



50 BUSINESS IDEAS

TABLE OF CONTENTS

Start a Business to Fund a Life Hope Center	4
---	---

Learning Lessons In Business	6
--	---

TOP IDEAS

Women's Hair Salon Grows New Ministries	16
---	----

Barber Shop Spawns a Church Plant	18
---	----

Computer Recycling	22
------------------------------	----

Dental Ministry	25
---------------------------	----

Fitness Centers	30
---------------------------	----

Food Service Ideas	42
------------------------------	----

Healthy Lifestyle Centers	53
-------------------------------------	----

Photocopy, Shipping, Office Supply Shop	58
---	----

Latrine and Hand Washing Stations	68
---	----

Community Thrift Store—Happyhand Shop	71
---	----

Bus And Taxi Operators	78
----------------------------------	----

MORE IDEAS

Water Purification	81
------------------------------	----

Advertising Agency	87
------------------------------	----

Bookkeeper/Accountant	89
---------------------------------	----

Business Process Outsourcing	90
--	----

Digital Photography Outreach & Graphic Design	92
---	----

Funeral Services	95
----------------------------	----

Home & Commercial	97
-----------------------------	----

Painting	97
--------------------	----

Janitorial Services & Caretaking	99
--	----

Language Classes	101
----------------------------	-----

Organic Community-	102
------------------------------	-----

Supported Agriculture	102
---------------------------------	-----

Pet Services & Grooming	104
-----------------------------------	-----

Real Estate Brokerage	106
---------------------------------	-----

Tourist Guide Services	108
----------------------------------	-----

TABLE OF CONTENTS

Translating & Interpreting Services	110
Travel Agency	112
Web Design	114
Aviation Ministry	116
Bike Shop	118
Book Store: Lending Library	119
Coin-Operated Or	121
Conventional Laundry	121
Farm Stand	123
Fine Arts Center & Gallery	125
Frozen Yogurt Shop.	127
Internet Café	128
Motor Mechanics	130
Prison Operator	132
Reptile Show and Nature Center.	134
Sewing Shop and School.	135
Shoe Repair Shop.	137
Tire Repair Shop	139
Truck Stops	141
Video Production Studios	143
Center For Troubled Youth	145
Midwifery	148
Childcare/Daycare	150
Counseling and Life Coaches	152
Kids' Play Space/Gym	154
Brick Builders and Rubbish Recyclers	156
Construction Professionals And Floor Covering Installers	158

START A BUSINESS TO FUND A LIFE HOPE CENTER

INTRODUCTION

The purpose of a Life Hope Center is to reach the surrounding community and make a difference that will eventually lead people to Jesus. While each Life Hope Center will look different, all of them have several goals in common.

Although it is an evangelistic center, a Life Hope Center's specific goal is to reach people for God who cannot be reached by traditional evangelistic meetings. In fact, the primary goal is to reach people who may never enter a church or evangelistic meeting.

That means the Life Hope Center staff must go out to the community, address the people's needs, and only then invite them to consider Christ. Meeting people's needs comes in an almost infinite variety, some traditional and others innovative. A Life Hope Center can offer counseling to help teach new job skills to people who are out of work; hold seminars in healthful living, financial planning, or computer technology; or provide volunteers to visit the sick, prepare and deliver meals for the elderly, or offer simple treatments for common maladies. The Life Hope Center's goal is simple: provide life and hope and healing, and then call those who are willing to follow Jesus.

Christ's method can be summed in the following five steps from *The Ministry of Healing* (p. 143):

1. Mingle as one who desires people's good.
2. Show sympathy.
3. Minister to needs.
4. Win confidence.
5. Win people to Jesus.

Providing these services isn't cheap. Many will require a fairly predictable income over the long term. Funding can come from donations or from the proceeds of a business set up with the specific purpose of funding a Life Hope Center. Choosing a means of supporting a long-term project such as a Life Hope Center requires cooperation between the church (whether the division, union, conference/mission

or the local church) and the individuals chosen to operate the outreach. Prayerful, careful analysis must accompany any plans to go forward with such a project.

What follows is a series of ideas for starting a business that can provide funding for a Life Hope Center in many different economic situations. Note that the businesses themselves can often serve as a gentle means of opening doors to learn more about God, as well as provide funding for the Life Hope Center's efforts.

We invite you to look through the idea bank of business opportunities and see if one or more of the ideas presented there might work in your community and culture. Or perhaps an idea listed here will spawn a new idea. Please feel free to send us your ideas and comments. Go to UrbanCenters.org and click on "Contact."

LEARNING LESSONS IN BUSINESS



General Conference
Ministries
Center of Influence

Todd Gessele

WHAT RUSSIA'S BUSINESS LEADERS TAUGHT ME

By Andrew McChesney

Allow me to share an adventure that has led me to meet some of the most successful business leaders working in Russia. They are not Seventh-day Adventists; they may not even be Christian. But as I have interviewed them as part of my work as a journalist, I have come to understand that their biggest secrets for success come straight from the Bible—whether they know it or not.

Here are seven things I have learned:

1. THERE ARE NO “LITTLE PEOPLE.”



Photo: Pyotr Aven

The president of Alfa Bank, the largest private bank in Russia, invited me to a barbeque at his villa outside Moscow one afternoon. Pyotr Aven, 58, who has built a personal fortune of \$5.4 billion in the 20 years since the Soviet collapse, arrived in a chauffeured black Mercedes sedan, waved at his guests waiting in the garden, and walked straight over to a server standing in the garden behind a table loaded with fruit juice, mineral water, wine, open cigarette packs, and lighters.

Aven shook the server's hand and engaged in a brief conversation. The server was clearly pleased with the attention and smiled broadly. Then Aven came over to talk to us. After a few minutes a man wearing a tall white chef's hat emerged from the villa, and Aven darted over to him, shaking his hand and chatting with him.

As we ate later, I suggested to Aven that it was unusual for a billionaire to pay so much attention to the hired help. Aven paused and gave me a penetrating look. "You're right," he finally said. "But you know, most of my staff have worked for me for 20 years, and I have made it a tradition to greet them this way. This is why they have worked for me so long. They are loyal."

Lesson learned: "If you really fulfill the royal law according to the Scripture, 'You shall love your neighbor as yourself,' you do well; but if you show partiality, you commit sin, and are convicted by the law as transgressors" (James 2:8, 9).

2. MANAGE TIME WELL.



Photo: Patrick Ghidirim

Patrick Ghidirim, 39, has his hands full with AgroTerra, a corporate farming outfit he created that includes 1,000 employees, a half billion dollars in net assets, and 617,500 acres (250,000 hectares) of rich, black earth in central Russia. When I asked him about his source of inspiration, he confided that he carries around "a most incredible quote" that he jotted down during a meeting with legendary investor Warren Buffett at Harvard.

“He looked at us at a session at Harvard and said, ‘Look, you guys will all be successful at some point; some more, some less. Don’t worry about that; don’t worry about success. Just remember one thing: You will eventually take on a lot of the characteristics of the people around you at the place where you end up working. Whether you like it or not, it will happen. So be very mindful and purposeful choosing the companies where you work. This is one of the most important choices you can make. Choose a company and surround yourself with coworkers whom you want to become like,’” Ghidirim told me.

Knowing that the people with whom we spend time also transform our minds, Ghidirim said he carefully weighs his use of time. “The older you get, the more each minute of your time becomes truly valuable,” he said. “As somebody said, there is one single, truly irreplaceable resource in life that we don’t appreciate. This is time, our own time. I want every moment of my time to matter.”

Lesson learned: “He who walks with wise men will be wise, but the companion of fools will be destroyed” (Prov. 13:20).

3. HONOR YOUR PROMISES.



Photo: Vladimir Vilde

Vladimir Vilde, 51, a self-made multimillionaire who surreptitiously printed prohibited religious literature in Soviet times, builds \$15 million palatial villas for the fabulously wealthy. I asked him how he manages to be successful without resorting to bribery and the other forms of corruption common in the business world.

“The answer is easy,” he said. “You must be professional under all circumstances, under any regime. When you’re living in an economy like ours, you must be very professional and always fulfill exactly what you promise. If you promise to hammer a nail into the wall and you hammer it well, you will be known as an independent, highly professional craftsman, wanted by many and able to command a good salary. You can build palatial villas, as I do. But I got this far only through small steps, each of which was fulfilled with professionalism and predictability. Other people must know that what I promise will really happen.”

Lesson learned: “Lord, who may abide in Your tabernacle? Who may dwell in Your holy hill? . . . He who swears to his own hurt and does not change” (Ps. 15:1-4).

4. KEEP LEARNING.



Photo: Indra Nooyi

Nooyi, 57, chair and CEO of PepsiCo, radiated quiet confidence as she sat across from me for an interview. An Indian-born U.S. citizen with a master’s degree in management from Yale, Nooyi was ranked as the world’s most powerful businesswoman by Fortune magazine from 2005 to 2010. Pressed for her secret for

success, she replied that it was a desire to learn from everyone, from world leaders to her housekeeper.

“I look for people who have a story to teach me,” she said. “It could be a world leader who has a very interesting perspective on a particular issue. I might do more research on that person. Likewise, it could be a PepsiCo salesperson or a janitor at PepsiCo. There was a secretary at PepsiCo who went through a lot of problems, and I learned a lot from that person. I talk to the person who cleans our home. She has a tough life, and I listen to her stories for hours because I want to understand how somebody who lives her life can still smile through it all.”

Nooyi also showed a vulnerable side, saying it is important to learn every day because success—even her success—can be short-lived. “We all look successful today, but we don’t know what we are going to look like and be like tomorrow,” she said. “At every point in life we should understand that success can be fleeting. You should make sure that you learn from everybody who is out there so as to better yourself as a person.”

Lesson learned: “Wise people store up knowledge” (Prov. 10:14).

5. BE HUMBLE.



Photo: Antonio Linares

Many people whom I spoke with were self-effacing and media-shy. But Antonio Linares, the managing director of Roca Russia, the local branch of the world's largest maker of bathroom equipment, made a special effort to point out that humility is important because nothing can get a person into trouble like pride. The 42-year-old Spaniard, who opened seven factories in Russia in just eight years, said he constantly reminds his 2,500 employees: "Don't put your ego on the table."

"For example, we once had a never-ending discussion at one of our factories about where to put a window in a big wall," Linares told me over lunch in a chic Moscow restaurant. "Some engineers said, 'Why not here? The window has been placed here in every other factory in the world.' Other engineers said, 'But this is Russia, and the regulations say there has to be this much distance from here to here, so the window cannot go here. It has to be there and have these characteristics.'"

"After some time it got to the point where we had to remind the people around the table: 'Gentlemen, why do we need the window so badly? And why did we want it here so badly?' The debate was the result of egos on the table."

"This is what I always suggest: Leave your ego in your pocket or, if possible, in the car. Don't carry it close to your heart."

Lesson learned: "Whoever exalts himself will be humbled, and he who humbles himself will be exalted" (Matt. 23:12).

6. LEAD BY EXAMPLE.

Arturo Cardelus, 70, pointed me toward a collection of silver paper stars affixed to the ceiling above his office desk at the Moscow headquarters of Ferrero, the Italian family-owned maker of such confectionary as Ferrero Rocher, Nutella, and Tic Tac.



Photo: Arturo Cardelus

“Values are very important. Look at all the stars there,” Cardelus told me. “All the stars have words on them: ‘encouragement,’ ‘creativity,’ ‘openness,’ ‘humanity,’ ‘fairness,’ and ‘trust.’ These are the values we push in this company.”

Cardelus’ values are rooted in his grandfather, the prominent Spanish comic playwright Pedro Muñoz Seca, who was killed by a firing squad during the Spanish Civil War in 1936. Cardelus said that his grandfather showed honor by not writing for the opposition to save his life and that Cardelus, as his grandson, could never betray that honor.

I asked how he promotes those values to the more than the 2,000 Russians he oversees at the company’s local operations, which he grew from just 150 people in eight years.

“The most important way,” he said, “is by example. You have to give a good example.

Always. That's the key. If you fail—if you fail once—that's it; your credibility is gone. I have never failed once. I have never dreamed of failing, of not being honest, trustworthy, or credible—never, never, never. It's part of my core being. This is the way I've always been. This is the way I've always run companies, and it's always worked.”

Lesson learned: “He who says he abides in [Jesus] ought himself also to walk just as He walked” (1 John 2:6).

Then it struck me. All these lessons on success and leadership point to one thing: Love.

7. LOVE.

Perhaps Cardelus expressed the truth of love best when I asked him to share his secret for successfully managing people and business.

“The advantage I have is that I like people. I love people,” he said.

He said his employees, whom he always referred to as “my people,” are a tremendous source of inspiration. “I just want to grow them,” he said. “People are like the biblical parable of the talents. I have to leave them better than when I got them.

“I have to, or what . . . are we here for? You have to leave things richer, better. You know, when you go upstairs, our Friend is going to ask: ‘OK, what did you do in life?’ What am I going to say: ‘Oh, yes, we made the budget every year,’ or ‘I never missed an appointment,’ or ‘I went to every meeting on time?’”

Cardelus said he makes every effort to know what people are feeling, and succeeds by being open and never playing games. “I know what they have inside because I'm very open. As you can see, I'm extraordinarily open, totally transparent, and they respond to me.”

That begged a question. “It sounds like a key part of leadership is the ability to be transparent,” I said.

“To be, not the ability to be,” Cardelus gently chided me. “I'm not putting on a show. No, I'm always very clear, very transparent, very open. I never try to play games. . . . Lead with the heart.”

Lesson learned: “‘You shall love the Lord your God with all your heart, with all your

soul, and with all your mind.’ This is the first and great commandment. And the second is like it: ‘You shall love your neighbor as yourself’” (Matt. 22:37, 38).

This is the biggest secret to success, and it comes directly from Jesus, the greatest Leader of all: “Love one another” (John 13:34).

Andrew McChesney was a journalist in Russia when he wrote this article.

WOMEN'S HAIR SALON GROWS NEW MINISTRIES



CASE STUDY 1: LAURALEE'S HAIR SHOP

Lauralee Olson is a hairdresser in Lafayette, Oregon, USA. Richard, her husband, is a handyman and contractor who remodeled their detached garage into a lovely beauty salon in 2001.

Lauralee encountered the Seventh-day Adventist message when an Adventist client who had just been on a short-term mission trip to India told her about the Sabbath. Excited about what she was learning about the Bible, Lauralee decided to shut down her hair salon to become a Bible worker.

"I was tired of working to make people look good on the outside; it was time to work on their insides!" she said.

When Laurelee called each of her clients in her small town to say that she was closing her shop to go and get training as a Bible worker, many said, "Really? If you're that serious and excited about what you're learning in the Bible, why don't you share it with us?" So the hair salon became a community Bible-study resource room for her town.

Ministry Grows

The shop is located near a school-bus stop, so Lauralee began making fruit smoothies for the neighborhood kids after school. Soon that ministry grew into a latchkey program. This attracted the interest of the children's parents.

For several years, Laurelee had worked as an aid at the local senior center to support the literature/Bible-study ministry she was running out of her former beauty shop. She expected that she'd have more opportunity to connect people with God's love by serving the elderly, only to discover that the elderly don't open up as easily as people do when they are getting their hair styled.

Back to the Beauty Shop

So recently, Laurelee reopened her beauty salon. And she is busier than ever, because many of the elderly women she had built friendships with while she worked at the senior center are now coming to her to have their hair done!

She provides her customers with meaningful reading material instead of subscriptions to popular women's magazines. She listens to the Holy Spirit for

WOMEN'S HAIR SALON BECOMES A BIBLE STUDY ROOM & AFTER-SCHOOL MINISTRY

guidance to know which evangelistic series she should load into the DVD players that are connected to the TV in the hair salon too. She has racks of free gospel tracts, Christian books, and religious materials to recommend to her clients.

A photograph of a man and a young boy in a barber shop. The man, Todd Gessele, is standing behind the boy, who is seated in a red barber chair. The man is wearing a dark blue zip-up jacket over a blue t-shirt and has his hand on the boy's shoulder. The boy is wearing a black barber cape and is smiling broadly. The background shows a typical barber shop setting with a mirror and shelves.

BARBER SHOP SPAWNS A CHURCH PLANT

CASE STUDY 2: BARBER PLANTS A CHURCH

When Jason Kinlow, a Sunday-keeping Christian and the owner of Young Blood's Barber Shop in Lakeview, Washington, USA, heard that one of his top barbers, Daniel Bennett, had accepted the Adventist message and was asking for the Sabbath off, he told him, "You'll starve! Saturdays have always been the biggest hair day of week in this city!"

Daniel knew that Jason was right, but he put his trust in God—for he had decided to help plant a new Adventist church. To his own surprise, he earned as much money each week without working on Sabbath as he had when he worked on Sabbath.

Today the church he helped plant, the Lake Washington Adventist Church, is thriving. In fact, God blessed him so much that he was able to use his hair-cutting skills to put himself through Walla Walla University and support his wife and four children as well. He is now an Adventist pastor.

"You know," Daniel says, "people open up their hearts to barbers. They just open up and talk about their problems. I've found barbering is sometimes a better place to minister than in the pulpit."

STARTUP MATERIAL CHECK LIST

Equipment	Product Types	Amenities
Styling chairs	Hair dye	Magazines
Styling stations	Rubber gloves	Lobby furniture
Shampoo bowls	Shampoo	Air freshener
Scissors	Conditioner	Tissues
Razors	Personal-care products	Heater/air conditioner
Waste baskets		Hand sanitizer
Mirrors		Uniforms for employees
Brooms		Barber books
Mops		Phone/Internet/wireless Internet
Hair-cutting aprons		Televisions
Dryers/curling brushes		Media players
Manicure/tweezers		
Neck dusters		
Decals and signs		
Child seats and toys		
Wash stations		
First-aid kits		
Receptionist desk and chair		

CONSIDERATIONS FOR MARKETING

- Determine your target customer base (Men only? Women only? Ethnic cuts and styling?)
- Select your location carefully
- Plan your external signage.
- Use marketing tools and methods that are affordable, effective, and enhance relationships.
- Collect phone numbers and emails of clients. Invite them back. Send coupons.

- Go beyond expectations so word of mouth will work for you.
- Get found: Create a presence on the Internet.

STAFFING SUGGESTIONS

Some barbershop owners allow their employees to rent a chair. Others collect all monies and then distribute a salary to each employee.

Making a business plan, knowing local customs, and creating a budget is the best way to begin.

SCALE OF STARTUP PLANS AND OPTIONS

Starting a barbershop business can be enjoyable and profitable, but in order to run a successful operation you need to determine your start-up costs based on the type of shop that you choose. Start small and grow.

- Single proprietor—cutting hair on the street
- Single proprietor—cutting in a rented space
- As a technician—rent a chair
- As an owner—hire others hourly, on commission, or split profits and losses with your crew
- As a franchise—multiple locations

LOCATION SUGGESTIONS

Choose a location that takes advantage of where people go to do things nearby, but end up waiting. They may end up deciding to get their hair cut.

If the building is not already equipped and you must start from nothing, you'll need to budget for decoration, furniture, signage, air conditioning/heating, lighting, plumbing, and electrical rewiring. Don't forget permits, display shelving, and storage cabinets.

COMPUTER RECYCLING



COMPUTER RECYCLING

A computer does not stop working just because the original owner doesn't want it anymore. Others may find uses for an aging computer. Computer recycling can mean fixing computers for reuse, or it can mean breaking down the computer and its parts and selling the parts.

Sometimes old computers can give fine service to a less demanding person or a student. Randy Cummings was the technology coordinator at Portland Adventist Elementary School in Gresham, Oregon, United States, when he responded to a government official who had asked if any schools wanted used computers. Cummings received several three- to four-year-old computers. He refurbished the donated computers and used them to replace his school's much older computers.

Cummings let hospitals and other agencies know what he was doing, and some agencies responded by donating more equipment. Today, nearly 1,800 computers in the Oregon Conference of Seventh-day Adventists are recycled machines that Cummings has refurbished. His work has saved the conference more than a million dollars! He has formed a nonprofit business called Sustained Technologies, which is dedicated to providing good used technology to schools, churches, and other nonprofits in the Oregon Conference for little or no cost. Randy is currently the IT director and technology coordinator for schools in the Oregon Conference.

Older computers can still gain access the Internet and are suitable for starting Internet cafés and offering computer classes where people can improve their computer skills. It's a great way to reach out to the community. There are endless possibilities with equipment that is free for the asking.

People and companies are usually happy to give their no-longer-needed computers to a computer recycler—and sometimes even pay a small fee for the recycler to make their old equipment disappear. But a computer recycler must consider a number of requirements before he begins collecting free equipment. Refitting the computers for further use takes a certain level of expertise. It is wise to enforce a minimum standard for refitted computers, as a truly ancient machine will be a waste of staff time and may well cost something to dispose of.

CASH FOR PARTS

A recycler can tear down computers for materials, but it can be a complicated and hazardous process. For instance, getting the gold out of the computer chips means crushing the chips and their housings into small bits and using strong acids

to separate the gold. Computer cases and structural parts, while not especially valuable, can be torn apart, sorted, and sold for scrap value. You'll have to find outfits that buy the raw materials you extract. The money can add up nicely. Some countries and regions demand that recyclers prove that their waste products won't end up in landfills improperly. Some computer parts are made of toxic heavy metals, and others are made with materials that can become incredibly long-lived toxic wastes, especially if they are burned to remove the valuable metals.

