



Repurposing Business – Transforming Societies®



Concept Paper

Version 6.5

Purpose of this Concept Paper

The challenge

In the history of the Church various mission waves have been spawned by businesspeople. This is no less true today as people in business seek to play a role in the extension of the kingdom of God in fulfillment of the great commission. A lot has been said in recent years about the connection between business and missions. These generally fall into the following categories:

- Micro enterprise development
- Tent making
- Marketplace ministry
- Business as mission, and
- Holistic entrepreneurship.

Much is written about micro-enterprises, and the practice is handled well by many Christian organizations and NGOs. There remain questions about whether self-funding ministry models are generated from these endeavors which appear to mainly benefit the sole proprietor or solo entrepreneur.

The models of tent-making have had a focus on using the umbrella of business as a vehicle for missions. Here business is seen to serve the real work, namely the ministry of missions. Business is primarily seen as a servant to the missions agenda, and not as a ministry in and of itself.

Marketplace ministry is usually referred to in regards to evangelism or “bringing God into the workplace” and may or may not have a solid missions ethos.

Holistic entrepreneurship and Great Commission businesses are usually focused on setting up businesses among formally unreached people groups.

Parallel to the rise of Biblical business in the marketplace, short term missions and indigenous church planting initiatives are both enjoying great success. People are being evangelized and trained to multiply churches.

When it comes to the marketplace, however, there are still gaps in the mission models:

1. Micro enterprises do not generate the leverage that larger business can generate. They employ fewer people and generate lower profits.
2. The middle market corporations are largely untouched by missions and micro enterprise initiatives.
3. There is little vision (among short term missions that have a business flavor and micro enterprise development) for the transformation of all aspects of society.
4. There has been much increase in the talk about business as the next frontier of missions, but a lot of the talk is coming from people who have very little real business experience.

This paper outlines a simple plan to capture some of the opportunities for businesspeople and outlines a program to address these and other shortcomings in true integration of business and missions.

Intended Audience

This paper has been prepared for potential stakeholders—Consultants, Clients, Kingdom Capitalists, Churches and Communities—and for a wider audience who are interested in tracking the viability of this concept as a model for missions in the future

1. **Consultants:** those who train to work with clients.
2. **Clients:** mid-market businesses that want to be used in extending God’s kingdom.
3. **Kingdom Capitalists:** people gifted with capital who have a desire to discover and implement funding models that empower entrepreneurs to create and expand viable kingdom-focused corporations that deliver returns that matter in eternity.
4. **Churches:** church leaders who want to see one of their most under-utilized assets, businesspeople, fired up about finding and fulfilling their calling in business
5. **Communities:** who provide an environment in which business can serve the broadest number of people efficiently and meaningfully.

Please share your comments and questions about this paper:

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The **equip** pioneer team visits Parliament: April 2003



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The rēp Vision

Our byline is simple: **Repurposing Business—Transforming Society**®

- *Repurposing* – using practical, proven frameworks and tools to re-cast business practices in the mold of Truth
- *Business* – medium sized, entrepreneurs, community-based core businesses
 - An effective vehicle for completing the Great Commission
 - A time-tested platform for missions
 - Reaching most of the people within a culture that they know: work, global business culture
 - Tremendous leverage when business owners understand that their business is their household
- *Transforming* – God is in the transformation business. The prize that he won for the price that he paid is transformation, not just of individuals, but of...
- *Society* – when we were commissioned with the words “Go into all of the world...” Jesus gave us a mandate to change whole ethnic groups. Practically, this started with individuals and households, and it extended to whole communities or societies.

We tackle this task knowing that God has placed a similar vision on the hearts of many others; this must be the case to get the job done. At the same time we recognize that there are distinct areas in which he has gifted us, and so we are attempting to capture these in a format that will serve the broadest audience possible while maintaining a level of quality that will preserve their potency. What are some of the distinctives of the rēp offering?

- Our principles of alignment & integration
 - Corporate and personal
- Our plan
 - Many-to-many, the business as a biblical “household”: The Power of 10
 - Society-wide transformation, sphere-by-sphere
- Our products
 - The I⁴ Methodology, Web-based assessments, published research
 - I-Operations, Convergence, Leadership Journal, books in the works.
- Our people
 - We have fielded teams of well qualified and highly trained people.

