

DR. KEN LONG

MODEL STEWARD CANVAS

Starting a Christian Business with a Kingdom Purpose



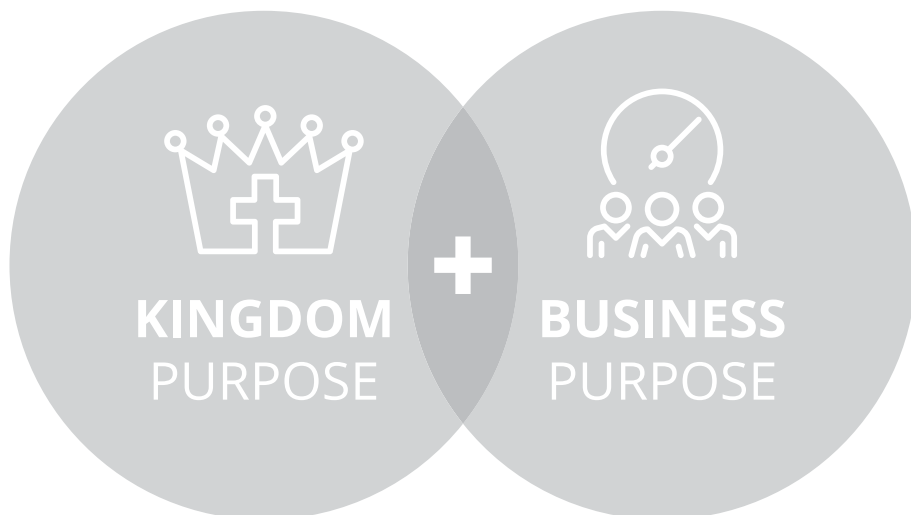
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DEDICATION

To my parents, Norman and June Long, my role models in giving and generosity, and to my generous wife, Wendy.

This book is also dedicated to the many Christian entrepreneurs, like my friend, Lorraine Hendra, who use their expertise to start and run businesses with a Kingdom purpose and give with God-given generosity.

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FOREWORD

This second book by Ken Long, PhD, *Model Steward Canvas*, introduces a tangible expression of the God-First principle, the core of biblical stewardship. The application of this principle is often limited to the “spiritual” dimension of our existence. In contrast, Ken reminds us that God-First is the acknowledgment of God’s kingship over everything, to do the will of the Father and seek His glory. Time invested in professional activities occupies, for many, the largest segment of the daily schedule, and the God-First principle should also permeate this realm. *Model Steward Canvas* provides practical pointers for a God-First life for those contemplating or pursuing self-employment.

At the heart of this project is a broad understanding of what it means to be a steward, a faithful steward. Stewardship is about management, and good stewardship practices presuppose managing what one has received according to the instructions set by the sole Proprietor. It is common to focus on managing all forms of resources, including ready-to-use resources such as time, terrain, talent, and treasure. However, Scripture speaks about God, who provides humans with “the power to create wealth,” meaning that the faithful steward, besides managing what is already received, engages in creating more resources. The servants in the parable of the talents are commended for keeping, managing, and creating resources (Matthew 25:14–30). In the words of Ellen White, God endorses this pursuit: “The desire to accumulate wealth is an original affection of our nature, implanted there by our heavenly Father for noble ends.”¹ The initiative of educating in entrepreneurship is grounded in the understanding that faithful stewards work alongside God in the creation of wealth. As the Owner has given instructions for the management of ready-to-use resources, He has done the same for the creation of resources: “There is no branch of legitimate business for which the Bible does not afford an essential preparation.”² Through the frame of the business canvas and several real-life examples, Ken, a business consultant, communicates eternal wisdom about being a faithful steward in the fullest sense.

A book on starting and developing a business is not for everyone. Business is not for fainthearted individuals! It always comprises a risk. However, if God has placed in you the confidence to engage in business, the practical and stepwise approach of this material will build up your assurance and competency. Furthermore, there is even a more significant risk that it helps businesspeople to overcome: the risk of losing their souls. Those involved in creating wealth are at risk of worshipping the product of their hands, instead of the Provider. There is no such thing as not worshipping, and finance is the fiercest competitor to true worship (Matthew 6:24). Doing business from the standpoint of a steward means that God is the owner, the senior partner, the key client, and the foremost bottom line. Hence, one can convert his or her business into a hymn of praise to the Source of blessings, and escape the pitfall of worshipping blessings.

Finally, this resource material helps resolve one of the most-challenging dilemmas that end-

1 Ellen G. White, *Counsels on Stewardship* (Washington, D.C.: Review and Herald Pub. Assn., 1940), 148.

2 Ellen G. White, *Education* (Mountain View, CA: Pacific Press Pub. Assn., 1903), 135.

time believers face: how to commit totally to mission when energy and time are needed to earn a living. Some have chosen to enlist in full-time remunerated mission service through the church and other organizations. Unfortunately, it is not a practical solution to quench the desire for mission of everyone. Many are left out, probably struggling with guilty feelings and frustration. This book offers a more inclusive solution: to convert one's workspace into a missionary platform. Is this a below-par strategy? Apostle Paul, the number one missionary of the early church, wearing an apron and handkerchief, epitomizes this revolutionary ethic of work and mission. And we have the assurance of its effectiveness: "Much of the work will have to be made self-supporting. There is more to do in a short time than can be done if men wait to be sent and paid for their work."³ In the Stewardship Ministries, we share the conviction that missional entrepreneurship would contribute to our generation's long-awaited breakthrough in mission.

We are grateful to Ken Long for graciously sharing this book with the worldwide Adventist Church through the GC Stewardship Ministries. Enjoy and test the principles of Model Steward Canvas, and pass forward your testimonies of a plentiful and generous life.

GC Stewardship Ministries

3 Ellen G. White, *An Appeal to Seventh-day Adventists to Fulfil Their Duty to the South* (no imprint, 1909), 11.

PREFACE

I developed the concept of the Model Steward Canvas for a program on business, innovation and discipleship that my colleague, Christina Hawkins and I delivered to a group of Christian entrepreneurs in Papua and New Guinea in December 2019. The participants loved the concept but were all surprised that the worlds of business and spirituality could be combined. Their understanding was that they should be separate. This book adopts the term business as mission, the intentional combination or integration of two concepts—business and mission. “The idea of integration is important. This is not ‘ministry’ tacked onto business for convenience or business tacked onto ministry. Instead, the mission is worked out in and through the business, through its activities, through the products and services and through relationships.”¹ The life of the apostle Paul as a professional tentmaker (Acts 18:1–3) demonstrates this concept of integration.

In discussions with Elder Aniel Barbe, Associate Director of Stewardship Ministries, General Conference of the Seventh-day Adventist Church, he stressed the need to help Christians build their business skills and capabilities. The aim is to inspire them to start a business to improve their financial position as well as the finances of their immediate family and their broader community. The Model Steward Canvas is designed to help people start a new business with a Kingdom purpose. The philosophy behind The Model Steward Canvas is expressed succinctly by Business as mission in this way:

“Give a man a fish; you have fed him for today. Teach a man to fish and you have fed him for a lifetime. Teach a man how to establish a fishing business; and you not only feed him for a lifetime but bring benefits to his family and the community.”²

Special thanks to Elder Barbe for his encouragement, insightful comments and editorial support.

1 Business as Mission, “What is Business as Mission?,” (Jan. 2015), <https://businessasmission.com/what-is-bam/>

2 Business as Mission, “Your Kingdom Come, Your Will Be Done... In Business: Biblical Foundations for Business as Mission,” (Oct. 2013), page 8, <http://www.matstunehag.com/wp-content/uploads/2013/10/BMTT-IG-Biblical-Models-Final-Report-October-2013.pdf>

GETTING STARTED WITH YOUR MODEL STEWARD BUSINESS

Introduction

Starting a business is a daunting task. There are so many questions that need an answer: What will I sell? Who will I sell my product or service to? If I'm going to sell a product, will I make it myself or buy it from someone else? How will I fund my business? How will I market my business? How much revenue do I need to break even or make a profit? So many questions...and there are so many more questions than these questions. How do I even know if I'm asking all of the right questions? And there's are questions that very few? These are also questions that very few Christian entrepreneurs think to ask when starting a business: "How will I bring glory to God with my business?" "How can I start a business which will have a Kingdom impact on my staff, customers, suppliers, and the community in which it operates?" "How can I be a faithful steward of the resources and abilities that God has given to me?"

The Model Steward Canvas is designed to address these questions. It's a one business page plan which works through the fundamental elements of a business or product, structuring your ideas in an easy-to-understand way. The Model Steward Canvas is for those who:

- want to start a new business with a Kingdom purpose,
- want to transition from an informal business to a more formal business with a Kingdom purpose,
- want to transition from being a Christian in business to a business with a defined and intentional Kingdom purpose,
- feel God's call to utilize their professional skills with a Kingdom purpose,
- have just begun to appreciate that they are stewards of the business God has given them.

The Canvas is a visual chart with twelve elements. It describes the firm's business, its vision and mission, its values, the customer segments it wishes to serve as well as the customer value proposition, the business goals, its stakeholders and key partners and resources, and its staff management approach. The last elements are its financial approach—pricing, and profit and dividend strategies. Of critical importance is the Scriptural Imperative—the verse or passage of Scripture which defines the way you conduct your business and interact with your employees, suppliers, and customers.

In this chapter we start by looking at what business as mission means, then the underlying stewardship philosophy underpinning The Model Steward Canvas and, finally, we'll look at how Jesus was the model steward and used God's Blessings in God's Way for God's Glory. Then we will describe The Model Steward Canvas in detail and how you can start a business which is specifically designed to have a Kingdom impact.

This book uses examples from companies which are excellent models of business as mission firms. Many are large companies, often market leaders, and most are based in the United States. The United States has many Christian companies who are highly successful and are religious to the core. The declaration of their Christianity is explicit—part of their vision and mission, part of their value proposition as well as an essential to their brand. Because of the size and prominence of these businesses, articles are regularly written about them and their Christian values and philosophies, in the religious as well as the mainstream press. The author has conducted significant research and has been able to find some examples of both some small and large Christian business in other countries but these examples are, unfortunately, rare.

It’s important to remember that each of these businesses started out small business, just like the business that you are going to start. They all began with a new business idea. They all waited anxiously for their first customer and first sale. They all had fears and doubts about their new business venture but, through God’s grace, they survived and prospered. So despite the difference between the size of these large Christian companies and the business you intend to start, they offer great insights into the business philosophies and practices of successful businesses as mission companies. So, look for what you can learn from them and don’t simply dismiss or ignore them because of their size, their location, or even the products they sell (e.g., Chick-fil-A and Kentucky Fried Chicken).

Each of these businesses started out small business, just like the business that you are going to start.

Also in this book there are many business terms which may be difficult to understand for someone who has a limited understanding of business. If God has called you to start a business, then you may experience God’s Accelerated Training Program—learning through God’s spirit at an accelerated rate, much faster than you would normally anticipate (see page 23). There is also a summary of business definitions on page 179. Some of the concepts may also be difficult to understand and may be more appropriate once your business grows.

Business as Mission

Robert LeTourneau was an earthmoving contractor who had a desire to serve God but was unsure what to do. “My idea was that if a man was going all out for God, he would have to be a preacher, or an evangelist, or a missionary.... I didn’t realize that laymen could serve the Lord as well as a preacher.” It wasn’t until he shared his concern with his pastor and his pastor said, “God needs businessmen as well as preachers and missionaries” that LeTourneau really started on his journey to become the most inspiring Christian inventor, businessman and entrepreneur the world has ever seen.³ This new God-inspired perspective changed LeTourneau and he made a commitment to give as much as he could to support missionary work. He also committed to running his business

“God needs businessmen as well as preachers and missionaries.”
Robert LeTourneau’s pastor

³ R. G. LeTourneau, *Mover of Men and Mountains* (Chicago: Moody Press, 1967), 109.

according to God's word⁴.

Milton Afonso is in the business of giving. He is a Seventh-day Adventist lawyer and businessperson committed to advance the church's mission in the world. He had an impoverished childhood and grew up in a home without running water or a bathroom. In 1971, through his insight and entrepreneurial spirit, he founded Golden Cross International Medical Health Care, which began with only five employees. From 1973 until 1985, the company became the leader in the industry in Brazil and in all of South America. Milton did not want to be "just" a businessman; he wanted to be "an angel" in people's lives. Some of the ways he is that "angel" in people lives is by (1) providing free social welfare services at Golden Cross to many desperate people who cannot afford care and by (2) building shelters and special schools for orphans and abandoned children—providing them with clothes, food, and an environment that enables them to enjoy their childhood with dignity and have access to education. Education is one of the key areas of his generosity: "through education I managed to break this cycle of poverty and ignorance, and I knew that education could be the key for others too." He has provided 60,000 scholarships for young people. He also invests in the lives and dreams of those who do not see a future for themselves.

In his article, "In the Business of Giving," Pastor Elmir Santos, describes the impact of Dr. Afonso's life: "It is the love of God, flowing through Dr. Afonso, that has helped a charity organization with a car here, donated a wheelchair for a needy person there, funded a poor student's studies, built a house for an elderly lady and paid for medical treatment for the disadvantaged. It is God's love that has prompted him to financing the editing of a book to be published, a journal to be produced, a DVD with spiritual messages to be developed and to fund a TV series. Each donation is given for the purpose of helping others. It is his desire to be a true 'angel' of love. It's as though generosity has always been his main business."⁵

What I have described so far is only part of Dr. Afonso's contribution to Kingdom business. In 1992, with a burning conviction to share God's message of love and salvation, he began putting together a worldwide television network that has the potential of sharing the message with the world. To accomplish this dream, he provided the finances for the use of a 20 mega-hertz satellite band for ten years and the property to establish the accompanying television studio complex. The blessing of God upon the financial growth of his company has enabled him to do this. Dr Afonso's life of generosity goes far beyond this brief description and no one, except God, knows of the ultimate impact of his Kingdom commitment.⁶

WHAT IS BUSINESS AS MISSION?

Business as mission is the intentional combination or integration of two concepts – business and mission. "The idea of integration is important. This is not 'ministry' tacked onto business for convenience or business tacked onto ministry. Instead, the mission is worked out in and through

4 Amazing Facts, "God's Giant Men," March 31, 2015, <https://amazingfacts.com.au/blog/2015/03/31/just-a-cool-blog-post-with-a-gallery>.

5 Elmir Santos, "Commitment in the Business of Giving," January 18, 2014, <https://stewardship.adventist.org/2014-18-1-in-the-business-of-giving>

6 Ibid.; Márcio Tonetti, "100 Years of Solidarity," Revista Adventista, <https://www.revistaadventista.com.br/marcio-tonetti/destaques/cem-anos-de-solidariedade>

the business, through its activities, through the products and services and through relationships”. The life of the apostle Paul as a professional tentmaker (Acts 18:1–3) demonstrates this concept of integration. The word translated “tentmaker” usually means someone who is involved in leather work. All a tentmaker needed were a sharp knife, an awl, and a large, curved needle, so he could easily move his business from one city to another. While Paul was working in his workshop, he was also sharing the good news; all his “work in the sewing shop, marketplace, synagogue, lecture hall, and prison are all forms of witness. In these situations, Paul participates in God’s restorative project. In any of these contexts, Paul lives out his new identity in Christ for the sake of God’s glory and out of love for his neighbours...”⁷ His philosophy is encapsulated in these words of advice: “(M)ake it your goal to live quietly, do your work, and earn your own living...Then your way of life will win respect from those outside the church” (I Thess. 4:11, 12, GW).

While business and mission are two separate concepts, they can more accurately be described as “dual service” rather than “bi-vocational.” They are one calling but two forms of service, as Christians have only one vocation, according to Acts—witnessing to the gospel. So all aspects of our lives should be a seamless witness of the Gospel.⁸ But Paul’s example shows that all aspects of human life should be a seamless witness. We have many forms of service, including preaching and pastoral care, making tents, building furniture, giving money, and caring for the weak. So, like the apostle Paul, we can, at the same time, be a Christian business owner and a full-time missionary.

Business as mission demonstrates what the Kingdom of God is like in the context of business.⁹ Or as Dallas Willard says in a most compelling way, “Business is a primary moving force of the love of God in human history.”¹⁰ Business as mission is a business operated according to Biblical principles and values by a Christian entrepreneur which:

- aims to be a profitable and sustainable business which brings glory to God and has a Kingdom impact,
- is intentional about its Kingdom purpose and impact on its staff, customers, suppliers, and the community in which it operates,
- has a focus on the 4P’s of the quadruple bottom line of People, Planet, Profit and God’s Purpose, and
- is concerned about using a significant part of the profits generated by the business for kingdom and charitable purposes.¹¹

JESUS AND BUSINESS?

When you think about Jesus and His ministry, you don’t associate Him as having an affinity

7 “Tent Making and Christian Life (Acts 18:1–4),” <https://www.theologyofwork.org/new-testament/acts/a-clash-of-kingdoms-community-and-powerbrokers-acts-13-19/tent-making-and-christian-life-acts-181-4>

8 Ibid.

9 Jo Plummer, “What Is Business as Mission?” (August 2018), <https://businessasmission.com/get-started/>

10 Dallas Willard, “God in Business,” https://0cff6d86-c6d7-495f-b3cc-0dd88c4b3c96.filesusr.com/ugd/257725_24279dd4764e4eb7b-66c86b9d0a56642.pdf

11 Based on Jo Plummer, “What Is Business as Mission?” (August 2018), <https://businessasmission.com/get-started/>; “The Quadruple Bottomline of Missional Business,” <https://www.goliveserve.org/updates/2018/7/23/the-quadruple-bottomline-of-missional-business>

with business yet more than 60% of the parables He told involve business. There's the parable of the talents, the parable of the shrewd manager, the parable of the rich man and his barns, the parable of the Good Samaritan...and so many more. Here's what Bruce Strom says about Jesus, business, and parables:

A parable is a short story told by Jesus for a deeper purpose. Some are told slightly differently in parallel gospels. Some people don't agree on whether a story by Jesus is an allegory or a parable. So the range is somewhere between 37 and 54 parables. Out of the 37 identified parables, 22 involve business. Of the 54, 37 involve business. Either way, MOST of Jesus parables involve business.¹²

Dennis Peacocke in his book, *Doing Business God's Way*, gives a different perspective of Jesus and business. Mary and Joseph went to Jerusalem to celebrate the Festival of the Passover. On their return to Nazareth, the twelve-year-old Jesus was left behind and was discovered in the temple listening to and questioning the teachers. Jesus' reply to His parent's rebuke was "Why did you seek Me? Did you not know that I must be about My Father's business?" (Luke 2:49, NKJV). Peacocke answers Jesus's question this way: "Frankly, Jesus, no! We didn't know your Father had a business or that you could possibly frame your work in such a down-to-earth and possibly even carnal way so as to talk about God as a business person."¹³

Peacocke continues: "Now, while you may be thinking that it is a 'stretch' to apply Christ's quote about Father's 'business' here to real-life business, please remember this: Business is about an exchange of values between two or more parties. In this sense, the gospel is 'business.' Is this 'business orientation' talk of Jesus inconsistent with the rest of His message? Hardly. Consider this, please: There are more parables concerning the stewardship of material goods and personal talents in the New Testament than concern Heaven or any other single topic. God is not only materially oriented; He invented all matter and owns it all to boot. He has an earthly business franchise. He intends to return someday in person and then extend His employee/joint owners' influence into the rulership and management of all that He has created. He has an evil unrelenting competitor named Satan whose rival operation has seized much of the Earth. Satan has been largely unchallenged by most believers because they thought the retirement plan was the issue, not the earthly franchise. And to make it all the more practical, both Satan and God are competing for the market share of the people who make up Earth's population. The undecided and the ignorant are evangelism's goal. God created them and, as a loving Steward, wants them functioning as He intended."

Business is about an exchange of values between two or more parties. In this sense, the gospel is "business."
Dennis Peacocke

So, Jesus had a deep relationship with business and His parables help us to remember that we are not owners but stewards of all that he has entrusted to us. The Bible tells us that Jesus was

12 Bruce Strom, "Why Do Most of Jesus Parables Involve Business?" (August 28, 2017), <https://www.administerjustice.org/2017/04/28/business-parables/>

13 Dennis Peacocke, *Doing Business God's Way* (Santa Rosa, CA: REBUILD, 2003), xiii; <https://www.gostrategic.org/wp-content/uploads/2014/11/DBGW-2007-thruCh1.pdf>

familiar with business. His father, Joseph, was a carpenter (Matt. 13:55). So, He grew up in a small business environment. He, too, was called a carpenter (Mark 6:3), so He would have understood the daily challenges of running a business. As a carpenter, Jesus knew that preparation and planning was the key, so He spent time thirty years preparing Himself physically, mentally, and spiritually for His Father’s business. His understanding of business is demonstrated by the 28 parables that have specifically a business, financial, and/or resource management context.¹⁴

The Bible a Source Book of Business Principles

The Bible is a book of knowledge – knowledge about human and interpersonal relationships, leadership, human behavior, conflict management, mental health (“Do not worry about your life,” Matt. 6:25 NKJV), how to be a good employer and employee, and, of course, spiritual knowledge and guidance. Some Christians have reservations about using and applying what appear to be worldly business principles. But few understand that the Bible is a book of business wisdom. Ellen G. White says, “There is no branch of legitimate business for which the Bible does not afford an essential preparation. Its principles of diligence, honesty, thrift, temperance, and purity are the secret of true success. These principles, as set forth in the Book of Proverbs, constitute a treasury of practical wisdom. Where can the merchant, the artisan, the director of men in any department of business, find better maxims for himself or for his employees than are found in these words of the wise man...?”¹⁵

“There is no branch of legitimate business for which the Bible does not afford an essential preparation. Its principles of diligence, honesty, thrift, temperance, and purity are the secret of true success.”
Ellen G. White

Here are a few examples of business principles which come from the Bible. God is a strategic thinker. “Strategic planning is not only a biblical concept it is a biblical mandate,”¹⁶ and the Bible is full of examples of God inspired strategic thinking. When God laid it on Nehemiah’s heart to rebuild the walls of Jerusalem, he developed a well-planned strategy to accomplish the vision God had given to him. He assessed the damage and gained an understanding of what was required to rebuild the walls. He then implemented a fundraising campaign and secured the resources.

Many businesses say that great customer service reflects the way you want to be treated. Sound familiar? Well, it should. Jesus, in the Sermon on the Mount, said “do to others what you would have them do to you” (Matt. 7:12 NIV). Treat your customers the way you would want to be treated. Effective staff management and delegation is evident from the advice of Jethro to his son-in-law, Moses. All of the two million children of Israel were coming to Moses when they had a problem. Moses was exhausted and exasperated. So, Jethro gave Moses some wise counsel – “keep a sharp

14 Darren Shearer, “Management or Leadership: Which Did Jesus Emphasize More?” <https://www.theologyofbusiness.com/management-or-leadership-which-did-jesus-emphasize-more/>

15 Ellen G. White, *Adventist Home* 391:1, <https://m.egwwritings.org/en/book/128.1810?hl=business&ss=eyl0b3RhbCl6Mjl0MjkslnBhcm-Ftcyl6eyjxdWVyeSl6lmj1c2luZXNziwidHlwZSl6lmjhc2JljiwibGFuZy16lmVuliwibGltaxQilYMCJ9LClpbmRleCl6NTB9#1811>

16 Jermaine Rodriguez, “Is Strategic Planning Biblical?” <https://mganow.com/biblical-strategic-planning/>

eye out for competent men—men who fear God, men of integrity, men who are incorruptible—and appoint them as leaders over groups organized by the thousand, by the hundred, by fifty, and by ten. They'll be responsible for the everyday work of judging among the people. They'll bring the hard cases to you, but in the routine cases they'll be the judges. They will share your load and that will make it easier for you. If you handle the work this way, you'll have the strength to carry out whatever God commands you, and the people in their settings will flourish also" (Exod. 18:21–23 MSG).

God's Accelerated Training Program

You have received God's calling to start your Kingdom Business, but you feel inadequate. "How can I start a business when I don't have any experience? What business should I start and what products or services should I sell? How do I manage a team? How can I ensure that the business survives?"

If this is how you feel, then you need to consider God's Accelerated Training Program. In the book of Exodus, God commanded Moses to climb Mount Sinai where he received the Ten Commandments, the Jewish law and a command to build a sanctuary. God said to Moses, "have them make a sanctuary for me, and I will dwell among them" (Exod. 25:8 NIV). God surprised Moses by instructing him to have the children of Israel build a portable sanctuary and then surprised him even more by asking them to donate the building materials. The children of Israel responded enthusiastically to this God-given command. Morning after morning, day after day, they brought to Moses gold, silver, and bronze; blue, purple, and scarlet yarn and fine linen; goat hair; ram skins dyed red; another type of durable leather; acacia wood; olive; spices and onyx stones and other gems to Moses.

Think about the children of Israel and the technical skills they had. In Egypt they initially had one role—to build bricks. Bricks, bricks and then more bricks. Egyptian bricks were made of clay or mud from the banks of the river Nile and mixed with a binding material like straw or rice husks. The mixture was pressed into brick molds and then left to dry in the hot Egyptian sun. The skill level necessary to make these bricks wasn't very high. After all, how much skill do you need to mix clay with straw and then press it into a mold?

God was very specific about how the sanctuary was to be constructed and decorated, and all the furniture needed to fit into the sanctuary. In the courtyard, there was the laver and the altar of burnt incense; in the Holy Place, the Table of Shewbread and the seven golden candle sticks; while the Most Holy Place contained only the Ark of the Covenant, a chest of acacia wood overlaid with gold.

God provided the details for every aspect of the sanctuary. For example, here's how the Bible describes the Table of Shewbread: "Make a Table from acacia wood. Make it three feet long, one and one-half feet wide and two and one-quarter feet high. Cover it with a veneer of pure gold. Make a molding all around it of gold. Make the border a handbreadth wide all around it and a rim of gold for the border. Make four rings of gold and attach the rings to the four legs parallel to the

tabletop. They will serve as holders for the poles used to carry the Table. Make the poles of acacia wood and cover them with a veneer of gold. They will be used to carry the Table” (Exod. 25:23–28 MSG).

“So many items of furniture to make plus the structure of the sanctuary. This is so complex, so many intricate details. I need a team of experts,” thought Moses. “Expert cabinet maker, expert artisan jeweler, expert seamstress required....I need a whole team of expert craftsmen,” he thought while shaking his head, “but I only have brickmakers. Who am I going to get to build the sanctuary and all the furniture?”

God knew what Moses was thinking and said to him: “See what I’ve done; I’ve personally chosen Bezalel... I have filled him with the Spirit of God, giving him great wisdom, ability, and expertise in all kinds of crafts. He is a master craftsman, expert in working with gold, silver, and bronze. He is skilled in artistic designs, engraving and mounting gemstones and in carving wood. He is a master at every craft! ... Not only that, but I’ve given him Oholiab to be his assistant. I have given special skill to all the gifted craftsmen so they can make all the things I have commanded you to make. (Exod. 31:1–6 NIV, MSG, TLB).

God had chosen Bezalel as the sanctuary project manager and also appointed his assistant, Oholiab. We generally learn over time.

We start as an apprentice or intern, then gain more experience and become more proficient at what we do. After quite a few years, sometimes even decades, we could be classed as an expert. But in this passage, God says that He’s going to fill Bezalel with the Spirit of God and make him a master craftsman. Not a master craftsman in one domain but in multiple domains—not just gold or silver but in carving wood as well. But that wasn’t the end of it. God gave him an assistant and a team of craftsmen. That’s how God’s Accelerated Training Program works. Bezalel was chosen or called by God for a God-given task. He was empowered through God’s spirit and Bezalel became an instant master craftsman.

Now you might think this story is far-fetched, but I have experienced God’s Accelerated Training Program. I once started a stewardship program for about 60 churches in the Greater Sydney region (Australia). The rate of tithe increase had fallen well behind the rate of inflation and was placing pressure on the church’s budget and less tithe meant fewer ministers could be employed. The program involved reframing the stewardship message and promoting it within the context of evangelism. Communication to the church constituency was critical, and so I was regularly writing articles about tithing and stewardship, and our fundraising and evangelistic activities. Looking back, I can see how God help me start writing about three years before this program, but through the program my writing skills increased significantly, much faster than you would anticipate, all because my journalistic skills were being used for God

“See what I’ve done; I’ve personally chosen Bezalel... I have filled him with the Spirit of God, giving him great wisdom, ability, and expertise in all kinds of crafts.”

Exodus 31:1–6

When God provides the vision, he also provides the means to accomplish his vision.

and His glory.

This story teaches us that when God provides the vision, He also provides the means to accomplish His vision. God calls people who, in our human terms may be unsuitable for the role (e.g., the disciples, Saul/Paul, for example) but then, through His spirit He accelerates their capability in ways beyond our human comprehension. He usually provides the means to accomplish the vision. In this case, the provision was made before the vision was given (materials for the temple were provided by the Egyptians when the Israelites left Egypt; also, King Cyrus gave the Israelites a blank check to complete the construction of the temple).

So, God's calling should give you confidence that He will lead you in your business venture; if you trust in the Lord He will direct and guide your business decisions. "Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight" (Prov. 3:5,6 NIV).

The Model Steward Philosophy

In the gospel of John, Jesus gives seven I AM word portraits to help us understand His identity. In seven different conversations Jesus makes very specific, far reaching, outrageous statements about Himself. Jesus does not just claim to know these things or explain them. He blatantly claims that He is these things. These names Jesus chose for Himself matter because they connect Him to God. They demonstrate both the eternal and the personal nature of God, all the while inviting us into relationship with Him.

"I am the bread of life" (John 6:35, 41, 48, 51); "I am the light of the world" (John 8:12), and "I am the good shepherd" (John 10:11, 14) are just three of the seven I AM statements. My favorite I AM statement is, "I AM the good shepherd" (John 10:11 NIV) where Jesus provides us with a model for pastoral care. The good shepherd came to this world to look after His sheep. The good shepherd provides for and sustains His sheep. The good shepherd protects his sheep. The good shepherd lays down His life for His sheep. What better model for pastoral care could we have?

But there is one I AM statement that Jesus never made. It's surprising that He didn't make this I AM statement because 15% of everything He said was about this subject. Jesus talked a lot about the role of a steward. Over 60% of the parables were concerned about business. In the Gospels, an amazing one in ten verses (288 in all) deal directly with the subject of money. The Bible offers 500 verses on prayer, less than 500 verses on faith, but more than 2,000 verses on money and possessions.

The I AM statement that Jesus never made is "I AM the Model Steward." Jesus' role as the Model Steward is encapsulated in His life and teaching. It is encapsulated in everything he said and everything He did. It is encapsulated in every action and activity of His life and every sermon that He delivered. Jesus recognized that God was the source of everything: "Every good and perfect gift is

Jesus' role as the Model Steward is encapsulated in His life and teaching. It is encapsulated in everything He said and everything He did.

from above”; “good gifts come down from the Creator of the sun, moon, and stars” (James 1:17 NIV, NCV).

Jesus said, “You have entrusted me with all that you are and all that you have” (Matt. 11:27 TPT). As the Model Steward, Jesus provides the pattern or example of how we should live our lives as stewards. In Matthew 25:14–30, Jesus told a parable about stewards and how we are meant to manage His possessions and His affairs. One day Jesus will return, and He made it clear that we will be called to account for what God has entrusted to us. He commends the faithful steward—“Well done, good and faithful servant” (v. 23, NIV)—and condemns the unfaithful man—“you wicked, and lazy servant” (v. 26, NIV).

Paul told the Athenians, “The God who made the world and everything in it is the Lord of heaven and earth” (Acts 17:24 NIV). Like the Greeks, we need to be reminded that God, as the Creator of the world, is the Owner of it. He made it all. It’s all His. We are managers appointed by God (see Genesis 1:26). The Psalmist makes this point very clearly: “The earth is the Lord’s, and everything in it, the world, and all who live in it” (Ps. 24:1 NIV) and “The heavens are yours, and yours also the earth; you founded the world and all that is in it” (Ps. 89:11 NIV). Through the prophet Haggai, God emphatically states His ownership position, “The silver is mine and the gold is mine” (Hag. 2:8 NIV).

Peter Demos is President and CEO of Demos’ Restaurants. His vision for Demos’ is clear and simple: “We want the customer to leave in a better mood than when he or she came in. We don’t sell food here. We sell how people feel when they leave here. We sell the total experience.”¹⁷ After successfully running a restaurant for 12 years, in his forties he gave his life to Christ. This was the first act of listening to God that would allow Demos to become who he is now. Like many of us, it took a while for him to understand that God was the Owner, and He was God’s steward. His understanding of his mission and purpose was clarified “when a trusted mentor told him that he isn’t actually the managing director of the company—God is. Ever since then, Demos has viewed himself as a steward. He reads Scripture every day and fills a board at his office with prayer requests he believes God has asked him and his fellow Christian employees to pray for. And he listens to the needs that arise among his 500+ employees so that he can ask God for ways to help meet their needs.”¹⁸

Demos’ purpose now reflects the understanding that God is the owner. “We’ve always known that our purpose is larger than providing delicious food. We strive to daily live out our purpose through how we serve and care.” That purpose is described in this way:

- To glorify God in all we do by serving others
- To serve and care for our customers
- To grow profitably¹⁹

While “God the owner of everything” is the fundamental principle which underpins the concept

17 Demos’ Restaurants, <https://www.demosrestaurants.com/ownership/>

18 “5 Companies Radically Shaped by the Faith of Their Owners,” April 20, 2020, <https://www.christianitytoday.com/partners/c12/5-companies-radically-shaped-by-faith-of-their-owners.html>

19 Demos’ Restaurants, <https://www.demosrestaurants.com/purpose/>

of the Model Steward, there are other important concepts to consider. These include God our Provider, God our Role Model, and God our Companion.

Throughout the Bible God is constantly depicted as the provider of everything (Deut. 2:7, Matt. 6:26, 2 Cor. 9:8, Phil. 4:19). The Psalmist sums it up best in Psalms 23: “The Lord is my shepherd. I shall not want. I have everything I need! I lack nothing” (v. 1 ,KJV, TLB, NIV). Like the branches Jesus referred to in John 15, we draw the very essence of our lives from our relationship with God, our vine.

God is our Provider Abraham, after God provided the ram for the sacrifice, called the location of the intended sacrifice “Jehovah Jireh.” In Hebrew this means “The Lord will provide,” or, more directly, “The Lord will see to it.” “Think about that attribute of God. He is seeing to it, meaning He sees you. He sees what is going on in your life. He knows what you need. And wherever He sees, He is acting. God is active in your life. At its very core, this term means “to provide what is needed; to give sustenance or support.” Our God is a Provider.²⁰ He knows when you start your business and what you need to get it up and running. He knows the finances you need. He knows the staff you need. He knows every resource that you need. And wherever He sees, He is acting. God is active in your life. At its very core, this term means “to provide what is needed; to give sustenance or support.” Our God is Provider.

God is our Role Model. Because we are made in God’s image, Paul encourages us to “Follow God’s example in everything you do just as a much loved child imitates his father” (Eph. 5:1, 2 TLB). Therefore, we need to imitate God in everything we do in our business life. We need to watch what God does, and then do it, like children who learn proper behavior from their parents. Mostly what God does is love you. Keep company with Him and learn a life of love. Treat your employees and customers with the same respect. Observe how Christ was generous towards us. His generosity was not cautious but extravagant. He didn’t give in order to get something from us but to give everything of Himself to us. Act as a steward like that (Eph. 5:1, 2 MSG, adapted).

God is our Companion “I want to be my own boss” are the words that aspiring entrepreneurs use to justify their business hopes and dreams. But being in business can be a lonely existence. Jeff Haanen, in an article entitled “The Top 5 Struggles of Christian Business Leaders”, says that the primary challenge facing Christians CEOs is loneliness in leadership. Here’s how he encapsulates the problem:

“If there’s any experience common to all executives, it’s loneliness. In whom do you confide when all complaints go up the chain of command, and not down? When you’re expected to make the decision, set the example, and lead the way? When revenue is down and you sense being in over your head? It’s tough to share these challenges with other people at church, many of whom can’t identify with the responsibility of leading large staff teams or deciding on major budget issues. Even spouses can

20 Newspring Church, “God Is Provider,” <https://newspring.cc/fuse/devotionals/the-gospel-five-words-you-need-to-know/god-is-provider>

sometimes be hard to confide in for wisdom on actual business decisions.”²¹

In small businesses, the owners must generally make all the decisions on their own. They wear multiple hats—general manager, sales manager, operations manager, and financial manager—and this often means they have little time for themselves or their families. God has the solution. God is the solution as he is our constant companion. “The Lord is my companion. There is no need that He cannot fulfill.”²² God says, “Be strong. Take courage. Don’t be intimidated. Don’t give them a second thought because I’m striding ahead of you. I’m right there with you. I won’t let you down; I won’t leave you” (Deut. 31:6 MSG, adapted).

As your companion in your business, He says, “I will never leave you, never! And I will not loosen my grip on your life!” (Heb. 13:5, TPT). But his role as companion is much broader than companionship. It is multi-dimensional and it reflects the extraordinary character of God. Solomon tells us that if you trust in God our with all your heart, and do not depending on your own way of thinking but seeking His will in all you do in your business, He will show you the right path to take (Prov. 3:5, 6). If you acknowledge God in all you do, he will “direct you and crown your efforts with success” (Prov. 3:6 TLB). The Psalmist says that God will “make you wise and show you where to go” and He will “guide you and watch over you” (Ps. 32:8 NCV). Even when you go through tough times in business your companion is there by your side. You’ll be able to say with confidence, “Even when your path takes me through the valley of deepest darkness, fear will never conquer me, for you already have! Your authority is my strength and my peace. The comfort of your love takes away my fear. I’ll never be lonely, for you are near” (Ps 23:4 TPT).

How Does the Model Steward Act?

If Jesus set the example of how a model steward should behave, then we need to follow His example and walk as Jesus walked. The way Jesus lived His life as the model steward can be encapsulated in this way: God’s Blessings, used in God’s Way, for God’s Glory. It affects our money, sure, but there’s so much more to it than that. We get to steward our marriages, children, careers, and leadership all for God’s glory.²³

The way Jesus lived His life as the model steward can be encapsulated in this way: God’s Blessings, used in God’s Way for God’s Glory.

GOD’S BLESSINGS

Jesus recognized that every good and perfect gift, every blessing, comes from above (James 1:17). God owns it all, and we manage the blessings He has given to us. That’s the foundation of biblical stewardship established in Genesis Chapter 1. In the Gospels, Jesus often acknowledged God’s role as Provider. He trusted God to provide things like a temple tax from the mouth of a fish, and He taught His followers to rely on God as they worked and ministered.

²¹ Jeff Haanen, “The Top 5 Struggles of Christian Business Leaders,” <https://jeffhaanen.com/2016/08/26/the-top-5-struggles-of-christian-business-leaders/>

²² Leslie Brandt, “Psalm 23,” February 1, 2000, <https://people.sc.fsu.edu/~jburkardt/fun/psalm23/brandt.html>

²³ Chris Brown, “How Stewardship is Changing Lives,” <https://www.daveramsey.com/blog/a-year-of-hope>

Jesus told the parable of the talents to illustrate that God gives us all blessings. No one is left out. God blesses all of us with some blessings; like time, we all receive the same amount; other blessings, such as talents and money and influence, we receive according to our ability. Just as it said in the parable. “From his abundance we have all received one gracious blessing after another” (John 1:16, NLT). God is the God of blessings and wants to pour blessings into our lives if only we will let Him. We seem to be the bottleneck to God blessing us more. Paul says that God is able to bless us abundantly. Or as Eugene Peterson says in *The Message Bible*, God *can pour on the blessings* in astonishing ways (2 Cor. 9:8, MSG). The words “God is able” and “can” seem at odds with our Omnipotent God. The God who created the sun, the moon and the stars just by saying a word, the God who said, “Let there be light and there was light”, seems limited in His ability to pour blessings into our lives.

God’s blessings start in the book of Genesis. God said to Abram, “I will make you into a great nation, and I will bless you; I will make your name great, and you will be a blessing” (Gen. 12:1–3, NIV). “When God made his promise to Abraham, he backed it all the way, putting his own reputation on the line. He said, ‘I promise that I’ll bless you with everything I have—bless and bless and bless!’ (Heb. 6:13, 14 MSG). Abram was blessed by God so that he could be a blessing—“God called Abram into a relationship with him, and it was a relationship of blessing. The blessing wasn’t just a spiritual one. It is one that would encompass all of life, one that is about legacy and greatness.”²⁴ God blesses us so that we can bless the world. According to the Psalmist (Psalms 67 *The Message*), God marks us with blessing. He puts His stamp of blessings, grace, and favor on our lives.

But Paul states that God is “able” to bless us, not “will” bless us. If we hoard God’s blessings and fail to use them to bless others in the way intended (2 Cor. 9:11) by failing to be “rich toward God” (Luke 12:21 NIV; see also 1 John 3:17), then we limit His ability to pour blessings into our lives in the way He intends. “For instance, you come upon an old friend dressed in rags and half-starved and say, ‘Good morning, friend! Be clothed in Christ! Be filled with the Holy Spirit!’ and walk off without providing so much as a coat or a cup of soup—where does that get you? Isn’t it obvious that God-talk without God-acts is outrageous nonsense?” (James 2:15–17 MSG). So, in the same way that God promised Abram that He would bless him to be a blessing, so He wants to bless us so that we can bless others. God is ready to open the floodgates of heaven and pour abundant blessings into our lives, if only we obey.

So, when you start a business, think about how you will bless others. How will you bless your suppliers? How will you bless your staff? How will you bless your customers? How will you bless your community? And yes, how will you bless your competitors? Apparently, the average small business in America influences over 5,000 people each year.²⁵ While your business may only reach one or two hundred people a year, it’s likely that you will be able to influence more unchurched people than many churches do. Here are some examples of how Christian businesses have blessed

24 “Blessed to Be a Blessing (Genesis 12:1–3),” May 1, 2005, <https://dashhouse.com/200551blessed-to-be-a-blessing-genesis-12-1-3-ht-ml/>

25 Mike Sharrow, “Rethinking Business & Ministry,” May 14, 2020, <https://www.christianitytoday.com/partners/c12/rethinking-business-ministry-baam.html>

their communities. Peter Demos, founder of Demos’ Restaurants, blesses his employees through his bike ministry. Changing urban trends forced his staff to move farther and farther from their place of work. Demos realized that many employees were walking three to four miles home after long hours on their feet during their shifts at the restaurant. So he created a bike ministry to give away 20 bikes. Each bike was prayed over and given in the name of Jesus²⁶. Buy On Purpose blesses others by donating 50% of its profits to organizations which help society’s most vulnerable.²⁷

Let’s now look at the blessings God gives us as we need to make a special effort to appreciate the God-given blessings in our lives. As one hymn of gratitude says, “Count your many blessings, name them one by one, and it will surprise you, what the Lord has done.” Here’s a list to get you started as you reflect on the blessings God pours into your life.

Blessing Types	Blessing Examples
Spiritual Blessings	Salvation, grace, forgiveness, God’s love, spiritual gifts, prayer
Personal and Physical Blessings	Wisdom, health, our senses, food, shelter, education, abilities and talents, capability to learn and grow, time, influence, expertise
Relational Blessings	Family, friends, your church community, mentors, business contacts and networks
Financial Blessings	Finances, employment, opportunity to give, opportunity to gain wealth, business opportunities and ideas

As you count your blessings, I’m sure you can add many more to this table. Keep reflecting on this and updating it, at least monthly.

GOD’S WAY

It’s one thing to admit that God owns everything. It’s another thing to commit to using the blessings He has entrusted to us, His way, mostly because His ways don’t always make sense to us. From Eden until today, we have wrestled with the tension between trusting God’s plan and jumping in with our own plans. Our default position is doing things our own way. Solomon’s writings support this tension between the Freedom of Independence and, God’s Way, the Freedom of Dependence. He says, “There is a way that seems right to a man, but its end is the way of death” (Prov. 14:12 NKJV) and “Trust in the Lord with all your heart, and lean not on your own understanding. In all your ways acknowledge Him, and He shall direct your paths” (Prov. 3:5, 6 NKJV).

