

Missional Business Metric



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The fundamental question:

How can we have and evaluate
a positive impact
on **multiple bottom-lines**
for **multiple stakeholders?**

Terminology & Concept



What shall we call it?



Football

Handegg

Kärt barn har många namn

- Translation: A beloved child has many names.
- Meaning: Someone or something which is popular is often referred to by many different nicknames, labels.
- CSR: 2008 study, 37 definitions, but strong congruence in understanding and praxis of corporate responsibility

Other beloved children

- | | | |
|---|--|---|
| <p><u>SECULAR ARENA</u></p> <ul style="list-style-type: none"> • Market-based solutions to poverty • Social enterprise • Creative capitalism • Impact enterprise • Conscious capitalism • Inclusive business | | <p><u>CHURCH ARENA</u></p> <ul style="list-style-type: none"> • Business as Mission • Missional Business • Great Commission Companies • Business for Transformation • Transformational Business |
|---|--|---|

Common denominators in our context

- Business
- Kingdom of God
- Holistic Transformation: multiple bottom-lines, multiple stakeholders
- Global
- God Glorified

Businesses shall...

- serve *people*,
- align with God's *purposes*,
- be good stewards of the *planet*,
- and make a *profit*

QUADRUPLE BOTTOMLINE
Among all peoples

Resort in SE Asia

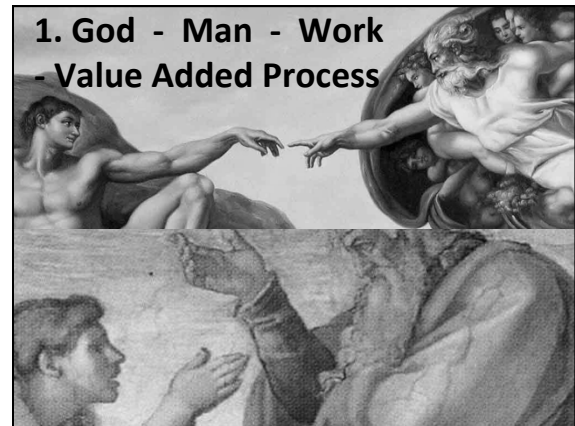


“Measuring what you value in Missional Business”

- Align with: What does God value?
- What are Biblical views on work, business, time, man, wealth creation, planet, world, church, profit, mission, etc...
- Missional Business Metric is NOT a mere technical exercise, it is based on values and worldview
- We don't pursue or evaluate what we don't value or don't believe in (worldview related)

WORLDVIEW

*Business as Mission is not a technique.
It is a **worldview** and a lifestyle.
It is about following Jesus in the marketplace -
to the ends of the earth;
loving God and serving people through business.*



2. Wealth creation

*“Remember the LORD your God, for it is he
who gives you the ability to produce
wealth.” (Deut 8:18)*

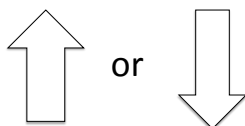
Wealth Creation & Nation Building

“This is what the Lord Almighty says to all those
I carried into exile from Jerusalem to Babylon: _
Build houses and settle down; plant gardens and
eat what they produce. Also, seek the peace and
prosperity of the city.”

Jeremiah chapter 29

3. Kingdom of God

Evacuation or Invasion?



4. Time

Chronos and Kairos

Chronos: chronological, sequential, quantitative

Kairos: right, opportune, supreme moment;
qualitative

5. Dual Perspective

TO SERVE... ...THROUGH BUSINESS

Business for God & the Common Good

6. Profit & Community

“The purpose of a business firm is not simply to make a **profit**, but is to be found in its very existence as a **community** of persons who in various ways are endeavoring to satisfy their basic needs, and who form a particular group at the service of the **whole of society**.”

Pope John Paul II, Centesimus annus 1991

Doing business **in** community **for** community

- **Quakers** UK & beyond, 1600 →
- Motto: **Spiritual & Solvent**
- Early 1800s: Only 0.2 % of population, but 4000 Quaker families ran 74 banks and over 200 companies
- Anyone wanting to set up in business was “*especially required to seek the consent of the meeting*” and continue to subject their business practices to the scrutiny of their peers on an ongoing basis
- This was discussed in their Christian fellowship halls

7. Business

8. JESUS

Jesus constantly and consistently met the needs of the people he encountered;

most came with physical, legal & social needs.

He never said “you have the wrong kind of need”!

Meeting Needs Through Business

- BAM is about shaping business for God and the common good;
- bringing solutions to global issues like human trafficking, poverty, creation care and unreached peoples.
- Thus we are following Jesus into the marketplace, doing like Him, serving people, meeting many kind of needs, proclaiming and demonstrating the Kingdom of God