In and of themselves these are not enough. The heart of the rēp Venture is a corps of people who are passionate about the integration of faith and work, career and call, occupation and vocation. They are people who are not willing to wait for a call to happen to them one day; they are hearing God’s call to them today. They are learning by doing; they are going until God calls them to stay. The rēp associates are trying to see what God is doing through business in society, so that they can throw their lot in with him.

rēp mobilizes teams of businesspeople to transform 10 corporations in 10 days. Using proven methods and tools, highly trained volunteer teams work with client companies to explore the application of Biblical principles to every aspect of running a corporation. Clients complete a



10-P Scorecard™ that is focused on generating returns for today and eternity. In addition, we are helping start 10 community-based businesses.

A five year plan to transform a society

We will encourage believers to make a five year commitment to the countries to which they feel directed.

- Targeting each of the 10 spheres of society
- Looking for organizations that could grow 10-fold
- Seeking out the “man of peace” in Jesus’ Luke 10 strategy
 - Receptive
 - Reputation
 - Referenceable

Through the sections of the **rēp** Consultant Training Manual you will explore strategies to make the “discipling of nations” more tangible. As we work in particular nations to which we feel God is leading us, then we will seek out businesses that touch all 10 spheres over a five year period.

Purposes

- To train local business leaders in Kingdom-based business frameworks, imparting to them both vision and tools for Kingdom-building business exploits.
- To train a local team of business advisors, working in parallel with them, and forging kingdom-impacting relationships with them.
- To transform the going team of business professionals so that they will:
 - know that they are ministers of the gospel as much as anyone else
 - understand and experience the integration of work and their faith
 - be committed to using business as a platform for expanding the kingdom of God in the future
- To systematically target key spheres of the society we are visiting for transformation through exposure to kingdom principles for such domains. These include business, education, media, and government.

The Venture

Each Venture will be about two weeks combining seminars and consulting as follows:

- Pairs of consultants from the sending and the host country being trained in Kingdom principles for business, and being matched with suitable businesses where their skills and passions can be used effectively.
- Five days of seminar-style, highly interactive consultations: business leaders will be clustered with their US and host country **rēp** consultants who will do practical exercises with them.
- Time will be spent in the businesses as the **rēp** consultants—one from the sending and one from the host country—work with the businesses on site.
- A report back and commissioning day on the final day.



Preparation

There will be much preparation for **rēp** teams from both the sending and the host nations. Teams have to develop a deep understanding of business as a calling, the reasons why business can and should be ministry, the interplay between vocational training and ministry gifts, the kingdom principles for every aspect of business and organizational development, cross-cultural missions and trends in church planting.

A typical training schedule is as follows:

Items	Month 1	Month 2	Month 3	Month 4	Month 5
Applications	↔				
Reading		↔			
Pre-trip to host country		↔			
Training Weekend		↔			
Weekly Training			←→	→	
Saturday Training			↔	↔	↔
Commissioning					↔
rēp Venture					↔
Vacations					↔

Investment

The cost to each team member is \$2,950 which includes all Venture fees apart from the actual flight to the host country as team members will be expected to book and pay for their own flights. A full finance memo is available to new Consultants. Funds can be donated to Vine Associates (DBA **rēp**), a registered 501 (c) (3) organization that will coordinate the Venture. We will provide guidance on fundraising. The costs for host country consultants vary. The fee generally only covers direct costs of the Venture, not the overheads of **rēp**.

There will be a parallel effort to raise donations which can be invested in corporations and kingdom Ventures in the host country.



Critical Success Factors (CSFs)

Several things will be essential at the tactical level:

- A foundation in prayer: we will need a prayer team backing the Venture. Wrestling with kingdom principles, internalizing them, and aligning ourselves with them so that we can impart truth in addition to sharing of skills and information
- Diligence in preparation of the consultant teams
- Solid preparation by our team on the ground, including:
 - Selecting the right business clients: setting right filtering criteria
 - Marketing for the broad Forum; plus right practical arrangements
 - Selecting and securing commitment of local consultants who will team with U.S. counterparts
- Relationship building using conferencing, Web, whatever so that we hit the ground running.

At the strategic level, there must be recognition of the barrier-breaking nature of this ministry. Business has been a domain of darkness since the Church vacated this sphere around the time of the Industrial Revolution. Our goal is to see this reestablished as an area that is a platform for extending the Kingdom of God. To accomplish this there are additional CSFs at the strategic level:

- We must be grounded in the principles that are capable of wreaking major transformation.
- We must have the right composition of our leadership team: we effectively need “an apostolic band” that represents a good cross section of ministries and gifts and kingdom perspectives, at both ends of the endeavor.
- We need discernment to understand “the times and the seasons,” rightly assessing what God is doing, and when.

- We need to be properly positioned with potential complementors: we must relate to other leaders, initiatives and organizations that can help us be more effective.
- We must help equip local church leaders to release the businesspeople in their local churches to the marketplace ministry to which most are called.
- We must stay focused on what we are good at—equipping believers to transform societies.