Most of us spend the majority of the 90,000 hours in our working lives utilizing our time and talents to accumulate money to live on. We’re striving for independence so as to be free from the

26 Creative Studio, “5 Companies Radically Shaped by the Faith of Their Owners,” April 20, 2020, <https://www.christianitytoday.com/partners/c12/5-companies-radically-shaped-by-faith-of-their-owners.html>

27 Buy on Purpose, “Our Story,” <https://www.buyonpurpose.com/our-story>

control and influence of others. We want to control our own destiny. We believe that ultimate freedom comes from our independence. The independence message is one that we receive from the time that we are babies. Our parents clap and cheer when we start to crawl, then clap and cheer some more when we stand up and walk. We start to feed ourselves, bathe ourselves and so it goes on and on. As we become adults, we're encouraged to "stand on our own two feet."

God offers the Freedom of Dependence as an alternative to the Freedom of Independence. The Bible tells us that if we put God and His kingdom first in our lives, all the necessities of life—food, shelter, and clothing—will be provided (see Matt. 6:33). So giving is an act of trust. It doesn't take much faith to give God whatever money is left after we've paid for everything else, but it does take faith to give money off the top.

The Freedom of Dependence is God's plan. He never intended that we should have economic problems—or any other problems. When we recognize God as the Owner of everything, and our role as a manager, we are free to depend on Him; He has promised to supply all our needs (see Phil. 4:19). If God is our partner, at all times and under all circumstances, we'll be free from worrying over the uncertainties of life and business. "Therefore, I tell you, do not worry about your life, what you will eat or drink, or about your body, what you will wear Can any of you by worrying can add a single hour to your life?" (Matt. 6:25, 27 NIV).

Jesus never struggled with that tension. He embraced His Father's purpose to "seek and save the lost" and never wavered from making it happen. Anything outside that mission was to step outside God's way of doing things. For example, when Jesus was in the wilderness, and Satan tempted Him (Matt. 4:1–11), Jesus rebuked him with Scripture and refused to take any shortcuts. Even when God's purpose brought Jesus to the brink of the cross—complete with suffering and agony—He submitted to God's will, not His own. Jesus' job wasn't finished until the Father's purpose was finished.

Here are six ways Jesus demonstrated how a model steward should follow God's Way:

1. A MODEL STEWARD FOLLOWS GOD'S WILL

Jesus was in Judea and planned to go to Galilee. Although the three-day journey through Samaria was the shortest route to Galilee, most pious Jews avoided it because of a centuries old feud and took the six-day route along the eastern side of the Jordan river. Jesus, in obedience to God's will, traveled through Samaria on the way to Galilee. As He was tired and thirsty, He sat down at Jacob's Well in the town of Sychar to rest. Around noon, while His disciples went into town to buy food, Jesus met a Samaritan woman coming to draw water from the well. It was strange that she was alone as women typically came to draw water in the morning as it was a great social occasion.

Surprisingly Jesus asked her for a drink. This was surprising because she was a woman and a despised Samaritan. "Would you give me a drink of water?" Jesus said. Jesus talked about living water and their ensuing dialogue culminated in her salvation and that of many more from her town as well. When the disciples returned they urged him to eat. "Rabbi, eat something." But he said to them, "I have food to eat that you know nothing about" (John 4:32 NIV). "My food," said Jesus, "is to do the will of him who sent me and to finish his work" (John 4:34 NIV). "I don't need your food.

Bringing salvation to this Samaritan woman has given me strength and nourishment. I've been refreshed and energized by doing God's will."

The Scripture tells us that our God-honoring life purpose is to "Love the Lord your God with all your heart and with all your soul and with all your mind" and "Love your neighbor as yourself" (Matt. 22:37-39 NIV). This is God's revealed will for our lives and, as business owners, has implications for the way we treat our staff, customers, and wider business community in which we operate.

2. A MODEL STEWARD HAS AN ABUNDANCE MINDSET

People who give with radical generosity have an abundance mindset. In his best-selling book **The Seven Habits of Highly Effective People**, Stephen Covey used the analogy of a pie to illustrate the scarcity mindset. Most people see life as a finite pie, so that if one person takes a large slice, everyone else gets a smaller slice. People with a scarcity mindset always think that there will not be enough to go around, are often unwilling to share time, information, or resources; and believe that the more they give, the less they have. Scarcity-minded people have a "survival of the fittest" mindset and operate on the basis that there's not enough to go around. By contrast, if you have an abundance mindset, then you believe that's there is plenty out there for everybody. People with an abundance mindset believe that there will always be more and freely offer to help others and find solutions and solve problems.²⁸

God is a God of abundance. He an exact God, yet at the feeding of the 5,000 the crowd ate their fill and there were twelve baskets left over demonstrating God's abundance. Christian entrepreneurs must have an abundance mindset. God is waiting to pour blessings into our lives (see God's blessings above, 2 Cor. 9:8, 11) so that we can live lives of abundance and radical generosity. "The more I give the more I receive" abundance message was expressed by Jesus in these terms: "Give away your life; you'll find life given back, but not merely given back—given back with bonus and blessing. Giving, not getting, is the way. Generosity begets generosity" (Luke 6:38 MSG).

In an article entitled, *The Importance of an Abundance Mindset for Business Leaders*, Kyle Goguen identifies actions and behaviors of leaders who lead with abundance. These leaders have personal self-esteem and want to improve the personal and professional lives of their staff. "Abundance-minded leaders invest in themselves and their teams. They see the value in personal development and choose to provide opportunities for growth as much as possible. The growth they promote isn't limited to job-related skill trainings. It extends to areas of emotional and mental health as well. Because of this, team members can develop a sense of worth and pour themselves into the company in effective ways."²⁹

Jeff and Ally Davidson, founders of Camp Gladiator, demonstrate how the abundance mindset is explicitly embedded into their business. "Camp Gladiator has always been for all fitness levels,

28 Stephen R. Covey, *Seven Habits of Highly Effective People* (New York: Simon and Schuster, 1989), 219-220; Liquid Independence, "How to Cultivate an Abundance Mindset," July 30, 2020, <https://www.freedomthirtyfiveblog.com/2020/07/how-to-cultivate-an-abundance-mindset.html>

29 Kyle Goguen, "The Importance of an Abundance Mindset for Business Leaders," <https://www.inc.com/young-entrepreneur-council/the-importance-of-an-abundance-mindset-for-business-leaders.html>

for all people, for all backgrounds. We offer unlimited classes, unlimited workouts, and unlimited access to certified trainers, all for one low price. *We believe there's enough to go around*, and we want people everywhere to be able to experience a life-changing fitness community and a location convenient to them.”³⁰ The abundance mentality extends beyond their clients as they wanted their staff to experience it for themselves. Camp Gladiator employees enjoy unlimited time off, a relaxed, “fitness professional” dress code, a free Camp Gladiator Membership and other generous staff benefits.

As a business leader if you have a scarcity mindset then remember this counsel: “Be transformed by the renewing of your mind” (Rom. 12:2 NIV) According to Paul, the only way we can counteract our scarcity mindset is to get new minds, to learn a new way of thinking. The extent of the change required is found in the word “transformed,” a derivation from the ancient Greek word *metamorphoo*. It is defined as “a change in form, appearance, nature or character”³¹ or “a marked change, as in appearance or character, usually for the better.”³² The word is used in nature to describe the dramatic changes in form of a caterpillar to a butterfly and a tadpole to a frog. You need to let yourself be transformed by God. Daily. Radically. Continuously. All you must do is ask and let God do the work of transformation in your life. The life of Zacchaeus illustrates the transformation from a scarcity mindset to an abundance mindset characterized by generosity and Christ-inspired stewardship.

3. A MODEL STEWARD LIVES A LIFE FILLED WITH SACRIFICIAL GIVING

Jesus’ life was a life **filled** with sacrificial giving. No one has ever fully understood the importance of sacrifice as Jesus Christ did. His life personified sacrifice. He sacrificed his life on the cross at Calvary so that anyone who believes in Him can live. He sacrificed his equal status with God and sacrificed his divinity. Paul describes the sacrifice Jesus made in these terms: “Think of yourselves the way Christ Jesus thought of himself. He had equal status with God but didn’t think so much of himself that he had to cling to the advantages of that status no matter what. Not at all. When the time came, he set aside the privileges of deity and took on the status of a slave, became human! Having become human, he stayed human. It was an incredibly humbling process. He didn’t claim special privileges. Instead, he lived a selfless, obedient life and then died a selfless, obedient death—and the worst kind of death at that—a crucifixion” (Phil. 2:5–8 MSG).

John 3:16 shows us that the biblical concepts of “love” and “gift” are inseparable. For God so loved the world that He gave. It’s impossible to understand one without the other. Thus, because God’s relentless love is gifted love, love which is given to us, **our love must be expressed through sacrificial giving** as well. And God’s giving goes on and on. For God so love the world that He gave and gave and gave...and Jesus gave the ultimate sacrifice.

God’s love is a gift, but gifts call for a response of gratitude. This means that we’re called to give sacrificially. And live sacrificially. After all, if Christ’s example teaches us anything about

30 Creative Studio, “5 Companies Radically Shaped by the Faith of Their Owners,” April 20, 2020, <https://www.christianitytoday.com/partners/c12/5-companies-radically-shaped-by-faith-of-their-owners.html>, emphasis added

31 “Transformation,” Dictionary.com, <http://dictionary.reference.com/browse/transformation>

32 “Transformation,” The Free Dictionary, <http://www.thefreedictionary.com/transformation>

giving, it teaches us that Christian generosity is **radical and sacrificial**. Paul uses the Macedonian churches as an example of this generosity: “In the midst of a very severe trial, their overflowing joy and their extreme poverty welled up in rich generosity. For I testify that they gave as much as they were able, and even beyond their ability. Entirely on their own, they urgently pleaded with us for the privilege of sharing in this service to the Lord’s people. And they exceeded our expectations: They gave themselves first to the Lord, and then by the will of God also to us” (2 Cor 8:2–5 NIV).

4. A MODEL STEWARD LIVES A SERVICE-FILLED LIFE

We live in a **ME first world**, a world where my interests are paramount. We live our lives wanting other people to serve us. “Jesus submitted his own life to sacrificial service under the will of God” (Luke 22:42), and he sacrificed his life freely out of service for others. He came to serve (Matthew 20:28) although he was God’s son and was thus more powerful than any other leader in the world.”³³ His greatness and power were not measured by the number of people serving a leader but the extent to which the leader is serving the people under him. Jesus, “the Son of Man, did not come to be served, but to serve, and to give his life as a ransom for many” (Mark 10:44–45 NIV). The Last Supper (John 13:1–17) is emblematic of Jesus’ life of service and reveals His servanthood in a kaleidoscope of love and passion for humanity. How paradoxical that the Creator of the world, the Omnipotent God, would take the role normally performed by a servant, and stoop to wash the feet of His disciples—sinners, fighting as to who was the greatest (Luke 22: 24), and the one who would betray Him—and wash the dirt of the street from their feet.

Today, we call this approach to leadership, “servant leadership.” Oswald Sanders says, “True greatness, true leadership, is achieved not by reducing men to one’s service but in giving oneself in selfless service to them.” Jesus said that if we want to be first, we must be the very last and the servant of all. Servant leadership is a “philosophy, and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.”³⁴ Servant leadership changes the focus from shareholders and rates of return to a focus on the growth and well-being of employees, as a means of achieving success for customers, shareholders, and business owners. As Robert K. Greenleaf said in “The Servant as Leader”:

“The servant–leader is servant first.... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions....The difference manifests itself in the care taken by the servant–first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”

33 Claybury International, “Jesus: The Role Model for Christian Leadership,” <http://christian-leadership.org/jesus-the-role-model-for-christian-leaders/>

34 “What Is Servant Leadership?,” <https://www.greenleaf.org/what-is-servant-leadership/>

“A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the ‘top of the pyramid,’ servant leadership is different. The servant-leader shares power; he puts the needs of others first, and helps people develop and perform as highly as possible.”³⁵

From the way Jesus lived His service filled life we learn that servant leadership involves several roles:

- A voluntary servant, who submits themselves to a higher purpose, which is beyond their personal interests or the interests of others,
- A leader who uses the power that is entrusted to them to serve others,
- A servant who, out of love, serves others needs before their own,
- A teacher who teaches their followers, in word and deed, how to become servant leaders themselves.³⁶

5. A MODEL STEWARD IS SINGLE MINDED

A steward, by definition, is a steward of his or her master. Just like in the parable of the talents, a good steward will follow the instructions given to him by the master. Carefully. Accurately. Totally. That’s why the steward must be single minded because, as Jesus, said, “No steward can serve two masters. Either he will hate the one and love the other, or he will be devoted to the one and despise the other. You cannot serve both God and Money” (Luke 16:13–15 BSB). James warns that if you are double-minded your loyalty is divided between God and the world, making you unstable in everything you do. This “divided loyalty shatters your compass and leaves you dizzy and confused” (James 1:8 The VOICE).

Jesus’ purpose was to fulfill His God-given commission. When Joseph and Mary began their return journey to Nazareth after visiting Jerusalem for the Passover, Jesus was left behind. When they found Him after three days, Jesus asked them, “Why were you looking for me? Didn’t you know that I had to be here, dealing with the things [business] of my Father?” “Did you not know that I must be about My Father’s business?” (Luke 2:49 MSG). At just twelve years of age, Jesus was single-minded in His life purpose and this “struck the keynote of His whole life and ministry.”³⁷

The model steward’s thoughts are concentrated on God. As a model steward businessperson, you recognize that “you must do everything for the glory of God, even your eating and drinking” (1 Cor. 10:31 TLB). It means that everything you do in the business God has given you, must be what God wants. And you do this with single-minded determination and commitment.

How do you become single minded in your devotion to God, particularly while running a business? “Fundamentally, a single-minded devotion to God is a matter of faith or implicit trust

35 Ibid.

36 Claybury International, “Jesus: The Role Model for Christian Leadership,” <http://christian-leadership.org/jesus-the-role-model-for-christian-leaders/>

37 Ellen G. White, *The Desire of Ages* (Mountain View, CA: Pacific Press, 1940), 147.

in God. The Lord teaches us in Matthew 6:19–34 that having a sound eye (literally, a ‘single eye’) gives the clarity needed to be free and able to serve God as one’s master rather than money and possessions (see 6:22–24). It is a matter of faith in God’s loving character and sovereign ability to provide (see 6:26–30).”³⁸

6. A MODEL STEWARD USES THE GOD-GIVEN BLESSINGS WITH COMPASSION

Jesus taught that we should use our blessings and our financial resources to help those in need through compassionate benevolence as well as supporting God’s mission and ministry (See also 2 Cor. 8:9, 11). He spells our obligations out in Matthew 25:34–36 where He says, “Then the King will say to those on His right hand, ‘Come, you blessed of My Father, inherit the kingdom prepared for you from the foundation of the world: for I was hungry and you gave Me food; I was thirsty and you gave Me drink; I was a stranger and you took Me in; 36 I was naked and you clothed Me; I was sick and you visited Me; I was in prison and you came to Me.’”

The more we are blessed by God, the more He expects us to help others. “Much is required from the person to whom much is given; much more is required from the person to whom much more is given.” The sheep, those on His right hand, are those who have used God’s Blessings in God’s Way.

Jesus’ compassion is evident throughout His ministry. In fact, his ministry could well be described as a ministry of compassion. The most common verb used in the Greek New Testament to refer to God’s compassion is *splanchnizomai*. This verb is used 12 times.³⁹ Once it is used of the Samaritan’s compassion for the wounded man (Luke 10:33). The other eleven uses refer to God’s compassion. In two separate parables Jesus uses this verb to refer to God’s compassion in saving and forgiving sinners (Matt. 18:27 and Luke 15:20). The remainder of the uses of this verb all refer to compassion as the major motivation for Jesus’ healing and miracles.⁴⁰

Jesus’ formula for compassion can be derived from Scripture. Mark tells us that “A leper came to Him, imploring Him, kneeling down to Him and saying to Him, ‘If You are willing, You can make me clean.’ Then Jesus, moved with compassion, stretched out His hand and touched him, and said to him, ‘I am willing; be cleansed’. As soon as He had spoken, immediately the leprosy left him, and he was cleansed” (Mark 1:40–42 NKJV). Here are the elements of Jesus’ compassion formula:

1. He spent life with people – He mixed with people to the extent that He was often accused of mixing with sinners.
2. He observed them through a lens of love: When He spoke to them and asked them how they were, He could see through their “I’m fine” response and sense their hurt, their grief, and their disappointments.
3. He then had compassion for them: He felt the depth of their anguish and took it to heart.
4. He was moved with compassion: He didn’t just have compassion for them. The depth of His compassion motivated Him to action, and then

³⁸ Bible.org, “Mark #5: Single-Minded Devotion to God,” <https://bible.org/seriespage/mark-5-single-minded-devotion-god>

³⁹ Matthew 9:36; 14:14; 5:32; 18:27; 20:34; Mark 1:41; 6:34; 8:2; 9:22; Luke 7:13; 10:33; 15:20.

⁴⁰ Bible.org, “God’s Compassion,” <https://bible.org/illustration/god-s-compassion>

5. He acted: He healed, provided food, and raised the dead.

Now the elements in the compassion formula don't necessarily occur in the order listed above. In the story of the widow of Nain (Luke 7:11–15), Jesus left Capernaum the night before to travel the 31 miles to Nain. The widow was distraught. Her only son, her future, had died and Jesus observed the funeral as He approaches the city gate. "When the Lord saw her, He had compassion on her and said to her, 'Do not weep'" (Luke 7:13 NKJV) and then He raised the son to life. My favorite version of this passage is from Barclays Version – "When the Lord saw her, he was moved to the depths of his heart for her and said to her, 'Don't go on weeping!'" Imagine that. The Creator of the world observes the distress and anguish of a no-name widow, and He is moved to the depths of His heart in compassion.

There was something special about the way compassion flowed in Jesus' life and actions. Jesus "became flesh and dwelt among us" (John 1:14) and showed us the compassion of God. After all Paul tells us that God is the Father of Compassion (2 Cor. 1:3, 4). Jesus showed us what Godly compassion looks like. Jesus embodied compassion – in every act, in every look and gesture. Jesus embodied compassion in every day of His life on earth and in doing so, He showed us the heart of God. Paul tells us that the God of compassion comforts us so that we can comfort and show compassion to others. We are stewards of God's compassion. What an example for you as you run your business not just for God, but with God.

GOD'S GLORY

Jesus was all about pointing people to God. In fact, His life and ministry were tied up in God's glory (John 13:31–32). When Jesus performed His first miracle at the wedding at Cana, it was the first of the signs through which He revealed His glory (John 2:11). Whether it was the death of His friend, Lazarus (John 11:4), or teaching His disciples about prayer (John 14:13), Jesus looked for ways to glorify His Father. "So whether you eat or drink or whatever you do, do it all for the glory of God. Whatever you do, do it all for the glory of God" (1 Cor. 10:31 NIV).

"Whatever you do" is a phrase which encompasses every aspect, every minute, every thought, every action, of your life. Everything we do, except sin, has the potential to bring glory to God. Even mundane and necessary actions like eating and drinking can bring glory to God. The same applies to our work lives. Whether you're a missionary nurse, an Uber driver, a secretary, or a lawyer; whether you dig ditches or coal out of a mine; whether you mow lawns, manage 1,000 people, or run a small business, your work life can bring glory to God. As an entrepreneur, you can bring glory to God by the way you present your business, the way you design your products and services, and the way you deal with your customers, suppliers, and staff.

What does it mean to bring glory to God? There are many complex, convoluted and deeply theological explanations, but to me it's quite simple. The Bible tells us that we were created in the image or likeness of God (Gen. 1:27; James 3:9). When God created humanity, He created us to be image bearers, to be reflectors of the image of God. As John Piper says, "images are created to image. If you create an image, if you make a sculpture of someone, you do it to display something about that someone. You put it in the square in the middle of town, and you want people to look at

it, notice it, think about that person, think something about them—that they were noble or strong or wise or courageous or something.”⁴¹

When people see me, they shouldn’t see Ken Long. They should see God’s character at work in my life and they see God through me. As Jesus said in the Sermon on the Mount “let your light shine before others, that they may see my good deeds and glorify your Father in heaven” (Matt. 5:16 NIV). They see His generosity through my God-inspired acts of generosity (2 Cor. 9:8, 11); they will see His compassion through the compassionate way I treat people; they will see God’s love through my consistent acts of loving kindness. We were created in God’s image to reflect the richness and beauty of God’s spirit and character, and God will be seen as beautiful in everything we do.

My flawed and sinful attempts at living a life fail to consistently bring glory to God. So, God sent Jesus to encapsulate the perfect image of God. “Jesus shows us what it truly looks like to live life as the image of God. Through His life, we see that living as an image-bearer means to serve and love others—no matter what they do to us....Through His life, death, and resurrection, Jesus showed us what it means to be created in God’s image, what it means to bear this royal calling...”⁴² and to bring glory to God.

Like Jesus, everything we do and say should be wrapped up in the glory of God (1 Cor. 10:31). By definition, genuine stewardship glorifies the Father. In fact, God’s glory is a natural consequence of using God’s blessings in God’s way. In Luke 18 a rich young man came to Jesus and said, “Good Teacher, what must I do to deserve eternal life?” Jesus said, “Why are you calling me good? No one is good—only God. You know the commandments, don’t you? No illicit sex, no killing, no stealing, no lying, honor your father and mother. He said, “I’ve kept them all for as long as I can remember” (vv. 19–20 MSG).

God’s glory is a natural consequence of using God’s blessings in God’s way

When Jesus heard that, he said, “Then there’s only one thing left to do: Sell everything you own and give it away to the poor. You will have riches in heaven. Then come, follow me” (v. 22 MSG). Jesus was saying that as a Model Steward you must use God’s Blessing’s in God’s Way, for God’s Glory —using some but not all of God’s Blessings in God’s Way is not enough.

41 John Piper, “What Does It Mean to Be Made in God’s Image?,” August 19, 2013, <https://www.desiringgod.org/interviews/what-does-it-mean-to-be-made-in-gods-image>

42 “Image of God,” <https://bibleproject.com/learn/image-god/>

THE MODEL STEWARD CANVAS

What is a Business Model?

The aim of The Model Steward Canvas is help you develop your business model. But first it's necessary to understand what a business model is. A business model is a high-level plan which describes how your business works to achieve its goals—customer, financial and spiritual. It describes how your business creates value (product or service), how it creates value to your customer, and how the business generates profit by delivering your products or services at a competitive price and a sustainable cost.

As economies, business environments, customer requirements and market demand change, many businesses revise their business model to reflect these changes. It's important to remember that your business model is a living document, not something that is set in stone.

The Model Steward Canvas: Introduction

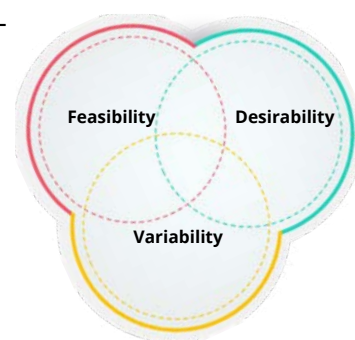
The Model Steward Canvas is a visual chart with twelve elements. It describes the firm's business, its vision and mission, its values, the customer segments it wishes to serve as well as the customer value proposition, the business goals, its stakeholders, key partners and resources, and its staff management approach. The last elements are its financial approach—cost structure, pricing, profit and dividend strategies. The Scriptural Imperative—the passage of Scripture which defines your approach to your business and guides the way you conduct your business and interact with your suppliers and customers—is of critical importance.

The Model Steward Canvas				
				BUSINESS NAME
The Business	Purpose/Vision	Scriptural Imperative	Customer Segments and Relationships	Customer Value Proposition
Business Goals	Values			
A	B	C	D	E
Key Activities and Resources	Key Partners	Stakeholders	Leadership and Staff Management Approach	Channels
F	G	H	I	J
Cost Structure			Profit and Dividend Strategies	
K			L	
© Ken Long				

The Model Steward Canvas helps you visualize your entire business idea on just one page. You won't get it right the first time. Just seeing your business ideas on one page will make you question those ideas and identify the assumptions upon which your business concept is based. You should then question those assumptions. In the process, you will identify ways to improve your concept and eliminate weaknesses or errors in your thinking. The Model Steward Canvas will help you refine and improve your ideas. Note that each of the letters in the Business Model Canvas refers to one of the succeeding chapters in this book.

But First...

The Model Steward Canvas has twelve elements and understanding every element all at once can be a challenge. Business consultant Isaac Jeffries suggested there's a better framework to start the business planning process called "The Three Lenses of Innovation" — Desirability, Feasibility, Viability⁴³ and that understanding this framework will make it easier to understand the Model Steward Canvas. To create a successful business, you need to create something that is **Desirable** (people want it), **Feasible** (they can actually do it) and **Viable** (they don't go broke).



You need to examine your business through each lens and see what could be improved. The Table below shows each of the three lenses, key questions to ask for each lens and the linkage to the twelve elements of the Model Steward Canvas.

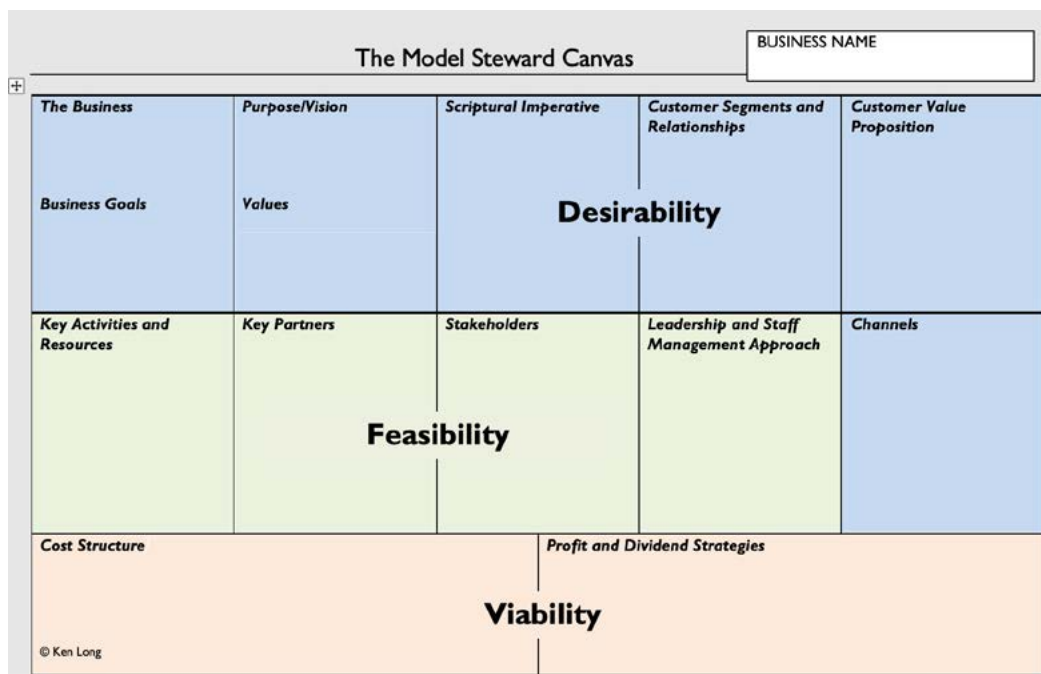
Key Questions		The Model Steward Canvas Elements
<p>Desirability <i>What do people desire?</i></p>	<p>The Desirability lens asks you to look at your customers:</p> <ol style="list-style-type: none"> 1. How did they hear about you? 2. What brings them to inquire about your product or service, either at your premises or on your website? 3. What keeps them coming back? <p>Maybe you have a few different types of customers. Can you identify what each group finds most appealing about your products or services?</p>	<p>The Business and Business Goals</p> <p>Scriptural Imperative</p> <p>Customer Segments and Customer Relationships</p> <p>Value Proposition</p> <p>Channels</p>
<p>Feasibility <i>What is technically and organizationally feasible?</i></p>	<p>The Feasibility lens focuses on the "behind the scenes" aspects of your business.</p> <ol style="list-style-type: none"> 1. What needs to go on behind the scenes to create the magic for your customer and make them happy? 2. Key staff members 3. A recognizable and trusted brand 4. Partnerships with industry leaders? <p>Ask yourself; what minor change to our operations would be damaging to our business?</p> <p>What do we have in place to prevent that from happening?</p>	<p>Key Activities and Resources</p> <p>Key Partners</p> <p>Stakeholders</p> <p>Leadership and Staff Management Approach</p>

43 Isaac Jeffries, "BMC Part One: How to Use the Business Model Canvas," <https://isaacjeffries.com/blog/2017/3/3/bmc-part-one-how-to-use-the-business-model-canvas>. Most of this section is based on this source.

Key Questions		The Model Steward Canvas Elements
<p>Viability</p> <p><i>What is financially viable?</i></p>	<p>The Viability lens is about the dollars.</p> <p>Where do they come from?</p> <p>Where do they get spent?</p> <p>What's our break-even point?</p> <p>Which of our customers are most profitable, and are we doing anything to pursue them?</p> <p>There are no right or wrong numbers, but not knowing your numbers is inexcusable.</p>	<p>Cost Structure</p> <p>Profit and Dividend Strategies</p>

What often happens is a series of small adjustments; a change to the Desirability leads to a change to the Feasibility, and now your Viability is a little worse. How do we get back on course? Another change leads to another until you spiral inwards towards the intersection of the three lenses, where success lies.

Over time, the market shakes up your model, and will push you away from the center. Your job as an entrepreneur is to be vigilant, constantly re-evaluate things through all three lenses, and continue to keep the business centered. The table below depicts the relationship between the three Lenses and the Model Steward Canvas.



The following chapters describe each element of the Canvas.

A. THE BUSINESS AND BUSINESS GOALS

The Business: Selecting a Business

The first step in completing the Model Steward Canvas is to select the business that you want to start. Selecting the right business for you is important for your success and it is not an easy or straightforward decision.

Here are questions to help you decide on the type of business that is right for you:

1. What do you do for work now? In what industry do you have experience or expertise?
2. Do you have any specific skills and capabilities, talents or interests which could be the basis for your business?
3. What is your personal life purpose? (see page 59)
4. What are you passionate about?
5. What business opportunities do you see in your day-to-day life?
6. Does your proposed business have a niche, a unique market segment, where you will have an advantage over the competition?
7. What product or service will your business sell?
8. Have your prayers about your future revealed any opportunities for your business?
9. How can your business advance God's kingdom?
10. How can you use your business to reveal God to your employees, staff, and suppliers as well as your customers and your community?

Do Won Chang, now a multi-millionaire American businessman, was a Korean migrant who founded the US fashion retail chain Forever 21 with his wife Jin Sook Chang. He started working as a cleaner at a gas station. This is how he described how he chose the clothing business: "Whenever drivers drove nice cars, I'd ask them what job they had. They all said it was in the garment business. At the time, I didn't even know what 'garment' meant. I later learned that it was the clothing business. And that is how I went on to start my clothing store."⁴⁴

Beata, a young woman in Rwanda, became an entrepreneur unexpectedly. One day, while spring-cleaning her home, she found more than 200 hundred books that she had collected. She set up a bookstore and, when all her books sold, she wondered whether she had a future in selling books. She wrote to a global publisher, asking whether they were interested in a publishing

44 "100 Inspirational Quotes from Self-made Billionaire Christians," July 27, 2019, <http://smartandrelentless.com/100-inspirational-quotes-from-the-most-influential-christian-entrepreneurs-2/>

partnership for Rwanda. She got a positive response and soon afterwards, her book shop started to take off.

Beata commits each day to God in prayer and prays for every major decision and for guidance for the direction of the company. She's discreet about her faith amongst her employees because she has people of other faiths working for her and she is sensitive to the way Christianity is associated with the genocide in Rwanda. She speaks about her faith when the opportunity arises but, in general, expresses her faith in the way she manages the business. She attributes her business success to God and His leading.⁴⁵

Bribes and corruption were what motivated Nehemiah Lee, a Chinese Malaysian entrepreneur, to start his retaining wall business. He was general manager of a large multinational company in Malaysia and found that, despite his best efforts, bribes were changing hands, and he felt tainted by these activities. So, he started Nehemiah Reinforced Soil (NRS), but the new company struggled to get work because of its unwillingness to pay bribes. His faith was tested when he was forced to raise additional external finance several times to keep the business afloat and to quote below cost to win his first contract.

NRS developed its own patented retaining wall technologies. The business quickly gained a reputation for excellent service and honest practice. More recently, the company has gained a national reputation for its policy on bribes. Partly because of this, Nehemiah has been interviewed on radio and on national television. He speaks openly about his Christian faith, even though proselytizing is punishable with fines and imprisonment. The company is so confident about its quality that it offers 120-year guarantees on all its walls! It is the market leader in retaining walls in Malaysia and has expanded successfully to India, Sri Lanka, Singapore and Bangladesh.⁴⁶

But the most important thing is to ask God for guidance. Remember Proverbs 3:5,6: "Trust in the Lord with all your heart, and lean not on your own understanding; In all your ways acknowledge Him, And He shall direct your paths" (NKJV). Solomon reinforces the importance of God's guidance: "Commit to the Lord whatever you do, and he will establish your plans" (Prov. 16:3 NIV). Establishing your plans means "that God will put the right plans, the ones according to his will, into your heart. His plans will become your plans. And then he will make those plans succeed. There is absolutely no reason to fret, ever. There is no cause for anxiety. God is the one who will establish you and your plans.... Commit all to him and live according to his ways. There will be peace, joy, contentment, and abundance."⁴⁷

Establishing your plans means "that God will put the right plans, the ones according to his will, into your heart. His plans will become your plans. And then he will make those plans succeed."

45 Eric A. S. Wood and Peter S. Heslam (2014), "Faith and Business Practice amongst Christian Entrepreneurs in Developing and Emerging Markets," *Koers—Bulletin for Christian Scholarship* 79(2); <https://www.seed.org.au/2020/08/03/faith-and-business-practice-amongst-christian-entrepreneurs-in-developing-and-emerging-markets-by-eric-a-s-wood-and-peter-s-heslam/>

46 Ibid.

47 ConnectUs, "Proverbs 16:3 Meaning of Commit to the Lord Whatever You Do," December 3, 2019, <https://connectusfund.org/proverbs-16-3-meaning-of-commit-to-the-lord-whatever-you-do> <https://tithehacker.org/christian-entrepreneur-quotes/>

The Benham Brothers, real estate entrepreneurs and former Minor League Baseball players, prayed for God’s leading. Identical twins David and Jason Benham decided they would get down on their knees for two weeks and pray to God to give them a niche for their business. Here’s how they tell their story of God’s answer to prayer: “We prayed for fourteen straight days. And on that fourteenth day we got a phone call from a bank that said, they were flipping through the yellow pages and decided to call our company...And he called in and said, “My name is so-and-so with a particular bank would you like to sell a foreclosed property?”⁴⁸ So that’s how the Benham Real Estate Group with a national focus on bank listings and preparing foreclosed homes for resale was born.

Prayer was also the inspiration for Camp Gladiator, a Fitness Franchise that now has over 3,500 locations across the United States with 1,000 trainers and 100,000 members. Ally Davidson, complete with her wedding veil, tried out for American Gladiators on the morning of her wedding. During the competition Ally, and Jeff, her husband and co-CEO who was also a Gladiator competitor, wondered how they could capitalize on their appearance on Gladiator, as they sensed there was a “deeper purpose” to their participation. So they prayed to God for guidance. Ally said, “it was over those three to four months before the finale aired where we really created the idea of starting Camp Gladiator, our adult outdoor fitness program. And so within those three months, we had the idea and then we started to kind of get our ducks in a row of getting the business ready to launch, like getting a website built and getting some flyers made and all that stuff, so that as soon as the grand finale aired, we could open the business.”⁴⁹

Once you have your business idea and start to develop it, you need to test those ideas. Talk to your friends and family to find out what they think. Ask with a friend with business experience to assess your business idea. Ask them “Would you buy this product or use this service, and how much would you pay?” Talking will help you test your idea to see if it will work and be a successful and profitable business, and it will also help you improve and refine your idea. Or maybe, after these conversations, you’ll decide that your “good idea” wasn’t a good idea after all. And then you can start again and find a new idea.

What Are You Going to Sell?

Your business will provide your customers with either a product or a service or a product and a service. A business selling products can be more costly to set up as you will need money to purchase products to sell (called “stock” or “inventory”), although with some businesses you may sell products after growing them (cash crop or fish farming) or making items yourself (craft and woodworking). Other product businesses include corner stores or supermarkets, technology product (mobile phones, cameras, laptops) retailers or distributors, consumer products, or raw materials.

On the other hand, service businesses sell time and/or expertise as they usually charge by

48 <https://tithewriter.org/christian-entrepreneur-quotes/>

49 Faith Driven Entrepreneur, “Episode 60 - How an Interview with Hulk Hogan on Their Wedding Day Started a \$40 Million Business with Jeff and Ally Davidson of Camp Gladiator,” <https://www.faithdrivenentrepreneur.org/podcast-inventory/2019/6/11/episode-60-jeff-and-ally-davidson-of-camp-gladiator>

the hour or a fixed fee for a specific service. Examples of services includes cleaning, repairs of machinery or technology, repairs and maintenance for buildings, recycling, personal trainer, or professional services such as those provided by a lawyer, accountant or business consultant. Some of these services requires qualifications or certifications whereas others simply utilize your experience or technical skills.

Recycling business example: Pollution and urban waste are one of the many problems that developing countries have in common. By developing a solution to dispose of waste, entrepreneurs can make a lot of money. Recycling waste can be your business. For example, in 2009, Lorna Rutto, a citizen of Kenya, resigned from her bank job to start a business called EcoPost. The manufacturing business she started revolved around recycling plastics, which are sourced from different dumpsites, and homes to transforming the material into aesthetic, durable and environmentally friendly plastic lumber for use as fencing or in landscaping. Today, Lorna has now created 50 direct and 5,000 indirect jobs, has re-used 3 million kilograms of plastic waste, and has saved 850 acres of forest.⁵⁰

Some businesses provide a mix of a product and a service. If you start a restaurant then you provide beautiful food, but you should also provide great customer service. Similarly, if you're passionate about cooking and serving food then starting a catering service might suit you and it could also be a steppingstone to starting your own business. Rita Karre is an Adventist entrepreneur living in Goroka, Papua and New Guinea. In 2005 she became a street vendor selling food cooked in her home to working people in her town. Rita said, "Me and my spouse were selling scones—or what we call flour balls—rice, stew and even cold water in the streets." This beginning ultimately led to Rita starting the now well-known Goroka Steak House which specializes in local and international cuisine. A major setback came when the restaurant burned down in 2012 and Rita had to save up again to rebuild. This setback led her to secure a loan to build the Hotel Phoenix. The hotel has a conference room that can cater for more than 200 and a 29-room hotel.

"Our land is filled with opportunities," Rita said. "We cannot be spectators and watch; we have to come out. You cannot be afraid of challenges."⁵¹ Her secret to success: "A vision to aspire for success, an aim to achieve in expanding the business, a focus to concentrate on seeing our business grow; and a character discipline to guide the success of our business."⁵² Rita is also committed to using God's Blessings in God's Way for God's Glory. She regularly conducts meetings for women in Goroka to build their self-esteem and personal capabilities. She is a significant funder of pastors in the Eastern Highlands Simbu Mission.

See appendix for Ajaero Tony Martins's article for more business ideas: "50 Best Small Business Ideas for Developing Countries (Third World)," (2021), <https://www.profitableventure.com/>

50 SEED, "EcoPost: Recycling Post-Consumer Plastic Waste into Fence Posts," <https://seed.uno/enterprise-profiles/ecopost/>; <https://unreasonablegroup.com/companies/ecopost/>; <https://www.changemakers.com/globalgoals2015/entries/ecopost-sustainable-living>

51 Lily PNG magazine, January 27, 2017, <https://www.facebook.com/lilypngmag/posts/new-business-ideas-are-flowing-thick-and-fast-at-the-first-extreme-build-a-busin/1201565686629627/>

52 Jacklyn Sirias, "To Achieve Business Success, One Must Persevere: Karre," January 31, 2017, <https://www.thenational.com.pg/achieve-business-success-one-must-persevere-karre/>

[business-ideas-developing-countries](#).

Each section includes three key questions. There is a checklist in the Appendix which includes all of the Three Key Questions for each section (see page 183).

Three Key Questions: Selecting a Business

1. Does the business you have selected align with your personal life purpose, God-given gifts, your life experience, and God's plan for your life?
2. Have you asked God for guidance with your business idea?
3. Have you tested and refined your business idea?

Other Business-as-Mission Options

In this section we provide a number of alternatives to starting your own business as a mission venture. These alternatives may provide a transition to a larger and more structured business as mission venture over the longer term.

TENTMAKERS

As the world becomes more religiously polarized, many nations have closed their borders to church-based missionaries. These “restricted access countries” are places where it’s politically or religiously challenging to share the gospel or worship openly. “In some parts of the world, we are talking about whole countries that only tentmakers can enter. In other places, it is large cities. In highly developed countries, we have towns and villages, high-rise apartment blocks, expensive gated communities, and slums that need to know about God’s love. There are thousands of massive businesses around the world without even one Christian working in them.”⁵³

A tentmaker is defined as “a dedicated, spiritually mature Christian man or woman who views work in light of the Great Commission and as an opportunity to serve the Kingdom of God. Therefore, work is a vital aspect of Christian witness because it provides substantial means of developing relationships, credibility, and contexts for ministry.”⁵⁴

Paul used his craft as a tentmaker to support his primary passion for mission. In Corinth he stayed with Aquila and Priscilla and made tents because they were tentmakers. This work became his ticket to planting churches all over Asia. Paul spent years travelling among the major cities in Asia Minor and Europe, where he shared the message of Christ and planted churches.

⁵³ Homer Trecartin, “Seven Principles of Being a Tentmaker,” May 2021, <https://www.ministrymagazine.org/archive/2021/05/Seven-principles-of-being-a-Tentmaker>

⁵⁴ Worldwide Tentmakers, “What Is a Tentmaker?” <https://worldwidetentmakers.com/education/what-is-a-tentmaker/>

Tentmakers can be employed within a company, teach in an educational institution, work inside government or own, run or start their own small business, like Paul did. For example, teachers, carpenters, engineers, software engineers or developers, doctors, nurses, housekeepers, and accountants can serve as Christ's ambassadors where traditional missionaries cannot go. Their vocational role gives them regular day-to-day contact with people they normally would otherwise not be able to touch. In contributing to their host country professionally they also serve as an unusual kind of missionary: a self-initiated, self-motivated, self-funded witness in the marketplace and perhaps the only Seventh-day Adventist presence in the region.

The tentmaker's approach is to be willing to let God use them to impact others with His love (1 Corinthians 13:1-7). In their workplace and community, they meet employees, customers and suppliers and make friends. This helps them understand people's individual and communal needs and understand the local culture. They find ways of helping others understand important questions such as, "Who is God?" "Did Jesus die for me?" "Will Jesus come again?" They may even start a worship group in their home.

HERE ARE SEVEN CHARACTERISTICS OF A TENTMAKER:

- **Mission passion** comes from knowing what God has done for you and realizing there's a world who does not know that He can do the same for them.
- **Spiritual influence** is only possible when the power of the Holy Spirit fills your life, directs your witness, and is free to work in the hearts of those around you.
- **Personal excellence** is expressed in your accountability to God, who has given you special gifts and who is waiting to bless your careful use of them as you live with honor.
- **Cultural intelligence** helps you honor the heritage of those who live and think differently than you do even while you live your faith.
- **Sincerity** comes in living honestly before God, humbly before others, and trustworthy in the eyes of the seeking heart.
- **Intentionality** prompts you to pray, listen, and plan with a purpose to follow where God is leading and to work where you see Him working.
- **Flexibility** meets the countless unknowns of mission with confidence in a God who knows all and is never surprised.⁵⁵

These characteristics could apply equally to those starting any business as mission venture.

55 MENA Total Employment Tentmaking, "Seven Characteristics of a Tentmaker," <https://www.temena.net/about/seven-characteristics-of-a-tentmaker>

TENTMAKER CASE STUDY

A tentmaker's work will open doors for witnessing that would otherwise be difficult or impossible. One day, in the heart of a sprawling capital city in North Africa, a foreign bank employee stopped by a shop and talked with the young cashier. Over the next few months, a friendship began to develop. One day, the Adventist tentmaker invited the young man to a Bible study and later introduced him to her pastor, who was working in that city as a missionary.

