



# Know Your BAM A-Z

Business as Mission - BAM  
Mats Tunehag

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***Business As Mission - BAM***

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Mats Tunehag

# Content

## Know Your BAM A – Z Business as Mission - BAM

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Layout and Graphic Design: Tanner Germany  
USA  
<https://tannerg.me/>

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Juliana Damazzini, Brazil

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# Foreword

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Ernest Hemmingway was a master of a scaled down kind of storytelling; a great example is *"The Old Man and the Sea"*. I have always asked myself when writing or preparing a talk: what can I take out? How can this be shorter yet convey an important point? Excel in brevity, as it were.

We know that pictures are worth a thousand words. If we combine a word with a graphic, it may communicate even better. The BAM A - Z booklet is an endeavor to communicate the concepts of BAM with graphics, single words and short texts.

Business as Mission, BAM, is not based on a few Bible verses, but rather on Biblical themes, values and narratives; we draw from our rich Judeo-Christian heritage. This is combined with the teaching of the Church throughout centuries. The 2nd Vatican Council 1962 – 65 and the Lausanne Congress in 1974 are two examples of Christian leadership promoting active engagement of the Church in society. We have also witnessed a parallel movement in the secular world, where businesses are pursuing a positive impact on multiple bottom-lines while being mindful of multiple stakeholders.

In recent years we've had many hundreds of people from over 40 countries engaging in dozens of BAM Think Tank processes, where the BAM concept has been discussed and the praxis documented. Our two foundational documents are the **BAM Manifesto**, and the **Wealth Creation Manifesto**. See manifestos and reports <https://bamglobal.org/reports/>

BAM is concerned with both the 'Word' and the 'World'. We believe that businesses can and should address a variety of human needs, with a special concern for the least, the lost and the lowliest.

BAM is about being a conduit of God's love to the world. *"What does love look like? It has the hands to love others. It has the feet to hasten to the poor and needy. It has the eyes to see misery and want. It has the ears to hear the sighs and sorrows of men. That is what love looks like."* (St. Augustine)

All this forms a basis for the BAM A – Z series. Using the English alphabet, 26 letters, I have identified 26 key words and concepts related to BAM. They are accompanied by a short explanation and a brilliant graphic design by Tanner Germany. These graphics have previously been published with brief texts in five blog posts at <https://businessasmission.com/>. This booklet presents the latest edition of the BAM A - Z, together with bonus material: *BAM 1 – 2 – 3 – 4 & Beyond*. There is also a short list of BAM resources.

My hope and prayers are that this booklet will impart a BAM vision, further clarify the concept, and spur us to actions of love. *"To love is to will the good of the other"*, as Thomas Aquinas said. That is what we pursue as we align businesses with God's purposes, and shape businesses for people and planet.

**Mats Tunehag**

Stockholm, Sweden  
April 2021



# A

## Avodah

Avodah is a Hebrew word which means to work, worship, and serve. BAM is an integration of work, worship and service..

## *A – Avodah*

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The Hebrew word avodah is used interchangeably for work, worship and service. Business as Mission, BAM, is a seamless integration of work, worship and service.

### A few Bible references:

- Six days you shall **work** (avodah). – Exodus 34:21
- This is what the LORD says: Let my people go, so that they may **worship** (avodah) me. – Exodus 8:1
- But as for me and my household, we will **serve** (avodah) the Lord. – Joshua 24:15

Worship in the temple is different from manual labor in the field. But both are connected to who we are, created in God's image, with a purpose to both work and worship. Work can be worship! Avodah is a picture of an integrated faith.\* It is a life where work and worship come from the same root. "Whatever you do, do it all for the glory of God." (1 Cor 10:31)

\* See also <http://matstunehag.com/2018/08/13/lets-avodah/>



## ***B – Business***

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Professor Angelo Nicolaides\* observes: *“The notion of business is recognized within the creation account where it is clear that man cannot work alone.”*

Pope John Paul II describes the essential community aspects of business, saying that a company is a *“community of persons who in various ways are endeavouring to satisfy their basic needs, and who form a particular group at the service of the whole of society.”* \*\*

Businesses are not static - they start and develop; they can grow and change. But we should intentionally and professionally shape our businesses for God, people and planet. A business is an instrument through which we develop our products and services, and also optimize our service of various stakeholders: God, staff, owners, customers, suppliers, community, competitors, and physical environment. Business is an instrument, which we fine-tune to serve people and glorify God.

\* *Ethics and the dignity of work: An Orthodox Christian perspective*, by Angelo Nicolaides, *Pharos Journal of Theology* ISSN 2414-3324 online Volume 101 - (2020)

\*\* *Centesimus Annus*, 1991



# ***Business***

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Business is a God given instrument,  
which we fine-tune to serve people and glorify God.



# C

## Create

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“We are created in God’s image, to co-create with Him and for Him, to create products and services for the common good.”

## C – Create

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For many people work is simply seen as an employment, a way to make some money. But that is too narrow a view, both historically and globally, of what work is and means. Furthermore, we need to be aligned with the Judeo-Christian tradition and its concept of work.\*

God works! He is creative and He creates in community and for community. We are created in His image to work and be creative, for ourselves and also for others. Our work may be paid or non-paid, related to an employment or not.

The Wealth Creation Manifesto\*\* states: “*We are created in God’s image, to co-create with Him and for Him, to create products and services for the common good.*” We can be creative in music, cooking a meal for the family, developing a software program, nursing a sick patient at a hospital, or farming rice. This is deeply divine and deeply human.

\* See ‘Deeply Rooted for the Future’: <http://matstunehag.com/2020/12/23/deeply-rooted-for-the-future/>

\*\* <http://matstunehag.com/wealth-creation/>

# D – Dignity

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Lord Rabbi Jonathan Sacks\* contrasts animals and human beings: *“Work, in other words, has spiritual value, because earning our food is part of the essential dignity of the human condition. Animals find sustenance; only mankind creates it.”*

