



BUSINESS AS MISSION
GLOBAL THINK TANK

REGIONAL GROUP REPORT

Business as Mission In and From China

BAM Think Tank China
Regional Group Report

Business as Mission In and From China

Report by the Business as Mission Think Tank
China Regional Group
April 2014

bamthinktank.org

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Acknowledgements

We wish to express our thanks to all the members and business practitioners who: completed and returned the survey questionnaires, participated in the interviews, provided SWOT observations and recommendations, and to members of this China Regional Group who coordinated the research, writing and editing work.



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Executive Editors

Jo Plummer and Mats Tunehag

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† Preliminary list as of October 1, 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>.

In 2014 we will publish a comprehensive BAM 2.0 paper, a follow up to the Lausanne BAM Paper of 2004.

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

September 2013

Co-Chairs

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Executive Summary

Business as Mission In and From China

China's economic growth of eight to ten percent annually for the last twenty years, creates an ideal commercial environment for business as mission (BAM) within China. There are many opportunities for doing business and large amounts of foreign investment available. At the same time, as one BAM practitioner in China has noted, "China has one of the largest unreached populations in the world, business is a significant channel for Christians to effectively impact countless people and help set them free from sin."

Business brings relationships and connections that are a natural context for showing love and sharing the message of the gospel. Business people have many opportunities to share the gospel and establish close relationships and friendships with people from different walks of life including owners of large businesses and government officials. These opportunities are available to them because of their business involvement.

The business as mission companies profiled in this report tell the stories of many decisions for Christ, the discipleship of new believers, Bible study groups formed, church leaders trained and local churches added to or planted. These businesses in China have also had an influence through job creation, improved working conditions and benefits, improved standards of living, training up the workforce, imparting biblical values for work and family and challenging corruption, among other things.

At the same time, as the Church in China grows exponentially, the desire to do mission from China is also growing. As a Chinese contributor observes, "First, we must be involved in the Great Commission; second, we must grow into maturity through giving; third, the Chinese Christians will bring a new dynamic into world missions, both to the international Christian community and the unreached people groups."

With a conservative estimate of 70 million Christians in China, the potential impact of their mission involvement can be far-reaching as they grow stronger and become better equipped. However, the Chinese mission movement is still growing into maturity and experience of business as mission is very new. The Chinese church both inside mainland China and overseas has a long way to go to fully understand and embrace the strategy of business as mission. They must learn from their own difficult experiences and also connect with the wider BAM movement in order to be more effective for the future.

In this report the opportunities and challenges of doing business as mission both *in* and *from* China are shared. These observations from surveys, case studies and a SWOT analysis confirm great potential for BAM in and from China. It is a desirable approach to mission and Kingdom transformation as both the missional and commercial aspects show continued strength and abundant opportunity. Fruitful strategies, recommendations and action plans, plus available resources and networks are also shared in the hope that they will contribute to a multiplication of effective BAM practices in and from China.

This report is written for those interested in knowing about BAM in or from China, Chinese BAM practitioners, BAM practitioners in China, and organizations or churches facilitating BAM in or from China.

Business as Mission In and From China

Introduction

Background

Church and Mission History in China

Christianity came to China with the Nestorians along the Silk Road as early as the seventh century. However, the Protestant Church in China began with the arrival of the first Protestant missionary in 1807. Until recently churches in China have been on the receiving end of the missions movement.

In the early twentieth century, different groups of Chinese Christians had the desire to expand missions into Southeast Asia and Northwest China. The vision for the Northwest China route was called “the Back to Jerusalem Movement” (BTJ). Without much training or organized system of screening and care, missionaries were sent to Xinjiang Province to reach the Uyghur and other Muslim groups. However, this work was suspended in 1949 when the Communist Party began ruling in China. After this, overseas missionaries were forced to leave China and the churches were officially closed.

Nevertheless, Christians continued to meet in homes, creating a large number of house churches. Since China reopened in 1979, churches were reinstated by the Government with the label of the “Three-Self Church”. These churches were recognized by the outside world as “official” or “government” churches, alongside the “House Church” movement that was still going strong.

House churches built upon the new openness to send missionaries to other counties, cities and provinces which led to large house church networks. In the late twentieth century, some house church leaders renewed the Back To Jerusalem vision and began sending missionaries to Northwest China and even to other countries. Many of these missionaries are fledgling BAM practitioners. However, just like the original BTJ movement, missionaries have been sent out without proper screening, training, mentoring and member care. Many of them have failed and returned home within a very short period.

BAM History in China

Many of the Nestorians who spread the gospel to China in the seventh century were traders, carpenters, smiths and weavers. God used business and trade to transmit the gospel along the trading-routes of the Silk Road from early in church history.

During the nineteenth century many missionaries to China used their profession to bring about spiritual and social transformation. They set up clinics and hospitals, and numerous educational institutes. Early examples of missionaries using this professional or business approach included British missionary, Rev. Timothy Lee, who had great impact in the modernization and legal reform during the Qing Dynasty, and Gladys Aylward, who led muleteers to Christ through running a hospitality inn.

Since China reopened in 1979, Christians and businesses from around the world have flooded into China. With the adoption of reformed business policies leading to free markets, China is now the second largest economy in the world. Many missionaries have used this open business environment to pursue BAM within reach of vast numbers of people who still have not heard the gospel.

Missions and BAM by Hong Kong, Macau and Overseas Chinese Christians

Many missionaries who left China in the 1950's and 1960's went to Hong Kong, Macau and Taiwan where they could enjoy more religious freedom. Churches in these places started missions in the 1970s. Including the mission activities of all overseas Chinese from Hong Kong, Macau and other parts of the world, there are about 1,000 Chinese long-term missionaries, some 10,000 Chinese involved in short-term missions, and over 100,000 Chinese having prayed and/or given towards missions (Lin, Leung, & Hung, 2013).

Business as mission is still very new to the Chinese churches worldwide. According to statistics gathered by the Hong Kong Association of Christian Missions in 2011, only 6.3% of Hong Kong missionaries are involved in BAM (A Report on Missionaries Sent by Hong Kong Churches, 2011). Nevertheless, Chinese BAM practitioners are working in China and other countries.

The China Regional Group

Purpose

The BAM Think Tank China Regional Group functions to increase the quantity and quality of BAM businesses and practitioners involved in God's mission in and from China. Specifically, the group gathered cases, resources, recommendations and tools that will equip current and future BAM practitioners in China or Chinese practitioners in different parts of the world.

Group Objectives

- To promote a common understanding of BAM using the BAM Think Tank working definition.
- To determine what success looks like for BAM in and from China and some measurement criteria for success.
- To identify strategies that facilitate BAM practitioners in and from China in establishing and developing BAM businesses.

Note: Relating to the first objective, from the survey responses received there was an overall consensus agreement on the BAM Think Tank working definition of BAM.

Scope

The BAM movements covered in this Report by the BAM Think Tank China Regional Group include both, 1) BAM in China, and, 2) BAM from China—or BAM by Chinese practitioners, see Figure 1.

The regions covered in this Report include the Peoples Republic of China (PRC or China), with a more limited focus on the Special Administrative Regions (SAR) of Hong Kong and Macau which are not the least reached or poorest regions. They also refer to other places in the world where there are BAM Chinese practitioners.

Various kinds of BAM practitioners are included in this Report:

- PRC Chinese – excluding SAR Chinese.
- PRC-SAR Chinese – they can register their businesses in China with special privileges according to Mainland and Hong Kong Closer Economic Partnership Arrangement (CEPA).
- Taiwan Chinese – they have special privileges in some regions in China
- Overseas Chinese – ethnic Chinese from Singapore, North America, etc.
- Non-Chinese

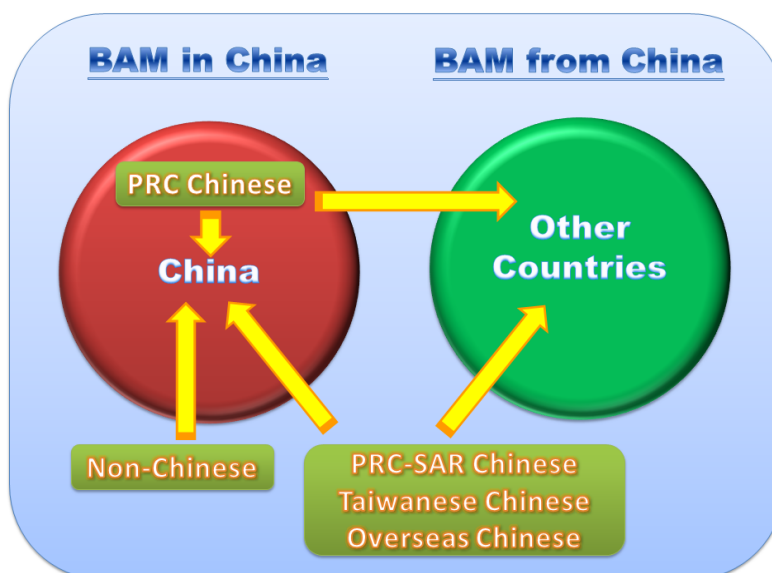


Figure 1: Scope of the China Regional Group

The 39 members of the China Regional Group included BAM practitioners in China, Chinese BAM practitioners, business people and others from mission agencies, theological leaders, tentmakers, etc.

Approach

To produce this report the group first compiled information from various sources, including surveys, case study research and a SWOT analysis.

a. Surveying

A questionnaire was sent to members of the China regional group. Their responses were compiled and studied. Of the 14 responses, representing 16 businesses, 10 of those people are BAM practitioners and four are related to BAM practitioners. Of the 16 businesses, 14 are in China and two are from China.

In addition, there were a further six responses to “Questions on BAM in China” (see Appendix L), these requested additional opinions and recommendations.

Since the design of the questionnaires was more qualitative than quantitative, the compilation of answers provides some themes and observations rather than a data-driven analysis. However, it does reveal some trends for the BAM movement in and from China.

b. Case Studies

Nine case studies were drafted for this report (see Business Profiles in Appendices A-I) from 13 interviews conducted with BAM practitioners and advocates. Of the nine cases, six are BAM in China by non-Chinese and three are BAM enterprises led by Chinese, including one summary report. Pseudonyms for people and businesses have been used in all the profiles.

A compilation of information based on the survey results and the BAM case studies was completed (Appendix J). Observations from the survey responses and the case studies were listed for analysis (Appendix K).

c. SWOT Analysis

A core group of five people in Hong Kong (three from Christian organizations and two from the business world), was formed to compile the SWOT analysis of BAM in and from China. The SWOT conclusions were based on these people's own experiences, firsthand knowledge of BAM practice and the information drawn from the survey questionnaires and the case studies (Appendix M).

Limitations

China is a big country with close to 1.4 billion people and 9.7 million square kilometers in area. North to South, East to West, there is great variation in terms of economic development, people's mind set, culture, education, religious openness, etc. Our collected figures and data do not represent the whole situation in China.

Opportunities and Challenges for BAM in China

Qualitative analysis of the case studies (see Business Profiles, Appendices A to I) and the SWOT analysis (Appendix M) enabled the identification of some of the main opportunities and challenges to doing BAM in China. The group also looked at what success looks like for BAM in China and some measurement criteria for success.

BAM success criteria

The survey and case study responses (summarized in Appendix J) indicate that the two top criteria for BAM success expressed by BAM practitioners in China are 1) profit making and sustainability of the business and 2) Kingdom impact. Of the BAM practitioners in China that the group interviewed or surveyed, most had made profit and almost all—including the businesses that have since closed—had spiritual fruit and impact. The businesses also had an influence through job creation, improved working conditions and benefits, improved standards of living, training up the workforce, imparting biblical values for work and family and challenging corruption, among other things. Overall, most of the BAM practitioners in China rated their businesses successful or fairly successful. Although the results are constrained by the limited contact with failed cases, it is fair to conclude that there are sustainable BAM models in China that are bringing spiritual, social and economic transformation.

Spiritual impact and church planting

Business as mission is an effective way to reach people for Christ in China. There is an opportunity to bring greater spiritual fruit through a multiplication of BAM initiatives. As one responder expressed, "China has one of the largest unreached populations in the world, business is a significant channel for Christians to effectively impact countless people and help set them free from sin."

Business brings relationships and connections that are a natural context for showing love and sharing the message of the gospel. In the case of the Export Company (Appendix B), in over eight years of operations Gabriela and her husband also have many chances to share the gospel and establish close relationships and friendships with people from different walks of life including owners of big factories and government officials. These opportunities are only available to them because of their business involvement.

Although much spiritual impact has been made through BAM enterprises in China, fewer churches have been planted as a result of these efforts. Only four out of the 21 businesses surveyed or interviewed have seen churches planted, all of which are big businesses with

250 or more employees and one of which was closed due to bankruptcy. However, all the businesses surveyed have seen decisions for Christ, disciplined believers, formed Bible study groups, trained leaders and/or channeled believers to local churches.

Success factors for spiritual impact

The following lessons were shared by practitioners regarding success factors for spiritual fruitfulness.

- Keep a close relationship with the Lord by spending time with Him: Several BAM practitioners stressed the importance of prayer and walking in the power of the Holy Spirit. Some seek God together with their team for every step and decision.
- Set a godly example in running the business: According to one of the practitioners, “This provides opportunities for business people to know God, and to understand that it is possible to have a business that is profitable, honest towards the government, and just towards employees.”
- Show genuine love for the employees: “Caring for the whole life of employees, rather than looking for a ‘pair of hands’ just to get the job done,” explained one of the group members.
- Develop relationships that are natural in the workplace: Allowing the Christian owner, manager or staff to come in to contact with non-believers. As one practitioner responded, “It is important to have believers at every level of our organization. However, we have found that sometimes employees will agree with the boss just to ‘save face’, yet the most influential spiritual employee could be a local Chinese girl who works in the company. She holds the respect of the staff and the staff see her as one of them.”
- Build on the friendship made with clients, buyers and business contacts: One practitioner was able to provide encouragement and counseling to many of her clients with their family problems. Another practitioner running a small educational business is sought after by the parents of students for advice about their family and parenting issues.
- Aim to make disciples and not just believers: Many of the BAM businesses interviewed go beyond just sharing the gospel, and focus on discipleship, Bible studies, leadership training or have started house churches among their workers. BAM provides many outreach opportunities but it is important to go beyond just conversions. One practitioner exhorts us to think in terms of the second or third generation, to make disciples who can make disciples.

Competition

One of the key threats to BAM success in the dynamic Chinese economy is very strong competition. To compete with the large foreign and local companies, BAM practitioners should consider different approaches. One of the practitioners (Appendix E), whose BAM company has closed, suggested that future BAM start-ups in China should consider joint ownerships with other established companies for capital and technological expertise. Another practitioner, David, whose company has also closed (Appendix F), advised that spending more time in product development and market research is important. The owner of a successful coffee shop (Appendix A), highlighted that good quality products and services, and highly qualified staff will give BAM companies a competitive advantage.

Professional requirements

Another threat to BAM practitioners in China is the growing requirement for more sophisticated businesses and professionals. Nordstrom and Muir comment that, “As China

becomes increasingly selective in terms of what type of ‘foreign experts’ it wants, qualifications for visas will become more stringent and difficult. There will be continued opportunities for doing business in China, but it will be problematic for ‘fake’ or ‘cover’ businesses” (Nordstrom and Muir, 2010). Additionally many Chinese business graduates are now able to compete with foreigners in managing small businesses. Therefore, China does not need as many foreign experts as it did previously.

Cultural gaps

The cultural gap is another barrier that BAM practitioners must overcome to be successful according to some of the survey responses. There are differences between Westerners and Chinese in business approach, communication, values and ethical systems. Chinese ethnocentrism often makes it difficult to form business partnerships. Even something as basic as eating is important. One practitioner pointed out how a foreigner must understand the differences in Chinese dining culture, “To do business in China, one has to eat and enjoy food like the Chinese.”

Nordstrom and Muir specifically addressed the *guanxi*¹ issue. They remark, “Relationships still make up seventy percent of the decision-making power in business deals and disputes. This will change as China’s legal system matures. However there will be increased disputes until the rule of law surpasses the rule of relationships. Meanwhile, BAM businesses will need to continue to practice both *guanxi* and rule of law in order to continue good legal representation and government relations.”

Relationship with government officials

Some practitioners expressed that keeping a good relationship with government officials is an important factor to operate BAM companies in China. With the help of officials, one will know how the government operates and if there are any new or preferential policies.