Some countries impose limits on bulk waste imports for recycling or any other purposes. Any operation that concentrates on refitting computers for new users will generate some quantity of waste that must be disposed of properly.

Complying with your local requirements can be expensive and time consuming. A proper operation that uses some of the stronger processes to get at the valuable materials will have to be carefully managed and documented for worker health and public-health reasons, as well as to meet local laws for disposal.

Computer recycling is not an occupation to be taken lightly or entered into without careful thought and training. But it can have great benefits to schools, churches, and the community on many levels.





DENTAL MINISTRY

DENTIST IN BANGADESH SUPPORTS WORK IN SLUMS

General Conference
Ministries
Center of Influence

Todd Gessele

CASE STUDY: MILAN MOSKALA, ADVENTIST DENTAL CLINIC, DHAKA, BANGLADESH

For more info: milanmoskala@hotmail.com • Single Proprietorship • Rented Office Space

Dr. Milan Moskala operates an Adventist dental clinic with 11 employees in an upscale rented office space near Embassy Row in Dhaka, Bangladesh. The office is open Monday to Thursday from 8:00 a.m. to 5:00 p.m., and Fridays from 8:00 a.m. until 1:00 p.m. This allows Dr. Moskala time to prepare for weekend mission trips with his church family each week.

Dr. Moskala recruits talented, educated dental clients who are willing to sponsor or join him in teaching in the slum schools he run. These slum schools are expanding to become neighborhood health centers, churches, and literature distribution points in predominantly Muslim and Hindu communities. More than 200 people have been baptized in the last two years as a result of this work.

Some 90 percent of Bangladesh's 171 million people are Muslim, 9 percent are Hindu, and only 0.03 percent are Christian.

Moskala started his free schools using government curriculum for street children with no parents, quite literally serving them in the street. The schools have grown and are now housed in basic local buildings. His 15-year-old ministry of teaching, healing, and preaching is funded entirely by income from his dental clinic.

Today, some 850 students study in seven schools, and Dr. Moskala is preparing to open three more schools.

Villagers in one community built and donated a school in just six days after his initial visit to their community. At the dedication they said, "Come, teach our children and tell us about the Savior you talk about who will end our hunger, pain, and trials. We have never heard about anyone or any God who cares about us."

In another place, a church member gave him a building to use as a school free of charge. The other schools operate in rented rooms.

“If you get the kids, you get their parents. We tell the parents upfront, ‘We are Christians; we will teach your kids for free about everything, including our beliefs. Don’t send them if you object.’ No one has ever objected to our offer of free education, and we’ve had no problems as a religious minority.”—Milan Moskala

On Friday afternoons, Dr. Moskala offers free dental services in the urban center in Dhaka, and then on Sabbath his local church team moves to a rural community. They provide Bible lessons during Sabbath School and run a rural free clinic on Sunday. They present health education using conference-provided teaching resources, feed the hungry, and give away mosquito nets, clothing, vitamins, medicine, and Bibles in the Bangla language.

STARTUP MATERIAL CHECK LIST

Equipment	Supplies	Licenses
Dentist chair or table (if working remotely)	Numbing agents	As required
Dentist tools	Needles	
Hygienist’s tools	Rubber/latex gloves	
X-ray equipment	Soap	
Waiting-area furniture	Masks	
Light	Dentist supplies	
Sterilization station and equipment	Patient history forms	
Patient record system		
Billing and collection system		
Receptionist desk		
Copy machine		
Bookkeeping/filing system		

CONSIDERATIONS FOR MARKETING

Use marketing tools and methods that are affordable, effective, encourage future business, and represent Christ.

- Determine your target audience/client base
- Select your location carefully
- Find external signage
- Collect addresses, phone numbers, and emails of all clients. Invite them back; send coupons.
- Go beyond expectations so word of mouth will work for you
- Get found—establish a website on the Internet

STAFFING SUGGESTIONS

Dr. Moskala has 11 coworkers. When the office is open, he always has two assistants on duty as well as a hygienist, a lab technician, a maintenance person, and a receptionist. He began in a rented house with just his tools and a chair. As his practice grew, he added amenities and switched locations to better serve his target: higher-paying clientele who now support his work in the slums and rural communities.

SCALE OF STARTUP PLANS AND OPTIONS

Starting a dentistry practice from scratch is one option. Joining an existing practice is another viable option. Be sure to manage your liabilities and mitigate risks as you grow.

Here are some options:

- Take your tools; go to the street; practice in homes.
- Rent office space to start or expand your own practice.
- Barter space for service—provide service for the employees of an entire company for a fee or a space.



- Join an existing practice—rent a chair.
- Start a practice—hire other dentistry professionals.
- Oversee multiple locations and start a dentistry school.

LOCATION SUGGESTIONS

Choose a location that is visible and has demographics that will support a dental practice. Do your research: Make sure there aren't too many other dentists in the area. Is there enough parking available?



FITNESS CENTERS



"LET'S MOVE WELLNESS ZONE"

MOVING AND SHAKING IN ALASKA

In 2012 the Alaska Conference of Seventh-day Adventists built a fitness center on the ground floor of its office building in Anchorage and opened it to the public. The idea was to encourage people in the community to be active in exercising and to explore resources that will help them enjoy more vibrant health. The gym facility was named Let's Move Wellness Zone and includes low-impact group exercise and cardio exercise classes as well as assorted gym equipment.

Let's Move Wellness Zone is a place where people can exercise and talk. A healthier lifestyle should start with church leaders and emphasize moderation and healthful choices in all aspects of life. The local church should begin by focusing on making healthy members and then reach out to others with its healthful living message, making friends and starting conversations to help share the wellness message.

Following are some criteria to consider if you're planning to open a fitness facility for the purpose of outreach.

STARTUP MATERIAL CHECKLIST

The first consideration when planning a fitness center is to determine what services you will offer.

If you will offer individual exercise and weight equipment, you'll need a large area or two in which to place cardio and weight equipment. If you will offer exercise classes, you'll need one or more rooms with glass doors for these classes to meet, plus the equipment needed for the classes (music system, weights, step boards, exercise balls, etc.).

You might offer childcare for parents while they exercise. If you choose to add this service, you'll need toys, a changing table, and space for the children to play/exercise as well.

The length of the startup material checklist will vary depending on the size of your startup and the funding available. Besides training equipment, you will need other furnishings and amenities. You won't purchase everything on the list to begin with, but instead, you should select core equipment and invest in high-quality products that will last for years.

FITNESS CENTERS

FURNISHINGS

- Mirrors
- Fans
- Cash register/pay point
- Glass display cases for exercise equipment and healthful snacks
- Posters and diagrams
- Lighting
- Air conditioning/ventilation
- Individual lockers
- Public address system Microphone/headset for group leader
- Cleaning equipment: brooms, mops, towels, squeegee
- Refrigerator for bottled water and energy drinks
- Benches and other seating
- Reading material
- Paper towel dispensers and disinfectant spray bottles

CARDIO EQUIPMENT

- Treadmill
- Stationary bike
- Elliptical machine
- Stair stepper/summit training machine
- Cross-country ski machine

STRENGTH TRAINING

- Free weights
- Olympic barbells
- Dumbbells
- Weight plates
- EZ curl bar
- Triceps bar
- Olympic-style flat bench
- Olympic-style incline bench
- Hyper-extension bench
- Preacher bench
- Stability/Swiss ball
- Dipping bars

FITNESS CENTERS

- Chin-up bars
- Squat rack
- Power rack
- Smith machine
- Leg press machine
- Hack squat machine
- Leg extension machine
- Leg curl machine
- Seated calf machine
- Standing calf machine
- Leg adduction/abduction machine
- Lateral pull-down machine
- Pectoral deck machine

INDIVIDUAL ACCESSORIES

- Gloves
- Joint wraps
- Weightlifting belts
- Wrist straps
- Chalk
- Floor mat

CONSIDERATIONS FOR MARKETING

Gym and fitness-center marketing face two closely related problems: finding clients, and keeping them. It should be no surprise that the turnover rate for gym membership is notoriously high. Getting people to come to a gym is a matter of personal discipline. However, offering a good experience while they're at the gym is something you have control over.

LOCATION

People will travel only so far or spend only so much time, effort, and expense to get to their gym. Choose a location that is convenient to a sufficient number of people when they are in possession of both spare time and spare money.

This could mean putting the gym/fitness center in or near a large residential neighborhood or near places where people work. Location and access, as well as the amenities at the gym, largely define what the target market can be.

SIGNAGE

If the gym/fitness center is at street level or visible from the street, the storefront signage and the general appearance of the gym are important marketing considerations.

Large signs with a bold aesthetic are common choices. A large logo, if the gym is part of a chain or franchise, identifies this gym with its larger chain.

An extensive array of floor-to-ceiling windows has advantages, as it allows people to see clients working out. However, these windows can be a disadvantage as well. Some people don't want to be seen in gym clothing or sweating and straining. And some hardcore patrons of special-purpose fitness centers may not want to be in the public eye at all. Some patrons won't care either way.

Having examined these factors, you may find that a location with prime visibility can be expensive, and the cost must be passed on to the patrons and clients. Price is always a marketing concern for people who are looking to join a gym.

MEMBERSHIP FEES

Payment structure can be a monthly fixed fee, a per-hour fee, or some kind of hybrid. It is critical and must be carefully thought out. Some kind of loyalty program and some way to make it easier for new members to join and pay is an important factor also.

Some gyms have an upfront new-member fee, while others don't. Some discount or give away the first few sessions for a potential new member, or they offer one free billing interval. Consider offering new members an incentive plan in which they receive a significant discount after using the gym for a specified number of workouts. It would require a sign-in at each visit, and the individual would agree to a certain amount of time spent actually working out during each visit to qualify.

(Some health insurance plans in the United States offer a sizable rebate after 120 to 150 30-minute workouts within a year.)

Automatic recurring billing, which can sometimes be a tricky administrative matter, is an option, and is often preferable to a cash-for-service structure. Depending on the local culture and preferences, automatic billing to credit or debit cards can be simple and relatively painless. In other cultures it is not an option.

Ask for contact information for all members so that the gym can notify them if there is an unexpected closure due to bad weather or some other emergency. Find an effective way to track memberships, and promptly notify clients when their membership is up for renewal. And keep in touch with members through posters, e-mails, and an active website so they'll feel part of the community.

TARGETED MEDIA CAMPAIGNS

These campaigns can be successful in getting potential new patrons in the door the first time. Using fitness magazines or other print outlets that have carefully targeted their distribution can be effective. But it is useless to buy a full-page ad in the most prominent fitness magazine if it is not being distributed in your target area.

City oriented, general-content magazines and print publications are also a good choice as long as their demographics match the market you want to reach.

Radio ads usually can't be closely targeted in geographical terms, but they can target a specific demographic and specific time of day. A radio salesperson in a competitive market will likely know in great detail what kind of person is listening at a given time. It is their business to know these things, and they can be helpful to an ad buyer. They can also help arrange advertising production, often for discounted prices, if you buy ad time with the radio stations they represent.

Television ads have similar benefits as radio, but they are generally much more expensive. They have the advantage of showing the overall look and feel of the gym. The aesthetic qualities of a gym are just as important as the strictly functional characteristics.

Marketing for a broad range of clients is a delicate balancing act. Television can show people with healthy bodies, which could perhaps inspire action and create new-client sign ups. However, if viewers see only those kinds of fit bodies, they may be discouraged from signing up.

A website is an essential advertising and contact tool. It need not be elaborate or even dynamic, but something must be there for the search engines such as Google to

find. Include a map link that shows the gym's location so that a person using a map search tool can find something near their home or work and quickly identify your location.

Online membership applications, class sign-ups, billing, promotions, and general news can keep the gym fresh in the client's mind and offer a 24/7/365 marketing platform for only pennies per view.

A more elaborate, and therefore expensive, website does offer certain advantages, such as rotating content and flashier graphics. Again, showing what is available in the gym is the main advantage.

SPONSORING COMMUNITY EVENTS

Your gym's involvement in community events and efforts (such as community cleanup days, health fairs, etc.) is a great way to get the gym name in front of the public as well as curry favor with the community and local decision makers. These sponsorships need not be expensive.

Clothing and merchandise with the gym logo are a natural marketing tool and can usually be sold rather than given away. Such merchandise also makes good prizes and premiums in other marketing efforts.

WORD OF MOUTH

The most important marketing tool, and perhaps the only one that truly matters, is word-of-mouth recommendation. If people enjoyed their experience at your gym and found it useful, they will talk. Perhaps some of their friends will join the gym or at least give it a chance. Even a client who visits infrequently will give a potential new client much more information than could be conveyed in an advertisement. The information will also be more credible than any advertising effort.

Positive word of mouth is powerful, but negative reports are a serious strike against a gym's prospects. For a business that is so fundamentally similar to others in the market, word of mouth and keeping present clients happy is critical. One dumbbell is a lot like another, but the general atmosphere and convenience of the gym helps you to compete for the loyalty of customers. Marketing isn't always about advertisements.

MARKET SEGMENTATION

Picking which segment of a market to go after is a basic decision in any business. One basic segment of the gym market that might have special needs and concerns is women. Even if women use the same equipment and do the same exercises as men, a significant number of women are not comfortable working out in a mixed-gender environment.

Even offering special hours for women might not be enough separation. A separate exercise room or even a separate building for women might be necessary. In some regions of the world, this separation is not only a good idea and an important marketing opportunity, but it's the law. Even in areas where the law doesn't force the issue, there may be a significant segment of the female population who won't patronize a mixed-gender establishment for social, religious, or personal reasons. To serve this niche (as well as women in general), you would hire a female-only staff for regular operations; cover external-facing windows; and provide some personal security both within the facility and in the parking lot outside the gym.

Some exercises, machines, and fitness classes will be more popular with females than with males. Finding out what these are, making the arrangements, hiring female staff members, and pushing these angles in whatever advertising is done will pay off in the long run. Making a gym female-friendly doesn't mean just painting it pink and flowery, identify what women want and cater to their needs. One important consideration is offering a staffed childcare room where parents can leave their children and know they will be safe and well cared for while they exercise.

To get a clearer idea of what prospective clients want, ask athletes or long-time patrons of other gyms. They know what is possible, what they like, what they want, what works and what doesn't. Asking them should provide some high-quality answers that are not available in any other way.

It is important to remember that athletes are not the only people who have fitness needs. Consider special age groups such as senior citizens, special needs groups, and more casual clients.

STAFFING SUGGESTIONS

Staff members will usually be fairly fit people. They should be qualified to serve as trainers and coaches; their familiarity with the machines and the routines is a prime asset, even if they are just the person checking in clients and selling bottled water to thirsty people.

Many gyms offer an introductory coaching session with each new membership and invite new members to buy more coaching time as they need it. Staff members who can fill the role of personal trainer to the clientele are an important asset to the gym. You can keep the trainers happy and loyal by offering a profit-sharing option for personal training work in addition to their regular pay.

Staff members who lead specific group exercises will also receive additional pay. Some gyms specialize in group classes from the time they open, and they build their identity around these classes. This might mean an entirely different building design and marketing effort than the more general-purpose strength/cardio fitness center.

In a small gym, staff members will likely run the front desk, coach new clients, and mop the floors after closing. While keeping showers and dressing rooms clean isn't glamorous, it's just as important as serving members directly. If the gym is grungy, clients will leave. But as the gym grows, certain jobs can be specialized.

A gym or fitness-center business is still a business. Somebody must take care of the accounting, make plans and decisions, and pay the bills. As with any small business, these things are often done by the same person who manages general operations. But it may be prudent to either hire a specialist or outsource the business aspect of payroll, purchasing, and bookkeeping to a specialist consultant or firm.

POLICIES AND PRACTICES

A new member won't stay if they feel out of place or uncertain. It's a good idea to offer visitors a tour of the gym and new members a free half-hour personal training session. Ask what their fitness goals are, and focus on the equipment that will help them pursue those fitness goals.

Gyms have their own etiquette and culture; introduce new clients to the protocol for your facility, such as wiping down the parts of a machine they touched after using it.

Safety is an important concern. People who injure themselves aren't likely to spend much time and money exercising. Careless actions such as dropping a heavy barbell that bounces onto another person's toes are going to cost somebody money. Introduce new members to their responsibilities to themselves, to other gym users, and to the equipment. Teach them how to lift a weight safely and properly. Such lessons help the new person and keep the regulars happy.

SCALE OF STARTUP PLANS AND OPTIONS

A fitness center doesn't have to start out big. It may have only a single set of dumbbells, a pull-bar bolted to the wall, and a stationary bike in a single room with a fan to keep people cool. But the equipment must be well designed and well made to last a long time with minimal care. Add more equipment and classes as clientele grows.

As the fitness center grows, it becomes even more important to keep up with demand. People won't wait for the right equipment to meet their needs, so make every effort to add new equipment on a regular basis.

Having enough sets of equipment to make waiting a minor feature of gym life is good, but having too much unused equipment is not. A set of weights that sits on the rack all week isn't making money. The supply and demand and timing questions are not unique to gyms and fitness centers, and business people will understand the need to chart usage and anticipate growth needs, especially if they are regular gym patrons themselves.

If the gym will feature a cardio room, a weight room, a classroom or two, and perhaps an office, the space needed is somewhat flexible. But larger offerings such as a tennis court or swimming pool need precisely measured spaces that are costly and often require an expanded venue. And expansion usually means moving or extensive renovation, both of which can require the current facility to close during the moving or renovating process.

By far the biggest threat in this scenario is throwing the habits of the clients into disarray, giving them an excuse to look for another gym. If any significant renovation or expansion is planned in the future, consider buying or leasing more space than is necessary from the beginning. Or look for a partner that can provide the needed additional space.

FINDING A PARTNER

You could contract with an existing school to rent the gym to you. These facilities would be available only outside school hours and during school vacations, but they would provide room for organized sports or large class sessions. Gyms and fitness centers usually offer changing rooms and lockers, and those would already be present at a school.

A simple fitness center in its own building should have access to a changing room, even if it is a single bathroom with shelves or cubbyholes for street clothes. A more elaborate fitness center should include showers in the locker/changing rooms. These facilities will be welcomed by the early-morning or weekday crowd who need to go to work after their exercise session and need to be clean and fresh.

Shower rooms must be sanitary at all times, for patrons will not tolerate scum or mold build-up. Maintaining this level of cleanliness requires daily cleaning and will cost you staff time and money. But anything less is wholly inadequate and possibly unlawful in a busy public establishment where people are coming in off the street.

Supplying Clients' Needs

A fitness center or gym is a logical outlet to sell goods related to exercising, such as t-shirts, towels, exercise mats, energy bars, and beverages such as bottled water and electrolyte drinks. Sales of these items can be profitable, since clients save time not having to go elsewhere to grab a snack or a drink, or they fill their need for personal equipment for class.

A larger gym or fitness center might offer a sauna, hot tubs, and massage therapy as well as a complete snack bar.

Of special concern when selecting a gym location are the floors. In areas where organized sports are played, the floor needs to be polished hardwood. In other areas, finished concrete or linoleum tile will suffice. Sometimes an area needs to be covered by padded mats or interlocking rubber tiles. In some areas, especially weightlifting areas and spots where heavy machines are installed, a standard-strength concrete floor may not be sufficient. Check out the local codes and the specifications of the building before filling a space with heavy weight machines.

LOCATION SUGGESTIONS

The choice of location for a fitness center is largely based on serving the convenience of the target market. Most gyms and fitness centers do not require specialized buildings, at least for smaller and more generalized operations. Street traffic flow and visibility should be researched. Parking or mass transit access is important. The more traffic a location sees, the higher the value of the building to your efforts.

Nobody wants to pay more for their lease than is necessary, but it may be smart to establish the gym in a high-traffic urban center, since your purpose is making it easy

for people to find and use the gym. People will not waste much time and money trying to find parking, and they won't use the gym at all if it is out of the way or they never find it in the first place.

A gym is a fairly benign neighbor, and dealing with zoning should not be difficult. However, neighboring stores may resent the gym's presence if parking becomes heavy during certain hours. Make sure there is adequate parking available to accommodate the gym and its neighbors before signing a lease or a purchase agreement.



FOOD SERVICE IDEAS

General Conference
Ministries
Center of Influence

Todd Gessele

I. CLUB SEHAT: HEALTH FOOD STORE, HEALTH LECTURES, CHURCH

Arlaine Djim operates Chinese Ministry Center Jakarta in a three-story building. On the ground floor is a brick-and-mortar health food store called Club Sehat. The second floor is used as a convention center for health lectures, and it doubles as a church. The third level serves as additional rooms to hold health lectures, cooking classes, and a prayer room.

The Chinese Ministry Center also produces a radio program that is broadcast on a Christian radio station. Listeners are invited to sign up for health lectures at Club Sehat. In addition, local church members give out invitations to health classes in resort areas where wealthy Chinese people visit and vacation. The flyers invite people to sign up for NEWSTART health classes or other health lectures. After the lectures, visitors are invited to stay for a Bible study. And as they leave, they're encouraged to browse through the healthful food items offered in Club Sehat.