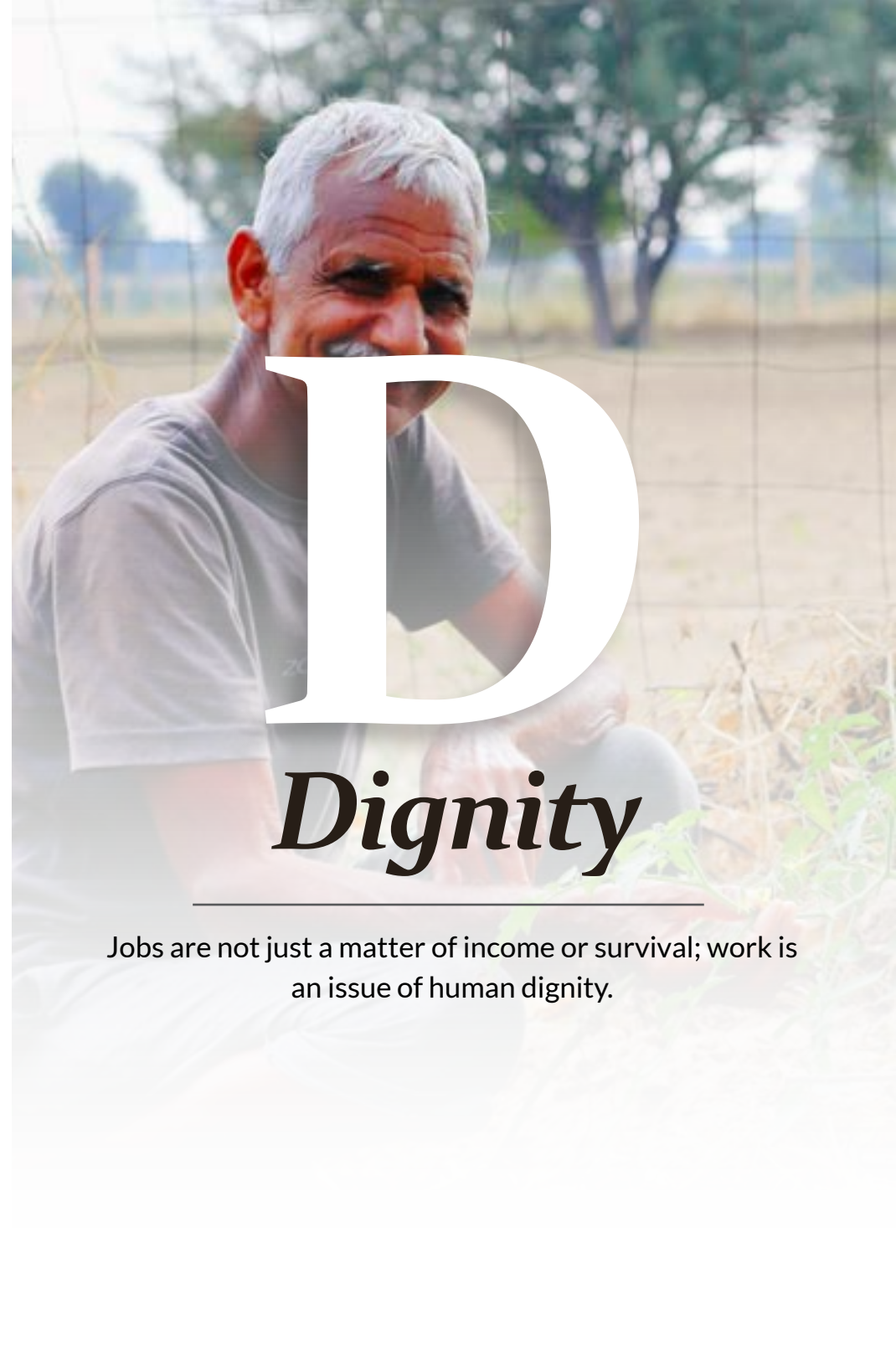
Jobs are not just a matter of income or survival; they reflect who God is, and who we are as people made in His image. Work is an issue of human dignity. Creating jobs with dignity is godly. Businesses can be a place for dignifying work and creativity, for community and service.

Work and business are reflections of the trinitarian God, and also reflections of God’s trinitarian nature. God is love and acts collaboratively, working in relationship.\*\* So, being a diligent worker individually, and being creative collectively, reflects true human dignity.

Or as St. Irenaeus, the great second-century theologian, expressed it: *“The glory of God is a human being fully alive!”*

\* *Market and Morals*, by Jonathan Sacks. Aug 2020

\*\* The trinitarian reciprocal love, interdependence and collaboration, have bearings on our relationships and responsibilities, also for the planet: *“Relational human existence involves interdependence and interaction simultaneously between human beings themselves and the nature they commonly share and companies need to be clear on this. ... They should also endeavour to serve environmentally friendly planetary needs so that future generations may also enjoy God’s creation.”* *Ethics and the dignity of work: An Orthodox Christian perspective*, by Angelo Nicolaides. *Pharos Journal of Theology* ISSN 2414-3324 online Volume 101 - (2020)




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Jobs are not just a matter of income or survival; work is an issue of human dignity.





## *Environmental*

“Along with the spiritual, financial, and social bottom line, the environmental bottom line is an integral measure of a God-centered successful business.”

Wealth Creation and the Stewardship

## *E - Environmental*

In BAM we talk about the quadruple bottom line: financial, social, environmental and spiritual. We can and should at times compartmentalize for planning, operation and evaluation. But we also need to recognize that the bottom lines overlap, interact and connect; they form a greater whole.

We must avoid playing one important entity against the other. It is not work versus worship, or financial bottom-line versus a spiritual impact. They are not same, but they belong together.\*

We mustn't forget or neglect to be good stewards of creation, and develop business solutions for environmental challenges. “*Along with the spiritual, financial, and social bottom lines, the environmental bottom line is an integral measure of a God-centered successful business.*” \*\*

\* See <https://thirdpathinitiative.com/holistic-integrated-bam-will-make-history/>

\*\* Wealth Creation and the Stewardship of Creation. <https://bamglobal.org/wealth-creation-stewardship/>

## ***F – Freedom***

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Winston Churchill said: “*All the great things are simple, and many can be expressed in a single word: **freedom**, justice, honor, duty, mercy, hope.*”

Today tens of millions of people around the world are held as slaves, they are victims of human trafficking. A root cause is unemployment. About 80 percent who are rescued from trafficking are re-trafficked unless they find a job with dignity at the other end.\* Transformational businesses providing jobs with dignity are essential for true freedom. **Freedom businesses** exist to fight human trafficking, providing jobs for prevention and restoration.

There is no quick fix to human trafficking. There is no ‘jump to freedom’; we have a long journey ahead. As Nelson Mandela said: “*There is no easy walk to freedom anywhere.*” This is true for millions of slaves around the world, and also for the freedom business movement.\*\*

\*To learn more, check Freedom Business Alliance, FBA:

<https://www.freedombusinessalliance.com/>

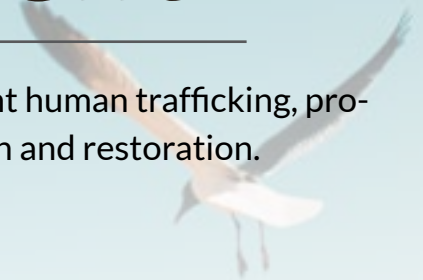
\*\* Read more at <https://businessasmission.com/let-freedom-ring-fighting-slavery-with-business-solutions/>



## ***Freedom***

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Freedom businesses exist to fight human trafficking, providing jobs for prevention and restoration.





