

Published by Biola University School of Business for MBA students and friends

## WORD STUDY: ENCOURAGE

Encourage finds its origins from both Middle English *encoragen*, and from Middle French *encoragier*. The most basic meaning is to fill one with courage or strength of purpose, raising one's confidence, especially by someone or something externally. More robust implications include (1) instilling life, energy, courage, or vigor into something, (2) the lifting of dispiritedness or despondency by an infusion of fresh courage or zeal, and (3) the giving of courage sufficient to overcome timidity or reluctance.

As we spread the Good News through our ministry we all need encouragement. The Epistles are full of encouragement, e.g.,

- Acts 16:39-41
- Ephesians 6:21-23
- Colossians 4:6-8
- 1 Thess. 4:17-19
- Romans 15:4-6
- Colossians 2:1-3
- 1 Thess. 3:1-3
- Hebrews 3:12-14

The encouragement is to be faithful to our calling so the Lord God will be glorified. Hopefully this newsletter is an encouragement; if we can be of further encouragement, let us know (mentor@biola.edu). ◇

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## INSPIRING CUSTOMER LOYALTY

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Several months ago I gave a presentation on e-marketing to a group of local executives, which included some brief comments on the importance of customer loyalty and the value of establishing effective customer relationships. As sometimes happens at such gatherings a few listeners asked for my business card. A couple of months ago one of the listeners sent a short thank you and an unreferenced article concerning customer loyalty.

The article was of particular interest to me as I have done quite a bit of reading, consulting, and given a number of seminars in the area of customer relationship management. While I don't know for sure, it sounds very much like the kind of work done by Don Peppers & Martha Rogers. The article was quite good, and since it was also short, it was a good candidate for *The Mentor*. With a little editing, here is the article.

There are a number of key differences between consumer (B2C) and business (B2B) markets, such as many small customers vs. fewer larger customers, key account/account development selling, channel complexity, infrequent purchases, knowledge-based selling (teaching clients how to use a good or service), and helping customers manage themselves. Another major difference is that issues such as personality and likeability are not nearly as important in B2B contexts. While they are worthwhile goals, it is critical to realize they are not requirements for customer loyalty.

In fact, neither a sense of personality nor how likable you are is paramount among the qualities required by customers seeking relationships with vendors. While being likable certainly seems worth striving for, by itself it is neither necessary nor sufficient to generate loyalty. Many customers switch from one company they were happy with to another company they become equally happy with—and then switch again to yet another company. And there are customers who stick with vendors they actively dislike. For example, think about how you would rate your cell phone, bank, etc., and if it is less than good, why are you still a client?

Customers do have genuinely human needs within the context of any business relationship, and a business that is truly customer-focused must define those needs carefully, and then determine which ones are most likely

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# BUSINESS AS A MISSION

**E**ditor's Note: *The following is an edited excerpt of a talk Ken Eldred gave to a select group of Biola's School of Business friends last spring, where he spoke about how God can use business in missions to further His kingdom around the world.*

I want to talk about that new thing that God is doing and I want to share with you by way of some of my own story how God is beginning to unfold what is new. His putting wine in new wine skins for the old is simply not able alone to accomplish His greater objectives around the world. While it is a new paradigm, it is, at the same time, an old one that is being revitalized with significant new dimensions.

## MY FIRST STEPS

When our first son was at "that age" we thought we owed him the same opportunity we had to consider "religion" and then be able to make his own decision about faith. We decided that we would go to the church I grew up in, and then go to the Catholic church where Roberta was raised. But, why stop there? We would move on to the Buddhist temple, the synagogue etc. Well, we did not get past the local church. As we went Sunday after Sunday, I began to wrestle with God; not about faith, but about what I would do if I accepted him. Week after week of teaching caused me to think seriously about the Lord, and the sermons on Sunday caused me to conclude that any serious Christian could only serve God as a pastor. One had to lay down his career and go into preaching.

In the church parking lot after one Sunday morning service, I remember my struggle with God. I wanted to be a Christian but I wanted to be a businessman. I did not think I could do both and so that morning I surrendered my heart and my career to God.

