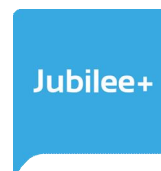


Jubilee Plus

Churches That Change Communities

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Social Business: Building the Future

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1 Social Business

1.1 Definitions

- **Social enterprise:** A business with primarily social objectives whose surpluses are principally reinvested for that purpose. [DTI]
- **Social business:** A business whose objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximization. [Prof Muhammad Yunus]

1.2 Legal structures

- Charitable incorporated organisation
- Community Interest Company
- Social enterprise
- Social business
- Social firm
- Co-operative
- Charity
- etc

1.3 Business influencers

- Innovative goods and services
- Employment
- Witnessing to business contacts
- Making the world a better place

1.4 Examples of social businesses

Historical background: see [A Voice To Be Heard ch 4](#)

Recent examples

The role of Christians

1.5 Exercise:

The Daily News October 2022

It's October 2022 and your business is front page news!
Spend a few minutes writing the key points of the story as you would like it to be.

- What is the headline?
- Draw a picture for a photograph
- Add a few comments

2 The Foundations

2.1 Attitudes, Traits & Skills

Proverbs 31

Something to consider: Entrepreneurs

Based on your knowledge and from reading Proverbs 31, consider:

- What characteristic or trait makes a good entrepreneur stand out from the crowd?
- Why?
- Give examples
- How will you develop such traits?

2.2 Values & Integrity

Key factors

Words----Actions-----Beliefs

Avoiding sharp and dodgy practices (See [A Voice To Be Heard](#) ch 11)

Integrity: Things to consider

1. What are *your* weaknesses?
2. How will *you* guard against them?
3. To whom are *you* accountable?
4. Do *you* have a mentor?
5. Do *you* mentor anybody?

2.3 Vision

Vision: Drucker's Five Most Important Questions

1. What is your mission?
2. Who is your customer?
3. What does my customer value?
4. What are your results?
5. What is your plan?

Identify your Challenge

- 1 Decide what you are building
- 2 Confirm for whom you are building
- 3 Ascertain where you will build
- 4 Determine how you will build
- 5 Clarify why you are building

Calling

Prayer

Exercise: The Golden Circle (see Simon Sinek [The Golden Circle](#)))

1. What do you do?
2. How do you do what you do?
3. Why do you want to run the business you are running?
4. Would anybody notice if you were not in business?
5. What support do you have to keep you going when times are tough?

2.4 Planning

A business plan is important for many reasons. For example it helps in

- 1 considering your objectives
- 2 formalising a strategic road map
- 3 identifying required resources
- 4 assessing alternative courses of action
- 5 undertaking performance management
- 6 assessing how to do things
- 7 communicating an agreed course of action
- 8 securing funding
- 9 preparing for a future exit
- 10 supporting valuations for investment purposes

Proverbs 19:21; 3:5-6

3 The Pillars

To meet its objective, an organisation needs to have:

- a clear and realistic strategy - to achieve the vision;
- appropriate financial resources, controls and systems - to see it through; and
- the right management team & business processes - to make it happen.

Read 2 Kings 12 then analyse the comments under the three pillars of Strategy, Finance and Management.

3.1 Strategy

Techniques such as SWOT Analysis or STEEPLE Analysis can help.

Max McKeown The Strategy Book: "Strategy is deliberately trying shape the future by asking these questions

- Where are we?
- Where do we want to go?
- What changes have to be made?
- How should changes be made?
- How shall we measure progress?"

Remember to initiate action!

3.2 Finance

Don't just roll the dice!

- What costs are involved in building a business?
- What benefits will there be? For whom?
- What are the risks?

Don't underestimate the importance of cashflow forecasting and cash management.

Prepare budgets.

Accounting systems are more than spreadsheets.

Do you really need finance from third parties?

Weigh-up the pros and cons of giving security.

Financial goals

- Earning a reasonable amount in the long-term whilst making enough in the short-term to ensure that the long-term results
- Keeping cash in the bank

Legal responsibilities

3.3 Management

Definition

The right people

Obstacles to growth

Weatherproofing the building

From Larry Burkett (1990) Business by the Book

Consider the extent to which you do the following:

1. Reflect Christ in your business practices (Proverbs 3:32, 4:24)
2. Be accountable [especially to your spouse] Gen 2:24)
3. Provide a quality product (or service) at a fair price [Amos 8:4-7]
4. Honour your creditor (Proverbs 3:27-28)
5. Treat your employees fairly (James 2:9)
6. Treat your customers fairly (Philippians 2:3)

Building confidence

4 Success

Building the Future: Success

What will success look like for you?

How will you know when you have been successful?

The success iceberg

Success	Ecclesiastes 5:10
Significance	Nehemiah 6:3
Faithfulness	Matthew 25:23

Andy Stanley: "If you are where God wants you, fulfilling the responsibilities he has given you, you are successful."