# God

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We are not just Christians doing social enterprise.  
 God is the owner of our businesses;  
 our business praxis should be God centered.

## ***G – God***

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We are not just Christians doing social enterprise. **God** is the owner of our businesses; our business praxis should be **God** centered.

Let me mention two groups in Asia which are engaging with thousands of business owners and operators.

I have worked for over ten years with Julian Foe and his team, who lead the *Kingdom Business Community*, KBC in **Indonesia**.<sup>\*</sup> KBC have run camps for over ten thousand business people. It is an induction program, which always emphasizes – as number one: be **God** centered in your life and business.

Another group is *The Brotherhood of Christian Businessmen and Professionals* <sup>\*\*</sup> in the **Philippines**. Their motto is to “*Make Disciples of All Nations*”, and their vision is “*bringing Christ into the marketplace and winning the marketplace for Christ*”. They “*are a community of business people and professionals committed to living out Christian values and being change agents in the marketplace*”.

BAM is about being **God** centered and making Christ known.

<sup>\*</sup> <https://kbc.or.id/>

<sup>\*\*</sup> <http://www.bcbpkapatiran.com/>



## *H – Holistic*

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BAM is not doing business with a touch of ‘churchianity’. It is not about doing some churchlike activities in business. BAM is about meeting needs, different kinds of needs: economic, social, spiritual, and other needs - as we do business.

BAM is about having a **holistic** outlook and approach, just like Jesus. He never told anyone they had the wrong kind of need! He constantly and consistently met all kinds of needs; preaching, demonstrating and extending the Kingdom of God. This is a guiding light in BAM. Thus, the Wheaton Declaration\* states that businesses can play “an important role in **holistic** transformation of individuals, communities and societies.”

And the BAM Manifesto\*\* says: “We believe that the Gospel has the power to transform individuals, communities and societies. Christians in business should therefore be a part of this **holistic** transformation through business.”

\* Wheaton Declaration: <http://www.matstunehag.com/wp-content/uploads/2011/04/BAIC-Wheaton-Declaration-BAM-Manifesto.pdf>

\*\* BAM Manifesto: <https://bamglobal.org/lop-manifesto/>



## *Holistic*

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“Businesses that function in alignment with the core values of the Kingdom of God are playing an important role in holistic transformation of individuals, communities and societies.”





# I

# *Integrated*

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BAM is an expression of a holistic lifestyle, where godly values and good business practices are integrated.

## *I – Integrated*

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BAM is taking our Sunday talk into a Monday walk. It is about integrating what we profess in church into a daily praxis - 24/7.

Water - H<sub>2</sub>O - is hydrogen and oxygen. It can be compartmentalized and analyzed and it can manifest itself as water, ice and steam. But if you're thirsty you don't want a chemical formula but real water, the integrated whole.

The Church teaches that God is triune; we can observe the three in one, and one in three in the Sacred Scriptures and throughout history. We can 'compartmentalize' God; focus on the Son for example. But we mustn't fail to see how the three divine persons overlap, interact and connect. Separate but never disconnected. It is a mystery, indeed, but nevertheless a truth to embrace.\*

BAM is an expression of a holistic lifestyle, where godly values and good business practices are **integrated**.

\* Read more at <https://thirdpathinitiative.com/holistic-integrated-bam-will-make-history/>

## *J - Justice*

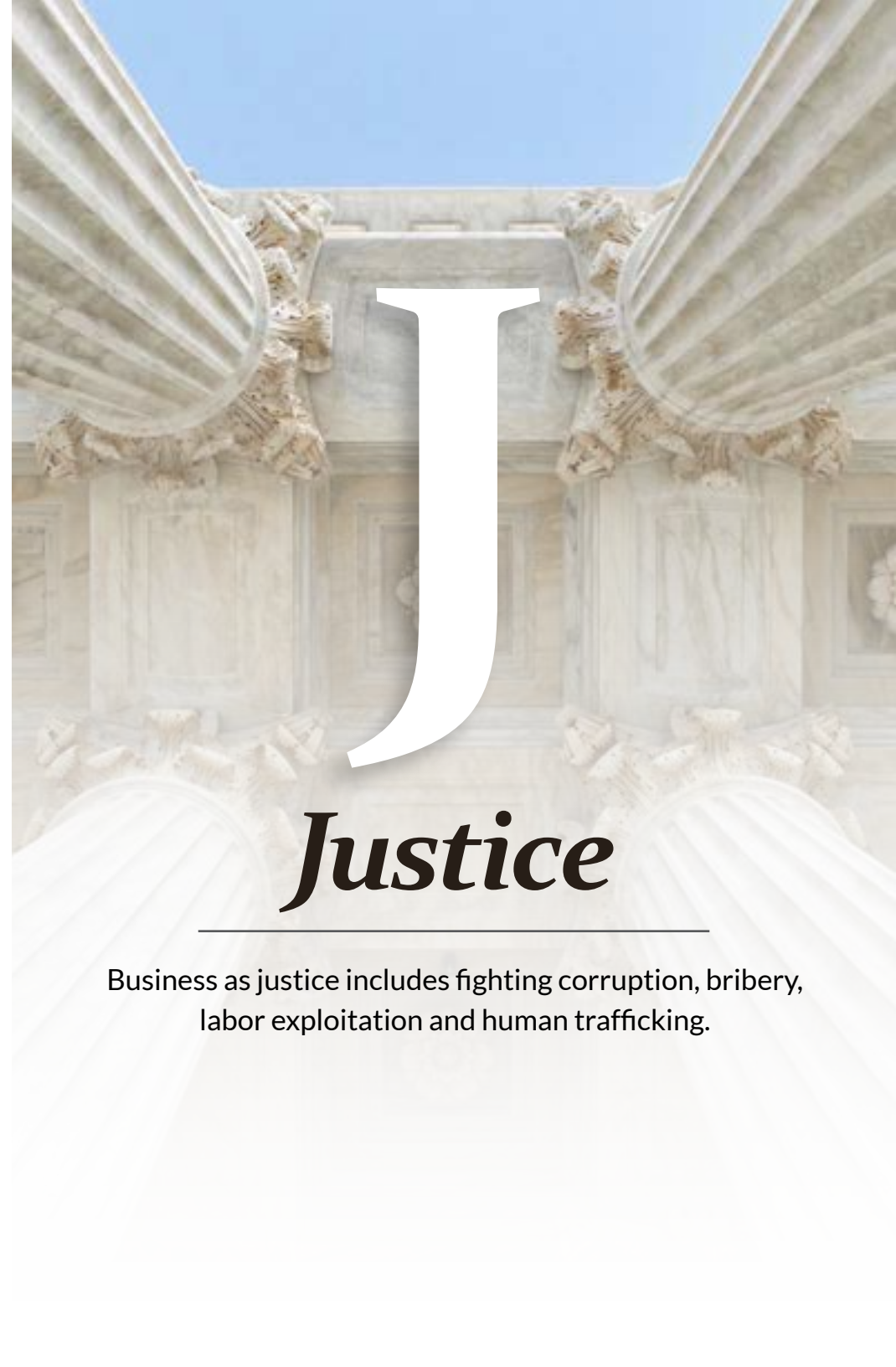
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Business as Mission is about embracing Biblical themes, narratives and values, and living them in the marketplace.\*