Little by little, the young man accepted the new truths he was learning and joined the Seventh-day Adventist Church. He married an Adventist girl from a nearby country and is now a pastor working for his own people. It is because of a tentmaker and a missionary pastor working together that this young man is an Adventist pastor today.

Sources: Global Mission, Total Employment, <https://te.adventistmission.org>
 MENA Total Employment Tentmaking, <https://www.temena.net>
 Trecartin, H., (2021) Seven principles of being a Tentmaker, <https://www.ministrymagazine.org/archive/2021/05/Seven-principles-of-being-a-Tentmaker>
 Worldwide Tentmakers, What is a Tentmaker? <https://worldwidetentmakers.com/education/what-is-a-tentmaker/>

CENTERS OF INFLUENCE

Today the rapidly growing urban areas of the world loom as a great mission challenge. In most parts of the world, Adventist churches, institutions, and services tend to be located outside of cities instead of where most people live. More than 100 years ago Ellen White told leaders that the church had “neglected” the cities. Today there are 580 cities with a population of more than one million people and of these cities, 31 do not have one Seventh-day Adventist congregation, and 119 have fewer than 125 Adventists. She recognized that there are classes of people who cannot be reached by public evangelistic meetings and championed wholistic urban ministry centers. Called Centers of Influence, they connect the church to the community, and are an alternative to a business but share the same mission and objective of reaching unchurched people.

Centers of Influence follow Jesus' wholistic method of ministry and so can feature a wide variety of activities such as lifestyle education, treatment rooms, bookstores, reading rooms, restaurants, literature ministry, lectures, small groups, instruction on preparing wholesome food, and spiritual guidance and education. The look, style and activities of each center vary depending on the assessment of community needs with their look, style, and flavor shaped to local situations.

The General Conference is working to revitalize Ellen White's concept of Centers of Influence and wants to establish a network of “Life Hope Centers” in key urban areas around the world. Ellen White says, “It is through the social relations that Christianity comes in contact with the world.”⁵⁶ These centers facilitate that vital contact. They will provide an opportunity for lay people to be involved in ministry using their unique gifts to partner with pastors and other church entities in integrated evangelistic outreach.⁵⁷

56 Ellen G. White, *The Ministry of Healing*, 495, 496, https://whiteestate.org/devotional/rc/01_17/

57 Global Mission: Urban Centres of Influence, <https://urbancenters.org/about>

CURB APPEAL

The Happy Hand Thrift Store in Copenhagen, Denmark started as a shop selling second-hand clothes, furniture, and household items but has become a Center of Influence a city steeped in religious skepticism and secularism.

Happy Hand was the brainchild of a group of Adventist lay members in Copenhagen who wanted to do more to help the needy in their city. Working closely with the Danish Union and local Adventist churches, they created an economically independent Life Hope Center, or Center of Influence, that enables them to minister to people’s needs and fund a variety of mission projects in their neighborhood and around the world.

“We called the shop Happy Hand,” says Anne-May Müller, “because we want to lend a hand to those in need around us. We want to pass on the physical and spiritual gifts we’ve received from God and share hope and happiness.” Customers often tell Müller that they feel at peace in the store. “We want customers to use the shop as a place to take a break from life’s stress,” says Müller. “They come in and talk. They get a hug and a hot drink, and they’re able to face the world again.” Happy Hand continually provides opportunities for pastors and church members in Copenhagen to develop and nurture relationships with people in their community.

Sources: Global Mission: Urban Centers of Influence, <https://urbancenters.org/>
Adventist Mission, “Curb Appeal,” <https://am.adventistmission.org/360-curb>

Business Goals

Business goals are an essential part of business planning. You need to take time to set short- and long-term goals. Short-term goals could be two or three months as you start your business and longer-term goals could be one or two years. Short-term goals are particularly important when you start your business as they help you focus on what’s important and doing the necessary things to achieve business success. Setting goals for your business is wise, prudent, and biblical. Proverbs provides guidance in relation to goal setting:

Setting goals
for your business
is wise, prudent,
and biblical.

1. “If your goals are good, you will be respected” (Prov. 11:27 GNT).
2. “We plan the way we want to live, but only God makes us able to live it” (Prov. 16:9, MSG).
3. “Any enterprise is built by wise planning, becomes strong through common sense, and profits wonderfully by keeping abreast of the facts” (Prov. 24:3-4 TLB).

Jesus, in implementing the Plan of Salvation, set goals for His life. He said, “for the Son of Man has come to seek and to save that which was lost” (Luke 19:10 NKJV). That was His life goal and everything He did and everything He said, was to achieve this objective. Ellen White says, “Success in any line demands a definite aim. If you want to achieve true success in life, set goals worthy of your efforts. The highest purpose for your life is to give the gospel to the world in this generation.”⁵⁸

58 Ellen G. White, “A Call to Stand Apart,” p. 99.8, <https://m.egwwritings.org/en/book/2723.591#591>

Here are some benefits for having business goals:

- Provide direction and focus
- Help guide your decision-making
- Set out what's important for your business and a timetable to achieve the goals
- Provide a way to measure success
- Ensure your business is headed in the right direction
- By focusing on creating goals that change your habits and actions over the long-term you will embed a growth mindset within your business⁵⁹

Goals provide clarity and focus. When you've documented your goals (see page 45), taking the proper action is easier. Goals help you dream, make your business plan tangible, and help you navigate the many ambiguous situations you face while starting a business. Goals help you make choices and continually guide your thinking.

SMART Goals

When setting your business goals its essential that the goals help the business succeed. Many businesses use SMART Goals to guide their business. SMART is an acronym that stands for **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**ime Specific. Therefore, SMART goals include all of these criteria and provide your business with a sense of direction and a clear focus on what's important.

Aspiring entrepreneurs frequently develop goals that are general, unrealistic, unclear, or are meaningless. For instance, "we want to achieve an income of \$20,000" or "we want to make 20 sales" (not helpful because there is no time frame); "we want to be the best dress shop in our village" (what criteria do you use to decide which is the best dress shop? It could be the most profitable, the best range, the highest quality).

To make sure your goals are clear, each one should be:

1. **Specific** (well defined, unambiguous, significant).
2. **Measurable** (meaningful, motivating) – A goal should be something you can track and measure to determine how you have progressed towards your goal.
3. **Achievable** (capable of being achieved within the defined timeframe).

BIBLICAL KEYS FOR GOAL SETTING

Faith: We serve a big God who can accomplish the impossible. There is nothing He can't do. We can believe that He journeys with us and always has our best in mind. He is trustworthy and faithful.

Humility: We never want to be in a position of demanding that things work out or that all our goals are accomplished exactly as we say. The Lord's will always trumps our own. We need to be sure our attitude is one of humility before our Holy and Mighty God.

Commitment: We need to commit ourselves to the tasks at hand.

Diligence: Goals often require hard work. We need to be diligent in our effort.

Perseverance: We will face setbacks and disappointments but need to persevere through rough times. Don't give up!

Alignment with God's Word and Will: Are we within the parameters of God's Word and His character?

Forethought and Planning: Have we done the appropriate homework before starting our task? Have we counted the cost?

Motivation: We need to ask the hard questions. What is our goal and why? Do we have selfish motives or are we operating with a healthy heart?

Source: "25 Scripture Verses on Goal Setting," April 8, 2013, <https://celebrateeverydaywithme.com/25-scripture-verses-on-goal-setting/>

59 Kristian Livolsi, "10 Steps to Achieve a Growth Mindset in Business," August 4, 2020, <https://www.entrepreneur.com/article/353483>

- 4. Realistic (reasonable, realistic, and resourced, results-based).
- 5. Time Specific (time-based, time-sensitive with a starting date and a target date)

When setting your SMART goals, you work through each of the SMART criteria “to build a goal that shares exactly what needs to be accomplished, when it needs to be accomplished by, and how you’ll know when you’re successful. Setting goals this way is helpful, because it eliminates generalities and guesswork, sets a clear finish line, and makes it that much easier to track progress and identify missed targets.”⁶⁰

Once you’ve set your SMART goals, you need to regularly measure the progress your business is making to ensure you are on track to meeting the goals. For example, if your goal was to sell 200 mobile phones in the six months from January 1 to June 30, then check how many phones you sold from January to March and also at the end of June. If you only sold 180 phones by that time, then think about the reasons why you didn’t achieve your goal. If you had a target to sell 200 phones in the next six months, you may wish to adjust your goal either up or down, depending on what you found from your analysis.

Examples of Simple Business Goals

The goals below are not all SMART goals as they may require further detail to make them SMART goals.

Sales \$	Dollar value of sales per month, quarter, annum, or any other time specific time period (e.g., achieve revenue of \$10,000 by 30 June 2022 or achieve sales of \$2,000 in June 2022).
Sales Volume	Volume of products sold, or services delivered per month, quarter, annum, or any other time specific period (e.g., sell 400 bags of potatoes or repair 60 washing machines).
Sales Volume and \$	Volume of products sold or services delivered per month, quarter, annum, or any other time specific period multiplied by the sales price (e.g., sell 400 bags of potatoes per month at an average price of \$25 achieving revenue of \$1,000).
Customer Numbers	Increase customer numbers by 200 in the next quarter
Customer Percentage	Increase customer numbers by 10% in the next quarter
Web Traffic	Increase the number of hits to the web site (either by percentage or number) over a defined period
Conversion	Convert 5% of hits to the web site in the next month
Gross Profit	Gross profit percentage for the six months commencing January 1, 2023, of 40%
Net Profit \$	Net profit for a specified quarter, six months, or year (e.g., achieve a net profit of \$4,000 for the six months commencing January 1, 2023).

⁶⁰ Kat Boogaard, “How to Write SMART Goals,” December 26, 2021, <https://www.atlassian.com/blog/productivity/how-to-write-smart-goals>

Net Profit %	Net profit divided by sales expressed as a percentage (e.g., achieve net profit of 10% per annum: net profit of \$10,000 on \$100,000 sales)
Operating Costs	Reducing operating costs by 5% for a specified quarter, six months, or year (e.g., reduce operating costs by 5% from \$30,000 per year to \$28,500)
Donations	Donate \$1,000 to a community charity each year

See *Business Definitions* (page 179)

In addition to these goals, ensure that you have at least one or two business as mission goals. Here are some examples to illustrate these goals but come up with others which are relevant to your business.

Goals	Example
New relationships	The number of new relationships in a month that you have built with customers, suppliers and employees beyond your business-as-usual activities to demonstrate God's love/compassion
Bible studies	Bible studies conducted in a month
Support for the needy	The amount contributed to bless others in a quarter (excluding normal offerings)

Case Study

Imagine that David wants to start a business selling mobile phones in his town in which he lives. Here's how SMART goal framework can be used to develop a SMART goal.

Specific: David wants to sell Apple iPhones in the town in which he lives (further details below).

Measurable: The business will start on January 1, 2023, and David aims to sell a minimum of ten mobile phones by the end of January 2023.

Attainable: David is currently working in sales for the largest phone retailer in his town. He is the secretary of the local chamber of commerce and is well known in the business community. He will promote the mobile phone business and build customer awareness through word of mouth, referrals, and social media.

Relevant: David has five years of experience in mobile phone sales in his town and has built a loyal following of customers.

Time-Based: David is aiming to achieve sales of 30 mobile phones per month by June 30, 2023 and achieve revenue of \$25,000 by the same date (revenue from January 1, 2023).

Smart Goal Summary – David will start the business by January 1, 2023 and achieve initial sales of 10 mobile phones by January 31st. His goal for the six months is to achieve sales of 30 mobile phones per month by June 30, 2023, and achieve revenue of \$25,000 by the same date (based on the

sale of 100 mobile phones at an average selling price of \$250 per phone).

Once you have identified your business goals, you need to identify activities to help you reach each goal. For instance, if you are going to start a business selling mobile phones and your goal is to sell 30 phones in the first three months, then what are the key actions you must take to achieve your goal? First, you need a mobile phone supplier, then you need to select the range of phones you want to sell, then set the retail price to make a suitable profit on each phone. The Model Steward Canvas will help you document the key activities and key resources you need to achieve your business goals.

Three Key Questions: Business and Business Goals

1. Have you identified suitable short- and long-term goals (mix of profit, revenue, cost and customer goals) to provide focus for you and your business?
2. Have you used SMART Goals to set your business goals?
3. Have you specified a date to compare your achievements to your goals and to review your future goals?

B. PURPOSE AND VALUES

What Is Your Personal Life Purpose?

While this section is about developing the purpose for your business, it's important that you understand your personal life purpose. Noted author and pastor, Rick Warren, in *The Purpose Driven Life*, reminds us that “everything, absolutely everything, above and below, visible and invisible, rank after rank after rank of angels—everything got started in him and finds its purpose in him” (Col. 1:16 MSG). He says:

“The purpose of your life is far greater than your own personal fulfillment, your peace of mind, or even your happiness. It's greater than your family, your career, or even your wildest dreams and ambitions. If you want to know why you were placed on this planet, you must begin with God. You were born by his purpose and for his purpose.

The search for purpose of life has puzzled people for thousands of years. That's because we typically begin at the wrong, starting point—ourselves. We ask self-centered questions like, What do I want to be? What should I do with my life? What are my goals, my ambitions, my dreams for my future? But focusing on ourselves will never reveal our life's purpose.⁶¹

So, how do you define your life's purpose? Does your life's purpose align with the purpose that your Creator had in mind for you? Warren says, “You must begin with God, your Creator. You exist only because God wills that you exist. You were made by God and for God—and until you understand that, life will never make sense. It is only in God that we discover our origin, our identity, our meaning, our purpose, our significance, and our destiny. Every other path leads to a dead end.”

You discover your purpose through your relationship with Jesus Christ. As Paul says, “It's in Christ that we find out who we are and what we are living for. Long before we first heard of Christ and got our hopes up, he had his eye on us, had designs on us for glorious living, part of the overall purpose he is working out in everything and everyone” (Eph. 1:11–12 MSG). Solomon says, “The purpose in a man's heart is like deep water, but a man of understanding will draw it out” (Prov. 20:5 ESV). So, pray and ask God for guidance as to what your life purpose should be. Meditate. Read the Bible and reflect on the lives of Bible characters who lived purpose-filled lives (e.g., Joseph; Gen. 37–41).

“It is only in God that we discover our origin, our identity, our meaning, our purpose, our significance, and our destiny.”

Rick Warren

⁶¹ Rick Warren, *The Purpose Driven Life: What on Earth Am I Here For?* (Grand Rapids, MI: Zondervan, 2002), 17.

HERE ARE SOME MORE QUESTIONS TO HELP YOU DEVELOP YOUR PERSONAL LIFE PURPOSE:

1. What are the spiritual gifts and abilities that God has given you?
2. What are your life passions?
3. What experiences in life are fulfilling to you?
4. What are your non-negotiable core values?
5. What do you do that causes you to forget what time it is because it brings you great joy and satisfaction?
6. What would you do with your life if you had all the money you needed?
7. What were some challenges, difficulties, and hardships you have overcome or are in the process of overcoming? How did you or how are you overcoming them?
8. What legacy do you want to leave?⁶²
9. What do your closest friends say your life purpose is, and most importantly
10. How can you bring glory to God?

“We are born afresh in Christ and born to do those good deeds which God planned for us to do” (Eph. 2:10 PHILLIPS). Therefore, if we do the good deeds God has planned for us then we bring God’s glory to his name and that is the greatest achievement we can accomplish with our lives.

HERE ARE TWO EXAMPLES OF PERSONAL PURPOSE STATEMENTS:

1. “To help bring out the color within people lives by encouraging, equipping and empowering them to realize and live out their God designed vision so that they make a greater impact in their life, marriage, family and work.”⁶³
2. “To create inspiration and encouragement, in both personal and professional aspects, in the lives of those I encounter each day.”⁶⁴

Knowing your purpose focuses, simplifies, motivates, and gives meaning to your life, and preparing you for eternity.⁶⁵ In addition, your personal life purpose will influence and provide guidance for how you define your business purpose. It is also important that there be alignment between your life purpose and your business purpose. The Purposeful Living process is a structured, biblically grounded approach to discerning God’s calling and integrating it into your life. The

62 Bernard K. Haynes, “8 Questions to Help You Realize Your Purpose and Live Out Your Destiny,” <https://leadtoimpact.com/8-questions-to-help-you-realize-your-purpose/>

63 Ibid.

64 Jefferson Haddox, “Defining Your Purpose,” September 14, 2019, <https://www.linkedin.com/pulse/defining-your-purpose-jefferson-haddox/>

65 Rick Warren, *The Purpose Driven Life: What on Earth Am I Here For?* (Grand Rapids, MI: Zondervan, 2002), 30–34.

Handbook might help you in defining your personal purpose.⁶⁶

Defining Your Business Purpose

Understanding the purpose of your business is critical to your success. Each business should have a purpose statement which answers the question “Why does my business exist?” It will tell your consumer if you are trying to make the world a better place, provide freedom or keep everyone fed. “A purpose statement is important because it gives you something to work toward and determines your overall purpose for being in business. The wording of the purpose statement can vary, but it should guide the actions of your business.”⁶⁷

Each business should have a purpose statement which answers the question “Why does my business exist?”

It all begins with asking the question, “Why?” “What’s your purpose? What’s your cause? What’s your belief? Why does your organization exist? Why do you get out of bed in the morning? And why should anyone care? ...People don’t buy what you do; they buy why you do it. If you talk about what you believe, you will attract those who believe what you believe.”⁶⁸

To illustrate the importance of purpose, Simon Sinek uses the example of Apple because its purpose is easy to understand. “If Apple were like everyone else, a marketing message from them might sound like this: ‘We make great computers. They’re beautifully designed, simple to use and user friendly. Want to buy one?’ That’s how we communicate interpersonally. We say what we do, we say how we’re different or better and we expect some sort of a behavior, a purchase, a vote, something like that...Here’s how Apple actually communicates. ‘Everything we do, we believe in challenging the status quo. We believe in thinking differently. The way we challenge the status quo is by making our products beautifully designed, simple to use and user friendly. We just happen to make great computers. Want to buy one?’ Totally different, right? You’re ready to buy a computer from Apple. They just reversed the order of the information. What it proves to us is that people don’t buy what you do; people buy **why** you do it.”⁶⁹

So, what is your purpose? Purpose has been defined as “an aspirational reason for being which inspires and provides a call to action for an organization and its partners and stakeholders and provides benefit to local and global society.”⁷⁰ To understand or develop your purpose, start with your personal life purpose, then ask these questions:

1. Why do we do what we do? Or what is your reason for being?

66 Reformed Church in America, *Purposeful Living*, <https://www.faithward.org/wp-content/uploads/2019/10/Purposeful-Living-hand-book.pdf>

67 “Dynamic Purpose Statement Examples for Business and Nonprofits,” <https://examples.yourdictionary.com/dynamic-purpose-statement-examples-for-business-and-nonprofits.html>

68 Simon Sinek, “How Great Leaders Inspire Action,” TED Talk, https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action/transcript?language=en

69 Ibid.

70 Harvard Business Review, “The Business Case For Purpose,” https://assets.ey.com/content/dam/ey-sites/ey-com/en_gl/topics/digital/ey-the-business-case-for-purpose.pdf

2. Why are we doing this?
3. Why are we in business?
4. Why do we exist?
5. Why are we who we are today?
6. Why are we good at what we do?
7. What do people say about us?
8. What are we great at? ⁷¹

Chick-fil-A, the third largest fast-food chain in America, with \$11b US sales (2019) and with over one third of all chicken restaurant sales included in the top 50 rankings,⁷² has a God-inspired purpose statement: “To glorify God by being a faithful steward of all that is entrusted to us. To have a positive influence on all who come in contact with Chick-fil-A.”⁷³

For former Chick-fil-A chief marketing officer and executive vice president Steve Robinson, the purpose statement “became one of the greatest litmus tests of how we made decisions in the business. We’d think, Okay, does this decision or initiative or investment have the potential to glorify God? Will it have a positive influence on others? Is it good stewardship?...Any business can have a good statement, but if it doesn’t affect how you lead and make choices, it’s worthless.”⁷⁴

Business-as-mission entrepreneurs see their business purpose as fulfilling the Gospel Commission: “Go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded” (Matt. 28:19, 20 NIV). If you adopt this perspective, then your business “exists to advance God’s Kingdom. It is much more than just an entity designed to make a profit and you just being a Christian in business. A business with mission is one that sees itself as a vehicle to be used by God in the marketplace.”⁷⁵

“A business with mission is one that sees itself as a vehicle to be used by God in the marketplace”.

Alex Cook

Chick-fil-A Truett Cathy’s faith and biblical understanding and the insight provided by the Holy Spirit” led to its mission to serve as a fundamentally welcoming place, with friendly employees and spotless locations resulting in the business leapfrogging rivals to become the third-largest chain in the US and tripling annual sales over the past decade.⁷⁶

Stationery is a commodity product. Pens, paper, pencils, folders are all the same, aren’t they?

⁷¹ Andrew Limouris, “5 Crucial Steps to Finding Your Company’s True Purpose,” February 6, 2018, <https://www.bizjournals.com/biz-journals/how-to/growth-strategies/2018/02/5-crucial-steps-to-finding-your-companys-true.html>

⁷² Carmen Ang, “Ranking the Top 50 Most Popular Fast Food Chains,” September 28, 2020, <https://www.visualcapitalist.com/top-50-fast-food-chains-ranked/>

⁷³ Kate Taylor, “The Church of Chicken: The Inside Story of How Chick-fil-A Used Christian Values and a ‘Clone Army’ to Build a Booming Business That’s Defying the Retail Apocalypse and Taking over America,” August 9, 2019, <https://www.businessinsider.com.au/how-chick-fil-a-took-over-america-2019-8?r=US&IR=T>

⁷⁴ Sarah Eekhoff Zylstra and Steve Robinson, “Leadership Lessons from Chick-fil-A,” September 5, 2019, <https://www.thegospelcoalition.org/article/leadership-lessons-chick-fil/>

⁷⁵ Alex Cook, “Turning Your Business into a Mission Field,” <https://christianwealth.com/business/turning-business-into-a-mission-field/>

⁷⁶ Kate Taylor, “The Church of Chicken: The Inside Story of How Chick-fil-A Used Christian Values and a ‘Clone Army’ to Build a Booming Business That’s Defying the Retail Apocalypse and Taking over America,” August 9, 2019, <https://www.businessinsider.com.au/how-chick-fil-a-took-over-america-2019-8?r=US&IR=T>

So, you would think that the only way to compete is on the basis of price. But we all know that competing on price is a fruitless way to compete. Simon Lee, founder of stationery and office supplies company Buy on Purpose aims to change lives, not through the office supplies his company sells, but by donating 50 percent of its profits to non-profit organizations in the Houston area.

The company's purpose is "To donate millions of dollars to our non-profit partners by becoming one of the largest independent retailers in the U.S." This unique God-honoring purpose provides the way for the business to stand out from its competitors. Lee explains how they talk to prospective clients: "when we call our potential customer, we open up with a statement similar to, 'Hey, we're a Houston company, and we're passionate about giving back our profits to local charities. We want to have a meeting with you to talk about it. We happen to sell office supplies, and maybe that's something you need.'" Lee says this approach is what separates Buy On Purpose from its competitors. 'If we try to compete with price and what we sell, we'd be telling the same story as everyone else,' he says."⁷⁷ That's how Buy On Purpose makes "Ordinary Dollars Doing Extraordinary Work—We take spending in an unglamorous category and give to life-changing causes with dollars you're spending every day,"⁷⁸ Lee says.

Glorifying God is an underlying theme for many Christian entrepreneurs, but Nehemiah Lee's reinforced soil business purpose captures the reason he started his company, Nehemiah Reinforced Soil: "Glorify God in business, whatever the cost". As the company's website says, "Integrity is the foundational core value of Nehemiah Group. It is her very essence. Our business stands or falls depending on whether we practice integrity or otherwise."⁷⁹ Lee's business started because he was unhappy with the corruption within the Malaysian construction industry. In the end, he decided to strike out on his own with a partner. In 1993, they started their company which specializes in designing, supplying, and constructing its own patented reinforced soil retaining wall system called the Nehemiah Wall. Their unwillingness to pay bribes was a major impediment but over time the business has grown by leaps and bounds and exported its technology overseas to Singapore, India, Bangladesh, Sri Lanka, and Indonesia.

Three Key Questions: Purpose

1. Does your business purpose enable you to wake up inspired and end the day fulfilled by the work you do? Is it aligned to your God-given personal life purpose?
2. Does your business purpose provide the focus for decision-making in your business?
3. Does your business purpose provide a way for you to differentiate yourself from your competitors?

⁷⁷ Creative Studio, "5 Companies Radically Shaped by the Faith of Their Owners," April 20, 2020, <https://www.christianitytoday.com/partners/c12/5-companies-radically-shaped-by-faith-of-their-owners.html>

⁷⁸ Buy on Purpose, "Our Story," <https://www.buyonpurpose.com/our-story>

⁷⁹ Nehemiah Group, "Core Values," <https://www.nehemiah-grp.com/core-values>

Values

Christian values are essential for your life and for your business. A Christian is someone whose behavior and heart consistently reflect the values of Jesus in order to bring glory to God. Your personal values are the qualities that you believe are important in the way you live, work and conduct your business. Your beliefs guide or motivate your attitudes, priorities or actions. As a Christian business owner applying and modeling Christian values to your staff, customers and suppliers should be your daily goal. Paul says, “Whatever you have learned or received or heard from me, or seen in me—put it into practice. And the God of peace will be with you” (Phil. 4:9 NIV).

Christian values are essential for your life and for your business.

“Values are the motive behind purposeful action.”⁸⁰ Note the link to purpose and the need to align purpose with values and values with purpose. Values specify a relationship between a business and its strategic goals and, like the guard rail along a highway or road, should guide a Christian manager to avoid losing track of the way⁸¹ a Kingdom business should be conducted.

The biblical basis for Christian businesses values is unquestionable. Interstate Batteries is a key player in the US automotive industry with 1,500 employees and an annual revenue of \$1.5B. Its purpose is “To glorify God and enrich lives as we deliver the most trustworthy source of power to the world.” Its fulfills its purpose by doing business based on biblical principles. Its values have a strong biblical influence:

Love. Treat others like you’d want to be treated.

Servant’s Heart. Lead with what people need.

Excellence. Do great things with the gifts you’ve been given.

Courage. Learn, improve and boldly drive change that matters.

Fun. Work hard, laugh often.

Team. Together, we’re better.

Integrity. Be who you are and live up to your commitments.⁸²

HOW TO SELECT YOUR VALUES

The Bible is full of ways to live a God-inspired business life, and these are values that you should follow in your business. As a way to identify the values for your business, I suggest taking the following steps:

The Bible is full of ways to live a God-inspired business life, and these are values that you should follow in your business.

⁸⁰ Steven Mintz, “What Are Values?,” August 8, 2018, <https://www.ethicssage.com/2018/08/what-are-values.html>

⁸¹ “Entrepreneurs with Christian Values, Virtues and Premises” (page 40), https://www.globethics.net/documents/4289936/15984460/China_Christian_3_Web_Final_final_Final.pdf/70169cc1-2a6b-48d2-b385-021622a93e91

⁸² Interstate, “What Makes Us Inherently Us,” <https://www.interstatebatteries.com/about/our-culture>

1. Make a list of key values from Scripture that you find important in your life. It may be a single verse, group of verses or a biblical theme.
2. Look for common themes and reduce the number of values.
3. Reduce the list of values to no more than five by identifying the most important values to you and to your business.
4. Throughout this process, pray to God to guide you in selecting appropriate values for your business.

Biblically Based Values

God's Word is full of values to guide your business life in a Christ-like manner. Paul instructs us that "Love must be sincere. Hate what is evil; cling to what is good. Be devoted to one another in love. Honor one another above yourselves" (Rom. 12:9-10 NIV). Here are a few examples from Scripture to help you select your values.

RESPECT

God created everyone in His image. That means every staff member, every customer, and every supplier is made in God's image. As a response, we must show respect to all, irrespective of background or behavior. "Show proper respect to everyone, love the family of believers, fear God, honor the emperor" (1 Pet. 2:17, NIV).

Mary Kay Ash founder of Mary Kay Cosmetics said that to show respect for people you need to "pretend that every single person you meet has a sign around his or her neck that says, 'Make me feel important.' Not only will you succeed in sales, you will succeed in life."⁸³

Peter Demos, founder of Demos' Restaurants, shows respect by actively listening to his employees and customers alike. He seeks feedback from his customers about the menus or his decision to give away Bibles at his restaurants (if they're upset, Demos says that's just a chance to share the gospel) as his aim is for his restaurants to be places where customers' needs are served with excellence.

Demos also listens to the needs that arise among his 500+ employees through his company's monthly review process in which employees can provide feedback and submit prayer requests. 'Everything that's written down, whether it's a joke or a criticism, comes across my desk,' he says. I carefully review and respond to the needs expressed by my employees.'⁸⁴

GENEROSITY AND ABUNDANCE

The Bible is a book about giving, so generosity should be a key value. Generosity and abundance

83 "100 Inspirational Quotes from Self-made Billionaire Christians," July 27, 2019, <http://smartandrelentless.com/100-inspiration-al-quotes-from-the-most-influential-christian-entrepreneurs-2/>

84 Creative Studio, "5 Companies Radically Shaped by the Faith of Their Owners," April 20, 2020, <https://www.christianitytoday.com/partners/c12/5-companies-radically-shaped-by-faith-of-their-owners.html>

are complementary. Paul says, “God will generously provide all you need. Then you will always have everything you need and plenty left over to share with others” (2 Cor. 9:8 NLT), so we need to share generously with those in need. We can give generously of our labor, our influence, our finances or our expertise.

God gives to us in abundance, but the abundance we receive is not just for ourselves. God gives abundantly with a purpose. Firstly, God promises to bless us abundantly so that in all things at all times we will have all that we need for our food, shelter, and clothing (2 Cor. 9:8, Matt 6:33). Secondly, the purpose of our abundance is so that we “will abound in every good work” (2 Cor. 9:8 NIV) or so we “can be generous in every way, producing . . . great praise to God” (2 Cor. 9:11, MSG). Our stewardship of our God-given abundance must be “rich towards God” (Luke 12:21 NIV) and compassionate to others, using “our” abundant blessings to feed the hungry, give drinks to the thirsty, house the homeless, and visit the sick or those in prison (see Matt.25:34–36). When we receive freely from God’s abundance, we must give freely (see Matt. 10:8). We receive to give.

Strive Masiyiwa is the billionaire owner and founder of Econet Wireless, Africa’s largest cellular service provider. It operates in more than 15 countries and enjoys a majority share of Zimbabwe users. He has shown that “faith and business can be blended together in a way that brings joy, success, and peace to the world.”⁸⁵ What is most impressive about Masiyiwa’s career is that he’s almost spent more of it engaged in philanthropic pursuits than actually building his business. While he recognized his calling to spread cellular technology across Africa, he also felt compelled to offer assistance, money, and expertise to address other issues troubling Africa and has become one of the most prolific philanthropists in the world. He co-founded the Capernaum Trust, a Christian charity that sponsors the education of over 28,000 Zimbabwean orphans and sits on countless boards from Grow Africa to organizations leading the charge against HIV/AIDS and Ebola.⁸⁶

HONESTY AND INTEGRITY

Business integrity is founded in a true understanding of stewardship. Ellen White says, “That which lies at the foundation of business integrity and of true success is the recognition of God’s ownership. The Creator of all things, He is the original proprietor. We are His stewards. All that we have is a trust from Him, to be used according to His direction.”⁸⁷

Dealing with honesty and integrity with every staff member, every customer, and every supplier enables us to feel comfortable with ourselves, our peers and those in the wider community. More importantly, we need to be honest with God, who said, “You shall not testify falsely [that is, lie, withhold, or manipulate the truth] against your neighbor (any person)” (Exod. 20:16 AMP). Solomon provided timely advice for business owners like Nehemiah Lee when he said: “It is better to be honest and poor than dishonest and rich” (Prov. 16:8 CEV).

85 Arrow Leadership, “Things We Can Learn from Strive Masiyiwa’s Life,” January 10, 2020, <https://www.arrowleadership.org/blog/arrow-entrepreneur/things-we-can-learn-from-strive-masiyiwas-life/>

86 Arrow Leadership, “The Faith of Strive Masiyiwa,” November 26, 2019, <https://www.arrowleadership.org/blog/arrow-entrepreneur/the-faith-of-strive-masiyiwa/>

87 Ellen G. White., *Adventist Home*, 367:2, <https://m.egwwritings.org/en/book/128.1683?hl=business&ss=eyJ0b3RhbCI6MjI0MjksInBhcmFtcyl6eyJxdWVyeSI6ImJ1c2luZXNzIiwidHlwZSI6ImJhc2ljiiwibGFuZyY6ImVuliwibGltXQoiOilyMCJ9LCJpbmRleCI6NDV9#1686>

Honesty and integrity in business are often difficult to find. Many cut corners through delivering poor or inferior products or through misleading and deceptive advertising, often misrepresenting the quality or value of a product or service. Honesty, demonstrated through consistent management behavior, sets the tone for the kind of work culture that you want to create and builds trust with customers, staff, and suppliers. Honesty means that you take pride in the products you sell. It means you genuinely believe in the customer service you provide, and that you don't try to be something you're not.

Honesty and integrity can be demonstrated in your business through your published values (Integrity: Honoring God by Conducting All Business with Honesty and Integrity⁸⁸) or your Customer Value Strategy (how you offer value to your customer for the products and services you sell), Accounting Practices, Truth-in-Selling (marketing and advertising), Integrity in Management Practices, Customer Service Integrity, service integrity, and product integrity.⁸⁹ But ultimately, it's not what you say that counts. It's how you behave each and every day.

EXCELLENCE IN CUSTOMER SERVICE

Excellence in customer service is based on the biblical principle of the Golden Rule: “Do unto others as you would have them do unto you” (see Matt. 7:12; Luke 6:31). It recognizes the importance of human dignity and that it is God's character which guides how we interact and relate to one another in our business dealings. The Golden Rule provides a standard that the wise business leader can use to guide decision-making in dealing with employees, customers, and suppliers.

Applying the Golden Rule in business makes a lot of sense and can bring a reward. Excellence in customer service will help bring business success because “a good name is more desirable than great riches” (Prov. 22:1 NIV). “Treat your customers right and they'll be happier, more likely to come back—and more inclined to recommend you to friends and family. Treat your workers fairly, and they'll be motivated to provide excellent service, which leads to satisfied and committed customers. And the numbers don't lie. In most industries, companies that are the loyalty leaders have a compound annual growth rate that is more than twice that of their competitors. Likewise, treating your workers well has been shown to lead to excellence, which of course, results in increased profits.”⁹⁰

Nehemiah Reinforced Soil's excellence in customer service is expressed in this way: “EXTRA MILE, To go the extra mile. We highly value our customers and strive to go the extra mile to give them the best possible value for their money by providing the highest quality of products and services.”⁹¹

88 Hampton Farms, “Our Story,” <https://www.hamptonfarms.com/pages/our-story>

89 Patricia Lotich, “7 Ways to Demonstrate Ethics and Integrity in Your Business” April 16, 2019, <https://thethrivingsmallbusiness.com/examples-of-business-ethics-and-integrity/>

90 Brenton Hayden, “Why the Golden Rule Must Be Practiced in Business,” September 11, 2016, <https://www.entrepreneur.com/article/281387>

91 Nehemiah Group, <https://www.nehemiah-grp.com/core-values>

BE COMPASSIONATE

Compassion is defined as “a deep awareness of and sympathy for another’s suffering.”⁹² Compassion is the ability to see people with empathy, sympathy, understanding, and concern. Compassion recognizes the divine value that God places within each person He has created. Through His example, Jesus calls the people of God to practice love, kindness, compassion, and servanthood toward those they encounter on a daily basis. The uniqueness of Jesus’ ministry rests in His concern for people. He truly loves people and considers them worthy of respect and compassion because of who they are—bearers of the divine image of God.

Compassion can transform relationships with customers and employees. Compassion provides a sense of connection. “It involves recognizing and honoring everyone’s shared humanity. Instead of treating employees like they are a means to an end, compassion demands that they not only care about one another, but are willing to show it.”⁹³ Compassion in the workplace involves caring for, being interested in, and maintaining responsibility for colleagues as friends; supporting one another, including offering kindness and compassion when others are struggling; avoiding blame and forgiving mistakes; inspiring one another at work; emphasizing the meaningfulness of the work and treating one another with respect, gratitude, trust, and integrity.⁹⁴

Understanding your customers will help you understand their problems and challenges and their life stories. The better you know your customers, the better equipped you are to meet their needs. Compassion could well be the greatest witnessing tool your business could have. Just remember that Jesus’ ministry was a ministry of compassion. While you may not be able to talk about salvation or God’s grace, showing compassion may be your most valuable tool to speaking to someone about the Gospel and God’s love.

Compassion could well be the greatest witnessing tool your business could have.

Compassion also extends to how you distribute your profits. Jeff and Ally Davidson from Camp Gladiator created CG Gives, a charity that supports not-for-profits in the communities in which it operates, and CG Victory, a summertime youth adventure camp with half-day and overnight programs that share the gospel through sports with children of all athletic levels.⁹⁵ Buy On Purpose advances God’s kingdom by donating 50% of its profits to change lives in its community. So far it has donated over \$500,000USD to help society’s most vulnerable by partnering with organizations to fight human trafficking, provide clean water, and promote adoption and foster care.⁹⁶

92 Definitions, “Compassion,” <https://www.definitions.net/definition/compassion>

93 Patricia Thompson, “Is There a Place for Compassion in Business?” January 4, 2018, <https://www.garrisoninstitute.org/blog/is-there-a-place-for-compassion-in-business/>

94 Emma Seppälä and Kim Cameron, “Proof That Positive Work Cultures Are More Productive,” Harvard Business Review (December 1, 2015), <https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive>

95 Creative Studio, “5 Companies Radically Shaped by the Faith of Their Owners,” April 20, 2020, <https://www.christianitytoday.com/partners/c12/5-companies-radically-shaped-by-faith-of-their-owners.html>

96 Buy on Purpose, “Our Story,” <https://www.buyonpurpose.com/our-story>

Buy On Purpose Values

Excellence

We will give our best in everything that we do and provide quality products to all of our customers. We will treat each other with the dignity and respect that each person deserves.

Integrity

We will maintain the highest ethical standards in all of our interactions as a company, and individually.

Selflessness

We will always put customers first. Serving our customers will always be our #1 priority.



Three Key Questions: Purpose and Values

1. Have you selected biblical values which reflect your personal life values, and which will underpin your business?
2. Are your values easy to understand and apply consistently?
3. Will the values you have selected guide all your business decisions and underpin your business as mission objective?

The Health Mission Restaurant: Model Steward Canvas Example

Let me introduce you to the Health Mission Restaurant. It will serve as an opportunity for us to build the Model Steward Canvas for this new business as we explore each segment. Our Health Mission Restaurant will provide healthy food all day—breakfast, lunch, dinner—as well as takeaway for time-sensitive diners. It is located in a small town which is also a tourist precinct. The restaurant aims to provide its customers with the finest culinary experience coupled with the highest level of service. In the graphic below, the first two elements have been completed in the Canvas and, as we progress through each element, we will continue to include more information.

The purpose of the Health Mission Restaurant is “To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business.” Note the three important elements—glorify God, be a faithful steward, and be a positive impact on its customers, suppliers, employees, and community. God’s Blessings in God’s Way for God’s Glory.

The Health Mission Restaurant is “here to be light, bringing out the God-colors in the world. God is not a secret to be kept. We’re going public with this, as public as a well-lit restaurant on a hill. If I make you light-bearers, you don’t think I’m going to hide you under a bucket, do you? I’m putting you on a light stand. Now that I’ve put you there on a hilltop, on a light stand—shine! Keep open house; be generous with your lives. By opening up to others, you’ll prompt people to open up with God, this generous Father in heaven” (Matt. 5:14–16 MSG, adapted).

The values of the business have a clear and unambiguous biblical foundation and reflect God’s character and God’s direction in the way the business operates—generosity (“For God so loved the world He gave”), excellence (“do it all to the glory of God”), customer service (“Do unto others”), honesty (“no false scales”).

The Model Steward Canvas					BUSINESS NAME The Health Mission Restaurant
The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year	Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business. Values Generosity, excellence, customer service, honesty	Scriptural Imperative 	Customer Segments and Relationships	Customer Value Proposition	
Key Activities and Resources	Key Partners	Stakeholders	Leadership and Staff Management Approach	Channels	
Cost Structure			Profit and Dividend Strategies		
© Ken Long					

C. SCRIPTURAL IMPERATIVE

Many Christian businesses have a verse of Scripture which defines their purpose as a Christian business or provides the motivation for running their business based on Christian principles and values. While the examples which follow are all single text Scriptural Imperatives, your Scriptural Imperative could also be a passage of Scripture, a specific topic in Scripture (e.g., The Model Steward) or a biblical character (e.g., Joseph, Job, Abraham, Paul). The Scriptural Imperative provides the drive, the passion, and the energy for business owners to succeed and support God's kingdom.

The Scriptural imperative provides the drive, the passion, and the energy for business owners to succeed and support God's kingdom.

Matthew 6:33 is a common guiding principle. David Steward, founder of global information technology enterprise Worldwide Technology, says, "There's scripture that's one of my very favorites. It says seek first the kingdom of God and all of his righteousness, and everything else will added unto you. It means seek to serve first and bring value and make a difference in someone else's life. If you do, in due season, that will turn around to benefit you in a big way. I like what Martin Luther King said as well. He said, 'Everybody can be great. Because anybody can serve.'"

Matthew 6:33 was also the foundation of industrialist R. G. LeTourneau's life. LeTourneau dropped out of school at 14 and began working in an iron foundry as an apprentice ironmonger. Apart from learning on the job, he was committed to self-improvement and studied mechanics and later automobile mechanics by correspondence. When he could pull a motorcycle apart and put it together in one day, he granted himself a degree for "Bachelor of Motorcycles."⁹⁷ During his working life, LeTourneau worked at a number of jobs including iron molder, woodcutter, bricklayer, farmer, gold miner, and carpenter's laborer, acquiring knowledge of the manual trades and skills that proved invaluable in him becoming the most inspiring Christian inventor, businessperson, and entrepreneur the world has ever seen. He went on to "become the leading earth moving machinery manufacturer of his day with plants on 4 continents, more than 300 patents to his name and major contributions to road construction and heavy equipment that forever changed the world."⁹⁸

In 1918, after working in the Navy, he returned to his business and found that his partner had run it into the ground and the business was nearly bankrupt. Around the same time his son Caleb became ill and died. That night God spoke to him:

"My child...you have been working hard but for the wrong things. You have been working for material things when you should've been working for spiritual things.... From my lessons that night I can now say that when a man realizes that spiritual things are worth more—and certainly they will last when material things are gone—

⁹⁷ R. G. LeTourneau, *R. G. LeTourneau: Mover of Men and Mountains* (Chicago: Moody Press, 1967), 54.

⁹⁸ Giants for God, "RG LeTourneau—Earthmoving Innovator," <http://www.giantsforgod.com/rg-letourneau/>

he will work harder for spiritual things. I discovered then that God loves us so much that he wants us to love him in return. He wants us to cooperate with his program. Matthew 6:33 says ‘But seek first the kingdom of God, and his righteousness; and all these things shall be added on to you’. That I had not been doing. I had been seeking first my own way of life, and I firmly believe God had to send these difficulties into our lives to get us to look up into his face and call upon him....”⁹⁹

That’s how Matthew 6:33 became the driving imperative for RG LeTourneau’s life and how the words of this text were inscribed on his gravestone.

For founder of American retail fashion chain Forever 21, Do Won Chang, John 3:16 is the Christian message that must be shared. “It shows us how much God loves us. The love he gave us, by giving us his only son, Jesus, was so unbelievable to me. I hoped others would learn of God’s love. So that’s why I put it there” on the bottom of the company’s distinctive yellow shopping bags.¹⁰⁰ The verse “This is the day the LORD has made; We will rejoice and be glad in it,” (Psalms 118:24 NKJV), is the text you’ll notice when you lift the lid on a carton of Golden eggs.¹⁰¹ John 3:16 also gets a mention on the bottom of In-N-Out’s soda cup, while the wrapping on its Double-Double two-patty burger cites Nahum 1:7.¹⁰²

Scriptural Imperative Texts

When you start your business, you need to find your Scriptural imperative. Here are some examples of Bible texts from which you could choose your Scriptural Imperative.