Opportunities and Challenges for BAM from China

Opportunities and challenges to doing BAM *from* China are based on observations from group members (as collected in the SWOT analysis), in addition to the small sample of survey responses or cases in this category.

Potential success factors

As in any ministry, apostolic vision is an important key for success. This God-given drive gets the missionary going and to trust the Almighty for a breakthrough. The BTJ vision, with all its imperfections, does put many Christians in China into action. The Chinese generational experience of fight for survival helps the Chinese BAM practitioners to persevere through thick and thin. In addition, the simple faith of dependence on God goes well with the Chinese mentality “to cross a river by feeling the stones.”

Culturally closer to the least reached peoples

Some cultural barriers that apply to non-Chinese BAM practitioners may be less of an issue for Chinese BAM practitioners due to similarity in cultural norms and values. Historically, the Chinese have been under the influence of Buddhism, Daoism and Atheism instead of under Christianity, as their Western counterparts. Thus, they have better understanding of the situations and struggles of the least reached peoples who have very little Christian influence. The high value that Chinese place on family relationship also makes the Chinese more culturally suitable to reach out to these peoples who share similar value.

¹ *Guanxi* refers to the benefits gained from social connections. For a full explanation, refer to the [Glossary](#).
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Easier entry to some least reached areas

Many Chinese BAM practitioners are passionate about bringing the Gospel “Back to Jerusalem” along the Silk Road. The people along the Silk Road are mainly Muslims and the Unreached People Groups (UPGs). Unlike many Western nations, China often has better foreign relations with these countries. Unlike Westerners, the Chinese do not carry a “Christian” image and China’s accomplishments are admired and respected, thus allowing easier entry to these areas. If the Chinese BAM practitioners can improve their BAM skills and overcome some of their cultural weaknesses, their BAM future will be bright.

Opportunities to network for PRC-SAR and overseas Chinese

Chinese Christians and Chinese mission agencies outside of China have many more opportunities to network with experienced international mission agencies and learn from them. They could and should tap into the wealth of knowledge and experience of Christian business people and BAM practitioners, to provide strong foundations for the development of Chinese BAM efforts. These SAR and overseas Chinese Christians and agencies will be instrumental in helping the churches and BAM practitioners inside China, especially in helping them to build a bridge with the outside world.

Chinese BAM challenges

Even though there are factors which could lead to success, the survey and the summary case report on BAM *from* China (Appendix I) show examples of BAM from China that failed both financially and spiritually. These particular examples struggled for survival at the beginning stage of their business and closed after a short time, so short that they were not able to make a spiritual impact. Some of the key reasons for this are expressed in the SWOT analysis of BAM from China (Appendix M), they are summarized as follows:

Inadequate Training

Although the simple faith of dependence on God is a strength, the Chinese cultural trait of “learn by doing” was one of the weaknesses of the BAM practitioners. They did not see the importance of formal missions and/or business training and they did not take the time to learn the local language. Therefore unnecessary mistakes, failures, hurts and setbacks were experienced. It is important for the next wave of BAM practitioners from China learn from this, or they risk being branded another “Made in China” product that people avoid, instead of respect.

Fledgling Chinese mission movement

The Chinese churches are inexperienced in mission in general. SAR churches started mission programs only about 50 years ago and the PRC churches only about 20 years ago. The churches have had no Chinese predecessors to learn how to deal with problems related to missionary care and support. Just like fledgling birds learning to fly or toddlers doing their baby walks, the China mission movement is still in the process of learning, and sometimes stumbling, as it develops.

Lack of partnership and external influences

The churches inside China have experienced many years of dangerous situations resulting in a lack of trust of the Government, social networks and even fellow Christians. Hence, Chinese BAM businesses mostly develop through kinship networks and the practitioners are reluctant to form other partnerships. This often results in only small businesses with limited transformational impact. This cultural paradigm may take a long time to shift. However, there is no time to waste, such a shift is vital to the long term health of the Chinese BAM movement.

On the other hand, the Western world is greatly influenced by postmodernism that they hesitate to impose their models of missions on the Chinese churches, but rather let them find and form their own model. This in itself could be a good culturally sensitive approach. However, with the Chinese being reluctant to trust and passive to partner, good Chinese BAM models may take much time to form.

Strategies for BAM practitioners In and From China

The last objective of the China Regional group was to identify strategies that facilitate BAM practitioners *in* and *from* China in establishing and developing BAM businesses. The core working group presents the following BAM development model. Specific recommendations for BAM in China and BAM from China are proposed, as follows:

BAM Development Process	Recommendations for BAM Practitioners <i>in</i> China	Recommendations for BAM Practitioners <i>from</i> China
Pre-BAM		
<i>Prayerfully evaluate</i> your “S.H.A.P.E.” (spiritual gifts, heart/passion, abilities/capacity, personality, experience), context and calling.	<ul style="list-style-type: none">▪ Watch video “What is Your S.H.A.P.E.?” http://www.youtube.com/watch?v=4mYac9FMSJQ	
Pre-field		
<i>Cross cultural understanding</i> <ul style="list-style-type: none">▪ Linguistic acquisition▪ Cross cultural situations	<ul style="list-style-type: none">▪ Learn Chinese▪ Experience Chinese food & culture▪ Make friends with Chinese students, immigrants▪ Learn how “guanxi” works in the Chinese culture	<ul style="list-style-type: none">▪ Learn English▪ Make friends with people from other cultures▪ Watch foreign movies/videos▪ Learn lifestyles and cultures of your destination
<i>Training</i> <ul style="list-style-type: none">▪ Business training▪ BAM training (quadruple bottom-line of BAM: social, economical, environmental and spiritual)▪ Missionary training	<ul style="list-style-type: none">▪ Learn Biblical business ethics▪ Higher level of professional qualifications to assist entry to China▪ Professional teaching certification if BAM is related to education	<ul style="list-style-type: none">▪ Learn Biblical business ethics▪ Learn more about BAM from www.chinesebam.com▪ Obtain Chinese language teaching certificate if teaching Chinese commercially

BAM Development Process	Recommendations for BAM Practitioners in China	Recommendations for BAM Practitioners from China
<i>Funding</i> <ul style="list-style-type: none">▪ Learn to write BAM funding proposals▪ Design funding portfolio▪ Approach funding sources	<ul style="list-style-type: none">▪ Take into consideration the global economic shift from the Western or 'First World' to the Eastern or the 'Two-Thirds World', including the BRIC countries	<ul style="list-style-type: none">▪ Consider that Western funding sources require detailed supporting facts and figures, while Chinese funding sources tend to be more relational and missional
<i>Business/spiritual impact plan</i> <ul style="list-style-type: none">▪ Consider joining a franchise business as an alternative to starting a new business▪ Apprenticeship▪ Design business plan that integrates church planting or spiritual impact as well	<ul style="list-style-type: none">▪ A franchise may be more suitable to inexperienced or managerial type of people, while those with more business experience or entrepreneur spirit would like to start their own▪ Site visits and research are necessary	
<i>Networking</i> <ul style="list-style-type: none">▪ Seek connections with a mission agency and/or supporting church(es)▪ Establish a business advisory committee or board▪ Build a spiritual support network	<ul style="list-style-type: none">▪ There are few mission agencies specialized in BAM, but they exist in increasing numbers and with the knowhow. Be patient in finding one and be prepared to grow with it▪ Marketplace professionals and business people in your home town can support you by means of joining your Business advisory committee or board.▪ BAM practitioners need a strong spiritual support network, as you face more variety of challenges than a traditional missionary	
<i>Vision sharing and education</i> <ul style="list-style-type: none">▪ Church leaders▪ Supporters▪ Mission agency	<ul style="list-style-type: none">▪ It should be part of your plan to educate them on BAM and on how to support a BAM practitioner	
In the field		
<i>Business development process</i> <ul style="list-style-type: none">▪ Marketing research▪ Site location▪ Review and evaluation	<ul style="list-style-type: none">▪ On site visits and research are a must	
<i>Define size and scale</i> <ul style="list-style-type: none">▪ Number of workers▪ Size of shop/company▪ Capital requirement/size	<ul style="list-style-type: none">▪ Start small scale business and keep it manageable. Grow your business as you grow in experience and knowledge of the field	

BAM Development Process	Recommendations for BAM Practitioners in China	Recommendations for BAM Practitioners from China
<i>Find local partners</i> <ul style="list-style-type: none">▪ Business partner(s)▪ Local assistants (staff) – marketing, planning, running the business, operation, accounting▪ Local advisory (outsourcing) – legal advice, etc.	<ul style="list-style-type: none">▪ Be aware of business ethics and spiritual maturity of local partners▪ Be mindful of Chinese ethnocentric and clanship tendency	<ul style="list-style-type: none">▪ Be careful of your Chinese ethnocentric and clanship tendency▪ Be open to partner with or seek help from people from other cultures
<i>Cultural adaptation</i> <ul style="list-style-type: none">▪ Religion▪ Law▪ Culture	<ul style="list-style-type: none">▪ Learn about Buddhism, Islam, animalism, atheism and their influence to Chinese▪ Be aware of local gender sensitive issues	<ul style="list-style-type: none">▪ Depending on the field, learn about Islam or Buddhism, atheism, animalism▪ Be aware of local gender sensitive issues
<i>Local language learning</i> <ul style="list-style-type: none">▪ School or tutor▪ Local friends▪ Through daily living	<ul style="list-style-type: none">▪ Learn like a baby – willing to listen, use repetitions, start with broken sentences and daily life related language▪ Be willing to make local friends	
<i>Business & mission expansion</i> <ul style="list-style-type: none">▪ Team work - Part of the team focuses on business, others focus on ministry▪ Branding – uniqueness▪ Review and evaluation	<ul style="list-style-type: none">▪ Consider including Chinese on the team	<ul style="list-style-type: none">▪ Do not let “face” be a hindrance, admit mistakes and be open to make changes and corrections
<i>Partnerships</i> <ul style="list-style-type: none">▪ Churches▪ Other mission agencies/ organizations▪ Business people	<ul style="list-style-type: none">▪ Count the cost when you decide to attend a Three-self Church or a House Church	<ul style="list-style-type: none">▪ Share and learn experience from other organizations and business people
<i>BAM Diary</i>	<ul style="list-style-type: none">▪ Keep a diary of mistakes and lessons learned▪ Critically evaluate, as well as think positively	
Exit the field		
<i>Close / transfer the business</i>	<ul style="list-style-type: none">▪ Exit in a God honoring manner▪ Leave a final impact▪ Handover and train local leaders▪ Help the locals to find new jobs▪ Do not run away from debts	

Conclusion

In China, since 1981, 380 million people have come out of poverty because of the growth of for-profit businesses. If we are looking to help people in China physically, then the best way to continue this is through for-profit businesses.

BAM businesses do not solve all of China's problems, but if BAM is deployed with the right targets, such as Kingdom-focused goals, we believe China will benefit greatly not only in terms of foreign investment, economic growth, job creation, standards of living, but more importantly in terms of spiritual growth, understanding of our great Saviour and what true joy He can bring into our lives. (Nordstrom and Muir, 2010)

For BAM in China, China's economic growth of eight to ten percent annually for the last twenty years, creates an ideal commercial environment for BAM. There are many opportunities for doing business and large amounts of foreign investment available. Although there are some notable successful models of BAM in China, there is also much still to learn and many more opportunities yet to be explored. There is great potential for a multiplication of spiritual, social, environmental and economic impact through business as mission.

At present, mission in the growing Chinese Church—and specifically business as mission—is like a toddler learning to walk. It takes learning from mistakes and practice while muscles strengthen and coordination is developed. During this time, the warm and familiar voice of encouragement from the mother will keep the toddler going, a toddler's walking toy will help the toddler to learn faster, and a proper shoe will bring protection. Once the toddler has mastered the skill of walking, it is a major advance to becoming more independent. It is the same with the Church in China and BAM from China. The hard lessons learned through failures in these last few decades are motivators for the Chinese Church to try again and be open to help. She is more willing to learn the ins and outs of missions and missionary sending, and to partner and network with the worldwide mission force, to become an effective agent for the Kingdom of God.

Recommendations and Action Plans

Recommendations for BAM *in* China

Team work

Nordstrom and Muir (2010) suggest that companies can overcome the challenges of competition by forming foreign-Chinese teams, "With proper Human Resource management, foreign-owned companies can maintain their core advantages. The best equation for this is a foreign-owner with key Chinese leaders. This seems to be the most successful setup at the moment."

Several of the survey responses advocated for foreign-Chinese teams. This is not just for the advantage of the foreign-owned companies, but for the Chinese business people as well. It is a win-win solution. One of the group members expressed, "BAM is most often a 'foreign' effort. To be sustainable, Christian Chinese business people need to be involved. They need training in how to think about the missional side of things: how to design-in the mission, rather than adding it on. They must learn to incorporate the three theologies in business design: Theology of Work, Theology of Business, and Theology of Mission."

Another practitioner, shared, “There are many successful Chinese Christian business people in China. However, they do not know how to integrate their businesses with the gospel. The Church as a whole does not know how to minister to the business owner’s needs, aside from expecting them to give financially. There is a need for successful BAM practitioners to help other Christian business people to integrate Kingdom value into their businesses.” The practitioner also proposed to, “Do more outsourcing of production and spend time developing partner relationships with the outsourcers in order to influence them in BAM principles.” In other words, such teaming can bring about greater transformation.

Business model

China’s economic development introduces more opportunities in emerging industries such as technology, green products, coffee, and other products. BAM practitioners are encouraged to look into opportunities which are more welcome by the Chinese Government. One group member emphasized the areas of technology and green issues, “Technology and green issues are also key to China’s future and important to the government. A clean food chain, quality products, and safety issues—all those could be solved with missional business in a way that would bring good to communities as well as give glory to God.”

BAM Location

The same group member suggested that, “BAM should go where the Chinese government is going. If they want it done, they will help and not hinder.” The Chinese government has been developing new economic zones, e.g. Kashgar in the Muslim area in the Northwest, and welcomes foreign investors. BAM practitioners should take advantage of these opportunities.

Recommendations for BAM from China

Theology of business and work

Chinese traditionally consider business people mischievous and treacherous, and conclude that business is an unholy profession. Churches need to re-educate Christians in these areas and help them understand the theology of business and work.

Mission and BAM education

Mission and BAM training are rare in PRC. Even in SAR cities, where mission training is available and accessible by agencies, the Bible seminaries provide little mission education and relatively no BAM training. To develop the BAM movement, Chinese seminaries and Bible schools must take the lead to educate church pastors and leaders.

Sending churches or communities in PRC China

Sending churches or communities need to develop mentorship plans, mission training programs and mission agency concepts. There is much to be done for the Chinese church to catch up and this should be done soon. With a Chinese Christian population of over 70 million, the potential is enormous.

Mission Strategies

In addition to a strong passion to reach the least reached peoples, especially along the Silk Road, the Church in China needs to develop its own mission strategies. First it must educate its members about missions by using contextualized courses that are already available such as the Perspectives (www.perspectives.org), and Kairos (www.kairoscourse.org). The church must set up programs that provide selection, screening and equipping of missionaries candidates, and form missionary care groups.

The Chinese church must work together with mission agencies to strategize all aspects of future missions training and sending programs.

Action Plans for BAM *in* China

- Networking and resources sharing by means of forming a Chamber of Commerce for BAM companies.
- Enrich the content of www.chinesebam.com by means of providing information about BAM opportunities in China, materials for preparation in China and the links to different China government business-related web sites.

Action Plans for BAM from China

- Further develop and promote the Chinese BAM website (www.chinesebam.com).
 - Translate and post the BAM Think Tank Report.
 - Collect and share successful Chinese and international BAM cases.
 - Post career and business opportunities in the web site.
- Set up a Chinese website on missionary care, including BAM practitioner care.
- Set up BAM advisory or coaching teams.
- Partnership with international BAM capital investment funds and explore the possibility of forming an investment fund or funds mainly for Chinese BAM practitioners.
- Formation of a BAM training school in China.