God loves **justice** and hates injustice. God sent prophets again and again who spoke out against injustice, and they demanded change and correction. Injustice often manifested itself in the marketplace: it was corruption, labor exploitation and abuse of vulnerable people like immigrants. To pursue honest business and care for staff is *business as **justice***. To treat customers and suppliers well is also a part of this God honoring pursuit.

*Business as **justice*** includes fighting corruption, bribery, labor exploitation and human trafficking.

\* See article dealing with 12 such values: <http://matstunehag.com/2012/09/29/business-as-mission-is-bigger-than-you-think/>



Business as justice includes fighting corruption, bribery, labor exploitation and human trafficking.





# K Kingdom

BAM is doing business with a Kingdom of God purpose, perspective and impact.

## *K - Kingdom*

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Christ is Lord of all, or He is not Lord at all. The early Church confessed Christos Kyrios – Christ is Lord.\* It was revolutionary when the greeting was supposed to be *Kaiser Kyrios* – the Emperor is Lord.\*\*

BAM is recognizing the Lordship of Jesus Christ, and connecting Sunday with Monday. BAM is following Christ into the marketplace, among all peoples and to the ends of the world.

As the [BAM Manifesto](#) states: “We believe that God has called and equipped business people to make a **Kingdom** difference in and through their businesses.” So may God’s **Kingdom** come, and may Christ the King be the ruler of our lives, businesses and the marketplace.

Here’s a practical way to be **Kingdom** oriented in your daily life, and Jesus centered in your business: Pray [St. Patrick’s BAM Prayer](#) \*\*\*

\*“...the claim of the first Christians was *Jesus Kyrios*—Jesus is Lord. This was bound to annoy both Jews and Gentiles. The Jews would be massively put off by the use of the term *Kyrios* in describing an ordinary human being. ... And for the Greeks, this claim was subversive, for a watchword of the time was *Kaiser Kyrios*—the emperor is lord. A new system of allegiance was being proposed, a new type of ordering and lordship—and this was indeed a threat to the regnant system. We Christians are not announcing a private or personal spirituality, but rather declaring a new King. Every aspect of life—business, family life, the arts, sexuality, and entertainment—must come properly under his headship.” Daily Gospel Reflections, by Bishop Robert Barron, 19 Jan 2021

\*\* To learn more how this relates to BAM, see “**BAM 1 - 2 - 3 - 4 & Beyond**”: <http://matstunehag.com/wp-content/uploads/2020/01/BAM-TALK-2.pdf>

\*\*\* It is also available in Bahasa, Korean, Portuguese and Russian: <http://matstunehag.com/2017/03/17/st-patricks-bam-prayer/>

## *L - Lifestyle*

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BAM is not a lifestyle choice, like the flavor of the month. BAM is rather a worldview and concept you internalize; it is like food you eat and water you drink - it becomes to some extent an integral part of you.

Ad fontes! Thus, we need to go back to the ancient sources, and drink from the deep wells of Judeo-Christian thought. We must internalize values and concepts found in the Scriptures. We must recognize our roots and understand our history. We need to acknowledge that we are standing on the shoulders of giants who have gone before us, and learn from them.

Then - and only then - can BAM become a **lifestyle**, a natural expression of a Bible infused worldview. BAM will have a lasting impact if we are deeply rooted for the future.\*

\* In the article "**Deeply Rooted for the Future**" I elaborate on these deep wells; the wealth of Judeo-Christian heritage which we need to draw from so BAM can become a lifestyle. See <http://matstunehag.com/2020/12/23/deeply-rooted-for-the-future/> It is also available in Russian: <https://businessmission.ru/ukorenyatsya-radi-budushhego/> and Portuguese: <https://bamglobal.com.br/blog/profundamente-enraizado-para-alcancar-o-futuro>



BAM is not a technique. It is a worldview and a lifestyle;  
following Jesus in the marketplace.





# M

## *Mission*

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BAM is inseparable from the Great Commission.  
It is part of God's global mission – to all nations and peoples.

## *M - Mission*

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Business as Mission is doing real business with a godly and global mission. BAM is to work, create products and services, to serve people, and add value to communities, and to proclaim, demonstrate and extend the Kingdom of God as we do business

Our missional businesses are part of God's global mission. He sends us to the world, to all spheres of society – including the business world. We are to make Christ known among all peoples on all continents, also through business. BAM means doing business in this global thrust: to all peoples! Thus, we need to be prepared to cross national, cultural and linguistic borders.

We can never be satisfied with just local marketplace ministries, even though they are needed. We must venture beyond our default mode – which for most of us is to stay local, in our Jerusalem - as it were. BAM is doing business with God and for people in Jerusalem, Judea, Samaria and to the ends of the earth. BAM is a global **mission** – from everywhere to everywhere!

## *N - Needs*

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There is no shortage of **needs** around the world: physical, emotional, social, economic, spiritual, and environmental. There are **needs** related to poverty, slavery, corruption, environmental degradation and reaching the unreached peoples with the gospel.\* The good news is that God cares for all of us in our totality.