The Lord pointed me to Psalm 37:4: "Trust in the Lord and he will give you the desires of your heart." In the environment of the church I had misinterpreted what he was saying. I told him that I would give my life to him and trust in him but he would have to change the desires of my heart. I wanted to be a businessman but I almost made the biggest mistake of my life. I considered going into the professional ministry, a profession to which I was not called. Instead, he has used the desires of my heart to further His kingdom. Ever since, I have been left with a lingering question: How many are serving in the wrong place in their careers because they have been misguided?

## BRINGING GOD TO WORK

It was not long after that God opened the door for me to start a company and I was determined to serve God in my business. But how do you do that?

I decided the place to start was to invite my pastor to lunch and ask him what to do. He basically told me he had no clue, that he

could not help me. I have since found it is not unusual to hear this. Generally, pastors have no business background and few have given business much thought. They tend to avoid the subject at church and three things happen:

- Since they know little about business, it is rarely a topic for a sermon.
- Aspects of business are not used as examples in church. Perhaps it is argued that many of the members of the congregation are not business people and they might feel left out.
- At testimony time, they may ask people to share their testimony but they don't ask business people to share their business testimony.

As a result business is never discussed. The silence is deafening and people get a very loud message: Business is not important to God, and worse, it is not in any way a sacred activity. How could a business transaction be compared to something sacred like worship? Almost sounds sacrilegious. It is not, but some seem to believe it is.

## GOD IS DOING A NEW THING

So how does all of this lead us to what God is doing that is new. Why are we all here tonight? What are the trends we are seeing that call us to a new paradigm? Let's explore four major trends we are seeing today.

**Repentance and Unity**—Around the world, there are some 185 communities that can be described as in the process of being transformed by God. All of them are a bit different and in various stages from early awakening to 95% born-again evangelical. In all cases they have one similar identifying characteristic. Let me give you two short examples.

In Fiji, the churches for years squabbled over major points such as baptism by immersion, the charismatic gifts, the type of worship music, the growth of my church versus your church. All of these were happening at a time when the nation was in crisis. One day, the head of the Methodist denomination, the largest group on the islands, invited all of the other denominations to meet with him. To his surprise they all came that very day. They began to pray together, seek God for the nation and they put aside their differences. The nation has been in revival ever since.

In Cali, Colombia, the pastors argued about everything right down to interpretation. Then one day, they met to resolve their differences; the greatest protagonist went up to the stage in tears. He confessed he had trampled on the other pastors and invited them all to come forward as he lay down and asked them to walk on him. Something broke that day and the revival was on.

I could tell many stories like this but the first trend around the

world is: Revival comes with repentance and unity of the professional and lay church leaders.

I could tell you of leaders all over the globe failing to resolve their differences. Ever notice where those differences are the greatest the community is in the greatest need? Jesus' prayer and admonition in John 17:21, for us to be one as He and the Father are one, is not just nice language, it is the basis for the power to experience real change. It is not just between churches. Church leaders must also unify and affirm all of the various aspects of their own body especially the business community.

We must invite the church into the business life of believers. Let me say that again. We must invite the church into the business life of the believers, not invite business leaders into the life of the church. That means working hard to understand what goes on in business and helping them insert their Christian walk into their business, thus integrating the church and business.

**Using all the Gifts for God**—Second, if the church of God is like an engine that drives the growth of the body of the faithful, it is firing on only one or two cylinders. We have not been using them all. We look at the gifts that Paul talks about with respect to the church and not the entire body.

For example, the gift of administration classically means someone is able to administer the affairs of the church but rarely do we apply it to business, i.e., the gift of administration is a gift in business. Nor do we apply the rest of these gifts to business. So, by the way, business has invented its own language that further removes it from the church.

As a result we talk about missions but not business in the same breath. In fact, business is so removed that many missionaries, in order to get into a country, will say they are business people but fail to have any discernable business but teaching the faith. Thus, locals wonder what these people do for income and as with human nature, they assume the worst. They assume they are either drug dealers or work for the CIA.

With this thought in the back of local people's heads it is a miracle that anyone gets saved. With such deception, we neither honor the missionary nor the field of business. Meanwhile the gifts of business people are relegated to writing checks or doing some sort of church-designed mission work.