OLD TESTAMENT

Deuteronomy 8:18 (NIV)

But remember the LORD your God, for it is he who gives you the ability to produce wealth, and so confirms his covenant, which he swore to your ancestors, as it is today.

Psalms 5:3 (NIV)

In the morning, LORD, you hear my voice; in the morning I lay my requests before you and wait expectantly.

Psalms 23:5-6 (NIV)

You prepare a table before me in the presence of my enemies. You anoint my head with oil; my cup overflows. Surely your goodness and love will follow me all the days of my life, and I will dwell in the house of the LORD forever.

Psalms 37:4 (NIV)

Take delight in the LORD, and he will give you the desires of your heart.

⁹⁹ R. G. LeTourneau, R. G. LeTourneau: Mover of Men and Mountains (Chicago: Moody Press, 1967), 85.

¹⁰⁰ “100 Inspirational Quotes from Self-made Billionaire Christians, July 27, 2019, <http://smartandrelentless.com/100-inspiration-al-quotes-from-the-most-influential-christian-entrepreneurs-2/>

¹⁰¹ Billy Hallowell, “Did You Know These 4 Companies Have ‘Hidden’ Bible Verses on Their Products?” October 18, 2019, <https://www1.cbn.com/cbnnews/us/2019/august/4-companies-that-have-hidden-bible-verses-on-their-products>

¹⁰² Clare O’Connor, “Burger with a Side of Bible: Companies Mixing Religion with Retail,” August 1, 2014, <https://www.forbes.com/sites/clareoconnor/2014/04/01/burger-with-a-side-of-bible-companies-mixing-religion-with-retail/?sh=1905ccc023a6>

Proverbs 3:5-6 (NIV)	Trust in the LORD with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight
Proverbs 16:3 (NIV)	Commit to the LORD whatever you do, and he will establish your plans.
Proverbs 19:17 (ESV)	Whoever is generous to the poor lends to the LORD, and he will repay him for his deed.
Proverbs 22:1 (ESV)	A good name is to be chosen rather than great riches, and favor is better than silver or gold.
Isaiah 1:17-19 (ESV)	Learn to do good; seek justice, correct oppression; bring justice to the fatherless, plead the widow's cause. "Come now, let us reason together, says the LORD: though your sins are like scarlet, they shall be as white as snow; though they are red like crimson, they shall become like wool. If you are willing and obedient, you shall eat the good of the land.
Jeremiah 29:11 (NIV)	"For I know the plans I have for you," declares the LORD, "plans to prosper you and not to harm you, plans to give you hope and a future."

NEW TESTAMENT

Matthew 7: 7 (NIV)	Ask and it will be given to you; seek and you will find; knock and the door will be opened to you.
Matthew 19:26 (NIV)	Jesus looked at them and said, "With man this is impossible, but with God all things are possible.
Romans 12:2 (NIV)	Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will.
1 Corinthians 10: 31 (NIV)	So whether you eat or drink or whatever you do, do it all for the glory of God.
2 Corinthians 9:8 (NIV)	And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work.
1 Thessalonians 5:16-19 (NIV)	Rejoice always, pray continually, give thanks in all circumstances; for this is God's will for you in Christ Jesus.
Philippians 4:13 (NKJV)	I can do all things through Christ who strengthens me.
Colossians 3:23 (ESV)	Whatever you do, work heartily, as for the Lord and not for men.

Three Key Questions: Scriptural Imperative

1. What text or passage of scripture underpins your business philosophy and purpose?
2. How will you utilize this Scriptural Imperative within your business as you interact with employees, customers, and suppliers and implement your business as mission approach?
3. How will you communicate your Scriptural Imperative to your employees, customers, and suppliers?

The Health Mission Restaurant: Model Steward Canvas Update

With God all things are possible. What an inspiring spiritual imperative for a new business entrepreneur! This theme of God’s extraordinary power is echoed throughout Scripture. But don’t assume that this guarantees the automatic success of your business. While God wants all of us to prosper and be in health, sometimes new ventures fail. Maybe the business was not well located. Maybe your supplier provided faulty products. There are so many reasons business can fail.

If we look at the context of the saying we find that Jesus said the words “all things are possible” in the story of the rich young ruler. The ruler had rejected Jesus’ challenge to “sell all you have and give to the poor.” Jesus then said, “it is easier for a camel to go through an eye of a needle than for a rich person to enter the kingdom of God.” The disciples were shocked. After all, rich people had the best chance of getting into heaven. If a rich person couldn’t be saved, “Who then can be saved?” It’s at this point that Jesus responds, “with God all things are possible.” So this phrase is related to the salvation of an individual. When it comes to the lives of the people you touch and impact for God in your business, “all things are possible.” God is actively working with you for their salvation.

The Model Steward Canvas					BUSINESS NAME The Health Mission Restaurant
The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year	Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business. Values Generosity, excellence, customer service, honesty	Scriptural Imperative "...with God all things are possible" (Matt 19:26 NIV)	Customer Segments and Relationships	Customer Value Proposition	
Key Activities and Resources	Key Partners	Stakeholders	Leadership and Staff Management Approach	Channels	
Cost Structure			Profit and Dividend Strategies		
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D. CUSTOMER SEGMENTS AND RELATIONSHIPS

The Importance of Segmenting Your Customers

When you sell your products or services you will be selling to a wide variety of customers. Trying to reach all these customers with a single marketing message or communicating with them in the same way, may not work as people come from different industries, backgrounds, differently size businesses with differing numbers of employees. And there are so many other ways in which customers vary—their buying behaviors (do they buy on-line or in a shop?), interests, lifestyle choices, marital status, location (city, suburbs, rural) or their life stage. You could also consider their personal, emotional, and spiritual needs and use these needs as a basis for identifying a customer segment.

The way businesses deal with this challenge is to divide their customers into groups, often called customer segments, based on common characteristics that those customers share. Customer segments have common buying characteristics and needs. So, when you start your business, it is important to identify the groups of customers who may buy your products or services.

Segmentation – A Biblical Concept

In the Parable of the Sower, Jesus talked about customer segmentation - how different groups of people will respond to your message (Matt 13: 3-8). So, in your business one of your key tasks is to communicate the benefits or value your offer to those you'd like to sell your product to. In this parable Jesus says that some might hear your message but show no interest in it. Other will show interest for a while but will be easily distracted. Then there will be others who show great interest in your products or services, but your message gets crowded out by the other messages they hear e.g., other advertisements or other activities which catch their attention. Then, fortunately, there is a group who hear your message and are really excited by what you offer, and they become enthusiastic customers of your products or services.

This diagram illustrates how initially your customers are considered as one group whereas after segmentation you interact with them as separate groups with shared characteristics and behaviors.¹⁰³

103 Hurree, "The Essential Guide to Market Segmentation," <https://info.hurree.co/market-segmentation-pillar>



Source: *The Essential Guide to Market Segmentation*, <https://info.hurree.co/market-segmentation-pillar>

It's important to remember that these individuals allow your brand to thrive. So, reaching the right people in the right place at the right time is key. And it's market segmentation that makes all of this possible for you. In the next section you will match different value propositions to each of the customer segments you have identified. The more effectively you connect with and meet the needs of each customer segment, the more sales you will make.

When selecting the customer segments to target, look for the ones which will most likely give you the highest revenue and profits. So, how do you work out which groups or segments you want to deal with in your new business? The simplest way to understand customer segmentation is to ask, "Who are my customers?" This is called a demographic segmentation and uses information such as age, ethnicity, profession, gender, marital status, location (urban, suburban, rural) and life stage (single, married, divorced, empty nester, retired, etc.). Another quick form of segmentation is geographic segmentation which asks the question, "Where do my customers live?" An example of geographic segmentation is a company selling ice creams which segments a country by the temperature range in different regions and targeting those areas that are more likely to buy ice cream.

When selecting the customer segments to target, look for the ones which will most likely give you the highest revenue and profits.

Other customer segmentation methods include psychographics, behaviors, and personas. These methods are described in more detail in the table below. Choose one of these segmentation methods to segment your prospective customers. You will probably identify more segments than you can service so in the next section you will learn how to select the most attractive segments.

	GEOGRAPHIC	DEMOGRAPHIC	PSYCHOGRAPHIC	BEHAVIOURAL	PERSONA
Summary	Where	Who	Why	What	Who, What, Why, Where
What Is It?	Divides customers into groups based on their location	Divides customers into groups based on demographic factors	Divides customers into groups based on personal interests and motivations	Divides customers into groups based on customer behavior patterns	Divides customers into groups based on different user types
Examples	Urban, suburban, rural, country,	Age, marital status, gender, education, home ownership, ethnicity, income, profession	Interests, personality, lifestyle, social status, attitudes	Purchase behavior, benefits sought, occasion-based purchases, usage rate, buyer readiness, customer loyalty	Jobs to be done, pains/gains, demographic data, psychographic data, behavioral data
Questions to Ask	Where do the customers live? Where are their businesses located?	What are the common demographic characteristics of the customers?	What are personal interests, motivations, personality, lifestyle, social status, and attitudes of the customers?	How many times do they visit your online store before purchasing? Which promotional message (a discount code or a free shipping guarantee) is more likely to encourage them towards a higher-value purchase?	What customer types do we have? What are the major needs and expectations of the customer type? What are the characteristics for each customer type?
Why use it?	Faster, simpler, and easier to use Variable pricing for different locations Improve sales but also create a better relationship between customer and business Improved advertising effectiveness	Ease of use Ideal for life stages Good to supplement with other data Improved personalization of the marketing message Improved product relevance Improved advertising effectiveness	Uncovers motivations and reasons for the purchase of products and services	Ideal for identifying patterns and triggers during the buying process, helps to tailor marketing messages to different stages	Provides a rich and realistic profile of a customer segment Adds a human touch to what would largely remain cold facts

Sources: <https://www.garyfox.co/customer-segmentation/>; <https://www.yieldify.com/blog/>; <https://www.interaction-design.org/literature/article/personas-why-and-how-you-should-use-them>; <https://www.usability.gov/how-to-and-tools/methods/personas.html>

The Key Benefits of Segmentation

The key benefits of market segmentation are as follows¹⁰⁴:

- Helps determine market opportunities – by studying customer groups and their level of satisfaction from the existing products and services, you may be able to identify gaps in the market and launch products or services that meet the requirements of the customer segment.
- Tailor-make marketing initiatives – market segmentation, can help you understand the different mindsets of your customers and this enables you to better target your marketing to address their specific needs.
- Product development and design – Understanding your market segments helps you improve your products or services based on specific customer feedback about your products or services.
- Determine product pricing – You can use market segmentation to identify the right prices to target new customers in various markets. This can help businesses ensure that their offerings are neither overpriced nor underpriced.



Segmentation Examples

MARKET SEGMENTS FOR RETAILERS

Here is a market segmentation example for retailers, with a focus on supermarkets. Supermarkets sell products but also are classified as service firms. Although almost all consumers will visit supermarkets, there are a range of different market segments all with different needs, as shown in the following diagram.¹⁰⁵

¹⁰⁴ "Why market segmentation is a 'must-have' for your business", <https://www.businesswire.com/news/home/20191119005073/en/Why-market-segmentation-is-a-'must-have'-for-your-business-Experts-at-Infiniti-explain-the-key-benefits-to-consider>

¹⁰⁵ "Market Segmentation Examples for Retailers," <https://www.segmentationstudyguide.com/segmentation-bases/segmentation-base-examples/market-segmentation-examples-for-retailers/>

Segment Name	Segment Description	What Are Their needs?	Marketing Mix Design
Fast and Furious	<p>Want to complete their shopping as quickly as possible.</p> <p>Habitual buyers and are loyal to the supermarket and brands, due to their need to make their supermarket experience highly time efficient.</p> <p>Tend to be busy people (perhaps with family or career, making them mostly in the 30-50 years age range).</p>	<p>Find items quickly and be able to get in and out of the supermarket as fast as possible.</p> <p>Prime need is for convenience; thus, more likely than other segments to frequent convenience stores.</p>	<p>Clear aisle design</p> <p>Logical and structured merchandise displays and signage</p> <p>Fast, efficient check-out options, including self-check-out</p> <p>Consistency of product offerings and no stock-out situations</p> <p>Home shopping option</p> <p>Easy/fast nearby parking</p> <p>Extended shopping hours</p>
Budget Conscious	<p>Limited to a fixed budget and, as a result, tend to seek out lower priced and discounted items.</p> <p>Usually loyal to lower-priced brands,</p> <p>Happy to switch to discounted brands (to take advantage of sales promotions).</p> <p>More likely to be low-income families (or middle-income families with a large home loan) and retirees.</p>	<p>Highly price-sensitive,</p> <p>Seek out discount retailers and retailers that adopt an everyday low pricing structure.</p> <p>Less likely to frequent convenience stores and value savings over time.</p> <p>Tend to be significant users of coupons and loyalty programs.</p>	<p>Everyday low pricing</p> <p>Clear pricing (easy to identify)</p> <p>Consistent approach to pricing</p> <p>A good selection of brands, including private label brands</p> <p>Frequent sales promotions (discounts, coupons, buy one, get one free)</p> <p>Loyalty programs</p>
A Day Out	<p>Enjoy shopping and are happy to spend long periods of time browsing and looking through stores.</p> <p>Enjoy bargains and finding new and unusual merchandise.</p> <p>Vary by demographic profile but are generally more likely to be female and often will shop in social groups.</p>	<p>Like stores that are interesting in their layout and design.</p> <p>Broad product mix is highly important to this target market as they seek out new products Less likely to be habitual purchasers. Desire refreshment facilities (such as cafes) as they spend long periods shopping.</p>	<p>Look, design, atmosphere of store critical</p> <p>Changing and variety of merchandise, along with a good supply of new product lines</p> <p>Occasional bargains (sales promotions)</p> <p>Friendly and helpful sales staff</p> <p>Store catalogs</p> <p>Loyalty programs</p> <p>Nearby or in-store facilities, such as seating and cafes</p>

MARKET SEGMENTATION FOR DRINKS

The purpose of this market segmentation example is to demonstrate that while consumers are all buying some form of beverage—sodas, juice, energy drinks, milk-based drinks, water, sports drinks, and so on, though not alcohol products—their needs and situations are different across the market segments, which means that they are seeking different product benefits. In this market segmentation example for drinks, six different market segments are described.¹⁰⁶

¹⁰⁶“Market Segmentation for Drinks,” <https://www.segmentationstudyguide.com/understanding-market-segmentation/market-segmentation-examples/market-segmentation-example-drinks/>

Segment Name	Segment Description
Really thirsty	These consumers simply want to quench their thirst and are attracted to fairly simple styles of beverages, such as water or juice. They are less likely to be attracted to milk-based drinks and drinks containing caffeine. They are attracted to packaging words such as “refreshing” and “hydrating.”
On-the-go	This segment are busy consumers who eat and drink while they are traveling. This is a growing segment and is quite common across a range of convenience foods markets. They often look to a beverage as a meal replacement because they are typically quite time-sensitive during the day, and do not have time to consume a meal so a “filling” beverage is a good alternative. Therefore, for this particular market segment, convenience foods represent an indirect competitor to a beverage. This market segment would be seeking a fairly substantial type of beverage, such as a milk-based drink, a thicker juice mixture, or a larger serving of a more traditional soft drink.
Variety Seekers	Variety seekers are consumers who have limited product loyalty and tend to consume a broader selection of beverages, primarily depending upon their taste and situation at the time. Variety seekers are a common market segment in most food markets. They tend to be brand switchers by definition but are often heavy users as well. The goal is to try and increase “share-of-stomach” by offering a broader product range with different flavors and varieties.
Health focused	The health-focused market segment consists of consumers who make all their food and beverage choices based upon being healthy and eating well. In the cold beverage market, they would be primarily attracted to water, vitamin water, and juice. They tend to be quite brand loyal, relying upon brands that they know and trust and have a reputation for providing health benefits. Compared to other market segments, they are more highly involved in the purchase decision, but can be attracted to a new brand on rational health benefits—often communicated through packaging or in-store displays. They are less responsive to sales promotions and special offers outside of their normal brand choices.
Sporty	Sporty consumers look for products that are helpful when they are undertaking sporting activities, (running, playing organized sports, or working out at the gym). They differ from the “health focus” market segment in that these consumers do not necessarily look to eat healthy for every meal or drink. Instead, they seek the functional benefits of beverages when they are involved in strenuous or endurance activities. They are attracted to simpler product solutions such as water for regular training sessions or they are more likely to utilize sports drinks that offer the benefit of fast water replacement or some form of energy boost. The packaging of the drink is also a important, both in terms of the shape and size of the bottle (for example, easy to hold while running) and the lid dispenser (looking for a container that offers a no spill solution).
Hold the Sugar	This segment is highly attracted to diet drinks because of their particular needs such as weight loss goals or being diabetic, but in most cases, they are looking to remove some calories from their daily diet. This segment differs from the “health focused” segment as they are not generally pursuing general health and well-being goals. As a result, they are quite attracted to no sugar flavor varieties of traditional soft drinks in particular and are less interested in bottled water.

Thomas, S. R., Yieldify, Geographic Segmentation Explained With 5 Examples, <https://www.yieldify.com/blog/geographic-segmentation-real-world-examples/>.

Kingdom Segmentation

The segmentation methods above are based on finding the most commercially attractive market segments. However, your business’s primary purpose could be evangelism such as establishing a business in a country where it may not be possible to “let your light shine” in traditional ways. Consider this story from Global Mission.

INDONESIA: THE SHOWROOM IN JAKARTA

In urban areas, it can be hard to find healthy food. It's too easy to pick up fast food or a cheap meal. Yet even this challenge has provided an opportunity to introduce people to Christ. Adventists in Indonesia have focused on city ministry by opening urban Centers of Influence (UCIs). For example, Club Sehat is a healthy grocery store with a vegetarian restaurant above. The staff and volunteers offer health seminars, cooking classes, and Bible studies too. They sell the healthy items that are hard to find.

UCI is like a showroom where people can come to see who Adventists are—how they live, how they eat, and even how they dress. They don't have to be afraid of going to a church. They can just stop by Club Sehat to learn more first.

The cooking and lifestyle classes have made a difference to the community. Many have experienced health improvements after learning of the Adventist Church's teachings on health. "We can see how God has really intervened in the work here. How God has really blessed this ministry and brought healing to customers and guests," Arlaine, the operations manager, says.¹⁰⁷

What's After Segmentation?

The STP Model shows the two steps which follow segmentation: targeting and positioning. This three-step model helps you identify the commercially attractive segments, and then sell to them successfully with specific products and services and with marketing messages designed for each segment. Segmentation and targeting answer the question, "Where should my business compete?" while positioning answers the question, "How should I compete?"



The objective of the STP Model is to help your business develop the appropriate way to communicate with your potential customers. When you start the process of targeting and positioning, it is best to look at one segment at a time.

¹⁰⁷ "Indonesia: The Showroom in Jakarta," <https://gm.adventistmission.org/the-showroom-in-jakarta>

Targeting

Once you have identified your customer segments you need to decide which ones to target with your sales and marketing efforts. Targeting means looking at the customer segments you identified and selecting those segments which are the most commercially attractive. While commercial attractiveness is generally the basis for selecting your preferred customer segments, don't forget to also consider your purpose and business as mission objectives. The table below identifies the key factors you should consider in selecting your target segments as well as key questions to ask to assist you in the selection process.

Element	Comments
Business as mission	<p>Are you targeting a particular a particular religious, ethnic group, or demographic (e.g. millennials, Gen X, Baby Boomer etc.)?</p> <p>Are you targeting a particular unreached people group?</p> <p>Are you aware of the particular needs of your target groups?</p> <p>What connections do you already have, or can you acquire to connect with these target groups?</p> <p>What resources do you have or can you access to support your business as mission objectives with these target groups?</p>
Size	<p>How large is the segment?</p> <p>Is the segment large enough to be worth focusing on?</p> <p>Number of potential customers?</p> <p>Size of the geographic region?</p> <p>Does the segment have potential to grow steadily or rapidly? In number of customers? In revenue?</p> <p>How does the segment compare with the other segments?</p> <p>Make sure that the segments you are targeting are not too small.</p>
Probability	<p>Which segments are prepared to pay the most for your product or service?</p> <p>Which segments are willing to spend the most money on your product or service?</p> <p>What is the lifetime value of a customer (LTV)?</p> <p>LTV means the amount of revenue you might receive from the customer over the time they purchase from you. For instance, compare the situation where a tourist buys your product once to the situation where you have a regular customer who will buy from you every day or week.</p>
Ease of reach	<p>How easy or difficult is it for you to reach the market segment with your marketing?</p> <p>Can your distribution networks easily reach this segment?</p> <p>What is the cost of acquisition of a customer for this segment (CAC)?</p> <p>CAC refers to expenses you incur in securing a new customer. It can be calculated by dividing all the costs spent on acquiring more customers (marketing expenses such as advertising or business development etc.) by the number of customers acquired in the period the money was spent. For example, if a company spent \$500 on marketing in a year and acquired 50 new customers in the same period, then the CAC is \$10 per customer. Higher CAC generally often means lower profitability.</p> <p>Do I have contacts within this segment?</p>

Ultimately, it isn't just the segment size you should consider, but the overall commercial attractiveness of each segment as well as your business as mission targets and objectives. Ideally, you'd like to find a growing and highly profitable segment where the lifetime value is large (LTV), the cost of acquisition (CAC) is low,¹⁰⁸ and you are able, over time, to build meaningful relationship with customers through your business and kingdom business activities.

Positioning: Products, Services, and the Marketing Mix

After segmentation and targeting comes positioning. Positioning focuses on how you will reach each target segments with your marketing messages.¹⁰⁹ To position a product or service many companies use what is called "The Marketing Mix". This mix of elements varies depending on whether you are selling a product or service. The Marketing Mix for products is called The 4Ps – Price, Product, Promotion, and Place. Services are very different from products. Products can be demonstrated, touched, displayed, and are easier for your prospects to appreciate in terms of value, functionality, or whether they are useful.

Services, on the other hand, are intangible and do not have a physical existence, and so it is harder to demonstrate the value of your service to a potential customer. For instance, if you're an accountant, how can you demonstrate the quality of your service without delivering the service?" Unlike products, services cannot be touched, held, tasted, or smelled. This intangibility poses a unique challenge to those engaged in marketing a service as they are:

1. **Heterogeneity/Variability:** Given the nature of services, each service offering is unique and cannot be exactly repeated even by the same service provider. While products can be mass produced and be identical, the same is not true of services. For example, all burgers of a particular type at McDonalds are almost identical. However, the same is not true of the service delivered by the same counter staff consecutively to two customers.
2. **Perishability:** Services cannot be stored, saved, returned, or resold once they have been used. Once delivered to a customer, the service is completely consumed and cannot be delivered to another customer. For example, a customer dissatisfied with the services of a barber cannot return the service of the haircut that was delivered to him. At the most he may decide not to visit the barber again or gain a refund.
3. **Inseparability/Simultaneity of Production and Consumption:** Services are generated and consumed within the same time frame (e.g., a haircut is delivered to and consumed by a customer simultaneously unlike, say, a McDonald's hamburger which the customer may consume even after a few hours of purchase). Also, it is very difficult to separate a service from the service provider e.g., the barber is necessarily a part of the service of a haircut that

108 Expert Program Management, "STP Marketing Model," <https://expertprogrammanagement.com/2019/11/stp-marketing-model/> Expert Program Management, (2019) STP Marketing Model, <https://expertprogrammanagement.com/2019/11/stp-marketing-model/>

109 Yieldify, "Demographic Segmentation Defined with 5 Marketing Examples," <https://www.yieldify.com/blog/demographic-segmentation-ecommerce-marketing/>

he is delivering to his customer.¹¹⁰

Because of these issues relating to a services intangibility, the marketing mix for service is complemented by three additional elements—People, Process and Physical Evidence – forming what are known as the 7Ps. The table below shows the marketing mix for products and services and how the mix differs.

Element	Product	Service
Product	✓	✓
Price	✓	✓
Place	✓	✓
Promotion (advertising)	✓	✓
People		✓
Process		✓
Physical evidence		✓

The table below describes each element of the marketing mix and offers key questions to ask.

Element	Comments
Product or Service	<p>What good or service are you going to sell to your customers?</p> <p>What does the customer want from the product /service? What needs does it satisfy?</p> <p>How and where will the customer use your product or service?</p> <p>What does it look like? How will customers experience it?</p> <p>How is it different from your competitors’ product or service?</p> <p>Remember that many products also include elements of service as well.</p>
Price	<p>What is the perceived value of your product or service to the buyer?</p> <p>Are there established price points for your products or services?</p> <p>Is the customer price sensitive? Will a small decrease in price gain you extra market share? Or will a small increase be indiscernible, and so gain you extra profit margin? Or will a small increase reduce your sales?</p> <p>What discounts should be offered to trade customers, or to other specific segments of your market?</p> <p>How will your price compare with your competitor’s price?</p> <p>For services, how do you set your price to reflect the intangible nature of a service?</p> <p>Price is the cost that consumers are prepared to pay for a product or service. The price should reflect the product or service’s real and perceived value to the customer as well as the cost of producing the product or service.</p> <p>Where you set your price will impact profit margins, supply, demand, and marketing</p>

110 “Services Marketing—Definition and Characteristics,” <https://www.managementstudyguide.com/definition-and-characteristics-of-services.htm>

Element	Comments
Price	<p>strategy. Effective customer segmentation enables you to determine a price for your product, which is more likely to benefit both your business and your customer.</p>
Place	<p>Where do buyers look for your product or service (e.g., in a retail store, on-line, magazines, social media (Facebook, Instagram), price-comparison sites)?</p> <p>Do you need to use a sales force? Or attend trade fairs? Or make on-line offers?</p> <p>Where do buyers look for your competitor’s product or service?</p> <p>and how can you learn from that and/or differentiate?</p> <p>The goal of your marketing efforts is to get consumers to see your product and convert prospects into clients. Will it be in a physical store location? Will it be online— through email, on social media, an e-commerce shop, or a cloud-based platform? Or does your service come to the consumer?</p> <p>Where you choose to sell your products can be dictated by many things, such as your product or service type or your budget. But the best way to determine the preferred place to sell your product is by knowing your potential customers, their wants, needs and requirements. So do some research and ask lots of questions.</p>
Promotion	<p>How will I promote the good or service to the market?</p> <p>Where and when can you get your marketing messages across to your target market?</p> <p>Will you reach your audience by advertising on-line, in the press, on TV, on radio, or on billboards? By using direct mail? Through public relations or social media?</p> <p>When is the best time to promote your products or services? Is there seasonality in the market? Are there any wider environmental issues that suggest or dictate the timing of your market launch or subsequent promotions?</p> <p>How/where do your competitors promote their products or services? And how does that influence your choice of promotional activity? You will promote your product or services to the potential customers through your marketing strategies. Promotional activities include advertising, public relations, sales promotions, or special offers.</p> <p>As promotion is the communication aspect of your marketing efforts, the aim is to reveal to consumers why they should purchase your products and services. In other words, it’s how effectively you communicate your value proposition (page 103).</p> <p>Marketers tend to link promotion and placement together to reach their core audiences. For example, In the digital age, the “place” and “promotion” are as much on-line as they are off-line. Specifically, where a product appears on a company’s web page or social media, as well as which types of search functions trigger corresponding, targeted ads for the product.¹¹¹</p> <p>Since a service offering can be easily copied, promotion becomes even more crucial in differentiating your service offering in the mind of the consumer.</p>
People	<p>How do you ensure that your employees understand your purpose, culture, and values? and your business-as-mission objectives?</p> <p>Are you aware of the “moments of truth” when employees have the opportunity to make a favorable impression on customers?</p> <p>How do you identify and address skills gaps in your staff?</p> <p>Does your culture attract and retain the right people?</p> <p>People are often the defining factor in the delivery of your products or services, since a service is inseparable from the person providing it. So, whether they are customer service employees or behind-the-scenes employees, recruiting the right people is imperative for the long- and short-term success of your business.</p>

111 Alexandra Twin, “The 4 Ps,” March 2, 2022, <https://www.investopedia.com/terms/f/four-ps.asp>

Element	Comments
<p>People</p>	<p>Training of your staff is critical as they make one of the biggest impacts on customers' buying decisions. So you need to be sure that each customer touchpoint is a positive one to make your business successful. In addition, staff selection and training are critical for you to effectively communicate God's love through your business activities. Jan Carlzon, president of Scandinavian Airlines, called these customer touchpoints "moments of truth." He defined a moment of truth as "any time a customer comes into contact with a business, however remote, they have an opportunity to form an impression."¹¹²</p> <p>As a Christian business, the term "moments of truth" has a dual meaning as it is a touchpoint for the customer to observe your Christian values, behaviors, and purpose in action.</p> <p>At Jersey Mike's franchisees and team members make thousands of decisions each day that determine how customers feel about its brand and these contribute to the business's success. Culture is at the center of that process as great culture attracts great people, and it has allowed Jersey Mike's to grow rapidly. Founder and CEO Peter Cancro has says that it is a training company, and that training is fueling its growths. That training includes sharing its story, traditions, and culture with everyone who joins. Peter once said, "With the right coaching we hope they become a critical part of our team for years to come."¹¹³</p>
<p>Process</p>	<p>Do your business processes and systems ensure that your customers receive outstanding service and are ambassadors for your business?</p> <p>How do we gain insight into how our customers perceive our customer service?</p> <p>How do you ensure that your processes also include your business as mission activities?</p> <p>Processes are the mechanisms, planning and decision making that ensure a smooth delivery of a product or service, particularly customer service. Service delivery is critical to your business as it ensures that a consistent standard of service is delivered to your customers. The more your processes focus on the customer the better your reputation for service will be. On the other hand, poor processes can lead to poor customer service and this impacts on the reputation of your business. Customer processes shape customer experience and customer experience shapes customer satisfaction.</p> <p>Chick-Fil-A, the third-largest fast-food chain in the US with \$US10.46 billion in sales, has outstanding customer processes which are the key to its success. It trains their employees on a simple four-part model customer service model. "First, make eye contact. Second, smile and strive to see the customer return a smile. Third, engage personally—ask how their day is going. Fourth, every Chick-Fil-A staff member has the unilateral power, and they are encouraged to offer complimentary food in an attempt to make a customer's day better."¹¹⁴</p> <p>In 2019 Chick-fil-A claimed the No. 1 spot on American Customer Satisfaction Index's annual restaurant report for the fourth year in a row. Its fans rave about the chain's customer service, its unflinching hospitality, polite employees, and cleanliness.¹¹⁵</p> <p>Many businesses recognize the importance of having a service charter which describes the details of the service delivery process. A customer service charter is a description of how you provide service to customers, how it's delivered to those customers, and what the expected outcomes are from a customer's perspective.</p> <p>Management systems are important in delivering high-quality customer service. A Customer Relationship Management (CRM) system helps manage customer interactions and relationships. It helps connect with former, current, and future customers (prospects) and is also important in helping to retain customers</p>

112 Shep Hyken, "The New Moment of Truth in Business," Forbes Magazine (April 9, 2016), <https://www.forbes.com/sites/shep-hyken/2016/04/09/new-moment-of-truth-in-business/?sh=5a021a0938d9>

113 John Hughes, "Jersey Mike's Exec: 6 Ways to Build a Vibrant Company Culture," August 7, 2017, <https://www.fastcasual.com/blogs/jersey-mikes-exec-6-ways-to-build-a-vibrant-company-culture/>

114 Blake Hoogeveen, "How Chick-Fil-A Exceeds at Customer Service," <https://blog.gomindset.com/chick-fil-as-secret-sauce>

115 Kate Taylor, "Chick-fil-A Is Taking over America by Offering the Best Customer Service in Fast Food," June 26, 2019, <https://www.businessinsider.com.au/chick-fil-a-best-customer-service-in-fast-food-2019-6?r=US&IR=T>

Element	Comments
Process	Surveys and questionnaires are often used by a business to anticipate customer needs and expectations and they will refine their service offering accordingly. Surveys can also identify common problems in your service which need to be addressed.
Physical Evidence	<p>What physical evidence do will I use to enhance the customer experience before and during the service delivery?</p> <p>What physical evidence do my competitors use to enhance their customer’s experience?</p> <p>Are you aware of how your customers “see” your service?</p> <p>What physical evidence can you provide to enable your customers to see God through your business activities?</p> <p>Potential customers of service providers are unable to judge the quality of your service until they experience it, so there is a significant risk for the customer because they are buying something they have never tried before.</p> <p>As services are intangible, service providers aim to include tangible elements in their offering to enhance the customer experience. Physical evidence refers to everything your customer sees when engaging with your business—the environmental elements that surround customers before and during a service/product delivery. This includes the physical environment and surroundings where the customer purchases and/or consumes the product or service, the layout or interior design of your store, the ambience, as well as packaging and sales collateral. A great way to reduce the perceived risk that people feel is to provide case studies and customer testimonials. These can provide evidence that your business is reliable and keeps its promises.</p> <p>Customers judge the service quality through the process of deduction. For instance, when you book a room in a hotel you will find that the corners of the toilet roll are folded. While a simple act, the folded corners convey to a hotel guest that this room has been cleaned. So, the physical evidence you provide must appeal to customers. It also needs to reflect how your business wants to be seen by its customers.</p>

THE STP MODEL AND MARKETING MIX: MARRIOTT EXAMPLE

Marriott International is one of the most well-known hotel and resort chains in the world. It owns hotel brands in 120 countries such as The Ritz-Carlton, St. Regis, JW Marriott, Le Meridien, Westin, Renaissance hotels, Gaylord hotels, Courtyard hotels, and Fourpoints. Each brand targets a specific consumer group and is unique in its own style and theme. For example, Courtyard by Marriott hotels focuses on travelers on the road, who want a nice, clean place to stay during their trip; Ritz-Carlton® hotels target those who don’t mind paying a premium for luxury; and Marriott ExecuStay® hotels are aimed at professionals who need a longer-term, comfortable place to stay. Its stable of brands enable it to deliver the right product to the right customer at the right price.

As you can imagine, Marriott International doesn’t communicate the same marketing message to all its customers because they are such a diverse customer base. Each hotel is designed and positioned to appeal to the unique wants and needs of each specific group. As a high degree of its marketing uses digital channels it can easily showcase all of their products in a manner which appeals to each customer segment and their lifestyles. Marriott’s social media marketing strategy creates greater intimacy with its customer. “What social media is allowing us to do is not draw attention to ourselves, but to see our guests in their own spotlight,” wrote Arne Sorensen,

President of Marriott International.¹¹⁶

Marketing Mix 7P's Example: Restaurant

Imagine that you want to start a new restaurant. Your restaurant serves food (a product) but also provides excellent customer service (service) so the 7Ps marketing mix will be used for this example.

PRODUCT

The product provided by your restaurant is food but other factors such as food presentation, authenticity of taste and ingredients and quality, also need to be considered. Food presentation refers to its visual composition and arrangement on the plate in a way that makes it appealing to the diner. You want to engage your customer's senses and draw them into the experience so that they want to return again and again.

Your products are presented in your Menu, and you may need to adjust this from time to time to provide your customers with new dining experiences and tastes. Your product could also include whether the food is consumed in the restaurant, or it can be purchased and taken away.

PRICE

Pricing is the key to the success of your business as sales are your restaurant's only source of revenue. There are three things to consider when setting your prices: (1) the cost of your food plus other business expenses such as rent, staff, equipment, utilities, ingredients etc., (2) the price the customer is willing to pay, (3) the prices charged by your competitors.

Your pricing can be:

1. **Competitive pricing**—based on prices charged by other restaurants close by.
2. **Value-based pricing**—based on the value perceived by your customer (such as charging more for organic, ethically sourced coffee)
3. **Cost-plus pricing**—based on covering your costs, and then marking up prices by a set percentage.

PLACE

Location is critical when you choose to start your restaurant. Once you've started the restaurant it will be very difficult and costly to change locations. Factors to consider when selecting the location for your restaurant include the rent, competition, closeness to your target market, customer access to your restaurant, parking and public transport, current and any growth in population.

¹¹⁶ MindTools, "The Segmentation, Targeting and Positioning (STP) Model," <https://www.mindtools.com/pages/article/stp-model.htm>; MBA Skool, "Marriott Marketing Strategy and Marketing Mix (4Ps), August 15, 2021, <https://www.mbaskool.com/marketing-mix/services/17317-marriott.html>; Social Tables, "A Peek Inside Marriott's Marketing Strategy and Why It Works So Well," <https://www.socialtables.com/blog/hotel-sales/marriotts-marketing>

PROMOTION

You can promote your restaurant through advertising in the local media (TV, radio, newspaper), on-line or through avenues such as social media.

PHYSICAL EVIDENCE

The decoration and design of your restaurant impacts how your customers think about your restaurant and may influence the amount of food they order. The way your seating is arranged as well as lighting and music, are all important.

The physical attire and appearance of your staff helps to maintain your reputation and gives customers an indication of your standards of cleanliness and tidiness, and the way you run your business.

PEOPLE

In your restaurant, your staff play a critical role. Your chef is the backbone to your restaurant as he or she, to a large degree, determines the taste and quality of your food. Your service staff, who interact with customers, must have a good attitude, and provide a high level of customer service. Ideally, you should also consider having staff who can relate well with your target market. The comments above in relation to people (page 89) also apply here.

Your people are also important in implementing your business as mission objectives. If you train them to look out for people who may be feeling unhappy with life or who are worried or anxious, then this may be an opportunity to provide support and compassion to them.

PROCESS

In your restaurant your processes are important to your customer's experience as they impact on the time to serve your food. Taking orders and making payment, and the training of your staff in service and customer management will help them engage better with your customers.

Three Key Questions: Customer Segments

1. Have you segmented your potential customers into meaningful segments?
2. Have you identified the most commercially attractive market segments to target?
3. Have specific product/service messages been developed to target each of your selected market segments?

Customer Relationships

Customer relationship and customer segments in the Model Steward Canvas are closely related. Customer relationships describes the type of relationship your business wants to have with each of your target customer segments. The nature of the relationship will depend on customer needs and

expectations. Of course, as a new business owner you would like to have close relationships with all your customers, wouldn't you? It's also easy to get into the habit of giving all your clients the same level of customer service irrespective of their level of purchase or contribution to the profit of your business. But every business has limited time and limited resources, so your time and resources need to be allocated in the best way to achieve your business goals.

Customer relationships extend “from personal to automated, from transactional to long-term, and can aim to acquire customers, retain customers, or boost sales (upselling).”¹¹⁷ Before we explore the potential types of customer relationships in detail, let's look at an example. Imagine you opened a mobile phone retail store. A young man comes into your store and asks to see the latest smart phone. He knows the specifications and capacity of the phone. You ask him what feature he's most interested in, but he just shrugs his shoulders. You see that he has a list of phone retail stores and that your store is at the top of the list—because you're the cheapest. It looks like the list is a list of stores with the lowest price of the phone he's interested in at the top. All he seems interested in is the price. This young man is a transactional customer.

A transactional customer “loves to shop, yet they don't do it for the experience, the discovery of great products, or a cutting-edge showroom with a knowledgeable sales team. They shop for the next deal. Their only goal is to learn pricing, sharpen their negotiating skills, and get the lowest price available anywhere. The transactional customer also provides word-of-mouth advertising, but it involves telling everyone they know in detail how they too can get a great deal from you. This form of ‘free advertising’ has minimal lifetime value.”¹¹⁸ So, the transactional customer knows what they want usually because they have conducted a lot of research, buy on price, are not interested in you or your extensive knowledge about mobile phones and their features, or a relationship with you or your store. Because they want and get the best deal, it is usually a win-lose scenario. Any referral from these customers will be of similar price-minded customers. These types of customers are called transactional customers because their focus is on the transaction.

By contrast, the relational customer is interested not just in the purchase of your product, but in building a relationship with you for your mutual benefit, so it's a win-win relationship. Imagine a mother coming into your store with her teenage son. She tells you that they have just transferred from overseas, and she want to buy a mobile phone. Because she has just moved into the area, you ask her why she needs the phone, and you tell her about the best phone plans based on her needs. She then tells you about the phone that she's thinking of buying. After asking a few more questions, you recommend a phone which is 20% cheaper, but will provide all the functionality she requires. She is delighted with your recommendation and completes the purchase. As she leaves, she says, “Thanks for your advice. We'll be back shortly as we need to purchase a phone for my daughter when she arrives in two weeks' time.”

Relational customer “are friendly from the start of the interaction and want the information you provide. This group will freely share their email address to obtain any available knowledge

117 Strategyzer, “How Do I Use the Customer Relationships Building Block of the Business Model Canvas?” <https://www.strategyzer.com/business-model-canvas/customer-relationships>

118 Mark Okum, “How to Succeed with Transactional and Relational Customers,” July 1, 2019, <https://enlightenmentmag.com/on-the-mark/how-to-succeed-with-transactional-relational-customers>

you can provide. The relational client will have questions, and they will ask you for your advice or opinion often. Rather than make the final decision based on price alone, the relational customer will take all aspects of the sales team and showroom into consideration. This client does not have a win at all costs mission; while still price-sensitive, they desire a long-term relationship with the showroom.”¹¹⁹

The contrast between these two customer types illustrates why you need to understand the relationship that you want to have with your customers. Investing a lot of time in trying to build a strong relationship with a transactional customer could be a waste of time compared to investing similar time with a relational customer.

Your Kingdom business is more likely to be able to engage with relational rather than transactional customers.

Your Kingdom business is more likely to be able to engage with relational rather than transactional customers. Ideally, by winning their trust regarding the purchase of your product or services, you may be able to influence them on their spiritual journey.

Types of Customer Relationships

Element	Comments
Transactional	No real relationship between your business and the customer. Your business interacts with the customer on a transactional basis usually closing one transaction without expecting repeat business.
Long-term Relationship	Da deeper relationship is established between your business and the customer. Your business usually solves a problem for the customer and is likely to interact with the customer on a recurring basis. The customer values and appreciates your knowledge, experience, and customer service. The customer can communicate with you during the sales process or after the purchase is complete. This may happen onsite at the point of sale, by e-mail, or through other means. Solving purchasers' problems may lead to helping solve some of your customers life problems through providing personal or spiritual guidance.
Dedicated Personal Assistance	You have a dedicating customer representative or key account manager for a customer who contributes a high level of revenue and profitability for your business. It represents the deepest and most intimate type of relationship and normally develops over a long period of time.
Self-service	In this type of relationship, your business may have limited direct relationship with a customer. Some businesses, like supermarkets, offer clients the ability to serve themselves or to utilize a checkout.
Automated Services	Automation of all or part of the customer interaction. This relationship mixes a more sophisticated form of customer self-service with automated processes based on tools you provide. In addition to offering face-to-face services, banks frequently offer services to dispense case or make deposits through automated teller machine (ATM). ¹²⁰

¹¹⁹ Ibid.

¹²⁰ This table is primarily based on this reference: Strategyzer, "How Do I Use the Customer Relationships Building Block of the Business Model Canvas?" <https://www.strategyzer.com/business-model-canvas/customer-relationships>

Three Key Questions: Customer Relationships

1. Do you understand the customer relationship categories and how they relate to your business?
2. Are the customer relationships for each of your customer segments appropriate to meet customer expectations, reflect the nature of the relationship you have with customers, and address the needs of your business?
3. Are the customer relationship strategies you have aligned to your business model and strategy and your desire to engage with customers, suppliers and employees on a spiritual level?

The Health Mission Restaurant: Model Steward Canvas Update

Now we've included the Customer Segments and Customers Relationships into the Canvas. The Health Mission Restaurant's primary focus is on health-conscious diners and health conscious tourist diners as well as providing takeaway meals to time poor people looking for convenient, healthy, and tasty food. Repeat customers are the lifeblood of a restaurant, so The Health Mission Restaurant wants to encourage its staff to pay attention to the diners coming to eat and to establish a rapport with frequent guests. Customer engagement is built by customers appreciating and remembering the little things that make the total dining experience stand out.

In addition, the Health Mission Restaurant wants to build a supportive community of health-conscious diners. This will increase customer engagement and repeat businesses as community members share health food tips, meal plans and support for each other on their health food journey.