Global Issues - Business Solutions

- Poverty (BAM Think Tank Report # 2)
- Unreached peoples (BAM Think Tank Report # 10)
- Human trafficking (BAM Think Tank Report # 4)

www.BAMthinktank.org

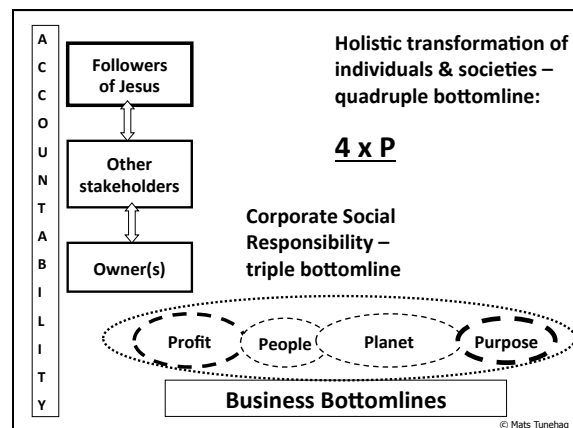
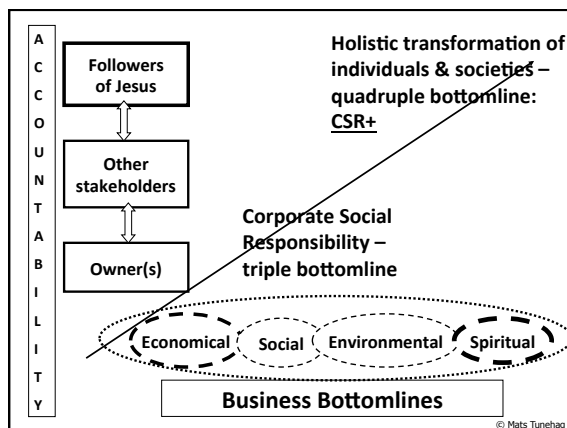


Shaping Business - Fine Tuning the Instrument

J. S. Bach

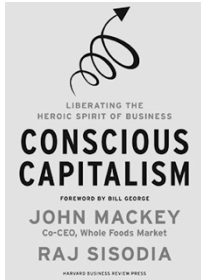


We are not just in business but working on the business, aiming at a holistic impact through multiple bottom-lines, recognizing various stakeholders.



John Mackey,
Founder & CEO **Whole Foods**

Businesses should...
"endeavor to create financial, intellectual, social, cultural, emotional, spiritual, physical, and ecological wealth for all their stakeholders".



Need to de-program

- Western / modernistic mindset - compartmentalization
- Poverty / austerity mentality

Missional Business Metric

1. What bottom-lines?
2. Who are the stakeholders?
3. How to plan, operate and evaluate with multiple bottom-lines for multiple stakeholders?
4. How in a cross-cultural setting?

Word of caution

What can we monetize and quantify?

Outcomes and Activities

BAM Think Tank Reports

Nr 12. Measuring the Impact and Performance of BAM Businesses

www.BAMthinktank.org



Love God - Love Stakeholders

- *"Any business that says it loves God but does not love its stakeholders is a liar."* (paraphrase 1 John 4:20)
- Loving stakeholders (including owners, investors, employees, suppliers, customers, the physical environment, etc) means working for their good.
- Need to plan, operate and evaluate based on holistic transformational metrics

Minimum recommended metrics for BAM business

- To what extent are we doing what we set out to do?
- How are we being responsive to God’s call and the Spirit’s leading?
- Do we have the cash we need to operate and meet our commitments and is it likely that we will continue to be solvent in the coming year?
- How are we being good stewards of the money that has been invested with us?
- How are we caring for and developing our employees?
- Are we damaging or helping the environment?

- **Finance:** profit & loss, balance sheet, cash flow, analysis.
- **Ethics:** bookkeeping, tax returns, and receipts. Acknowledge grey areas.
- **Product Development:** metrics for new products and services
- **Operations:** Includes executions of orders, delivery of goods and services

- **People Care & Development:** staff properly compensated, salaries paid on time, personal growth of staff – skills, promotions; good working conditions, pension scheme, healthcare benefits.
- **Spiritual Impact:** *“How are we being the people and the business that God has called us to be?”*
- **Environmental & Social Responsibility:** Ecological footprint, ecological products. Job creation, providing business solutions to global issues like human trafficking.

Sample of metrics questions

- *How are we operating in a way that reflects God’s love for his creation, and that will help transform society?*
- *How do we reflect the values of Kingdom of God when meeting customers*
- *How does our company respect laws and customs and operate on Christian values?*

More sample of metrics questions

- *In what way do our products and services give healthy benefits to the community?*
- *In hiring, training, evaluating, rewarding, and dismissing the employees, how do we reflect the values of the Kingdom of God?*
- *How are the values of the Kingdom of God manifest in relationships with suppliers, distributors or contractors?*

What are we?

Christians doing good and ethical business only; social enterprise, CSR
or
Do we also have a mission to glorify God and make Jesus known?

Holistic Transformation

- Takes time
- Robert Woodberry and 50 research assistants
- 14 year long research project
- Christian mission on many continents and long term impact

Observations / Conclusions

Correlation between Jesus centered **conversionary** missionaries and democratic development, better health, lower corruption, greater literacy, higher educational attainment and stronger civil society, et cetera.

Implications

- There is not one-size-fits-all approach or just one way of being a follower of Jesus in the marketplace.
- We need to be tactful and also mindful of culture and security related issues.
- But at the same time we should learn from those who have gone before us: **Jesus centered missionaries were instrumental in bringing about holistic transformation.**

BAM material in 16 languages

9 BAM videos

15 BAM Think Tank Report

www.MatsTnehag.com