Outcomes

This is not a missions Venture that primarily benefits those who travel to another nation. Our goal is to add significant value to our partner countries. We will have been successful when, in the short term:

- ❑ Believers that we serve are fired up about extending God’s kingdom
- ❑ They see themselves as ministers of the gospel
- ❑ Their minds are renewed with a kingdom worldview for business and life
- ❑ They begin to re-purpose their businesses
- ❑ They say, “We can do this elsewhere!”
- ❑ We are transformed in the process.

In the long term, we would like to see:

- ❑ Businesses being successful
- ❑ Jobs being created where people can work in an environment that embodies the character and purposes of God, whether or not overtly Christian
- ❑ Funds flowing into specific kingdom Ventures, including other job-creating businesses—businesses understanding that they are “blessed to be a blessing”
- ❑ Funds, people and business ideas flowing from the host **rēp** team to other locations where society—changing initiatives are implemented.





Time Commitment

This mission Venture requires a serious time commitment on everyone's part, and is not something that can be just squeezed into one's vacation. It is transformation for business as ministry as a way of life, not just a one-off Venture.

Activity by US team	Time
Preparation and reading outside of meetings	Approx. 30 hours
Training meetings	Approx. 80 hours (incl. three Saturday training sessions & meals together)
Travel and Trip	About 20 days (U.S. consultants) – 10 for host country

For more details about the **rēp** Training, please contact Rebecca Muir at rim@inst.net.



Our distinctives

Our ultimate focus is on people seeing Jesus in the context of seeing their communities transformed through the application of kingdom principles to every aspect of that society. Our starting point is business, and we will selectively springboard from this into other domains where our teams have gravitas and a calling.

“Thank you for coming to Africa. Thank you for coming to give our African brothers life changing principals. Your ministry is needed in Africa. We are thankful for the impartation of the anointing for the market place. South Africa is ready; we need the partnership to reach Africa for Christ.”

Lovejoy Tirivepi
Transformation Africa
CEO/President, Grace Fellowship Africa

In doing this we will strive to make the following areas foundational to what we do:

- Our principles of alignment & integration
 - Corporate
 - At the personal level we will seek to equip leaders with the thinking and living tools to **integrate** all aspects of their lives under Christ’s lordship. Convergence is a resource in this area.
- Our plan
 - Many-to-many, the business as a biblical “household”: The Power of 10
 - At the macro level our focus is on the big picture of **society-wide transformation**, sphere-by-sphere
- Our products
 - We have developed The **rēp** Product Suite that can be licensed by churches and organizations who want to mobilize business professionals for missions.
 - Our work is underpinned by research and practical tools. The Institute’s I⁴ Methodology®, 10-P Model®, 10-F Model® and other tools are novel and effective
 - At the organizational level our focus is the **end-to-end Operating Model** of organizations and the infusion of Kingdom principles into every aspect of a business.
 - I-Operations, Convergence, Leadership Journal, books in the works.
- Our people
 - We have had wonderful teams of high quality businesspeople with a serious commitment to making the Great Commission relevant to their generation and the sphere in which they work.

Earlier we wrote that there are gaps in the marketplace ministries that **rēp** can address:

- Micro enterprises do not generate the leverage that larger business can generate. They employ fewer people and generate lower profits.
- The middle market corporations are largely untouched by missions and micro enterprise initiatives.



- There is little practical action regarding the transformation of all aspects of society.
- There has been much increase in the talk about business as the next frontier of missions; some of the chatter is coming from those who have very little real business experience.

Our impetus is not so much one market segment (although our strength is the mid-market and up) or one domain of society (business, capital, media and entertainment, law, education, government, church, healthcare, family); and it is not the ideological establishment of the Kingdom on Earth today; rather it is a passion to have Jesus see the fulfillment of that which he died for: all things being reconciled to himself. This includes the spheres we mentioned, including business and church and education, and so on.

In stating what makes us distinct we acknowledge, however, that *“There is nothing new under the sun.”*

Four Tracks

The **rēp** Venture has developed to have four distinct yet interrelated tracks. Our goal is to reach, equip and mobilize marketplace believers to have an involvement across these four tracks.