The Model Steward Canvas					BUSINESS NAME The Health Mission Restaurant
The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year	Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business. Values Generosity, excellence, customer service, honesty	Scriptural Imperative "...with God all things are possible" (Matt 19:26 NIV)	Customer Segments and Relationships Health conscious diners Health conscious tourist diners Diners generally Takeaway – time poor people looking for convenient and tasty food Intimate customer service experience Friendly, recognise regular customers Build supportive community of health conscious diners	Customer Value Proposition	
Key Activities and Resources	Key Partners	Stakeholders	Leadership and Staff Management Approach	Channels	
Cost Structure			Profit and Dividend Strategies		
© Ken Long					

E. CUSTOMER VALUE PROPOSITION

Importance of Value Propositions

Your value proposition is the most important element of your marketing messaging. “There is only one boss. The customer,” said Sam Walton, founder of Walmart, “and he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.”¹²¹ Your value proposition includes all of the benefits and experiences you give to your customers when they make contact with your business.

Simply, a value proposition is the value offered by your product or service to your customer.

Other words for value include benefit, help, or assistance. You first need to understand the value or benefit you offer to your customer. This may appear to be an obvious statement, but in my experience as a business consultant, it’s amazing how many businesses have a poor understanding of the value they offer to a client. They may have a high-level and superficial understanding, but the way they express their value proposition is very similar to that of their nearest competitors. For instance, many companies say that great customer service is part of their value proposition. But saying you have great customer service is not enough because your competitors will no doubt say the same thing. You need to spell out why your customer service is better than your competitors.

A value proposition is the value offered by your product or service to your customer. Other words for value include benefit, help, or assistance.

Here’s why understanding and communicating your value proposition is so important:

1. If you are unable to communicate your value to your customers, why should customers place value in what you offer?
2. If you are unable to tell customers why they should choose you and why they should pay what you are asking?
3. If you can’t communicate your value proposition effectively, customers will evaluate your offering on what they understand...PRICE...even if your product or service is superior.

And the reason so many businesses compete on price is that, first, they think they have no value proposition—the business assumes its products/services are the same as everyone else’s (undifferentiated/commoditized product or service); second, they don’t know what the value proposition is. Third, the business has a great value proposition but has never identified it; and

¹²¹ Sam Walton with John Huey, *Sam Walton: Made in America, My Story* (New York, Bantam Books, 1992).

finally, the business has a great value proposition but does not know how to communicate it effectively.

To reduce the risk of competing on price, you need to craft a value proposition you can communicate clearly and concisely. It should answer the question, “Why should the customer do business with you and what value do you offer them?” More importantly, you need to understand that the value is relative to your competitor’s value proposition so it helps purchasers understand why they would buy from you instead of your competitor. The McDonald’s Value Proposition provides an example of an effective value proposition.

I had a client who ran an infrastructure laboratory. It tested concrete, soil, concrete and asphalt for road construction. It was the only local service provider, and its service was superior to its competitors, but it was slightly more expensive. Because it could not communicate its value proposition effectively, it frequently lost business to other service providers. The problem for the roadbuilders was if a test failed to achieve the required level, a section of road construction would be delayed, resulting in a disrupted schedule and additional costs. I explained to my client that if it could show the roadbuilders the best way to construct their roads to meet the roadbuilding standard, their tests would be unlikely to fail. As my client could now communicate its value proposition in terms of the roadbuilders’ problems, revenue increased from \$3m to \$5m in six months. So, if you understand your customer’s pain points—the negative experiences, emotions and risks that the customer experiences in the process of getting their jobs done—you will be better able to craft and communicate your value proposition.

McDonald’s Value proposition

- convenient locations
 - fast and efficient service
 - consistent quality menu items including distinct products, such as the Big Mac.
 - comfortable seating and in-store facilities
 - good value offering and pricing
 - a broad range of food choices – suitable for a variety of ages and dietary needs
-

Creating an Effective Value Proposition

Here’s my definition of what a value proposition is.

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> ● All of the value, benefits and experiences your product/services | ➔ | <p>All products, services and solutions and the benefits that you offer to your customer</p> |
| <ul style="list-style-type: none"> ● You give to your customers | ➔ | <p>How your customers experience your products, services, and your company (refer to the marketing mix above)</p> |
| <ul style="list-style-type: none"> ● When they make contact with your firm | ➔ | <p>Your customer’s experience through all touchpoints with your business such as marketing, sales, delivery, customer service, and invoicing (moments of truth)</p> |

Here are five tips for creating your customer value proposition.

<p>Understand what drives value for your customers</p>	<p>Survey them, talk to them, understand what they value</p> <p>Understand the problem you are solving for your customer and what value they place on solving it or improving their situation</p> <p>Even if you think you know why people buy from you, it's a good idea to ask them yourself. Your customers may give you insights about your value proposition that you have never appreciated before.</p>
<p>Understand your value proposition</p>	<p>Spell out your value proposition clearly, every time</p> <p>Using phrases like "good customer service" is not good enough as everyone says they give good customer service. Ask the question, "What is it about your customer service that is different from your competitors?"</p>
<p>Identify the customers and market segments where you can create or communicate more value</p>	<p>Different customers will see the value you offer differently</p>
<p>Create a win-win price</p>	<p>Set a price for each segment where customers will buy your products or services and you maximize your revenue and profitability</p>
<p>Focus investments on your most valuable customers and/or those you want to reach through your business as mission activities</p>	<p>Allocate more sales resources, marketing and research and development to those customers/segments that give you the best return (revenue and profitability) or who are your targets for business-as-mission activities.</p>

So, what makes a good value proposition? A good value proposition must be clear and easy to understand. It must communicate the benefits a customer will get from purchasing and using your products and/or services and how it's different or better than your competitor's offer. A good value proposition avoids hype (like "never seen before amazing miracle product"), superlatives ("best") and business jargon ("value-added").¹²² And it must be able to be delivered in about 30 seconds.

Value Proposition Examples

Here are five simple value propositions which are memorable and easy to remember.

Wotnot Naturals is an Australian award-winning, baby and skin care range designed with the family's wellbeing and the health of our planet at the heart. Wotnot's value proposition is encapsulated in its name "Wotnot": "When it comes to what goes into Wotnot Naturals, our philosophy is simple—we use 100% wot's good and 0% wot's not."¹²³ Edible Beauty is another Australian brand whose value proposition is embedded in its name. It's skincare that's good enough to eat because you could, if you chose, eat all of its ingredients, as "adding natural and therapeutic ingredients into your beauty regime elevates beauty beyond face value."¹²⁴

¹²² Peep Laja, "How to Create a Unique Value Proposition (with Examples," May 16, 2019, <http://conversionxl.com/value-proposition-examples-how-to-create/#>

¹²³ Wotnot Naturals, <https://wotnot.com.au/pages/our-ingredients>

¹²⁴ Edible Beauty, "Our Promise," <https://ediblebeautyaustralia.com/pages/our-promise>

EveryPlate is a flexible meal kit subscription service with meal kits that are cheaper than the supermarkets from only \$2.85 US per plate. Every week it delivers fresh, quality ingredients and simple recipes to your door, making it easy to cook simple, filling, and tasty dinners. Each recipe has easy-to-follow instructions which use ingredients that you're familiar with.¹²⁵ Its value proposition: Make affordable crowd-pleasing meals at home.

WHY EVERYPLATE



Good value
Dinner essentials, at a price you can't beat



So simple
Familiar ingredients. Four-step recipes.
Fuss-free cooking



Guaranteed tasty feed
A menu filled with flavoursome favourites

It looks like a mirror but it's a workout experience. Mirror's value proposition is that customers can enjoy a home gym with a small physical footprint. When turned off, the product is simply a full-length mirror. When powered on, users can enjoy yoga, cardio, strength training classes, Pilates, and more, with new workouts added weekly. Value proposition: The nearly invisible home gym.¹²⁶

NOVO Watch's value proposition promises to deliver "timepieces handmade in Alberta from repurposed pieces of history." Immediately you understand the difference between a watch from NOVO Watch and its competitors. The value is unique and undeniably different as a NOVO Watch is hand crafted using reclaimed pieces of history. "When you wear a NOVO, you wear more than just a product; you connect to something greater than you."¹²⁷ Here's an example of how Novo Watch promotes their Coalbanks Barrow 1885 SS Edition Watch.



This incredible **Coalbanks Barrow 1885** manually wound timepiece is made from 135-year-old train track pried from the hillside of Novo's hometown of Lethbridge, Alberta. This durable steel, manufactured by Barrow Hematite Steel Company in 1885, became the backbone of the coal mining industry and was an integral piece of the Canadian Pacific Railway.

The Barrow Hematite Steel Company was a major iron and steel producer in Barrow-in-Furness, Lancashire (now Cumbria), England, between 1859 and 1963. At the turn of the 20th-century and the technological revolution, it operated the largest steel mill in the world.

Their quality steel rail now functions as the dial, case, and caseback of this hand built and individually numbered timepiece, a limited edition of only 5 pieces. The strap is made from Hermann Oak leather from one of the finest tanneries in the USA. This edition is packaged in a Canadian-made wood box. And of course, the craftsmen who make your watch are human, not machines, ensuring your timepiece is completely unique in finish.

APPLE IPHON

When it comes to selling a phone, you'd think that the value proposition would involve a description of its features. But one thing you learn when you're crafting your value proposition

¹²⁵ EveryPlate, "Frequently Asked Questions," <https://www.everyplate.com.au/faq>

¹²⁶ Mirror, <https://www.mirror.co>

¹²⁷ NOVO Watch, <https://www.novowatch.com>

is that what you think is obvious isn't necessarily the right answer. You also learn that what you think is the product, isn't always the product.

For *Apple*, the experience of using its iPhone is the product. Its value proposition is based on a magical user experience as its users want a smart phone which is more than a collection of its many features. Shewan says that the “experience includes the design of the device (which has always been an essential part of the value propositions of the parent brand), because even with a number of unique capabilities the iPhone’s features are not strong enough differentiators. However, using the device, with its design aesthetics, unique Apple operating system and aspirational brand image make it a pleasure to own and use.”¹²⁸



Why there's nothing quite like iPhone.

Every iPhone we've made — and we mean every single one — was built on the same belief. That a phone should be more than a collection of features. That, above all, a phone should be absolutely simple, beautiful, and magical to use.

Uber's value proposition conveys the simplicity and ease of accessing its service: “Always the ride you want—Request a ride, hop in and relax.” A customer gets a ride on demand (get a reliable ride in minutes, at the tap of a button), budget-friendly options (compare prices on every kind of ride, from daily commutes to special evenings out), and an easy way to get around (relax and let your driver take you where you want to go).¹²⁹

Communicating Your Value Proposition

Communicating your value proposition effectively is often challenging as, to a large degree, you're telling your prospects how good you are. Here are a few tips which can help you in communicating your value proposition effectively:

Testimonials: A testimonial from one of your customers is an excellent way to support your value proposition. If you have a prospect who's considering a purchasing from you, they will feel more comfortable knowing that you've successfully helped other customers with similar problems or challenges. It's even better if the testimonial is from someone of influence or importance in your community.

Case studies: A case study is a story about a successful customer engagement—how your business, product or service helped to solve a customer's problems or challenges. A case study creates empathy with a prospect and assures them that your business understands their problems or pain points and delivers real and tangible benefits. Case studies are a great way to take the attention off your business and to focus on the experience of one of your customers. As the case study is told from the customer's perspective, it's more believable and can create immediate credibility for your business.

Your case study should include:

¹²⁸ Dan Shewan, “7 of the Best Value Proposition Examples We've Ever Seen,” February 25, 2022, <https://www.wordstream.com/blog/ws/2016/04/27/value-proposition-examples>

¹²⁹ Uber, <https://www.uber.com/au/en/>

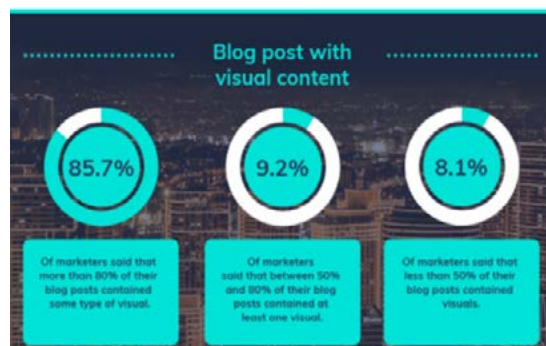
1. the customer’s problem, pain point or challenge
2. the solution you provided—your product or service
3. how the solution was implemented
4. what was the outcome was (needs to be tangible and measurable)

Always have one or two compelling customer quotes as this reinforces how you’ve met the customers’ needs and solved their problems. Often the opening to the case study is a customer quote as this immediately creates a curiosity in the reader so that they want to read more.

Case studies can be communicated in different ways and so they appeal to different audiences or customer segments. The most popular way is to have a written document called “Case Study” which you can hand to prospects, or it could be available on your website. You could also publish the case study on your website either as a blog or under a dedicated section for case studies or client stories. A more modern way to promote your case study is to use a short video or you could use an infographic. These ways of presenting your case study can also be combined for greater impact. For instance, in your blog, you could have a short summary of a case study but also provide a link to a video with more detail or a customer interview. Example of Infographic (right) in regard to Blogs and use of visuals.¹³⁰



MARKETERS AND BLOGS



Calculate the benefit: With your testimonials and case studies, be specific in the benefit that you delivered. If you’ve helped the business increase their income by 20% then say so. It’s much better that saying “we helped the business increase their revenue a lot.” Ask the customer how much you increased their revenue or productivity, reduced their costs, or increased their customer numbers.

Make Your Offer Memorable: Ideally your value proposition should be so memorable that when someone hears it, they want to share it with a friend. There are many great taglines line Kentucky Fried Chicken’s “Finger Lickin’ Good” or Nike’s “Just Do It.” But one of the best and most memorable I’ve seen is the value proposition from the Saddleback Leather Company. Its value proposition is clear—100 Year Warranty, no breakable parts and over-engineered—but these brand values are clearly encapsulated in its memorable slogan “They’ll Fight Over It When You’re Dead.” This slogan confidently communicates the quality and longevity of the product



¹³⁰ Bronwyn Kienapple, B., “20+ Business Infographic Examples (for Planning, Blogging, Social Media & More),” May 14, 2020, <https://venngage.com/blog/business-infographic/>

and speaks to the target audience's desire to leave a legacy.

The Chick-fil-A chicken chain introduced sign-wearing cows with the message "Eat mor Chikin" on a billboard in 1995 and it has been their much-repeated slogan ever since. According to Chick-fil-A's advertising strategies, the cows have united in an effort to reform American food, in an effort to reduce the amount of beef that is eaten. If people eat more chicken so they will in turn not be eaten. Quirky. Wacky. But memorable and effective.



Three Key Questions: Value Proposition

1. Does your value proposition answer this question: "Why should your customer do business with you and what value do you offer them?"
2. Is your value proposition different from your competitor's value proposition?
3. In crafting your value proposition, have you strongly considered the customer's point of view and focused on what the customer wants as well as their problems/pain point and how your product/service benefits solve the customer's problem?

The Health Mission Restaurant: Model Steward Canvas Update

The Health Mission Restaurant's value proposition is based on the freshness of its ingredients, the vibrant taste of its meals, and the wholesomeness of its food all made from locally sourced and organic products, where possible. The restaurant must have a great atmosphere to eat so diners feel relaxed. Its lighting, music, design, artwork, and spacing all contribute to the restaurant ambience.

The Model Steward Canvas					BUSINESS NAME The Health Mission Restaurant
<p>The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct</p> <p>Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year</p>	<p>Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business.</p> <p>Values Generosity, excellence, customer service, honesty</p>	<p>Scriptural Imperative "...with God all things are possible" (Matt 19:26 NIV)</p>	<p>Customer Segments and Relationships Health conscious diners Health conscious tourist diners Diners generally Takeaway – time poor people looking for convenient and tasty food Intimate customer service experience Friendly, recognise regular customers Build supportive community of health conscious diners</p>	<p>Customer Value Proposition Fresh ingredients, vibrant taste, wholesome food all made from locally sourced and organic food where possible. Food is prepared daily, cooked by expert chefs, creating a range of seasonal mouthwatering dishes to choose from. Well trained, courteous staff Great atmosphere to eat/relax</p>	
Key Activities and Resources	Key Partners	Stakeholders	Leadership and Staff Management Approach	Channels	
Cost Structure			Profit and Dividend Strategies		
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F. KEY ACTIVITIES AND RESOURCES

Key activities and resources are the most important activities and critical resources required to carry out your business purpose and deliver your product or service offering to your customers.

Key Activities

Key Activities are “the most important activities your company must perform to operate successfully,”¹³¹ make your business model work and deliver a profit. Remember, it’s the most important activities. Not every activity is a key activity. As a business owner your job is to decide which activities you won’t do and make sure you perform the key activities as effectively as possible.

To identify your key activities, ask these questions. What key activities are pivotal to:

1. communicate and deliver your differentiated value proposition/business purpose effectively?
2. manage your distribution channels?
3. develop and manage your customer relationships?
4. generate and optimize your revenue streams?

Key Activities will vary depending on your business model and from industry to industry. The key activities listed below are a suggested list. Some of these activities will be suitable to your business and some may not be. There could also be key activities which are not listed.

Key Activities include:

Key Activity	Description
Operations/Production	<p>Activities relate to designing, manufacturing, and delivering a product in substantial quantities and/or of superior quality. Production activity dominates the business models of manufacturing firms.</p> <p>Production management includes the selection of product and design, selection of production process, selection of right production capacity, production planning, production control, quality and cost control, inventory control and maintenance and replacement of machines. See the Cleverism reference at footnote 132 for more details on production.</p> <p>Other activities include logistics, the management of IT systems, and processes and procedures including cybersecurity.</p>

¹³¹ Strategyzer, “How Do I Use the Key Activities Building Block of the Business Model Canvas?,” <https://www.strategyzer.com/business-model-canvas/key-activities>

Key Activity	Description
Finance and Accounting	Key financial activities include financial management and planning, budgeting, cashflow management, investing, and raising money. Risk management also comes under this activity.
Sales	Sales activities primarily relate to securing new customers or sales, often called business development. Other activities include conducting market research, sales support activities such as maintaining a list of your customers, and handling customer complaints.
Marketing	Marketing activities promote your business and its products or services. Key marketing activities include developing a marketing and branding strategy, conducting market research (knowledge of the market your business is operating in, potential competitors etc.), product development, communications, sales support, and event management. Another key marketing activity is managing the business website and digital marketing activities such as social media marketing, content marketing and search engine optimization.
Customer Service and Experience	These activities relate to your end-to-end customer experience. Customer service plays a key role in the purchase and post purchase behavior and experience of your customer. The aim is to build a strong customer relationship so that customers become your advocates in the market and drive more business in through word of mouth.
Human Resource Management	Key human resource management activities include employing and paying employees, safety and health, training employees, and labor relations.
Problem Solving	Identifying new solutions to solve individual customer problems, pain points and challenges. The operations of consultancies, hospitals, and other service organizations are typically dominated by problem-solving activities. Their business models call for activities such as knowledge management and continuous training.
Research and Development	Research and development are critical for businesses reliant on consistent new product development. Key actions include new product research, new product development, updating existing products, product quality checking, and innovation.
Network Management	A business model where the platform is a key resource usually has platform or network-related key activities. Networks, brands, and software can all be a part of a platform or network-related business. ¹³²
Business as Mission	Ensuring that your Model Steward Canvas is continually aligned to your Kingdom purpose Building relationships with customers, suppliers, and employees beyond business-as-usual activities to demonstrate God's love/compassion Demonstrating commitment to the 4P's of the quadruple bottom line of People, Planet, Profit and God's Purpose, Creating employment and meaningful jobs in your community Developing financial strategies to support God's Kingdom

Here are a few examples of typical key activities for specific industries:

- **Retail bakery:** select products, write a business plan, develop a budget, bake products,

132 Sources include Strategyzer, "How Do I Use the Key Activities Building Block of the Business Model Canvas?," <https://strategyzer.uservoice.com/knowledgebase/articles/1194361-how-do-i-use-the-key-activities-building-block-of-> [Cleverism](https://www.cleverism.com/key-activities-block-business-model-canvas), "Key Activities Block in Business Model Canvas," <https://www.cleverism.com/key-activities-block-business-model-canvas>; John Spacey, "Business Model Canvas Cheatsheet," August 1, 2018, <https://simplicable.com/new/business-model-canvas>

quality control, price products, selling products, manage a retail store, manage stock (raw materials and baked goods), manage finances

- **Restaurant:** choose a restaurant concept and brand, develop your menu and pricing, write a business plan, design a restaurant layout, identify equipment, secure funding, select a location, negotiate and sign a lease, secure restaurant permits and licenses, develop a budget, hire staff, promote the restaurant, purchase ingredients, cook and conduct an opening, manage finances
- **Bookshop:** research the market for book purchases, choose a focus for your bookshop (general interest, specialty, specific genre), write a business plan, develop budget, secure funding, select a location, secure book wholesale purchase agreements, design a shop layout, negotiate and sign a lease, hire staff, promote the bookshop, and conduct an opening, manage inventory, manage finances

Understanding your key activities is important, but it's also important to understand the activities which are not key activities, or which could be provided by a key partner. This, to a large degree, will be dictated by your business model. Here are some examples of how specific businesses do not undertake specific activities which you would anticipate that they might do:

- **IKEA** focus relentlessly on minimizing their production costs and spend almost no time on assembly. This is also critical to the success of their value proposition.
- **Nespresso** spends their time running their own sales channels, but no time growing coffee or manufacturing machines.
- **Netflix** focuses on creating original content, not on shipping DVDs to customers like they previously did. This has been made possible by increased internet speeds.
- **Airbnb** spend their time coordinating two sides of the market—their renters and their hosts. That means prioritizing their customer experience and their advertising, but they don't maintain or refurbish any property themselves.¹³³

Three Key Questions: Key Activities

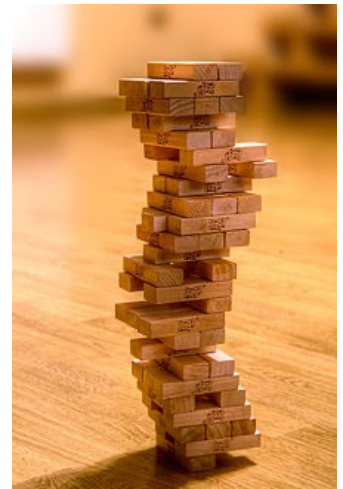
1. Are the key activities you selected critical to your business as mission activities, value proposition/business purpose, to managing your distribution channels, developing, and managing your customer relationships and generating and optimizing your revenue streams?
2. Have you removed from your key activities the activities that are not critical?
3. Should any of the activities you identified as Key Activities be provided by a partner?

¹³³ Isaac Jeffries, "BMC Part Seven: Key Activities," <https://isaacjeffries.com/blog/2017/4/3/bmc-part-seven-key-activities>

Key Resources

Resources are considered the key assets that your business needs to create its value proposition, service its customers, and deliver your product or service to your customer. Isaac Jeffries describes key resources as “irreplaceable elements.” He uses the metaphor of a game of Jenga to identify your key resources.¹³⁴

“You try and gently remove one of the blocks...and you get it out. Success! That obviously wasn’t a key part of the tower. If you remove a block and the whole thing collapses, you’ve found a key part of the structure, which you can’t afford to remove (and you need to get better at Jenga). This is what makes something a Key Resource—without it, your whole business collapses. By listing them all here, we can find ways to protect them, backing them up and ensuring the business’s longevity.



It could be a person, like the founder or a vital team member.

It could be a special building or location.

It could be your equipment and machinery.

It could be your intellectual property, like a trade secret or a unique recipe.

It could be a patent, that stops imitators.

It could be your brand; a name customers recognize and trust over the rest of the market.

Interestingly, it’s not the same for every business—even within the same industry.”¹³⁵

Key Resources are the critical assets, tangible or intangible, that your business requires to create its products or deliver its services, and these are usually differentiated from the key resources being utilized by your competitors. Ultimately, the quality of your Key Resources will impact the sustainability and profitability of your business.¹³⁶ Key Resources could be human, financial, physical, relational intellectual, or digital. These resources will vary from business to business even if you are in the same industry.

Key resources will vary depending on your business model and from industry to industry. The key resources listed below are a suggested list. Some of these activities will be suitable to your business and some may not be. There could also be key resources that are not listed.

¹³⁴ Jenga is a game of physical skill created by British board game designer and author Leslie Scott, and currently marketed by Hasbro. Players take turns removing one block at a time from a tower constructed of 54 blocks. Each block removed is then placed on top of the tower, creating a progressively more unstable structure. Source: <https://en.wikipedia.org/wiki/Jenga>

¹³⁵ Isaac Jeffries, “BMC Part Six: Key Resources,” <https://isaacjeffries.com/blog/2017/3/27/bmc-part-five-key-resources>

¹³⁶ Anastasia Belyh, “Key Resources Building Block in Business Model Canvas,” September 16, 2020, <https://www.cleverism.com/key-resources-building-block-in-business-model-canvas/>

Key Resources include:

Key Resource	Description
Human Resources	Key human resources including leadership and skills required by the business. Employees are often the most important and yet the most easily overlooked assets of a business especially for service industries as your staff represent your business. The knowledge and expertise of your staff can set your business apart, especially if they have a special skill which is unique or rare in your industry.
Financial	Financial resources required to fund your business plan. This is typically an estimate of the financial capital required to make the business profitable and self-sustaining.
Physical	Physical capital includes offices, specialized equipment, inventory, buildings, manufacturing plants, transport, or distribution networks.
Relational	Relational capital such as relationships with a key partners, suppliers, and business networks.
Knowledge and Intellectual Property	Knowledge that you need to run your business such as manufacturing know-how. These are non-physical, intangible resources like brand, patents, IP, copyrights, and even partnerships. Customer lists, customer knowledge, and even your own people, represent a form of intellectual resource.
Digital	Digital assets are digital in nature, uniquely identifiable and provide value to your business. These assets may include images, photos, videos, files containing text, spreadsheets, or slide decks. ¹³⁷ For businesses that have a design element such as architects and graphic designers, digital assets may include design files, drawings, or artwork.
Business as Mission	Spiritual gifts, staff members with spiritual leadership and discipling skills, and access to biblical resources (Bible studies, training resources, podcasts, etc.)

While its natural to focus on the current resources that you have, it's also wise to consider the resources you need to set you apart from your competitors or for future growth.

Three Key Questions: Key Resources

1. Are the key resources you selected critical to your business as mission objectives, your value proposition/business purpose, to managing your distribution channels, developing and managing your customer relationships, and generating and optimizing your revenue streams?
2. Do you have a plan for defending or retaining your key resources?
3. Is there a key resource you need, but do not have, which you could acquire through a new hire, by purchase, or through a partnership?

¹³⁷ Sources include: Stratgyzer, "How Do I Use the Key Resources Building Block of the Business Model Canvas?" <https://strategyzer.us-er voice.com/knowledgebase/articles/1194367-how-do-i-use-the-key-resources-building-block-of-t>; Anastasia Belyh, "Key Resources Building Block in Business Model Canvas," September 16, 2020, <https://www.cleverism.com/key-resources-building-block-in-busi-ness-model-canvas>; John Spacey, "Business Model Canvas Cheatsheet," August 1, 2019, <https://simplicable.com/new/business-mod-el-canvas>; MerlinOne, "What Exactly Is a Digital Asset and How to Get the Most Value from Them?," <https://merlinone.com/what-is-a-digital-asset>

The Health Mission Restaurant: Model Steward Canvas Update

The Canvas has now been updated by adding the key activities and key resources. The key activities are the most important actions the restaurant must perform to operate successfully. For a restaurant. These include the selection of location of the restaurant and its design, layout, and fit out. Menu planning is critical as the meal options should be enjoyable for to your health-food diner. Selecting staff, particularly your chef, is a critical activity as this influences the choice of ingredients and the preparation, cooking, and service of meals. Promoting the restaurant and managing the business are also critical activities. For a business with a Kingdom purpose the entrepreneurs must identify ways to share and support the Gospel in and outside the business.

The key resources are the important assets and resources required to make the restaurant function well. They are also essential for delivering your value proposition and serving your customers. For the Health Mission Restaurant these resources are its chef and service personnel as well as access to fresh and local ingredients. The Health Mission Restaurant brand is also very important and is the way to communicate your purpose and identity to the public. The restaurant name, logo, menu design, and merchandise should all present a cohesive image of your brand. The name, The Health Mission Restaurant, may also provide the opportunity to explain the purpose of the business.

The Model Steward Canvas				BUSINESS NAME The Health Mission Restaurant	
<p>The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct</p> <p>Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year</p>	<p>Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business.</p> <p>Values Generosity, excellence, customer service, honesty</p>	<p>Scriptural Imperative "...with God all things are possible" (Matt 19:26 NIV)</p>	<p>Customer Segments and Relationships Health conscious diners Health conscious tourist diners Diners generally Takeaway – time poor people looking for convenient and tasty food Intimate customer service experience Friendly, recognise regular customers Build supportive community of health conscious diners</p>	<p>Customer Value Proposition Fresh ingredients, vibrant taste, wholesome food all made from locally sourced and organic food where possible. Food is prepared daily, cooked by expert chefs, creating a range of seasonal mouthwatering dishes to choose from. Well trained, courteous staff Great atmosphere to eat/relax</p>	
<p>Key Activities and Resources Menu planning Purchase of ingredients – vegetables, fruit, etc. Identifying ways to share and support the Gospel in and outside the business Business promotion/management Preparation, cooking, service of meals Staff selection, particularly chef</p> <p>Brand Access to fresh, local ingredients Chef and service personnel</p>	<p>Key Partners</p>	<p>Stakeholders</p>	<p>Leadership and Staff Management Approach</p>	<p>Channels</p>	
<p>Cost Structure</p>			<p>Profit and Dividend Strategies</p>		
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G. KEY PARTNERS

A partnership is a relationship between two organizations that work together for mutual advantage. The partnership can be a “loose relationship where both entities retain their independence and are at liberty to form more partnerships or an exclusive contract which limits the two companies to only that one relationship.”¹³⁸ Your business may partner with a several others for varying reasons, but not all of these relationships will be key to your business.

To improve your business operations and reduce risks, businesses often develop relationships with key partners so they can focus on their core business activities. Partners may include other businesses and government or non-consumer entities. These partnerships “can be the relationships that your company has with your suppliers, your manufacturers, business partners, etc. These partnerships that you will undoubtedly create will be forces that help your business succeed in areas that would be inefficient for you to do yourself.”¹³⁹ Key partnerships can also be joint ventures or strategic alliances between competitors or non-competitors.

Your mix of partnerships can change over the lifecycle of your business. The types of partnerships that may be necessary when you start your business may differ from the partnerships you need as your business becomes more established.

God and Man Unlimited: Partnering with God

In the following chapter, “Stakeholders,” God is described as The Ultimate Stakeholder, an extraordinary partner. We have the honor of being taken into partnership with God: “You can rely on God, who has called you to be partners with his Son Jesus Christ our Lord” (1 Cor. 1:9 NJB). “God invites us to be partners in the firm!... we can rest in our partnership with God, for he works in and for us. In our partnership with God our part is faith and obedience, and God’s part is guidance and blessing.”¹⁴⁰

As partners with God, we must:

1. Accept God’s gift of partnership. It’s a gift so, even though you’d like to, you can’t earn it and you don’t deserve it. “It is an incredible act of God’s grace which makes it possible.”
2. Recognize that the partnership is a special union that blends the divine with the human. “We become partakers of His divine nature” (2 Peter 1:4). We do not become divine, but God dwells within us. We do not lose our identity; instead, we discover our true identity.

138 Anastasia Belyh, “Key Resources Building Block in Business Model Canvas,” September 16, 2020, <https://www.cleverism.com/key-resources-building-block-in-business-model-canvas/>

139 Business Model Canvas, <https://bmcintroduction.wordpress.com/key-partners/>

140 G. Edward Reid, “Partners in the Firm,” *Dynamic Steward*, vol. 3, no. 1 (Jan.–Mar. 1999), <https://stewardship.adventist.org/1999-3-1.pdf>

We discover who God created us to be in the first place.”¹⁴¹

3. Start our great adventure in faith with God as our partner. Ben Maxson says, “We make choices, and as we walk with God, his Spirit guides and empowers our choices. We act in a partnership that goes far beyond our very best imagination. We do not work for him, but rather in intimate union with him... every part of life becomes an exciting adventure of walking with God—applying partnership with him to each moment and each action.”¹⁴²

Noted stewardship author, the late Mel Rees tells this story in his book, *God and Man Unlimited*:

A man who was having some difficulty in finding steady employment was asked if he had already asked God to help him. “Do you know what I do?” He asked. “No.” “I repair old houses. You don’t ask God to help you with things like that, do you?” “What do you ask God for—blessings on the Sabbath School? On the children? On the missionaries?” “I suppose so.” “Of course, you ask God to bless your work—whatever it is—just as long as it is honest. He is vitally interested in whatever you do. You are one of his managers. Wouldn’t you be interested in someone who was working for you?”

After this man recognized his active partnership with God, he had more work than he could do—simply because he asked God to bless him, and he did. Up to this time he was operating as a one-man business, not a partnership with God. The problem is that too many people try too hard to take care of themselves, by themselves. They stumble along through life because they do not avail themselves of the unlimited assistance that God has promised. A recognition of not only our responsibility to God but of his responsibility to us would solve many of our problems.¹⁴³

So if you want to be successful in your business, particularly your business-as-mission business, then God must be your partner.

Why Enter into a Partnership?

When you run a business, it’s difficult to have all the resources and conduct all the activities you need as you have limited time, limited expertise, and limited resources. So, businesses often enter into partnerships to optimize their business models, reduce risk, or acquire unique resources. Here are some of the main reasons for having a partner:

1. **Help you focus on what you do well:** When you run a business there are lots of activities to complete each day. Imagine that you’re a pineapple farmer near Tenakoga, a one hour’s drive by truck from Honiara, the capital of the Solomon Islands. If you want to sell your

¹⁴¹ Benjamin C. Maxson, “Incredible Partnership,” *Dynamic Steward*, vol. 3, no. 1 (Jan.–Mar. 1999), <https://stewardship.adventist.org/1999-3-1.pdf>

¹⁴² Ibid.

¹⁴³ Mel Rees, *God and Man, Unlimited: Divine Power Combined with Human Effort Illustrated in the Management of Life* (Washington, DC: Review and Herald Publishing Association, 1982).

pineapples and get the best price, you need to take them to market. But it will take a day out of your week to go to the markets every week. You could enter into a partnership with a neighboring pineapple farmer for each of you to go one day every two weeks. One would represent the other in selling the pineapples. By having a partnership like this you gain an extra day per fortnight in cultivating your crop of pineapples.

2. **Reduce risk:** Businesses choose to reduce risk and uncertainty by transferring them to a partner who is in a better position to handle them. Many businesses use a contract manufacturer to make their products as this reduces the cost and risk of running a manufacturing plant as well as the requirement to have manufacturing expertise.
3. **Unique resources or capabilities:** Businesses work with key partners to extend their own resources and capabilities by relying on other firms to furnish resources and capabilities or perform certain activities. Such partnerships can be motivated by needs to acquire knowledge, licenses, access to customers, or create a new revenue stream. A mobile phone manufacturer, for example, may license an operating system for its handsets rather than developing one in-house. An insurer may choose to rely on independent brokers to sell its policies rather than develop its own sales force.¹⁴⁴
4. **Improving your business model:** Improving your business model means focusing on your key activities and utilizing partners or contractors to perform activities. For instance, if you're starting a building company, it makes more sense to engage a contractor to dig the foundations than for you to buy a backhoe and hire an operator yourself.

Selecting a Business Partner

You should exercise caution in entering into a partnership as getting into the wrong partnership can cause financial, commercial, or personal challenges. Here are some important issues to keep in mind when forming your partnership:

- **Selecting partners:** Selecting the right partners can be critical for your business. You need to do two things when you select a partner. Firstly, determine the criteria for evaluating your potential partners. Criteria could include acquiring a new capability (be specific), acquiring access to a resource (be specific), access to goods or services, and having the same values. You would then score the partner out of ten for how well they meet each criterion. But then all of the things on your list may be important, but some may be more important than others. So, the second thing to do is to identify the weightings for

Criteria for Selecting a Partner

- Similar vision/values
- Business experience
- Financial stability or strength
- Access to business networks
- Access to key capabilities
- Access to unique resources
- Access to goods or services

Don't just rely on this list. Make your own list.

¹⁴⁴ Ibid.

each criterion. For instance, getting access to a key resource for a product that you want to manufacture might be 40% of your decision. Then multiply your score by the weighing and add up all the results. Using this method, you'll be able to score each potential partner and compare how they rate relative to each other.

- **Unequally yoked:** Paul tells us emphatically, “Do not be yoked together with unbelievers” (2 Cor 6:14 NIV). What implications does this advice have in selecting a business partner? The following section deals further with this issue.
- **Managing expectations:** It's amazing when negotiations take place that the two people involved in the negotiations come away with a different understanding, so it's always wise to check with the other party regarding what their expectations are from the partnership, and for you to check that your expectations are also aligned to their thinking.
- **Put it in writing:** Once you've selected your partner, put the agreement in writing. If it's a complex arrangement, then you might get a lawyer involved to help you document the agreement. If it's a simpler arrangement, then a document called a “heads of agreement” may be sufficient. A “heads of agreement” identifies the parties to the agreement and the key terms of the agreement between parties.
- **Win-Win situation:** For a partnership to be effective, both parties need to feel that they benefit from the relations.

Unequally Yoked

Paul says that we shouldn't be yoked to unbelievers. A yoke in biblical times was a wooden frame with loops at either end, fitted around the necks of two animals. Now it was not just any two animals—“Do not plow with an ox and a donkey yoked together” (Deut. 22:10 NIV)—as the animals needed to walk and work together. The yoke bound them together and forced them to function as one unit. Paul warns about being in partnership with an unbeliever because it creates a mismatched alliances with them or you have a different yoke with them which is inconsistent with your faith. “For what partnership have right living and right standing with God with iniquity and lawlessness? Or how can light have fellowship with darkness?” (2 Cor. 6:14 AMPC).

The law of agency governs the partnership arrangement. Each partner is generally the agent of the other. What this means is that the actions of one partner can bind the other. Randy Alcorn sums up the challenges that a partnership between a believer and unbeliever can pose: “A partner can take a stand, but the unbelieving partner is in effect representing him even when the believer isn't present. They have a legal and moral yoke that is often complex. When the unbeliever acts, he is acting on behalf of the believer.”¹⁴⁵ In an article titled “Unequally Yoked,” the author warns that “when a believer and an unbeliever can maintain a successful partnership without conflict over the spiritual goals of the company, it is normally because the believer has compromised God's principles (see Romans 12:2).”¹⁴⁶

So, Paul's position of a partnership between believers and nonbelievers is clear. Just don't do

¹⁴⁵ ARandy Alcorn, “How Broad Is the Command to Not Be ‘Unequally Yoked?’,” March 18, 2010, <https://www.epm.org/resources/2010/Mar/18/how-broad-command-not-be-unequally-yoked/>

¹⁴⁶ Crown Financial Ministries, “Unequally Yoked,” <https://www.cbn.com/finance/crownyoked.aspx?mobile=false>

it. But situations may arise where there is the potential for a partnership between believers. The warning in the Amplified Bible Classic Edition (2 Cor 6:14) was regarding mismatched alliances. In order for a believer to partner with another believers, the values and vision, products and practices of the business must be consistent with Scriptural values. But, even that may not be enough as critical beliefs, such as trading on the Sabbath, need to be clearly set out in your heads of agreement.

Types of Key Partnerships

Key Partners	Descriptions
Buyer-supplier Relationships	<p>Key partners in a buyer-supplier relationship can build mutually beneficial and reliable relationships as suppliers of parts, components, products and services. This can include the complete outsourcing of manufacturing or services such as consumer service.</p> <p>Not every supplier is a key partner. Some may be suppliers, who supplies you on the basis of a straightforward transactions (same distinction as between a transactional and relational buyer under Customer Relationships).</p> <p>A “supplier” is a company that you choose to provide a needed product or service and is more of a commodity-based provider. Communications with suppliers are primarily one way and can be easily replaced with another supplier if needed.</p> <p>A “partner” can be a key upstream supplier or downstream customer that has a greater interest in your success. Partners are more engaged in your process and help you provide a better product or service.</p>
Distributors	If you don't sell your product or service directly to the customer, then distributors may help you reach customers with your products and services.
Value Added Resellers	Firms that add something to your products and services before reselling them.
Marketing	Marketing partners that sell or promote your products and services such as an influencer on Facebook or Instagram.
Development	Partners than help you develop your business such as a firm that will implement technologies for you.
Research and Development	Research and product development partnerships. ¹⁴⁷

Three Key Questions: Key Partners

1. Does your business perform activities that would be better performed by a Key Partner?
2. Which Key Resources are you acquiring from your Key Partners?
3. Which Key Activities do your Key Partners provide for you? Which business as mission activities can you do with other Key Partners who have similar objectives?

¹⁴⁷ Sources include: Strategyzer, “How Do I Use the Key Partnerships Building Block of the Business Model Canvas?” <https://www.strategyzer.com/business-model-canvas/key-partnerships>; Anastasia Belyh, “Key Resources Building Block in Business Model Canvas,” September 20, 2020, <https://www.cleverism.com/key-resources-building-block-in-business-model-canvas>; John Spacey, “Business Model Canvas Cheatsheet, August 1, 2018, <https://simplicable.com/new/business-model-canvas>; Steven Imke, “Key Partners and Your Business Model,” January 27, 2020, <https://www.business2community.com/strategy/key-partners-and-your-business-model-02278564>

The Health Mission Restaurant – Model Steward Canvas Update

The key partners are those whom the restaurant owner needs to perform its key activities and provide its value proposition to its diners. For a restaurant the key partners are its suppliers of local fresh food and other ingredients as well as tourism operators. It might be able to create joint experiences with the tour operators to provide a convenient and combined tourism experience for tourists. For instance, the tour operator might provide a day tour of your area and come back to your restaurant for lunch to experience your local health food.

As the restaurant is focused on business as mission, your Key Partner is God.

The Model Steward Canvas				BUSINESS NAME The Health Mission Restaurant	
<p>The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct</p> <p>Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year</p>	<p>Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business.</p> <p>Values Generosity, excellence, customer service, honesty</p>	<p>Scriptural Imperative "...with God all things are possible" (Matt 19:26 NIV)</p>	<p>Customer Segments and Relationships Health conscious diners Health conscious tourist diners Diners generally Takeaway – time poor people looking for convenient and tasty food Intimate customer service experience Friendly, recognise regular customers Build supportive community of health conscious diners</p>	<p>Customer Value Proposition Fresh ingredients, vibrant taste, wholesome food all made from locally sourced and organic food where possible. Food is prepared daily, cooked by expert chefs, creating a range of seasonal mouthwatering dishes to choose from. Well trained, courteous staff Great atmosphere to eat/relax</p>	
<p>Key Activities and Resources Menu planning Purchase of ingredients – vegetables, fruit, etc. Identifying ways to share and support the Gospel in and outside the business Business promotion/management Preparation, cooking, service of meals Staff selection, particularly chef Brand Access to fresh, local ingredients Chef and service personnel</p>	<p>Key Partners Suppliers Tourism operators to create joint experiences God</p>	<p>Stakeholders </p>	<p>Leadership and Staff Management Approach</p>	<p>Channels</p>	
<p>Cost Structure</p>			<p>Profit and Dividend Strategies</p>		
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H. STAKEHOLDERS

Introduction

A stakeholder is a person or organization who has an interest in your business and who impacts and/or is impacted by the success of the business. They can be your employees, suppliers, or any other partner. An example of a stakeholder is a person who has invested money in your business, such as a partner, shareholder or lender, and who will be impacted by whether the business is profitable or not. Your local community can also be a stakeholder because of the positive (revenue, employment) or negative (environmental) impact you have.