The Chinese Ministry Center has grown to include four centers of influence in the city of Jakarta, Indonesia, that welcome from 60 to 100 guests every weekend.

"Chinese business people work virtually every day of the year," says David Tan, retired businessman from Singapore. "Most come from a Buddhist, Confucianist, or Taoist perspective, so conversion to Adventism is difficult unless the health message is presented scientifically from a health perspective that points to the Creator. When visitors begin to understand the benefits that come from the diet God Himself designed at Creation, and when they see evidence documenting its benefits, they are more open to changing their lifestyle.

"When a person decides to change their lifestyle, they find all the resources and health food they need is available in the same place where they came to learn God's perfect dietary plan."

Profits from the store and support from the church sustain this ministry model, which provides a place of worship and a place to evangelize.

"We didn't have a business plan when we began," says Arlaine Djim. "So we prayed and prayed, and God opened the way. He gave us radio time for our programs; He impressed us to conduct health seminars; led so many people to come to our

seminars, camps, and so on. Even when we started the first community center, it was God who gave us the idea.

“Later we found that what we are doing had been written by Ellen White in her book, *Christian Service* [page 119]. Our presenters come from various backgrounds. There are doctors and nutritionists, but most are lay people who don’t have formal training. They learn by studying and researching, and live what they speak. It is the most effective way.”

Read more about Club Sehat in Mission360 magazine. Visit <http://www.adventistmission.org/mission360mag>. Or go to: www.clubsehat.com

II. HEAVEN FOR VEGGIES—FOOD FOR THE PUBLIC AND FACTORIES

Lorna Gabco in the Philippines Factory Cafeteria Service & Moren

Companies like having healthy workers, and workers like eating healthy food. There is money to be made contracting to operate existing canteens/cafeterias inside businesses and factories, or you may be able to start one.

Lorna Gabco operates “Heaven for Veggies,” an in-house cafeteria that operates within factories with 3,000–5,000 workers in the Philippines. Lorna uses her food service business as a ministry by inviting people to attend lunchtime health lectures on Fridays.

III. BURGERITO: FOOD CART/STREET KIOSK

An Adventist Widow in the Philippines

In the Philippines, a widow supports herself and her three children with a catering service and food-cart franchise that serves the public and caters to schools, businesses, events, and even the Southern Asia-Pacific Division headquarters. She

has created a delicious vegetarian burger mix wrapped into a burrito. The public loves them, and her work not only supports her family but also gives her opportunities to share her faith in God with those she meets.

IV: MUSHROOM GROWERS: SPORE PROVIDERS

David Tan and Ruangwit Wareewarach in Muak, Thailand

David Tan of Singapore and Ruangwit Wareewarach, a theology/business major from Asia-Pacific International University, are experimenting with a concept to support Bible workers in Thailand. Their venture, called the mushroom farm project, involves distributing sawdust-compost packs with tropical mushroom spores embedded in them.

Each sawdust-pack wafer is 5 by 10 inches and costs 8 baht (US 40 cents). A kilogram (2.2 pounds) of mushrooms in Thailand sells for 70 baht or US\$2.27. Each wafer produces 300 to 500 grams (2/3–1 pound) of mushrooms weekly for three to four months. At this rate, one 8-baht wafer (US 40 cents) would produce 6 kg (13 pounds) of mushrooms, worth about 420 baht (US\$13.59). That is a return of 33 times the initial investment.

Mushrooms depend on very specific growing conditions. The species Tan and Wareewarach use grows best at between 25 and 27C (77 to 80 degrees F) with 100 percent humidity.

Read the latest about this project at <http://dhthailand.blogspot.com> or email enquiry@dhthailand.org. While on the website, check out other projects, such as the algae pond project and the micro-green project. Tan and Wareewarach also operate a cafe, a bakery, and a natural remedy clinic. Learn about the solar panel, wind turbine, unity motor, and ocean wave projects too.

V: NATURE'S WAY—DELI, HEALTH FOOD, CLINIC

Phillip Fahie in the Virgin Islands

Nature's Way Ltd. is a family-owned business incorporated in 1992 that specializes in natural and organic food and health-product retailing. It also offers a suite of naturopathic services, lifestyle counseling, and healthful living regimens that enhance the lives of the people in the Virgin Islands.

Nature's Way plays a central role in the mission of the Seventh-day Adventist Church in that region. It connects the church to the community by offering programs and activities that are germane to the needs of the community and presents the church as a responsible, caring community by providing high-quality health information, products, and services.

Development plans: To showcase a working, sustainable model that can be studied and implemented in other parts of the world.

Strategy: Many small urban centers will be established that provide ministry-focused, innovative health food stores and a vegan deli. These city centers will provide financial strength for the company as it seeks to expand by opening treatment rooms and lifestyle centers in rural areas.

Check out Nature's Way at <http://www.naturesway.vg>. Be inspired by the recipes, menus, and list of products. Meet the staff and consider starting a Nature's Way franchise in your country.

VI: NEW SOCIAL MEDIA VENTURES FOR NORTHWEST U.S. HOSPITALS

Adventist Medical Center in Portland, Oregon, USA, recently introduced its LivingWell Bistro blog. The blog includes tips on healthful eating, recipes, and more at <http://www.livingwellbistro.com/bistro-blog>.

Walla Walla General Hospital launched a Pinterest page. The page offers healthful recipes and tips on wellness, fitness, and more. Visit and repin at the hospital's Pinterest page.

VII: MARLENE'S MARKET & DELI NATURAL FOODS

Marlene's Market & Deli in Seattle, Washington, USA, is a family-owned and operated natural food store. The original store, Federal Way Health Foods, a small storefront on Pacific Highway South in Federal Way, opened in 1976. Offering friendly service and hard-to-find information on whole foods and natural products, owner Marlene Beadle was an instant success.

The store quickly outgrew its first home and has since moved several times. Marlene changed the name to reflect her ownership.

In 1996, Marlene opened a second store in a neighboring town. Today the two stores employ more than a hundred people.

Residents regard Marlene's Market & Deli as their trusted resource for green, organic, and sustainably produced foods, supplements, beauty care, and household products.

For more information, visit <http://www.marlenesmarket-deli.com>

VIII: ONE DEGREE ORGANIC FOODS

Ron Donatelli is the business development manager for One Degree Organic Foods in Abbotsford, British Columbia, Canada. One Degree Organic Foods creates cereals and bakes bread using organic sprouts. The company's website contains a list of farms that supply ingredients, well as videos of the farmers.

For more information visit www.onedegreeorganics.com

CONSIDERATIONS FOR MARKETING

Use marketing tools and methods that are affordable, effective, encourage future business, and represent Christ. Word-of-mouth and online ratings and reviews are among the best methods of advertising. So dazzle your diners and bake wow into the taste and into your service. Ask new customers why they came in and then adjust your marketing efforts toward areas that appear to be working and drop those that aren't.

Markets change, so watch for shifting populations and trends. Every element from the asphalt outside to your decor and printed pieces is your marketing message. Let it consistently and accurately reflect who you are and what you do. If it doesn't, remove it and improve it. Read and explore the many online resources that are available for starting and marketing delicious, healthful food. Don't just use your cell phone camera to create the menu; hire a photographer.

CONSIDER:

- Find your restaurant service style and niche
- Select a location carefully
- Add a marketing budget as part of the startup plan
- Follow your business and marketing plan
- Find out the best available marketing methods to get the highest return on investment on your marketing investment.
- Create an engaging menu—see www.themenumaker.com for example
- Target customers within your clientele base
- Evaluate your external and internal signage
- Hire the right employees who have marketing and diplomacy skills
- Collect phone numbers and emails of all clients, invite them back, send coupons
- Go beyond expectations so word of mouth will work for you
- Get found; create a worthwhile site on the Internet

STAFFING SUGGESTIONS

Food service production, cooking demonstrations, and training require preparation, dedication, and long hours. You and your employees may need to be formally trained and certified to store and handle food according to local laws. Customer service and attention to detail is a must.

Have a business plan and then hire reliable people who have a heart for ministry. Minister to your employees; treat them right so they are in the mood to witness and share the love of Jesus with your customers. Don't do it all yourself. Delegate as many functions as possible. Above all, protect your customer's health.

SCALE OF STARTUP PLANS AND OPTIONS

As increasing numbers of consumers want to dine out or take prepared food home, the number of food-service operations has skyrocketed. This isn't a "get rich quick" industry, however. It's more like a "work hard and make a living" industry. Restaurants are classified in three primary categories: quick service, midscale, and upscale. To start small, you can begin by catering and grow into a larger-scale restaurant ministry as time goes by.

HOME CANTEEN

Running a canteen from home is an excellent idea for a business with low startup investment. You can cook different types of tasty food and supply them to offices, factories, and other customers.

Of late, the business of cooking and supplying food has garnered significant popularity, and it is a profitable small-scale business. The success of your home canteen will depend on providing quality food and giving timely service. Be aware that the government may have certain licensing and inspection regulations that a small business—even a home-based business—must follow.

RESTAURANT STARTUP

Before you can begin any serious business planning, you must first decide what specific segment of the food-service industry you want to enter. While there are many commonalities among the various types of food-service businesses, there are also many differences. And while there is much overlap in the knowledge and skills necessary to be successful, your own personality and preferences will dictate whether you choose to open a commercial bakery, a hot-drink cart, a fine-dining restaurant, or another type of operation.

Once you have decided what business best suits you, figure out the niche you'll occupy in the marketplace. Ask yourself if you are an early riser or do you prefer to stay up late and sleep late. If you don't mind getting up before dawn, your niche may be a bakery or a casual breakfast-and-lunch operation. Night owls should focus on

late-in-the-day establishments such as bar-and-grill types of restaurants, fine-dining establishments, and pizzerias.

Map out everything on paper before you buy the first spoon or crack the first egg. According to industry expert Rich Melman, chair of Lettuce Entertain You Enterprises Inc., a Chicago-based company that owns, manages, and consults with restaurants throughout the United States, 80 percent of what will make your restaurant a success takes place before you ever open the doors.

Some of the ideas in this section are adapted from *Restaurant and More: Step-by-Step Startup Guide*, 4th Edition, available at the Entrepreneur.com online bookstore.

TYPES OF FOOD SERVICE

- Cater out of your home—specialize
- Food cart—street ministry
- Take and bake only—you prepare the food, they cook it at home
- Specialty food—Soy ice cream/yogurt shop, an ethnic restaurant or carry-out
- Restaurant—dining area required, with chef, waiters, oven, refrigeration
- Factory/company—feed a group of employees daily, make them your ministry focus
- Retail and restaurant—sell something to attract customers and feed them
- Classes, retail, and restaurant—multi-use space

LOCATION SUGGESTIONS

Pick a location with people traffic, and engage paying customers to support your larger ministry by adding health and fitness training options. Locate near a resort, other restaurants, high-traffic areas, or provide a service in a place where there are few other options.

Consider establishing your business on a hilltop. People always enjoy eating with a view.

STARTUP MATERIAL CHECKLIST

- Kitchen supplies
- Serving dishes
- Utensils
- Janitorial supplies
- Tables and chairs or a bar and stools
- Dish room
- Cash register
- Telephone
- Safe in which to keep money
- Storage room
- Refrigerator
- Food preparation space

Top Ten Example(s): Food Ministry Models that Work

HEALTHY LIFESTYLE CENTERS



SCALE OF STARTUP PLANS AND OPTIONS

A healthy lifestyle center is a place where people can rejuvenate, refresh, revive, and reconnect with gospel truths. Look for a resort-style atmosphere where your team can present research-based information and highlight result-driven methods that will help your clients experience a better level of health than ever before. Treat your clients in such a way that they will tell others about your center.

You might start with a single treatment room, or locate at a summer camp outside the city during the off-season. You can choose a site in the country or work out of a home in the suburbs or in an upscale city space such as a hotel, hospital, or convention center that is, ideally, next to a park, plaza, or a golf course.

Some lifestyle centers occupy large estates with guest housing, while others work with specialty clinics and hospitals. Others operate in rented space, at a resort, or in an established hospitality venue, or even in a factory or a corporation's commercial space.

Consider partnering cross-organizationally. Approach existing government schools, large factories, and companies and contract with them to use their facilities after school, after work, or on Sundays for health expos and seminars. Most companies want healthier workers, and parents want healthy children. Give free attendance to executives and a select number of employees in exchange for use of the space. Charge other clients so you can be self-supporting. Ask local fitness centers for temporary passes to their facilities for your guests.

STAFF

Hire healthy, happy, knowledgeable professionals in the following areas of expertise:

- nutrition
- healthy weight management
- sleep disorders
- depression recovery
- heart disease
- medication reduction strategies
- stress reduction

- stroke recovery
- blood pressure and cholesterol management
- hydro and massage therapy
- diseases such as fibromyalgia, sarcoidosis, and lupus

Most important, the staff should be willing to share and invite others to exchange their personal testimonies. They should be individuals who accept how God is working in the lives of others and be respectful and polite. Singles should not be placed in positions to talk about marriage, nor should childless people be asked to give parenting tips.

Some areas of expertise require a particular set of training and skills:

Vegan chef: Design healthful and tasty menus. Institute kitchen management systems that will improve efficiency within the food production station. Lead out in preparation of daily meals in a store location. Aid in the development of a vegan-chef training program. Have a willingness to teach, manage, and share.

Medical doctor: Should have emphasis on natural remedies and treatments; respond to medical/health problems presented by patients including history taking, diagnosis, investigation, and referral as appropriate. Promote the use of natural drug-free therapies when appropriate. Be an advocate of health education. Establish a full-time day clinic and promote the lifestyle center. Assist in teaching basic medical training and community seminars for specific conditions, e.g., diabetes, stop-smoking programs, and infant care. Maintain a portfolio of continuing professional development (CPD) activities.

Marketing manager/community outreach coordinator: Create marketing strategies on buying trends and consumer income information. Liaise with store managers to design measurable ministry opportunities for each store. Establish customer satisfaction programs, promotional packages with coupons, and media marketing content. Ensure that all stores are actively involved in reaching their communities for Christ through the stores' products and services with a measurable return.

Store manager: Provide up-to-date information on the benefits of store products and services to employees and customers. These products include natural groceries, vitamins, herbs, lifestyle, and naturopathic services. Train sales associates in natural laws of health and basic human physiology; implement sale evaluations; conduct

weekly staff meetings; organize and enforce staff schedules; manage inventory; adhere to company policy and local laws; maintain safety, health, uniforms, machine safety, and cash procedures. Monitor inventory transfers and levels so nothing is over/under stocked. Provide customer service by greeting and assisting customers inquiries and complaints. Organize shelves and select high-quality products and ingredients.

Store volunteer: Develop relationships with customers by talking to them about health concerns. Recommend new products, learn about vitamins, herbs and natural groceries, participate in marketing/outreach activities.

SUGGESTED TRAINING RESOURCES

Use proven curriculum such as Weimar's NEWSTART lifestyle program or the Essentials of Health Evangelism course, which is available from LIGHT, the Lay Institute for Global Health Training. Check on the Internet for other options. Consider cooking schools and stop-smoking seminars.

STARTUP MATERIAL CHECKLIST

- Medical scrubs or lab jackets for staff and presenters
- Basic medical clinic equipment: blood pressure cuffs, stethoscope, etc.
- Flat screen TV or video projector
- Computer
- Recipes and ingredients for cooks and for demonstrations
- Kitchen equipment and serving plates (if you're not renting a commercial kitchen/dining room)
- Training materials
- A meeting place with amenities
- Items needed for demonstration (ask each presenter for a list of items they need)

CONSIDERATIONS FOR MARKETING

Testimonials and word-of-mouth recommendations are key. Provide and feature profiles of your presenters in framed photos and on all printed material. Clearly identify their area of expertise and the dates and times of their presentations. Make sure people can find you and that your curb appeal is inviting.

Take surveys to find out what made your clients happy and what failed to impress them. Work on these areas.



PHOTOCOPY, SHIPPING, OFFICE SUPPLY SHOP

Running an office in any country requires a lot of expensive machines, specialized software, and supplies. Unless individual businesses and people can keep their machines busy, it makes sense to share the equipment or use an outside provider.

That is where a small copy/business center can make money. In addition to providing machinery needs, auxiliary services such as mailing and shipping operations may complement the sale of school and office supplies and provide the tools needed to translate and publish gospel truths in new formats. With some open space available, the shop can double as a worship center.

Other Centers of Influence ideas can be added to your copy/business center as funds and staffing permit. For instance, with an instant-photo camera, you can add passport photo services. If space permits, add a juice/yogurt/refreshment bar, a small bookstore, a few shelves of health food, or even a massage station or hair-cutting station for customers as they wait.

LOCATION SUGGESTIONS

For a copy/business center, as for any public retail operation, a high-traffic location is key. This type of business must be convenient to a large number of customers. The location must be accessible, look polished, and be relatively secure.

BUYING OR LEASING EQUIPMENT

Buying the machines and maintaining them does not come cheap. However, much of it could be leased, depending on local business conditions. Leasing can be beneficial, but carefully review the lease terms and tax conditions.

Ongoing maintenance demands skilled workers. This can be accomplished by an external operator under contract and is sometimes included in the terms of the equipment lease.

Some of the equipment is heavier than a couple of people could easily carry, but usually the selling company provides delivery. Parts and supplies are easily moved and stored by hand or using a small vehicle. Most vendors and equipment lease companies will deliver and pick up their machines.

A Center of Influence that is built into a copy/business center has an advantage in that the business part of the partnership can help the Center of Influence in spreading the gospel. Both need some of the same tools, and hence efficiencies are gained. Running

off 1,000 fliers for gospel meetings can be done between other print jobs to maximize the machines' use.

SUGGESTED ROOM LAYOUT

To achieve multipurpose use in a retail space, install ceiling-mounted room dividers or partitions, which effectively screen off products displayed along interior walls. It might be simple curtains, architectural wire coil draperies (see examples at Cascade Coil), or an expandable security fence system. Architectural coil draperies can be installed on tracks, be retractable, be lowered into place manually or by remote-controlled motors to hide your workspace and products. Some can even become amazing water features, and all can be beautifully lit to create a unique and stunning place to meet and worship.

BUSINESS SERVICES

- Letterhead printing and design
- Résumé/CV service
- Business cards
- Digital photo printing
- Signage
- Logo and branding graphic-design services
- Menu creation and updating services for restaurants
- Passport services
- Corporate printing and presentation preparation

STARTUP MATERIAL CHECKLIST

- Copy machine(s)
- Digital camera and printer for passport photos
- Localized school supplies inventory
- Specialized printers
- Paper-cutting table
- Stapler
- Binder
- Laminating machine
- Public computer terminal with attached printer (with “bill by the minute”)
- Cash handling equipment—strong box, change box Credit card terminal
- Retail display shelving; shelving for backroom stock
- Glass front-locking display cabinet
- Table for sorting products Hand truck/dolly Packing peanuts funnel
- Scale
- Postal scale
- Paper stocks
- Packing peanuts
- Packing tape
- Letter cubbyhole cabinet with locking front doors

SUPPLIES—ONGOING NEEDS

- Paper stocks
- Packing peanuts
- Packing tape
- Cardboard boxes and tubes
- Envelopes
- Postage stamps
- Labels
- Staples
- Binding supplies
- Laminating supplies

CONSIDERATIONS FOR MARKETING

Most of the profit will come from contracts with businesses, not from individual retail sales. Find out who has a need for copy/print services, and the reputation that comes with reliable and economic service over time will do a great deal of the marketing for you. A monthly newsletter or postcard can provide information about your new products and services. Coupons for discounts will help with marketing. It is possible to embed a code into each coupon that will let the operator track what marketing efforts and newsletters are successful. This is valuable data and should be tracked on a consistent basis.

Article placement in relevant trade and local business publications is pure marketing gold but is hard to come by, especially if you are not a consistent ad buyer from that publication. Targeted medium ads can be very effective, but judicious selection and campaign tracking are necessary. TV and radio advertising may be somewhat less useful for this kind of business, but they can still be quite effective. A detailed study of local conditions and media outlet rate cards should be undertaken before conducting a media campaign. Storefront signage is critical. Start with a prominent sign that lets people know what kind of shop is within. The specific name of the shop will draw some walk-in traffic, and this is your strongest physical local advertising effort. Examples of specialty products in a storefront display are a big help if such display space is available.

The owner and manager of the shop who takes time and effort for personal involvement in the community and with other businesses will bring in business. Prudent solicitation of such contacts might give the copy shop a chance to win contracts.

Word of mouth from satisfied clients and customers is always the most effective marketing tool. It far outweighs other marketing efforts.

STAFFING SUGGESTIONS

Some copy machines and other business machines have interfaces that require that the operator punch in a code and perhaps swipe a card. The equipment tracks and reports what codes and cards are put in and supplies used. Automated reports can be sent securely and invisibly to a specific person or account. These reports can be correlated with shift schedules, invoices, and tables of expected expenses to track mistakes and anomalies. But still, there is no substitute for hiring the right people and making it worth their while to stay in good standing with the company.