Bishop Barron writes\*\**: “When God came among us in Christ, he affected the work of repairing his broken and hurting creation. He is not interested simply in souls but in bodies as well.”*

Business can and should be an integral part of addressing various **needs**. The [BAM Manifesto](#) states:

*“We believe that the Holy Spirit empowers all members of the Body of Christ to serve, to meet the real spiritual and physical **needs** of others, demonstrating the kingdom of God. .... Christians in business should therefore be a part of this holistic transformation through business. ... We recognise that there is a **need** for job creation and for multiplication of businesses all over the world, aiming at the quadruple bottom line: spiritual, economical, social and environmental transformation.”*

\* Learn more about global needs and challenges that BAM Global has identified as BHAG's: Big Hairy Audacious Goals. See:

<https://www.businessasmission.com/wp-content/uploads/2019/04/BAM-Global-BHAGs.pdf>

\*\* Advent Gospel Reflection, by Bishop Robert Barron, 16 Dec 2020.



## *Needs*

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BAM is about finding business solutions to human needs and global issues.



# Opportunity

“Business provide a powerful opportunity for the transformation of individuals to flourish and experience a life of abundance as envisioned by the Kingdom of God.”

## *O - Opportunity*

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Some see needs, and others see opportunities. Some see businesses as problems, others see them as problem solvers. Yes, business can be bad - just think mafia and human trafficking, for example.

BAM is about seizing God given opportunities to develop products and services, opportunities to solve environmental challenges, and opportunities to create flourishing communities.

BAM is an **opportunity** to serve people: customers, staff, suppliers, families, investors, competitors, industries and nations. Business is a strategic **opportunity** to create different kinds of wealth for many stakeholders. This is a godly mission. And our mindset should be abundance, diversity and flourishing.

The [Wealth Creation Manifesto](http://matstunehag.com/wealth-creation/)\*, which is available in 17 languages, says: “Wealth creation is rooted in God the Creator, who created a world that flourishes with abundance and diversity.”

Business is also an **opportunity** to glorify God! Both the BAM Manifesto and the Wealth Creation Manifesto conclude with: *Ad maiorem Dei gloriam* - For the greater glory of God.

\* <http://matstunehag.com/wealth-creation/>



## *P - Power*

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Rabbi [Lord Jonathan Saks](#)\* said: *"Poverty crushes the spirit as well as the body, and its alleviation is a sacred task"*. There are of course different kinds of poverty and wealth. One can be financially rich but socially poor. One can be endowed with great intellect but suffer from spiritual poverty. Business as Mission, BAM, is addressing this by creating different kinds of wealth through business.

Many are asking: how can we fight poverty? We rather ask: how can we create wealth? The biggest lift out of poverty, in the history of mankind, has happened in our generation - not through aid, but through trade. Check this four-minute [video](#)\*\* which deals with the affirmation in the Wealth Creation Manifesto, which observes that business has the *"power to lift people and nations out of poverty"*.

Businesses, especially small and medium size ones, are powerful instruments for holistic societal transformation.

\* <https://www.jpost.com/opinion/op-ed-contributors/finance-and-the-golden-calf>

\*\* [https://youtu.be/buPmOi9Vnc?list=PLYGxDL2dvo5k-Uk8FGxZj1QYcBe70\\_Vx](https://youtu.be/buPmOi9Vnc?list=PLYGxDL2dvo5k-Uk8FGxZj1QYcBe70_Vx)



# *Power*

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*"Wealth creation through business has proven power to lift people and nations out of poverty."*





# Quadruple

“There is a need for job creation and for multiplication of businesses all over the world, aiming at the quadruple bottom line: spiritual, economical, social and environmental transformation.”

## Q - Quadruple

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Business as Mission, BAM, is about having a positive impact on multiple stakeholders through multiple bottom lines.

BAM is about serving *people*, aligning with God’s *purposes*, being a good steward of the *planet*, and making a *profit*. These four words starting with ‘p’ make up the **quadruple** bottom line.

For planning, operation and evaluation we need at times to look at the bottom lines separately. But they belong together, they interact and overlap. They should never be disconnected; we distinguish to unite.

BAM is a part of a broader movement which appreciates the importance of multiple bottom-line impact for multiple stakeholders. Many in the corporate world talk about CSR and social enterprise. In BAM we recognize God as the ultimate stakeholder, and thus also talk about a spiritual bottom line or Kingdom impact.\*

BAM is praying and working towards a holistic transformation of people and societies: economically, socially, environmentally and spiritually.

\* I wrote a brief paper in 2009 called **The Mission of Business: CSR+** <http://www.matstunehag.com/wp-content/uploads/2011/04/The-Mission-of-Business-CSR+1.pdf>

# R - Return

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Companies need financial capital to start and grow, and investors seek return on investments. That is good and right, but BAM reframes the discussion on what we mean by investment and also **return** on investment. While acknowledging money and financial investors, we seek a broader understanding of capital that can be invested apart from money, like intellectual, social and spiritual capital.

Maximization of shareholder value is an older business concept, primarily focusing on increasing financial rewards to financial investors. [Justin Welby](#)\*, the Archbishop of Canterbury, said our focus should rather be “*the maximisation of human flourishing*”.

Thus, the **return** on investment can take different forms, and even go beyond the original investors. The Wall Street model is too limited; we need a more broad and impactful BAM Street concept. Check this short video, less than 2 minutes: [Wall Street vs. BAM Street](#)\*\*

You can also use [St Patrick's Prayer for Investors](#), excerpts:\*\*\*

**Christ with me**, as I invest for the common good and God's glory

**Christ before me**, as I steward the wealth entrusted to me

**Christ behind me**, as I evaluate opportunities near and afar

**Christ in me**, as I invest time, treasure and talents in others

\* Article in The Telegraph 25 June 2015. The article is locked. <http://web.archive.org/web/20210411040125/https://www.telegraph.co.uk/news/religion/11696974/Capitalism-should-stop-being-so-self-serving.html>

\*\* <https://vimeo.com/152713984>

\*\*\* <http://matstunehag.com/2019/07/24/st-patricks-prayer-for-investors/>



# R Return

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Investments can include financial, social and spiritual capital, and return on different kinds of capital can go to different stakeholders.



# S

## *Shalom*

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“Business, as all human structures and institutions, is created, fallen and in need of transformation so that it can become an expression of the Kingdom of God for the establishment of justice and shalom.”

## *S - Shalom*

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**Shalom** is a Biblical concept of peace, well-being and wholeness, and of good and harmonious relationships. But relationships were damaged and broken through the Fall, as described in Genesis chapter 3.

Business is so much about relationships with staff, colleagues, peers, customers, clients, suppliers, family, community, tax authorities, competitors, and others. Through Christ there is a way to restore relationship with God, with one another, and with creation. And businesses can be a part of this restoration process, by seeking the holistic well-being of others. Or as Thomas Aquinas said: “*To love is to will the good of the other.*”

How can we pursue **Shalom**\*, and do *Business as Shalom*?

