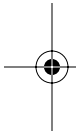


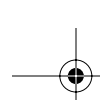
PREFACE

It is easy to understand the ambivalence toward globalization. On one hand, we enjoy the wide variety of products and services available, many of which have their origins in other parts of the world. Our lives are being enriched by an international potpourri of music, food, sports, medicine and fashion. But on the other hand, we are more concerned than ever about our job security and wages because our employers must now compete with firms from all over the world. We are also uneasy about the growing influence global financial markets are having on our government's ability to set its own domestic priorities. And finally, we are deeply troubled by the stories about human rights violations and environmental degradation by some high-profile multinational corporations.

Exactly what should be done about globalization, however, is a matter of intense debate. Some are convinced that it represents the best hope ever for economic advancement, particularly for the two to three billion people—almost half of the world's population—who continue to live in grinding poverty. Furthermore they believe that the “invisible hand” of free markets, combined with the watchful eye of activists and a scandal-hungry media, will make corporate irresponsibility unprofitable. Others are less sanguine, viewing globalization as a new form of cultural and economic imperialism, or worse, as a sinister force that not only undermines minimal standards of human decency but in fact makes poor countries even worse off.

Within this context, our book takes an expectant and relatively optimistic look at globalization because it is based on one indisputable fact: *Globalization did not catch God by surprise, nor is it out of his control.* On the contrary, we believe that globalization is a continuation of God's plan, first revealed to Abram, to bless all nations and peoples of the earth (see Gen 12:3). Moreover we believe that this redemptive plan, which is the central message of the Bible, is the intended purpose of the *whole* church, not merely those in





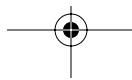
professional ministry. Globalization is helping undo the modern dichotomy between spiritual and worldly professions, in part by bringing businesses of all sizes into countries that are in desperate spiritual and economic need. This is creating unprecedented new opportunities for Christian business professionals who desire to use their God-given skills to impact the world for Jesus Christ. In short, we believe there is a different “invisible hand” at work, the hand of Almighty God.

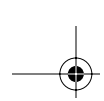
Globalization is changing the missions landscape in many important ways, and the increasing role of what we call Great Commission Companies (GCCs) is only part of that story. But it is a part of the story that has not received much attention from business or missions scholars and is therefore not well understood. This book is an initial step toward integrating an economic and missiological analysis of the methods, structures and results of these companies. Our recommendations and conclusions are not intended to be the final word, by any means. On the contrary, we hope this book will be the beginning of a long and fruitful discussion about how businesses can be used to bring the good news in word and deed to the neediest and least-evangelized parts of the world.

DATA AND METHODOLOGY

This book is based on five years of studying and visiting for-profit companies that have a missional purpose. Over this period we have collectively spoken to hundreds of men and women working in this context. In addition to interviewing Americans and Western Europeans, we have met with lay professionals—“kingdom professionals”—from India, China, South Korea, Singapore, Malaysia and Eastern Europe who are using their businesses to bring the healing message of the gospel to places that are difficult to reach with traditional missionary strategies. From these visits and interviews we have identified some of the principles and practices behind the most effective GCCs.

By secular standards, all the companies profiled in this book are small, with valuations typically below five million dollars and a workforce of ten to two thousand employees. However, by missions standards, they are very large companies. We deliberately chose larger companies in order to push the envelope a bit. Many people in professional ministry have been wary of



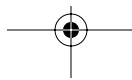


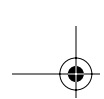
mixing business and missions, and as a consequence have pursued it only halfheartedly, usually with limited success. Their lack of success then confirms their belief that business and ministry do not mix well. By contrast, we have found that large, job-creating, tax-paying, export-oriented businesses are often *more* effective because they are generally more respected in the community and able to minister in ways that are impossible for individuals or small companies. Larger companies are also more secure in countries that are hostile to Christian ministries because the cost of expelling such companies increases with its size. Put another way, the local government has more to lose by expelling a large and profitable business than it does a small, struggling, even phony enterprise.

Combining business and missions is not easy, and it creates a tension that does not exist when the activities are pursued separately. But the fact that it is difficult is not a valid reason for not trying. People need to start sharing their stories—their successes as well as failures—so that Christians can become more consistently effective and successful in this area. With that broader purpose in mind, the people profiled in this book have been exceedingly generous about sharing their time, their stories and some very private company data. For the sake of corporate and personal security, some details have been omitted or altered. With the exception of Pura Vida Coffee, the names and locations have been changed (some to fictional names, such as the country of Nearstan). Any resemblance to the name of an actual company is purely coincidental.

ACKNOWLEDGMENTS

Not long ago many people viewed the term “Christian businessman” (or woman) as an oxymoron. Thus we want to first acknowledge scholars, such as Michael Novak, Richard Chewning and R. Paul Stevens, who have tirelessly defended the biblical legitimacy of free-market economics and the positive impact Christians can have in the marketplace. In the face of much opposition, these and other Christian scholars forcefully argued that business is itself a calling, that the marketplace is a legitimate mission field and indeed is a place that *needs* Christians who will stem the corrosive economic effects of an unchecked sin nature. As a direct result of their work, the tide





is now shifting, and many Christians recognize that the marketplace is a valid, honorable career choice for ministry-oriented Christians.

Integrating *crosscultural missions* into a business career is still a relatively new concept, however. In the course of our own research, there were several people who made significant contributions to this book by volunteering many hours of their valuable time to dialogue with us, read drafts or in other ways help shape our thinking. Among this group of people we would like to thank Tom Buckles, James Engel, Dave English, Paul Fitzgerald, Pete Hammond, Jerry Hogshead, C. Neal Johnson, Patrick Lai, Dwight Nordstrom, Mike Phillips, John Sage, Tom Sudyk, Sharon Swarr, Gary Taylor, John Warton, Ralph Winter, William Wood and Ted Yamamori. We are also deeply indebted to the Biola Faculty Research and Development Committee and our deans—Larry Strand and Doug Pennoyer—for their generous support. Finally, we want to thank the students at Biola who participated in various focus groups, classes and workshops. Regrettably, we have not incorporated everyone's suggestions into this book, and we take full responsibility for any errors or weaknesses that are the result.

Steve Rundle

Tom Steffen