ADD SHIPPING SERVICES

Each international courier operation will likely have its own equipment that the operator must lease. This might take the form of an integrated scale and shipping label printer. DHL's equipment will not work for FedEx shipping operations, and vice versa. National postal operations usually require a separate set of machinery. Each machine generally requires one operator to do one job at a time and would be automated at only the very largest businesses. Still, pack-and-ship operators report that this is where they make their money and is a business line that is not to be ignored. The international courier and shipping companies require a contract with each operator and may scale all the way from a drop box to an operation where they have their own loading dock.

SCALABILITY

The variability in scale of a copy/print operation can be a real advantage to a businessperson who can thoroughly read and understand lease and rental contracts. The difference in square-footage requirements for a machine that can do thousands of copies per day versus one that can do tens of thousands is not great. Furthermore, adding more machines does not require refitting an existing production line. More or different capacity can easily be added while the existing plant is in operation.

Of course, any one room can handle only a certain number of machines, and ultra-high-speed machines make the best use of fixed-size quarters. But they are expensive. For large jobs and sophisticated operations, not all of the machines have to be in the same place or even in the same neighborhood. Digital networks make a distributed operation possible, especially as most high-end machines can accept print jobs over a network and even the Internet with a slightly more sophisticated IT infrastructure.

Couriers and the occasional use of a delivery van can cover the delivery needs of many operations. The face and the hands of the operation do not necessarily have to be in the same building. A business can start out using non-dedicated spaces and multi-purpose rooms and can grow piecemeal without great handicap. A single central building is not mandatory. The retail walk-in business should be in a place that has easy access for the public and should be big enough to hold everything in one room. Customers expect to walk in and walk out with the complete job done and would not be inclined to deal with delivery options and scheduling.

A beginning operation will share equipment between the wholesale, business-oriented side and the retail clients, which means centralization will be necessary in the early stages. That can change as the operation grows.

A self-serve copy-and-print station can be the easiest way for customers to pay and print, whether opening files from their USB drives, mobile devices, or cloud accounts. A typical station boasts a 10-inch color touch screen, provides secure encrypted communication, and integrates with card and billing systems. Make sure a self-serve station

- prints from USB drives and mobile devices
- supports all major credit cards, cash cards, and campus cards
- prints from cloud accounts like Dropbox, Google Drive™, Box, and PrintMe
- integrates into corporate billing and print-management systems.

Internal users can use the self-serve system, and their use can be billed to internal accounts, making for a simple and unified billing system. The system won't care if the cash on the back end is taken from one pocket and put in the other.

EQUIPMENT CHOICES

Choosing machinery and the way it is paid for will take time and much attention to the specific clientele and situation. Nonetheless, a few questions will be common to most situations.

When choosing a copy machine, for example, the operator should determine if he/she needs to make all color copies, all black and white, or some of each. What is the volume expected? How many copy machines are needed for that volume? Are extra features such as faxing, printing from a file or network, collating, binding, and document imaging needed? (Faxing, for example, is much more common in some regions of the world than in the United States.) Does the operation require automatic feeding into the machines?

A good equipment salesperson will be able to help a startup work through these issues, but remember that they are salespeople first and foremost.

BUILD RELATIONSHIPS WITH SPECIALTY PRINTERS

Buying wide-format printers and inks and dyes that go with exotic materials for signs and banner advertising might not be profitable for the startup. You don't have to buy every machine available. Instead, outsource specialty jobs. Think international even. Go online for pricing. Broker the job and charge for your knowledge. An example of an international specialty printer is NationsPHOTO.

Your front-end operation can provide design services and offer an efficient and affordable solution that is bigger and more beautiful than your customer might have imagined possible. It only takes a reliable high-speed Internet connection and good relationships with other production sources.

Outsourcing to a foreign operation over the Internet is how much business is done today. For example, it is possible to send art in a digital file from the West Coast of the United States to a business in Hong Kong and have the printed product shipped to the East Coast in 10 days or less without anybody having to move more than 10 meters. A rush order can go quicker than that.

So, an operation just starting up need not buy and own all of its own equipment. Since much office equipment is acquired on lease or on rental contracts, more investment cash can be held onto as the startup gets going.

Leasing equipment generally makes it yours to own eventually, and you divide the payments up over time. Rental contracts are cheaper than lease contracts, but the equipment must go back to the rental company at the end of the contract term. Still, when your cash is especially tight, or commitment to the concept is not firm, renting can be very prudent. These decisions about the firm's main capital assets are some of the most important to be made, and the contracts should be carefully examined. It can be painful and expensive to change one's mind after the papers are signed.

Supplies such as printing cartridges and ink are often supplied in the terms of the lease or rental contract. Consumables such



as paper are usually taken care of by the lessee, but complete turnkey deals are sometimes possible. In any case, the cost per piece must be calculated and can vary widely depending on type and quality. Because the units are so small, and the volume relatively high, even a small miscalculation of the piece cost can kill profits or price the company out of business altogether. Lessors can supply detailed information, but it pays to make one's own careful evaluation.

Any given vendor of consumables like paper and envelopes will probably be able to cover a wide variety of needs, have a wide selection, and offer significant discounts for volume and prompt payment. Because properly stored paper does not rot, and marshaling a crew to unload a truck once or twice per year is convenient, it can be tempting to make large purchases of supplies. It is worth noting, however, that paper sitting on a shelf is making no money, while the money that has been spent could have been making money in a bank account.

These are common business and financing decisions to be made with the standard tools and methods available to any good businessperson. A very large operation may need large deliveries quite frequently. A small operation might be adequately served by making a deal with local delivery services to make a run every week or two. The variability in scale of these sorts of businesses offers a lot of advantages, but simplified decision-making is not one of those advantages.

LOCATION SUGGESTIONS

Choosing a location is largely a balancing act between making it easy for a large number of clients with money to find and use the business and not paying an excessive amount for business space in a high-rent area. The logistic needs of most businesses of this sort are modest, and the physical plant need not be elaborate.

Physical security of valuable machines and the associated supplies is important. Also, many of these machines do not perform well in very hot or humid environments, and they absolutely must be kept dry. Dust and vibration can wear them out quickly and cause chronic problems. These machines can be delicate, finicky beasts. In general, if the humans are quite comfortable, the machines will be OK also. But each manufacturer provides very detailed operating limits.

A steady power supply is essential. Voltage, current, and frequency must be correct. Local power conditioning and battery backup are possibly available but may be expensive and may require professional installation.

A location that does not suit the physical limits of the machines is a non-starter. The machines generally can't be "toughened up." Hardened computers can be had, but they are generally very expensive compared to a machine of ordinary durability. Copy and print machines generally only come in one flavor: delicate. The environment and building must be the one that fits this need.



LATRINE AND HAND WASHING STATIONS

LATRINE AND HAND WASHING STATIONS

Portable toilets serve one of the constant needs of human beings, and they're one solution to a problem that absolutely must be solved if people are to live together in comfort and safety. While informal systems can work, and a proper municipal system may be cheaper, more sanitary, and more efficient, there is often a place for a portable sanitary system as a substitute. Hand-washing stations are a natural complement to the toilets.

Now that the food supply has become global, poor sanitation in a strawberry field in one country can sicken a consumer in another. Contaminated pomegranates can affect the purchaser of a fruit smoothie in a school cafeteria far away. You can't use cooking to get rid of all contamination problems. Even a mild suspicion that an area or specific producer is the source of food-borne illness or death can disrupt profits for the season or permanently destroy the business. A producer can't afford to overlook the matter of food safety; clean, safe sanitation is one of the ways to avoid problems.

Toilets that are simple, cheap, packed flat, easily transportable, and appropriate to the local context are needed not only in rural and agricultural settings but also in urban construction zones and at public events, from circuses to emergency disaster zones.

Since the need for sanitation fluctuates through the four seasons, and the sanitation business involves special equipment, it sometimes makes the most sense to hire a contractor to install the toilets, move them whenever necessary, and keep them clean.

If you buy a portable toilet to install, final assembly near the point of use is a fairly simple job. The following are necessary: a truck with a vacuum system, a fresh-water tank, and a variety of tools and supplies. A single portable toilet costs US\$800 to \$1,200 or more depending on options and refinements. Acquisition costs will vary widely with shipping costs.

Consider installing a hand-washing station to complement the latrine and buying or building a raised latrine structure.

Innovative designs can be implemented in the following four areas:

- Latrine superstructures: a flat-pack or folding enclosure that can be easily erected to give people privacy and dignity in the early stages of an emergency.
- Raised latrines: when it's not possible to dig pit latrines, it's necessary to build

LATRINE AND HAND WASHING STATIONS

upward. Raised latrine structures that can be airlifted and installed quickly are needed when disaster hits.

- Trench support: a cheap, lightweight lining for latrine trenches helps to protect against soil collapse.
- Hand-washing facilities: a hygienic tap fits on family water containers, to help prevent the spread of disease.

You will need to do the following: partner with a septic-service pump truck; obtain a pressure washer; and have eye protectors, rubber gloves, and protective clothing in order to clean and service the units you rent. Supplies to buy ahead of installation include toilet paper, paper towels, and soap.

Ministry link: Install small literature racks inside the toilets.

FOR MORE INFORMATION, VISIT THE FOLLOWING SITES:

Polyportable restrooms

PolyJohn restrooms

Toilet (Field and Portable) and Hand-washing Facilities



COMMUNITY THRIFT STORE— HAPPYHAND SHOP

COMMUNITY THRIFT STORE

We want to help where we see a need—in the neighborhood around us and in the less affluent parts of the world. A thrift store is one way to have a positive effect on the community around us.

The HappyHand Shop is a nonprofit secondhand store in Denmark with several affiliated charity projects. HappyHand's motto is "Pass it on." It is the aim of the founders to pass on the gifts we have received from God, both physically and spiritually.

The following guidance comes from the HappyHand staff:

FOCUS

This is God's project, not yours. Have a vision in mind. You are starting a project that will relieve the needs around you. You are also opening a window in the church to the local community, where passers by can look in and see a group of people who are doing good things for others.

BRANDING

We used a professional brand maker who worked with us in the project down to the smallest detail. He helped us see the product from the outside and made us believe in it and have the courage to think big.

SELL THE PROJECT

Tell about the project, share the vision and the idea, and get others to be a part of the project. It is important to share the ownership with a larger group to get help and volunteers and get enough items to sell.

The project attracts both young and old, and through the projects they can bridge their differences and complement one another. The more people who participate, the longer hours the shop can be open. The more talents are involved, the more interesting and multifaceted the project becomes.

FUNDRAISING

The cost to start the project depends on many different factors:

- Renovations and initial deposit—we recommend that these be as low as possible, since the money is difficult to get back when you move from that shop. If the

shop needs to undergo a lot of redecoration, negotiate a lower rent or no rent over some beginning period of time. It may be advisable to hire subcontractors to do the major renovations, or your volunteers will get tired before the shop ever opens.

- Rent—we recommend that you have at least half a year of rent in hand as security in case the start-up is slow or earnings are weak at the beginning.
- Decoration—buy secondhand fixtures and decor.

THE SHOP

Select a central location. If the location is right, almost anything can sell. Customers will come to a convenient location, and it's easy to invite people to different events and meet new people.

Think big—you will need a lot of space! Storage and sorting requires a lot of space.

Windows help sell. Have lots of window displays, which means having lots of windows. Style, look, and decoration are important. The church's shop should always be beautiful, inviting, and tidy.

Have space enough for several areas where you can sit and talk with people, where customers can sit in cozy old furniture and take a break from the busyness of life. We also have an extra room for personal conversations. We call it “the pastor's room.”

Decorate the walls with quotations, Scripture passages, and positive sayings in picture frames. It gives people something to think about and creates a unique atmosphere in the shop.

INTERIOR

You can save a lot of money by buying used interior furnishings from another shop. It is important to choose a beautiful style (i.e., old vintage) and invest in beautiful chandeliers and stucco work for the ceiling. It will enhance the goods for sale and make the shop attractive to young, urban, or trendy people.

INVENTORY

Cash register/pay point	Counter	Kitchenette
Clothes racks		Furniture for café and exhibition
Hangers		Mannequins/dummies
Shelves		Cleaners, vacuum cleaner, etc.
Racks for scarfs, belts, ties, etc.		Lighting
Lockers for the staff		

Prayer table: We have a small table, where anyone can put prayer requests in a box. We get a lot of requests, and we pray for them often. There is also a small box on the table containing Bible verses that customers can take with them.

STARTUP

Inventory: It is important to gather a large inventory of clothes and furniture, desirable items you have decided to sell. The size of your shop is important in deciding whether you sell furniture or not. We sell almost everything except big furniture. Every item sold is registered in our cash register system under different categories, and over time we can see what categories we sell a lot of and which categories we should stop selling. We receive a lot of beautiful crafts, hand-knitted baby clothes, etc. These items make the shop attractive and exciting.

Advertising: Put advertisements in church-related papers, and announce the project in churches and meetings.

GRAND OPENING

Invitations: Invite a lot of people to the opening, including VIPs (especially public officials) and the media.

Refreshments: juices, smoothies, fresh fruits, homemade cupcakes, cookies, etc.

Events: speeches, prayer, ribbon cutting, live music

Have good sales specials at the opening. It gives the shop a good start and creates excitement among potential customers.

STAFFING

Make sure to have enough staff in the shop. Teach the staff to show care and love through their work. Be aware of the many non-churched people who become a part of the project. Tell about the vision of the shop and present Jesus to them. Mix the staff so that you have both Christians and non-Christians on duty every day.

Have one person scheduled to be the supervisor of the day, the one who makes the decisions and is allocating projects and tasks. Also appoint a “shop counsel,” a person who takes care of the daily operations.

Staff areas to cover include:

Check-out/help counter	Pricing
Tidying the shop	Sorting
Ironing	Cleaning
Conversations with costumers and staff	

Have a competent person (e.g., a pastor) who is available for conversation and prayer, preferably every day, but at least one day a week. Advertise it!

It takes experience to find the right price for your items. Get help from people who know retail practices and how to price items. And be tolerant when mistakes happen (sell items too cheap or price them too high). You are aiming to make a successful business but not to squeeze maximum profit out of every situation.

ONCE THE SHOP IS ESTABLISHED

When the store has been operating long enough to be financially stable, it is time to begin related projects. HappyHand offers the following ministries outside of its retail operations.

■ Seminars:

- A. Craft nights. People can come and make cards or Christmas decorations that are sold in the shop. Target group is the customers of the shop and staff.
- B. Creation/evolution discussions. We invite a Christian presenter. We eat

together and discuss. Target group: Staff, customers, and university students.

- C. Family life. Presentations on relationships and child-rearing and other subjects in relation to the family. Target group is staff and customers.
- Prayer group: one evening a week we have a prayer group in the shop. Target group is staff and others with a need for prayer.
- Bible study group: every two weeks there is Bible study in the shop. Target group is university students and their friends. A new group is being created for the store staff.
- Tutorial center: one night a week the children of the community are invited to a study/tutorial center. Target group is children from the area (and their parents), but is also a way of keeping the young people active in church-related work for others.
- Homeless project: Every weekend during the coldest months of the year, 10 to 15 people come together to pack warm clothes, toiletries, and fruit bags for the homeless. The group has a devotional time and prayer and then drives in the ADRA van to some of homeless drop-in places, where we give out the clothes and the food. Our goal is to make the day just a little better for the homeless and to tell them that as Christians we are thinking of them. We invite non-Christians and young people from the church to participate in this work.

COME AND VISIT!

We would love to share our lessons and experiences with you. Take the leap—come and visit our shop!

The thrift-shop ministry is a lot of work, but think about how many positive effects it has, like ripples in the water. In a secondhand shop you take care of the environment by recycling, but you also feed the poor and give homes to refugees. The proceeds can help the sick in developing countries. You play a part in taking care of one another.

You can also help to keep others close to the church. In HappyHand we often see members we do not see at church. They are working hard and are using their talent for the good of others. You reach out to the local community and show them Jesus at the same time.

COMMUNITY THRIFT STORE

A lot of people visit our shop, look through our windows, and respect us. It is a meaningful way to witness. In HappyHand it is natural to share our faith, both with those with whom we work and the people who visit the shop and partake in the different programs.

To give a “Happy Hand” to someone is great joy.

FOR MORE INFORMATION ON HAPPYHANDS, WATCH THE POWERPOINT PRESENTATION AT

BUS AND TAXI OPERATORS



BUS AND TAXI OPERATORS

Driving a taxi or a bus for tourists is a job for people with patience, drive, and the willingness to work long hours for variable and uncertain pay.

Alin Apostol's family in Romania purchased \$100,000+ coaches and hired drivers to drive tourist routes. The profits from their company, Private Bus Carriers, have helped build a training center and school in Romania. The family's coaches transported the Oregon Adventist Men's Chorus with its hundred-plus members through Romania in 2010.

When the Oregon Adventist Men's Chorus visited South Africa with 142 men, an Adventist businessman named Hamilton decided he would buy a bus rather than rent one for a week. He found one at 50 percent off. After the concerts, he decided to keep the bus, hire a driver, and explore tourist routes across South Africa. His bus is still generating income and has paid for itself.

In Bethel, Alaska, there are more taxis per capita than in Anchorage. Sonny and his wife have been the only taxi drivers there for 17 years. They know everyone in town, and everyone knows they are Seventh-day Adventists. Many people have started to attend church because of their warm invitations in the Arctic.

Transportation services are always needed, and while they may not occupy space or a physical place as a Center of Influence, we shouldn't overlook the "routes of influence" that drivers and owners of transportation companies have within their city or territory.

Indonesian taxi drivers have recommended and brought several wealthy clients to Club Sehat. (See the Food COI for a description of Club Sehat.) Word of mouth is one of your best marketing tools.

Driving isn't for everyone. In that job, sometimes you're a travel guide, a caretaker, and group babysitter. Sitting in what amounts to a noisy office with a circus of co-workers who may be drunk or not paying attention, isn't for everybody.

It can be profitable, especially if the driver owns the cab or bus and has the associated licenses. And driving can bring you in contact with many people, with an opportunity to talk to each one of them at least briefly.

However, a driver who works for a company might pay to rent a taxi before each shift, and if they don't make their money back and they go home with less money than they started with, that is not the taxi company's problem. They won't cut the driver a break.

BUS AND TAXI OPERATORS

Some cities require a geographical knowledge test before the driver can work even for a single day. This can amount to being able to draw an entire city street map from memory. Even if that level of detail isn't required, knowing one's way around will be of great help to the customers.

Driving a taxi may mean bidding on a license from the local government as well as running a car or a fleet that takes a much worse beating than the ordinary wear and tear on a family car.

Book profits that don't take into account the increased repair costs will give a false sense of earnings.. Some taxi companies will use a centralized dispatcher and that person or people are a cost as well. Outfitting a taxi with a regulated meter, the necessary signs and graphics, as well as any security measures that might be necessary, won't be cheap.

USE BUS ADVERTISING TO CREATE A NEW "CENTER OF INFLUENCE"

<http://vimeo.com/2272651>

Here's an idea that may work in secular cultures and places where many are discontented with religion:

CONFERENCE LAUNCHES 'WHYIQUITCHURCH.COM'

I used to love horseradish but hated the heartburn, so I quit. I got a \$200 ticket for speeding, so I quit. You know what I mean by quitting: We have quit diets, schools, teams, pastors, doctors, spouses, and many times have regretted that we quit. Some have said to me quietly, "I quit too soon."

But what about quitting church? After being a pastor for 20 years, I've seen a lot of people quit. When I arrived in a new district I was told there was another group of people as large as the church membership in that city that had quit coming. That church had 500 people in its membership. I wondered if any of the quitters had ever thought they'd quit too soon.

The Upper Columbia Conference in Washington State, has 12 population centers, with Spokane, Washington, being the largest. We have prayed, seeking ways to reach

BUS AND TAXI OPERATORS

those who have quit church. As a result, a group of people decided to wrap a city bus in royal blue with the words, “Did You Used to Go to Church?” (The idea came from It Is Written and the Oregon Conference.)

Then on the bus we posted our website: WhyIQuitChurch.com. The website has a survey gently seeking information about why people quit church. When they completed the survey, we responded to them within 24 hours.

We wanted to meet them and thank them for filling it out, and we presented them with two tickets to the Garland Theatre in downtown Spokane to see the movie, *Lord, Save Us From Your Followers*. We had the wrapped city bus parked in front of the theater and the local news stations alerted to attend.

Following the movie, we had a discussion led by our ministerial director and a local church pastor. Our intention was simply to ask the people to forgive us. We wanted to convey our heartfelt sorrow to them for having to make the decision to quit attending church. We wanted to say, “We are sorry.”

Quitting church is a serious decision. Maybe, just maybe, it contains eternal consequences. Don’t those people deserve an invitation to come back? And don’t we need to correct whatever might have caused people who once walked with us to say, “I quit”?

The wrapped bus opened up dialogue, and people shared. The challenge is: listen, learn, and change.

A plastic water bottle is tilted, pouring a stream of water into a pool of water below. The water is splashing, creating many bubbles and ripples. The background is a bright blue sky with some white clouds. The text "WATER PURIFICATION" is written in a brown, serif font across the middle of the image.

WATER PURIFICATION

Waldo Casildo in Guanaja, Bay Islands of Honduras, C.A.

Waldo Casildo pastors the oldest church in the Inter-American Division and never thought he'd know so much about water purification as he does now.