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

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營商事工：www.chinesebam.com

Course

營商宣教課程：創啟事工有限公司舉辦 <http://creativemin.org/centre/courses/90.html>

Glossary

Abbreviations

BAMTT: Business as Mission Think Tank

CEPA: The Mainland and Hong Kong Closer Economic Partnership Arrangement (CEPA) is the first free trade agreement ever concluded by the Mainland of China and Hong Kong. The main text of CEPA was signed on 29 June 2003. CEPA opens up huge markets for Hong Kong goods and services, greatly enhancing the already close economic cooperation and integration between the Mainland and Hong Kong

PRC: People's Republic of China

ROC: Republic of China or Taiwan

SAR: Special Administrative Regions of PRC China consisting of Hong Kong and Macau

Glossary of Terms

Back to Jerusalem Movement

The Back to Jerusalem Movement is a call from God for the Chinese church to preach the gospel and establish fellowships of believers in all countries, cities, towns, and ethnic groups between China and Jerusalem. The idea was conceived during the 1920s by Chinese students at the Northwest Bible Institute, however government restrictions and persecution forced the movement to go underground for decades

The Silk Road or the Silk Route

The Silk Road or Silk Route is a modern term referring to a historical network of interlinking trade routes across the Afro-Eurasian landmass that connected East, South, and Western Asia with the Mediterranean and European world, as well as parts of North and East Africa. Trade on the Silk Road was a significant factor in the development of the civilizations of China, India, Persia, Europe and Arabia. Though silk was certainly the major trade item from China, many other goods were traded, and various technologies, religions and philosophies, as well as the bubonic plague (the "Black Death"), also traveled along the Silk Routes. .

Han Chinese

Han is the biggest ethnic group in China making up 91.59% and there are 55 other ethnic groups.

Guanxi

Guanxi refers to the benefits gained from social connections and usually extends from extended family, school friends, workmates and members of common clubs or organizations. It is custom for Chinese people to cultivate an intricate web of *guanxi* relationships, which may expand in a huge number of directions, and includes lifelong relationships. Staying in contact with members of your network is not necessary to bind reciprocal obligations. Reciprocal favors are the key factor to maintaining one's *guanxi* web, failure to reciprocate is considered an unforgivable offense. The more you ask of someone the more you owe them. *Guanxi* can perpetuate a never ending cycle of favors.¹

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Appendix A – Business Profile: Coffee Shop

Lightning Coffee



Background

History

'Lightning Coffee' was originally started in 2008 and owned by a missionary couple. In October 2009, the current Director bought it. In October 2011, a 50/50 partnership was formed between the current Director and Owner. In October 2012, the Coffee Shop Limited Hong Kong was formed.

When Lightning Coffee originally opened, there was little market for coffee in that Province, so it was a risky operation as a business. It was so successful that in December of 2009 it had to be closed and remodelled to add a second floor with more seating. During this time 'Owner' performed demographics studies, cost analysis, competition surveys, and product sales ratio analysis. They reopened the coffee shop in February of 2010, and the shop sales volume doubled when compared to the volume before the remodel.

Business focus

Lightning Coffee is located in a city that is the provincial center. Coffee Shop is a wholly foreign owned company. Coffee shop operation is at the core of the business model. They specialize in high quality products and detail oriented design spaces. The baristas are the highest trained baristas and have won national competitions.

Apart from operating their own coffee shops, they have established themselves as the one-stop shop for all coffee needs. They sell everything from franchises to espresso machines to coffee training to coffee beans.

They buy green coffee beans from importers known for their fair treatment of growers or import them and roast them. Selecting the right green coffee is important. Owner will go to different countries to visit their coffee suppliers. They buy seasonally to ensure freshness.

They own two stores, one roasting facility, an operations center, have an operating agreement with one franchise, and have received a deposit for another franchise.

Lightning Coffee is working in connection with a mission training school in their location. Mission training is provided for Christian staff working in Lightning Coffee and students in the training school can find employment in the coffee shop.

The owner helps his coffee suppliers by providing guidance to grow their businesses. Some of them are Christians who use their coffee farm businesses to run mercy ministries. One such supplier is in Guatemala.

Faith background

Owner felt clearly God's call to BAM and to this particular location when he was studying the Perspectives of World Christian Movements Course. There he met his ministry trainer and future partner, the Director, who was missionary in that location doing ministry with minority groups. In 2008, when the company he worked for closed, he decided to take a six month cross-cultural training in which three months took place in USA and three months in the city. After the training, he joined his partner, Director, to run a coffee shop, which later became the current Lightning Coffee company. The owner is under the accountability and covering of a mission agency.

Owner and his partner, Director, wanted to use this business as mission (BAM) company to outreach, disciple and train people they come into contact, whether staff, customers, partners or other stakeholders. Director continues his ministry to minority people, which he was involved in before the start of the BAM. Owner's emphasis is the business operations side of the work while Director also focuses on ministry in arenas outside the business.

Professional background

Although Owner did not have formal business training, he is an entrepreneur with experiences leading many types of businesses. He is knowledgeable about all aspects of coffee, from farming to extraction and is trained as a roaster, barista, and coffee farm manager. Owner holds a Q Grader certification, which is the world's highest level of certification as a coffee cupper. He speaks English, Chinese, and Spanish.

They have a board of advisors of renowned business people and coffee experts. New board members were added at the time overseas holding company was formed in Hong Kong in late 2012.

Strategy and Vision

Purpose

Lightning Coffee makes good coffee, but more than that, their mission is to have global influence by facilitating and incubating growth among their employees, partners, and community. They do this through fostering a passionate and contagious response to their values.

Values

Their values of innovation, healthiness, authenticity, excellence, and integration are expressed in their day-to-day business operations and drive all areas of the business. The most important part of any company is the people.

Business goals and objectives

2013 Goals: They plan to open three to five new retail coffee shop locations. Opening and operating company owned stores are the best short-term strategy. This puts them in the position to have accurate data and market projects to narrow their long-term focus which will either be franchising, licensing agreements, or opening more company stores. This year will help them reach operational excellence for their systems and structures for 2014 and beyond.

They plan to provide an “incubation period” to other BAM startups by offering facilities, coaching, and networking. They are incubating two new ministry-minded BAM companies and will facilitate more new BAM startups in the future.

Additional facts and statistics

- An international team leads the company.
- When the business started, there were two families involved as the leadership team, 10 staff and two were believers. They have 50 employees, eight are expats, and five are managers. There are 10 believers.
- Baristas and bakers are of the highest quality. They ensure this through a month-long training, with rigorous testing. The barista or baker-in-training must achieve a minimum standard to pass and become a barista or baker. Among them is a team of deaf people.
- In October 2009, Lightning Coffee was purchased for \$35K USD and since then \$520K USD has been invested into it.
- They re-opened the coffee shop in February of 2010, and the shop sales volume doubled compared to before the remodel. After the initial infrastructure investment their roasted coffee sales has reached the break-even point, and is more than doubling in sales every six months.

BAM Experiences

Lightning Coffee has the competitive advantage because of their focus on customer experience and quality products. By focusing on product quality, price, ambiance, and service, they have achieved:

- Well-known proprietary recipes for baked goods.
- Supply of quality green coffee at a good price.
- Roasting knowledge.
- Best baristas in location.
- Best espresso machines available.
- Sales have continued to climb at a rate of 40-60%.
- The street where store one is located is now known as Coffee Shop Avenue. People come there to buy coffee, and Lightning Coffee is the most renowned shop on Coffee Shop Avenue.

Bottom-line impacts (Social, Economic, Environmental, Spiritual)

The success of Lightning Coffee threw them headfirst into making the cafe the best coffee experience possible, starting with coffee from ethical sources, then artisan roasting, and finally expert barista work.

Because of their success, they are able to give back to the people around them who make a good coffee possible, and even help those who need help. This includes employment and training for staff and economic income to coffee suppliers locally and overseas.

By employing the handicapped, they have helped them regain self-esteem, dignity and their rightful values in society. We do not just get decisions because of our long-term work relationships we can make disciples.

Lessons Learned

What went well:

- Maintained good coffee quality by giving great care and attention to each step along the supply chain, including farming, processing, storage, shipping, roasting, storage, and brewing.
- Have proprietary recipes on all baked goods, which are now sought after.
- Have settings unique in the market and attractive to Chinese people.
- Provided a warm, detail-orientated, and customer-focused service.
- Kept their prices competitive.
- Have creative brand strategy using roasted coffee sales to supplement the coffee shop operation, focusing on the experience of every customer, partnering with other business for events to increase impression in the market, sponsoring bike races and other events attended by their target market, joining coffee trade shows.
- Decisions are made with the target market in mind.
- Chosen strategic locations for coffee shops.
- Have a great leader training program that will allow them to grow and retain the talent that they train .
- All staff has an intimate knowledge of their product and knows how to ensure quality. The highest certification for green coffee selection is a Q Grader. The roast master is one of only four people in the location city that holds this certification.
- They have started to franchise. Their first franchise is open and doing 20% better than forecasted.
- Spiritually it is important to have believers at every level of our organization. It is a great thing to preach the gospel from the top of the organization, and much fruit to be seen from this type of Christian leadership. They have seen that sometimes employees will agree with the boss just to “save face”. Though it is good to have a man of faith leading from the top of the company, they have seen that their most influential spiritual employee is a 28-year-old local girl who works in the company. She holds the respect of the staff and the staff sees her as one of them. When she makes biblical references and talks about Jesus, there is great meaning attached to those conversations.

What did not go well and risks:

Competition has been their main concern. To face the challenge, they analyzed how they compared in their priority areas of price, quality, ambiance, and service and continue to implement their best business practices. Even with the addition of competition, sales have continued to climb at a rate of 40-60%.

Another risk is limited points of reference to study historical data. They keep careful records, but only have experience with two locations, so they do not know precisely what to expect at other locations. To mitigate this risk, they gathered as much supporting data as possible.

At the two locations the sales increases have been rapid. It is hard to know how long that will continue, where it will stop, or how other locations will compare. The experience and data from the three new locations will provide a better handle on how we can continue growing healthy margins as we proceed with future location expansion.

One of the issues spiritually is that aside from one-to-one sharing of faith from the owners of the company and staff who are believers, praying before meetings, etc. there has not been any official communication of why the company exists. They recently clearly defined their vision, mission, and values. This serves to be a communication point to employees of why the company exists—which is to glorify God.

Recommendations:

Teams are important. A team helps to share different responsibilities. Think long term and do not rush to start. Invest time in the beginning. A strong business foundation is important to lead to success and would allow more time for ministry later. Think in terms of second and third generations and not just number of people saved, i.e. make disciples who can make disciples and do not stop at making believers. Knowing the language and culture are important preparation.

Success

Lightning Coffee defines success as:

- Financial flourishing, providing a return in relation to size of sales and investment (financial statements)
- Value for *all stakeholders*: neighbors, community, suppliers, investors, employees, and customers (internal audits)
- Discipling the nations (internal surveys)
- Help those in need (internal audits)
- Environmental responsible (internal audits)

Future plans

In five years, they plan to operate 20 coffee shops across the country and together with the sales of roasted coffee they expect to have an annual profit of \$1.5 million USD.

In 10 years, there will be 200 trained staff that can produce 500 more second-generation staff. Out of the 200 trained staff, 50 of them are qualified to go out to start their own reproducible programs and at least 10 of them would be outside of the country with a focus on “back to Jerusalem”.

Conclusion

Lightning Coffee has grasped a timely opportunity in their location. The world’s largest nation is starting to drink coffee. The competition that does exist is uneducated in coffee shop operation and coffee quality. Getting in on the front end of this growth allows them to expand as the market grows.

The number of coffee drinkers is doubling every two years, and projections show that this growth will continue for the next 10-20 years. This is a great opportunity to gain market share and brand recognition in the coffee shop market while the market is growing and customers are refining their tastes and making brand choices in coffee.

Research led by: Tony Yeung, Linda Ching

Appendix B – Business Profile: Export Company

Export and Import Company in Macau



Background

History

Sixteen years ago, Gabriela and her husband were sent out by their mission agency in South America to Macau to reach out to the Chinese. However, eight years ago they had difficulties raising enough support for the family as the cost of living in Macau rose and their home church changed focus from missions to local ministries. Upon the advice of others, they started a business to meet their needs. Although, they were reluctant in this new role, the business grew rapidly and has been making profit since the beginning.

In 2011, Gabriela attended an Introduction to Business as Mission (IBAM) training course. There God changed her heart and helped her to realize that her business is the ministry. As Gabriela reflected she saw that she had more spiritual fruit through the business than previously through the more traditional style of ministry. After going through skill and personality tests, Gabriela was found to have traits for being a good entrepreneur. God confirmed to her that He called her to do business as mission and she has the responsibility to do it well. At the IBAM course, she had received much practical training and mentorship. She came out of the course with a renewed business plan and a Kingdom plan. In 2011, she started a second company in another Province in China.

Business focus

Gabriela's business is a trading company, importing and exporting various kinds of product including truck tires, industrial sewing and embroidery machines, floor tiles, power tools, mobile phone accessories, clothes, fashion accessories, and even wedding dresses, mainly according to the needs of the clients. The products are mostly from China with some fashion accessories from Korea and they are exported mainly to Latin America, and the USA, as well as growing interest in South America. It handles research, negotiations, quality control, logistics and shipping arrangements on behalf of their Latin American clients. Most of their income is generated in commission and other income sources include the company's hospitality services and product research services.

Right now they have a company in Macau, a special administrative region of China, and one in a city in southern China, under different registrations but doing similar businesses. The initial capital needed to start the Macau office was US\$25,000 and the one in southern China was US\$ 80,000. This capital came from loans from a Macau bank.

Over the years, the business has exported over 200 containers and has been profitable since the beginning. However, the profit is not enough to cover Gabriela and her family's needs and they still have to raise 60% of their income in donor support. There are now 2 Chinese and 1 Latin American full time staff working with Gabriela and her husband. Recently, they have to re-mortgage their house in order to get more loans from the bank to expand the business and employ more staff.

Faith background

Gabriela started full time ministry with her mission agent in Latin America after she finished high school. She met her husband in the same mission group. Both of them came to China 16 years ago with the focus of reaching Chinese people with the gospel. 8 years ago, they started the business. Coming from her background of church and missions in Latin America, Gabriela had been resistant to the idea of doing business although the business was in fact a success. But the IBAM training course in 2010 totally revolutionized her perception of business in ministry. There she embraced a new vision to let God use her business for His Kingdom.

Gabriela came from a small church which has been very supportive of their work in China. Although they are not able to provide the full financial support that Gabriela and her family need, they are supportive in areas of prayers and concern.

Professional Background

Gabriela had no business and BAM training prior to the IBAM training. She learned business through doing business. The five week IBAM training course provided her practical training and teaching on business planning, risk analysis, financial analysis which includes cash flow projections and profit and loss analysis, marketing, HR, etc. and also Kingdom impact planning.

Strategy and Vision

Business objectives

- Reach out with the gospel to people in the business world, bringing transformation to society, through the business operations.
- Provide opportunity for business people to know God, and to understand that it is possible to have a business that is profitable, honest towards the Government, and just towards their employees.
- Deliberately show through the business relationships, that the only reason that God makes people wealthy and powerful is for them to fight in favour of the ones that have no wealth and no power.
- Give ideas and encourage business people to create businesses in areas of poverty.
- Give opportunities for the people to dream impossible dreams, to achieve their dreams, through import and export.
- Be a blessing to those that belong to the family of Christ first, and then to all in need.

- Provide a hospitality service to our client and suppliers, which can change people's hard hearts, and make them feel loved and special. This includes providing cultural tips for better negotiation between related countries.
- Provide a real income that is able to provide for the full needs as a family, a strong support to at least 5 different mercy ministries and 30 employees in the next 7 years.

Values

- Professionalism in doing business, knowledgeable and dependable
- Good understanding of cultural differences
- Hospitable to clients and suppliers
- Treat people with love and respect
- Strong language ability
- Honesty and integrity
- Trust

BAM Experiences

Through their close relationships with their clients, Gabriela has been able to provide encouragement and counselling help to many of the clients lives and family problems. Some of them became Christians and have been baptized as a result of their relationship.

Gabriela and her husband also have many chances to share the gospel and establish close relationships and friendships with people from different walks of life including owners of big factories and government officials. These opportunities are only available to them because of their business involvement. Gift-giving is common in China. To follow up with these relationships, they usually give gifts that have Christian messages.

For those who became Christians, they would usually refer them to local churches. Gabriela and her husband's focus is on outreach and not so much on discipleship and planting churches.

Part of the profit made from the business is used to help a farm among the a minority people group and to support an orphanage in Sichuan.