Your ultimate stakeholder and partner is God. Ellen White says that we should recognize God's ownership: "That which lies at the foundation of business integrity and of true success is the recognition of God's ownership. The Creator of all things, He is the original proprietor. We are His stewards. All that we have is a trust from Him, to be used according to His direction."¹⁴⁸ Miller and Ewest expand the implications of God's ownership: "Christians consider God to be their majority shareholder. They believe God owns their business and from these core convictions their workplace stewardship behaviors and practical business actions should follow."¹⁴⁹

Table of Stakeholders

Internal Stakeholders	Internal stakeholders are those who can be considered to be part of a business.
Directors	Directors are the legal managers of the business (if your business is a company). They generally represent the interests of key investors/shareholders in the business.
Employees	Employees paid by a business to carry out their jobs are some of your business's most important assets as they help your business to achieve its goals. Employees need imaginative, fair employee policies that will encourage them to work effectively together and to find real meaning and purpose in their roles that will embrace body, mind and spirit. Your business should aim to be open and honest with all staff members and seek to reinforce clear and fair terms of employment and related remuneration. Through establishing supportive relationships, you aim to show your concern and help motivate team members. Employees main concerns will be the timely and fair payment of wages, fair conditions, meaningful career development, and effective management.
Investors/Partners	Shareholders or partners own a part of a business. They may or may not be involved in the day-to-day running of the business. Investors usually receive a share of the profits—this is called a dividend (for a company) or distribution (for partnerships).

148 Ellen G. White, *Adventist Home* 367:2, <https://m.egwwritings.org/en/book/128.1683#1683>

149 David W. Miller and Timothy Ewest, "Redeeming Business through Stewardship," *Christian Business Review*, Issue 6 (Fall 2017): 24–29; <https://s3.us-east-1.amazonaws.com/wpmudev-hosting-hbu-files/uploads/sites/45/2017/09/CBR-Issue-6.pdf>

External Stakeholders	External stakeholders are outside a business.
Customers	<p>Customers, and your relationship with your customers, are of primary significance for any business. Success depends on your ability to satisfy ever-changing customer needs. You are expected to be innovative and responsive while delivering high quality goods and services. You will respond to customers' complaints effectively and with seriousness and respect. You seek to safeguard in confidence all customer information, both corporate and personal.</p> <p>Customers expect such things as good quality products or services that meets their needs and are value for money. They also expect outstanding customer service, a ready supply of goods and services and sustainable products.</p>
Suppliers and Vendors	<p>Suppliers will provide a range of services to your businesses, as well as raw materials and finished goods. Your aim is that each supplier provides high quality and reliable products and services at an acceptable price. You should pay suppliers in accordance with the agreed terms and conditions and aim to buy goods and services from those who demonstrate good ethical practice.</p> <p>Suppliers could also include consultants and advisors who bring specialist knowledge to the business.</p>
Communities	<p>The local community may have expectations about your business regarding the availability of jobs, the level of pollution and congestion and contributions to the local economic development.</p> <p>You should aim for your businesses to maintain appropriate environmental standards and to pay attention to the specific interests of the local community. You should strive, at a minimum, to conduct business in accord with applicable environmental laws and regulations, while seeking to improve environmental performance. In addition, your businesses should develop and implement a realistic corporate social responsibility program that will be demonstrably beneficial to the wider community.</p>
Lenders	<p>If you have borrowed money from a bank, friend, or family member then their concern is to see that your business is profitable and that you can make the agreed loan repayments and interest.</p>
Governments	<p>The government has an interest in your business because it receives taxes from business profits, employee incomes and customer purchases, and your business may provide employment for the community.¹⁵⁰</p> <p>In the Gospel of Mark, Jesus states clearly, "Give back to Caesar what is Caesar's" (Mark 12:17 NIV). Paul says, "That's also why you pay taxes—so that an orderly way of life can be maintained for the authorities are God's servants, appointed by God. Fulfill your obligations as a citizen. Pay your taxes, pay your bills, respect your leaders" (Rom. 13:6, 7 MSG, NIV, PHILLIPS). Paul makes it clear, as Jesus did, that if we do not pay taxes, we are rebelling against the authorities established by God: "Consequently, whoever rebels against the authority is rebelling against what God has instituted, and those who do so will bring judgment on themselves" (Rom. 13:2 NIV). So while it is legal and reasonable to minimize your tax within the bounds of the taxation laws and regulations, sharp business practices or dishonest practices which deprive the government of revenue (e.g., not declaring cash payments as revenue) are contrary to God's principles.</p>

The Ultimate Stakeholder

The stakeholders in the above table are typical for most secular businesses, but a Christian business has an ultimate stakeholder. The foundation of the Model Steward Canvas, the

¹⁵⁰ The Stakeholder Table is based on these references: Sybil Hutchinson, Module-1: Meaning and Concept of Stakeholders," <https://slideplayer.com/slide/7645890>; Christian Association of Business Executives, "Responsibilities to Stakeholders," <https://www.cabe-online.org/principles/responsibilities-to-stakeholders>

fundamental principle of stewardship, is that God owns everything, and He gives us resources to use and manage on His behalf—God’s Blessings in God’s Way for God’s Glory. The Psalmist says, “The earth is the Lord’s, and everything in it, the world, and all who live in it” (Ps. 24:1 NIV). But God is not just a stakeholder in the list of stakeholders. God is the first and primary stakeholder (“Seek first the kingdom of God,” Matt. 6:33), and His interests override all other interests. However, acknowledging God as your primary stakeholder should improve all of your other stakeholder relationships.

Anne Bradley, Vice President of Economic Initiatives at the Institute for Faith, Work & Economics (IFWE), says the following about our work lives and the stewardship of God’s gifts:

“Work is what we do, and stewardship is how we do it. Stewardship refers to all of our decision-making: how we choose to use our time, our talents, and our energies. It’s where we draw the boundaries on our commitments. It is reflected in all of our choices, from the mundane to the monumental. This is whole-life stewardship, and it requires a paradigm shift. Stewardship is not just about whether we tithe, or how we manage our personal finances or how we preserve fossil fuels. These are important aspects of stewardship, but whole-life stewardship is so much more. It concerns every decision that a person makes, and it requires intentionality and effectiveness.”¹⁵¹

Truett Cathy believed that God gave Chick-fil-A to him as a gift, and it was his responsibility to steward it well. Its Purpose Statement is “To glorify God by being a faithful steward of all that is entrusted to us and to have a positive influence on all who come into contact with Chick-fil-A.” According to former executive vice-president and chief marketing officer, Steve Robinson, the most important phrase in the purpose statement was, “by being a faithful Steward.” And the most important word in that phrase was “by.” Truett Cathy’s “premise was this business does not glorify God unless it is built upon great stewardship of the assets, talents, influence, and relationships entrusted to us. He felt accountability to his Creator—accountability for everything the Creator put into his hands and, thus, our hands—so he wanted a business that focused on doing those things well.”¹⁵²

Alan Barnhart, CEO of Barnhart Crane & Rigging, grew up working in the steel-erecting business his father founded in Memphis, Tennessee. He studied civil engineering in college. When his parents wanted to retire from the family business in 1986, Alan’s fear of affluence caused him to cap his lifestyle. “I read all these verses, and I thought: ‘I want to be good in business, and I’m competitive,’” Barnhart says. “But I didn’t want to make a lot of money if doing so would damage my life. And I could see where it really could.”¹⁵³ So, about 50% of all company earnings is donated immediately to charity. The remaining 50% is used to grow the business.¹⁵⁴ In 2014 the Barnharts managed a \$250 million US crane and rigging company, and they have donated nearly \$100 million

151 Anne Bradley, “How Stewardship Impacts You,” March 14, 2014, <https://tifwe.org/how-stewardship-impacts-you>

152 Leading Blog, “Our Stewardship Responsibility,” December 4, 2019, <https://www.leadershipnow.com/leadingblog/2019/12/our-stewardship-responsibility.html>

153 Liz Essley Whyte, “Giving It All,” <https://www.philanthropyroundtable.org/philanthropy-magazine/article/spring-2014-giving-it-all>

154 Faith Driven Entrepreneur, “Alan Barnhart,” <https://www.faithdrivenentrepreneur.org/bios/alan-barnhart>

of its profits to charity. In 2007 they decided to go even further and gave the entire company away. Though they still run its daily operations, the National Christian Foundation now owns Barnhart Crane & Rigging. The brothers will never reap its accrued value; they kept none of it.¹⁵⁵

Alan Barnhart follows Jesus’ example as the Model Steward: “Everything that I have and everything that I am, has come from God, and belongs to God, and I am a steward of it. My job is to figure out what God wants me to do with the things He’s given to me. None of it belongs to me.”¹⁵⁶

Stakeholder Options

This table describes some of the stakeholder options that are available to Christian business owners.

Stakeholders Options	Description
Steward	The business owner recognizes God as the owner and acts as an effective steward. This involves managing God’s Blessings in God’s Way for God’s Glory.
Tithe	The business owner commits to returning a tithe—10% of increase. See an explanation of how this could work below.
Tithe+	By definition, tithe is 10% of your increase, but some have chosen to give an amount which they call tithe which is greater than 10%. For instance, Robert LeTourneau and his wife returned “tithe” of 90% of their income.
Profit Percentage	Allocate a percentage of net profit for Kingdom purposes. Barnhart Crane & Rigging typically allocate about 50% of their net profit for Kingdom purposes
Ownership	Transfer of all or part of the shares of the company to God. This could be to a charity or trust that distributes the profits for Kingdom purposes.

TITHE ON BUSINESS PROFIT, SALARY AND WAGES

When determining income for your business, you should apply consistent accounting principles each year. If you look at the section on Business Profitability (page 172), you will notice that there are two sorts of profit—Gross Profit and Net Profit. Net Profit is what’s left over after all expenses to run the business have been deducted from your sales revenue. You do not calculate tithe on your Gross Profit as other business expenses must be deducted to calculate your Net Profit.

You may want to consider whether to calculate tithe on your Net Profit before or after tax. If you calculate your tithe before tax, then your tithe will be based on the net profit of the business. If you calculate your tithe on after-tax profit, then the tithe will be based on your net profit less any tax paid. For instance, if the business made a net profit of \$20,000 and \$5,000 tax was paid then tithe on a before-tax profit basis would be \$2,000 (10% of \$20,000) and on an after-tax profit would be \$1,500 (10% of \$20,000 - \$5,000).

Wage and salary earners often ask a similar question, “Should I calculate tithe on before or

¹⁵⁵ Liz Essley Whyte, “Giving It All,” <https://www.philanthropyroundtable.org/philanthropy-magazine/article/spring-2014-giving-it-all>

¹⁵⁶ Randy Alcorn, “God Owns Our Business: Alan and Katherine Barnhart’s Story of Stewardship,” May 26, 2017, <https://www.epm.org/blog/2017/May/26/god-owns-business>

after-tax income?” For a wage or salary earner, the decision to calculate tithe on before or after-tax income is up to you as the Scriptures and Ellen White appear to be silent on this issue. Each individual must determine the degree to which they will depend upon God. But don’t forget that the purpose of tithe is to help us remember that God is our Creator and Provider of all. Also remember the principle of the Freedom of Dependence. As tithing is an act of faith, it makes sense to me to tithe on the gross wages as this demonstrates a greater degree of dependence on God. Moreover, based on current understanding and early church practices, the General Conference established the *Tithing Principles and Guidelines* which recommend that the tithe is to be calculated on the gross income for wage and salary earners.¹⁵⁷ On the same basis, and business owners need to decide whether to return their tithe on net profit before or after tax.

Stakeholder Management

Managing stakeholders is never easy as they often have competing and conflicting interests and priorities. You need to find the right balance between conflicting stakeholder interests—between profit, people, excellence, and God. While shareholders want high profits and dividends; customers want good and competitive prices and employees want competitive and rewarding wages. Training and developing staff incur a cost and potentially reduce profits. Managers often find themselves balancing the short-term demands of some stakeholders with long-term planning for growth.

The purpose of this section is merely to point out the challenges of meeting conflicting stakeholder rather than provide an approach for solving the challenges. The key implication is that selecting stakeholders for your business, particularly business partners, is critical for your business success.

Three Key Questions: Stakeholders

1. Who are the key Stakeholders for my business?
2. How do I manage the competing interests of all the Stakeholders?
3. Where is God in the list of Stakeholders? Top of the list or somewhere down the list?
Do I act as an effective steward and honor God as the ultimate Stakeholder?

The Health Mission Restaurant: Model Steward Canvas Update

The stakeholders of the Health Mission Restaurant are those who have an interest in the restaurant and who are impacted by the success of the business. Those who have a financial interest in the restaurant could be investors or shareholders. For instance, if you did not have enough money to start the business yourself, then you might sell a 25% interest in the business for

¹⁵⁷ Tithing Principles and Guidelines, <https://m.egwwritings.org/en/book/733.139#145>

their share of the capital. Other stakeholders include your customers, employees, and suppliers as well as the community, region, or town in which the restaurant operates.

Your church community might also be a stakeholder in a broad sense as it may be able to provide programs or support for your business as mission activities. Of course, as a faithful steward who uses God’s Blessings in God’s Way for God’s Glory, God is the ultimate stakeholder.

The Model Steward Canvas					BUSINESS NAME The Health Mission Restaurant
<p>The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct</p> <p>Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year</p>	<p>Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business.</p> <p>Values Generosity, excellence, customer service, honesty</p>	<p>Scriptural Imperative "...with God all things are possible" (Matt 19:26 NIV)</p>	<p>Customer Segments and Relationships Health conscious diners Health conscious tourist diners Diners generally Takeaway – time poor people looking for convenient and tasty food Intimate customer service experience Friendly, recognise regular customers Build supportive community of health conscious diners</p>	<p>Customer Value Proposition Fresh ingredients, vibrant taste, wholesome food all made from locally sourced and organic food where possible. Food is prepared daily, cooked by expert chefs, creating a range of seasonal mouthwatering dishes to choose from. Well trained, courteous staff Great atmosphere to eat/relax</p>	
<p>Key Activities and Resources Menu planning Purchase of ingredients – vegetables, fruit, etc. Identifying ways to share and support the Gospel in and outside the business Business promotion/management Preparation, cooking, service of meals Staff selection, particularly chef Brand Access to fresh, local ingredients Chef and service personnel</p>	<p>Key Partners Suppliers Tourism operators to create joint experiences God</p>	<p>Stakeholders Investors/shareholders Customers, employees, suppliers Community Government Church God</p>	<p>Leadership and Staff Management Approach </p>	<p>Channels</p>	
<p>Cost Structure</p>			<p>Profit and Dividend Strategies</p>		
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I. CHRISTIAN LEADERSHIP

This section deals with how a Christian business owner leads and manages the business and staff in a way that glorifies God. It will largely include biblical principles as well as examples or quotes from Christian business leaders about how they lead their business and manage their staff. These Jesus-centered leaders show how they fulfil their calling by using their business to spread the Good News, demonstrate the love of God and help others to find faith in their own lives. Some of the biblical principles could be included as part of the values you selected in the Section “Purpose and Values.” The purpose of this section is to help you identify some of the key leadership principles that you will apply in your business.

Christian leadership is the God-inspired gift to influence and guide people (employees, customers, suppliers, and others) to act toward achieving a common goal, whether it be a business or Kingdom purpose.

Biblically Based Business Leadership

Christian business leaders are guided in their decision-making by the Bible: “Your word is a lamp for my feet, a light on my path” (Ps. 119:105 NIV). Zimbabwean Telecom billionaire, Strive Masiyiwa, started his first business with just \$75 and a belief that hard work, and a desire to do right by others was enough to build something valuable. From the beginning he took a biblical approach to operating his business, though it would be years before he reached a personal relationship with Christ.¹⁵⁸ Masiyiwa says, “My favorite business book is the Bible. If you study the Bible with a view to extracting principles on how to set up, and manage a business effectively, you will be absolutely amazed; it has everything.”¹⁵⁹



Founder of Hobby Lobby, David Green, also emphasizes the importance of being guided by the wisdom in the Bible. He said, “It is by God’s grace and provision that Hobby Lobby has endured. Therefore, we seek to honor God by operating the company in a manner consistent with biblical principles.”¹⁶⁰

It should be no surprise that key leadership principles align closely with how a model steward

158 Arrow Leadership, “The Faith of Strive Masiyiwa,” November 26, 2019, <https://www.arrowleadership.org/blog/arrow-entrepreneur/the-faith-of-strive-masiyiwa/>

159 “100 Inspirational Quotes from Self-made Billionaire Christians,” <http://smartandrelentless.com/100-inspiration-al-quotes-from-the-most-influential-christian-entrepreneurs-2/>

160 Ibid.

should act. Here are the six ways that Jesus demonstrated how a model steward should act (page comencing page 31):

1. **A model steward follows God’s will:** God’s revealed will for our lives is that we are to “Love the Lord your God with all your heart and with all your soul and with all your mind” and “Love your neighbor as yourself” (Matt. 22:37–39 NIV). This impacts the way we treat our staff, customers, and wider business community in which we operate.
2. **A model steward has an abundance mindset:** People with an abundance mindset believe that there will always be more and freely give their money, time, expertise to help others.
3. **A model steward lives a life filled with sacrificial giving:** Christian generosity is radical and sacrificial because it is based on Christ’s example of radical and sacrificial giving.
4. **A model steward lives a service-filled life:** Jesus lived the ultimate life of a servant leader.
5. **A model steward is single minded:** Like Jesus, model stewards have one thing on their mind to fulfil their God-given gospel commission.
6. **A model steward uses his or her God-given blessings with compassion:** Like Jesus, the model steward embodies compassion: in every act, in every look, and gesture, every day of their lives on earth. In doing so, they show the heart of God.

As an entrepreneur, each of these principles underpins how you design using the Model Steward Canvas and, ultimately, run your business to bring glory to God. Here are a few more biblical principles that will guide how you lead and manage your business:

THE LEADERSHIP PRINCIPLE

It seems unnecessary to say, but a business owner needs to lead. Christian leaders should live these key leadership behaviors every day in their business. Leaders need to be seen as leaders.

Jesus demonstrated how a model steward and a business leader should act. Because a model steward lives a service-filled life, Christian leadership is first and foremost servant leadership. It’s a God-inspired desire to serve people and make their lives better. Servant leadership has been described in detail in *A Model Steward Lives A Service-filled Life*, p. 34. In summary, the servant leadership philosophy is encapsulated in Jesus’ saying: “whoever wants to become great among you must be your servant” (Matt. 20:26 NIV). This is a completely different leadership model to worldly leadership philosophies as it requires that the “greatest one among you” will live as the one who is called to serve others (Matt. 20:26 TPT). Jesus was not saying that servanthood implies slavery or a sense of being owned by others as Jesus came to set us free (John 8:36). Servanthood means God-inspired service to others, so servant leadership is not slavery, and the leader is not owned by those they served.

Nehemiah Reinforced Soil have included servant leadership as one of their core values. Servanthood expressed it in this way:

To serve with humility.

An attitude of servanthood is key to harmonious and happy relationships among colleagues as well as between customers and service providers. Hence, we seek to promote an attitude of servanthood at all times.¹⁶¹

CHRISTIAN LEADERS BRING GLORY TO GOD

A model steward uses God's blessings in God's Way for God's Glory. Like Jesus, everything we do and say as a business owners should be wrapped up in the glory of God (1 Cor. 10:31) (see Defining Your Business Purpose (page 61), for a more detailed explanation of what it means to bring glory to God).

CHRISTIAN LEADERS CHOOSE GOD'S WAY

The Bible is a book about choices and Christian leaders choose to follow God and use their own example to encourage their staff and other stakeholders to follow God as well. Joshua led the Israelites into the Promised Land but took a moment to point out to them how God had delivered them so many times, even when they did not deserve it. He challenged them to make a choice. He spelled out their options: (1) follow the God who had brought them out of Egypt, delivered them from the Egyptians and the wilderness and brought them to the Promised Land, or (2) serve the gods of their pagan neighbors. He made it clear what choice he had made— “But as for me and my household, WE WILL SERVE THE LORD.”

CHRISTIAN LEADERS VENTURE IN FAITH WITH GOD

Starting a new business can be risky, particularly if you don't have a lot of business experience. There's product risk (Am I selling the right product or service?), market risk (does the market want my product or service at the price I'm selling it for), financial risk (Do I have enough working capital to start and run my business until I start making sales and a profit?), team risk (Are my employees the right employees for my business? Do they have the right attitude to engage with my customers?) and execution risk (What if my business plan is wrong? What if I have a good plan but don't know how to implement it properly?).

Irrespective of the amount of experience you have in running a business, starting a new business is an act of faith. If God has called you to be a business leader, then maybe you feel like Abram when God said, “Go from your country, your people and your father's household to the land I will show you” (Gen. 12:1 NIV). God was challenging Abram to leave his comfort zone and journey into the unknown. As an aspiring entrepreneur, it can be hard to take risks when you don't know what is going to happen!

Christian leaders are comfortable in not knowing the future, because they know they are participating in a venture in faith with God. They recognize that their knowledge and experience is insufficient but they don't panic because their “sufficiency and competence come from God” (2 Cor. 3:5 NKJV, NIV).

¹⁶¹ Nehemiah Group, <https://www.nehemiah-grp.com/core-values>

CHRISTIAN LEADERS RELY ON GOD'S GUIDANCE

Starting and running a business can be challenging. Often as the founder you don't have anyone in your business to discuss the day-to-day challenges you face. It's easy to try and keep the challenges to yourself but God is our companion (The Model Steward Philosophy, page 27). If you're running a God-centered business, then Solomon encourages us to "Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight" (Prov. 3:5, 6 NIV).

So, it's time to let God run the business. Stop relying on your own wisdom, understanding, and knowledge since God has perfect and absolute knowledge, wisdom, and understanding of everything. Trusting God is a matter of you relying on His integrity and reliability to guide you through important life's decisions and protect you from disastrous blunders.¹⁶² So "trust God from the bottom of your heart; don't try to figure out everything on your own. Listen for God's voice in everything you do, everywhere you go; he's the one who will keep you on track" (Prov. 3:5, 6 MSG).

CHRISTIAN LEADERS HAVE GOD-GIVEN RESILIENCE

Leaders are under enormous pressure to continuously adapt to new technologies, changing priorities, and ways of working. There are all the risks referred to above plus the challenges of fluctuating sales, temperamental employees, unreliable suppliers, and demanding customers. Then there's the challenge of running the business on a day-to-day basis. Each of these challenges takes a toll on your physical and mental health.

Focusing on biblical principles and reflecting on the lives of biblical characters can provide encouragement and energy for dealing with your challenges. God encourages us to build resilience through prayer and by giving Him our burdens. Jesus taught "that men always ought to pray and not lose heart" (Luke 18: 1 NKJV). Peter says, "Cast all your anxiety on him because he cares for you" (1 Pet. 5:7 NIV). J.B Phillips encourages you to "throw the whole weight of your anxieties upon him, for you are his personal concern" (1 Pet. 5:7 PHILLIPS). Remember what God said to Israel: "You're my servant, serving on my side. I've picked you. I haven't dropped you.' Don't panic. I'm with you. There's no need to fear for I'm your God. I'll give you strength. I'll help you. I'll hold you steady, keep a firm grip on you (Is. 41:10 MSG).

God is concerned about you. He is concerned about your business and all of the day-to-day challenges you face. Paul adds a different dimension to this counsel to give God your businesses challenges. He says, "Rejoice in the Lord always. I will say it again: Rejoice! Let your gentleness be evident to all. The Lord is near. Do not be anxious about anything, but in every situation, by prayer and petition, with thanksgiving, present your requests to God. And the peace of God, which transcends all understanding, will guard your hearts and your minds in Christ Jesus (Phil. 4:4-7 NIV). While he tells us not to be anxious about anything, he says we should first "Rejoice in the Lord always." What Paul is saying is that we should worship God first. The prayers of Daniel and Nehemiah both open by reflecting on "Lord, the God of heaven, the great and awesome God, who

¹⁶² Living For Jesus Alone Ministries, "How to Be a Mighty Businessperson in the Sight of God," August 23, 2015, <https://www.living-for-jesus-alone.org/how-to-be-a-mighty-businessperson-in-the-sight-of-god.html>

keeps his covenant of love with those who love him and keep his commandments” (Neh. 1:5, Dan. 9:4 NIV). If our focus is on God, then our problems fall into perspective. Instead of focusing on our mountain of problems, we turn our focus to God, the mountain mover. In dealing with our business problems, we have a choice between worship or worry.

CHRISTIAN LEADERS HONOR GOD WITH THEIR FINANCES

Christian leaders are model stewards. They recognize that “God as the Giver of all our benefits, has a claim on them all; that his claim should be our first consideration.”¹⁶³ So, they “honor the Lord with their possessions, and with the firstfruits of all their increase” (Prov. 3:9 NKJV, adapted). As an act of obedience, they faithfully return the tithe with the right percentage (ten percent; Lev. 27: 1, 30, 32), the right priority (firstfruits; Prov. 3:9), to the right person (God; Lev. 27:30), for the right purpose (ministry; Num. 18:21,31) and to the right place (God’s storehouse; Mal. 3:10; Exod. 23:19).

For model stewards, tithing is just the beginning. Through their planned and systematic benevolence, they give their freewill offerings to God generously and cheerfully. They understand that if they sow sparingly, they will reap sparingly. They recognize that God is able to bless them abundantly, so that in all things at all times, having all that they need, they “will abound in every good work” (2 Cor 9:8 NIV) for staff, customers, suppliers, and anyone they come in contact with through their business. Christian leaders recognize that the purpose of the abundance that God pours into their personal and business life is so that they can be generous on every occasion, and that through their generosity people will give glory to God (2 Cor 9:6, 8, 11). God’s Blessings in God’s Way for God’s Glory.

Most importantly, they believe that giving is an essential part of God’s character and that the more they give with the right attitude, the more they become like God. Business entrepreneur, Colonel Sanders, famous for his Kentucky Fried Chicken franchise says “I still believe in the importance of charity, which means giving to God his just measure of goods he has seen fit to bestow on you in the form of material gain. When I started out in the franchise business, I didn’t know exactly what I was doing by promising God his part if he helped make my enterprise a success, but I now think that that is the reason for my success ever since.”¹⁶⁴ Robert G LeTourneau is perhaps the most inspiring Christian inventor, businessman and entrepreneur and even more inspiring for living on 10% of his income and giving 90% to the spread of the Gospel. LeTourneau exemplifies how a Christian leader should give. Throughout this book you will find other examples of business owners who have committed their God-given profits to God’s kingdom business. See, in particular page 157, Profit and Dividend Strategies.

Christian Staff Management

“Doing everything to the glory of God” (1 Cor. 10:31) guides the way a Christian employer

¹⁶³ White, E. G., (1940), *Counsels on Stewardship*, 65:2, <https://m.egw writings.org/en/book/22.360#360>

¹⁶⁴ “100 Inspirational Quotes from Self-made Billionaire Christians,” July 27, 2019, <http://smartandrelentless.com/100-inspirational-quotes-from-the-most-influential-christian-entrepreneurs-2/>

manages and interacts with employees and also how employees interact with their employer. Paul says that employers and employees should not focus on their own interests but should focus on the interests of the others (Phil. 2:4 NIV). As Wayne Grudem says:

Employer/employee relationships provide many opportunities for glorifying God. On both sides of the transaction, we can imitate God, and he will take pleasure in us when he sees us showing honesty, fairness, trustworthiness, kindness, wisdom, and skill, and keeping our word regarding how much we promised to pay or what work we agreed to do. The employer/employee relationship also gives opportunity to demonstrate proper exercise of authority and proper responses to authority, in imitation of the authority that has eternally existed between the Father and Son in the Trinity.

When the employer/employee arrangement is working properly, both parties benefit. This allows love for the other person to manifest itself.¹⁶⁵

Here are four principles for how Christian employers should act:

THE WORTHINESS PRINCIPLE

Jesus said, “the worker is worthy of his wages” (Luke 10:7 CSB). Employees provide a service to their employer and its customers and are entitled to be rewarded for their services. “A modern company’s compensation policies should be based on the understanding that employees are being paid for their services to the business and its customers. This will guide salary and benefit levels as well as provide a standard for raises and reductions. Compensation is linked to productivity, therefore outstanding employees should enjoy the benefits in higher pay, while average performers compensated on a lower level, and under-performing workers dismissed.”¹⁶⁶ If there’s a published rate for wages, then we need to pay at least the rate. If not, then we should pay the going rate for the job. When I was an employer, I always started a new employer on the wage rate but if the employee demonstrated a higher degree of competence and productivity, then I would increase the wage. I also had two secretaries who were the same age. But I paid one 20% more because she was more productive and more diligent than the other.

THE MUTUAL RESPECT PRINCIPLE

Jesus spelled out the mutual respect principle when He said, “Do to others what you would have them do to you” (Matt. 7:12 NIV). In employment terms, He might have said it this way: “Here is a simple, rule-of-thumb guide for the way employers should behave: Ask yourself what you want employees to do for you, then grab the initiative and do it for them (Matt. 7:12 MSG, adapted).

Sam Walton, founder of Walmart said, “If you want a successful business, your people must

¹⁶⁵ Wayne Grudem, “Is Gaining Profit from Someone Else’s Work Exploitation?,” October 2, 2014, <https://www.thegospelcoalition.org/article/is-gaining-profit-from-someone-elses-work-exploitation/>

¹⁶⁶ Wallace Henley, “Biblically Based HR Principles,” April 30, 2015, <https://hbu.edu/center-for-christianity-in-business/2015/04/30/biblically-based-hr-principles/>

feel that you are working for them—not that they are working for you.”¹⁶⁷ The respect of an employer for an employee was demonstrated when Jesus entered Capernaum. A Roman centurion had a servant who was on his deathbed. The centurion valued the servant highly and respected his service. He was so concerned for his servant’s well-being that he reached out to the Jewish leaders to get them to ask Jesus to heal his servant and he did (Luke 7:1-10). While the centurion showed respect for his servant, the servant must have earned his master’s respect by the way he went about his duties. He could have earned his master’s respect with his diligence, his commitment, and integrity, just like Joseph did when he worked for Potiphar.

You show respect for your staff by getting to know them. Find out their strengths and where they feel they are best placed to shine. If you can place them in your business where they can work to their strengths, you’re not only doing the right thing by your team members, but your business will be better off as well. If you get to know your staff personally, “you won’t be able to help but care, as you learn more about each of their circumstances, experiences, hopes, and challenges. You won’t only give your employees confidence and encouragement; you’ll be so encouraged yourself, as you come to work at a place full of people you know and care about.”¹⁶⁸ If you know your staff as individuals, you will also notice when they are struggling and be able to provide support.

Dave Munson is the founder and owner of Saddleback Leather. He says to show respect for your employees you show love to them. That’s what Saddleback Leather does by investing in its employees and cultivating a sustainable work environment for them. In their factory in Mexico “we spend some of our own profits on a free day care, private English elementary school, a four-year English program for the older kids of our employees, marriage and parenting classes and professional counseling twice a week. It’s not hard and it doesn’t cost an arm and a leg to show love to your employees, but you just have to plan to.”¹⁶⁹

THE ELEVATION PRINCIPLE

Christian business leaders have an obligation to invest their time with staff and to elevate them as people and employees. Running a business gives a business owner the opportunity to invest in the lives of their employees, so it’s an opportunity worth taking. Encouraging your staff is one way to elevate them. American author and motivational speaker Zig Ziglar says “When you encourage others, you in the process are encouraged because you’re making a commitment and difference in that person’s life. Encouragement really does make a difference.”¹⁷⁰ Sam Walton says, “Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They’re absolutely free and worth a fortune.”¹⁷¹ Another way to elevate your staff is to show appreciation for the work they do. If a customer gives your business a compliment for its service, then share the compliment with the staff, particularly the one who delivered the service. Let them know that you appreciate their strengths and commitment.

167 “100 Inspirational Quotes from Self-made Billionaire Christians,” July 27, 2019, <http://smartandrelentless.com/100-inspirational-quotes-from-the-most-influential-christian-entrepreneurs-2>

168 J. Elmore, “How to Encourage Your Employees: 10 Strategies for Managers,” <https://talkingtalent.prosky.co/articles/how-to-encourage-your-employees-10-strategies-for-managers>

169 Saddleback Leather, “Our Purpose and Mission,” <https://saddlebackleather.com/our-purpose-and-mission>

170 M. Holmes, “Inspirational Quotes from Christian Entrepreneurs,” <https://tithehacker.org/christian-entrepreneur-quotes/>

171 AZ Quotes, “Sam Walton Quotes about Employees,” https://www.azquotes.com/author/15269-Sam_Walton/tag/employee

Sharing your dreams, your strategies, and plans for the business is another way to raise your employees spirits. You don't need to share all of the financial details—just your broad plans for the future. They will feel respected and part of the team, and also sense that they have a meaningful job which has a future. You elevate your staff when you help them achieve their career and personal goals. Even just taking an interest in their goals will demonstrate that you care for them as individuals and not just employees. More importantly, you will understand how they want to grow in your business and so you make be able to broaden their role or provide training. Developing your staff is critical to your business and so when you invest in your staff you're investing in the future of your business. Sometimes managers are reluctant to train their staff because they may leave because of the cost.

Asking you employees their ideas and suggestions about how to improve the business or solve some of the challenges you face will demonstrate that you value their feedback and opinions and will build their self-esteem and engagement. Some businesses often provide tangible rewards when employees make suggestions which have a significant impact on the business such as improving revenue or profitability.

THE SHEPHERD PRINCIPLE

David was a shepherd and the leader of the sheep. His role was to make sure their basic needs of food, water, and shelter were met. He was also responsible for the safety and welfare of his flock, to protect them from danger such as lions and bears. Jesus Christ is the Good Shepherd who laid down His life for you.

Psalm 78 tells us that David was taken from his role as shepherd of sheep to shepherd the Israelites: he “shepherded them according to the integrity of his heart, and guided them by the skillfulness of his hands” (Ps. 78:72 NKJV). Solomon encourages the shepherd to “know the condition of your flocks, give careful attention to your herds” (Prov. 27:23 NIV). The Shepherd Principle reminds the employer of his or her role to guide and protect the employees. The successful running of the business will provide them with wages, as well as a feeling of safety and security. The shepherd's interests in their safety and well-being will be reassuring and encouraging for them.

Three Key Questions: Leadership and Staff Management Approach

1. Is your approach to leadership and staff management biblically based?
2. Do you have a servant leadership approach? Is it evident in the way you serve your customers and lead your employees?
3. Does the way you treat your employees align with biblical principles?

The Health Mission Restaurant: Model Steward Canvas Update

We have now added the Leadership and Staff Management Approach to the Canvas. The most critical is the concept of servant leadership. Many leaders in our world are proud and treat their staff and customers poorly. Jesus, as the model of servant leadership, served people in such a way that their lives were changed by His encounter with them. That’s what the Health Mission Restaurant wants to achieve with its leadership style. It recognizes that leadership isn’t about making our names known. It’s about making God’s name known. The other fundamental biblical principle is the Golden Rule. If we treat our customers, staff, and suppliers in the way we want to be treated then this will bring glory to God.

The Model Steward Canvas					BUSINESS NAME The Health Mission Restaurant
<p>The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct</p> <p>Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year</p>	<p>Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business.</p> <p>Values Generosity, excellence, customer service, honesty</p>	<p>Scriptural Imperative “...with God all things are possible” (Matt 19:26 NIV)</p>	<p>Customer Segments and Relationships Health conscious diners Health conscious tourist diners Diners generally Takeaway – time poor people looking for convenient and tasty food Intimate customer service experience Friendly, recognise regular customers Build supportive community of health conscious diners</p>	<p>Customer Value Proposition Fresh ingredients, vibrant taste, wholesome food all made from locally sourced and organic food where possible. Food is prepared daily, cooked by expert chefs, creating a range of seasonal mouthwatering dishes to choose from. Well trained, courteous staff Great atmosphere to eat/relax</p>	
<p>Key Activities and Resources Menu planning Purchase of ingredients – vegetables, fruit, etc. Identifying ways to share and support the Gospel in and outside the business Business promotion/management Preparation, cooking, service of meals <u>Staff selection, particularly chef</u> Brand Access to fresh, local ingredients Chef and service personnel</p>	<p>Key Partners Suppliers Tourism operators to create joint experiences God</p>	<p>Stakeholders Investors/shareholders Customers, employees, suppliers Community Government Church God</p>	<p>Leadership and Staff Management Approach Servant leadership style of management Staff management based on the principles of the Golden Rule – key values are respect, a commitment to improving the skills and capabilities of employees</p>	<p>Channels</p>	
<p>Cost Structure</p>			<p>Profit and Dividend Strategies</p>		
© Ken Long					

J. CHANNELS

The Importance of Channels

Morris Oldham's dream was to become a high caliber dairy farmer dedicated to providing quality milk and customer service. A few years after completing a Bachelor of Science in Agriculture degree, he moved to Houston, Texas to establish his business, Phenix Dairy. In 1914, in his own words, "I hitched up a horse to a dairy wagon, went out and sold my first bottle of milk." The one man, one wagon, one horse operation that began as Phenix Dairy grew to become a multisite dairy production and delivery company serving Houston and its surrounding areas. Its fleet of delivery wagons grew exponentially in the company's first decade, and trucks soon began replacing horse-drawn wagons.

Guided by Oldham's progressive dynamism and innovation, Phenix Dairy set a rapid series of "firsts." It was the first dairy in Houston to pasteurize milk properly, produce homogenized milk and buttermilk, deliver refrigerated milk directly to the refrigerator and make day-time deliveries. Phenix Dairy grew to be the largest retail milk delivery vendor in the lower half of the United States.¹⁷²

Why the story of Morris Oldham? This section describes how your business communicates with and reaches its customer segments to deliver your value proposition. It is important to understand which pathway, commonly called a channel, is best to reach your customers. The important question is, "How do your customers want to be reached?", not "How do you want to reach your customers?" **Your distribution channel is how your business communicates with and reaches each of your customer segments to profitably deliver your value proposition.** Channels are the touch points through which your business communicates

Business as Mission

Morris Oldham gained the reputation as God's man doing God's work. He recognized that, because of their size, many churches failed to survive because of inadequate financial backing. The Oldham Little Church Foundation was established in 1949 with a \$3 million trust and a five-person Board of Directors in order to assist small, evangelical Protestant churches with facility completion grants. A single \$2,000 grant was awarded that first year. Since its establishment in 1949, the OLCF has granted more than \$46 million to 16,800 churches across the United States.

Your distribution channel is how your business communicates with and reaches each of your customer segments to profitably deliver your value proposition.

¹⁷² Oldham Little Church Foundation, "The Story of Morris Calvin Oldham and Oldham Little Church Foundation," <https://www.oldham-lcf.org/history>; Oldham Little Church Foundation, (2019), Lasting Good: The Story of Morris Oldham and the Oldham Little Church Foundation, <https://www.yumpu.com/en/document/read/63183489/lasting-good-the-story-of-morris-oldham-by-the-oldham-little-church-foundation>

with its customers and, as such, play a significant role in defining your customer’s experience in dealing with your business. Channels can be categorized as marketing, sales, or distribution channels.

Think of it as a set of steps to get your product or service into the hands of your customers. Morris Oldham delivered his milk directly to his customers. Today, indirect channels are more common. Dairies sell their milk to a processor who then sells it to a supermarket chain or wholesaler. The wholesaler sells the milk to a retailer or small supermarket. Businesses can use physical channels or digital channels (web, mobile, or social media) to deliver their marketing message, their value proposition, to each Customer Segment. So, another key question in developing your Model Steward Canvas is to determine your pathway or channel to each Customer Segments. Remember different customer segments may want to be reached in different ways.

Direct and Indirect Distribution Channels

Channels can be divided into direct and indirect channels.

With a **direct channel**, your business is responsible for delivering products to consumers, just like Morris Oldham did with his milk. Products do not go through middlemen, such as wholesalers or distributors, before reaching the customer. This model gives manufacturers total control over the distribution channel —how your products get to your customers. Since the manufacturer is responsible for delivering products directly to the customer, this channel generally makes it almost impossible to have a high number of customers. But you may be able to offer more competitive prices, as the business does not have to share the profit with distributors, agents, or wholesalers.



Source: Patel, N., Distribution Channels: What They Are, Types, & Examples, <https://neilpatel.com/blog/distribution-channels/>

With the **indirect channel** the consumer buys the goods or services from a wholesaler, distributor, broker or retailer. Manufacturers have less control over the distribution channel because of the additional number of parties between the manufacturer and the consumer. The benefit of the indirect distribution channel is that extends the reach of the manufacturer to a bigger and broader range of customers. Most small businesses will start off selling directly to customers and potentially move to an indirect channel once their sales increase significantly.

Most small businesses will start off selling directly to customers.

The choice between a direct or indirect channel will impact your profit margins and

profitability. If you sell the product directly to the customer, then you will have higher margins but the costs of making a direct sale (sales force, retail shop etc.) are higher. Indirect channels should increase your reach but will generally have lower margins. A direct channel also allows for greater control compared to an indirect channel where your sales are dependent upon the efforts of the wholesaler and retailer. This table provides a guide to selecting a direct or indirect channel and the implications of that choice.

	Direct	Indirect
Margins	Generally higher than indirect	Generally lower than direct
Costs	Generally higher than indirect	Generally lower than direct
Profitability	Will vary based on the difference between margins and cost	Will vary based on the difference between margins and cost
Control of marketing message, sales, and customer service	Greater control (delivered by you)	Less control (delivered by wholesaler/retailer)
Geographic/customer reach	Generally lower reach due to need to establish new customer base with a new sales force	Generally greater reach through established sales force and customer base of distributors/wholesalers
Degree of product standardization	High degree of non-standardization	High degree of standardization

Channels Phases

Channel phases are important customer “touch points” that each have specific objectives. In the graphic below, you can see the objectives of various channels involved in winning and retaining customers. Orange shows the objectives of your marketing channels, yellow shows what sales channels need to do, and green represents your distribution channels.¹⁷³



Channel Phases	Description	Key Question
Awareness	For your customer segments to know about your business and what it provides, you need to identify how you are going to reach them. Your marketing and advertising enable your customer segments to become aware of your product, services and value proposition, and to develop enough interest to want to know more.	How do you make potential customers aware of your business’s products and services, and your value proposition?

¹⁷³ Melissa Traynor, “Choosing the Right Channels for Your Business Model Canvas,” June 18, 2019, <https://sanluisobispo.score.org/blog/choosing-right-channels-your-business-model-canvas>

Channel Phases	Description	Key Question
Evaluation	Helping prospects evaluate your value proposition is critical to making a sale. You can help them decide in your favor by providing supporting customer testimonials, samples, comparisons with competitive products, or videos. Making your value proposition clearer to them should help them see why your products or services are a better option those of your competitors.	How do you help prospects evaluate your business's value proposition and convince them to buy your product/service?
Purchase	Once your prospect has decided to buy your product or service, they need to purchase it through a sales channel. The customer might buy it at in a bricks and mortar store or online.	How do you enable prospects to easily purchase your products or services?
Delivery	Once the prospect has decided to purchase your product or service, how do you deliver your Value Proposition? If your customer purchased your product in a store, they take it home. But now, many customers purchase from online stores like Amazon. Amazon has, in the US, used the United Parcel Service or FedEx, but it now operates its own freighters and cargo planes, and is accelerating its push to own the entire logistics chain.	How do you deliver your products, services, and Value Proposition to your customers?
After Sales	After-sales service is any service provided after a customer has purchased your product or service. The aim is to improve your relationship with your customer and ensure that they are satisfied. It starts at the point of sale and includes every touchpoint thereafter such as providing follow-up contact and effectively dealing with complaints. The higher the value of the product, the more likely the customer will require After Sales support. Some customers might purchase a company's products based on its after-sales service (e.g., Apple Inc.'s Apple Care).	How do you provide post-purchase customer support?
Loyalty	Ideally you want to turn the customer from a satisfied customer into a repeat customer, then into a recommender and an advocate. Brand advocates are highly satisfied and loyal customers who share information about the products and services they use without any incentive to do so. Because of their passion, their actions influence the purchase decisions of others.	How can we ensure that the customer is engaged and will become an advocate for your business? ¹⁷⁴

Selecting the Best Channels

Your business's success is determined by whether you've chosen the right channels to match what your customers want and need. In selecting the most appropriate channels, you need to remember that this is about the customer, not what is most convenient for your business. So there are many questions to consider, such as these:

- Through which channels do your customer segments want to be reached?

¹⁷⁴ Alexander Osterwalder and Yves Pigneur, *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* (Hoboken, NJ: John Wiley & Sons, 2010); Melissa Traynor, "Choosing the Right Channels for Your Business Model Canvas," June 18, 2019, <https://sanluisobispo.score.org/blog/choosing-right-channels-your-business-model-canvas>

- How are you reaching them now?
- How are your channels integrated (because you may have multiple channels)? Which ones work best?
- Which ones are most cost-efficient? Which ones are the most profitable?
- How are we integrating them with customer routines?¹⁷⁵

The diagram below illustrates some of the options for different ways to get the product from the you to the customer.¹⁷⁶



Source: Patel, N., Distribution Channels: What They Are, Types, & Examples, <https://neilpatel.com/blog/distribution-channels/>

Channel Types

The table below describes the channels you can utilize to reach your customers.