The Seventh-day Adventist Church operates the Bonacca Spring bottled water company on the island of Guanaja, one of the Bay Islands of Honduras. Today 90 percent of the people living on Guanaja get their drinking water from Bonacca Spring. Fifteen retail stores distribute the Bonacca Spring label in 600-milliliter, 1-liter, and 5-gallon recyclable sizes.

The water purification project has positioned the Seventh-day Adventist Church to be a leader in education, health, recycling, and environmental improvement. Because there is no tax on the locally purified water, Bonacca Spring water is the cheapest on the island.

Bonacca Spring employs two fulltime employees: an administrator, and a water technician. Students work part time at the plant to help pay their school bill.

HOW THE PROJECT BEGAN

Three years ago, the Quiet Hour television ministry sponsored a group of young people on a short-term mission trip to Guanaja. The group leader noticed that all their bottled water was imported and taxed. He commented to Pastor Waldo that the church should think seriously about putting in a well and providing clean water to the island.

Together the mission trip leader and Pastor Waldo visited the mayor to explain the idea. The mayor encouraged them to proceed with plans to purify water for the community.

“But,” he said, “you don’t need to drill. We already have a fresh water reservoir. It just needs to be purified.”

WATER PURIFICATION SUPPORTS SCHOOL EXPANSION PROJECT

At the end of the mission group's church remodeling project, there were project funds left over. Quiet Hour Ministries left US\$5,000 for future ministry expansion. With this money, a small electrolyte water purification plant was set up. The water didn't taste good, so church and community members raised funds to purchase a reverse osmosis system with an ultraviolet light. The new system uses 3 1/2-horsepower pumps to produce great-tasting water with less oversight than the original system.

The purification plant is housed in a 20x25-foot building. The company uses some two thousand reusable 5-gallon jugs that can be refilled at the source.

RETURN ON INVESTMENT

The total cost for the equipment, not including shipping and handling, is about US\$5,200. After almost three years of operation and expansion, Bonacca Spring is debt free; it has supported a remodeling project at the Adventist school, helped pay teachers to teach a second language to students, sponsored a number of worthy students, and is providing purified water free of charge to all of the island's schools.

Using the marketing tag line, "We Know Where It Comes From," the Adventist-labeled water bottles are quickly becoming tourist souvenirs. The mayor and health department have agreed to work closely with Pastor Waldo and his members while their sanitary license is pending with national government agencies. For legal purposes, the church has organized Bonacca Spring so that it is not directly affiliated with the Adventist Church, but is administrated by the Adventist-operated private school that it supports.

The next phase of partnership calls for an island-wide recycling plan for plastic bottles and a bottle-deposit plan to encourage recycling.

CONSIDERATIONS FOR MARKETING

Contact retailers and local mom-and-pop stores to discuss selling your bottled water to them at wholesale prices under an agreement that they won't sell it for more than a certain percentage above wholesale.

Try to secure shelf space at the grocery store chain, as it will lend credibility to your brand. Make sure you don't lose business; keep the stores' shelves stocked.

STARTUP MATERIAL CHECK LIST

Equipment & Location	Supplies	Employees
Equipment: See above	Chemicals	Water tech
Location: near water source	Water testing kits	Administrator/ marketer
Perimeter fence	Bottles	Student labor
Security measures: cameras, locks, signs, bars on windows, industrial door locks.	Labels	
Shelving	Distribution agreements	
Wood pallets to store water on	Internet connection	
Cash register		
Safe		
Pallet jack/fork lift		
Flatbed truck		
Bottle sanitation station		
Bottle cap sealer		

STAFFING SUGGESTIONS

Security and personal sanitation are key issues. Consult your local health department for staffing requirements and to learn what certification is required before you hire personnel.

Can you adequately train and trust your staff? Can they keep the public away from the water source? Consider hiring a security detail and installing surveillance cameras and fences to enforce a safe perimeter and to document and troubleshoot any safety concerns if problems arise. Your staff needs to understand that they hold the public's trust and welfare.

WATER PURIFICATION SUPPORTS SCHOOL EXPANSION PROJECT

Train your staff to be aware that animals, cleaning agents, pesticides, and rodent-control measures must not contaminate the water source. Water bottles should be stored on wood pallets, not directly on concrete floors that may leach chemicals into the water, contaminating it.



SCALE OF STARTUP PLANS AND OPTIONS

Water treatment plants have distribution systems based on size, type, and physical condition. They are operated according to the skill, knowledge, and experience of the plant operator. Staffing levels vary by design capacity of treatable gallons per day and by the population served.

WATER PURIFICATION SUPPORTS SCHOOL EXPANSION PROJECT

In the United States there are four classes of plants and distribution systems:¹

	TABLE 1	
	Water Treatment Plant (Assigned Design Capacity)	Water Distribution System (Population Served)
Class I	Less than 50,000 gallons per day	Less than 1,500
Class II	50,000 gallons or more per day but less than 500,000 gallons per day	Equal to or greater than 1,500 but less than 15,000
Class III	500,000 gallons or more per day but less than 3,000,000 gallons per day	Equal to or greater than 15,000 but less than 50,000
Class IV	3,000,000 gallons or more per day	Equal to or greater than 50,000

LOCATION SUGGESTIONS

Your choice of location for the purification plant depends on the source of your water and where you have to locate to best mitigate sanitation, possible pollutants, and contamination from people and local industries.

Depending on what is available nearby, you can choose to treat:

1. Surface water from lakes, ponds, springs, rivers, or streams.
2. Groundwater not under the direct influence of surface water that uses gravity filtration, and is considered to be ground water; for example, water extracted from a well.
3. Collected water that has been impounded, for example in a reservoir or catchment watershed area.

¹ <http://www.lrc.state.ky.us/kar/401/008/030.htm>

ADVERTISING AGENCY

The goal of an advertising agency is to help your client stand out from the competition and position them in the marketplace. You don't need a big office from which to work. In fact, it's possible to start an advertising agency with just a desk and a cell phone, thus leaving your Center of Influence space relatively free for ministry.

If your office space is small or in a public area, go to your clients' business rather than have them come to you. Or meet at a restaurant, hotel lobby, or a private room in an Internet café to brainstorm solutions to their marketing challenges.



Specialize in your target market and build a team of creative graphic arts contractors for whom you find business. Match their skills to your clients' needs. Advertising agency roles include account services, media buying, creative groups, and other personnel to support remote or in-house production of materials that meet the clients' needs.

Advertising agencies can be full service, creative, or specialized. Some provide in-house services such as sound and graphic design that supports print, radio, video, and online media messaging. Some agencies interact with others to provide a range of services and share resources.

Some agencies specialize in social media; some are search-engine specialists; others focus on an industry such as healthcare, communication, and medical education, to name a few.

You may benefit by employing graphic artists, audio sound designers, musicians, jingle writers, and video production crews as needed.

Here is a blog about one person who started an advertising agency: “How to Start a Successful Ad Agency”: <http://www.yeahcan.com/7-tips-to-running-a-successful-advertising-agency/>

HOW TO GET STARTED

Advertising agencies make money by bringing ideas to life for clients, resulting in increased sales, better products, and useful services.

To start an advertising agency, you should be innovative, observant, media savvy, creative, and a problem solver who can sell ideas that will attract attention and cause customers to want to buy your client’s products and services. You must be presentable and be able to sell yourself as well as your ideas. You need to have the skill to work with business people and creative technicians, social media experts, and distributors.

A good advertising professional must become the client’s sales expert. You must be willing to study consumer-purchasing behaviors, explore and understand trade routes and the market’s supply-and-demand dynamics. You must be able to present your clients with marketing options that show you can grab the attention of more consumers, position a product or service above its competition, establish competitive regional pricing, create attractive packaging that sells, and be able to expand point-of-sale placement and distribution channels.

Ultimately you must be able to close a deal that promises to command the attention of shoppers or business people. You must be able to promote the quality and value, ease of use, and the practicality that elevates your client’s product or service.

A high level of reading and writing skill is essential. You’ll need to be able to find and get to the decision makers in the marketing departments of large businesses; and manage print, graphic design, media buying, and advertisement placement in both the physical and virtual (online) world.

BOOKKEEPER/ACCOUNTANT

Bookkeeping and general accounting for clients offers many opportunities for connecting with people in the community. The greatest assets of a bookkeeper or an accountant are their relationships with the clients and their own expertise.

Every business owner should keep an eye on profits and losses, debits and credits. But even if they are experts at making money with specialized skills and talents, they may not have time to do the business's bookkeeping. Outsourcing the bookkeeping allows the owner to spend their time cultivating new customers.

A trained bookkeeper/tax accountant knows the local laws and can often save the business more than the cost of their labor.

Depending on the annual tax cycle, you may be busier at some times than at others. During the off-season, you could arrange use some of the space at your Life Hope Center as a counseling office, clinic, Internet café, or even for a small-group worship space. In many areas, offices of tax accountants are located in retail strip malls and are composed of easy-to-move office walls. These mobile offices often sit empty for months at a time. So during the off-season, use some of your space to do ministry.

If you do use the space for ministry, it is important that you secure your client's files and computer data from the public. Information security is of utmost importance. A breach of confidentiality can destroy your bookkeeping business. A reputation for keeping client secrets and acting in the best interests of the client can bring in new customers. Protect your computers with strong passwords, chain them to your desk, lock your offices, and consider storing sensitive files off site when your office space is used for other ministries.



BUSINESS PROCESS OUTSOURCING

Business Process Outsourcing (BPO) is a process of obtaining any knowledge-based business function that can be done outside a business for less cost than it can be done onsite. In this process, the responsibilities and functions for fulfillment of services are contracted to an outside party.

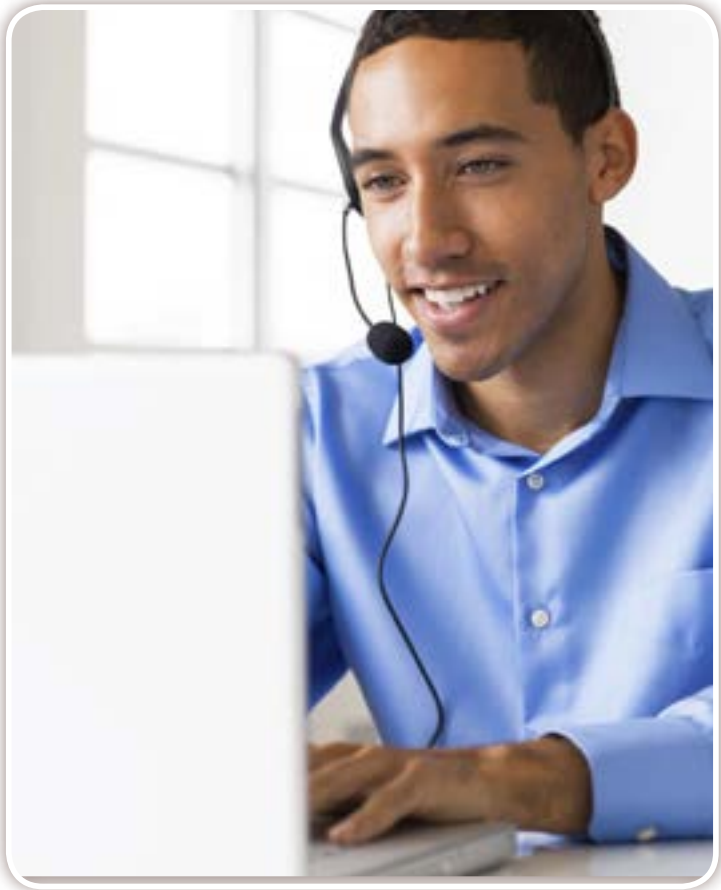
BPO takes advantage of regional differences in wages and cost. If a business owner needs someone to answer questions, provide customer support, or a place to take an order, and if it's cheaper to go online or call a customer service center located elsewhere in the world, then BPO makes sense. This is the reason why global BPO services have grown significantly in recent years.

If you have a phone or a computer with an Internet connection, you may be able to create a home-based business by procuring BPO jobs. Some of the popular BPO jobs include medical transcription, payroll, customer support, sales, debt collection, and data entry.

To learn about these opportunities, search online for “business process outsourcing” and enter the name of your country. You should find a good definition of BPO and, on some sites, businesses that seek BPO services.

GETTING STARTED

To get started in customer service and to learn what to expect in the PBO market, contact an established BPO provider in your area and ask to join their call center. When you're familiar with how the system works, you can set up your own BPO call



center and get your own contracts with local companies who need customer service or who have accounts they need collected.

BPO demands very good communication, so language skills are the primary concern in starting a BPO operation. Raw capacity as well as reliability and low latency (wasted time) are key. Some fairly sophisticated computer servers and telephone systems are a must; but this technology and industry is well established, and expertise and systems are readily available.

Many national, regional, and local governments in developing regions will work hard to lure a good BPO and may offer attractive incentives. Tax and tariff breaks are a common incentive. If you need a place away from home to operate, business parks have been built by private and government entities in many cities. The building, communication, and power infrastructure and the external physical security are usually included in the lease.

WHAT'S NEXT

Then as a BPO operator, all you have to do is create a business plan, move in, secure contracts, recruit staff, and possibly operate the BPO 24/7. Top BPO recruits are well educated and are able to follow logical scripts and procedures for troubleshooting problems. The ability to read and understand several languages is mandatory in many regions.

BPO is a people business. The key to success is to find happy, caring people and train them to have polite telephone manners and how to understand the needs of customers. Meet with your staff often and invite them to contribute ideas and share what they are learning about the problems they are solving, in order to help the entire team be more effective.

MINISTRY OPPORTUNITIES

Ministry opportunities for a BPO are many. While you must be extremely careful to maintain the privacy of customers, you may be able to, with permission, provide your callers with free spiritual material or links to evangelistic materials. You can offer, as an option, religious education and worship to your employees.

DIGITAL PHOTOGRAPHY OUTREACH AND GRAPHIC DESIGN

CREATIVE PHOTOGRAPHY

Digital photography offers many opportunities to make a living and form groups of enthusiastic people who enjoy being creative and are open to discovering the Creator.



HAVE FUN WITH PHOTOGRAPHY

Organize a photography group or use photography with an existing group such as a youth group and encourage imaginative ideas. For instance, design a photo scavenger hunt. Divide the group into teams and send them throughout the community to places like a shopping mall or a business district, with a list of people to photograph using their smartphones or digital cameras. For indoor shopping areas or other buildings, check with the building's security for permission first, and instruct the teams to always ask for permission before they take photos, especially of people. The first group to return with all the required photos (or with the most items checked off their list in a specified amount of time) wins the contest.

Challenge every team to give the people in their photos an invitation to a future outreach event. Make this one of the requirements for at least some of the photos. Set up a website ahead of time where the people can see their photo and all the others you're taking during the scavenger hunt. Along with the invitation, have the team give them a card with the contact information (website, email address, social media pages, phone number, etc.) for the future event.

The scavenger-hunt list should include a number of photo opportunities such as the following:

- a picture of three people wearing red
- someone who is engaged
- a couple
- a grandparent
- a shopkeeper
- someone with a broom
- a person shopping for food
- a parent and child playing
- three people with their vehicles
- someone drinking juice
- a family

An alternate idea is to challenge young people to see who can take the most unique or most engaging photo in one hour and then return to the group and share their photos.

Young people take great pictures, and most are not afraid to have fun and approach people at random. If given a list of the types of people to photograph, they will compete with each other, and the people they approach will usually get into helping them take a great picture. Most people will want to see the picture of themselves, and this presents the prime opportunity to invite them to an event.

The first event can be as simple as a gathering where the photos will be shown as part of a “portrait of the community.” The invitation to the Center of Influence for a later event can be anything from health or cooking classes to a Bible study.

If you hold a “portrait of the community” event at the Center of Influence, show the photos the young people have taken so people can see themselves and their families. Tell them more about who you are and invite them to stay for a class or enroll them in whatever spiritual or outreach activity you’ve chosen to undertake later.

Post all the photos on the website after the event, so those people who couldn't come to your meeting will be able to see the pictures your youth group took of them. Share the Center of Influence contact information in every way possible—on cards, in emails, etc. This is a fun way to meet people and get to know your community.

If you're willing to share the photos you took, set up your website so people can download their own photo and share them on social media sites, along with a link to your Center of Influence. The message with the photo can say, for example, "Check out my new photo taken by 'My Spiritual Connection' at [insert your ministry's website here]. While on the website, sign up for the [name of future event]."

GRAPHIC DESIGN AND OTHER SERVICES

Graphic design, audio (podcasts, etc.) and web design, commercial photography, and video production are types of services that could be offered independently, either as stand-alone businesses or combined with an Internet café or a photocopy/office supply store.

Graphic design is a creative process involving a client's project and a designer, using computers, printers, creativity and image software, sign makers, website templates, product packagers, and advertising.

Online programs such as GIMP provide free image manipulation tools similar to commercial standards like Adobe's Creative Suite. If the expense is acceptable, you can subscribe monthly to Adobe's suite of software.

Scalability: You can begin in a home, set up in a small office, or complement a ministry or business.

Protect yourself and respect copyright in all situations. Your clients may bring content (images, graphics, writing) to you that they possibly do not own. Respectfully educate them about intellectual and creative property rights, and ask them to sign a document stating they own all the content in files they are submitting to you before proceeding.

FUNERAL SERVICES

No matter what culture people live in, when people lose a family member, they want to pay respects to the dead. And sometimes they have deep spiritual questions. These occasions provide an entry point for sharing comfort and God's message of love.

A funeral home, funeral parlor, or mortuary is a business that provides burial and funeral services for the dead and their families. These services may include a prepared wake and funeral and the provision of a chapel for the funeral. A chapel, if it has a second entrance and changeable platform decorations, could be made to double as a place of worship on Saturdays.



BUSINESS MODEL

Buy land outside the city for a cemetery, and use your Center of Influence to serve bereaved families. Or contract with an existing cemetery or crematorium for wholesale prices. Sell pre-arranged services—coffins, cremation services, online memorials, flowers, support group meetings, and estate planning all on one site. You can hire professionals or be trained yourself.

Invite graphic artists in your church to create memorial service programs and framed memory portraits that can be created quickly and affordably. (You may have graphic designers working with your Center of Influence already.) They can use sites such as the following to get ideas and even services:

FUNERAL SERVICES: MINISTER TO GRIEVING FAMILIES

- Dodge Portraits (<http://www.dodgeportraits.com>)
- Memorial Reflections (<http://memorialreflections.com>)

To get started, you will need an event planner, funeral home director, and a relationship with the coroner, a hearse, and contracted gravediggers.

HOME & COMMERCIAL PAINTING

Many houses and commercial buildings are painted, and no paint job lasts forever. Painting can be tedious for owners, and a skilled painter with the right equipment can create a profitable business and also have opportunities to share the message of God's love.

Site preparation work and painting take a particular set of skills, equipment, and some physical ability. Painting skills are best learned while on the job. The ability to go from a mediocre paint job to something that will look good for years may not be apparent right away. But over time the quality of work will show up.



The biggest piece of equipment will probably be a truck or van to bring the painter(s), equipment, and supplies to the job site. Paint sprayers, brushes, tarpaulins, and ladders will be necessary. Safety equipment such as respirators and climbing harnesses may be required also.

The painter must have enough working capital to cover the cost of supplies and equipment until the job is finished and payment is received.

Painting requires physical stamina, for the painter climbs, bends, and reaches all day. Consider hiring and training college students to do the safer parts of the work, and always be present to supervise them. Falling off a ladder can put the painter out of work for months and perhaps permanently. Proper liability insurance is prudent.

Any business faces some billing and collections issues, and this is especially true in service work such as painting, because you can't take the product back if people

don't pay. So it's important to keep good business records and seek prompt payment for each job. If there is any doubt in your mind, ask for a deposit on the work before getting started.

Local authorities may require licensing, bonding, and insurance; operating in defiance of these requirements is not wise. High end and commercial clients won't deal with a painter who can't prove that he is licensed, bonded, and insured.

Working as a painter is just a job unless the worker can share her or his faith with others. Recently a painter worked as a lay pastor in Bethel, Alaska for two years, supporting himself by painting buildings in the town, including the local hospital. Check out the video at 16 minutes, 25 seconds to watch this story: "Alaskan Addictions Fade With God's Love" (<https://www.youtube.com/watch?v=j00k0zOQAIA>)

JANITORIAL SERVICES AND CARETAKING

Nobody likes to spend the first day of vacation cleaning cobwebs and toilets in their vacation home. And people with vacation homes can afford to have someone come in before they arrive and clean everything so it sparkles. That creates an opportunity for a house-cleaning business. The mobile-cleaning-service cleaners bring their own supplies and equipment and clean as much or as little as the owners want—just dust and clean toilets or air out linens, wash windows, and scrub woodwork.



A cleaning business relies heavily on recommendations from satisfied customers. Building a reputation for thoroughness and honesty is the best advertising, and a satisfied customer will recommend the service to others.

But challenges exist. Failure to have every cleaning product needed can result in costly trips to a store or failure to complete the job before the owners arrive. Lack of electricity in some places means one can't use a vacuum, so brooms and dust mops are essential. Each client may have special requirements or requests concerning how things are done.

DO MORE

Look for opportunities to clean things that are not part of an ordinary cleaning job. In colder climates, some owners might like to arrive at a house that has been warmed up, wood for the fire stacked, and even fresh food in the refrigerator. Each requirement is another opportunity for profit.