Success criteria and challenges

The business has brought about economic changes by providing employment and income to suppliers. They have made social impact through their involvements in the orphanage, the farm for the Y. people and by encouraging other business people to start businesses in poor areas. Spiritually, through the business, people have come to Christ and have been counselled. In addition, a missionary has been able to stay in China to continue her translation ministry.

If she was rating her business success on scale of 0 to 10 with 0 being a total failure and 10 being a complete success, Gabriela would give her business a 6. She considers it to be quite successful because most of the objectives and goals are being met.

Successes:

- Strong Christian witness through their natural lives
- Going out of their way to look after the needs of visiting clients

- Good understanding of the cultural differences to act as a cultural bridge between clients and suppliers.
- Great language ability, can negotiate in Portuguese, English, Mandarin and Cantonese
- Knowledgeable and dependable

Failures:

- Limited finance to run the business resulting in short of staff to expand and to increase profit

A failing area is that the profit the business makes is only sufficient to partly provide for Gabriela and her family's income need and is not enough to expand the business. In order to overcome this, Gabriela took a step of faith by re-mortgaging their house and using the loan as investment to expand the business. Gabriela comments on the motivation of financial incentives and having 'skin in the game' by saying, "In doing BAM, one has to put his blood into it [be willing to take personal risk]. If there's no blood, it won't work. Things have to work out because his blood is there. A missionary depends on free support from outside sources and not his blood."

Gabriela will measure future success for the business with the following criteria:

- Always having opportunities to show God's way to people.
- Having a viable income to support all the staff and her family.
- Being able to provide for the various ministries to the minority groups which they are also involved with.

They are looking into expanding the business with a specific goal to employ 30 staff within 7 years and aim to support at least 5 different ministries that are working among the poor and displaced. Gabriela is also looking forward to a transformation in the lives of her staff.

Conclusion

From a traditional mind set of what a missionary should be, Gabriela has come to realize and believe that a good business person can become a good missionary and can even be more effective in terms of bringing about transformation. On the other hand, it is difficult for a good missionary to be a good business person unless they are equipped well and good in business practices. When it comes to money, it takes more faith to be a business person than be a missionary.

Gabriela is positive about the future of the business. With the World Cup and Olympics coming soon to Brazil, she sees growing opportunities to export to Brazil and other South American countries. With these opportunities, she looks forward to build more relationships, share the Gospel and be a witness for God.

Research led by: Linda Ching

Appendix C – Business Profile: Larger Scale Manufacturing

Corporation with Eight Strategic Business Units



Background

History

'CORP' began in late 1980 with US\$250,000 and the purpose of giving financial support to a ministry in China. This initial business model was unsuccessful and finally sold in 1989 to a USA holding company focused on high-tech manufacturing investments in China. In 1990, the Managing Director (MD) refocused the company on factory consulting, management investment, and since 1991, CORP has helped to start over 40 factories and has invested in about half of those. With a history of managing world-class factories in China, CORP has an unparalleled network of vendors, manufacturers and sales teams.

Business focus

CORP provides manufacturing, consulting services, and value added engineering. Their eight strategic business units in China include industries in electronic manufacturing, Food and Drug Administration (FDA) approved medical devices, Radio Frequency (RF) products and a recently sold electroplating chemical unit. The corporate business model is to find Multinational Enterprises (MNEs) (mostly USA) that are interested in Foreign Direct Investment (FDI) in China. CORP takes a minority position with approximately 30% ownership, but with shared operational control over operations. The MD of the CORP controls the selection of the General Managers (GM) for each Strategic Business Unit (SBU). The 70% MNE owner often provides the customers or sales force, while the CORP contributes the expertise in China. Another objective of CORP is to catalyze spiritual activities, such as Bible studies and house churches.

Faith background

The Managing Director, a USA businessman, has lived in China for many years. He has been involved in many start-ups, and, along with his wife, has a heart for business as mission. The MD's approach to business is influenced by his beliefs and faith. His objective and purpose is to have a financially sustainable business and provide a context to introduce Christ to all the workers and other stakeholders connected with the firm. The main BAM purpose is to begin Bible studies and house churches in these factory locations.

The MD operates the company on Biblical principles—its Values are taken from the ten commandments—in all dealings with the employees and the relationships with other stakeholders in the community. The operations are closed on Sundays for a day of rest. The factory workers are provided cafeteria lunch and work for average hourly pay and normal hours, as per Chinese regulations.

Professional Background

The MD has extensive business training and experience both in the USA and China. He is an entrepreneur with many successful and a few unsuccessful business launches. He is not a professionally trained minister, but has a desire to see China reached for Christ. The discipleship-oriented activities within the business are led by other individuals or organizations, but in partnership with CORP, so that the MD and his business team can focus on successfully operating the company.

Strategy and Vision

Purpose

The purpose of CORP is to have multiple successful and profitable operations, to establish a community of Christ followers near the factory, and to provide a positive work environment with excellent training programs.

Values

The guiding Values for CORP are:

1. Teamwork and Collaboration
 - Provide ongoing coaching and supportive feedback.
 - Create a fun atmosphere.
 - Focus on the positive.
 - Keep people that don't hold top-performers down.
2. Integrity and Truth-Telling
 - A lie's implications cannot be controlled.
 - Use mistakes as constructive learning opportunities.
 - Teach how to treat people with dignity and respect when mistakes are made.
3. No Negative Politics or Cliques
 - Listen without prejudging, presume innocence.
 - Teach how to confront privately initially.

- If private confrontation not successful, then go to next level with only one additional staff involved.
 - Gossip is *not* allowed.
4. Individual Accountability and Company Ownership
- Take individual ownership for your actions.
 - Company time for Company business.
 - Company property is Company property.
 - No tolerance for false invoices or kickbacks².
5. Your moral life affects your work
- Gain trust by exhibiting trust in all areas of your life.
 - Be integral in your values in all areas of your life.
 - Drive learning throughout the organization.
 - Continuous learning is a life-long process.

Employee anti-corruption guidelines:

CORP requires its employees to follow a four-step process whenever there is a possibility of bribery, corruption or kickbacks. Each step must be followed in the order they are presented here. If there is a negative answer to any of the four basic questions, then the proposed action should not be done. These guidelines are taught to all employees at least annually at all CORP-related companies.

1. *Does the proposed action **NOT** violate the U.S. Federal Corrupt Practices Act?*

- The 1976 Federal Corrupt Practices Act (FCPA) has **no** territorial limits. It prohibits any U.S.-based company from giving gifts to government-related officials when the gift is given in direct anticipation of getting a contract or significant business. Violation is a criminal act.
- CORP policy is that any gift over US\$50 to any person (not just a government-related official) connected to a potential new business contract must be approved by both the MD and the CORP legal department.

2. *Does the proposed action create **ANY** feelings of discomfort?*

- Whenever a CORP employee is approached with what may be possible bribe or kickback, it must be brought to the attention of his or her supervisor.
- After discussing the situation, if either one has an uncomfortable feeling about it, the proposed action **cannot** be followed through.
- These discussions must be documented for future reference.

3. *Is the proposed action transparent to all directly related parties?*

- Corruption, bribes or kick-backs all require secrecy. Therefore, an easy way to tell a legal from an illegal act is to ask, "Is something being hidden here from the other parties?"
- The employee must make sure that all affected parties are aware of the action.

² A kickback is a form of negotiated bribery in which a commission is paid to the bribe-taker as an exchange for services rendered.

4. Does the proposed action reflect the “Golden Rule”, i.e. do unto others as you want them to do to you?

- Employees are encouraged to do “reverse role play” and to put themselves in other people’s shoes (buyer instead of seller, etc.), then examine whether they have any negative feelings.
- Employees are also encouraged to put themselves in the position of other parties that might be affected.

Business goals and objectives

The Strategic Business Units (SBU) goals and objectives are formalized in writing and tracked monthly. The goal is to become the number one or two company in a particular geographical and industry niche.

The specific business objectives were:

- To grow sales double digit per year.
- To have at least 10% profit.
- To have top quality.
- To be number 1 or 2 in niche market.
- To innovate and produce new products or services.
- To have top trained work force.

The specific BAM objectives were:

- To proclaim Christ and convert Chinese in the factory.
- To begin factory Bible studies and eventually a house church.
- To provide excellent training.
- To live and exemplify Christ in the local community.

Business operation

The corporate organization and legal structure is shown in Figure 1.

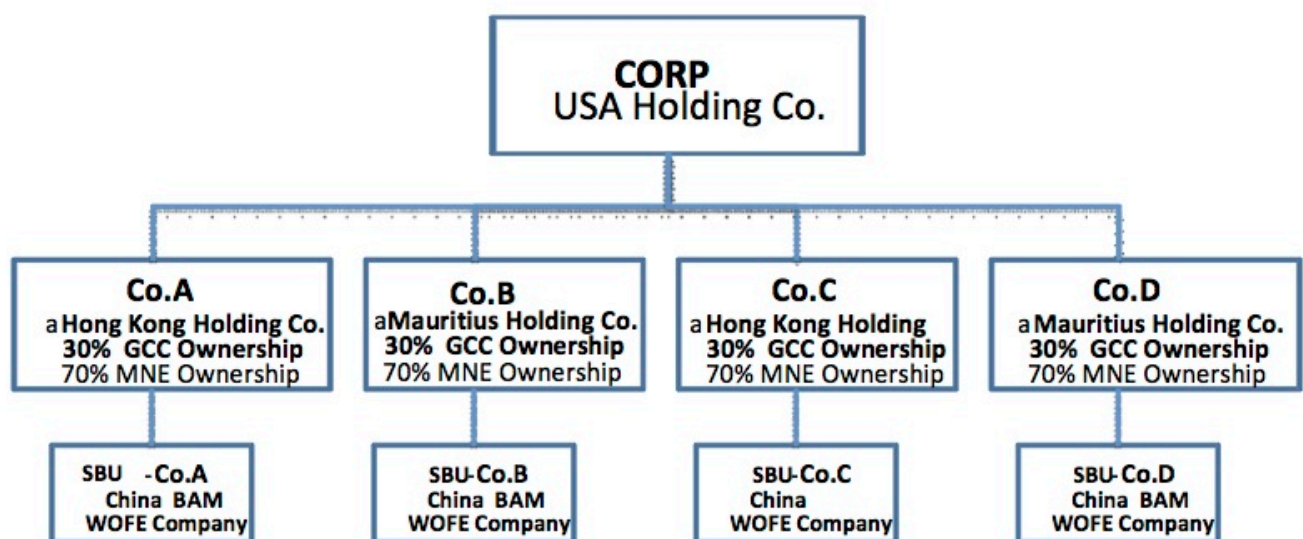


Figure 1. Organizational structure of CORP

A western Multinational Enterprise (MNE) approaches CORP for assistance in establishing a presence in China. CORP forms a Holding Company in Hong Kong or Mauritius that is jointly owned (30% CORP and 70% Foreign MNE). The Holding Company opens a Wholly Owned Foreign Enterprise (WOFE) in China that is managed by both the MNE and CORP. The BAM initiatives are then carried out in China at the WOFE factory or office. The business model is business to business commerce with the factory in China supplying both China and Asian customers.

Start-up capital varies for these alliances, but is generally between US\$1-5 million. Often there are additional tranches required for factory expansion or purchase of capital equipment that can amount to US\$1-10 million more. These firms are normally profitable in the first year of operations because of the established reputation and customers of the western MNE. Many of these companies are later sold at profit for the owners and eventually lose their BAM identity. CORP takes the profits and buys or builds new businesses in other Chinese cities for continued BAM effectiveness.

Employees are either migrant or local Chinese workers that are paid hourly. In some factories the workers are more skilled or educated because of the nature of the work. Management is normally Western in education and experience. Most General Managers (GMs) are Kingdom workers, but not all. However, in all cases the SBUs have several Kingdom workers on the top management team. The management team is paid a salary and bonuses based on target achievement. The business and factory operations have never used charitable donations or volunteer work. The BAM programs at the SBUs are either subsidized with a small stipend from operations or are 100 percent volunteer efforts by individuals from para-Christian organizations (not mission agencies).

The financial model was designed around these basic profit allocations: 10% profit to mainland Chinese factory and 90% profit to the jointly owned Hong Kong or Mauritius Holding Company. Therefore the 90% profit was then split between the 70% and 30% ownership. CORP chooses industries and products or services where it can be either number one or two in their market niche in China. CORP provides shared services in strategic management, tax structure and compliance, management policies, IT infrastructure and other services. The holding company has a very strong value statement and code of ethics which are taught and followed at all eight of the SBUs.

The economic downturn of 2008 had a minimal effect on the operations of the SBUs in this corporation. The employment contract laws in China have increased costs and changed the conditions of hiring, firing, and letting go or calling back but have not had a detrimental effect on operations. Intellectual property—such as patents, trademarks and copyrights—is protected under both the Chinese and USA laws.

BAM Experiences

There have been many successful joint ownerships with western MNEs utilizing their technology and capital to gain market share in China. Most of the SBUs were moderately or highly successful because of the strong leadership of the MD. Mission initiatives were

most successful with a partnership with an independent person or agency that helped lead and execute them.

Some failures were the result of poor GM management choices or a dynamic technological environment that was highly competitive. Even in the failures, there were spiritual successes with new converts, Bible studies and house churches established.

Lessons learned

Some key *business* findings were:

- GMs must go through a 6 month training program.
- Achieving number 1 or 2 in a market niche is critical to success.
- Continuous quality improvement is important.
- Product development and innovation is important.
- The USA economic downturn had some impact.
- Alliances and networks of committed companies and people is crucial to successful start-up of the company.
- It is important to review formal business plans and goals periodically.
- Customers should be domestic and regional exports.

The key *mission* findings are:

- Have a BAM Strategy Coordinator on the management team whose duties are to set goals and lead the mission initiatives (Bible studies, discipleship, house churches) that is separate from daily business operations.
- Accountability to a church, mission organization or group is critical to continued spiritual success of the BAM company and the BAM practitioner.
- Top Management Team must have at least one or two Kingdom professionals and multi-cultural experience.
- A BAM plan with goals and objectives, and with periodic feedback is key to achieving success in multiple bottom-line firms.
- Business ethics training should be done several times per year for all employees.
- All wages and compensation should come from the business and not outside donations or agencies—except for the BAM Strategy Coordinator.

Success factors

Success is defined by the business stakeholders as a profitable and thus sustainable enterprise which provides products and services for the Chinese or Asian market.

The BAM success is defined as active Bible studies, house church growth, worker conversions, discipleship of Chinese believers, and community acknowledgment of the value of the BAM company.

One of the highlights of CORP was the growth and success of the multiple SBU operations. Over 2,000 factory employees were positively impacted by the work

conditions, employment practices, and more importantly conversions to Christ, new Bible studies, and house churches. CORP has had millions in revenues and profit for the owners to continue growth and open new businesses in new cities in China.

Recommendations

Future BAM start-ups in China should consider joint ownership with other established companies for technology, capital, sales and distribution channels. The General Manager position is important to successful operations, requiring business education, prior experience (10 years), cross-cultural adaptability, and a 6 month training program. Business in China has become increasingly complex, requiring larger start-up capital or a parent company that can provide necessary shared services, for example, payroll, tax, strategy, policy, IT infrastructure and management best practices.

Conclusion

BAM enterprises are businesses that must financially succeed to be sustainable and effective for the kingdom. Failures do occur, but the lessons learned and the BAM impact is often greater than the failure. An MNE with a Chinese market, technical knowledge and capital funds are keys to a successful business relationship with this BAM Corporation. The business model is to leverage a technology company who is given 70% ownership and the BAM Corporation that runs daily operations and keeps control culturally and organizationally. BAM companies are dual purposed which make them vulnerable to trade-offs that may compromise their financial stability. Therefore it is critical to give BAM leadership responsibilities to a person or organization that is independent of the business operations. The management team participates with the BAM initiatives but does not have responsibility for them. The successful BAM entrepreneur needs to have a strong and experienced business team. BAM is successful at establishing companies that are examples of integrity, fair employment and working practices. They contribute to the local economy and conduct their business ethically.

Research: Information taken directly from Rundle and Steffen “Great Commission Companies” – Chapter 10: The Pioneering Strategic Alliance. Additional material researched by Daniel Sterkenburg, Associate Professor of Business, Cedarville University in an interview with Company founder and Managing Director.