	Track	Target audience	Focus
1	The rēp Consultation: The Power of 10	Targeted at mid-market corporations that have potential for a 10-fold increase in impact	Re-purposing 10 companies in 10 days; in-depth transformation of the entire Operating Model
2	Entrepreneur Track	Small companies that have growth potential but are not yet mid-market, and may never be. They will participate in the plenary sessions of the rēp Consultation	Re-purposing 10 companies in 10 days for kingdom purposes; in-depth transformation of the entire Operating Model through an infusion of biblical and best practices
3	Community Track	The deliberate start-up and funding of successive businesses in all spheres of society in poorer communities.	Partnering with credible and viable entities to support their passion for community transformation by infusing kingdom business visioning, entrepreneurship, financial mechanisms and business mentoring. Our focus is, of course, on equipping.
4	Executive to Executive Evangelism Track (e³)	On some of our Ventures, we will have host country executive sets up a series of executive-to-executive	Visiting execs will come in for a week, share Christ with execs in the host country, encourage them in walking



Track	Target audience	Focus
	breakfast, coffee, lunch and dinner meetings, primarily in the marketplace itself.	out their faith in the marketplace, and channel them into the remaining three tracks. (e ³ team will observe/assist in the other three tracks in spare time.)

Conclusion

Very little is being done to reach and transform the middle market sector of host nation economies with the power of the gospel. Yet this is the place where innovation can take root, jobs can be created, leaders with influence and leverage can be transformed, and the foundational principles that seed society-wide transformation can be laid.

You can participate by doing three things:

1. **Become a consultant.** Join with a team of like-minded believers on an **rēp** Venture. Receive training and an experience that will be life-changing.
2. **Become a client.** If you lead a mid-market company and you want to explore how to give God the Return on Investment to which he is entitled, become a client of **rēp**.
3. **Become a Kingdom Capitalist.** Invest capital to the **rēp** Africa Fund. We are developing models for businesspeople to respond to opportunities around the world through the establishing of viable businesses.
4. **Provide support.** If you cannot be a consultant, you can help with communications, marketing materials, website development, coordination, and raising kingdom capital to be placed in corporations in host nations.
5. **Pray.** Consider forming a prayer triplet that will pray once a week for 10 minutes (on a conference call, if need be) for this ground breaking kingdom endeavor.

We look forward to your partnering with us!

Brett & Lyn Johnson and the rēp team.

App. 1 - Recommended reading

rēp consultants must be thoroughly familiar with all sections of the rēp Training Manual. A working knowledge of Kingdom principles and the tools developed by the Institute and rēp is essential.

There are a number of books and articles that are recommended reading (required in bold).

1. African Harvest: The Captivating Story of Michael Cassidy and African Enterprise, Anne Coomes
2. **Anointed for Business**, Ed Silvano, Regal Publishing
3. Beyond Spin, Kim Daus, Jossey-Bass/Simon Schuster
4. Business as a Calling, Michael Novak
5. Business Power for God's Purpose, Heinz Suter & Dr. Marco Gmur, VKG Publishing
6. **Business Unlimited**, Gunnar Olson.
7. Christian Heros: Then and Now: William Carey, Janet & Geoff Bengé, YWAM Publishing
8. **Convergence**, Brett Johnson, The Institute Press/Indaba Publishing
9. Customer.Community, Kim Daus, Jossey-Bass/Wiley
10. Daring to Live on the Edge: The AdVenture of Faith and Finances, Loren Cunningham with Janice Rogers, YWAM Publishing
11. Discipling the Nations, Darrow Miller
12. **Doing Business God's Way**, Dennis Peacocke, Rebuild Publishers
13. Donors Are People Too: Managing Relationships with your Ministry's Major Contributions, Timothy Smith
14. Encouraging the Heart, James M. Kouzes & Barry Z. Posner, Jossey-Bass Publishing Inc.
15. Equal to the Task: Men and Women in Partnership at Work, at Church and at Home, Ruth Haley Barton
16. Getting Partnering Right, Niel Rackham, Lawrence Friedman & Richard Ruff, McGraw-Hill Inc.
17. **God is at Work**, Ken Eldred
18. God at Work, Rick Marshall.
19. Great Commission Companies, Steve Rundle & Tom Steffen
20. Holistic Entrepreneurs in China, Kim-Kwong Chan & Tetsunao Yamamori, William Carey International University Press
21. Hope for Africa, George Kinoti
22. **I-Operations**, Gary Daichendt & Brett Johnson, Indaba Publishing Inc.
23. Ministering Cross-Culturally: An Incarnational Model for Personal Relationships, Sherwood G. Lingenfelter & Marvin K. Mayers
24. My Father's Business, Peter Tsukahiria
25. Rich Dad, Poor Dad, Robert Kiyosaki & Sharon L. Letcher, Warner Business Books
26. Rich Kid, Smart Kid, Robert Kiyosaki & Sharon L. Letcher, Warner Business Books
27. Roaring Lambs, Bob Briner, Zondervan
28. Scriptural Roots of Commerce, Dan Wooldridge, Global Commerce Network Inc.
29. The Fourth Frontier, Graves and Addington, The [Life@Work](#) Company.