Some vacation houses are rented to third parties, and a cleaning-business owner who can come in after renters have left to clean up and fix or note any minor problems is a valuable asset. Having a hand in the management of the property for the absentee owner could be another opportunity for profit.

House cleaning has a fairly low barrier to entry, but a mobile business that cleans expensive homes for absentee owners has a different set of challenges from the ordinary business. To get started, finding that initial batch of clients willing to provide a reference to other potential clients could be difficult. As with any endeavor, some good connections are critical.

And of course, cleaning houses for regular clients, even if they're not vacation homes, yields more references and more profits. Leave a business card on the counter of every sparkling home to remind the occupant or homeowner of who you are and how to find you the next time they need you.

You can always send a devotional book as a gift or, with permission, leave literature in the homes you clean. See what opportunities God opens up for you in the homes you clean.

LANGUAGE CLASSES

Learning a second language, especially English, is important in today's integrated world. A Center of Influence can teach English or another language as a second language without a great deal of capital expense, especially if the operators use native-language student missionaries or missionary volunteers as teachers. If necessary, a professional ESL teacher can be hired, adding credibility to the program and attracting more adult learners.

Foreign language education is a well-established field. Curricula, teaching materials, books, exams, and teaching aids are all readily available. An ordinary classroom or multi-purpose room will suffice, and the only equipment needed is a chalkboard or a whiteboard and pens.

Governments often have specific requirements for language teachers, and hiring foreign workers can be a problem, especially for a newly established program.

Most ESL programs use short-term teachers. Tours of duty often range from 10 months to two years. The overhead involved in getting them adapted and truly ready to work effectively can be a drag on the operation. Even teachers who serve on a volunteer missionary basis will still cost the program money, but there is no really effective substitute for having native speakers on site, all the time.



ORGANIC COMMUNITY-SUPPORTED AGRICULTURE

Community Supported Agriculture, or CSA, is a subscription- or share-based approach to food production and distribution. Each share in or subscription to a CSA enterprise carries a right to a share of the produce. In economies where basic sustenance is not a great struggle, some people will pay a premium for high-quality organic food. The CSA concept and the consumers who support it demand a commitment to the highest quality food from the grower.



Organically grown food will never beat the low price of mass-produced, capital-intensive, chemical-soaked, and highly mechanized agribusiness. The advantage of CSA is that it's personal, local, and somewhat unpredictable. It can be a delicious and more healthful alternative for the consumer, and it can be profitable for those who are willing to farm according to the CSA guidelines. The CSA allows the farmer and consumer an opportunity to get to know one another, introduce new ideas, and share faith.

GETTING STARTED

To start up a CSA enterprise, you need access to land, some farming experience, and a labor force that cares about what they are doing and can cope with an irregular work schedule. Tools and equipment, some of which are quite expensive, and a reliable pickup or other cargo hauler must be available.

Most CSA subscribers will insist on organic food, and that means the farmer can't use chemical pesticides or genetically modified seeds. The farmer must be prepared to have a lower yield and smaller harvest because of these restrictions

on production. Other variables include wild animal foraging and drought (on non-irrigated land).

The CSA entity is a business and has all the obligations and requirements of a business. Many CSAs are sole proprietorships, but more sophisticated forms of business such as limited liability partnerships can limit personal liability and encourage outsiders to invest. Accounting, legal, banking, and payroll functions must be tended to as closely as planting and harvesting. Even a mission-oriented crew that is as interested in planting the gospel as they are in planting tomatoes must be paid.

Organic agriculture, more so than normal agriculture, demands an extensive audit chain from seed production through to distribution. CSA is a demanding business, but it can succeed and puts a Center of Influence in contact with a special and difficult-to-reach demographic.

PET SERVICES AND GROOMING

In some countries, people spend a lot of money on pets. They pamper their pooches with baths and haircuts, gourmet foods and spa treatments—massages and pedicures. What is offered for pets depends on the current fashion and what the market will bear. While many in the world would meet such indulgence with shock, the potential pet groomer must be aware of what some people are willing to pay for.

Licenses and permits for the pet groomer often are not required. Most training is acquired on the job or through short apprenticeships. Of course, a license or permit to run a business and a permit for the specific space may be necessary.

A pet groomer must love animals and know how to handle them. Being able to recognize health problems, especially skin diseases, and refer pet owners to a veterinarian is a great asset.

TOOLS OF THE TRADE

The pet groomer will need a number of tools, depending on the services offered. They will need bathing and fur-trimming products, cleaners to keep the shop or vehicle clean and sanitary, and an orderly system of customer care.

Insurance against accidents that injure the pets, along with employee insurance and health care in case the groomer is injured, are necessary.



MOBILE GROOMING

A mobile pet-grooming van or truck may be a practical alternative, especially for a beginner. Some pet owners prefer onsite grooming and are willing to pay extra for the convenience of in-home care. Consider, too, the added income generated by selling pet products and extra services alongside the main grooming services.

To make a pet-grooming business financially feasible, there must be enough clients in the area to support the business. Carefully research the viability of such a business before investing significant cash into renting a store or vehicle, installing bathing stalls and styling tables, and hiring groomers. This business will generally work only in areas that have a high-density population and a strong economy. High-end pet grooming is one of those expenditures that people can easily live without and may be cut from the family budget first if the economy becomes tight.

In this matter of grooming, people and their pets are typically habit driven. Once they start coming to a specific shop and are satisfied, they will generally continue until they are upset or somebody else offers them a better deal. Getting the first batch of clients may require advertisements as well as more unconventional promotions. Because the barriers to entry are fairly low, any rich market will possibly be saturated already, and established outfits are defending market share, so breaking into some markets could be difficult.

Veterinarians provide important services to pet owners. Consider getting to know the employees of a vet's office to draw on their clients. In addition, you might offer kennel service, pet walking, and animal sitting for pet owners who must go out of town.

Find out more details of establishing a pet care business in this article: "How to Become a Pet Groomer"

REAL ESTATE BROKERAGE

A real estate professional's business is to make connections with people in the community—new people moving into the area, as well as shop owners, community leaders, and neighbors. Because an agent's business is to help people find a home, they meet people who are open to changes in their life. The clients are moving into the community or looking for a different home. They are in transition, and as such are often open to making new friends and finding new activities.

An agent can work alone, be a member of a franchise, or become part of a larger organization in order to take advantage of connections and economies of scale. To serve new community members best, a real estate agent must get to know clients personally. Someone who really understands the market and has strong business and people skills is in a prime position to introduce clients to Adventist friends.

A real estate professional needs a license, an office out of which to work, and office equipment such as a computer with real estate and mapping software, for-sale signs, and fliers listing available properties. They need reliable personal transportation in order to meet clients and drive them to listed properties.

ADVERTISE, ADVERTISE!

Advertising on the Internet, in general media, and in real estate-specific publications is important. Successful agents take care to be seen as being involved and supportive of the community. Real estate is a business based on connections.

The same skills that make a successful agent or real estate broker often make a successful director of a Center of Influence. And the office from which an agent



works may accommodate a Center of Influence, offering seminars for the public when the real estate office is closed. Showing someone a potential home and showing them some higher truths requires some of the same skills.

Most countries have licensing requirements for real estate, and because each transaction involves a great deal of money, the law often demands a strict regime of paperwork and professional insurance. Maintaining the trust of all parties and yet representing the interests of the party paying the fees requires a lot of time and effort.

TOURIST GUIDE SERVICES

Nobody knows the sights and details of a place better than a local person does. A good guide can benefit almost any business by providing vacationers or out-of-town consultants with a high-quality and knowledgeable tour of a local area.

A great deal of local knowledge and a service-oriented attitude are necessary attributes of a good tour guide. A qualified guide not only knows what visitors want to see and experience in a given area; they can anticipate problems and take steps to avoid them before they arise.



Today, many visitors want to do things and have active experiences, not just see the sights. For some adventure activities, guides need special training or technical expertise in order to assure a safe adventure experience in such activities as river rafting or wilderness trekking.

An option for a guide-led outdoor activity is to find a way for visitors to help on an archeological dig; another might be to spend time on a farm and, for example, help a rice farmer plant his crop. (A local farmer may not see a bunch of rookies in the fields as much help, so provisions must be made to compensate him or her for the willingness to allow it.)

WHAT'S NEEDED?

In addition to guide work, second-language skills can open whole new markets to the tour-guide business.

Cars, buses, or trucks for local transportation that operate at the convenience of the client may be necessary for the guide operation. Leisure visitors are not the only market for local guides. Commercial interests from a scientific expedition to a movie production may require people with local knowledge, language skills, and connections.

Making a deal with a high-end hotel to be their official guide service might be a good idea also. It might even be good to arrange with the hotel to allow the tour guide(s) to do business directly as a service of the hotel.

The biggest challenge for any guide service is attracting a steady stream of paying clients and meeting government licensing requirements. Depending on the target market, the clients may require amenities and a standard of living that is not normally available in the area. Guides must research those needs and provide the staff that can accommodate the client's wishes. Guides who can navigate these challenges with skill, humor, and grace can be very profitable.

Consider these activities for a guide operation:

- Horseback riding lessons
- River rafting
- Four-wheeling trips
- Safari camps and/or wildlife viewing

TRANSLATING & INTERPRETING SERVICES

In our interconnected and globalized world today, people frequently need a translator or an interpreter. A translator translates written text, and an interpreter translates orally.

A translator can work anywhere, while an interpreter can work in person or via the telephone, Skype, or other venues.

Translators and interpreters work in a wide variety of settings, from a multinational corporation to a sole proprietorship in a home office. They may specialize in a subject such as science, medicine, or law, and the topic's unique concepts and vocabulary must be learned. In all situations, accurate translation or interpretation depends on a deep understanding of the language and the culture that goes with it.

GETTING STARTED

Setting up a translating and interpreting business does not require a large outlay of funds. In some cases only a telephone and perhaps a computer with a printer and an Internet connection are all that's needed.

Marketing and advertising the business usually involves extensive personal networking, spreading the word through a website, and handbills and business cards for distribution. Performing translation and interpreting at prominent public events for a discount or for free can be a great source of publicity to start with.

The greatest requirement, of course, is training and skill in the target language(s) and a great deal of cultural understanding. The very best translators often come from



TRANSLATING AND INTERPRETING SERVICES

families with mixed-nationality parents and have spent time in the target culture, often at a young age. A young person, thrown into total immersion, could become fluent in a new language in as little as 6 to 8 months. An adult, however, could take years to learn the language and may never pass for a person born into the target language.

Building a stable of clients with steady needs and the cash to pay for quality translation and interpretation can take time. It will often mean building a cultural and social bridge between some rather different groups and personalities. But the effort is worth the results when one can find opportunities to communicate God's message to others on a personal and culturally significant level.

TRAVEL AGENCY

Leisure travel is probably one of the most emotionally charged and important personal purchases a person makes, especially for those who don't normally travel for business. Travel often means dealing with complex systems, several different companies, and numerous little-known regulations and requirements that most people don't encounter in ordinary life and don't know how to handle.

One of the biggest problems for an infrequent traveler is not knowing all the options available. A travel agent can serve a particular niche of the population: people who can afford to travel but don't want to, or don't know how to, navigate the intricacies of travel.



OFFER PACKAGES

Travel agents offer packages as well as a-la-carte services, and they coordinate the products of other businesses—airlines, cruise lines, and tour operators. The travel agent provides information about departures and connections, procures tickets, and arranges with reliable local tour operators for activities at specific destinations.

While the Internet has cut deeply into travel agents' customer base, independent travel agents can still find niche markets, particularly in the cruise-ship industry. Agents who are affiliated with or franchisees of a larger company, such as Expedia.com or Expedia Cruise Ship Centers, have an inside advantage on some of these specialized areas.

A travel agent business could easily be based in a home or a commercial space that may or may not have public access. Reliable telecommunications and computer equipment are necessary, but actual office space can be minimal. Advertising,

promotional brochures, and a strong web presence are a must. An agent affiliated with a larger company has an advantage because the larger company is likely to have an advertising budget and better name recognition that attracts attention to the agent and lends credibility.

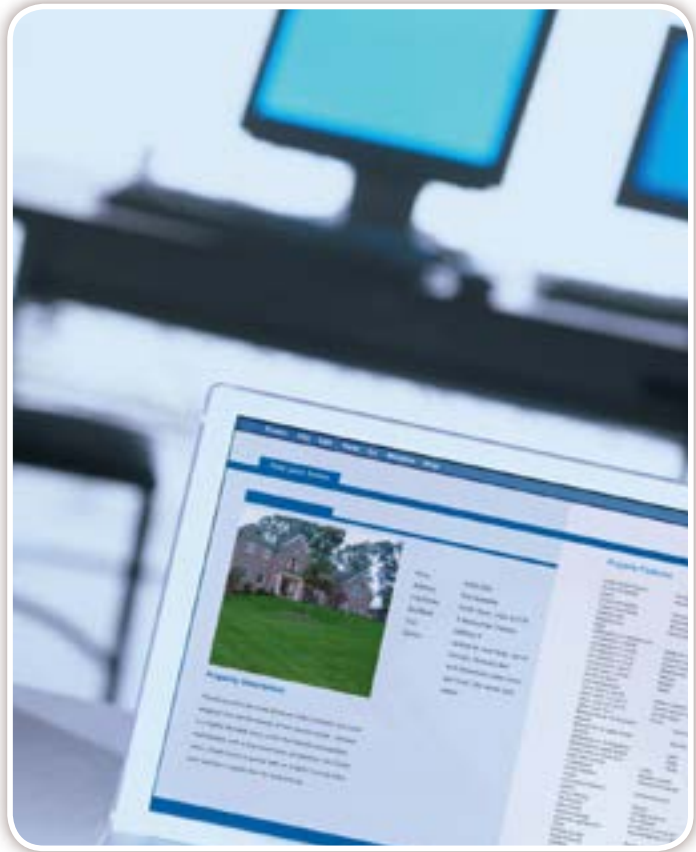
It is common for travel agents to be licensed and bonded, which gives travelers some protection in case the tour operators don't perform or they go out of business after the tickets are purchased.

Working as a travel agent has become far more difficult since the advent of the Internet, but it's still possible to make a living as a travel consultant, provided they offer reliable advice and high-quality service.

WEB DESIGN

A web design and content management business can co-exist with another business such as an Internet café, and classes in web design can be taught as part of the services offered.

The Internet, and the World Wide Web particularly, are huge and getting bigger. Almost anybody can put up a simple web page that is mildly attractive and functional using automated tools. With Fantastico or similar “auto installs” like WordPress and Joomla, and using professional templates, anyone with a bit of technical sense can put together a fairly complex website. A custom site will require the services of a web designer and a developer.



MORE THAN JUST A PRETTY FACE

A full-service web design business may include maintenance, Internet and social media marketing, consulting, coaching, and hosting. There is a lot of work available and profit to be made in this field. Web design does not require a great deal of investment beyond a trained user, a laptop computer, and an Internet connection. Almost any Center of Influence can include a web-design shop if it has access to people who know web design.

The web designer must have significant technical and computer skills as well as good visual and artistic sense. Most web designers have some programming skills, but that doesn't mean that they are all dedicated, hardcore programmers. Whatever particular skills the web designer lacks, they can contract out. The subcontractor doesn't even have to be on the same continent as the web designer. The web designers often have never even seen the computers that host their designs. It

simply isn't necessary. Of course, some clients will require face-to-face interaction, but others will not. Hustling for clients and completing the administrative, billing, and management duties that go with any business still apply.

A VIRTUAL PRODUCE

Web design is different from some other industries in that the product is entirely virtual. A year of work could easily be stored on a flash drive the size of a thumbnail. Making changes at any time in the process is always possible, but occasionally clients do not have any sense of why some changes are easy and some are more difficult and expensive. They can also mistake a finished front end with a fully functioning website when in fact the hidden database and the guts of the website are 90 percent of the work. Until that work is completed, the nice-looking site won't work, even though it looks finished.

The complexity and one-off nature of website work also hurts economy of scale. Each site requires a certain amount of dedicated, full-time labor by one or more technicians. A good website can often look quite simple but actually be quite complicated. Explaining to the client the need for intricate and expensive back-end production can be difficult. Therefore it's critical that web designers spend time keeping their clients informed about their work and the need for any expensive production costs.

AVIATION MINISTRY

Do you know someone who owns airplanes? Ask them to host a potluck meal or community benefit party inside their hangar. Contract with the local airport flight services to create a unique event.

Tidy airport hangars can be used as meeting places, even wedding reception areas. If you have a mission plane in a hangar, push it to the side or roll it outside and you've got space to worship and gather people for events.



PILOT FOR MINISTRY

Airports, airplanes, and pilots are expensive, but often a plane is the quickest—and perhaps the only—way to get from Point A to Point B. When somebody is badly hurt or can't get access to care in any other way, air travel quickly becomes a necessity.

A Center of Influence that has access to an airplane and pilot, or is supported by the income from one, can be a huge influence in an isolated community. It might be the only practical link to the outside world and the only way medical experts can reach them. That will engender a great deal of influence.

Piloting an airplane is an expensive skill set that must be kept fresh by regular practice and drill. Airplanes themselves are not cheap. And they require regular maintenance that can be costly. The plane needs a home base, perhaps in a hangar, and access to a landing strip.

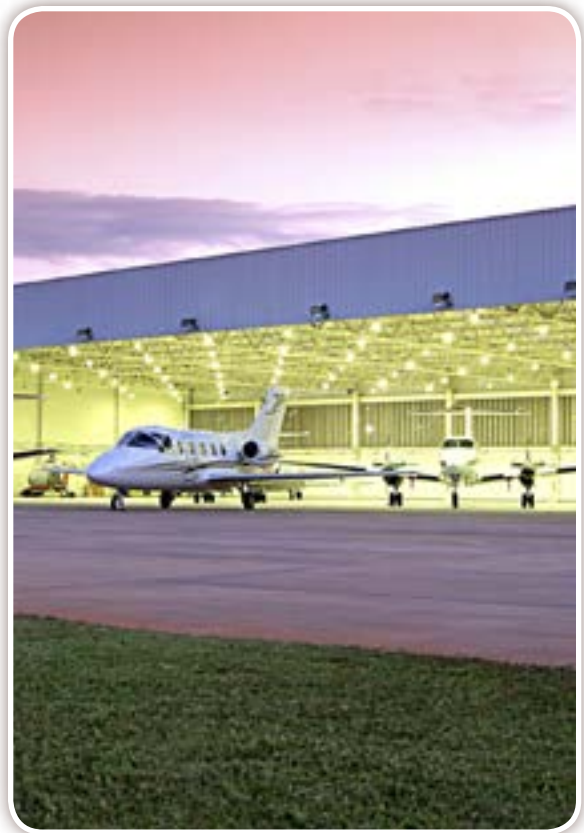
The major obstacle to aviation operations is the expense, both initially and ongoing. An aviation operation can't easily be idled for long periods if there are budget difficulties. Still, the gains are incredible. Whether it is flying in a dentist who props a kid's head up against the plane's tire and extracts a hurting tooth, or flying somebody

AVIATION MINISTRY & HANGER SPACE

out in the middle of the night who was attacked with a machete and is dying of an infection, an aviation service can give a Center of Influence a great deal of influence and exposure. People remember those who saved someone's life.

Meet Jim Kincaid, an Adventist World Radio bush pilot in Kotzebue, Alaska, in the video called "Cruise 5-Kotzebue to Shungnak." Advance the video to 5:34 for the beginning of the three-part story. (<http://www.youtube.com/watch?v=4kjs1-g4wm>)

And you can meet, Tony, Shungnak, Alaska's Bible worker and community health aid, who depends on a missionary pilot to bring supplies, in "Cruise 7-Provision, Inspiration, & a Presence in Shungnak, AK" and "Cruise 6-Meet the Shermans in Shumnak, AK." (<http://www.youtube.com/watch?v=TtDXjJy47Yg>)



BIKE SHOP

Bikes are a fun, healthy, and inexpensive way to get around. Sometimes they are the only realistic transportation option, vital for carrying cargo and work. Somebody has to sell and repair bikes so people can use them. This creates an opportunity for mission through a bike shop.

Many bike stores stock a wide variety of bicycles, and local economy and needs will determine the necessary stock of equipment. It makes little sense to stock an expensive racing bicycle when the local economy can support only basic sturdy bicycles that can haul a cage of chickens to market over rough roads.



A bike shop should stock parts for the bicycles it sells and be able to provide needed repairs. A simple repair stand, a few tools, and someone with a mechanical mind are often all that are needed in some areas. In places where leisure and sport biking take place, repairs will require greater technical skill. Plan to offer biking accessories such as helmets, lights, biking clothes, and books where appropriate.

It takes quite a bit of demand and a lot of bike buyers to support a full-line bike shop. Stock can be expensive and may sit on the shelves for a long time. Market saturation is another concern, as a good quality bike can last a long time.

A resourceful bike shop owner can sometimes enhance demand by sponsoring bicycling events or arranging biking tours of local attractions. Besides being profitable, weekly group rides are a great way to build relationships with bikers and offer a ministry hook and witnessing opportunities.