Appendix D – Business Profile: Chemical Manufacturing

Chemical and Anode Manufacturing Company



Background

History

This business venture began because a USA Multinational Enterprise (MNE) (Z firm) desired to manufacture closer to their international customers and establish a Chinese presence. The Z firm approached the MD, a USA businessman operating in China, to establish a manufacturing plant. The business opened in 2002 as a Mauritius Company with a 70/30 ownership, with the Z firm owning 70% and the MD's USA Corporation CORP owning 30%. The Mauritius holding company created a subsidiary, a WOFE (Wholly Owned Foreign Enterprise), "Company A" in east-central China in a major unreached city. Company A built a 9,000 square meter facility on 8 acres, growing rapidly from only a few customers to over 450, with two product lines and over USD50 million in annual revenue. Later, in 2009, the Mauritius holding company created a Hong Kong holding company for export purposes. The company was eventually sold after about 10 years of successful growth and operations.

Business focus

Company A manufactured chemicals and anodes for industrial end-use electroplating. They had processes that included melting, casting, rolling and forming copper and mixing inorganic chemicals. Company A served diverse customers, such as general metal finishing (aerospace, appliances, building products, coinage, electronics), plating-on-plastic (automotive), printed circuit boards, solar energy, semiconductors and gravure printing.

Their customer target was Chinese coated parts manufacturers that used the chemicals and anodes to improve the appearance (chrome plated appliances), prevent rust or corrosion (chrome plated steel wheels) and for functional purposes, such as achieving superior conductivity characteristics for copper on printed circuit boards, semiconductors and solar panels. Company A successfully pursued and became certified ISO 9001:2000.

Faith background

The MD, a USA businessman, has lived in China for many years. He has been involved in many start-ups and along with his wife have a heart for BAM. The MD's approach to business is influenced by his beliefs and faith. His objective and purpose is to have a financially sustainable business and provide a context to introduce Christ to all the workers and others involved with the firm. The main focus is to begin Bible studies and house churches in these factory locations.

The MD operates the company on Biblical principles in dealings with the employees and the relationships with other stakeholders in the community. The factory was closed on Sundays for a day of rest. The factory workers were provided cafeteria lunch and worked for average hourly pay and normal hours per Chinese regulations.

Professional Background

The MD has extensive business training and experience both in the USA and China. He is not a professionally trained minister, but has a desire to see China reached for Christ. The BAM aspects of the business are done jointly and in partnership with other individuals so that the MD and his business team can focus on successfully operating the company.

Strategy and Vision

Purpose

The purpose of the business was to have a successful and profitable manufacturing plant, to establish a community of Christ followers near the factory, and to provide a positive work environment with excellent training programs.

Values

The business values were:

- Teamwork
- Integrity
- Accountability and Ownership
- Problem-Solving
- Effectiveness
- Dedication

Business goals and objectives

The business goals and objectives were formalized in writing and tracked monthly. The business goal was to become a sustainable and profitable business enterprise that reflected Christ to the Chinese community.

The specific business objectives were:

- To grow sales double digit per year.
- To have at least 10% profit.
- To have top quality.
- To be number 1 in chemicals and anodes for electroplating niche market.
- To innovate and produce new products.
- To have top trained work force.

The specific BAM objectives were:

- To proclaim Christ and convert Chinese in the factory.
- To begin a factory Bible studies and house churches.
- To provide excellent training.
- To live and exemplify Christ in the local community.

Additional facts and statistics

During the initial start-up in China, the USA firm Z assisted in training and providing their industrial secrets to Company A. However, afterwards, firm Z was not involved in daily manufacturing operations in China but did have a sales presence in China. Certain patents, designs and other intellectual property were protected under Chinese or USA laws.

The start-up capital required was between US\$1 and 5 million. The final amount invested was US\$5-10 million. The financial model was designed around this profit distribution: 10% profit to mainland China factory, 90% profit to the Hong Kong Holding Co, split between, 60% profit to the USA company (Z), 30% profit to BAM Company A. The company was number one in their market niche in China. The sale of the company was a successful return on investment to the shareholders of Company Z and Company A. The enterprise was sold to an independent company in 2012.

The number of employees at peak levels was 75, with about 20% devoted to management or technical roles. The production workers were typically migrant men. During the 10 years of operations, all the General Managers (GM) had a minimum of 10 years of experience, trained in business in the West, and were Christians. The GMs went through an informal mentorship with the MD. They were paid wages and bonuses based on achieving annual targets from the company. The business and factory operations never used charitable donations or volunteer work. The mission programs at this company were either subsidized with a small stipend from operations or were 100 percent volunteer efforts by individuals from para-Christian organizations (not mission agencies).

The factory produced chemicals and anodes for the electroplating market and met all the environmental standards established by the Chinese government. The economic downturn of 2008 had a minimal effect on factory output. The company eventually had more than 450 Chinese customers, with about 20% representing 80% of the revenue. The employment contract laws in China have increased costs and changed the conditions of hiring, firing, and letting go or calling back but not had a detrimental effect.

BAM Experiences

The Company grew quickly and was very successful. The company sold for a good return on investment for the shareholders. Many BAM purposes and objectives were accomplished in the 10 year history of this company. Local Chinese workers became followers of Christ with a successful weekly Bible study at the factory. They started an additional Bible study group every year and individuals started attending established house churches in the area. Approximately 20% of the indirect workers became Christians during the 10 years.

In terms of failures, one of the GMs was not a good choice and had not gone through the 6 months training program. Also, no house church ever developed out of the Bible study group.

Lesson learned

The key *business* findings were:

- General Managers must go through a 6 month training program.
- Number one or two in market niche is critical to success.
- Product development and innovation important.
- The USA economic downturn had minimal impact.
- Alliances and networks of committed companies and people are crucial to successful start-up of the company.

The key *mission* findings were:

- Opportunities for witnessing and living Christ were abundant because of the marketplace setting
- Positive opportunities for community involvement because of the business operations
- Bible study group was not difficult but house church at factory did not happen

BAM enterprises are businesses that must financially succeed to be sustainable. A USA firm with capital funds and technology (or some competitive advantage) are keys to a successful BAM start-up in China. The ownership structure that works effectively is 70% for the technology company and 30% minority interest for the BAM investor.

The key is to keep control culturally and organizationally in the BAM firm. Successful BAM operators are western trained but multi-cultural business professionals with 10 years of experience. Not all are Christian, but at least one or two management team members should be Christians.

BAM companies are dual purposed which make them vulnerable to trade-offs that may compromise their financial stability. Therefore it is critical to keep business operations and BAM activities somewhat independent. The management team should cooperate with the BAM initiatives but not have the responsibility for them.

Success factors

Success was defined by the business stakeholders as a profitable, growing and thus sustainable enterprise which would provide a product for the Chinese market.

The spiritual success was harder to define but a successful Bible study group and 20 percent of the indirect workers became new converts.

One of the highlights of this BAM enterprise was the growth and success of the business operations. The factory employees were positively impacted by the work conditions and employment practices. New believers and a weekly Bible study were positive kingdom results.

Recommendations

Future BAM start-ups in China should consider joint ownership with other established companies for capital, product expertise, sales and distribution.

The GM position is key to the successful operation and requires business education, prior experience (10 years) and a training program. Business in China has become increasingly complex, necessitating a larger initial company or a parent company that can provide necessary shared services (tax, strategy, policy, IT).

Conclusion

BAM companies can succeed financially and in kingdom goals. When the business model and management experience are strong, BAM for-profit companies can be examples of integrity, fair employment and working practices, and contribute to the local economy.

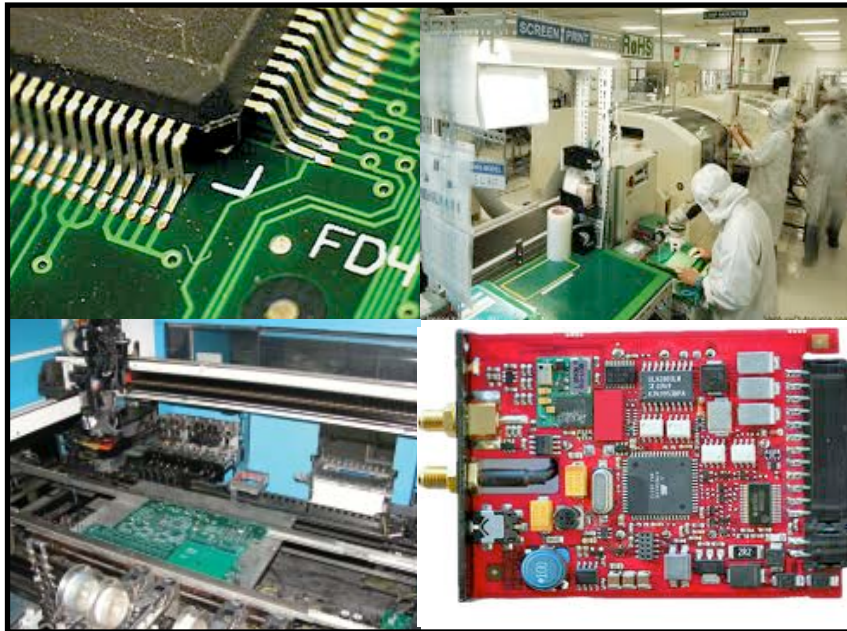
Research:

Interviewee: Company founder and Managing Director (MD)

Interviewer: Daniel Sterkenburg, Associate Professor of Business, Cedarville University

Appendix E – Business Profile: Electronics Manufacturing

Electronics Manufacturing, Now Bankrupted



Background

History

This BAM business “Company B” began in 2004 after an asset acquisition of an Electronics Manufacturing Services (EMS) firm owned by three separate companies, the largest of which was a well-known Multinational Enterprise (MNE). Company B, located in a major unreached city in China, was a Wholly Owned Foreign Enterprise (WOFE) owned 100 percent by a USA company (CORP). The acquisition of assets also included approximately 140 skilled workers and four key customers, and a rented facility of 3,600 square meters.

For many years the Managing Director looked for a Western technology partner to own a portion of Company B, but was never able to accomplish this goal. The business struggled with rapidly evolving manufacturing technology that could produce circuit boards faster and more economically. Finally after over four years of effort and more than US\$3 million additional capital, the company declared bankruptcy in 2009.

Business focus

Company B provided a high quality and cost effective Surface-Mount Technology (SMT) operation that created printed circuit boards to customer specifications. It was an electronic manufacturing service with value-added engineering. The operation was a lower capacity volume (between 50 to 10,000 boards per month) using 400 parts in up to eight circuit layers. The target customers were the second tier Chinese and MNE Original Equipment Manufacturers (OEM).

Faith background

The MD is not a professionally trained minister, but has a desire to see China reached for Christ. His approach to business is heavily influenced by his beliefs and faith. His objective and purpose was to have a financially sustainable business that would provide a location to introduce Christ to all the workers and others involved with the firm. The main objective was to begin Bible studies and house churches in these factory locations.

The MD operated the company on Biblical principles in dealings with the employees and in its relationships with other stakeholders in the community. The factory workers were provided cafeteria lunch and worked for an average hourly pay and normal hours per Chinese regulations. The factory was closed on Sundays for a day of rest.

The top management team and the MD participated in the BAM initiatives but the missions aspects of the BAM business were accomplished in partnership with other individuals or organizations that took leadership. This allowed the business team to focus independently on successfully operating the company.

Professional background

The MD, a USA businessman, has lived in China for many years. He has been involved in many start-ups and, along with his wife, has a heart for BAM. The MD has extensive business training and experience both in the USA and China.

Strategy and Vision

Purpose

The purpose of the business was:

- To create an additional profitable manufacturing plant as part of the CORP's portfolio in the electronics industry.
- To establish a community of Christ followers near the factory.
- To provide a positive work environment with excellent training programs.

Mission and Values

Mission: "To rapidly bring new world-class products to market by leveraging technology resources in 'Major Unreached City'."

The company's guiding Values were:

- Teamwork
- Integrity
- Accountability and Ownership
- Problem-Solving
- Effectiveness
- Dedication

Business goals and objectives

The business goals and objectives were formalized in writing and tracked monthly. The overall goal of the business was to become a sustainable and profitable business enterprise that reflected Christ to the Chinese community.

The specific *business* objectives were:

- To grow sales double digit per year.
- To have at least 10% net profit.
- To have top quality.
- To be number 1 or 2 in the niche market.
- To innovate and produce new products.
- To have a top trained work force.

The specific *ministry* objectives were:

- To proclaim Christ and convert Chinese in the factory.
- To begin a factory Bible study or house church.
- To provide excellent training.
- To live and exemplify Christ in the local community.

Additional facts and statistics

Company B provided their customers with material purchasing, incoming quality control, SMT assembly, manual assembly, functional testing, cable assembly, burn-in testing, packaging, distribution, and import-export services. Their industry niche was the OEM communication device industry, including cell phones circuitry, blue-tooth, wireless routers and PCMCIA wireless cards. The initial capital to purchase this company was less than US \$1 million.

The company struggled from the first year of operations because the for key customers had begun to move to other providers because of their fear of the unknown with the sale of the company. As part of normal acquisition processes, the MD evaluated the workers and released about 60 workers. In subsequent years, Company B experienced strong price competition and lost sales to the original customers. During the following years, the MD continued to look for a technology partner to share ownership but without any success. The number of employees at peak levels was about 120, with about 20 percent devoted to management or technical roles. The production workers were typically highly educated and about 50 percent men and 50 percent women.

The business was never healthy because of stiff price competition. There were no industrial secrets and local well capitalized Chinese businesses could purchase newer and faster equipment and severely cut costs by almost 80 percent.

Company B continued to need more money for new equipment to compete. After more than UA\$3 million in additional funds, the MD decided it was time to close operations through bankruptcy in 2009. The bankruptcy process in China was difficult and took over two years to complete. The landlord locked the building and confiscated the machinery. Legal fees and return of funds to some customers continued to drain the funds of CORP.

Some of the workers and managers were hired at other CORP subsidiaries. Some of the relationships that had been made suffered as a consequence of the bankruptcy.

BAM Experiences

During the 5 years of operations, the General Manager (GM), a Christian trained in business in the West with 10 years of business experience, went through a six month mentorship with the MD. The GM was paid wages and bonuses based on achieving annual targets from the company.

The business and factory operations never used charitable donations or voluntary work. The discipleship programs at this company were either subsidized with a small stipend from operations or were a 100 percent volunteer efforts by individuals from para-Christian organizations (not mission agencies).

Success was defined by the business stakeholders as a profitable and thus sustainable enterprise which would provide a product for the Chinese market. The spiritual success was measured by successful Bible studies and many new converts.

Although Company B was not very successful financially, many of the ministry purposes and objectives were accomplished in the five short years of operations. Local Chinese workers became followers of Christ with multiple successful weekly Bible studies at the factory. A house church was also started.

One of the highlights of this BAM enterprise was that the factory employees were positively impacted by the work conditions and employment practices.

Lessons learned

Even when there is spiritual fruit, BAM enterprises must also financially succeed to be sustainable. Capital funds and industrial technology are keys to a successful BAM start-up.

The key *business* findings were:

- Must have a USA or Western technology and capital partner (shareholder).
- Dynamic technological environment obsoleted manufacturing equipment quickly.
- Lack of industrial or other trade secrets to the manufacturing processes meant low entry barriers.
- High quality circuit boards became a commodity that was subject to tremendous price pressures.
- Success in a highly dynamic technological environment is difficult to sustain.
- MD needed to decide more quickly to stop investment, but this was difficult because the company was always “about to turn the corner” and make a profit.

The key *spiritual* findings were:

- Opportunities for witnessing and living Christ were abundant because of the marketplace setting.
- Positive opportunities for community involvement because of the business operations.
- Multiple Bible studies and a house church were successful.

Recommendations

Future BAM start-ups in China should consider joint ownerships with other established companies for capital and technological expertise. The BAM owner needs to be willing to stop or go into bankruptcy sooner rather than later.

Research:

Interviewee: Company founder and Managing Director (MD)

Interviewer: Daniel Sterkenburg, Associate Professor of Business, Cedarville University

Appendix F – Business Profile: Low End Manufacturing

Glory Tent, Now Closed



Background

History

This business venture began as the result of the vision of two individuals who were business as mission (BAM) enthusiasts, David, USA worker in China and a USA businessman from David's home church in Illinois. The business opened in 2006 as a Hong Kong holding company funded by USA investors (church friends and relatives). The subsidiary, a WOFE (Wholly Owned Foreign Enterprise), named Glory Tent Co, Ltd. was established in a town in the Guangdong province. The company renovated and rented a factory for sewing operations and began producing products in 2006. The company closed in the spring of 2009 after about three years of operations as the result of the 2008 economic crisis in the USA and a lack of demand for their product.