\* See article **Business as Mission is Bigger than you think**: <http://www.matstunehag.com/wp-content/uploads/2011/04/Business-as-Mission-is-bigger-than-you-think.pdf>



## *T - Tikkun olam*

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Business as Mission, BAM, is part of a greater godly plan which the Jews call [tikkun olam](#) - **repairing the world**. We are living in the tension of the world that is and the world as it ought to be. [Tikkun olam](#) means **co-creating with God, and bridging the gap between the world which is, and to a world as it ought to be.**

The American Jesuit theologian Roger Haight writes in 'Spirituality Seeking Theology' (2014): *"God has entrusted creation to human beings not merely as caretakers of a past condition but as co-creators with God of the future."*

The [2nd Vatican Council](#)\* also dealt with this: *"Christ's redemptive work includes also the renewal of the whole temporal order. ... God's plan for the world is that men should work together to renew and constantly perfect the temporal order. ... the family, culture, economic matters, the arts and professions, the laws of the political community, international relations,..."*

Thus, we pray: May your Kingdom come in the marketplace, and may your will be done in my business.

\* [http://www.vatican.va/archive/hist\\_councils/ii\\_vatican\\_council/documents/vat-ii\\_decree\\_19651118\\_apostolicam-actuositatem\\_en.html](http://www.vatican.va/archive/hist_councils/ii_vatican_council/documents/vat-ii_decree_19651118_apostolicam-actuositatem_en.html)



Tikkun olam is a Jewish concept, which means repairing the world, co-creating with God, bringing hope and healing to the world, also through business.





# U Untapped

“We recognise the fact that the church has a huge and largely untapped resource in the Christian business community to meet needs of the world – in and through business.”

## *U - Untapped*

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The Church is bigger than we think. If we want to see holistic transformation through business for generations to come, we need to recognize the scope of the Church, and think strategically.

There are about 2.4 billion Christians in the world; every third person on the planet has some Christian faith and affiliation. That's an **untapped** resource.

[Opus Dei](https://opusdei.org/en/)<sup>\*</sup> is a Catholic order founded in 1928 and operating in 66 countries. Its main message is “*that every honest work can be sanctified*”. The mission is to empower this relatively **untapped** and huge group: “*They are making the Gospel present in all their activities, whether brilliant or humble and hidden, ... in order to love and serve God and other people*”.

The 2nd Vatican Council worked from 1962 to 1965, involving 2400 bishops and 500 experts. [One of the documents affirms the godly role of laity](#), which should be equipped to serve, also in the marketplace.\*\*

[Lausanne](#) is a global network of Evangelical leaders initiated by Billy Graham in 1974. Lausanne organized a [Global Workplace Forum](#)<sup>\*\*\*</sup> in the Philippines in 2019. It was another important time of reflection, and mobilization of the untapped.

We want to affirm, equip and deploy business people from the whole church to serve God and the common good.

<sup>\*</sup> <https://opusdei.org/en/> Opus Dei means “Work of God”, and its mission is to spread the message that every honest work can be sanctified. Christians should not live “a kind of double life. On the one hand, an interior life, a life of union with God; and on the other, a separate and distinct professional, social and family life.”

<sup>\*\*</sup> See blog ‘The Global BAM Think Tank and the 2nd Vatican Council’: <http://matstunehag.com/2012/11/16/the-global-bam-think-tank-and-the-2nd-vatican-council/>

See also [http://www.vatican.va/archive/hist\\_councils/ii\\_vatican\\_council/documents/vat-ii\\_decree\\_19651118\\_apostolicam-actuositatem\\_en.html](http://www.vatican.va/archive/hist_councils/ii_vatican_council/documents/vat-ii_decree_19651118_apostolicam-actuositatem_en.html)

<sup>\*\*\*</sup> See the paper on BAM submitted to the Global Workplace Forum: <https://www.lausanne.org/content/business-mission-global-workplace>

## V- Vocation

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Work is not to be confused with employment. In English we sometimes use the word **vocation**, and for some it merely means a job, a profession. But the Christian concept is deeper and wider. **Vocation** has Latin roots and is related to calling.\*

God calls and equips people to work in different vocations. The English writer [Dorothy Sayers](#) talks about Kingdom values in relationship to work and vocation, “not, primarily, as the thing one does to live, but the thing one lives to do.” She notes in her essay ‘Why Work’ that “what the Church should be telling him (a carpenter) is this: that the very first demand that his religion makes upon him is that he should make good tables.” \*\*

There is also a call to business, it is a vocation: “Entrepreneurs, managers and all who work in business, should be encouraged to recognise their work as a true **vocation** and to respond to God’s call in the spirit of true disciples. In doing so, they engage in the noble task of serving their brothers and sisters and of building up the Kingdom of God.” \*\*\*

Thomas Merton writes in ‘No Man Is an Island’:  
*“All **vocations** are intended by God to manifest His love in the world.”*

\* Although not the final arbiter on the issue, Wikipedia (<https://en.wikipedia.org/wiki/Vocation>) nevertheless has some helpful observations on the word vocation, the concept and its Christian use.

\*\* <https://www.baylor.edu/ifl/christianreflection/InklingsarticleEads.pdf>

\*\*\* Vocation of the Business Leader, published by the Pontifical Council for Justice and Peace



## Vocation

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“Business is a noble vocation, directed to producing wealth and improving the world.”



# W

## Wealth

“Wealth creation is a holy calling, and a God-given gift,  
which is commended in the Bible.”

## W - Wealth

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There are different kinds of **wealth**: financial, social, intellectual, cultural, and spiritual. Wealth can be created, shared, hoarded and destroyed. Hoarding is condemned, and destruction is certainly not commended. Sharing is good and encouraged. But there is never any wealth to be shared unless it has been created.

Our views on **wealth**, wealth creation and wealth creators are important. One can compare the health and wealth of nations with the same culture and language like South and North Korea, and West and East Germany. We can witness how a potentially rich country like Zimbabwe has gone from being a bread basket to a basket case in southern Africa. Oil rich Venezuela is another tragic example of how disregard for basic wealth creation principles has destroyed a country.