BOOK STORE & LENDING LIBRARY

A bookstore needs little definition, as the name says it all. Bookstores are not new. The Bertrand Bookstore in Lisbon, Portugal, has been open since 1732 and at the same location since 1755. The idea is surely older than that. Subscription-based lending libraries and libraries in general are thousands of years older than that, of course. In the United States industrialist and philanthropist Andrew Carnegie helped build almost 1,700 public libraries in the US between 1900 and 1917.



A bookstore or a lending library could easily start as small as a bin in a pushcart, with the inventory management and forecasting done in the owner's head. But it could grow large, Powell's Books in Oregon, USA, is one of the world's largest with 6,300 m² (68,000 sq. ft.) of retail space.

Many bookstores specialize in one genre or type of book, and staff members are expected to have a deep knowledge of what is available in-store or online and be able to make recommendations.

THE AMENITIES MATTER

In fact, a friendly atmosphere and knowledgeable staff are most essential to providing a viable alternative to Internet-based booksellers. Some bookstores have a used-book buying and resale program. On-demand book printing machines can be bought or leased and can have millions of books in their repertoire. A bookstore need not have a great deal of expensive equipment to get started. Simple shelving and some cash-handling equipment in a simple store would do just fine to start. Most book publishers still allow a bookstore to return unsold books, which takes some of the risk out of running a bookstore.

The primary problems with a bookstore business are low margins, low barriers to entry, and Internet booksellers. Buying books from a publisher's catalog, the way many books are distributed, especially from the prime publishers, means a 4- to 6-month lead time.

LENDING LIBRARY

Running a lending library is a great way to build a community of like minds, but they generally make money because they have all the costs and problems of a bookstore without the revenue. Lacking the support of a larger organization or the absence of a profit motive, a lending library would be a very tough way to support even one person, but it is a wonderful ministry when combined with a restaurant, office supply store, or coin-operated laundry.

COIN-OPERATED OR CONVENTIONAL LAUNDRY

Everyone has dirty laundry, and if there's no washer or dryer available in the home or apartment, options are limited. One could hand-wash the laundry, but it is time consuming and labor intensive. Operating a public coin-operated laundry can be a blessing and a way to share God's love with others.

Even closing the laundry Sabbath, when many people want to wash clothes, can be a witness. Let customers know that the shop will be closed on Saturday, and invite them to "leave your laundry at home and come to learn about the Creator" in your laundry building. Include the time you plan to be there, and keep interaction simple and friendship-based. Offer light refreshments and a conversation-type meeting. Enlist other church members to join you for this unexpected outreach.



LOCATION CONSIDERATIONS

As with any business, location matters. It must be convenient to a relevant market—people who don't have access to laundry facilities in their home or apartment. One wouldn't put a laundry in a high-priced neighborhood, for it won't make enough money to recoup the cost of the building.

SCALABILITY

Capital and start-up costs can be high. Appliances must be purchased, and the heavy, bulky machines can't be shipped in a compact form, thus increasing the shipping costs.

COIN-OPERATED OR CONVENTIONAL LAUNDRY

If you are in a country where the coinage is not suited for machines with a coin slot, you will need to have an attendant on duty. Or you can run a conventional full-service laundry, complete with washing, drying, ironing, and even dry cleaning, if there is enough demand. Install literature racks and refill them often with new titles.

However, the owner could buy appliances and equipment in increments, enabling the business to grow as it gets on its feet financially. While a laundry may not require highly qualified operators, employees will need training. There are, in addition, ongoing repair and parts expenses.

Running a cash-based business, as most public laundries are, poses its own problems. The temptation for employees to pilfer cash is always present, as is the risk of robbery. Smart controls, auditing, and incentives to be honest can help. Because employees won't make a large wage, turnover may be high.

In addition to the washers and dryers themselves, you can increase income by selling laundry products in single-use or small sizes. Consider selling healthful snacks such as granola bars, nuts, bottled water, and fruit juices from vending machines.

SHARE AND INVITE

You can add a bookstore or lending library as a ministry. When people have time to spare, they will read. If the machines are around the walls, use the center floor space for meeting space on the weekends. Possibly hide the laundry machines using curtains during the Sabbath meetings.

FARM STAND

The best organic food is sold close to where it's grown. If you can find organic suppliers near your location, get permission from the local government to set up a sidewalk stall and sell the produce.

A more ambitious project for the longer term is to organize a farmer's market in a busy neighborhood near the Center of Influence. Get permission to divert traffic one day a week and close the street. Invite farmers and local craftspeople to set up stalls to sell items such as fresh fruits and vegetables, dried fruits and nuts, fresh flowers, herbs and spices, honey, homemade crafts and gifts like soaps, preserves, and hand-colored wool and fibers, and whatever is popular in your region.



Charge enough rent for each stall to cover the cost of organizing the market, tearing it down, and cleaning up afterward. If you can't close a street, find out about renting a field or an empty city lot, or using a public park or plaza for the market.

As part of your outreach plan, set up one or two stands sponsored by the Center of Influence. Invite people to a vegetarian cooking school or a health fair, share information on seminars you plan to hold, or offer to take pictures of them and give them a card with an Internet link to a "Day in Our Community" website where you'll post the images. On the website, include links to Bible study groups and materials, ministries that serve your region such as Adventist World Radio and the Hope Channel, links to local places of worship, and the Center of Influence itself.

ORGANIC FARM STAND AND FARMER'S MARKET

At the end of the farmer's market day, offer to buy selected unsold produce at a discount for your restaurant, juice bar, health-food store, or other ministry. Also ask for donations that you will give to needy people in the community.

FINE ARTS CENTER & GALLERY

Teaching music, art, cultural heritage, and acting lessons, whether out of your home or at a performance center, adds vibrancy to any community. Over time, fees for lessons and competition prizes and local community grants for preserving and passing on your cultural heritage may provide enough profit to build a performance center or gallery in your community that can double as a Center of Influence.

The key to arts ministry is to find experienced instructors and professionals who can give concerts or exhibits to paying audiences and gather students for training.



VIRTUAL SCHOOL

Consider, for example, starting a virtual school of music where you contract with top musicians and schedule them to teach a class via online video services each week. You'll need a high-speed Internet connection, a large flat-screen TV connected to a computer, and good-quality speakers. Even world-famous musicians are looking to be seen and heard, and if you ask them to donate their time to teach a group of kids in a your region, they may help for free. Some children from depressed regions have developed notable musical talent and been taken on tours to great cities to showcase what they can do.

TEACH DRAMA

Offer acting and drama lessons that use spiritual truths and that can lead to performances on the street or in venues before the public and civic and political leaders.

If you know art, consider teaching using traditional or digital painting using Corel Painter software (for ideas, see Wacom) to offer classes or an evening of fun. Start an art gallery featuring local and national art, especially religious art, from your country. Include well-known Bible stories depicted in many different cultures.

World travelers collect art, musical instruments, and sculpture as they travel. Find local people who have collections worth showcasing to such travelers. Start a themed museum or heritage room. Charge admittance, and add a display about Biblical truths. Let God lead. He is the original Artist.

FROZEN YOGURT SHOP

The nice thing about working in a treat shop is that most people are happy when they enter and happy when they leave. That makes it a great place to share the gospel. A frozen yogurt shop is a great place to employ young people as well.

Sell your product by units (ounces, grams), and offer a healthy topping bar with fresh fruits, nuts, and dried and canned sliced fruit.

The Internet has lots of recipes for vegan and healthful ice cream-like concoctions that will delight. Start with these sites:

- [Vanilla Soy Ice Cream](#)
- [29 Amazing Vegan Ice Cream Recipes](#)
- [Chocolate-Hazelnut Soy Ice Cream](#)

You may be able to buy a franchise in your region, but for less money you can start up a place by yourself with the right machinery and permits. There are many different kinds of machines with which to make these ice treats; the following sites offer an overview and technical specs.

- [Frozen Yogurt Solutions](#)
- [Frozen Yogurt Machines](#)
- [Frozen Yogurt Machines](#)
- [Soft Serve Machines | Frozen Yogurt Machines](#)

Think about printing Bible texts or questions about God on your napkins/serviettes, and use sayings of Jesus as wall art.



INTERNET CAFÉ

Even with the huge number of portable computers and tablets in circulation, sometimes it's not convenient or even possible to get an Internet connection while on the go. In such cases the Internet café may be the only way to get online. Some cafés make money by renting high-grade machines and equipment that patrons couldn't afford to own; others are willing to allow patrons to connect to their Wi-Fi network when they provide their own computer or tablet.

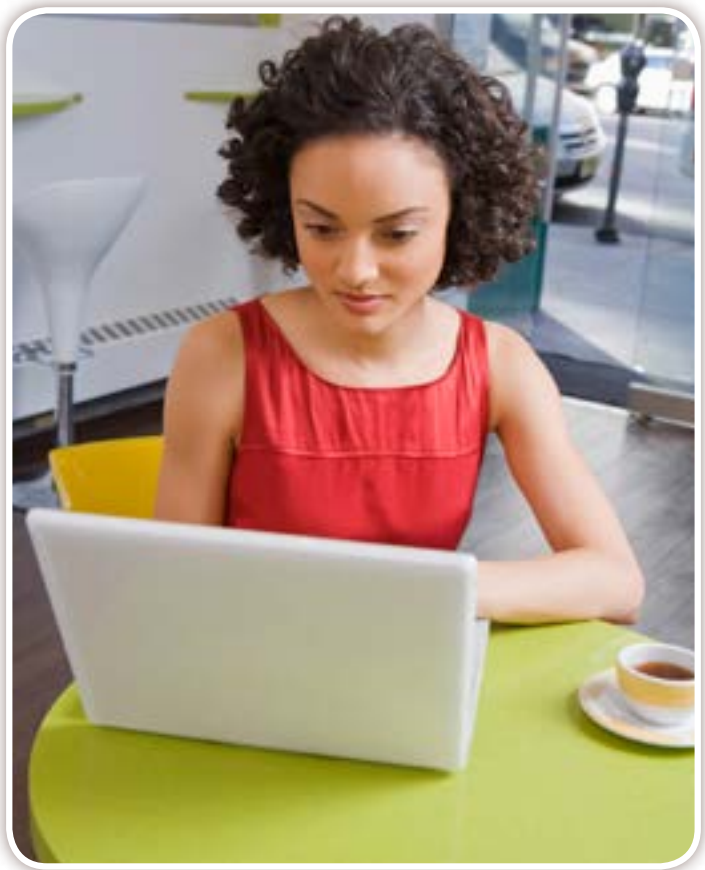
GETTING STARTED

A café must have an appropriate and comfortable space with enough power, cooling, and room to work. It will need a faster connection than an ordinary user can get privately. In some regions it is possible to charge per-minute or per-hour fees for Internet use, while in other places, free Wi-Fi has become a market expectation.

The café will need a number of computers and added-value items such as printers and scanners. Providing these additional services can mean greater profits for the café. Food and drink concessions are the significant part of a profitable Internet café.

Administering the computers and keeping their software in good shape requires technical knowhow. A computer technician and an attendant who knows how to maintain the machines should be available at all times.

Finding a suitable location where there is not already market saturation is important for the prospective café owner. While casual users are valuable, much of the profit will come from habitual users. A kid who spends a couple of hours every day playing an online game with friends can mean a lot of money for the café over time.



OFFER CLASSES

As an added value, you might offer study hours for students or contract with some young, computer-savvy students to teach computer classes or special skills such as video editing, graphic design, and digital painting.

Check local government regulations about the legal minimum age of Internet users in public places. You will not want to run afoul of laws against minors using the Internet without supervision.

As an Internet provider, you will also need to make a decision about filtering software, if you choose to use it at all. What do you find acceptable to be viewed on your premises? It is worth asking yourself.

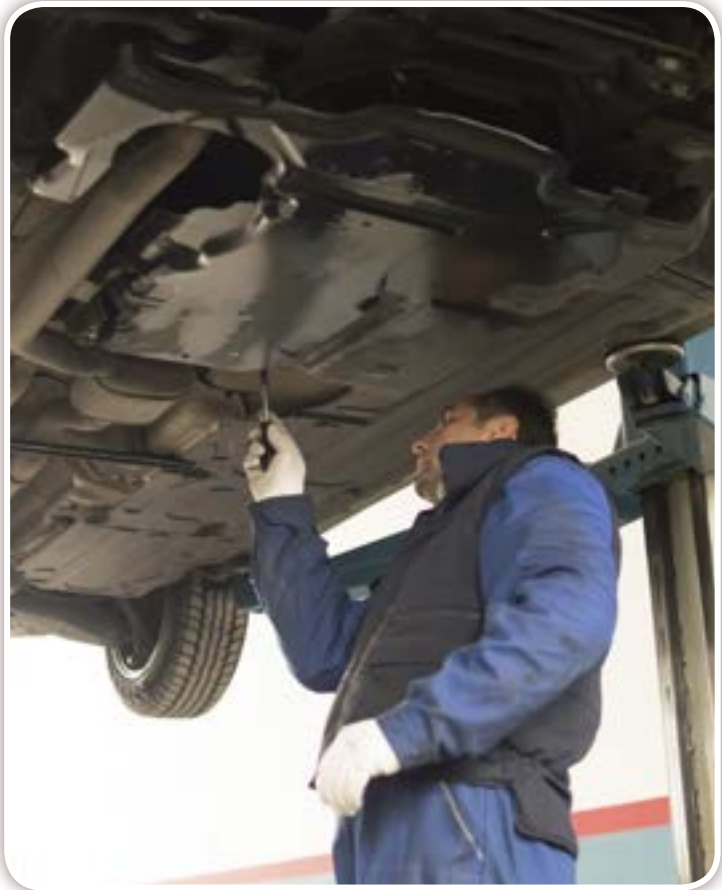
Consider contracting to sell Internet services to restaurants that don't yet have Wi-Fi for their customers. It is a big world of connectivity now, and there's money to be made connecting people to the Internet.

MOTOR MECHANICS

Vehicles with engines are great for moving people and goods, but they require maintenance and repair that most people cannot or do not want to do. That means hiring a reliable mechanic to care for the vehicle. And the more sophisticated the vehicle, the more skilled the mechanic must be.

START SMALL

An auto repair business could start as a mobile service in a pickup truck or van that can travel to the scene of a disabled vehicle. This would reduce the overhead, but growing a business would be difficult.



The next step is a repair facility, which requires a special building and specialized tools. For full-service repair, major installations like hydraulic lifts and large machine tools are required. Fixing a recent-model car or truck can require expensive specialized diagnostic computers. So it would be wise to determine whether the shop will focus on specific makes/models of vehicles or be a general repair shop.

Tools and equipment vary depending on the specialty of the shop. And these require a significant outlay of funds before the shop opens. In addition, most customers prefer a mechanic who has been trained to repair the specific brand of vehicle he or she uses. Certifications exist, and each one requires taking coursework, passing exams, and continuing ongoing training. In addition, some of the work is physically demanding and requires a fair amount of strength.

Auto repair is not a low-risk job. Adequate insurance to protect the business as well as the employee/s is necessary. Tending to finances, accounts, and collections can eat up a great deal of time and effort. Getting and keeping the proper permits also

requires time and money. The staff and costs to tend to all of these functions must be factored into the service rates.

BUILD A REPUTATION

Auto mechanics, perhaps unfairly, do not have the very best reputation for honesty and fair dealing. It's critical to estimate and price repairs fairly and earn a reputation as a reliable, honest, customer-oriented repair facility, so when those occasional high-priced bills are presented to a customer, they will know it's a fair price.

While signage and advertising in the Yellow Pages of a phone book or on radio may bring in some customers, word-of-mouth recommendations will bring in the majority of customers. A good reputation in the community is the greatest asset a repair shop—or any business—can have. Another way to find customers is an entry on social media sites in your region (such as Yelp in North America) that help people find your services online and give them a place to review your work.

A repair shop associated with a Center of Influence has a double burden. The shop has to do work better, cleaner, and faster than a shop with a strictly secular mission and keep a squeaky-clean reputation.

PRISON OPERATOR

Taking care of inmates and ministering to their needs is a big task, and some governments depend on qualified private contractors to provide prison services, even holding cells in smaller communities, to improve public safety. Prisoners need healthy food, work, and laundry services.

Prisoners also need counseling services, spiritual education, and entertainment. It's possible that your core team can offer to build a gym or playing field for the inmates and provide a place for them to worship as well. You could start an industry to provide jobs for inmates and teach them job skills.



LOW-POWER RADIO STATION

Install a low-power radio station next to an existing prison. They only cost about US\$500. Contact Warren Downs to see what he's done in Alaska with low-power radio by watching "My Alaska With Ken Crawford" and go to 3:30 in the video. Contact him at vwdowns@iglooware.com to help you get started.

Low-power radio stations are useful witnessing tools. Andrew Michell went into prison a criminal and came out a Seventh-day Adventist Christian because of a low-power radio station and the Bible his mother sent him.

HEAR ANDREWS' AMAZING CONVERSION STORY HERE:

Andrew Michell Part 1 of 5—Candybars to Prison (http://youtu.be/K9aGVyYc_mg)

Andrew Michell Part 2 of 5—What My Mom Sent Me (http://youtu.be/e_EW1znYxDI)

Andrew Michell Part 3 of 5—Conversion By Walkman (<http://youtu.be/qoxNBpvomI8>)

Andrew Michell Part 4 of 5—The Belief Crisis (http://youtu.be/O_K1GipqRI8)

Andrew Michell Part 5 of 5—Back to Prison (<http://youtu.be/NJK3g74FHrI>)

REPTILE SHOW & NATURE CENTER

Reptiles fascinate people. A traveling “Reptile and Nature Center” can attract curious visitors and offer an opportunity to talk about the Creator. However, this job isn’t for everyone, for it can be dangerous. You have to know your reptiles and how to care for them.



Begin your collection in your home with safe and friendly (nonpoisonous and nonaggressive) reptiles. Get traveling cages so you can take your friendliest and safest reptiles to birthday parties, schools, and other venues. As your repertoire grows, find your own space. Adding a nature center to a lifestyle center, youth camp, school, or existing museum can attract parents with children who are interested in learning about the Creator.

It is important to develop your ministry hook and not to take unnecessary risks handling wild animals that can endanger you or anyone who comes near them. Traveling with temperature-sensitive creatures can also be a challenge in cold or extremely hot countries. This is why having a nature center with a worship space may be the best combination, especially if you can get enough volume of patrons who are willing to pay to see some of God’s most interesting creatures.

SEWING SHOP & SCHOOL

Sewing, tailoring, and allied arts are useful and necessary skills, but not everyone has the time and equipment to sew or alter clothing or make drapes. A tailoring shop that teaches people to sew can help one person support a family and provide a helpful community service.

Sewing is by no means always women's business. Men do much of the tailoring in some parts of the world. Sewing skills may lead to the creation of a small business, or they can help a man or a woman to work steadily for someone else. These skills provide a chance at a job.



SEWING SCHOOL

A sewing school in a Center of Influence can do more than train seamstresses and tailors. It can also sell sewing machines, sewing supplies, and fabric as well. These are items the school needs for its courses, and selling them to former students or the community will provide means to reach out to the area surrounding the sewing school.

A stand-alone sewing school may be a difficult proposition, especially if it has a profit motive. However, a small school can be set up and operated without needing a specialized space or building. Sewing machines, tables, some fabric, threads, scissors, chalk, and a few other sewing notions are all that's needed to start a sewing school in a shared space. The machines, if portable, can be moved into storage when the space is needed for another purpose.

If electricity isn't constantly available, consider using treadle-powered sewing machines. While treadle machines don't work as fast as electric ones, they will be

sufficient to learn on and can be used anywhere. A good-quality mechanical machine can last a long time with basic maintenance.

FIND A MARKET

The biggest problem for any home-based or small-shop tailoring effort is competing with huge companies that use ultra-cheap labor and buy and sell stock in bulk. It is difficult to compete for the export markets or even the local market on a price basis alone. The disadvantages can be somewhat overcome by a local operator who is willing to work inexpensively and can give the customers precisely what they want.

Some kind of cooperative arrangement may make it easier to buy supplies in bulk and get cheaper prices. There is some room in the export market for items that require a great deal of high skill and/or tedious labor. Getting a connection to the larger-scale domestic or international market can take considerable effort.

Sewing and tailoring is a business that will always be needed, and teaching those who need a skill will provide a significant opportunity to impact a community and make it possible to share the gospel as well.

SHOE REPAIR SHOP

Nearly everyone in the world wears some kind of footwear. Whether high-end fashion shoes or sturdy work boots, shoes are critical in many cultures and jobs. And while most shoes are cheaply made and easier to replace than repair, a good pair can last for years if properly repaired. This is the market in which a shoe repair shop can make its profit.

Shoe repair machinery is specialized and not available everywhere. And a shoe repairperson needs some degree of training in order to efficiently repair a shoe to please its owner. Most cobblers learn their trade through a vocational training school and sometimes an apprenticeship.



A cobbler needs to find a suitable location for a shoe repair shop, one that gets a significant amount of foot traffic. Without a steady stream of customers, getting started and gaining a reputation will be time consuming and expensive. A good shoe that is properly repaired will last for some time, and most people will only need shoe repair on an irregular basis. This means that the pool of customers will have to be rather large to support even one shoe repair shop.