Business focus

The business model was a business-to-business commerce with the factory in China using an affiliate USA company for distribution to small hardware stores. The company manufactured awnings for the do-it-yourself (DIY) USA housing industry. The awnings came in 4 different colors with three different sizes for 4, 6 and 8 foot windows. They were a low-end product that opened mechanically by hand. The awnings came with the parts for exterior mounting and could be easily installed by the homeowner. The USA businessman owned a company which was the distributor for the awnings. Their customer target was the smaller hardware store chains, throughout the USA Midwest, South, and Southwest rather than superstores such as Home Depot.

Faith background

David and his wife joined a US based mission agency in 1993. They lived in Hong Kong for four years and then moved to mainland China for nine years, teaching Business English, prior to starting the BAM company in 2005 and 2006.

David was the managing director of Glory Tent Co, Ltd. His objective and purpose was to strengthen the Chinese believers who worked in the factory, introduce Christ to all the suppliers and other contacts, and improve the welfare of the factory workers and the community where the factory was located.

Professional background

David received his BA degree in Political Science and minor in Asian Studies from a state university in the USA. He also has a degree from a Biblical seminary. Prior to the 2006 BAM venture, he did not have any formal business education or practical experience in starting a business. However, he did have retail experience with his family's clothing store. David had a close mentoring relationship with a Hong Kong businessman, T.K., who also had local connections in the same town. He mentored David weekly in starting, and then , the business operations. David also had significant assistance from local Chinese Christians and his management team. His business partner in the USA provided the expertise to distribute the product to business customers in the USA. David finished an MBA from a University after returning from his BAM experience in China.

Strategy and Vision

Purpose

The purpose of the business was a triple bottom line of:

- Business – to have a successful and profitable sewing manufacturing center.
- Mission – to see a community of Christ followers be established in the district in which the factory was located, a district that did not have a church.
- Holistic – to provide a quality work environment for employees and find ways to bless the larger community.

Values

The business values were:

- Integrity
- Humility
- Accountability
- Servant Leadership
- Quality
- Stakeholders

Business goals and objectives

The business goals and objectives were to become a sustainable and profitable business enterprise that reflected Christ to the Chinese community.

The specific BAM objectives were:

- To hire local Chinese Christians
- To disciple Chinese Christians in the marketplace context
- To proclaim Christ and convert Chinese in the factory
- To begin a factory fellowship or house church
- To proclaim Christ and convert Chinese vendors
- To interact with all stakeholders in a godly way
- To provide humane working conditions
- To live and exemplify Christ in the local community

Additional facts and statistics

The company started in 2006 as a Hong Kong holding company with shares owned by USA investors. The investors were mostly church members, friends, family and the USA distribution company. A mainland Chinese factory, Glory Tent Co, Ltd, was the 100 percent subsidiary of the Hong Kong company. The start-up capital used was about US\$100,000. The final amount invested was US\$250,000. Upon closure, there were no outstanding debts. However, no money was returned to the investors.

The number of employees at peak levels was 20, with about 12 factory women who sewed the awnings. The women were all from the local community except for one migrant worker. All of the management team, consisting of: the factory manager, secretary, and bookkeeper were Chinese Christians. David was the Managing Director of the Chinese factory and took a small salary from the operations (8,000 RMB per month), but the majority of his living and housing allowance and ministry funds came from USA donations through his sending organization.

The financial model was designed around these basic targets:

- 10% profit to mainland China factory,
- 30% profit to the Hong Kong Holding Co,
- 30% profit to the USA distribution company,
- 30% profit to the customer-the hardware store.

For example, the 4 foot awnings cost approximately UD\$30 to make and sold to Hong Kong for US\$33. The Hong Kong company sold them to the USA distributor for US\$60, who in turn sold them for US\$90 to 100—retail list price of US\$109 or 119.

The factory produced at its peak two shipping containers per year of about 2,000 awnings per container, or 4,000 awnings per year. The materials for the awnings involved working with primarily 3 suppliers: the awning fabric, the awning aluminum bars, the awning metal brackets and screws. The women were provided Japanese quality (Chinese assembled) high-speed sewing machines.

The factory was operating effectively producing the awnings to produce inventory for the USA distributor when the economic crisis effectively stalled demand. The factory produced only awnings and did not have other products to sell. The company was dependent on only one customer, the USA distributor. There were also detrimental changes to employment contract laws in China which increased costs and changed the conditions of hiring, firing, and letting go or calling back. These factors created a cash flow crisis and an inability to keep the workers employed.

In late 2008, the decision was made to shut down the operations in China, which was finalized in the spring of 2009. As of fall 2012, the USA distributor was continuing to sell stockpiled inventory of awnings through direct selling with Sky Mall Magazine, the official magazine of Delta Airlines and Star Alliance affiliates.

BAM Experiences

David operated the company on Biblical principles of love and caring for the employees and the relationships with other stakeholders in the community. The factory was closed on Sundays for a day of rest. The factory workers were provided individual fans and lighting over their sewing tables. They worked 8am to 6pm with a 2 hour break for lunch. The demand for the awnings was not enough to require overtime work. The factory workers were paid by the piece. The management team consisted of Chinese Christians who met once a week for a prayer meeting.

Many BAM purposes and objectives were accomplished in the short three year history of this company. Local Christian Chinese were hired into management and disciplined in living the Christian life in the marketplace. One non-Christian Chinese, the sewing supervisor, became a believer through the witness and lives of the Christian management team and is part of the local church. The company employed 12 women for sewing from the local area. One vendor and one consultant made conversions to Christ during the time of operating this company. Godly business behavior was exemplified to the local community. The company was never able to establish a new fellowship in the factory district but was able to lead a total of three people to Christ, witness to many who were not being reached through traditional church activities.

One of the highlights of this BAM enterprise was hiring and discipling a local Christian Chinese management team. This team grew through the initial success and then the adversity of closing down the company. The factory employees were positively impacted by the work conditions and employment practices. After closing, all of them were able to find jobs locally. The experience for three years was valuable to David who continues to consult and advise on BAM matters in Asia.

The factory business enabled David, his own family, and his teammates to continue living in this city. Many other contacts and activities initiated outside of the factory setting which led to many people being witnessed to. One of David's teammates helped establish a new church in a small town that has since started two more churches. That would not have happened if David and his family weren't living and working in the city.

However, the company had to close its doors in 2009 due to a lack of sales. Although this could be considered a failure, the lessons learned, both business and spiritual, were valuable to the Christian Chinese management team and David.

Success criteria

Success was defined by the business stakeholders as a profitable and thus sustainable enterprise which would employ local Chinese and impact positively the community. However, positive cash flow to continue operations became impossible, thus limiting longer-term success by causing the close-down of operations. The spiritual success was harder to define as the changes in both Christian and non-Christians hearts, minds and attitudes is sometimes unknowable. However, the Christian management team grew in their understanding and walk with Christ and there was at least one conversion of a Chinese worker and two other contacts.

Lessons learned

The key *business* findings were:

- Lack of product diversification was contributory to shut-down.
- Reliance on one customer was risky and limited sales demand.
- Product development and market research was missing.
- Lack of marketing expertise hindered expansion in the USA.
- Lack of business experience and training was challenging for GM.
- The USA economic downturn had a strong negative impact.
- Alliances and networks of committed companies and people is crucial to successful start-up of the company.

The key *mission* findings were:

- Opportunities for witnessing and living Christ were abundant because of the marketplace setting.
- It was difficult to establish spiritual momentum when the factory business started to flounder.
- There were positive opportunities for community involvement because of the business operations.

Recommendations

Future BAM start-ups in China should consider finding a franchise to establish the business. The franchise has the advantage of established “how to” manuals for the business operations. This would enable an inexperienced BAM manager to have a greater chance of success. The franchise model would allow the Christian managing director to also focus time and energy on social and spiritual issues.

Conclusion

BAM enterprises are subject to the same forces that all businesses and entrepreneurs experience —the free-market. The first five years are crucial to establishing a sustainable business operation that is diversified in products or services and dependent on multiple customers. Relationships with vendors, customers, mentors and other stakeholders are key to a successful launch of a business. Commitment of key stakeholders, such as investors, joint-venture relationships, and mission agencies are critical to initial success. BAM is successful at establishing companies that are examples of integrity, fair employment and working practices, and contributory to local economy. The inexperience of the BAM entrepreneur, along with a dependency on one product and one customer were negative impacts on the sustainability of the business. The BAM spiritual impact, although perhaps unknown, is a building block when integrated with other organizations such as churches and Chinese Christians that will lead to greater long-term fruit.

Research:

Interviewee: Company founder and managing director, David (pseudonym)

Interviewer: Daniel Sterkenburg, Associate Professor of Business, Cedarville University

Appendix G – Business Profile: Education Centre

The Promise Preschool Children Education Centre



Background

History

When M.P. arrived the city in the Northwest region of China, some young sister believers who graduated from universities asked her if there was anything that they could be involved in that was of a business nature and through which they could reach out to people for Christ. One of their purposes was to have a source of income while they continued to mature in their faith before launching out to other places in a few years' time. One of the core members in this group is a young mother and her husband is a pastor. She wanted to do something related to children, firstly because she has children herself, secondly, she wanted to do something educationally, and thirdly, it would provide opportunities to meet parents and adults. M.P. agreed to help with the business planning and find investors if they could not come up with the needed capital; but they had to find co-workers who share the same vision to form a basic core group. So the young mother and four others joined and formed the team. The team was to be responsible for the running of the centre while M.P. took care of the planning, looked for an investor and later got involved in giving advice to the business and helping the co-workers to grow spiritually.

In September 2011 they started a parenting centre for parents but later found that the income was not enough to cover their needs. They noticed that there were many young children in their community who were taken care of by their grandparents or nannies. They felt that was the gap they could fill and decided to become a preschool educational centre in February 2012

Business focus

The Promise Pre-school Educational Centre is a preschool education centre for children between one and a half to three years old. They also run English classes for older children and parenting courses. The emphasis of their education is to love the children. Through their contacts with the children they established good relationship with the families, even after they had moved on to other kindergartens.

Faith background

The local co-workers were graduates from the local universities and became Christians when they were studying there. They belong to the same city church.

M.P. is a missionary sent from a Hong Kong church through a Hong Kong mission agency that focuses on BAM ministry. Other than helping the Centre, she is also discipling believers and helping two other churches there.

Professional background

M.P. herself had not started any business before but had been in marketing for over ten years. She had taken some BAM courses and is involved in teaching some of these courses too.

Every half a year, M.P. would bring the core team members to Hong Kong to take courses on children education and/or parenting. They also take local English and child education courses and have passed their professional exams. Two of the co-workers have already got the China accredited kindergarten principal licences and one of them has got a family and marriage counselling licence.

Strategy and Vision

Purpose

- To use the platform of the Children Centre to reach out to families and the local community.
- To help the newly believed young university graduates to mature in their faith while they serve in the Centre and before they launch into the workforce in the society.

Values

- Children are gifts from God and are valuable to God.
- Children are to be loved.
- Their service is for God, so their relationship with their “clients” should be permanent and not just during the time they use their services.
- “Start children off on the way they should go, and even when they are old they will not turn from it.” Proverb 22:6 is their motto.

Business goals and objectives

- To be able to break even and sustainable for three years.
- The co-workers can be paid a salary at the marketplace rate.
- Ministry-wise, to add value to the spiritual lives of the co-workers.
- To be salt and light in the community, to bring transformation to the people.

Additional facts and statistics

On an average there are about eight children going through their pre-school education and about eight to nine older children taking the English classes. This is almost the maximum number of children they can take care of. If there are more children, they would have to increase their staff.

The starting capital was RMB 80,000 (about US\$13K). No additional money has been added to the business. M.P. receives no pay from the business and all the co-workers are paid very basic salaries.

The business was not able to break even in the first year of operation, and the co-workers are not paid the market rate but being paid the very basic salaries, barely enough to meet their needs.

BAM Experiences

The Promise Preschool Children Educational Centre cannot be considered to be doing very well but at the time of interview it was a young business.

The company is bringing social and spiritual transformation to the community. Socially, parents have chosen the Centre over other childcare options because it emphasis on the character building of the children. When the child is being registered into the centre, the parents have to agree to use the same standard at home to teach their children. So the family is being transformed as well. Spiritually, they are doing pre-evangelism and preparing the soil for harvest.

In terms of relationships, they were respected by the people in the community. The parents would come to share their family problems with the teachers and ask for advice. And the co-workers would introduce them to people who can help them or recommend books for them. During Christmas time, they gave each family a CD with pictures of the children as well as the story of Christmas. At present, they are still doing pre-evangelism but harvest time is not too far away.

One of the responsibilities of M.P. is to give advice to the running of the business. Every week she meets and prays with the team. She also helps individual team members to grow spiritually. In the beginning there were five local young people as the core team responsible for the operations and programmes of the centre. After some time two left and three remained. One of them is leader of this team. There are other volunteers and sometimes part-time helpers helping them with the programmes.

Their key success factors:

- Seek God together in every step and decision making.
- Solve problems and learn lessons together.
- A team of co-workers who share the same vision and not staff.

The company itself is a discipleship training process: the co-workers mature as they learn through the process of this BAM enterprise. This gives them a solid foundation and prepares them for whatever they would do in the future. God can continue to use them wherever they go. They also set good example to others that Christian can earn their living and serve God at the same time. While they serve God, they are being served by God too.

Lessons learned

M.P. observes that there often seems to be a tension in BAM between business and ministry and is thankful that she doesn't have to involve too much time on the business operations. She sees the advantage of starting with a team of co-workers that share the same vision and calling and also share the responsibilities. For a BAM start-up 90 percent of the time and energy might be required to make sure the business can survive, this would be a challenge for someone starting alone.

One of the threats they are facing is the increase of kindergartens in the area which also run preschools. The competition is getting bigger. Other than being a centre of love, they are trying to raise their profile in other areas as well to give an advantage against the

competition. They are looking into two areas, the first is to raise the English profile of the centre. This is likely to be workable because two of their co-workers are English major graduates and they have connections to foreigners. Another second area is that they have introduced many interesting pictorial character building books into the centre. So one of the characteristics they are promoting is education through character building using pictorial books.

The cost of doing business is increasing, e.g. the rent and the salaries are on the rise. Another challenge is whether there can be more co-workers to add to the team. They are praying for people who can share the same vision and calling.

Future plans

- To keep the business sustainable and to be able to pay the co-workers the market rate salaries.
- To raise the co-workers' professional qualifications.
- To educate the parents to share the same values as the centre on how to raise up children.
- To start using the ACE (Accelerated Christian Education) system which includes kindergarten to secondary school education and teacher training in 2014.
- They would consider involving non-believers in the future as the centre grew so that they can change lives through their own lives.
- They would consider franchising their system to others once they feel their system is a success.

Conclusion

BAM is a great way of reaching people and there is still much potential for BAM in China. In fact, BAM enterprises are important to missions in China. For Hong Kong Chinese, their identity is their advantage. Hong Kong Chinese can stay in China without doing anything and they should make use of such wide open doors. They can start big or small BAM companies, in the cities or in the rural areas. There are many possibilities. The government knows, or can know, everything they do in China. As long as they are doing something which brings value to the society, the government would not interfere.

The laws and taxation system in China are obstacles to be overcome. So, one should not rush but be patient and be flexible and wise as serpents, and learn the ways of how the system and the culture work. The most ideal is to have local partners. They know the system and culture. It is also true that the baton of reaching people for Christ should eventually go to them.

Research: M.P., missionary from Hong Kong; Linda Ching.

Appendix H – Business Profile: Trading Company



Background

History

A city church in Southern China wanted to begin a Muslim ministry. In 2009, without much strategizing beforehand, they bought a farm in City X at Northwestern part of China with RMB 400,000 (about US\$64K) and partnered with the local Han Christians to run the farm. However these people did not know much about business and the business failed and the church lost almost all the money. The lesson the church learned was that they rushed into doing business too soon without much planning and strategy.

In October 2011, they started again. This time, they did a lot of evaluation and the best option they came up with was to run a trading company in City X.