What is the role of **wealth** creation when it comes to the holistic transformation of people and societies? What does the Bible say, and the Church teach? What lessons have we learned throughout history and around the globe about wealth creation, especially through business? How is wealth creation related to justice, the poor, human trafficking and creation care? All these questions and more are addressed in a blog series\*, [reports](#), and an [educational video](#)\*\* series. Learn more about “[The Global Impact of the Wealth Creation Manifesto](#)”\*\*\*

\* Blogs in this series at [www.businessasmission.com](http://www.businessasmission.com):  
[Shaping Our Views on Wealth, Wealth Creation and Wealth Creators](#)  
[Creating Wealth for God's Glory and the Common Good](#)  
[Business Is a Holy Calling That Should Be Affirmed by the Church](#)  
[Alleviating Poverty by Creating Businesses and Sharing Wealth](#)  
[Business as an Agent of Human Flourishing and the Greater Glory of God](#)  
[Business as Good News to the Poor](#)  
[A Cup of Cold Water: Business and the Stewardship of Creation](#)  
[The Global Impact of the Wealth Creation Manifesto](#)

\*\* <http://matstunehag.com/wealth-creation/>

\*\*\* <https://businessasmission.com/the-global-impact-of-the-wealth-creation-manifesto/>



# ***X - Xenophile***

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Many of us love learning about different cultures, customs and cuisines. We are intrigued by a vast and varied universe, and the complexity of our planet. They make up a beautiful mosaic which speaks loudly about a creative Creator. And He became one of us, in space and time, in a specific culture and country.

The first Church council, recorded in Acts chapter 15, paved the way for celebrating a God who identified with a people and culture. But also transcends them all, and at the same time can be manifest in all cultures. An incarnational mystery. As **xenophiles** we appreciate different peoples and cultures. As Christians, we know that we can meet God in new ways in them.

BAM businesses come in all shapes and forms, and BAM speaks different languages and have many cultural expressions. BAM is not one-size-fits-all.

The BAM movement has many centers on different continents, operating in many countries and cultures, advocating various BAM causes in a multitude of ways, and it gathers a variety of BAM constituencies. BAM exists in many languages, and some of the biggest BAM initiatives in the world do not operate in English. See footnote\* for a few BAM websites in different languages. We embrace and celebrate our diversity. BAM is **xenophile**!

\* Chinese: [chinesebam.com](http://chinesebam.com) | Dutch: [businessasmission.nl](http://businessasmission.nl)  
 Romanian: [bamromania.ro](http://bamromania.ro) | Russian: [businessasmission.ru](http://businessasmission.ru)  
 English: [bamglobal.org](http://bamglobal.org) & [businessasmission.com](http://businessasmission.com)  
 Portuguese: [bamglobal.com.br](http://bamglobal.com.br)  
 BAM in 21 languages: [matstunehag.com/bam-material-in-different-languages/](http://matstunehag.com/bam-material-in-different-languages/)



# ***Xenophile***

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A xenophile loves different cultures and peoples.  
 We celebrate various ways of doing BAM in different  
 cultures, industries and nations.



# Y

## *Yes*

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BAM is saying yes to God's purpose for business  
and our calling to it.

## *Y - Yes*

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Business as Mission, BAM, is not our idea. It is a part of God's plan of creation, redemption and restoration. BAM is a story within the greater meta-narrative, from the garden to the city, from Genesis to the book of Revelation.

Thus, BAM is not something we have made up, and now try to impose on others. No, BAM is about responding to God's call, and to affirm, embrace and internalize His purpose for business, and our call to it.

We say **yes** when he says "*come and follow me in the marketplace*". As we follow Him, we are inviting others to say '**yes**', and to join us on our journey with God in the business world.

## Z - Zero

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Pizza night! You and your wife decide to share a pizza, but then your two kids show up. So, you decide to share, a quarter each instead of half a pizza per person. Then the neighbors come over, a family of four. What do you do now? Smaller slices per person? Or do you get more pizza?

Your answer may reveal an attitude, and a problem-solving method which is also used when it comes to economics and business.

To continue the analogy, some argue that there is a fixed amount of pizza, and the more people show up, the smaller the pieces. Some call for 'simplicity' or a 'simple lifestyle' as a solution; which nobody can really define. They state that resources are finite and projections are usually linear. This can lead to doomsday scenarios, which even [Malthaus](#) presented but was proven wrong.

Others say: let's make more pizza! Let's think creatively, and outside the box. How can we start more businesses, create more food, more green energy solutions, more housing, and more jobs? That is the BAM response. Creating more wealth does not make other people poorer. That is a **zero**-sum game.

We believe in a God who creates in abundance, and who wants us to create more and in abundance, so all can flourish.



# Z

## Zero

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Life, business and wealth are not a zero-sum game. New life emerges, new businesses are started, and different kinds of wealth are created and multiplied.





## ONE GOD ONE LORD

Christ is the Lord of the marketplace and our businesses.



## TWO DIMENSIONS

BAM is about doing business for God and the common good.



## THREE BIBLICAL MANDATES

- Cultural Mandate
- Great Commandment
- Great Commission



## FOUR BOTTOM LINES

BAM seeks transformation through business: financially, socially, environmentally and spiritually.



## BEYOND

BAM is not from the West to the rest, it is from everywhere to everywhere.  
All for God's eternal glory.

# ***Bonus Material: BAM 1-2-3-4 & Beyond***

## 1. One God, one Lord: Christ is the Lord of the marketplace and our businesses.

Christ is Lord of all, or He is not Lord at all.

The early Church confessed Christos Kyrios– Christ is Lord. It was revolutionary when the greeting was supposed to be Kaiser Kyrios– the Emperor is Lord.

So may His Kingdom come, may Christ the King be the ruler of our lives, business and the marketplace.

BAM is recognizing the Lordship of Jesus Christ, taking our Sunday talk into a Monday walk.

BAM is to be a follower of Him, into the marketplace, among all peoples and to the ends of the world.

## 2. Two dimensions: BAM is about doing business for God and the common good

BAM is recognizing a dual purpose: we shape our business for God and for people.

It is breaking down the secular-sacred divide, it is a seamless integration of loving God and people through business.

It is applying the Matthew 25 litmus test to business: what you have done to the least, the lost and the lowliest you have done to Christ.

### 3. Three Biblical Mandates:

Cultural Mandate – Great Commandment  
– Great Commission

#### Cultural Mandate:

God is the Creator, He is creative, and He creates good things.

The Triune God creates in community and for community.

We are created in God's image, to be creative, to create good products and services.

A BAM business is a community of people getting together to create for community.

It is about stewardship of gifts and resources, to create different kinds of wealth, to support human flourishing, and to reflect and glorify God the Creator.

#### Great Commandment:

We are to love God and our neighbor; again, the dual dimension.

Who is my neighbor in business? Staff, clients, customers, suppliers, competitors, the community, the physical environment, our families, the city, the nation, ...

BAM is thus an intentional and professional effort to serve and love our various neighbors in the way we conduct our business.