Channels	Description
Direct Marketing	<p>Direct marketing uses media to sell your products or services directly to the public (e.g., by mail order or telephone selling). You could use an in-house sales force, or a website, or retail stores owned or operated by your business. These channels have higher margins (because you're selling directly and don't have to share profits with other partners) but can be costly to put in place and to operate.</p> <p>Direct marketing strategies includes social media, promotional letters or emails, online adverts, brochures, database marketing, newspapers, outdoor advertising, phone text messaging, magazine advertisements, coupons, phone calls, postcards, websites, and catalogue distribution.</p>

¹⁷⁵ Strategyzer, "How Do I Use the Channels Building Block of the Business Model Canvas?," <https://www.strategyzer.com/business-model-canvas/channels>

¹⁷⁶ Based on Lumen, "Putting It Together: Place: Distribution Channels," <https://courses.lumenlearning.com/marketing-spring2016/chapter/putting-it-together-place-distribution-channels/>

Channels	Description
E-commerce	E-commerce involves the buying and selling of goods or services over the Internet. You would probably reach your customers through your website or app. The internet can be a cost-effective way to target a broad customer base by providing valuable content each day and every day (called 24/7), ease of use and personalization and the opportunity for two-way communication. A good internet marketing strategy will target your audience with pinpoint accuracy and provide useful information that resonates with the prospect and so generate leads, drive traffic, and boost sales.
Retail	“Bricks and mortar” shop where customers visit to make a purchase. (“Bricks and mortar” means a physical shop presence.)
Intermediaries	Selling to intermediaries such as wholesalers or agents who may sell to a retailer such as a local shop that will sell to the customer.
Value-added Reseller	A partner that adds something to your products before selling them.
Partnerships	Partner channels are indirect and span a whole range of options, such as wholesale distribution, retail, or partner-owned websites. These channels lead to lower margins, but they allow your business to expand its reach and benefit from your partners’ strengths. ¹⁷⁷

How to Select a Distribution Channel

When you select your distribution channel or channels, your goal is to reach, nurture, and support your customers based on your business’s value proposition. To achieve your objective, you need to consider these seven elements:

1. **Review the number of customer segments** or the size of the market you are targeting. If you have more than one segment, it’s important that the channels are complementary and integrated with each other.
2. **Consider the investment required** by for each distribution channel—this includes an analysis of the different associated costs such as cost per customer, fixed and variable costs, and the profitability each channel option brings to the table. Select the channels that will reach the maximum number of customers for the lowest cost. Further details on the implications for costs, profitability, and control appear below.
3. **Determine whether the product is standard**, in which case the same version will appeal across customer segments and can be sold through an external channel, or a non-standard, in which case it needs to be tailored to the customer needs and the company must have direct contact with the customer.
4. **Consider the degree of control** required over the distribution channel, which can be characterized by open communication and free-flow of information or, if there is a

¹⁷⁷ Sources include: Stratgyzer, “How Do I Use the Key Resources Building Block of the Business Model Canvas?,” <https://strategyzer.uservoice.com/knowledgebase/articles/1194367-how-do-i-use-the-key-resources-building-block-of-t>; Martin Luenendonk, “Selecting and Managing Channels in Business Model Canvas,” September 16, 2020, <https://www.cleverism.com/selecting-managing-channels-business-model-canvas>; John Spacey, “Business Model Canvas Cheatsheet,” August 1, 2018, <https://simplicable.com/new/business-model-canvas>

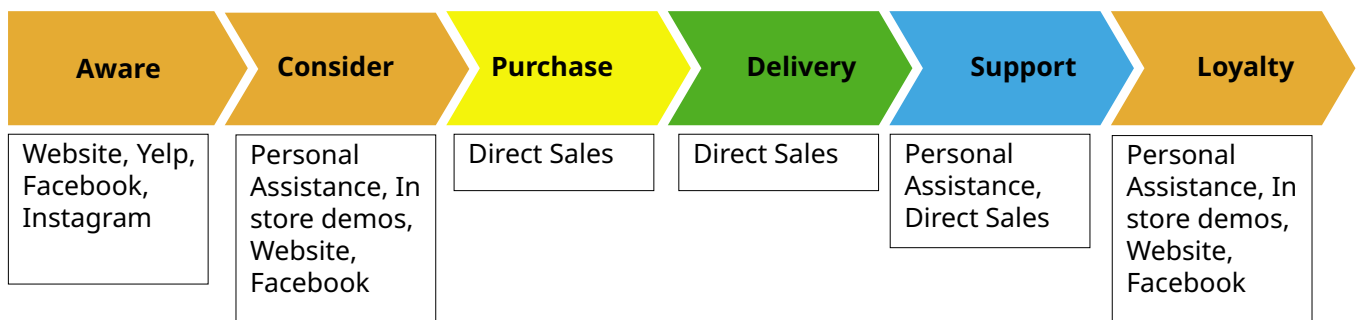
possibility of competition from the distributor, may require a much tighter and controlled relationship.

5. Consider how long a **healthy relationship** will take to establish **with the distributor** as well as the anticipated length of the relationship.
6. Do not select more channels than you can manage. In particular, social media channels and blogs must be managed with consistency and quality.¹⁷⁸
7. **Research your competitors:** What mix of channels are they using? What do your clients tell you about your competitor's channels?

Channel Examples

Here are a few examples of how a business might use its channels to reach its customers.

EXAMPLE 1: ART SUPPLY STORE (A DIRECT SALE EXAMPLE)¹⁷⁹



EXAMPLE 2: TOURISM BUSINESS—WALKING TOURS

Imagine that you live in Cape Town, South Africa, and decide to start a Walking Tour business which mixes entertainment, culture, and the city's history, and the joy of walking. Your walking tours will offer tourists the chance to see all the hidden gems and interesting pieces of history in Cape Town. Here are different channels for you to promote your walking tours:

Travel Agents: You can promote your walking tour through a travel agent who sells and arranges transportation, accommodation, tours, or trips for travelers. They will take bookings for you, and you will pay them a commission. If you have a website, then you could use an online travel agent who will list your walking tour on their site and allow their users to search for and click through to book with you. Usually this is through a pay-per-click format.

Government Tourism Websites and Visitor Information Centers: Destination-focused government websites promote tourist activities based on geographic regions. Visitor information centers will organize accommodation, tour, and transport bookings for visitors. Tourists often go to

¹⁷⁸ Martin Luenendonk, "Selecting and Managing Channels in Business Model Canvas," <https://www.cleverism.com/selecting-managing-channels-business-model-canvas/>

¹⁷⁹ Melissa Traynor, "Choosing the Right Channels for Your Business Model Canvas," June 18, 2019, <https://sanluisobispo.score.org/blog/choosing-right-channels-your-business-model-canvas>

these centers for information on what to do at a particular destination.

Travel Comparison Sites: Sites like TripAdvisor operate a website and mobile app with user-generated content and comparison shopping. They also offer online hotel reservations and bookings for transportation, lodging, travel experiences, and restaurants.

Concierge Services: Concierges at hotels assist their guests with tasks that will help them get the most out of the destination. This means they make reservations for tourism experiences like walking tours. You can drop off your brochures at these hotels and convince the concierge that it's a good idea to promote your walking tour to ensure that their guests see Cape Town in its best light.

Social Media Platforms: Enabling online bookings through social media platforms such as Facebook or Instagram will help you promote your business as well as capture customer experiences to promote your business.

Other Tourism Operators: You can also partner with local shops, restaurants, or other tourist experience operators to create joint experiences and so promote each other's business. If your walking tours are scheduled for each morning, you could combine with another operator that runs afternoon tours and a restaurant for the tourists' evening meal. These strategic partnerships could offer your customers a convenient and cost effective full-day experience.

EXAMPLE 3: RESTAURANT

You've always been a great cook, so you decide to start your restaurant. The key question is, How do you promote your restaurant? You've rented some premises in a great location. You've developed your menu based on your expertise – Asian fusion. But you need to get customers sitting at your tables, day after day and week after week. How do you create awareness of your new restaurant and then convince your readers to come in and try your food or book a table? You know that once they experience the aromas and flavors of your creative contemporary Asian cooking, that they'll be hooked...and that they'll be back.

Here are some of the channels you could use to build your business:

- Create a website for your restaurant
- Build up your social media presence immediately
- Boost your search engine optimization
- Email a newsletter about what's happening in your restaurant, what's on your menu etc.
- Sign up with online ordering and food delivery apps e.g., UberEATS
- Use social media influencers.
- Get and respond to customer reviews
- Post your restaurant on free listing websites
- Write a blog
- Start a loyalty program
- Advertise via print, radio, and television
- Other tourism operators (see above)

This is a long list, and there could be more channels that are not listed. So, select carefully from your menu of channels.

Three Key Questions: Key Channels

1. Are you reaching your Customer Segments in the way they want to be reached?
2. How will your Channels be integrated or work together?
3. Which Channels will provide the best mix of costs, profitability, margins, reach and control for your business?

The Health Mission Restaurant: Model Steward Canvas Update

Channels define how the Health Mission Restaurant communicates with and provides value to its customer segments. Channels are the touch points through which an organization communicates with its customers. These channels include the restaurant’s website, its advertising (newspaper, radio, television, direct mail), social media (Facebook, Instagram etc.) as well as social networks (word-of-mouth, family and friends, email). These channels can play a significant role in defining the diner’s experience before it begins at the restaurant. In addition, the online ordering experience through a website is critical.

As we stated above, tourism operators can be a great way for you to extend your customer base through tapping into the customer base of the operator. Similarly, you may also help them reach additional customers as your diners may be interested in going on one of their tours.

The Model Steward Canvas					BUSINESS NAME The Health Mission Restaurant
<p>The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct</p> <p>Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year</p> <p>Key Activities and Resources Menu planning Purchase of ingredients – vegetables, fruit, etc. Identifying ways to share and support the Gospel in and outside the business Business promotion/management Preparation, cooking, service of meals Staff selection, particularly chef Brand Access to fresh, local ingredients Chef and service personnel</p>	<p>Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business.</p> <p>Values Generosity, excellence, customer service, honesty</p>	<p>Scriptural Imperative “...with God all things are possible” (Matt 19:26 NIV)</p>	<p>Customer Segments and Relationships Health conscious diners Health conscious tourist diners Diners generally Takeaway – time poor people looking for convenient and tasty food intimate customer service experience Friendly, recognise regular customers Build supportive community of health conscious diners</p>	<p>Customer Value Proposition Fresh ingredients, vibrant taste, wholesome food all made from locally sourced and organic food where possible. Food is prepared daily, cooked by expert chefs, creating a range of seasonal mouthwatering dishes to choose from. Well trained, courteous staff Great atmosphere to eat/relax</p>	
<p>Cost Structure</p>	<p>Key Partners Suppliers Tourism operators to create joint experiences God</p>	<p>Stakeholders Investors/shareholders Customers, employees, suppliers Community Government Church God</p>	<p>Leadership and Staff Management Approach Servant leadership style of management Staff management based on the principles of the Golden Rule – key values are respect, a commitment to improving the skills and capabilities of employees</p>	<p>Channels Website Advertising – newspaper, radio, TV, direct mail Social media – Facebook, Instagram, Twitter etc. Social networks, word-of-mouth, family and friends, email Tourism operators</p> <p>On-line ordering through website</p>	
			<p>Profit and Dividend Strategies</p>		
© Ken Long					

K. COST STRUCTURE

In the Model Steward Canvas, we've looked at all of the key activities, key resources, key partnerships, and customer relationships required for your business model and value proposition. But while these activities generate revenue, they all come at a cost and so it's important to understand the cost structure of your business. One of your key objectives in running a business is to make a profit and you can only do that if you understand your financial position and ensure that your revenue exceeds your costs. In this building block, you'll learn about different types of costs (fixed and variable costs) and how they benefit through increasing your sales or manufacturing output (economies of scale).

In addition to these costs, you would also have start-up costs when you start your business. Some of these include the cost of setting up the business (incorporating a company, for instance), fitting out your office or factory, purchasing equipment or machinery for your office or factory, building your website, and designing your brand identity.

The following table describes the typical cost that most businesses face.

Cost	Description
Capital	The money that you, investors or lenders contribute to start the business and keep it running.
Cost of Capital	The cost of your capital such as the interest you need to pay on loans required to start or run the business.
Fixed Costs	<p>Costs that don't vary with business sales or the level of output. For instance, you generally pay your landlord the same amount of rent irrespective of how many customers come through the door or your level of sales.</p> <p>Examples of fixed costs:</p> <p>Depreciation. This is the gradual charging to expense of the cost of a tangible asset (such as production equipment) over the useful life of the asset.</p> <p>Insurance. This is a regular charge (usually annually) under an insurance contract.</p> <p>Property taxes. This is a tax charged to a business by the local government, which is based on the cost of its assets.</p> <p>Rent. This is a periodic charge for the use of real estate owned by a landlord. Rent is usually monthly.</p> <p>Salaries. This is a fixed compensation amount paid to employees, irrespective of their hours worked.</p>
Variable Costs	<p>Costs usually vary based on your level of sales or output, and they generally vary in direct proportion to the change in sales or output. For example, if you double your sales, you'll probably use twice the number of shopping bags, paper cups, shipping costs, raw ingredients, etc. It also may mean that you will need to perform maintenance on your equipment more frequently or need to roster more staff on busy days.</p> <p>Examples:</p> <p>Manufacturing costs include your raw materials, water and electricity, and fuel for machinery.</p>

Variable Costs	<p>Examples:</p> <p>Café or restaurant: food, drinks, marketing, hourly wages, and water and electricity.</p>
Economies of Scale	<p>If you're manufacturing a product then the greater the number of units you produce, the lower the cost per unit. Economies of scale are cost advantages reaped by businesses when production becomes more efficient by producing greater volumes; improving their purchasing power and unit costs are lowered because these costs, particularly fixed costs, are spread over a larger number of goods. For instance, it might cost you \$20 each to build five letterboxes. But if you could sell 100, then you might be able to make them for \$17 because you can buy materials cheaper and you can develop more efficient manufacturing processes.</p> <p>One of the advantages of bigger businesses is that they benefit from the fall in costs with higher sales or production volumes which spread fixed costs more thinly making the cost per unit lower; hence the average cost per unit is reduced. As a result, a bigger business will have a lower cost per unit output than a smaller company. An example is when a big business can purchase products or raw materials at a lower cost than a small business.</p>

Three Key Questions: Cost Structure

1. What are the most important costs inherent in your business model and value proposition?
2. Which key resources are most expensive and represent a significant expense to the business?
3. Which key activities are most expensive and represent a significant expense to the business?

L. PROFIT AND DIVIDEND STRATEGIES

In this building block in the Model Steward Canvas, we look at how your business will generate revenue from each customer segment. It's important to understand the difference between the cash you receive for a sale (revenue) and the profit the company makes. Profit is revenue less the costs incurred in generating that revenue, so how you price your products and services is critical to the success of your business. You need to ensure that the difference between the cost and the selling price of your products and services is more than sufficient to cover all of your operating costs, including your own drawings or wages. In addition, you should also get a return on the cost of any capital you have employed in the business.

Your revenue comes from the sale of your products or services and the amount of revenue is determined by how you set your prices. Pricing is the most important aspect of your business as it has the most impact on the level of profit you achieve. In some respects, your customers don't care how much something cost you to produce. They care how much value or benefit they're receiving from you at the price you set. Price is the ultimate test of your value proposition.

Types of Revenue

Revenue is generated from the way you price your products and services. The four key types of revenue are transaction-based revenue, service revenue, project revenue, and recurring revenue.

Transaction based Revenue: Proceeds from the sales of goods or services that are usually one-time customer purchases. The goal is to turn these transactional customers into repeat customers so that their revenue becomes recurring revenue.



Service Revenue: Revenues from providing service to customers on a one-time basis although, if you provide a quality service, then customers will keep coming back to you. Services revenue is usually charged based on time charges (e.g., lawyers or consultants who charge by the hour).



Project Revenue: Revenue earned through one-time projects with existing or new customers. Revenue depends on being able to regularly secure new projects. A project could be to build a house or shed, dig a field, mow a lawn, or clean someone’s house. The three dots represent the key problem with project revenue—gaps between projects when you don’t earn any revenue.



Recurring Revenue: Revenue that recurs periodically (such as monthly, quarterly, or yearly) for continuing services or after-sale services to customers. Recurring revenue is the preferred revenue model as revenue is more predictable. These can be flat fees such as a subscription, a variable fee such as a metered service, or maintenance for a machine delivered each quarter.



Other revenue types appear in the table below:

Revenue Streams	Description
Transaction Fees	Charging a flat or percentage fee on a transaction. For example, you might charge a flat and percentage fee on every transaction you make such as selling a car or house. Agent fees can also be viewed as transaction fees.
Licensing	Agreements that allow users to use your intellectual property for a fee, often a percentage or a fixed fee. The owners retain their intellectual property while selling licenses to third parties.
Asset Sale	Involves ownership rights being sold of a physical product. An asset sale is often a one-off transaction involving an asset owned by either a person or a company. For instance, Amazon.com sells books, music, consumer electronics, etc. online.
Lending/Renting/Leasing	Revenue is created by granting someone the exclusive right to an asset for a fixed period in return for a fee (interest or rent). Rental or leases (property, cars, cottages, farm machinery, etc.) are familiar examples.
Brokerage	Revenue comes from an introduction service performed on behalf of two or more parties. Brokers and real estate agents earn a commission each time they successfully match a buyer with a seller. Credit card providers earn revenues by taking a percentage of the value of each sales transaction executed between credit card merchants and customers.

Revenue Streams	Description
Subscription Fees	Here a continuous or repeated access to a service is sold. A gym sells its members a monthly or yearly subscription for access to its exercise facilities. Netflix's service gives users access to a movie library for a subscription fee. ¹⁸⁰

How to Price Your Goods and Services

The revenue your business receives comes directly from how you price your products or services. But pricing your products and services can be a difficult task. If you set your prices too high, your customers may find your products or services too expensive. However, if you set your prices too low, you may not have a profitable business.

There are three main approaches to pricing.

Pricing Approach	Description
Cost-plus Pricing or Markup Pricing	<p>With cost-plus pricing you calculate the cost to manufacture, produce, or deliver a single unit of your product or service as well as your business overhead. After you have determined your unit cost you then mark it up (a fixed percentage) to cover the costs of producing and distributing the product or service and the cost plus the mark-up is your price. This pricing strategy does not consider consumer demand and competitor pricing as the pricing is based on your production costs.</p> <p>Here are two examples:</p> <ul style="list-style-type: none"> You make jeans and need to calculate the selling price. Your costs to produce one pair of jeans are material costs (\$10), labor costs (\$20), and overhead costs (\$20). If you add to the total cost of \$50 the 40% markup (\$20), the selling price is \$70. You purchase pineapples from local farmers for \$4 each. You intend to sell each pineapple for \$6. This is a 50% markup on the \$4 purchase price. <p>The cost-plus approach is simple to use, provides a consistent rate of return, and enables you to justify how you calculated your price. However, your cost base may be higher than that of your competitors so your price could be too high, and there's also no incentive or driver to reduce your costs.¹⁸¹</p> <p>You can access a simple markup calculator at this website - https://www.omnicalculator.com/finance/markup</p>
Value-based Pricing	<p>The starting point for value-based pricing is the perceived value to the customer—the amount customers are willing to pay for a product or service. For instance, imagine that you're selling mobile phone plans. The cost of your plan is \$20 per annum. If you were to work on a cost-plus approach and markup your plan by 50% then the sale price would be</p>

¹⁸⁰ Sources include Gary Fox, "Revenue Streams: Business Model Revenues Definition and Examples," <https://www.garyfox.co/revenue-streams>; John Spacey, "Business Model Canvas Cheatsheet," August 1, 2018, <https://simplicable.com/new/business-model-canvas>; Isaac Jeffries, "BMC Part Ten: Revenue Streams," <https://isaacjeffries.com/blog/2017/5/1/bmc-part-ten-revenue-streams>; "Revenue Streams," <https://www.ecommerce-digest.com/revenue-streams.html>; "Revenue Streams in Business Model Canvas," <https://www.cleverism.com/revenue-streams-in-business-model-canvas>; "How Do I Use the Revenue Streams Building Block of the Business Model Canvas?," <https://www.strategyzer.com/business-model-canvas/revenue-streams>

¹⁸¹ Rebecca Riserbato, "The Plain-English Guide to Cost-Based Pricing," <https://blog.hubspot.com/sales/cost-based-pricing>

Pricing Approach	Description
Value-based Pricing	\$30. But a customer might believe that paying of \$50 per month is good value for a mobile phone plan. The value-based pricing strategy is used to increase revenue as it is not based on the cost of production but on what the customer considers to be good value.
Market-based Pricing	Market-based pricing considers the price being charges by your competitors as the basis to set your price. Depending on the relative strengths of your value proposition and the benefits each offers, you might decide to charge a little more or less than your competitors. For instance, if your competitor is only a new entrant to the market and you have an established brand, then you could probably charge more than your competitor.

A Christian Perspective on Pricing and Profit

Is a Christian business different from a secular business? Does God really care how you manage your business? Does He take notice of the manner in which you treat your customers and suppliers? The answer is a definite “yes”, as the concept of just balances is a common theme in the Bible (Lev. 19:35, 36; Job 31:6; Prov. 11:1, 16:11, 20:10, 23). A weighing scale is a simple device to measure weight or mass. They are appropriate where goods, such as vegetables or grain, are sold by weight.

Before the age of computers and digital scales, weights were measured with balanced scales. If you wanted to buy one pound of grapes, then you would put one pound of weights on one side and then put enough grapes on the other side to get the balance into equilibrium. But dishonest merchants would have two sets of weights: one that they would buy with, and the other that they would sell with. And this was known as a false balance.

God is interested in the business world and how business owners manage their businesses and interact with their customers, suppliers, and employees. He is emphatic in His condemnation of false balances and dishonest business practices. Proverbs says, “The LORD detests dishonest scales, but accurate weights find favor with him” (Prov. 11:1 NIV). Now most people don’t use balances in business today, but the same principles of fairness and integrity still apply. The Message Bible expresses the same text in these words: “God hates cheating in the marketplace; he loves it when business is above board.” If you’re in business today, God wants you to be upstanding in your business practices and to deal fairly and honestly in your everyday business dealings with your customers, suppliers, and employees.

The Bible is a book about God’s blessing. God wants us to bless others (Gen. 12:2,3). “If we want God’s blessing in our lives—that will include setting our business practices according to the principles found in His Word. The ‘just weight’ delights the Lord! He is pleased when a businessman chooses to act in his business according to what God sets as acceptable standards. His standard is honesty. He desires that we be honest and truthful in our business dealings. He wants us to practice godly business practices. When we do, He tells us that such things delight Him. And what God delights in . . . God blesses. The old adage, ‘Honesty is the best policy’ definitely carries weight in the eyes of God. He will bless us if we deal honestly and forthrightly with our business

associates and with our customers.”¹⁸²

God has placed us on earth “to be light, bringing out the God-colors in the world” (Matt. 5:16 MSG). So if you run your business with integrity and fairness, then you will bring glory to God. Conversely, if you use false or dishonest scales, if your business practices are questionable, then your reputation will bring dishonor to God’s name. For instance, if you make promises to customers that you don’t keep or make exaggerated and unsubstantiated claims about your product, then customers will not want to deal with you. If you make your product smaller, but not so as to be noticeable, and charge the same price, then you are using “false scales.”



Source of picture: Wikipedia, Weighing scale, https://en.wikipedia.org/wiki/Weighing_scale

Dividends: Profit with a Purpose

There are different ways business owners can distribute part or all of their profits for Kingdom purposes and so fulfill your business as mission goals. Dividends are a sum of money paid regularly (usually once or twice per year) by a business to its shareholders out of the profits of the business. It’s the reward and return on investment to shareholders for their investment in the business. Because their business is founded on a Kingdom purpose, many profit-with-purpose businesses tithe their income and give part of their profit to support God’s work. They recognize that giving is an essential part of their stewardship of the resources God has entrusted to them. Some, like submarine sandwich chain Jersey Mike have giving embedded in their mission statement: “Giving...Making a Difference in Someone’s Life.”

Ellen White is clear on how we, as faithful stewards, should support God’s work: “God’s people are called to a work that requires money and consecration. The obligations resting upon us hold us responsible to work for God to the utmost of our ability. He calls for undivided service, for the entire devotion of heart, soul, mind, and strength. There are only two places in the universe where we can place our treasures,—in God’s storehouse or in Satan’s; and all that is not devoted to God’s service is counted on Satan’s side, and goes to strengthen his cause. The Lord designs that the means entrusted to us shall be used in building up His kingdom. His goods are entrusted to His stewards that they may be carefully traded upon and bring back a revenue to Him in the saving of souls.”¹⁸³

In 2019, Jersey Mike’s Subs generated sales of around \$1.34 billion (U.S) from its 1667 restaurants in the United States.¹⁸⁴ Giving to give, not just to get back, is a key part of its marketing

¹⁸² Proverb a Day, “Balance’ in life . . . Proverbs 11:1,” January 1, 2010, <https://www.calvarychapeljonesboro.org/proverb-a-day/balance-in-life-proverbs-111>

¹⁸³ Ellen G. White, *Counsels on Stewardship*, 35.4, <https://m.egwwritings.org/en/book/22.179#184>

¹⁸⁴ Restaurant Business, <https://www.restaurantbusinessonline.com/top-500-chains-2020/jersey-mikes-subs>

message. In April 2020, Jersey Mike's raised funds for Feeding America and its 200 food banks, generating over \$2 million US for Feeding America to help needy families and people who were going hungry. In addition, Jersey Mike's eateries donated millions of submarine sandwiches to healthcare workers, seniors, children and other needy folks. In addition, Jersey Mike has an annual Month of Giving campaign, which includes a Day of Giving, where it donates 100% of sales, not just profits, to local charities such as not-for-profits, kids in school, and hospital initiatives. In 2021, Jersey Mike's Subs announced that over \$15 million was raised for local charities nationwide.

As CEO Peter Cancro says, "We don't say giving back. We say giving. Because we are giving to give—to make a difference in someone's life."¹⁸⁵ Now if you're starting a new business these generous contributions can be daunting and discouraging. But don't be discouraged. You can start small and you will find that God blesses your sincere and willing giving.

In April 2021, Jersey Mike's Subs announced that more than \$15 million was raised for its Local Charities Nationwide in March 2021, bringing its total collections over the eleven years of the program to \$47m.¹⁸⁶ The \$15m includes the \$8m Jersey Mike's Subs donated from its one-day Day of Giving sales. Its Day of Giving is the culmination of its Month of Giving fundraising campaign which supports more than 200 local charities across the nation. Partners include hospitals, youth organizations, food banks, and more. As part of the campaign, Jersey Mike's has collected donations from customers all month.

Many of the companies mentioned in this book return a faithful tithe and allocate a percentage of their profit to Kingdom business. Some have even transferred a significant part of their shares to "God." The following is a story about a friend of mine and her late husband who committed their business and their business profits to Kingdom purposes.

Lorraine grew up on a tomato farm in far North Queensland, Australia. Her mother had always told her that she was meant to be a teacher, and so she completed her teaching qualifications at Avondale University. Lorraine loved being a high school teacher. It gave her the opportunity to influence and mold her students' lives. When she had been teaching for ten years her husband, Norm, asked her to leave teaching to help in his new business manufacturing and selling blinds. Reluctantly, at 31 years of age, she made the tough decision to leave teaching and so began a new faith journey with God.

Norm and Lorraine dedicated their new window furnishings business to God. Sydney Blinds & Screens became God's business. They couldn't borrow any money because Norm was a bankrupt but with his enthusiasm, his faith, and his experience, the miracle began. Sales started to pour in and over time the business became profitable as "God never stopped working that business." Soon they were able to rent a factory and hire a few workers. They were a good team—Norm was the dreamer and Lorraine was the doer. Building their own factory was a major achievement and, as the business grew, they needed two more factories.

185 Dave Schools, "How Jersey Mike's CEO Turned \$125,000 into \$1 Billion: Peter Cancro's 5 Key Lessons as CEO of a Billion Dollar Franchise Corporation for 43 Years," <https://www.inc.com/dave-schools/how-jersey-mikes-ceo-turned-125000-into-1-billion.html>

186 "Jersey Mike's Subs Announces OVER \$15 MILLION RAISED for Local Charities Nationwide in March 2021," <https://www.jerseymikes.com/mog>

After nine years of married life, the business was in a good place—increasing sales, no debt, and no overdraft. God just kept blessing the business. Sydney Blinds & Screens became one of Australia’s leading designers, manufacturers, suppliers, and retailers of the most comprehensive range of blinds, shutters, security doors, and awnings. The sustained growth of their business impressed overseas distributors who wanted them to distribute their products in Australia. Then the unthinkable occurred. Norm was tragically killed in a car accident and Lorraine was left in a quandary: “How could she run Sydney Blinds & Screens when Norm was Sydney Blinds & Screens?” Lorraine did a private deal with God. “I agreed to take on running the business if He would guarantee to help me. I told Him that we’d all draw our wages, but I was willing to give all the profits to support God’s Kingdom. There was one proviso—He would have to give me 12 months without any major challenge.”

Sydney Blinds & Screens continued to grow. “We just kept doing whatever Norm did,” Lorraine said, “and God kept blessing our business. Sales kept increasing and the profits kept going up. The greatest pleasure we got was carving up the profits and giving them to God’s work. We would look at all the requests that came to us and then allocate based on the needs, but mostly to Christian education.”

“I only survived in business because I totally depended on God as many of the problems were far greater than I had the answers for. The text which continued to encourage me was Isaiah 43:1 (MSG) – “Don’t be afraid, I’ve redeemed you. I’ve called your name. You’re mine. When you’re in over your head, I’ll be there with you. When you’re in rough waters, you will not go down. When you’re between a rock and a hard place, it won’t be a dead end—Because I am God, your personal God.”

Ultimately, Lorraine decided to sell the business and God made the sale possible as he sent two international investors who knew of Sydney Blinds & Screens. The buyers were “absolutely surprised that a business like this (high volume, low margin), could make such enormous profits” and so they competed to purchase the business. The business was sold and so Lorraine left Sydney Blinds & Screens. She reflects that she “experienced the miracle of God’s blessing as the business started out so small but used God used us to turn it into something so big. To God be the glory.” But the sale of the business wasn’t the end of the story. A few years after the sale took place, the buyer rang Lorraine and asked, “Did you cook the books?” Despite their best efforts, the buyer had not been able to achieve the same level of profitability. Lorraine replied, “No, I didn’t cook the books. I told you our secret—God was our partner, and He blessed our business.”

Three Key Questions: Profit and Dividend Strategies

1. Have you created a pricing approach which reflects your understanding of your customers and what they are willing to pay for your products and services?
2. Does the way you price your products and services enable your business to achieve an appropriate net profit and return on your investment?

3. Do you apply a significant part of your profits to the purpose of advancing God’s Kingdom?

The Health Mission Restaurant: Model Steward Canvas Update

The cost structure identifies the majors costs of the restaurant while the profit and dividend section talks about how the restaurant makes its revenue. As a steward, it is important to consider how the profits of the business will be distributed. In this case, the restaurant will allocate 20% of its profits for Kingdom purposes.

We have included the cost structure and profit and dividend sections, so the Model Steward Canvas for Health Mission Restaurant has now been completed. Remember, this is just the starting point and will need to be adjusted from time to time.

The Model Steward Canvas					BUSINESS NAME The Health Mission Restaurant
<p>The Business Health food restaurant (breakfast, lunch, dinner, takeaway) located in a town which is also a tourist precinct</p> <p>Business Goals Achieve sales of \$50,000 in first calendar year Achieve net profit of 10% in first calendar year</p>	<p>Purpose/Vision To glorify God by being a faithful steward of all that is entrusted to me. To have a positive influence on all who come in contact with my business.</p> <p>Values Generosity, excellence, customer service, honesty</p>	<p>Scriptural Imperative “...with God all things are possible” (Matt 19:26 NIV)</p>	<p>Customer Segments and Relationships Health conscious diners Health conscious tourist diners Diners generally Takeaway – time poor people looking for convenient and tasty food Intimate customer service experience Friendly, recognise regular customers Build supportive community of health conscious diners</p>	<p>Customer Value Proposition Fresh ingredients, vibrant taste, wholesome food all made from locally sourced and organic food where possible. Food is prepared daily, cooked by expert chefs, creating a range of seasonal mouthwatering dishes to choose from. Well trained, courteous staff Great atmosphere to eat/relax</p>	
<p>Key Activities and Resources Selection of location and restaurant set up and fit out Menu planning Purchase of ingredients – vegetables, fruit, etc. Identifying ways to share and support the Gospel in and outside the business Business promotion/management Preparation, cooking, service of meals <u>Staff selection, particularly chef</u> Brand Access to fresh, local ingredients Chef and service personnel</p>	<p>Key Partners Suppliers Tourism operators to create joint experiences God</p>	<p>Stakeholders Investors/shareholders Customers, employees, suppliers Community Government Church God</p>	<p>Leadership and Staff Management Approach Servant leadership style of management Staff management based on the principles of the Golden Rule – key values are respect, a commitment to improving the skills and capabilities of employees</p>	<p>Channels Website Advertising – newspaper, radio, TV, direct mail Social media – Facebook, Instagram, Twitter etc. Social networks, word-of-mouth, family and friends, email Tourism operators</p> <p>On-line ordering through website</p>	
<p>Cost Structure Purchase of ingredients Business management costs Labour Rent and utilities Fitout (chairs, tables, crockery, cutlery etc.) and decoration of premises</p> <p>© Ken Long</p>			<p>Profit and Dividend Strategies Set fair prices based on (a) the cost of your food plus other business expenses such as rent, staff, equipment, utilities, ingredients etc., (b) the price the customer is willing to pay, (c) the prices charged by your competitors. 20% of profits used for Kingdom purposes</p>		

M. MEASURING BUSINESS SUCCESS

The Triple Bottom Line

Businesses have traditionally been measured based on their financial performance. During the mid-1990s John Elkington utilized a framework called the “triple bottom line” to expand the traditional measures beyond profits, return on investment, and shareholder value to include a business’s social, environmental, and economic impacts. The triple bottom line dimensions are also commonly called the three Ps: profits, people, and planet.¹⁸⁷

Here’s a brief explanation of each of the 3 P’s:

PROFITS

Profit is the traditional measure for business success, with strategies designed to maximize profits while reducing costs and minimizing risk. The focus on maximizing profits has meant that businesses favored delivering value to shareholders as the primary indicator of success. But increasingly, businesses recognize that acknowledging and supporting people and planet do not have to compromise the profitability of the business.

Swedish furniture giant IKEA maintains profitability and sales in the billions of dollars while focusing on green and sustainable initiatives. For example, the company recycles much of its waste back into some of its bestselling products. In fact, 98% of their home furnishing products (including packaging) are derived from renewable or recyclable materials.¹⁸⁸

Corporations must also remain profitable or else they will go out of business. Yet, business profits should not come at the expense of the business’s social, environmental or economic obligations. Like a three-legged stool, each component—people, planet, and profit—is equally important and necessary.

PEOPLE

Rather than simply focus on the business shareholders, the second element of the triple bottom tries to benefit, in some way, all stakeholders that a business comes into contact with. These include customers, employees, supply chains, distributors, and the wider community. It even extends to future generations who may feel the impact of your business decisions. Triple bottom line businesses have fair hiring and wages and remuneration practices; ensure humane

¹⁸⁷ Timothy F. Slaper and Tanya J. Hall, “The Triple Bottom Line: What Is It and How Does It Work?,” <https://www.ibrc.indiana.edu/ibr/2011/spring/article2.html>

¹⁸⁸ Gennaro Cuofano, “What Is the Triple Bottom Line and Why It Matters to Build a Sustainable Business,” February 17, 2022, <https://fourweekmba.com/triple-bottom-line/>

working conditions; encourage volunteerism in the workplace; support equal opportunity, diversity, equity, and inclusion; and foster community engagement. For example, 3M uses their scientific background to solve the world’s toughest challenges. The company has, among other things, funded STEM education around the world to improve and empower local communities.¹⁸⁹

PLANET

For businesses, the planet bottom line means finding ways to reduce their environmental footprint. This means that companies manufacture products with the circular economy in mind, transforming our throwaway economy into one where waste is eliminated, resources are circulated, and nature is regenerated.¹⁹⁰

Ben & Jerry’s, the Vermont-based ice cream maker, is an example of a triple bottom line company. It has made conscious capitalism central to its strategy and built its company around the “three pillars” of the triple bottom line: people, profits, and the planet. Its website states “Ben & Jerry’s is founded on and dedicated to a sustainable corporate concept of linked prosperity.”¹⁹¹



Ben & Jerry’s expresses a commitment to the triple bottom line in these terms: “We love making ice cream—but using our business to make the world a better place gives our work its meaning. Guided by our Core Values, we seek in all we do, at every level of our business, to advance human rights and dignity, support social and economic justice for historically marginalized communities, and protect and restore the Earth’s natural systems. In other words: we use ice cream to change the world.”¹⁹²

While there are many challenges in measuring the social and environmental impacts, this book is simply alerting you to this broader definition of business success. For more information on measurement of the 3Ps please access the article¹⁹³ which is the source of this information (“The Triple Bottom Line: What Is It and How Does It Work?”). For a business with a kingdom purpose, the question is, “What does business success look like for your business, your Kingdom business?”

¹⁸⁹ Ibid.

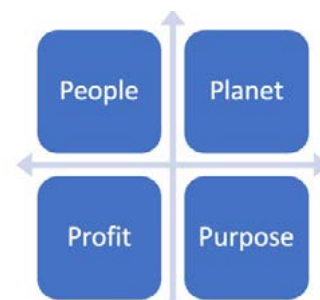
¹⁹⁰ Ellen MacArthur Foundation, “What is a circular economy?” <https://ellenmacarthurfoundation.org/topics/circular-economy-introduction/overview>

¹⁹¹ Ben & Jerry’s, “We Believe that Ice Cream Can Change the World,” <https://www.benjerry.com/values>

¹⁹² Ibid.

¹⁹³ Gennaro Cuofano, “What Is the Triple Bottom Line and Why It Matters to Build a Sustainable Business,” February 17, 2022, <https://fourweekmba.com/triple-bottom-line>

THE QUADRUPLE BOTTOM LINE



One of the key elements of the Model Steward Canvas is **Purpose**. Your purpose is your “why”. It succinctly provides the reason why you operate the business. For a Christian business entrepreneur, it’s likely that your purpose will, in addition to making sales, running the business operations, and managing finance, have an orientation to using your business to make a Kingdom impact. Therefore, it’s appropriate to know if your business is making a difference and to have a set of measures to harness the assets of the business, and the time and resources of at least some of its employees, to accomplish the Kingdom functions.

Remember Chick-fil-A’s Purpose: “To glorify God by being a faithful steward of all that is entrusted to us. To have a positive influence on all who come in contact with Chick-fil-A.” How can Chick-fil-A measure if they have achieved their purpose? If you have a purpose like Chick-fil-A, how can you measure if you have brought glory to God’s name? How do you quantify if you have been a faithful steward?” “How do you measure if you have been a positive influence on the customers, suppliers, and employees you come in contact with?”

Dave Kahle, in his article, “Measuring the Spiritual Impact of your Christian Businesses,”¹⁹⁴ identifies key Kingdom impact measures including:

- Building faith and spiritual maturity in the owners and employees. He suggests that this can be measured by the number of people baptized into Christ, the number of people prayed for/with by Christian executives, and the number of people meeting in Bible studies and support groups organized by your business.

Chris Naidoo, a South African business owner says, “We have a happy staff who, although not all are Christian, sense the need we have to put Christ first in all we do. We barely ever lose any of our staff. I believe that God has led by bringing us into contact with the right people. I have had the honor of doing Bible studies with some of our staff and some have been baptized.”

- The number of people economically impacted by your business: The Model Steward Canvas is designed to help those who want to start a new business with a Kingdom purpose. As this should improve your financial position as well as the finances of your immediate family and your broader community, you could measure the level of economic security and blessings you have delivered to your shareholders, employees, and community.

Kahle says that “While some of this may be measured in the number of people employed, the economic impact of the organization can and should be, larger than just that. For example, you could measure the total number of people employed, and add to it the owners and investors who realized some financial gain and then add the number of people within your vendors who were blessed to do business with you. Then you could add to it the

¹⁹⁴ Dave Kahle, “Measuring the Spiritual Impact of your Christian Businesses,” October 7, 2021, <https://www.linkedin.com/pulse/measuring-spiritual-impact-your-christian-businesses-dave-kahle/>

number of people impacted by benevolent efforts of the organization, by noting the number of people impacted through those efforts. Add all that up every month and you would have a gauge of the impact of the business in providing and enhancing economic security.”¹⁹⁵

The following is a great case study from business as mission to illustrate the Quadruple Bottom Line.¹⁹⁶ A business executive quit his job and headed for a developing country to serve the poor through entrepreneurship. Upon studying the land and its people, he was inspired to take their ancient indigenous skills and locally available, eco-sustainable raw materials to produce handcrafted innovative applications in the storage industry. The business currently employs close to 200 workers with the potential to reach 1,000 as they develop new products for new markets.

LIFTING THE LOCAL COMMUNITY

Due to soil conditions, farmers could only raise one crop per year instead of the two to three elsewhere in the country. So many people were held in chronic poverty, making them vulnerable to human traffickers and sex traders. Employed by this company, many subsistence farmers became skilled workers and now provide food and shelter for their families. As a business with strong ethical credentials and commitment to the planet, the company strives for excellence in every aspect of its operations. The containers are made with locally sourced sustainable materials instead of unsustainable timbers. These materials grow well on poor quality land otherwise useless because it is unsuitable for food production.

The company has perfected techniques for cultivating the plants from which these materials are sourced. They also use natural dyes from plant extracts for their products. Their product designs maximize materials usage and reduce waste. Effective packing further minimizes wasted space in containers and the carbon footprint of the products.

CARING FOR WORKERS

Around 30% of the workers are women, most of them unschooled. But they receive a salary well above the average for the country. The factory is built with good natural light and ventilation to ensure health and safety. Workers get a pension, paid holidays, sick leave and a lump-sum payment when they leave. Free medical care is available even during work hours. An independent workers' association meets regularly and communicates their concerns to the management.

SHARING GOOD NEWS THROUGH BUSINESS

In all these ways, the business has cultivated an ethos that exemplifies God's love for people, especially the poor and the needy. It demonstrates a faith-based approach to wealth creation that protects and promotes life, health, and human dignity. One testimony summarizes the stories of many workers: “Before joining the company, I went through very hard times. Now I have a stable income, and I am able to send my children to school. Every month I am saving some money in the bank. Now my husband and I can plan for our future together.”

¹⁹⁵ Ibid.

¹⁹⁶ Business as Mission, “The Quadruple Bottomline of Missional Business,” <https://www.goliveserve.org/updates/2018/7/23/the-quadruple-bottomline-of-missional-business>

What a wonderful example of the Quadruple Bottom Line and using God's Blessings in God's Way for God's Glory. This entrepreneur and the God-inspired business he created powerfully encapsulates each element: people, planet, profit, and purpose.

Jeff Christopherson in the article, "The Metrics of Mission: How to Count What Counts," identifies five kingdom behaviors that can be quantified to quantify the Kingdom impact of a church.¹⁹⁷ While they are more appropriate for a church than a business, they may provide some further guidance for you in developing your Kingdom impact metrics. Christopherson's five behavior metrics are:

1. **Count the Number of Gospel Relationships:** Count the number of authentic relationships that your business has which are gospel-centric. These are relationships that point people to God and include where you are able to leverage strategic relationships for Kingdom business.
2. **Count the Number of Domains with Kingdom Influence:** Count the number of business domains where your business has exercised business influence. These domains could include your customers, different segments of your customers, your suppliers and your employees. They could even extend into your community.