For example, a former CFO of a Fortune 500 company I know spent a couple of weeks building a house in a Latin American country. What is wrong with that, you ask? Well, this man knows little about building so was relegated to carrying supplies for the craftsmen; hardly a good use of his gifting. He could have spent those same two weeks helping solve the debt problems of that

country, putting it on the path to economic stability while sharing his faith with the leaders of that nation. Think about the impact he could have made while someone else could have been more effective as the laborer.

Therefore, we need to use all the gifts God has given his people and get the church firing on all eight cylinders. It requires new and creative thinking about what is available in the body and how to use it.

**Socialism is Over**—Communism is dead but we have not yet buried it. With the fall of communism we have seen the rise around the world in the interest of capitalism. Countries are opening their doors to business on a wholesale basis. For example, North Korea just opened its doors to a micro enterprise group that is unabashedly evangelical.

Lynn Green, CEO of YWAM, one of the largest missionary agencies in the world, has told me that his missionaries are being deluged with requests for jobs, not hand-outs. People want to start businesses and are asking for help. Who is going to train them? Who is going to train the trainers?

Indian political leaders have said privately they don't care if the reason for the business is to teach Christianity as long as we are discreet and don't upset the radicals. They would then be forced to act. Otherwise come on ahead.

**We Are Wearing the Wrong Rose-Colored Glasses**—The tint of our worldview is rose colored. While entrepreneurs like myself are normally guilty of being too optimistic, we as a church have a social world outlook rather than a business world outlook. Let me give an example.

Recently I was in a church-related meeting where we were talking about the incredible need for wells in the third world. One individual said we need to go build wells and give them to the people. Everyone nodded in agreement. These programs are favorites among relief organizations. One man in the room said we were wrong. He said we must start businesses that drill wells and sell the wells to the people. What an uproar ensued.

But he was right. If we build the well and leave, then when another village needs a well who is going to build it? What lesson have we taught them and where does it get them in their poverty?

Someone once said "Don't give them a fish, teach them to fish." That is good as far as it goes but it is better if we teach them to fish, process the fish, and then sell the fish in the market. With this slight modification the whole dynamic changes again. We teach them how to care and build a future for themselves and others. We must redeem business and capitalism by reconnecting it to the church as something that God can and will use for the kingdom.

## Why All of You?

What does this mean to us here tonight? We need to come together. Pastors need to affirm business folks. Business folks need to redeem their businesses. Christian educators need to help rework the Christian worldview and prepare pastors and business missionaries to take up the challenge.

Over the last ten years, giving to missions worldwide is flat in current dollars, while investment is up four-fold. We can try to improve mission giving or we can learn to use investment and business to take the Gospel around the world. It is easier to go with the trend than change it.

The window is wide open; but there are two types of capital, one that comes in the spirit of Jesus and the other that comes in the spirit of the world. We dare not let the capitalism of the world develop the nations or we will lose our opportunity to bring the truth of Jesus in this next century and truly transform the nations for Christ. I would like to close with two striking examples of the Church and business at work hand in hand.

Clem is a Christian missionary with a business background. His mission work is to start businesses in China. While these businesses are for-profit, he is just as committed to evangelizing the country.

As a businessman he has found venture capital to fund the start up of 12 companies. He is committed to making a profit for his investors but he is also committed to change lives. He hires local Christian managers to run the companies and he oversees the businesses. The managers he hires must come with critical and related business skills but he does not stop there. For them to get the job they must present a letter from a local body of believers who promise to take on the role of overseeing his spiritual plan.

In essence he has two plans, a business plan with its goals and a spiritual plan with its goals. The business plan includes revenues and profits and other business objectives. The spiritual plan includes objectives for evangelizing his employees, working in the church and evangelizing his community.

If he fails on the business side, Clem can and will fire and replace him. If he fails to meet the spiritual objectives, the church leaders he reports to can fire him. He must do both if he wants to keep his job. The system has worked very well for Clem and the church leaders and his managers, meeting profit objectives and growing the church.

In Bombay, I am a founder and director of a call center. I agreed to help start and develop the company on two conditions: My Hindu partner, a friend of 30 years, would hire Christians if they were as capable and qualified as any other applicants. Secondly, I

could teach them about their faith and how to share it with others. He readily accepted.