#### Great Commission:

God so loved the world that he sent his Son.

Christ sends us to the world, to all worlds and spheres of society – including the business world.

We are to make Christ known among all peoples on all continents, also through business.

BAM means doing business in this global thrust: to all peoples!

### 4. Four bottom lines: BAM seeks transformation through business: financially, socially, environmentally and spiritually

BAM is about holistic transformation of people, businesses, industries, societies, and nations.

Business are strong transformational agents, which can lift people and nations out of poverty.

BAM pursues a positive impact on all bottom-lines, while recognizing that they overlap and interact.

Financial: a business needs to be profitable so it can grow, and create jobs and contribute to flourishing societies.

Social: businesses can provide a framework for human dignity as well as opportunities for human creativity and development.

Environmental: businesses should be good stewards of creation, and can develop business solutions to environmental challenges.

Spiritual: Seeking Christ in all our relationships in business:

- **Christ in the heart of every man who thinks of me**, and my business
- **Christ in the mouth of everyone who speaks of me**, and my business
- **Christ in every eye that sees me**, my staff, customers, suppliers, and competitors
- **Christ in every ear that hears me** speak about my products and services

BAM is to plan, operate and evaluate a business with quadruple (four) bottom-lines.

We serve our customers, staff and suppliers with professionalism, excellence and integrity, and trust God for the kairos moment, and spiritual impact.

## 5. **Beyond:** BAM is not from the West to the rest, it is from everywhere to everywhere. All for God's eternal glory!

God is beyond our comprehension.

God can do things through BAM which is beyond our imagination.

BAM is beyond our business and our local context.

BAM is a global movement, involving leaders in business, church, missions and academia.

BAM is growing on all continents. BAM is bigger than we often think.

BAM is beyond business and four bottom-lines. It is ultimately about God's eternal glory. Ad maiorem Dei gloriam: to the greater glory of God.

See <http://matstunehag.com/2020/01/15/bam-1-2-3-4-beyond/>

We have produced "talking points" with this infographic. This document will give you a brief explanation of each of the five points.

<http://matstunehag.com/wp-content/uploads/2020/01/BAM-TALK-2.pdf>

For a copy of the infographic

<http://matstunehag.com/wp-content/uploads/2020/01/BAM-Infographic.pdf>

For a social media version, png file

[http://matstunehag.com/wp-content/uploads/2020/01/Facebook\\_Version\\_BAMGLOBAL\\_website.png](http://matstunehag.com/wp-content/uploads/2020/01/Facebook_Version_BAMGLOBAL_website.png)

See BAM Global's two foundational documents:

1. The BAM Manifesto <https://bamglobal.org/lop-manifesto/>
2. The Wealth Creation Manifesto <https://bamglobal.org/report-wealth-creation-manifesto/>

## Download Copies

Get your BAM A-Z Poster! See link below



<http://matstunehag.com/wp-content/uploads/2021/04/BAM-Poster-16x11-Hi-Res-scaled.jpg>

Feel free to share this infographic on social media! See link below



[http://matstunehag.com/wp-content/uploads/2020/01/Facebook\\_Version\\_BAMGLOBAL\\_website.png](http://matstunehag.com/wp-content/uploads/2020/01/Facebook_Version_BAMGLOBAL_website.png)



## Book Recommendation

### **BAM Global Movements: Business as Mission Concepts & Stories**

By Gea Gort & Mats Tunehag



Learn more and find sales points at:  
<http://matstunehag.com/2018/04/25/bam-global-movement-business-as-mission-concept-and-stories/>

To order Chinese edition: [https://hkacm.net/e\\_businessministry/](https://hkacm.net/e_businessministry/)

***Clear and compelling.***

Bonnie P. Wurzbacher, Coca-Cola Company

***Excellent and varied collection of moving stories and biblical insights.***

Dr. Richard Higginson, Director of Faith in Business, Ridley Hall, UK

***Compelling, informative, and a must-read***

Dr. Mike Ansari, President, Heart4Iran

***Tunehag's experience within the BAM ecosystem lends credibility to the book.***

Dr. Ross O'Brien, Director The Center for Business as Mission, Dallas Baptist University

***This is BAM at its best, TED Talk style.***

Patrick Lai, OPEN Network

***Inspiring examples from around the world of how business is serving the greater good of society.***

Prabhu Gupta, Independent Board Member, Board Consultant, and Keynote Speaker

***A must-read to learn more about BAM.***

Jeffrey J. Lee, Founder and Global CEO, SfK Ministries

***If you are called to lead in the marketplace, read and digest this book!***

Al Caperna, Chairman, CMC Group Founder

***Everywhere I go, I get questions about the meaning and examples of BAM. This book is my answer.***

Dong Ho Song, General Secretary, International BAM Alliance

## Video Recommendation

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### Two videos introducing Business as Mission and Wealth Creation

1. Miss Canada interviews Mats Tunehag. What is BAM? Why BAM? What are major challenges ahead. And more. 20 minutes.

[https://www.youtube.com/watch?v=f\\_tO9r\\_81hg&t=36s](https://www.youtube.com/watch?v=f_tO9r_81hg&t=36s)

2. *The Role of Wealth Creation for Holistic Transformation.* Mats Tunehag gives a 20-minute presentation on the various aspects of creating different kinds of wealth through business.

<https://www.youtube.com/watch?v=L2GzAhcKVp4&t=1s>

## Other BAM Resources

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For an extensive list of books about Business as Mission:

- [businessasmission.com/library/books](https://businessasmission.com/library/books)
- [businessasmission.com/library/bibliography](https://businessasmission.com/library/bibliography)

Recommended websites about Business as Mission:

- [businessasmission.com](https://businessasmission.com)
- [bamglobal.org](https://bamglobal.org)

BAM material available in 21 languages:

- [matstunehag.com/bam-material-in-different-languages](https://matstunehag.com/bam-material-in-different-languages)

BAM Think Tank Reports & Manifestos:

- [bamglobal.org/reports](https://bamglobal.org/reports)

Videos on Business as Mission:

- [matstunehag.com/videos](https://matstunehag.com/videos)
- <https://www.youtube.com/channel/UCuJlw5zNzyD9swefuXg59g>
- <https://www.facebook.com/businessasmission/videos/>

Seven papers on Wealth Creation, the Wealth Creation Manifesto in 17 languages, plus 13 short educational videos with study guide

- [matstunehag.com/wealth-creation](https://matstunehag.com/wealth-creation)



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AMDG

Ad maiorem Dei gloriam  
For the greater glory of God