For instance, Mozambique lawyer Moisés Machaieie, and some fellow church members, developed an evangelistic ministry called "Ceifeiros" where they present the Gospel to peri-urban communities, communities transitioning from rural to urban communities, with these communities having no knowledge of the Adventist message. The ministry began in 2017 and, so far, four church companies have been established with more than 100 baptized members.¹⁹⁸

3. **Count the Number of Kingdom Imprints:** "Kingdom imprints" are instances where your witness through your business to employees, customers or suppliers has created "spiritual curiosity" and resulted in the sharing of the gospel.
4. **Count the Number of New Believers:** Measure the outcomes of your witness by counting new believers who your business has influenced in coming to know God.
5. **Count the Number of Disciple-Makers Raised and Sent:** Count the number of your staff who are or who have become Christians who are discipled and sent into new contexts for Kingdom business.

I recommend a report by the Business as Mission Think Tank called "How Are We Doing? Measuring the Impact and Performance of BAM Businesses" as an excellent resource for developing measures to measure your Kingdom impact.¹⁹⁹

197 Christopherson, J., (2018), The Metrics of Mission: How to Count What Counts, <https://www.sendinstitute.org/measuring-kingdom-behavior/>

198 Naidoo, Chris. "A Channel of Blessings: Who is Chris Naidoo?" by Glenn Smithwick. *Dynamic Steward*, 24:4 (October-December 2021): 16-18.

199 Business as Mission Global Think Tank, "How Are We Doing? Measuring the Impact and Performance of BAM Businesses," May 2014, <https://www.bamglobal.org/wp-content/uploads/2015/12/BMTT-IG-Measuring-BAM-Impact-Final-Report-May-2014.pdf>

Business Profitability

In the chapter Business and Business Goals (page 45), we talked about the importance of having business goals. Profit is also part of the Quadruple Bottom Line. Your business needs to consistently earn a profit to be successful. Put simple, profit equals your business revenues less your expenses.

PREPARING YOUR PROFIT AND LOSS STATEMENT

To calculate your profit, you prepare a **profit and loss statement**. This statement lists your revenue or sales and expenses. It tells you how much profit your business has made or how much you're losing. You usually complete a profit and loss statement for a specified period of time (e.g., month, quarter, or year).

I am going to provide you with two different profit and loss statements. The first is a **simple profit and loss statement**. In this statement, you deduct all of your expenses from your sales revenue to achieve your net profit. If you haven't run a business before, it's the easiest place to start.

SIMPLE PROFIT AND LOSS STATEMENT

Sales Revenue

See the chapter on Profit and Dividend Strategies.

A sale is a transaction between two or more parties in which the buyer receives tangible or intangible goods, services, or assets in exchange for money.

Business Expenses

Business expenses include all of them; so for the sake of simplicity in the simple profit and loss statement, just list all of your expenses. Some examples of expenses are included in the statement to the right, but you may have more or different expenses.

Net Profit Before Tax

To calculate your Net Profit Before Tax you simply deduct all of your expense from your Sales Revenue.

Sales Revenue
Expenses:
Accounting fees
Advertising & Marketing
Depreciation and Amortization
Energy
Raw materials
Rent
Phone
Water/utilities
Waste
Other expenses
Total Expenses
Net Profit Before Tax

MORE ADVANCED PROFIT AND LOSS STATEMENT

In this more advanced Profit and Loss Statement we divide the business expenses into the Cost of Goods Sold and Operating Expenses. The aim of this Profit and Loss Statement is to give you a greater understanding of your costs and how they relate to your revenue and profitability.

Sales Revenue

See the chapter on Profit and Dividend Strategies.

A sale is a transaction between two or more parties in which the buyer receives tangible or intangible goods, services, or assets in exchange for money.

Cost of Goods Sold (COGS)

COGS refers to the direct costs of producing the goods or services sold by your business. It includes the cost of the materials and direct labor used to create the good or produce the services. It excludes indirect costs such as business overheads and sales and marketing expenses.

As a rule of thumb, if you want to know if an expense falls under COGS, ask: “Would this expense have been an expense even if no sales were generated?”²⁰⁰

Gross Profit

Gross profit is the profit a business makes after deducting COGS (the costs of making and selling its products or the delivery of its services) from the sales revenue.

Gross profit = sales revenue – COGS

“Cost of goods sold” is also referred to as “cost of sales.”

Operating Expenses

An operating expense is an expense that a business incurs through its normal business operations and excludes expenses incurred as COGS. Operating expenses include rent, depreciation, advertising and marketing, wages and salaries, insurance, and funds allocated for research and development.

Net Profit

In the more advanced profit and loss statement net profit before tax is calculated by deducting all of your operating expenses from the gross profit.

Revenue

A completed profit and loss statement for a restaurant is

Sales Revenue
Cost of Goods Sold (COGS):
Opening stock
Materials purchases
Closing stock
Other purchases
Direct labor
Subcontractors
Production overheads
Total COGS
COGS as % Sales
Gross Profit
Gross Margin as % of Sales (GP/Sales)
Operating Expenses:
Advertising and marketing
Depreciation and amortization
Energy
Rent
Wages and salaries
Water/utilities
Waste
Other operating expenses
Total operating expenses
Operating Expenses as % of Sales
Net Profit
Net profit as % of sales
Non-Operating Income:
Interest received
Other
Non-Operating Expenses:
Interest paid
Other
Net Profit Before Tax

²⁰⁰ Jason Fernando, “Cost of Goods Sold (COGS),” March 24, 2022, <https://www.investopedia.com/terms/c/cogs.asp>

included in the appendix.

OTHER FINANCIAL AND BUSINESS METRICS

The above description of the profit and loss statement is only a high-level introduction. It is not intended to be a comprehensive description of all your financial needs and requirements. Further resources are as follows:

1. Investopedia – Guide to Accounting²⁰¹
2. Business Model Canvas, Part Fifteen: Metrics²⁰²
3. Financial Terminology for Dummies: 40 Flashcards for Financial Literacy²⁰³
4. Business Finance Terms and Definitions²⁰⁴
5. Accounting, Australian Government ²⁰⁵
6. Key Financial Terms, Australian Government²⁰⁶

201 Jason Fernando, "What Is Accounting?," <https://www.investopedia.com/terms/a/accounting.asp>

202 Isaac Jeffries, "BMC Part Fifteen: Metrics," <https://isaacjeffries.com/blog/2017/5/29/bmc-part-fifteen-metrics>

203 Scarlett Marie McKnight, "Financial Terminology for Dummies: 40 Flashcards for Financial Literacy," February 15, 2021, <https://thirtyeightinvesting.com/financial-terminology-flashcards/>

204 Mike McLeod, "Business Finance Terms and Definitions," December 15, 2021, <https://www.fastcapital360.com/blog/business-finance-terms-and-definitions/>

205 Australian Government, "Accounting," <https://business.gov.au/finance/accounting>

206 Australian Government, "Key Financial Terms," <https://business.gov.au/finance/accounting/key-financial-terms>

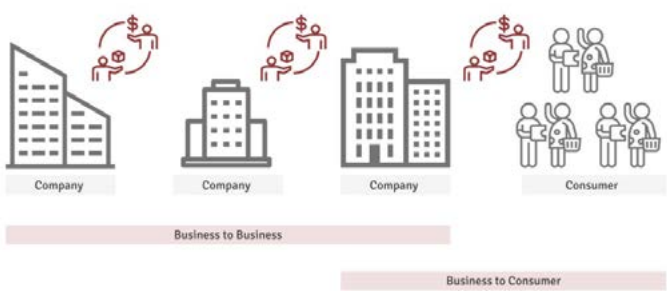
CONCLUSION

Starting a business is a daunting task, particularly if you have limited business experience. There are so many questions that need to be answered if you want to start a business with a Kingdom purpose. The Model Steward Canvas is designed to address these questions. It's a one-page business plan which works through the fundamental elements of a business or product, structuring your ideas in a simple way that is easy to understand.

The Canvas is a visual chart with twelve elements. It describes the firm's business, its vision and mission, its values, the customer segments it wishes to serve, as well as the customer value proposition, the business goals, its stakeholders, key partners and resources, and its staff management approach. The last elements are its financial approach: pricing, profit, and dividend strategies. Of critical importance is the Scriptural Imperative—the passage of Scripture defines your approach to your business and guides the way you conduct your business and interact with your suppliers and customers.

So, aspiring Christian entrepreneurs, start your journey and God bless you as you embark on this great adventure in faith with God.

BUSINESS DEFINITIONS

Accounts payable	Amounts that you (creditor) owe for purchases of products or services that you have made on credit.
Accounts receivable	Monies that your customers (debtors) owe for purchases of products or services that they made on credit with your business.
Assets	Resources that you own or control that can be used to generate future revenue or maintain your business operations. Assets include cash, land, buildings, equipment (manufacturing, cooking, etc.), office furniture and equipment, vehicles, etc.
Business as mission, Kingdom business	<p>A business operated according to biblical principles and values by a Christian entrepreneur which:</p> <ol style="list-style-type: none"> 1. aims to be a profitable and sustainable business which brings glory to God and has a Kingdom impact 2. is intentional about its Kingdom purpose and impact on its staff, customers, suppliers and the community in which it operates 3. has a focus on the 4P's of the quadruple bottom line of people, planet, profit and God's purpose 4. is concerned about using a significant part of the profits generated by the business for kingdom and charitable purposes .²⁰⁷
Business model	A business model is a high-level plan which describes how your business works to achieve its goals—customer, financial and spiritual. It describes how your business creates value (product or service), how it creates value to your customer, and how the business generates profit by delivering your products or services at a competitive price and a sustainable cost.
Business-to-consumer, business-to-business (B2C/B2B)	<p>The term “business-to-consumer” (B2C) refers to when you sell your products or services directly to consumers who are the end-users of your products or services. With B2C there is no middleman because the sale is a direct sale.</p> <p>It also often refers to businesses/retailers that sell their products or services to consumers over the Internet. Online B2C business are considered a threat to traditional retailers because their cost base is lower (e.g., no rent to pay on often expensive shop premises) and so that can sell the same product as a store at a lower price.</p> <p>By contrast, if your business supplies goods or services to another business, then you operate a business-to-business or B2B business. Examples of B2B transactions are a manufacturer selling to a wholesaler, or a wholesaler selling to a retailer, such as a timber mill that sells milled timber to a furniture manufacturer or a pineapple farmer who sells his pineapples to a fruit shop or market.</p> <p>The following illustration shows how “business-to-business” (B2B) stands in contrast to business-to-consumer (B2C) transactions.²⁰⁸</p> 

207 Based on Jo Plummer, “What Is Business as Mission?,” August 2018, <https://businessasmission.com/get-started/>
The Quadruple Bottomline of Missional Business, <https://www.goliveserve.org/updates/2018/7/23/the-quadruple-bottom-line-of-missional-business>

208 “B2B vs B2C Marketing: How to Ace Both,” <https://www.cazoomi.com/blog/b2b-vs-b2c-marketing-how-to-ace-both/>

Cashflow	The movement of money in and out of your business. You want there to be a higher flow of income into the business than there is an outflow of expenses from the business. This is called positive cash flow. It's important that you manage your cashflow, especially if you offer credit to your customers.							
Channel	How your business communicates with and reaches each of your customer segments to profitably deliver your value proposition.							
Competitors	Other businesses that can offer the same or similar goods and services to your customers or potential customers. For instance, if you sold fruit and vegetables at a local market, your competitors would be other sellers of fruit and vegetables. But it could extend to sellers of other food products such as tinned or packaged food as customers could substitute your products for those products.							
Cost of Goods Sold (COGS)	<p>The direct costs of producing the goods or services sold by your business. These include the cost of the materials and direct labor used to create the goods or produce the services. It excludes indirect costs such as overheads and sales and marketing expenses.</p> <p>As a rule of thumb, if you want to know if an expense falls under COGS, ask: "Would this expense have been an expense even if no sales were generated?"</p>							
Creditors	The people you owe money to, usually for goods or services you have purchased from them.							
Customer segmentation	The process where you divide your customers into groups or segments based on common characteristics such as demographics or behaviors, so you can market to those customer segments more effectively.							
Debtors	The people who owe you money- usually for goods or services you have sold to them. The money they owe you is called "account receivable."							
Distribution channel	How your business communicates with and reaches each of your customer segments to profitably deliver your value proposition.							
Expenses	Costs incurred in running your business. Expenses include Cost of Goods Sold (see definition above) as well as operating expenses (see definition below).							
Fixed costs	Costs that don't vary with business sales or the level of output. For instance, you generally pay your landlord the same amount of rent irrespective of your level of sales.							
Gross profit	<p>The profit a business makes after deducting COGS (the costs of making and selling its products or the delivery of its services).</p> <p>Gross profit = Sales Revenue - COGS</p> <p><u>Example:</u></p> <table border="1" data-bbox="395 1451 1474 1581"> <tr> <td>Sales revenue</td> <td>\$100,000</td> </tr> <tr> <td>Cost of Goods Sold</td> <td>\$40,000</td> </tr> <tr> <td>Gross profit</td> <td>\$60,000</td> </tr> </table>		Sales revenue	\$100,000	Cost of Goods Sold	\$40,000	Gross profit	\$60,000
Sales revenue	\$100,000							
Cost of Goods Sold	\$40,000							
Gross profit	\$60,000							
Intellectual property (IP)	<p>If you develop a new product, service, process, or idea, it is your property and is considered your intellectual property. IP rights provide IP owners with the time and opportunity to commercialize their creations. It's called "intellectual property" as the rights have their origin in your creative thinking and knowledge.</p> <p>These rights can in most developed economies be legally protected from use or implementation without your consent.</p> <p>"The concept of intellectual property relates to the fact that certain products of human intellect should be afforded the same protective rights that apply to physical property, which are called tangible assets."²⁰⁹</p>							
Liabilities	Debts your business owes another person or business. Liabilities are current or long-term. Current, or short-term, liabilities might include monies owed to a supplier. Many business loans are long-term debts.							

209 Will Kenton, "Intellectual Property," December 19, 2021, <https://www.investopedia.com/terms/i/intellectualproperty.asp>

Net profit	Net profit is gross profit less operating expenses (expenses not included as part of COGS). Put simply, net profit represents the money you have left over after all expenses are paid. <u>Example:</u>	
	Sales revenue	\$100,000
	Cost of Goods Sold	\$40,000
	Gross profit	\$60,000
	Business expenses	\$35,000
	Net profit	\$25,000
Operating expense (often abbreviated as OPEX)	An operating expense is an expense a business incurs through its normal business operations and excludes expenses incurred as COGS. Operating expenses include rent, equipment, advertising and marketing, wages and salaries, insurance, and funds allocated for research and development.	
Partnership	A partnership is a relationship in which two or more people or organizations work together in a formal way.	
Profit margin	The measurements of how much profit you keep relative to your sales. For example, a 30% profit margin means you have a net income of 30 cents for each dollar of sales.	
Sales revenue, Sales, Revenue	The money your business receives from the sales of goods or by providing services. <u>Example:</u> If your business sold in a year 500 bags of potatoes at \$10 per bag (\$5,000), 400 bags of yams at \$8 per bag (\$3,200) and 300 bags of carrots at \$12 per bag (\$3,600) then your sales revenue for the year would be \$5,000 + \$3,400 + \$3,600 = \$12,000.	
SMART Goals	When setting goals your goals should be SMART goals. SMART is an acronym that stands for S pecific, M easurable, A ttainable, R ealistic, and T ime Specific. Your goals should have each of these characteristics.	
Triple bottom line, Quadruple bottom line	The triple bottom line has three dimensions to measure business success - people, planet, and profits; also commonly called the three Ps. The quadruple bottom line adds an additional dimension, purpose.	
Unique selling proposition	The thing which makes your product or service different from your direct competitors (e.g., quality, added use). The key word is "unique".	
Value proposition	This proposition includes all of the benefits and experiences you give to your customers when they make contact with your business.	
Variable Costs	Costs usually vary based on your level of sales or output, and they generally vary in direct proportion to the change in sales or output. They could include manufacturing costs, freight, sales commissions, labor costs associated with manufacturing, and raw materials,	

For a more detailed glossary of key financial terms see <https://business.gov.au/finance/accounting/key-financial-terms>

The 70 Business Terms Every Manager Needs To Know, <https://getsling.com/blog/business-terms/>

APPENDIX

CHECKLIST: KEY QUESTIONS FOR THE MODEL STEWARD CANVAS

These are the key questions that an entrepreneur should ask in starting a business and completing the Model Steward Canvas. There may be other important questions that you identify which you should address. Use this checklist to ensure that you address each of the key questions.

The Business

1. Does the business you have selected align with your personal life purpose, God-given gifts, life experience, and God's plan for your life?
2. Have you asked God for guidance with your business idea?
3. Have you tested and refined your business idea?

Business Goals

1. Have you identified suitable short and long-term goals (mix of profit, revenue, cost and customer goals) to provide focus for you and your business?
2. Have you used SMART Goals to set your business goals?
3. Have you specified a date to compare your achievements to your goals and to review your future goals?

Purpose/Vision

1. Does your business purpose enable you to wake up inspired, and end the day fulfilled, by the work you do? Is it aligned to your God-given personal life purpose?
2. Does your business purpose provide the focus for decision-making in your business?
3. Does your business purpose provide a way for you to differentiate yourself from your competitors?

Values

1. Have you selected values which reflect your personal life values, and which will underpin your business?
2. Are your values easy to understand and apply consistently?

3. Will the values you have selected guide all your business decisions and underpin your business-as-mission objective?

Scriptural Imperative

1. What text or passage of scripture underpins your business philosophy and purpose?
2. How will you utilize this Scriptural Imperative within your business as you interact with employees, customers, and suppliers and implement your business-as-mission approach?
3. How will you communicate your Scriptural Imperative to your employees, customers, and suppliers?

Customer Segments

1. Have you divided your potential customers into meaningful segments?
2. Have you identified the most commercially attractive market segments to target?
3. Have specific product/service messages been developed to target each of your selected market segments?

Customer Relationship

1. Do you understand the customer relationship categories and how they relate to your business?
2. Are the customer relationships for each of your customer segments appropriate to meet customer expectations, reflect the nature of the relationship you have with customers, and assist the needs of your business?
3. Are the customer relationship strategies you have aligned to your business model and strategy and your desire to engage with customers, suppliers and employees on a spiritual level?

Customer Value Proposition

1. Does your value proposition answer this question: "Why should your customer do business with you and what value do you offer them?"
2. Is your value proposition different from your competitor's value proposition?
3. In crafting your value proposition, have you strongly considered the customer's point of view and focused on what the customer wants as well

as their problems/pain point and how your product/service benefits/solves the customer's problem?

Key Activities

1. Are the key activities you selected critical to your business as mission activities, value proposition/business purpose, to managing your distribution channels, developing, and managing your customer relationships and generating and optimizing your revenue streams?
2. Have you removed from your key activities those that are not critical?
3. Should any of the activities you identified as Key Activities be provided by a partner?

Key Resources

1. Are the Key Resources you selected critical to your business as mission objectives, your value proposition/business purpose, to managing your distribution channels, developing, and managing your customer relationships and generating and optimizing your revenue streams?
2. Do you have a plan for defending or retaining your Key Resources?
3. Is there a key resource that you need, but do not have, which you could acquire through a new hire, by purchase, or be obtained through a partnership?

Key Partners

1. Does your business perform activities which would be better performed by a key partner?
2. Which key resources are you acquiring from your Key Partners?
3. Which key activities do your Key Partners provide for you? Which business as mission activities can you do with other Key Partners who have similar objectives?

Stakeholders

1. Who are the key Stakeholders for my business?
2. How do I manage the competing interests of all the Stakeholders?
3. Where is God in the list of Stakeholders? Top of the list or somewhere down the list? Do I act as an effective steward and honor God as the ultimate Stakeholder?

Leadership and Staff Management Approach

1. Is your approach to leadership and staff management biblically based?
2. Do you have a servant leadership approach? Is it evident in the way you serve your customers and lead your employees?
3. Does the way you treat your employees align with biblical principles?

Channels

1. Are you reaching your Customer Segments in the way they want to be reached?
2. How will your Channels be integrated or work together?
3. Which channels will provide the best mix of costs, profitability, margins, reach and control for your business?

Cost Structure

1. What are the most important costs inherent in your business model and value proposition?
2. Which key resources are the most expensive and represent a significant expense to the business?
3. Which key activities are the most expensive and represent a significant expense to the business?

Profit and Dividend Strategies

1. Have you created a pricing approach that reflects an understanding of our customers and what they are willing to pay for your products and services?
2. Does the way you price products and services enable your business to achieve an appropriate net profit and return on your investment?
3. Do you apply a significant part of your profits to the purpose of advancing God's Kingdom?

PROFIT AND LOSS STATEMENT: RESTAURANT EXAMPLE

PROFIT LOSS	
SALES REVENUE	
Food - Breakfast	\$10,000
Food - Lunch	\$15,000
Food - Dinner	\$25,000
Take Away	\$10,000
Catering	\$5,000
Drinks	\$5,000
TOTAL SALES REVENUE	\$70,000
Cost of Goods Sold (COGS)	
Vegetable	\$8,000
Fruit	\$2,000
Other cooking supplies (oil, flour, etc.)	\$3,000
Drinks	\$2,000
Take away containers	\$1,000
Direct Labor	\$15,000
Total COGS	\$31,000
CoGS as % Sales	44.3%
GROSS PROFIT	\$39,000
Gross Margin as % of Sales (GP/Sales)	55.7%
Operating Expenses	
Advertising and marketing	\$1,200
Depreciation and amortization	\$600
Energy	\$500
Cleaning	\$500
Insurance	\$600
Rent	\$2,000
Wages & Salaries	\$8,000
Plates, cutlery	\$800
Water/Utilities	\$500
Repairs	\$400
Waste	\$500
Other operating expenses	\$3,000
TOTAL OPERATING EXPENSES	\$18,000
Operating expenses as % of Sales	26.6%
NET PROFIT BEFORE TAX	\$20,400
Net profit as % of Sales	29.1%

This Profit and Loss is an example of a Profit and Loss Statement for a restaurant. The elements of sales revenue and the various operating expenses are illustrative only and these will vary from restaurant to restaurant.

"50 BEST SMALL BUSINESS IDEAS FOR DEVELOPING COUNTRIES IN 2021"
BY AJAERO TONY MARTINS²¹⁰

Do you reside in a third world country, and you feel the itch to start a business? If YES, here are 50 best small business ideas for developing countries. Choosing a business niche and starting a business is a difficult ordeal, more so if you are in a developing country. With problems ranging from unstable economics, dilapidated health care and infrastructures, political factors and of course unreliable power supply, making a business work is hard work in many developing countries.

However, a lot of people have been able to make it work. Mike Adenuga, Patrice Motsepe, Mohamed Al-Fayed, Shyam Bhartia among others have proved that even if you are in a developing country, you can still be really successful as an entrepreneur. Where most people saw challenges, these people were able to see opportunities which they took advantage of. Here are a few profitable business ideas for developing countries.

1. **Garbage and waste collection:** pollution and waste disposal problems have always been one of the many problems that a lot of developing countries have in common. By developing a solution to effectively dispose these garbage and waste, entrepreneurs can make a lot of money. You can take the garbage to the appropriate source and get as many items recycled.

For example, in the year 2009, Lorna Rutto, a citizen of Kenya resigned from her bank job to start a business called Eco post. The business she conceived revolved around recycling plastics which are sourced from different dumpsites and homes to make fencing posts. Today, Lorna now employs over 500 people in her company Eco post and she also makes more than \$150,000 in a year.

2. **Day care center:** developing countries are dynamic and ever evolving. Most have moved or are trying to move from their agrarian roots to a more corporate business oriented environment. In a lot of cases, both of the parents of the kids work and as such, the services of a day care center that can take care of their kids while they are gone during the day is quite necessary. You can easily get a license, rent a building and then offer your quality services. If you are good at what you do, parents will recommend other parents to your establishment.

Tip: a surveillance camera and any other semblance of added security would be a plus as parents would trust leaving their kids in your care because of the extra precaution.

3. **Farming:** the best thing about farming is that you can hardly ever go wrong especially if you choose the right product. Farming is as old as time itself, but it is still extremely profitable when well harnessed. You can approach supermarkets and stores and offer to supply them your fresh from farm products. Alternatively, you can also export your products to countries where they are in higher demand.
4. **Real estate:** due to the increase in the number of rural urban migration in developing

²¹⁰ Ajaero Tony Martins, "50 Best Small Business ideas for Developing Countries in 2021," <https://www.profitableventure.com/business-ideas-developing-countries/>

countries, lands and landed properties has been in increased demand. Real estate opportunities in developing countries are so diverse and pose an opportunity for everyone. Also, getting into and investing in real estate in developing countries is a lot easier as compared to the stringent processes that is obtainable in developed countries of the world.

You can profit in real estate by getting involved in land flipping (that is buying land, waiting for it to appreciate over a period of time and then selling it off for a profit), open space leasing (this involves buying a strategically located space and then leasing it out to others for temporary use), through rendering real estate agency services, development of properties and of course, buying a land building on it and then renting it out.

5. **Barber shop and salons:** barber shops and saloon owners are people who are into the art of making others look good. The business does not require a lot of capital to start and as such it is quite easy to start and manage as long as you have the required skill.
6. **Freelancing:** freelancing is one of the fastest and cheapest businesses that anyone can start. There are a lot of websites out there that bring together people who have tasks that they need help completing and people who are willing to do it for a fee together.

Freelancing websites such as Fiverr, Upwork, Seoclerk among other have enabled a lot of people to work right from the comfort of their homes. These websites have a wide array of niches that one can choose from and specialize in such as graphics designing, digital marketing, video services, articles and e-book writing, advertisement, music, programming among others. You will get paid when you deliver on the service that the buyer has purchased from you.

7. **Blog:** a blog is an individual website that is updated on a regular basis. There are many different ways by which a blog can be monetized so you should not stick to just one. You can make money through blogging by putting up adverts on your blog, selling your own courses and books, affiliate marketing and of course Google AdSense. African bloggers like Ameyaus Debrah, Uche Pedro, Linda Ikeji among others earn thousands of dollars on a monthly basis just from blogging alone.
8. **Solar power:** solar power is the most abundant and easy to source forms of energy; more so in tropical nations of the world. Most developing countries are plagued with the problem of epileptic electricity and the solar option provides a potential succor to this conundrum.

A lot of entrepreneurs have been able to take advantage of this void to create wealth for themselves and comfort for their community for example, M-KOPA, a solar energy provider in Kenya provides pay as you go solar power systems, and it has attracted investment of up to 40 million dollars.

9. **Smart phones:** smartphones represent one of the fastest selling items in the world today. For example, Africa which is made up of mainly developing countries is currently the second fastest growing market for smart phones, second only to Asia.

Due to the increase in technology and tech savviness, a lot of people are always on the lookout for better things in the smart phone industry. Plenty people are willing to upgrade

their smartphone to the latest devices with better features. Granted, high end devices with top notch features from producers like Apple, Samsung and Blackberry may not enjoy full dominance in the smartphone scene of developing countries due to the fact that they carry quite a hefty price tag.

This has therefore created an opportunity for low priced smart phones that are hitting the market. A lot of these low-priced smart phones are quite similar to the products from high end producers in style and in function. Plenty smart phone brands now exist in order to exploit this gap and make profit from it.

10. **Tutorial centers:** this simply involves tutoring and teaching students as an augmentation to their normal schooling activity. You can start up a tutorial center right from your house and thus eliminate the hassles of having to rent an additional space. You will also need to advertise your center through various ways such as the social media, flyers and of course word of mouth.
11. **Fruit juice kiosk:** everyone loves a cool drink of fruit juice on a hot day. Not only is it healthy, it is also quite refreshing. To start this business, all you need to do is to get a permit for a kiosk (if applicable in your country) that is located in a very strategic location. Rent the space and then set up your store. Your major raw material will be the fruits you use for making the juice.
12. **Garment making:** all over the world and in developing countries too, the demand for self-made cloths is constantly on the increase. A lot of people want designs that are tailor made for them according to their own specifications. Starting up as a tailor is also not too capital intensive. You will need a shop, a sewing and stitching machine and electricity to run the business effectively.
13. **Art:** making and selling art works and artifacts is big business. In fact, in November 2014, a collection of artworks from Mali, Gabon, Congo and Liberia were auctioned for an eye popping 41 million dollars. After many years of being looked down on, antique and contemporary works of art from developing countries have begun to gain popularity around the world today. Collecting and reselling art works can be a quite profitable venture if well harnessed.
14. **Apps and online services:** these days, there has been an exponential rise in the use of technology. Take for example mobile apps. Almost every business now has an app. Whether you are in need of a hotel accommodation, movies or entertainment or just need to make a purchase from home, mobile applications exist that can provide a solution to all that. Creation, maintenance and updating of these mobile apps is a potential money spinner for individuals who are tech savvy enough.
15. **Payment solutions:** most transactions in developing countries are done in cash as they have not yet fully adopted the cashless economy. This has presented an opportunity which financially savvy entrepreneurs can take advantage of to make profit. M-Pesa has been introduced in East Africa to help curtail the use of cash in transactions between individuals.

Also, in just one year, Paga a Nigerian based payment solution company has been able to gather 15 million dollars to invest and expand its business in Nigeria and abroad.

16. **Financing startups:** even the most promising business ideas still face the hurdle of funding. Without the appropriate funding, the best business ideas can wither and die off. Investing in startups and business in its early stages has become quite popular in recent times due to its ability to be profitable in the long run, should the startup succeed that is. Startup companies have been attracting the interest of venture capitalists (VC), private equity and angel investors who will get a share of the company in the event that the business becomes successful after they have funded it.
17. **Travel agency:** there has never been a better time to put your money where your map is. As a travel agent, you will help your customers to select and organize their holiday or travel within their budget. You can open a home-based travel agency by tying up with a host agency.
18. **Mobile recharge shop:** even though online recharge is available in all counties of the world; mobile recharge cards still remain quite popular in a lot of developing countries. To start this business, you will need to rent a shop and also form ties with your network provider to be a distributor or a seller of their recharge card while earning a commission.
19. **YouTube Channel:** this is one of the most versatile and easy to start work from home idea. When well-managed, a YouTube channel can be just as or even more profitable than a traditional blog. For starters, you don't require a domain ,nor do you need to spend money on hosting your channel.

You also have a large audience and a readymade platform for you to work with. Furthermore, AdSense approval through YouTube is easy and you can start earning from the very first day you create your account and make a post. You can just go to YouTube; upload a video and you can get started from there.

There are tons and tons of niches to choose from like online reviews, comedy, how-to, real estate, business, gaming, and motivation channels etc. Every day, over 5 billion videos are watched on YouTube and your video can be one of them. You can get paid by enabling Google AdSense on your channel, through sponsored videos and through sale of your services or the services of others on YouTube.

20. **Handcraft lessons:** if you are skilled in a particular handcraft like say pottery, basket making, weaving fabrics, tatting, macramé among others, you can make money not just by selling your handcraft but by also teaching it to others for a fee. You can take up individual classes or opt to take on all your students at once.
21. **Music teacher:** if you can sing or play a musical instrument, you can share this knowledge by being a music teacher which will help you to generate extra income.
22. **Sports coaching:** if you are skilled at a particular sport, with concrete understanding of the skills and technicalities involved in it, you can offer to coach amateurs. Your experience and

skill at the sport will help to catch the attention of various sports academy who may hire you as an independent coach for a particular season.

23. **Tour guide:** every country is blessed with its own tourist attractions irrespective of its state of development. One can open a tour guide business where travelers can not only make arrangements for tourist sites to visit but to also serve as a guide when they go to those sites. You can set up a website for your tour guide to get started.
24. **Cooking classes:** you can offer your services as a professional cook by organizing online and offline cooking lessons. For online cooking classes, you can create your own website or make use of platforms like Facebook, Instagram, and YouTube to post videos or textual information on how some dishes are prepared. For offline lessons, you may have to look for a studio or hall on the days that you wish to hold your lesson.
25. **Breakfast joint:** food is one of the basic needs of man and as such, a business that is built around it tends to do well especially if the food in question is well prepared and hygienic. To open a breakfast joint you will need a permit (if such is applicable in your country) a space or shop to sell your food and of course funds to prepare the food itself.
26. **Alternative source of fuel:** for most developing countries, sources of fuel are quite limited. Those that are common are petrol, diesel and kerosene. Moreover, the fuel sources are more often than not quite costly even in oil producing countries and to make matters even more critical, a lot of people make use of these fuels on a daily basis.

As such, when given the opportunity, people will most likely switch over to a cheaper alternative if presented with the choice. Biofuel and ethanol are viable alternatives that could replace them due to their cheap nature. Therefore, by investing in the business, an entrepreneur can make a lot of money.
27. **Fuel savers:** as mentioned earlier, fuel is a big deal in developing countries, by producing products that consume lesser amount of fuel as opposed to their present alternative, good profit can be made by the innovator.
28. **Importation and exportation:** no country in the world has it all. Every country has to import what it has little or none of and export what it has. Entrepreneurs can take advantage of this and export exotic items that are present in his own country to other countries of the world that need the product and then import what his country needs. For example, you can export agricultural products like charcoal, bitter kola and cocoa while importing cloths, gadgets, solar panels etc.
29. **Selling used items:** due to the fact the developing countries are made up of a lot of individuals who don't earn a lot, selling used items is always a good way to make money. You can sell used cars, cloths, mobile phones, shoes etc.
30. **Meat store:** with the increase in hygiene awareness among developing countries, it is no wonder that people now go for prepackaged meat as opposed to those that are sold in open markets due to the unsanitary conditions that they pass through. If you can afford the

equipment and the store, then opening a meat packaging and delivery business is a real good idea.

31. **Security services:** security is one of the major concerns in developing countries and as such, influential individuals, neighborhoods, companies, schools etc. need to protect themselves from security threats. You can start a security outfit that specializes in protecting individuals and companies with the aid of sophisticated equipment. You can also earn a lot of money by selling security gadgets such as electric fences, pepper spray, Taser, stun gun etc.
32. **Recruitment agency:** unemployment rate in developing countries is quite high. In 2013, there were about 157.1 million unemployed people throughout the worlds developing nations. Among developing regions, East Asia has the largest unemployed workers followed by Sub-Saharan Africa. Therefore, any business that strives to reduce unemployment is likely to thrive. By being a bridge between companies who are in need of new employees and individuals who are in need of job, you can help people and also make money in the process.
33. **E-commerce:** the e-commerce wave did not spare any part of the world include the developing countries. From Jumia and Konga in Nigeria and other West African countries, Flipkart in India to Shophive in Pakistan, e-commerce websites have revolutionized the way we shop for our wants and need. You can make money and create jobs by starting your own e-commerce website where you will retail items for profit.
34. **Survey and data collection:** the government, international organizations and research institutes offer money to individuals and companies in developing countries to help them gather information about a particular area or topic in a particular niche. If you are skilled in data collection, you can open a company that does just that and make your profit.
35. **Alternative source of energy:** the source of energy for powering up a business in a constant problem being faced by third world entrepreneurs. More often than not, they have to generate their own power which may not come cheap. By exploring other sources of energy which individuals can use to power up their businesses, an entrepreneur can make money. Alternative sources of energy include solar energy, geothermal energy, and wind energy. You can also make a lot of money by importing and selling generators.
36. **Procurement services:** a high demand exists for procurement services for government projects and other capital projects. Therefore, if you have a source where you can purchase items at a cheaper rate, you can start your own procurement agency and take advantage of this.
37. **Haulage and transportation:** goods and human beings need to be moved from one location to the other on a daily basis therefore transportation of human beings and goods is a profitable business.
38. **Data encryption:** in the same way that human beings engage the services of security outfits so as to secure their lives and property, government agencies, banks and all sorts of

companies need to protect their data from hackers. If you are skilled in data encryption and protection, you can provide your service to them for a fee.

39. **Educational consultancy:** due to the poor standard of education in many developing countries, some of her citizens who can afford it opt to study abroad. As an education consultancy service provider, you will need to offer expert advice on studying abroad and also help the prospective students to package their application and sort out visa and traveling issues.
40. **Laundry services:** everyone loves to look good, smart and neat but not everyone has the time, skill, or patience to do their laundry themselves. A lot of people are willing to pay so that their dirty items of clothing can be washed and ironed for them.
41. **Repair services:** if you have a skill for repairing damaged electrical and mechanical equipment's, you can make huge money off it by monetizing this skill. As we all know, repairing damaged equipment is always cheaper than getting new ones so people are willing to part with their money in repairs rather than out rightly purchasing a new one.
42. **Healthcare:** Healthcare facilities such as hospitals and pharmacies are few and far in between in developing countries and as such they are not enough to cater for the ever growing population. If you are a healthcare professional or an entrepreneur with enough funds to undertake such a project, you can establish a modern hospital or pharmacy.
43. **Computer business center:** even though a good number of people in developing countries now have laptops at their disposal, there are still a lot of individuals who are not skilled in its use. You can offer such services in a computer business center like typing of documents, photocopying, scanning, laminating, design of pamphlets and flyers among others.
44. **Accounting:** if you have an accounting degree, you can put it to use by offering a freelance accounting service. A lot of small businesses need the services of an accountant, yet employing a full time employee to do the accounting and book keeping may be above their price range. You can offer your services as a freelancer accountant or bookkeeper to these categories of people.
45. **Business plan service:** a lot of individuals have good business ideas, but they don't have the experience, expertise and skills that is required to write a concrete business plan. You can offer to draft a detailed business plan for them for a fee.
46. **Car wash service:** cars would always get dirty and need to be washed. You can start up your own car wash service easily with little funds. Also, you can offer your car wash services at the home of your clients.
47. **Computer training:** even though computers have gained a lot of popularity in recent years, not everyone is skilled in the usage of computers. These days, a lot of exams are computer based, and basic computer knowledge is a prerequisite for employment into most jobs, and moreover computer knowledge is needed in daily life. You can teach people how to use the

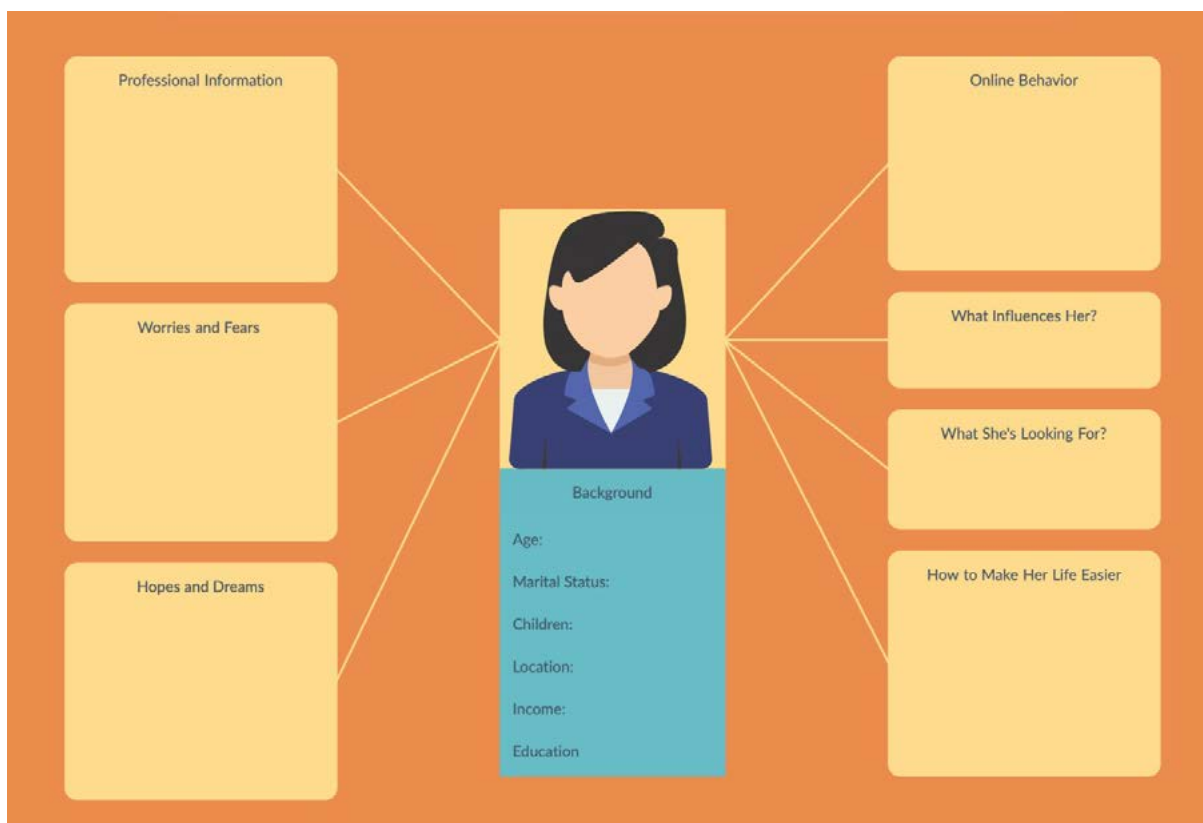
computer and make money from it as well.

- 48. Personal trainer:** just like in a lot of countries of the world, obesity is a major issue. You can help a lot of individuals stay in shape by helping them exercise and maintain a healthy lifestyle. So if you enjoy working out and sharing knowledge that has worked for you in body building and fitness, you can venture into this business.
- 49. Translation service:** if you are bilingual, you can translate from one language to the other and get paid for doing it.
- 50. Moving service:** due to the fact that a lot of people in developing countries don't own a car let alone one that is big enough to contain their properties when moving to a new house, it is always necessary to hire a moving service. You can tap into this and make money by offering a moving service.

OTHER USEFUL ARTICLES AND RESOURCES

20 Best Small Town & Village Business Ideas That Will Stick in 2020 – <https://makeinbusiness.com/20-best-small-town-village-business-ideas/>

Persona template



Source: <https://creately.com/blog/diagrams/how-to-create-a-buyer-persona/>

BUSINESS NAME

The Model Steward Canvas

<p>The Business</p> <p>Business Goals</p>	<p>Purpose/Vision</p> <p>Values</p>	<p>Scriptural Imperative</p>	<p>Customer Segments and Relationships</p>	<p>Customer Value Proposition</p>
<p>Key Activities and Resources</p>	<p>Key Partners</p>	<p>Stakeholders</p>	<p>Leadership and Staff Management Approach</p>	<p>Channels</p>
<p>Cost Structure</p> <p>© Ken Long</p>		<p>Profit and Dividend Strategies</p>		

BUSINESS NAME

The Model Steward Canvas

<p>The Business Describe the business What products/services will it offer?</p>	<p>Purpose What is the Purpose of the business?</p> <p>Values What are the values upon which the business is founded?</p>	<p>Scriptural Imperative What passage of Scripture drives the business and its leaders?</p>	<p>Customer Segments Who are the key customer segments that the business will service?</p>	<p>Customer Value Proposition What benefits will the business offer to each customer segment?</p>
<p>Business Goals What are the business goals?</p>	<p>Key Partners Who are the key partners? Who are the key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?</p>	<p>Stakeholders List the people, organisations, social groups, or society at large, that has a stake in the business e.g. directors, shareholders, employees, suppliers etc.</p>	<p>Leadership and Staff Management Approach How does being a Christian affect the firm's approach to leadership and the way it manages and treats its staff?</p>	<p>Channels How do we communicate with and deliver our value propositions to our Customer Segments?</p>
<p>Pricing/costs Approach What is the pricing philosophy? How are prices determined? What are the major costs of the business?</p>		<p>Profit and Dividend Strategies How will profits be achieved and distributed? How will dividends be distributed? How will the business be a Kingdom business?</p>		
<p>© Ken Long</p>				

DR. KEN LONG

Dr. Ken Long is an Australian business consultant who helps businesses improve their competitiveness and profitability. He has broad industry experience having commenced his business career as a lawyer before holding senior management positions in the de-regulating electricity and gas markets and IT commercialization. Ken has also been involved as a consultant in developing leadership and management skills with a particular emphasis on business acumen.



Ken has degrees in Law and Accounting as well as a Master of Business Administration (marketing) and Doctor of Business Administration (innovation).

Ken has served the SDA church in many capacities — as lead elder of his home church (Kellyville Church in Sydney, Australia), on many Conferences and South Pacific Division Committees and was a delegate to the General Conference in 1995. He is a stewardship champion and has been passionate about stewardship all his life.

Dr Ken Long's first book, *The Giving Equation*, a mind-shifting perspective on why we should give, was released by Signs Publishing, Australia in June 2020. This book, *The Model Steward Canvas*, combines his passion for stewardship promotion and education with his business knowledge and experience.



GOD FIRST

ADVENTIST STEWARDSHIP MINISTRIES