Today, four years later, 80% of our 1,000 plus employees are Christian, but that is not all. We sent in a Christian management consulting team to offer to teach leadership skills with the reference text being the Bible. We offered to teach this course to all who wanted to take it.

After presenting the plan to the Hindu management team, they concluded all employees should take the course from top to bottom, but first they wanted a trial run. They chose 70 representative employees, including members of the Hindu management team, to go through the course and then respond to a questionnaire.

During the class some of the Christians came up to the consultants and said we know where this is from, this is from Galatians or some other part of the Bible. The team never denied it.

Afterwards, the management team tabulated the questionnaire results and invited the consultants in for a critique. They had two issues. One, the course was not long enough. The information was too great for the period of time allotted and they suggested the consultants double the length of the course. The consultants readily agreed.

The consultants were not prepared for the second issue. The Hindu management team asked if the course could be held over the weekend, offsite. A dark cloud hung over the minds of the consultants as they asked why, and they were thunder struck by the answer. The Hindus said this information is so vital that we want our spouses to hear it, but we could not fit them all in here, and it would not be proper to use company time to teach them.

What incredible responses we will get to the church firing on all eight cylinders. The window of our opportunity to use the Gospel and business to change the world is wide open and it is huge. It is really up to people like us to take up the challenge, work together and figure out how to proceed.

Will we make the paradigm shifts in the church and put this new wine in new wine skins or will we turn away from the challenge and miss the opportunity? ◇

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# ON THE MOVE

## Larry D. Strand

Dean of the School of Business

Greetings! We are on the move, this summer especially. No, we are not announcing the ground breaking for the School of Business building, yet. But we have good news in our faculty ranks. Let me briefly introduce to you two of the new faces you will see in both the MBA and undergraduate programs.

**Dr. Jim Canning**—Jim has served on our Advisory Board for the School of Business for 10 years. He has served as the Chief Financial Officer of World Vision International since 1989. Prior to that position, Jim was a partner with Ernst & Whinney (now Ernst & Young). Jim is a Biola graduate and has been a strong supporter of his alma mater.

The academic qualifications that Jim brings to the School of Business include a Bachelor's degree in Accounting and an MBA from California State University at Los Angeles, receiving his CPA designation in 1974. Dr. Canning most recently completed his Ph.D. from the Drucker Graduate School of Management at Claremont College. His teaching experience includes 10 years as adjunct faculty at the Graduate School of Public Administration at USC, teaching Governmental Accounting. In addition, Jim has taught a summer accounting course for the Masters in Organizational Leadership at Biola. He has continually served as a guest lecturer at CSULA, Azusa Pacific, and Claremont.

Jim will be teaching in both the MBA and undergraduate programs. His area of study will include accounting, finance, and management. Jim and his wife Gaye currently attend Lake Avenue Congregational Church in Pasadena. We are pleased to have Dr. Canning as a part of our new faculty.

**Dr. Chris Porter**—Dr. Porter comes to our MBA program with strong academic and professional credentials. His academic journey includes a Bachelors degree in Business from CSULA and a JD/MBA from USC in 1979. He obtained the CPA designation in 1981.

His professional credentials are most impressive. Dr. Porter began his accounting career with Peat, Marwick (now KPMG) in the tax area. He then worked as a partner in Crestview Products, a distributor of construction products. Chris next joined Rockwell International in special projects in the Information Systems Center, as a Senior Analyst. He returned to an accounting firm, Price Waterhouse, as a Senior Manager in government contractor consulting. His next move was to join the Geneva Corporation as Chief Financial Officer in Irvine, California. Since 1989 he has served as the CFO/Partner with Atlas Lumber Company, a specialty lumber wholesale distributor in Chino, California. This extensive corporate senior management experience will be most valuable to our MBA students, who are engaged in management in large and mid-size companies in Southern California.

Dr. Porter and his family are active in their church, Chino Valley Community, in teaching, leadership and youth activities. His oldest daughter, Cynthia will be a senior Accounting major in the School of Business this fall. Dr. Porter taught the Organizational Financial Policy course this past year in the MBA program. We welcome Dr. Porter to our adjunct faculty in the School of Business.

