

- Systematically replicate and multiply such businesses across the world.

Potential disadvantages are for negative publicity from one operation impacting the effectiveness of other operations, and for losing sight of our goal. One East Asian business with such a vision has already established over 200 stores and has begun establishing stores in the 10/40 Window.

One strategy is to first establish such businesses in predominantly Christian regions. Then identify and train prospective managers and teams, working with local churches and mission training programs. This lays the ground work to multiply similar businesses into other regions, using trained and motivated teams.

Strategic Opportunities

For rapid effective outreach in the 10/40 Window and other regions, one way is to form modular businesses that can be widely replicated in most urban and rural locations. Here are a few of many opportunities for micro- to medium-scale businesses.

1. Drinking Water

Do you know any cities, towns or villages in the developing world where the local water is safe to drink? Typically 80% of diseases in developing countries are attributed to contaminated water. Over 1.2 billion people in almost all developing cities drink contaminated water. The greatest improvement of health in the Third World will come from providing clean water for both the middle class and the poor.

2. Water Purification

Water purification using ultraviolet light destroys bacteria, using 30,000 times less energy than boiling the water. Equipment has been developed to treat the water for a village of 1,000 people (or a restaurant, hotel or home) for less than \$300.

How well are industrial wastes treated, and how polluted is the water in most 10/40 cities? Middle-class families in this region of the world are purchasing activated carbon water purification systems as soon as they can afford them even though most are probably ineffective. This indicates a huge market for quality water purification systems with the on-going service of carbon reactivation and delivering fresh cartridges.

3. Basic Medical Lab Tests

There are about 2 billion poor with little access to basic medical facilities. Where clinics are available, they usually have no basic diagnostic lab equipment. Diagnosing 10,000 people per year once every five years suggests the potential for over 40,000 basic medical lab kits. Through 20 years of supporting medical clinics in remote regions, one innovative medical laboratory manager developed a portable laboratory kit with a battery-powered centrifuge for clinics in remote rural areas (or private urban surgeries). This kit has most of the basic diagnostic tests needed. This technology is available to be mass-produced and marketed by like-minded people.

4. Marketing Potential

A market of 20,000 urban areas and 2 million villages suggests the potential to train and engage 10,000 non-western salespersons to reach this market with water purification systems and medical lab kits. Sales of replacement parts and supplies would provide on-going income.

5. Processing Local Resources

Another prospect is to sustain processing of local resources in developing countries and market the products into urban areas; e.g., there are over 10 million small farmers who grow 90% of a major tropical cash crop. Over 90% of this crop is produced in the 10/40 Window, particu-

larly in Indonesia, the Philippines, India, Sri Lanka and Thailand.

Most farmers earn about US\$100 per year for their crudely processed crop which is shipped to large centralized facilities for further processing. Well distributed processing systems could locally process this crop into high value products. Small to medium factories could make water purification systems, personal care products, and food products.

Competitive advantages come through better quality, greater efficiency, higher value for the same resource, and fewer levels in the marketing chain. This would justify higher returns and wages. This strategy can give 3 to 10 times higher revenue to the local community. A major market penetration would involve establishing several thousand small-scale factories or several hundred medium-sized factories across the region. Similar numbers of packaging, distribution and sales operations would be created in most urban areas to market these products.

Establishing effective operations suggests giving all stakeholders suitable returns and incentives. Rapid expansion requires high profits that are plowed back into growth coupled with effective leveraging of rapidly-expanding commercial financial resources. However, maintaining a strategic goal of "business with a mission" requires continuing control of policies and operations. Strategic training, patents, corporate bonds, international commercial expertise and networks are some ideas to accomplish this.

Conclusion

Multiplying modular businesses can establish sustainable teams in

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Strategic Impact Through Multiplying Modular Business

How can we make what we do “on the job” a part of ministry? Are there new methods to effectively obey our mandate to bless all the peoples of the earth? Can we develop and use commercially proven models to disciple all the peoples of the earth?

by David Hagen

In the great commission, Jesus calls us to work with Him to reach more than 2 billion people, of which about 53% are rural in 2 million villages, and 47% are urban in 20,000 “suburbs” of 10,000 people average.

Of these

- Most unreached are in developing and underdeveloped countries
- Over 80% live in areas requiring “creative access”
- Over 50% of Christian workers are non-western
- Growth of population and Christian workers are fastest among non-westerners.

Strategies and Resources

Our “Lord” has said “Go!” He has the strategies and resources for us to do so. The Word teaches us that

“...no mind has conceived what God has prepared for those who love him’ ... but God has revealed it to us by his Spirit.” (1 Cor 2:9,10)

“God is able to make all grace abound to you, so that in all things at all times, having all that you need, you will abound in every good work.” (2 Cor 9:8)

Blessed to be a Blessing

God’s covenant and plan is blessing in all areas of life: “.. I will bless you...you will be a blessing...all peoples on earth will be blessed through you” (Gen 12:2, 3) “Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers.” (Gal 6:10) God’s blessing covers the full range from salvation, fellowship, and mercy ministries all the way through to business ventures. Gainful employment blesses people, enables them to support their own families and fellowships, to give and provide mercy, and to support their own outreach programs.

Paul said that “these hands of mine have supplied my own needs and the needs of my companions.” (Acts 20:34) Operating a business provides natural opportunities to employ workers and meet people on an ongoing basis, both keys to blessing and outreach. How can we create opportunities for Christians to support themselves and their teams wherever the Lord of the harvest sends them?

Modular Businesses

Chain and franchise operations have demonstrated very high commercial multiplication; e.g. Coca Cola now

operates in 195 countries, selling 280 billion “servings” per year and has a marketing goal to “put a Coke in every hand.” Through its “hamburger university,” McDonald’s trains about 600 managers per year. They have set up more than 12,000 stores in over 62 countries. Wal-Mart started with one \$10,000 store and has become the world’s largest retailer, selling over \$105 billion per year in over 3,050 sites. (Multi-Level Marketing is the other major growth model providing high earnings for a few.

Modular Growth Strategy

These effective commercial models suggest that a major strategy towards achieving the task is to form like-minded groups to:

- Create modular businesses suitable to rural and urban areas
- Ensure they are commercially practical and self-sustaining
- Especially designed for non-westerners to operate in the 10/40 region of the world.

Then...

- Provide and arrange the commercial and financial resources needed,
- Establish such modular businesses and train Christians to operate them,