has served as author of this report and executive editor of the BAM Global Report series.)

Appendix I – Organisational Profile: Work as Worship Network

Work as Worship Network and RightNow – USA and globally online
www.workasworshipnetwork.org
www.rightnow.org

What is the vision and/or mission of the organisation ?

The Business as Mission Network blog at www.businessasmissionnetwork.com and a LinkedIn group was started by Justin Forman in early 2006 with a passion to connect more people to the growing BAM movement. Followers grew and the network began to focus more on equipping Christians in their call to business wherever that was. It became part of RightNow and in 2013 changed its name to Work as Worship Network to reflect its clearer focus.

Work as Worship Network Mission:

We are on a mission to help people see their work differently. Work is an opportunity to worship the God who created us. It's time to TRADE in the distorted view that work is just a means to an end.

- *View your work as sacred...* not a punishment for sin.
- *Find your identity in Jesus...* not in the title on a business card.
- *Bring meaning to your work...* instead of focusing on what you get out of work.
- *Work with excellence...* because it glorifies God!

The Work as Worship Network website is designed to encourage and connect people with opportunities to get involved.

RightNow Mission:

Our non-profit ministry is on a mission to help people trade in the pursuit of the American Dream for a world that desperately needs Christ.

Our ultimate goal at RightNow Media is to encourage millions of Christians to be on mission wherever God has them... to be *traders*. A Trader is a new kind of missionary, not defined by geography, but defined by a resolve to *choose daily, hate injustice, work as worship, act swiftly*.

Strategically, the best way for RightNow Media to unleash millions of Christians is to serve churches who can disciple and mobilize 'the people of the church' to live like Jesus in their homes, neighborhoods, at work and around the world.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

RightNow Strategies:

Inspire Leaders to intentionally help people become Traders* with their time, skills and money.

Transform Small Groups from simply focusing on education and care to actively launching traders into the community.

Coaching Individuals through the discovery process of living as a trader in their home, neighborhood and business.

RightNow Initiatives:

There are various initiatives throughout the RightNow ministry that support these strategies as we ultimately seek to carry out our mission to serve the church:

RightNow Media is like 'Netflix for the church' because we have a huge library with thousands of video sessions that people can access anytime, anywhere. Our creative team films and produces RightNow Media Originals featuring teaching from respected teachers and pastors. We also distribute video resources produced by over 100 other major Christian publishers and ministries.

RightNow Media at Work will be a resource for Christian business owners and leaders to serve the people in their companies.

The *RightNow Conference* is a gathering of 2500 pastors and leaders who believe that the mission of the church matters. Since 2004 we've been hosting these leaders to challenge each other to mobilize the people of the church to put their faith into action in neighborhoods, schools and businesses across the country.

Work As Worship – creating content for business leaders and the Church that champions a holistic viewpoint of work and faith.

RightNow and Work as Worship use high quality video and social media content to communicate with Christian leaders and professionals in companies and churches. They also run regular conferences focused on the mission of the church and faith at work.

What are best practices or key lessons that this organisation has learned through their activities and approaches:

Our team members are committed to these RightNow essentials:

- We love... The church- In our neighborhoods, at the office and around the world, the mission of the church matters.
- We love... authentic stories – Real-life stories have the power to inspire and validate what God is doing.
- We love... immediate action – Christianity is a verb. To wait is a sin.
- We love... hard work – God is glorified when we use our God-given passions and skills with excellence.
- We love... our families – There will always be more work to do, but not at the expense of family and friends.

Profile adapted from websites.

Appendix J – Organisational Profile: Call2Business

Call2Business – USA and global partners
Call2All Business Network and c2bevents.org

What is the vision and/or mission of the organisation?

Vision: To birth, grow, operate and network businesses to model and extend the Kingdom of God.

Mission: We accomplish this mission by creating opportunities and networks for business leaders to drive global economic, social, environmental and spiritual impact.

Key components of Call2Business:

- A compelling call to total commitment to Christ.
- Equipping Call2Business leaders to live out their call to Kingdom-oriented business and the Great Commission.
- Inspiring multiplication of other marketplace believers to make a total commitment and engage in building God's Kingdom in the nations.