Our current plans indicate that we will be introducing you to two or three more new faces in the School of Business faculty, hopefully in the fall *Mentor* issue. We are grateful for all of our faculty, and particularly these newest members. God is at work in the MBA and undergraduate programs. I hope you will have an opportunity to meet Drs. Canning and Porter in the near future. ◇

## CUSTOMER LOYALTY continued

to have the greatest impact on the customer's relationship with the business. Any company that values long-term customer relationships will learn quickly that customers want four basic things:

- They want you to know who they are, and remember them from one event or transaction to the next, no matter what part of the selling organization is engaged.
- They want you to remember what they need, or what their specific preferences are.
- They want a reliable way of communicating with you.
- They want you to provide a product or service that meets their specific needs.

From the perspective of the supplier or selling organization, these specific customer desires map easily into the four steps an enterprise must take in order to develop and manage “one-to-one” customer relationships:

- **Identify** your customers
- **Differentiate** your customers
- **Interact** with your customers
- **Customize** for your customers

Each step is composed of a variety of different tasks and sub-tasks, many of which can be handled more efficiently and accurately by computers than by humans. The question, however, is not, “How can I use technology to *automate* a relationship?” but rather, “How can I use technology to *strengthen* a relationship and make it more valuable over time?”

The answer, of course, depends less on technology than on the structure and organization of a company's sales and marketing efforts. If the sales force is organized around customer needs, and if it is rewarded or incentivized consistently for increasing the value of existing customers as well as for acquiring new customers, it will rapidly discover the advantages of a well-designed sales force automation tool.

The same holds true for the marketing department. If it understands that its role isn't just to create demand for a line of products but also to determine the needs of specific customer sets, then it will quickly perceive the value of an automated system for collecting, organizing, and analyzing customer feedback.

For more information on CRM, send an email to [mentor@biola.edu](mailto:mentor@biola.edu) and you'll be sent a starter resource packet that includes an annotated bibliography of books, articles, and web pages. ◇

# "GO TO" RESOURCES

This space will provide website, article, and book reviews to help build the character necessary for the ministry for which you are called. If you come across a resource you think is worth sharing, please let us know ([mentor@biola.edu](mailto:mentor@biola.edu)).

## Kingdom Business Forum [www.kingdombusinessforum.org](http://www.kingdombusinessforum.org)

Kingdom Business Forum grew out of the Consultation for Holistic Entrepreneurs, held at Regent University Graduate School of Business in Virginia Beach, VA in April of 2002. The Consultation, in response to the participants' desire to form a group that would meet regularly to advance the concept of kingdom business, adopted the name Kingdom Business Forum. KBF's mission is to contribute to the fulfillment of the Great Commission by providing a global forum for companies, organizations, and individuals who are seeking to achieve Biblical ministry through business and entrepreneurial ventures.

KBF is a professional society that has an ambitious three-part vision by providing:

- *International Leadership* for this emerging movement by (a) acting as a megaphone to call the believing business community to the mission field with their skills and resources, (b) emphasizing multiple "bottom lines" (e.g. social and spiritual as well as financial) in genuine business ventures, and (c) speaking for the movement at international and institutional levels;
- *Connectivity* for all who seek to be part of this movement by (a) sponsoring international events that bring participants together and connect them with leaders in the movement, (b) sponsoring regional events that expose the methods and purposes of this movement, (c) providing an Internet database to share information and contacts, and (d) bridging the divisions within and between mission agencies, local churches, and the business community;
- *Resources* to facilitate those who seek to be involved by (a) stimulating training in forum and non-traditional environments, (b) funding job-creation programs by sourcing investment capital, (c) encouraging the publishing of inspiring and practical literature, (d) organizing a speakers bureau of knowledgeable experts, (e) encouraging research into best practices and accomplishments, and (f) offering proven business models.

Its first major effort, **On Kingdom Business: Transforming Missions Through Entrepreneurial Strategies**, edited by KBF co-founders Ted Yamamori and Ken Eldred (Crossway Books, 2003), is a result of the April 2002 meeting, and most recently *Christianity Today* named it the Best Mission Book of 2003 ◇

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