The leaders of the church shared their idea with a Christian businessman and invited him to invest. This businessman agreed to lend them money to start the business but he did not want to involve in the operation nor did he want any shares in the business. The agreement is to repay the loan if and when the business starts to make profit. The church prayed and sought for someone to run the business. Sister W in the church has the calling for missions with Muslims and she had business experience and was chosen to be the person in charge.

In early spring of 2012, Sister W was sent to City X. She went there and registered the company, rented a place, looked into the local specialty products and researched on the market. Now the business is in full operation.

Business focus

“Wilderness Trading Company” is located in City X in the Northwestern part of China. By trading specialty products, they can have the freedom to go to different places, even to remote rural areas, to look for and collect appropriate products. This provides them opportunity to reach out to people. The business is not just for the Han Chinese workers, Muslim-background believers (MBBs) and pastors can join the company to enjoy this freedom as well.

Currently, they are trading specialty products such as dates, grapes, figs, nuts, etc. to other parts of China. However, they are also looking into trading other products and not limiting themselves to this province. Immediate plans include setting up branch offices and involving local MBBs to buy fresh products during harvest season. Once they are more established, they will also look into registering an international trading company to start international trading.

Faith background

The BAM business was initiated by the church to reach the Muslims and the team to run the business was also chosen by the church. The church also sent people who know BAM to provide care and support to the BAM missionary. Even though the church helped with supporting the BAM missionary for the first year, the church is not involved in the operation of the business.

Professional background

Sister W has been involved in business for several years. She also has a burden for the Muslims and involved in some discipleship ministry with Muslims before taking on this BAM position.

Strategy and Vision

Purpose

- For Han Chinese to reach out to Muslims.
- For MBB and pastors to have a platform to go into different places, including remote rural areas to share the Gospel with Muslims and to minister to MBB.

Values

- Be a blessing to the locals spiritually.
- Be a blessing to the locals economically.
- Integrity, even though the process may take longer time and requires tactfulness.

Business goals and objectives

- Be profitable in two years .
- Provide the context to reach out to the Muslims and to pastor the MBB.
- Mobilize Chinese churches to pray and involve in missions for Muslims by selling them products and sharing their vision.
- Bless the local farmers and minority groups through cooperation with them.

Additional facts and statistics

RMB170,000 (about US\$27K) was invested at the beginning to start the operation. No further capital has been invested so far. Since the business is seasonal, they need more cash during the harvesting seasons. They may need to borrow extra cash during these seasons.

The business is registered under Sister W's name. However she is accountable to her church and the investor. She is the only person working in the business. At the moment she can handle the business alone and there is no need of employing more staff. She can also get involved in other discipleship ministries. There is another sister from the church working in the same city but not in this business. The two of them are involved in some other ministry work together.

For the first year, Sister W was supported by the church for her living and rental. Starting this year (the second year), Sister W is on her own, making her income and support from the business.

BAM Experiences

Success criteria:

- To be independent and making profit in two years.
- Able to provide mission platform to reach out to the Muslims.

Since the business has started for only 1 year, it is not sure if it can be profitable in 2 years. But according to the present situation, the business is able to provide Sister W her basic needs and is progressing well.

The business is already providing opportunities to reach out to the Muslims through business contacts with them. Besides, Sister W also has sufficient time to disciple MBB.

Lessons Learned

Based on the church's first failed experience with BAM, they learned not to rush into doing BAM without detail planning and research. The choice of Sister W is a key to success. Her heart for the Muslims and her experience are important elements to the business.

Key findings:

- Study of and knowledge of the field is important.
- Planning beforehand is essential.
- Have clear communication with investors.
- Choose the right team members.
- The vision needs to be clear.

According to Brother C, some churches in China are rising up to the call of missions and missions to the Muslims. At City X, there are other BAM run by Christians sent by Chinese churches. Some run farms, some involve in real estates, and some run trading companies. The success rate is approximately 50 percent. Some are successful in doing business while failing in the mission aspect, and others are vice versa. Churches lacking missions experience is another cause for failure.

Recommendations

- Choice of team members – they must have the heart for missions, the ability to do business, mature, experience of working in a community.
- The church must be separated from the business. The church can support financially, but should not involve in the operation or running of the business.
- The church should have people to care for the BAM missionary and these people should also have BAM knowledge so as to provide not just member's care and spiritual support, but also serves as business mentors.

Research: Brother C, church leader from Southern China; Linda Ching.

Appendix I – Five Summary Cases of BAM by Chinese

Cases of BAM by Mainland and Hong Kong Chinese

The following are brief summaries of the Chinese BAM cases that Tony Yeung, a Hong Kong businessman, has encountered in the last few years. Tony has business operations in several countries and on business or mission trips makes a point to visit missionaries in the country.

PRC Chinese BAM

The following 3 cases were from a trip to a Muslim country in North Africa in 2010. About a year before Tony's visit, more than 30 missionary units were sent from churches in China to this country. They were funded by overseas donors to receive training and to do BAM, and in so doing bringing the Gospel from China back to Jerusalem. The funding did not last long because of recession and other reasons. When Tony went there, there were 2 units still remaining in the country. The rest had returned to China.

Case 1

A couple with business experience in China was running a supermarket in North Africa. They had not learned the local language and had to work through translators. When they first started the business, they were unfamiliar with the local laws, so they were cheated and were taken to court. With the help of another missionary from Hong Kong who had been there for a long time and knew the language, their problems were resolved and they were able to continue the business. Without such a connection, they could have been deported. When Tony met them, the business was starting to get on track. They knew the local situation better and were able to get the right products to sell. Due to their previous bad experience with local workers, they did not trust to hire any local people for senior or managerial position. Instead, they involved other Chinese to help. The business did provide them many opportunities to meet local people, such as customers, retailers and suppliers. However, they did not have many in-depth relationships to bring about spiritual impact as they do not know the language. So at that time, in terms of becoming a self-sustaining business and making a profit it was successful. There was less progress on other impacts.

Case 2

A Chinese sister was sent from a Beijing church. She was single, loved the Lord and was zealous to share the Gospel all the way back to Jerusalem. She had not learned the local language in North Africa. With funds provided by overseas donors, she tried running various businesses, and even sold things on the streets but she was cheated and none of the businesses worked. She was under financial pressure and lacked support from her home church that was hoping to see results. She became burnt out, had illusions and had to be medically treated. Other team members in the country kept praying for her. In a prayer meeting at her home while others were praying, she jumped out of her building window and attempted suicide. She was hospitalized and lived. Eventually, one other missionary bought her a plane ticket and sent her back to Beijing. This happened just a few weeks prior to Tony's arrival.

This case showed the lack of care for these missionaries. As a group they were sent there but each unit did their own thing. There was no local structure to provide support and leadership. When crisis happened, each one was busy with his/her own problems and was

not able to give attention to solve the critical issue. The funding group sent people to visit sporadically but they were too remote from the situation, neither could their visits provide any realistic and practical support.

Case 3

A missionary unit tried various kinds of business since they arrived the country but without much success. There was no one giving them mentorship on how to run businesses. Finally, after weeks spent learning to roasting ducks, they sold Beijing ducks from home. They did not have the proper working visas but bought them from other sources. Sadly, even the duck business was not able to meet the need of the family. With no more funds from overseas and unable to cope with the stress, they left the country and went home.

Hong Kong Chinese BAM

Case 1

A Chinese pastor of a Hong Kong (HK) church visited one of the Muslim countries in the Middle East in 2007 exploring the missions possibility of getting involved in business. In 2010 he moved there with his family. After some struggles and adjustment, he started a wholesale business for a computer product from Hong Kong. However, since the business sells only one product, it is not making much profit. The profit is just enough to pay the basic expenses of the business operation, and the family has to depend on church support. Through the business, he was able to build friendships with some local people.

Case 2

A couple, who had been missionaries to another country, started a language center in Thailand in 2006. The center is located close to two universities, one of which is an international university with students coming from different countries, including students from mainland China. The center provides Chinese language classes to the Thai, and Thai language classes to international students. They also offer other language classes, such as Japanese and English. There is also a small Muslim community near the center. So there were Muslims coming to learn languages at the Center. All these provided many opportunities to meet people through language classes. Within the first six months, there were already 40 international university students taking language courses at the center.

Soon after the center was started, there were requests to study Bible studies. So within a year, a church was established. Many short term mission teams and workers had helped in the center. Recently, in the last one or two years, the center has also become a place for mission candidates from China and Hong Kong to have internships and cross-cultural and language training. Some of their students also became language teachers in other schools. The establishment of the language center was not without difficulties. The mission agency they were part of was new to the idea of BAM. So although the business is an educational one, it took some time to have all the details sorted out including ownership, finance, registration issues, etc.. These issues have since been resolved. It is not known if the center is making profit or whether it can be self-supporting

Summary

Although the Church in China has experienced enormous growth in the last few decades, it is relatively new to missions. There are very few local mission agencies set up in China. Structurally they are very different from those overseas and they need time to develop. Although missionaries have been sent out from individual churches to other countries, a complete system of missionary sending, especially on how to keep the missionaries going

after sending and member care is generally missing. The result is a low success rate.

As seen in the first three cases, Chinese BAM practitioners from mainland China did not have enough cross-cultural training, lacked understanding of the Muslim culture, and had difficulty learning or were not willing to learn the local language. Many of them had the passion but no business experience or training. When they were faced with difficulties, they had problems finding mentors and support locally or from home. Accustomed to the culture of using the “guangxi” (relationship) and “back door” (using connections and making deals behind the scenes, using bribes if necessary) to get things done, and with little training on Biblical business ethics, the tactics they used are sometimes “worldly”, such as using money to buy their status.

On the other hand overseas Chinese from Hong Kong, Macau or American Chinese have the advantage of having more exposures to other cultures. Their adaptability to new cultures and new languages is higher and therefore they may adjust to mission fields easier and faster. However, BAM is still a new missiological concept to the Chinese churches in these places and much education in this area is still needed.

Research: Tony Yeung, narrator; Linda China, writer.

Appendix J – Compiled Results of Survey and Cases

BAM Think Tank China Regional Group Survey

Introduction

This survey is for members of the BAM Think Tank (BAMTT) China Regional Group. The China Regional Group consists of people who are doing, or interested in, BAM in China (by nationals or outsiders) or from China (by Chinese).

It is not important if these businesses are called BAM or B4T or Kingdom Business or other names, as long as they are according to the following **working definition of BAMTT**:

- 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.

The purpose of the Survey is to collect information regarding:

- Different models of BAM businesses in China and from China, their locations, affiliations.
- Success factors significant to these businesses and difficulties faced.
- Transformational impacts in the communities served in China or in other host regions.
- Resources that are relevant to BAM in China.

Section A – Personal Information

1. Name in English:
In Chinese:
In local language of BAM:
2. Nationality:
(If China, please specify Hong Kong, Macau, or PRC. If double nationalities, please give both information)
Out of the 19 people:
9– non Chinese
7– Hong Kong Chinese
2– Overseas Chinese
1 - PRC Chinese
3. Country living in:
Out of the 19 people:
5 lives outside China/Asia
14 lives inside China (HK, Macau, PRC) : 9 in PRC, 5 in SAR
4. Are/were you:
5 Overseas Chinese doing BAM in China (Overseas Chinese – Chinese living in HK, Macau, overseas and not in mainland China)
1 Overseas Chinese doing BAM in places other than China (PRC Chinese)

8 Non-Chinese doing BAM in China

1 Chinese doing BAM in China

4 Not doing BAM but interested, or mobilizing BAM awareness and involvement

5. Church/mission group affiliations:

Most are associated with mission organizations

6. Is your home church supportive of your BAM involvement?

If no, why?

Mostly received blessings and prayer support and

1 – church lack awareness

6 – give financial support

2 – help to introduce network

2 – manpower support

7. Had you been engaged in business/business training before BAM involvement?

If yes, please give details with duration/ total lecture hours.

If no, do you think it would be helpful?

Out of the 19 people:

9 had no business experience and training

1 had training

5 had experience

4 had experience and training

16 consider business background/training helpful; 3 did not answer

8. Have you received any form of BAM training?

If yes, do you think it is crucial for people doing BAM? Please give details and total lecture hours or duration of the BAM training.

If no, do you think it would be helpful?

8 had BAM training

9 did not have BAM training

2 did not answer

15 consider BAM training helpful, 1 consider not helpful, 2 did not answer, 1 not sure

Section B – Business Information

Please note:

Out of the 19 persons who completed the questionnaires:

- 4 are not directly involved in BAM*
- 1 involved in 3 BAM businesses, 2 of which were closed*
- 6 businesses were closed*

9. Name of Business (in Chinese and English):

10. What is your involvement(s) in this business?

12 - On-site full time involvement

6 - On-site part time involvement (average _____ hours per week) or Off site involvement but visit regularly

5 - One of the investors

2 - not directly related

11. Is this a franchise business?
18 No, 3 Yes
12. Where is the business based?
19 in China
1 in Vietnam
1 in Middle East
1 in Macau (with another office in China)
13. Which is the main target people group of your BAM:
10 - Han Chinese (mainstream Chinese)
Minorities: 1 - Miao, 1 - Yao, Jinno 2 - Tibetan,
8 Muslims
1 expats
2 Arabs
14. Number of employees:
12: 1 - 10
4: 11 - 50
2: 51 - 250
2: 251 - 1000
1: >1000
15. When did the business start?
4 started 2000 or before
13 started between 2001 - 2010
4 started in 2011
16. If it is closed, when was it closed? What caused it to close?
6 closed (4-business not successful; 1-religious reason; 1-successful return, sold to another group)
14 ongoing.
17. Kind of business:
7 Education/training
2 Restaurant/retail
6 Product manufacturing/processing
4 Import /export
1 Technology
1 Family service
1 Head-Hunting, placement, career counseling
18. How much was the initial capital (in USD)? Up to now, how much money has been invested into it?
Total investment:
8 – under 100,000
7 – 100,001-1 million
3 – over 1 million
19. What are the sources of your capital and their percentages?
 - from investors: 100% (5), 80% (1), 70% (1), 30% (1) partly (1)
 - donations: 100% (6), 30% (1) 20% (2)

- *loans from banks/individuals: 100% (1)*
- *personal saving : 100% (1), 80% (1), 30% (1), partly (2)*
- *others (please specify): 40% business profit (1) partly retained earnings from business (1)*

20. What difficulties did you encounter when raising the capital?

3 had no difficulties.

Others: Various. Some related to size of business, some trust, some timing.

21. How is your business structured? How are your sending church / missions involved?

- *Business structure: Teams (11), national evangelists run the business (1), WOFE (5)*
- *Church/missions involvement: Most have missions providing prayers, spiritual support, accountability and missionary money support.*

22. What are the purpose/objectives/goals of this BAM business?

Purpose/objectives/goals related to:

13 Profit

14 Kingdom building

8 Transformation

1 Poverty/least reached people

23. As a BAM, what are the success criteria?

Success criteria related to:

18 Profit

19 Kingdom building

10 Transformation

1 Poverty/least reached people

24. Until now, would you consider your business a success? In a scale of 0 – 10 (with 0 being a total failure and 10 being a complete success), how would you rate your business and why?

Rating: 3 (2x), 5 (2x), 6 (2x), 6-7 (3x), 7(1x) 8 (3x), 8-9 (1x), 9 (1x), 10 (1x)

25. Has the business started making profit? If yes, when?

15 Yes, 6 No

26. What percentage of the missionary cost is included when calculating net profit? If less than 100% or not making profit, how was the rest of the missionary cost being covered?

Missionary cost included when calculating net profit:

3 Yes, 2 Partly, 11 No

27. Without any missionary support, were you able to start the business?

8 Yes, 8 No

28. What kinds of spiritual fruit have the business brought forth?

Spiritual fruit resulted:

20 Yes, 1 No

29. What level of acceptance does the local government, and the local people, have towards the business?

18 Welcome the business establishment

0 *Unconcerned with the business establishment*

1 *Skeptical of the business establishment*

30. Please give details of any transforming impact in the community by your business in the area(s) of:

15 *Economic:*

14 *Social:*

7 *Environmental:*

20 *Spiritual:*

31. What would you consider to be the success factors for the business and what would be the barriers/threats towards success?