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30. The Legacy of William Carey: A model for the transformation of a Culture, Vishal & Ruth Mangalwadi
 31. The Power of Alignment, George Labovitz & Victor Rosansky, John Wiley & Sons Inc.
 32. The Treasure Principle: Discover the Secret of Joyful Giving, Randy Alcorn
 33. Transform the World, Sharon Bentch Swarr & Dwight Nordstrom
 34. Wealth & Wisdom, Jake Barnett, Navpress
 35. Why Not Women?, Loren Cunningham & David Hamilton
 36. Women: God's Secret Weapon, Ed Silvano, Regal Publishing

App. 2 - Criteria for selecting rēp participants

There is a set of criteria that are common to participants from the sending countries.

1. Kingdom worldview

- i. See or want to see business as a calling. Can get excited about seeing businesses re-purposed.
- ii. Grasp kingdom principles as they apply to all aspects of an Operating Model.
- iii. Great commission: a heart for the lost. We will be leading people to Christ and empowering them to extend their platform for reaching others with the gospel.

2. Servant leaders

- i. Committed to serve.
- ii. Willing to suffer, whether Starbucks deprivation, slow dial-ups, or physical danger. A missions trip doesn't guarantee protection. Some of the best trips in scripture ended in jail.
- iii. Willing to give up your rights for the duration of the Venture.

3. Learners

- i. Expect to learn, teachable.
- ii. Hungry to discover new avenues where God is conforming you to the way he sees the world... and you.
- iii. Anxious to discover what God has for your enrichment through this Venture through the training and through the people you encounter on the trip.

4. Integrated, wholistic people

- i. Adept at utilizing the platform of occupation to speak about vocation and calling and the One who calls.
- ii. Willing to have unconventional measures of success, including changed leaders, re-purposed companies and transformed societies. This is not scalp hunting.
- iii. An understanding that spreadsheets are as "spiritual" as hymn or song sheets: all of work is sacred.

5. Faith-filled

- i. Can see possibilities.
- ii. Prophetic consulting bent. Use all gifts—natural and spiritual—to get the job done.
- iii. Infuse faith in others. Wanting to impart that which you have received.

6. Do-ers

- i. Ability to translate principles into action plans for all sorts of organizations.
- ii. Willingness to roll up your sleeves.
- iii. Desire to sense what God is up to, and put your shoulder to it.

7. Flexibility

- i. Anywhere, anytime, anyhow: "I become all things to all men..."
- ii. Adaptable to local customs and traditions.
- iii. Travel easily with a group.

App. 3 - Criteria for selecting businesses

- 1. It must be an existing business: we do not do startups other than in the Community Track.**
- 2. Leaders characterized by:**
 - a. Receptivity
 - b. Reputation
 - c. Referral.
Key scripture is Luke 10, a “man of peace”
- 3. The leader and the business must have a commitment to:**
 - a. Preparation
 - i. Complete 10-P Profile
 - ii. Complete Impact Assessment
 - b. Participation
 - i. Be at seminar
 - ii. Participate fully in weeklong training
 - iii. Have key management and staff as part of initiative
 - iv. Give the team the time that they need to be able to serve the business
 - c. Accountability
 - i. Willing to develop a 10-P Scorecard™ with the team
 - ii. Keep it updated each week initially, and after a quarter, each month
 - iii. Prompt responses to emails, communications, etc.
- 4. The business must have a kingdom potential:**
 - a. The leadership team wants to see the business re-purposed for the kingdom, whatever that might mean in their situation.
 - b. There must be the potential for upside growth
 - i. No immediate ceilings on revenue generation (such as a rate per hour service business with one proprietor).
 - ii. No legal limitations to growing (whether labor laws or corporate structure).
 - iii. There must be the potential for “10-fold” growth with the right opportunities or inputs.
 - c. The leader and corporation must understand and be open to the potential of society-wide transformation.
 - d. The leader must be a “multi” thinker: multi-generational, multi-gender, multi-racial, multi-national.
- 5. It should ideally be a mid-market company:**
 - a. The directors have the discretion to introduce change, albeit in a non-religious manner.
 - b. The company employs enough people to have an influence, or
 - c. The company is recognized leader in its field, even if it is not large.

Please see our website at www.repurposing.biz for Frequently Asked Questions (FAQs) relating to:



1. Consultants
2. Clients
3. Churches
4. as well as a general FAQ.