We believe:

- The marketplace calling is from God
- We are responsible for the economic, social, environmental and spiritual health of our communities
- We are responsible to exercise our marketplace calling globally
- The marketplace was created as a service to God
- The Bible is our guide and our standard
- Christ is ruler over all

Values:

- *Relational* – We accomplish anything related to God's Kingdom by relating well to the Lord, each other and those whom we are trying to reach.
- *Developmental* – We will conduct our business and mission in a way that develops people and offers them dignity rather than merely short-term compassionate help.
- *Action-oriented* – We will be more about taking positive action than mere talk and planning.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

- Conferences with local partners globally that challenge business leaders to:
 - Embrace their call
 - Apply their call locally
 - Apply their call globally
- Trade Fair to facilitate business-business connections
- Catalyzing business associations
- Business training and small business opportunities

What are best practices or key lessons that this organisation has learned through their activities and approaches:

Lessons learned:

- Walk alongside locals that have carried a vision for decades
- Make sure there is local investment
- Mentoring in business in critical
- Access to markets is needed
- Capital is always a concern

When Call2Business had its first stand-alone conference in Hyderabad, India, we researched a list of business needs and opportunities that the South Asian businesspeople could choose to engage in after the conference. There were opportunities to train and equip, to strategize, or consult, to solve specific issues, to join a board of directors, mentor business people, etc.

Organisation contact: Al Caperna

Appendix K – Organisational Profile: PovertyCure

PovertyCure – USA and online globally
www.povertycure.org

What is the vision and/or mission of the organisation?

PovertyCure exists to facilitate the global conversation on poverty and equip its participants with resources that promote lasting, enterprise-based solutions that affirm the role of individuals and families in turning around their situations. Every human bears the image of God—and we're committed to support our network partners as they work to release that divine spark in communities around the world.

PovertyCure is primarily a campaign and global network of partners founded by Partners Worldwide, Acton Institute and others. It exists to raise awareness about enterprise solutions to poverty and asks people to 'Join the Conversation' on poverty.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

PovertyCure brings awareness of enterprise solutions to poverty. PovertyCure challenges us to ask the question "What causes wealth?" instead of "What causes poverty?"

Their materials and resources help people understand the root causes of poverty and business as a unique solution, providing educational resources, affirming and encouraging entrepreneurs and challenging them to action.

They share resources through their website, a documentary film, a book, video curriculum, a study guide and social media. The book, video curriculum and study guide is marketed as the 'ReThink Mission: Toolkit'. PovertyCure makes good use of video resources and social media, with over 13,000 Twitter followers and a YouTube channel.

Profile adapted from website.

Appendix L – Organisational Profile: Kingdom Business Community

Kingdom Business Community – Indonesia
www.kingdombusinesscommunity

What is the vision and/or mission of the organisation?

Kingdom Business Community (KBC) is a network for Christian business people in Indonesia. KBC began in 2005 with six business friends from the same church who dreamed of catalyzing transformation on a national level through the practice of business. Ten years later, KBC has trained over ten thousand business people and hosts 30 training camps each year in five different regions around the country.

Vision: Being a business community centered on God.

Mission: Building a business community in the Kingdom of God :

- Growing in the truth
- Growing in membership
- Growing in awareness

Including in underprivileged communities.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilisation?

KBC runs camps and events to envision and equip Christian business people to apply their gifts and skills for the Kingdom of God. Through teaching and groups they help people repurpose their business or professional life to be more intentionally missional.

KBC encourages its members to apply five basic values to their life in business:

- God-centeredness
- Loyal to process
- Obedient to truth
- Real spirit of excellence
- Yielding rights

Initiatives:

Camp Sukses Sejati (True Success Camp) – True Success Camp is a training vessel for businessmen and professionals to help them apply the truths and principles of the Kingdom of God in the business world, to develop employment skills, and build awareness of others. True Success Camp encourages business people to learn in community, with mutual help, in order to grow together in their business life and jobs. By attending this camp, attendees will be able to understand the purpose of business or work. The aim is that they will be able include God in every step of their life in the marketplace.

Road To Success – Is similar to True Success Camp, but can be attended by business professionals from all religious backgrounds.