Success factors: Answers various including

profit/sustainability/good business, team, training, good marketing research, products, social transformation, business experience, good mission, spiritual, support from others, interest in business

Threats/barriers: Answers various including

Insufficient capital, government hostility, local competitions, worldwide economy, poor decision making, cultural gap, not getting the right people/not enough quality staff with same values and vision, spiritual

32. Is the business involved in one or more of the following areas of BAM strategy? Please explain how.

3 *Prevention and Restoration from Human Trafficking/Prostitution*

17 *Church Planting or Frontier Missions or environments hostile to missionaries*

9 *BAM in Urban areas, among Diaspora groups or immigrant populations*

3 *BAM among the poorest of the poor, for community/economic development, or in difficult economic environments for business.*

33. Can you give us more information of your business? Website, brochures, articles, or any material related to the business.

34. If you were to start your BAM again, what would you do differently?

9 *Yes, 3 No*

35. Would you consider joining a BAM franchise (replication of success business model)? Why?

12 *Yes, 4 No*

36. Would you franchise your business? Could someone help to get your business into a BAM franchise?

Appendix K – Observations from the Survey and Cases

- Most (12 out of 19) BAM practitioners have connection with mission organizations. (#5)
- Most (12 out of 19) BAM practitioners' home churches are supportive of their BAM involvement in terms of blessings and prayer support. (#6)
- Most (16 out of 19) consider business background and training helpful. (#7)
- Most (15 out of 19) BAM practitioners consider BAM training helpful. (#8)
- Most (18 out of 21) BAM are not franchised. (#11) Most BAM practitioners (12 out of 19) would consider joining a BAM franchise. (#35)
- Over half (12 out of 21) BAM employ less than 10 people. (#14) Almost all BAM in China (6 out of 7) which are still operating with more than 10 workers started before year 2005. (#2, 14, 15)
- Most (17 out of 21) BAM were started after 2000. (#15)
- All but one (9 out of 10) BAM started by PRC & SAR Chinese involved total capital of less than US\$100,000. Most (8 out of 9) BAM by Westerners involved total capital of more than US\$100,000. (#2, 18)
- Most (7 out of 8) BAM with a total capital of less than US\$100,000 have 10 or less employees. (#14, 18)
- Most (8 out of 9) BAM started by PRC & SAR Chinese have 10 or less employees.
- More than half (11 out of 21) BAM are run by teams. (#21)
- Most (18 out of 21) BAM practitioners' success criteria include profit making/sustainability. (#23)
- Most (19 out of 21) BAM practitioners' success criteria include Kingdom impact. (#23)
- Most (12 out of 17 rated 6 or above) existing BAM (who gave a rating) consider their business fairly successful or successful. (#24)
- Most (15 out of 21) BAM are making profit. (#25)
- All (19 out of 19) BAM located in China are bearing spiritual fruit and having spiritual impact. (#12 & #28)
- All except 1 (18 out of 19) are welcome by the local government and people. (#29)
- Most (17 out of 21) BAM are involved in the church planting or frontier missions or environments hostile to missionaries aspect of BAM strategy. (#32)
- Most (9 out of 12) BAM would prefer to start the BAM differently. (#34)
- Among the success factors: #31
 - 4 - teams/shared vision
 - 3 – related to marketing, business planning, and product kind/quality
 - 2 – related to mentorship
 - 2 – related to spirituality
 - 2 – related to staff quality/professionalism
- Among the threats: #31
 - 4 - competition
 - 2 – government hostility
 - 2 – business plan, set up, procedures
 - 2 – insufficient capital
 - 2 – not the right worker/staff or not enough qualified staff
 - 1- spirituality
 - 1 – worldwide economy
 - 1 – cultural gap

Appendix L – Additional Questions on BAM in China

Please give your opinions on the following questions:

1. What are the most important issues facing BAM practitioners/businesses within China?
2. Identify, list, prioritize and describe needs and gaps to further develop BAM movement in China, and to start and grow successful BAM businesses.
3. Specifically, what opportunities, needs and barriers do you see in the application of BAM in China to the following areas:
 - a. Church planting
 - b. Working with the poor/Community development
 - c. Economic development
 - d. Urban ministry.What areas are priorities and why?

4. Specifically, what is happening and where are there gaps/barriers in the following support areas for BAM:
 - a. Imparting vision for BAM and mobilizing people/resources
 - b. Recruiting training and deployment
 - c. Funding and other business incubation services
 - d. BAM scholarship and researchWhat areas are priorities and why?

5. Think about the future. Think big, dream big! If you were to take a bird's eye view, looking at the future: What are dream scenarios regarding BAM in China?
6. What strategic recommendations would you make? (You may want to address certain audiences with your recommendations, e.g. BAM practitioners, BAM movement in general, the Church in China, the global Church etc.)
7. Are there any specific action plans needed? Who, when, how will action be taken?
8. How significant have BAM-type initiatives been for China - historically and now? Has there been significant transforming impact in communities or the nation? What are major trends in BAM in China?
9. What does success look like for BAM in China? How should we measure success in BAM? What metrics do we need? Do you agree with the 10 principles of BAM (See Chapter 4: Lausanne Occasional Paper on Business as Mission)?
10. Do you know of any BAM business in China that are franchises? Do you know of businesses that could be franchised or replicated in other ways? Are BAM franchise models strategic for China? Why or why not?
11. Unemployment makes people vulnerable to human trafficking. Job creation is thus important for prevention and also restoration of trafficking victims. What role could BAM play in prevention and restoration in Human Trafficking situations in China? What are the main needs/gaps when it comes to BAM and human trafficking?

Appendix M – SWOT Analysis

SWOT of BAM *in* China

Strengths

1. **Passionate and dedicated** For over two hundred years Western missionaries have had a strong passion for the Chinese people. Many of them spent their whole lives serving in China.
2. **Wealth of Mission knowledge and experience** Overseas mission agencies and churches have accumulated over two hundred years of experience in running schools, hospitals, etc. in China.
3. **Educated and Bible-trained BAM practitioners** Most Western BAM practitioners today possess a college degree as well as Bible school training.
4. **Second language acquisition** Many BAM practitioners have learned a second language in school. They are able to learn Mandarin.
5. **Learning style** Compared to Chinese, Westerners are accustomed to following instructions and adhering to policies and procedures. Western BAM practitioners have a greater potential to develop franchise operation policies and procedures.
6. **Innovation and creativity** Compared to Chinese, Western schools and families encourage more innovation and creativity, and thus nurture an entrepreneurial spirit.
7. **Risk taking** Compared to Chinese, Western schools and families encourage independence and risk-taking, and thus are more prepared to take on business risks and challenges.
8. **Mission agency adoption** Increasing number of mission agencies are adopting BAM as one of their mission strategies.
9. **Advantages of HK and Macau Chinese** A) Learn Mandarin quickly, B) Similar Culture, C) Their visas allow them to enter and exit China freely, D) Permitted privileges to run business as PRC Chinese, E). Less sensitive compared to Westerners.
10. **Advantages of Overseas Chinese** It is easier for PRC Chinese to accept overseas Chinese than Westerners because Chinese have a strong sense of clanship.

Weaknesses

1. **Non-cultural approach** In general, Chinese are relational whereas Westerners are task-oriented. Westerners need to adapt to “Guangxi” culture when interacting with the Chinese, particularly in remote areas.
2. **Communication gap** Chinese culture is high context whereas Western culture is low context.
3. **Presumptuous value and ethical system** Westerners find it difficult to conduct business with the value and ethical systems of the PRC Chinese, e.g. business ethics and social responsibilities.
4. **Partnership obstacle** Westerners find it difficult to partner with PRC Chinese because of Chinese ethnocentrism.
5. **Low local church involvement** This makes business difficult to localize and hinders succession. Partnerships with the local church are recommended.
6. **Ignorance of BAM among Chinese** The Chinese churches are not educated about BAM. They must be taught before they can support or partner with BAM practitioner from outside.
7. **BAM misconception** Some missionaries start a business only to obtain a visa. It confuses the real meaning of BAM.

Opportunities

1. **Improvement in legal system** This will bring less corruption and a more favorable business environment.
2. **Availability of laborers** Many people are in need of a job. Labor-intensive factories are welcome by local Chinese workers and government officials.
3. **Return of talent** Increasing number of PRC Chinese study and work abroad. Some of them even become Christians. When they return to China, they can be a cultural bridge when working with Western BAM practitioners.
4. **Teaching English** Many Chinese still desire to learn English from native Western speakers. Language school is a viable business model.
5. **Franchising** China is an enormous country with a great potential for a franchising business approach. When a successful operating method is developed with policies and procedures, there is a better chance of success for new BAM practitioners. BAM can multiply quickly using a franchise approach.
6. **China's economic development** Many emerging industries opportunities exist: technology, green products, coffee, etc.
7. **New economic zones** The Chinese Government has been developing new economic zones (e.g Kashgar) and welcomes foreign investors in these zones.
8. **Marketplace Evangelism** More SAR organizations encourage Christian business people to use their businesses in China for witnessing
9. **Ideology emphasis (e.g. religious governance) shifted to economic emphasis** The PRC Government favors business development, and is more tolerant towards religious activities in these settings.
10. **Western product advantage** Western technology, reliability, reputation, quality are welcome by PRC China.

Threats

1. **Corruption** Even though there is improvement in the legal system, corruption still prevails. It affects BAM practitioners' competitiveness because their refusal to bribe can lead to higher costs and difficulties.
2. **Local competition** Local companies grow rapidly and become a real threat to foreign BAM companies, especially those with low entry requirement and lack of pattern or copyright protection.
3. **Devaluation of foreign currencies** As a result of the currency devaluation, the Chinese Renminbi rose, increasing business and living costs.
4. **Pollution** It is a challenge for BAM practitioners to enter and stay in China because of the quality of life difficulties with pollution.
5. **Professional requirement** Higher requirement for "foreign experts" due to increased local supply of professionals, making it more difficult to bring in missionaries through job positions with a BAM business.
6. **Reduced funding** The Western economic recession reduced funding to missions.
7. **Entry barrier** China has become the second biggest economic power, increasing the entry barrier.

SWOT of BAM *from* China

BAM by PRC Chinese to other regions

Strengths

1. **Vision and mobilization** PRC Christians are passionate about taking the Gospel back to Jerusalem.
2. **Spirituality** Commitment to God despite local persecutions was developed while they live in China with the “Church under persecution”.
3. **Higher tolerance** The Chinese are more flexible and learned tolerant through survival for generations, making the Chinese more compliant to tough environments. Many times the men will go abroad alone to make a living and support the family back home. Nowadays, PRC Business people and missionaries also may take the same approach.
4. **Simple lifestyle** Lower cost of living because of a simple lifestyle, resulting in potentially higher profit.
5. **Universal language** BAM from China speak Mandarin which is becoming more common language in certain countries.
6. **Faith preconception** Chinese are perceived as Buddhists or atheists, thus Chinese missionaries are less objectionable to most governments.
7. **Business DNA** Many Chinese are natural business tradesmen, quick learners and adapt quickly to business conditions. The PRC Chinese are focused in earning as much as possible. They make business decisions without the concern of environmental, legal or family situations. They made the decision first, then work out the details. It is more of a betting or risk-taking spirit.
8. **Community network** Strong kinship, very large community base

Weaknesses

1. **English limitation** Most countries use English as their foreign language and most mission agencies use English to communicate. However most Chinese have not yet learned English.
2. **Mono-Cultural** Most Chinese have not been exposed to any second culture, other than the Han Culture.
3. **Ethnocentric** Chinese have a strong ethnic pride in being Chinese. One example is that the Chinese like to “start from scratch” instead of learning from mentors and therefore have higher risk of failure.
4. **Clanship tendency** Strong clanship causes people to be reluctant to co-operate with others who are not of their own “group”. As a result, missionaries do not form partnerships with others in the mission field.
5. **Business ethic** Chinese are used to getting things done through “Guangxi”, “gifts” and bribes instead of following the legal system. Some PRC BAM practitioners follow these same practices. As a result, this hinders their witnessing to non-believers.
6. **Education** Missionaries and BAM practitioners sent out from PRC were mostly from the rural areas with less education. As a result, they are less effective and vulnerable to temptation.
7. **Filial piety** Traditional Confucianism has hindered parents/church leaders from sending their kids to mission fields, as children are taught to take care of their parents.

Opportunities

1. **Third world relationship** Third world countries are not as antagonistic towards Chinese as compared to Americans and Europeans. China is more neutral than other Western countries and has a good relationship with most third-world countries. This facilitates entry by Chinese BAM practitioners into these countries. China passports are more readily accepted in many countries closed to Westerners.
2. **Product price and variety competitiveness** Chinese-made products are usually more price competitive and have a wider product diversity. This improves the international trade with many countries.
3. **Admiration** The success of business development in China over the last 30+ years has gained the admiration of many third-world countries. As a result, many countries welcome Chinese expertise, to improve and invest in them.
4. **Demands for Mandarin lessons** Countries want to do business with the Chinese so they desire to learn the Chinese language. They welcome Chinese to come to their country to teach Chinese.
5. **China government support** The government of China is helping the Chinese people in starting businesses in many countries particularly in the third-world.
6. **Expertise availability** The Chinese are experts in areas of energy, tourism, food, trading, and construction. BAM practitioners can utilize these resources and can easily start companies and work in these industries.

Threats

1. **International politics** After the “Arab Spring”, the Chinese government has had reduced influence to Arab world.
2. **Product competitiveness** Increasing costs and decreasing quality is causing some countries to avoid Chinese made products.
3. **Illegal immigrants** Chinese, who become illegal immigrants or pay bribes or even prostitute in order to stay in the field countries, cause the governments of these countries to tighten up immigration rules on the Chinese.
4. **Missions training and experience** The Church of China is very new in sending BAM practitioners or missionaries to other countries. There is a lack of cross-cultural training and mission agency experience, including: missionary care knowledge, missionary screening and selection system, support raising and management system, supervision and mentorship plan, mission training program, mission agent concept and leadership training. These factors have contributed to missionaries having difficulties in overcoming culture shocks and adapting on a long-term basis.
5. **Partnership** Inter-church cooperation and organizational partnerships have not been a common practice in China. Furthermore, due to China’s surveillance, Church missions keep a low profile and have a low level of trust in each other and in other organizations in the field. As a result, missionaries serve alone and independently. Coupled with the lack of missions training and experience, and direct field support, missionaries are more vulnerable to failure.

BAM by Chinese from Special Administrative Regions (Hong Kong and Macau) to other regions

Strengths

1. **Education** High percentage of people have higher education, thus, adaptability to cultures and languages is higher.
2. **Language ability** Having been under colonized governments, their second language training began from childhood.

3. **Cultural exposure** They usually have international experience, and a wider world view.
4. **Business ethics** The SAR governments use special agents to fight corruption. Thus SAR Chinese has a higher level of business ethics.
5. **Partnerships** They are open to partner with overseas workers and organizations.
6. **Immigration** SAR people holding a PRC passport, share the same benefits that China has with most countries.

Weaknesses

1. **BAM practices** Chinese churches are biased against people in business and are very new to the BAM mission concepts.
2. **BAM training and mentorship** There is a real need in this area.
3. **Low priority** There is a lack of a missions concept with most of the SAR church leaders and self-centered churches.
4. **Filial piety** Similar to the PRC Chinese, traditional Confucianism has hindered parents/church leaders from sending their kids to mission fields, as children are taught to take care of their parents.

Opportunities

1. **Third world relationship** Similar to the PRC Chinese, third-world countries are not as antagonistic towards SAR Chinese as to Americans and Europeans.
2. **Missions education and experience** Various missions training programs are available and easily accessible by both Chinese and international missions agencies. Journals and books on missions and testimonies of missionaries are abundant. Short-term mission exposure trips are common in many churches. These serve as stepping stones for BAM missions.

Threats

1. **Product pricing** SAR product pricing is on par with the Western world, but not innovative enough.

Note: Some PRC Han Chinese are running BAM in China among the Chinese minorities. However, the few cases that the core group knew were of very small size, and mainly for a “cover” or a kind of platform. Some of them earned small profits to sustain their cost of living. Since the number of these types of businesses is few, the SWOT core group decided not to complete a SWOT analysis on these cases.

For ethnic Chinese from Southeast Asia, America, etc., the third world countries are not as antagonistic towards them as to the Caucasian Americans and Europeans. However in all aspects they have similar SWOT characteristics. The SWOT core group decided not to do SWOT analysis for them either.

There are quite a few Chinese from Taiwan running BAM. Their SWOT would be similar to that of the SAR Chinese except that they need visas to stay in China and they have different privileges than SAR Chinese when doing businesses in China. However, no information was received from Taiwanese BAM practitioners.