5 Summary: Building the Future - Rising to the challenge

Getting ready	Building the house
1. Identify your challenge	8. Consider the cost
2. Decide what you are building	9. Lay the foundations
3. Confirm for whom you are building	10. Install the pillars
4. Ascertain where you will build	11. Weatherproof the building
5. Determine how you will build	12. Build confidence
6. Clarify why you are building	13. Pass on the building
7. What is your calling ?	14. The meaning of success

SELECTED REFERENCES

Bible references (selected)

Acts 3:1-26
Amos 8: 4-8
2 Corinthians 2:14
Ecclesiastes 5:10
Ezekiel 16:49
Galatians 2:10
Genesis 2:24
James 2:9
Job 23:11
John 5: 1-15; 10:10
2 Kings 12
Luke 5:17-26; 14:28-29
Matthew 7: 24-27; 25:23
Nehemiah 6:3
Philemon 2:3
Proverbs 3:32; 4:24; 22:1; 31
2 Samuel 4:4, 9:1-13

Books

Highly recommended

- Matt **Bird** Transformation: What is God doing and how do we join in? (Kibworth Beauchamp: Matador, 2017)
- Larry **Burkett** Business By The Book: The Complete Guide of Biblical Principles for Business Men and Women (Nashville: Thomas Nelson, 1990)
- Martin **Charlesworth** and Natalie Williams A Church for the Poor: Transforming the church to reach the poor in Britain today (Eastbourne: David C Cook, 2017)
- Peter **Economy** (editor) Peter Drucker's Five Most Important Questions: Enduring Wisdom for Young Leaders (New Jersey: John Wiley, 2015)
- Richard **Higginson** and Kina Robertshaw A Voice To Be Heard: Christian entrepreneurs living out their faith (London: IVP, 2017)
- Andrew **Mawson** The Social Entrepreneur: Making Communities Work (London: Atlantic Books, 2008)

Recommended - General

- David **Adams** (ed) Embracing the Poor: Releasing, resourcing and equipping the poor for world mission (Weybridge: RoperPenworthy, 2011)
- Tim **Chester** Good News to the Poor: Sharing the gospel through social involvement (Leicester: IVP, 2004)
- Martin **Clark** The Social Entrepreneur Revolution: Doing good by making money, Making money by doing good (London: Marshall Cavendish, 2009)
- Ken **Costa** Know Your Why: Finding and fulfilling your calling in life (Nashville: W Publishing, 2016)
- Ken **Dickson** The Pillars of Business Success (Course Workbook, 2017)

- Bill **Hybels** Axiom: Powerful Leadership Proverbs (Grand Rapids, Zondervan, 2008)
- David **Lester** Starting Your Own Business: The good, the bad and the unexpected (Richmond: Crimson, 2008)
- Julia **Miller** Pathways from Poverty Developmental Report (2014) available from <https://www.relationalmission.org/empower-resources>
- Virginia **Moffatt** (editor) Reclaiming the Common Good: How Christians can help re-build our broken world (London: Darton, Longman & Todd, 2017)
- Rob **Parsons** The Heart of Success: Making it in business without losing in life (London: Hodder & Stoughton, 2002)
- Simon **Sinek** Start With Why: How Great Leaders Inspire Everyone to Take Action (London: Penguin, 2009)
- Andy **Stanley** Visioneering: God's blueprint for developing and maintaining vision (Colorado Springs: Multnomah, 1999)
- Michael **Volland** The Minister as Entrepreneur: Leading and growing the Church in an age of rapid change (SPCK, London: SPCK, 2015)
- Lorraine **Wylie** What Do You Mean It's Impossible? The Cecil Stewart Story (Belfast: Ambassador Publications, 2007)
- Muhammad **Yunus** Creating a World Without Poverty: Social Business and the Future of Capitalism (Public Affairs, New York: Public Affairs, 2007)

Recommended - Technical

- Max **McKeown** The Strategy Book (Harlow: Pearson, 2012)
- Richard **Rumelt** Good Strategy, Bad Strategy: The Difference and Why It Matters (London: Profile Books, 2011)
- Kate **Sayer** A Practical Guide to Financial Management for Charities and Voluntary Associations (Lindon: DSC, 2007)
- Mike **Southon** and Chris West The Beermat Entrepreneur: Turn your good idea into a great business (Harlow: Pearson, 2002)
- Mike **Southon**, Chris West, Stephen King and Jeff Macklin Finance on a Beermat (London: Random House, 2006)

Websites

- **Axiom-e Limited** provides some guidance on start-up essentials, funding and business planning at www.axiom-e.co.uk
- **Dragonmobility Ltd:** social enterprise in action. www.dragonmobility.com:
- **2000 Lives Set In Motion:** www.2000Lives.org
- **Germinate:** a resource that churches or other groups can use to help their community flourish through job creation, retaining young and working age residents and tackling rural poverty. <http://germinate.net/mission/germinate-enterprise/>:

- **Jubilee Plus:** the whole site is useful but for "business for good" see <https://jubilee-plus.org/business-for-good/>
 - **Simon Sinek** Ted Talk (2009) How Great Leaders Inspire Action (https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)
 - **Social Enterprise UK:** Good set of resources and information including a guide to starting a social enterprise at <https://www.socialenterprise.org.uk/start-your-social-enterprise>
 - **Unltd Social Entrepreneurship Awards Toolkit** available from <https://unltd.org.uk/wp-content/uploads/2012/12/full-toolkit1.pdf>
 - **Word On The Streets** <http://www.wordonthestreets.net/> An excellent website full of great "information for transformational people".
 - **Sources of funding**
 - Charities Aid Foundation (CAF) provides help to charities and social enterprises via **Venturesome:** <https://www.cafonline.org/charity-finance-fundraising/borrowing.aspx>.
 - You may also want to look at the databases <http://www.j4bcommunity.co.uk/> and its associated site <http://www.j4bgrants.co.uk>
 - The government's grant database **Funding Central** is available at <https://www.fundingcentral.org.uk/>
 - Check out charities and what projects they support at Charity Commissioners <https://www.gov.uk/government/organisations/charity-commission>
 - **Charities**
 - For some basic guidelines, see <https://www.gov.uk/guidance/get-funding-to-start-a-charity>.
 - **Companies**
 - For some basic information and access to company information see **Companies House** (<https://www.gov.uk/government/organisations/companies-house>)
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