Kingdom Financial Class – Kingdom Financial Class (KFC) is designed to provide an understanding of personal and family financial management.

Dare to Succeed – A camp popular among young people to build faith and the correct paradigm for bringing the Kingdom of God in the world of business and work.

BizCom (Business Community) – A forum for alumni of True Success Camp to explore the values of the Kingdom of God so that they can practice them more concretely in the world of business and work. BizCom will increase competence in business through the sharing of experiences among members.

BizCom Gleam – A coaching programs that is more integrated and focused than BizCom for Alumni of True Success Camp. BizCom Gleam discusses eight topics over eight session to help attendees be a 'Glory Leader', growing in truth, expertise and concern.

Komunitas Fasilitator (Community Facilitator) – Training for alumni of True Success Camp who want to serve in future camps as a facilitator.

Marketplace Gathering – Marketplace Gathering events aim to improve the competence of Camp alumni and the general public in order to create the movement of business services that reflect God's kingdom. Events present speakers who are competent in their field.

Business Skill Training & Seminar – Training programs or seminars in particular business skills to equip the business community in developing competence.

Business Mentoring (Alumni Business Suport) – Business and professional mentoring program provided for Camp alumni who need assistance to overcome challenges and problems being faced. KBC provides people skilled in business to provide advice and input.

Profile adapted from website and interview.

Appendix M – Organisational Profile: NexusB4T

Nexus Business for Transformation (NexusB4T)
nexusb4t.com

What is the vision and/or mission of the organisation?

NexusB4T integrates business and the Great Commission to transform the least reached.

NexusB4T is a consulting firm that seeks to glorify God by facilitating Business for Transformation (B4T) networks to advance community transformation in the developing world. NexusB4T is working to re-center missions around the local church by providing B4T and BAM internships, apprenticeships for new workers and start-up investment funds and coaching and mentoring for practitioners.

What do they do? What are their main activities or approaches to BAM Advocacy and Mobilization?

Our calling is to serve and enable B4T and BAM workers in unreached areas by providing resources, training, equipping, coaching, mentoring and investment monies through the local sending church. We strive to apply our business and job skills to transform lives and communities among those people groups where few or no churches exist.

By modeling the life of Jesus in the workplace B4T workers create understanding of the Gospel open doors for sharing the Word of God. NexusB4T workers create jobs which provides dignity and income for impoverished peoples, providing yet another way to witness to the supremacy of Jesus.

The overall objective of NexusB4T is to serve the local sending church by delivering value to their B4T workers and coaches by increasing their overseas onsite effectiveness in measurable ways. NexusB4T originated in 2012 as a sister structure to facilitate the work of the OPEN Network members, a B4T network consisting of workers living and working in the 10/40 Window.

NexusB4T provides connections and resources to help practitioners connect with each other and with mentors. It hosts regular events to mobilise business people to use their skills and expertise to get involved in business in the 10/40 window and to coach or mentor others. NexusB4T mobilises interns and apprentices to work with startup or existing businesses located in developing, predominantly-Muslim nations within the 10/40 window.

What are best practices or key lessons that this organisation has learned through their activities and approaches?

NexusB4T was founded on the belief that Jesus commanded the spreading of the Gospel in all aspects of life, including in the workplace. To carry out this mission, NexusB4T works closely under local churches to mobilize interns and apprentices, who have demonstrated a commitment to practicing B4T, with startup or existing businesses located in nations

within the 10/40 window. The primary way NexusB4T mobilizes and equips new B4T workers is through internships and apprenticeships in the companies of the OPEN Network.

The businesses with which interns and apprentices are placed are identified by the OPEN Network. By working with these OPEN businesses and Christian business owners, the interns and apprentices receive training and knowledge/education in how to spread the Gospel of Jesus Christ in daily life through their work relationships.

The interns and apprentices utilize the connections developed through their business/work experience to evangelize and ultimately implant the community for Jesus. Upon completion of their assignments, the interns and/or apprentices create businesses or take employment in other disadvantaged regions with the primary goal of evangelizing the locals via their jobs.

NexusB4T's passion is to glorify God by inspiring, connecting and nurturing B4Ters —one person, one business at a time.

Profile compiled by JF and Patrick Lai.

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