CONSIDER MAIL-ORDER REPAIRS

Another option is to offer mail-order repairs. This works especially well in areas where work shoes are expensive and wear out quickly. Such a business would require establishing a solid reputation for high-quality work and a website and e-commerce system with good graphic design to capture attention. It is probably worth paying a professional to set up the site and maintain it.

SHOE REPAIR SHOP

If a local shoe repairperson is retiring, it can be a huge advantage to simply buy the business, including repair machinery, supplies, and the loyalty of the clientele.

The business needs back-up as well. Being a sole proprietor can be challenging if no one is available to work in times of illness or family emergency.

TIRE REPAIR SHOP

Cars and trucks are the lifeline of many people's lives. But they are useless if their tires are worn out or have gone flat. Replacement tires are not cheap, and new tires may not be available. Repair is often the best option.

Tire repair requires a certain skill to protect against a sudden failure at high speed. A person who knows how to properly repair tires can make a reasonably good living.

A tire repair and retail shop can be located in a simple building with street access. It must have at least one technician who has been properly trained and knows what they are doing. They must know how to use the variety of hand tools and supplies necessary for a lasting repair. The shop must have some specialty machines such as a tire balancer, which can take considerable investment.

The shop must also keep an inventory of tires for the most common vehicles on the road in that area. This investment is not a trivial amount. It may be one of the largest expenses of setting up.

GET MOBILE

A shop that can send a mobile team to fix or replace a tire can provide a great service to the community.

Because the performance of any repair involves a huge safety factor, the skill and diligence of the technician is critical. Having a plan to deal with some inevitable failures is essential.



TIRE REPAIR SHOP

Also, a fully equipped tire shop uses dangerous equipment. High-pressure hydraulics, compressors, and other machinery can cause serious injury. Safety procedures, proper gear, and careful enforcement are required and can't reasonably be sidestepped in the pursuit of profit. The job can be dirty, repetitive, and somewhat dangerous, but it is good and useful work.

TRUCK STOPS

Truck stops or transportation cafés serve the needs of long haul truck drivers and drivers of other large vehicles. The café can best be located at a diesel fueling point. It must have a bathroom and could include a small store that sells food and drinks. Larger facilities can include showers for the truckers, more than one eating establishment, auxiliary electric power for idled trucks, an on-site medical professional, and a chapel. Truck stops should be distinguished from areas that serve the needs of cars and private travelers, especially the rest stops established by the state.



Location is a huge factor. Trucks and buses run on thin margins of time and profit and cannot afford to go far out of their way to rest and refuel. The truck stop must be near a major highway and have good access roads. It will be a large installation with much paved area for parking.

If you operate the entire truck stop facility, fuel prices will be at the core of your business. The fuel price is the biggest factor in the decision of a trucker to use the truck stop. Pricing the fuel higher than nearby businesses means losing trucker business.

OFFER OTHER SERVICES

By offering other services, perhaps building them up over time, you can give the trucker even more reasons to choose your truck stop over your competitor's. In some areas, offering auxiliary power for trucks that are parked for mandatory rest periods will be a good service, as it's often illegal for truckers to leave their engine idling to provide air conditioning or heating while they rest. A shower block and a

TRUCK STOPS

restaurant are common amenities, with the shower block often being restricted to licensed truckers only. Truckers get tired of eating greasy food on the road, so consider establishing an eatery that offers a variety of healthful food. Add a yogurt shop. Serve vegetarian options such as haystacks or black beans and rice with a choice of toppings.

Some truck stops have the reputation of being seedy, unsavory places; but that doesn't have to be true of your establishment. Much depends on the surrounding environment and the standard that you set. It is sometimes smart to hire private security to patrol the grounds night and day, outside and inside.

A truck stop is likely to have a lot of money tied up in inventory at any one time, especially in fuel. It is necessary to take delivery of large amounts of fuel at each fill-up, and the best and most stable prices are available to those who enter into long-term supply contracts with the fuel companies. A sophisticated trading and finance operation can make the difference between being stuck with too much or too little fuel, running into cash-flow problems, or being locked into a fuel contract that is too expensive for you to make a profit.

A truck stop is likely to have these many discrete operations on site that don't directly interact with each other but which must all cooperate for the common good. Management of all the different moving parts is not likely to be a trivial exercise.

VIDEO PRODUCTION STUDIO: A GREAT SPACE FOR DYNAMIC WORSHIP

LIGHTS, CAMERA, WORSHIP, AND EDUCATION = GOSPEL AND HEALTH INFORMATION DISTRIBUTION FORMULA

Create a video production studio with audience seating and rent it out during the week. On Sabbath you will have a modern and interesting space in which to worship. Turn on the cameras, and you can live-stream your services and webcast your classes to traveling executives who are enrolled in your health training courses.



Showing something is always more powerful than just telling about it. High-quality video production is a great alternative when the audience can't attend the actual event. Video offers a powerful way to reach people via television broadcast or the Internet and can reach into places that a personal witness or storyteller can't touch.

COUNT THE COSTS

The good news is that technology has opened the field of video production. Video equipment that once required significant investment of funds can now be purchased relatively cheaply and can fit into the palm of one's hand. Quality, power, and speed have all improved even as prices have dropped. While talented videographers and production staff are expensive, the cost is worth it to grab audiences' interest and attention.

Many video production shops are started and staffed by a single person, with overflow work contracted out to a network of associates. Many video production companies also edit and package the video and audio for the consumer.

There is a sizeable upfront investment in equipment—cameras, tripods, microphones, lighting gear, computers, and software—before production can even begin. The good news is that almost all of it is available from rental houses on short-term contracts. Those contracts are not cheap, but it may be easier than buying equipment that is not used constantly. The price for a package of equipment can vary hugely depending on what the company wants to do, how fast they want to do it, and how reliable they want it to be. The march of technology is so fast that a quote that is good in January may not be valid in June. The technology as well as the prices may have moved on. That doesn't mean that old equipment is useless, but it's important to carefully evaluate equipment needs, costs, and the service life of each piece.

Owning a video production business does not imply owning a studio. In fact, getting out and bringing the camera to the story rather than forcing the story and people into an artificial environment such as a studio often makes better and more attractive stories anyway. It does require a higher level of skill from the operators, a more flexible personality, and the ability to deal with chaos.

Video production is expensive. Seeing a price quote of hundreds of dollars per finished minute seems unrealistically expensive until one considers the complexity of the process, the number of different operations involved, and the skill of the operators required. Many events happen only once, and the video producer doesn't get a second chance to get it right.

A good producer must have considerable technical skills, be a master storyteller, and be able to manage a crew made up of people they may have never met before and who may not have a personal commitment to the larger goals of the operation. These contracted people are hired to do a job. They should be able to fit into well-known and predefined roles and then rotate out again without making a fuss. Not everybody can run that kind of show.

Graphic design, audio, web design, and video production are similar types of services that could be offered independently as stand-alone businesses or be combined with an Internet café or a photocopy/office supply store. The actual office/workspace of a video business can be small—a room accommodating one or two computers and large screens.

CENTER FOR TROUBLED YOUTH

YOUTH AND FAMILY RANCH

Project Patch in central Idaho, USA, is a good example of a Christian licensed residential treatment center for at-risk youth who are from dysfunctional homes or are coping with oppositional behavior. Its founder, Tom Sanford, is a dedicated Seventh-day Adventist, who began caring for delinquent kids with his wife Bonnie in their home in 1984. In a period of 18 months they helped more than 130 kids. One night his wife woke him up and told him, “I may not be God, but either one of us can make your life miserable” if he didn’t find a larger place to take care of the kids. That’s how Project Patch began.



Sanford’s organization received a donation of almost 600 acres near Goldendale, Washington, USA, and a family life and conference center was dedicated in 2010. The country setting is so beautiful that therapy doesn’t feel like therapy. See the grand opening and [Project Patch dedication here](#) and be inspired.

The Project Patch youth program model is different from that of other boarding schools or residential treatment facilities in the following ways:

GENERAL

- All activities are focused on providing teens with specific therapeutic benefit. This allows an individual schedule to be changed to benefit the client.

- Friday and Sunday have a more relaxed schedule, which allows for longer work projects, community service, or recreation.

GROUP FOCUS

- Clients are separated by gender for the entirety of their stay to ensure their focus remains on learning and personal growth.
- Clients are placed in a group of peers with a maximum group size of nine. The group attends school together, completes work projects, and provides the foundation for peer accountability and group counseling.
- Clients are accountable for the healthy functioning of their group.

SCHOOL

- School operates all year, with four quarters (10 weeks) separated by three-week breaks. Home leaves are scheduled during breaks, as appropriate.
- Clients attend school Monday through Friday with additional study halls on Friday or Sunday.
- Clients are assigned individual goals and weekly work in English, math, physical education, science, and Bible. Students who do not accomplish their goals lose free time for the following week to help them get caught up.

SATURDAY

- Saturdays tend to be a favorite day of the week because consequences are lifted to honor the Sabbath day and to provide a day of grace.
- Clients are allowed to sleep a little later and enjoy a later breakfast.
- Clients do only essential work like meal preparation and clean-up on Saturday.
- Church services focus on spiritual growth and are teen-oriented.
- A special dinner is served after church.
- The afternoon is spent relaxing, swimming, playing games, or enjoying the outdoors.

- Occasional community service projects which cannot be scheduled for Friday or Sunday.

SPECIAL OUTINGS

- Residence hall outings include camping, backpacking, or day trips during school breaks.
- Clients in upper levels occasionally attend concerts, plays, or sporting events.
- Outings for those in other levels include going out to eat, skiing, or day trips.

Explore the Project Patch website, and invite Tom Sanford or Chuck Hagele to coach you through your startup. They have deep experience, insight, and good connections.

MIDWIFERY

Midwives are specialists in prenatal care, normal births, postpartum care, and well-baby care. In some areas they may be the only healthcare professional a woman ever sees. In many parts of the world, midwives are a powerful voice in the community.

The scope of practice varies tremendously, as does the required training. A midwife might be an older woman who has attended a few hundred births and has seen most of the problems before, though she has never read an instruction manual. A midwife might also be a highly trained specialist who has spent years in school and can handle most problems that come up during labor and delivery, even performing some simple surgeries. In any case, assisting a woman who is bringing a new life into the world is an honorable pursuit.



TRAINING, EXPERIENCE, TRUST

The prime assets of a midwife are training, experience, and the trust of the women in the community. The training, licensure, and insurance requirements vary tremendously from place to place. Well-trained midwives in a modern healthcare system can refer complicated pregnancies to a higher qualified level of care and will have connections with local hospitals and physicians.

Some midwives must be prepared to handle difficult cases in remote places with no backup or outside help. Lives depend on their skill and whatever they bring in their pack. Midwives in these difficult situations must be prepared for the fact that they might not win every time and the knowledge that they might lose babies and mothers that could have been saved under better circumstances.

A proactive attitude to prenatal care and the ability to promote that attitude in the women of the community can save lives. Because of her status in the community, the midwife may be the logical person to promote the need for greater sanitation and nutrition, especially for her patients and the children born under her care.

The greatest barrier to entry into the midwifery profession is the training required in most of the world. This profession has traditionally been the domain of females, and in some areas only a well-known female will get any access to the patients who need it.

Another issue is the ability of the clients to pay. The very poorest clients may not get any regular care at all unless the circumstances seem dire. Midwives often step in to that gap. Of course, the midwife who works for free all the time will starve. Balancing profit and the needs of the poorer clients can be a challenge.

CONSIDER THE CULTURE

The great range of cultural taboos and difficulties around the world might make the solutions that are obvious and work well in one setting impossible in another. Knowing the cultural issues and the solutions to those problems is just as important as clinical skill.

There are training centers for midwives in most countries of the world. It is possible to start the process online. This website, the Midwives Alliance North America, outlines the role and trains nurse-midwives to provide gentle and supportive care for women before, during, and after pregnancy.

Quality care given in the most personal and intimate of settings gives the midwife access and trust that could be obtained in few other ways. Helping babies and mothers to thrive in childbirth is a high priority everywhere, and midwives can make a huge impact in a community.

CHILDCARE/DAYCARE

Children are a blessing, but they require constant care and attention. While there is no perfect substitute for parental care, a quality daycare operator can care for several children so the parent(s) can work. It is another example of specialization and division of labor bringing efficiency and quality-of-life gains to society.

Most parents want a good-quality, fun, enriching environment for their child. A good daycare or childcare provider can provide this, perhaps in ways that a parent working on their own could not. Herein lies an opportunity to teach the children about God.



A daycare operator needs training, a suitable space in which to work, a love for children, and a high tolerance for the challenges of raising children. This tolerance is especially important because the children are not their own. Providing a stimulating environment that suits the ages of the children under their care, enough routine for them to be happy, and provision for meals and naptime are necessary.

THINK LOCAL

The specifics depend on the market being served, the requirements and desires of the parents, and the creativity and resources of the daycare provider. A person with a large backyard might provide several different play areas, some simple toys and equipment, perhaps even an area for the kids to play house and exercise their

imagination. Indoor options must be available also, and it is most prudent for the caretaker to separate his or her personal space from the daycare space if possible. In some areas, special licensing of the daycare operator and the premises is required. Be sure to follow the laws in your region.

Because the health and welfare of children are such a vital concern to parents and the state, daycare operators are subject to a high level of scrutiny and regulation. In some jurisdictions a licensed daycare operator is required to report visible problems or potential child abuse, even if the children are not under their care. A certain amount of training, including basic medical training, may be required and is always a good idea.

Some children may not be a good fit for a given daycare operator, and even some parents may not be a good fit. It may seem unnatural to turn away business, but the overall harmony of the operation is of utmost importance. So some screening is recommended.

Other important childcare opportunities include the following:

- After-school supervision
- Shopping mall childcare: The mall may even provide space in which to operate or pay a base salary for qualified caregivers' services if they will provide an upscale service onsite.
- Childcare near a cruise-ship port: Offer parents quality care while they visit tourist sites.
- Locate inside an existing health and fitness center: Parent(s) can exercise.

COUNSELING AND LIFE COACHES

Everybody has problems. Sometimes a qualified counselor can be a great help in resolving problems—or preventing the problems in the first place. If mutual trust has been destroyed in a relationship, it may not be possible to even start healing without a trusted third party, a counselor of some kind. Given the stakes, a qualified counselor, perhaps with a clinical background, can be vital. Pastors usually have not been trained to function as counselors in this way.



Professional counseling requires a great deal of education, continuing education, and certification. A strong personal ethic and sense of morality is mandatory because a successful counselor has close access to people in distress, and that can often breed a false sense of intimacy. Knowing a person's deepest and darkest secrets yet maintaining a kind of professional reserve isn't something that everybody can do.

Professional counselors often specialize. For example, one counselor might specialize in marriage and family issues, and another might specialize in treating depression. Some prominent counselors write books and spend a great deal of time on the public-speaking circuit.

GROUP COUNSELING

Not all counseling is done in a one-on-one private setting. Some professional counselors make great use of group sessions. Some work with people in live-in

centers, especially centers for addiction recovery. Removing some of the sources of temptation and access to vices may be necessary to give healing a chance, and a new and disciplined setting, like a healthy lifestyle retreat, can establish new habits before the counseled person returns to their normal life. Peer-to-peer counseling is another way counselors can help people.

A counseling office can be a very simple affair. Addiction recovery centers and lifestyle centers can be fairly expensive to establish, as they require more space, equipment, and furnishings. But counseling offices need not be specialized or dedicated spaces. They can easily be repurposed for other kinds of meetings. The furnishings should be tidy and comfortable, and all doors should have windows to protect both the counselor and counselee from accusations of inappropriate acts and intimacy.

Depending on the specialty, a counselor may need to be affiliated with a hospital or a larger organization of some kind. Professional insurance, office and administrative support, as well as professional bookkeeping and billing are often a smart choice. They let the counselor focus on being a counselor, not a businessperson. Having a receptionist who gets along easily with people is essential.

Some counselors specialize in addiction recovery. This program may be combined with an existing mental health center. Since many mental health centers have lockdown wards, you may wish to explore working with them or building your own option for a live-in addiction recovery program at a wilderness, isolated retreat center. This way, treatment may not feel like therapy, and may be conducted without fences or lockdown if the location is remote. Project Patch, a youth rehabilitation ministry in Idaho, USA uses this training, counseling, and recovery model.

Don't overlook these specialized types of counseling: premarital, grief, business, marriage, financial. Estate planning can be done by a life coach counselor. Consider offering ADHD family education classes. There are sport coaching and fitness counselors who specialize in nutrition counseling.

KIDS' PLAY SPACE/GYM

Kids love to play, and a Center of Influence that can provide this opportunity in a safe and secure space could benefit the community and perhaps earn a profit. The kids' play space isn't a daycare facility, but it can provide a parent with a bit of breathing room from time to time.



The play space supervisor can offer games and activities that would be difficult to do in the street or on a playground. Offering a safe and monitored play area presents the opportunity to sell services to the adults.¹²³

A gym and play space might be as simple as a safe room with age-appropriate toys and some places to climb, jump, and generally be a kid. A more elaborate setup might have playground equipment, inflatable jumping stations, obstacle courses, climbing walls, pools, water slides, a lifeguard and swimming instructor, a locker room, and space for sports such as roller-skating or soccer.

A specialized gym for children might focus on a specific sport, such as gymnastics, laser tag, or martial arts. In general, a gym and play space for children will focus on

1 <<http://www.jjjump.com/wp-content/uploads/2010/03/jj-jump-3.jpg>>

2 <http://news.opb.org/media/uploads/images/articles/030311cLamusements_big.jpg>

3 <https://sphotos-b.xx.fbcdn.net/hphotos-prn1/p480x-480/536628_10150258323389996_576980444_n.jpg>

fun and safety rather than on hardcore muscle building and intense cardiovascular exercise as an adult gym would.

Some gym and play spaces will require the child's responsible adult(s) to stay close by, and the adults could enjoy a quiet place set aside on the premises to sit, read, socialize with others, or get a bit of light work done while their kids play in a safe environment.

The play space or gym might not be a completely flexible and multipurpose space, but it can often be used for meetings and spiritual activities at the cost of some labor to move things out of the way, place seating, and then refit it after the meeting or event is completed.

WEIGH THE RISKS

The difficulties in this kind of enterprise relate largely to risk management and the fact that kids can hurt themselves and others no matter how carefully they are watched. But risk can be minimized by smart design and diligent maintenance and supervision. Still, insurance and risk management are necessary.

A prudent play space/gym operator will put a great deal of resources into sanitation and first-aid training and equipment. Some inconvenience and injury are inevitable, even if all sensible steps are taken, but the problems can be mitigated with adequate preparation.

Prepare to keep the children completely secure. It is safest to tag the adults and children on entry and do not allow the children to leave in the company of any adult without the matching tag. It amounts to an inventory control system for children, and is an excellent way to avoid kidnapping, problems with strangers, and the play space operator being sucked into custody disputes.

Consider adding a healthy food court, a daycare center, a party room, and Internet café for waiting parents. You can also buy inflatables and provide them to private events for a fee.

BRICK BUILDERS AND RUBBISH RECYCLERS

The Factories of HOPE program, “From Rubble to Hope,” is a community income-generating program that converts construction rubble and dirt into hope—one brick at a time.

MissionServ International Aid, Inc. transforms common construction rubble and raw materials into building bricks through the use of three ingenious machines. Perfect for cleaning up refugee camps and hard-hit earthquake zones as well as demolition sites anywhere, the Factories of Hope technology provides new bricks in 3–4 days with Green Earth Solutions equipment.

This technology allows for immediate implementation of rebuilding efforts following natural disasters and provides employment for local populations. It helps create self-sufficiency in hard-hit communities as it provides housing and community buildings.

The Green Bricks Interlocking Building System uses three machines that cost between US\$15,000 and \$20,000. They create bricks using only 5 percent new concrete.

The process of making bricks from rubble provides occupational training in business and construction while delivering materials for economical housing and public buildings. It protects the environment by using already-available rubble as it generates jobs.



How economical is this? A short-term mission group can buy these machines and build a church with them instead of buying new materials when they arrive. Then they can leave the system behind so other churches can be built in the same area, multiplying their gift. Local church members can earn income and become people of influence.

Consider the strategic establishment of Factories of HOPE to produce Green Bricks in urban and isolated communities in cooperation with the public sector, and the possibility of executing, simultaneously, the principles of worthwhile jobs, semi-industrial production, and care for the environment. This results in the emergence of new productive sectors, particularly high-grade housing.

BACKGROUND

The current global financial crisis has reversed the flow of funds and curtailed the ability of many key actors in both the development and financial arenas. As a result, financial institutions in developing economies have faced lack of access to proper funding sources at affordable levels. Some disadvantaged communities and the lowest income individuals are particularly affected by the economic downturn and cannot address their shelter needs.

Yet despite these negative developments, the high pace of urbanization, particularly in the new and growing cities of the developing world, continues. The humanitarian and environmental challenges posed by substandard living conditions must still be addressed.

THE GREEN BRICK

The Green Bricks concept, bricks made of recycled materials, is not a new idea but it is a successful one. It has been developed with efficiency and reuse in mind. Its effectiveness for the building of economic housing has been widely evident in countries such as Brazil, Argentina, Venezuela, and Bolivia, among others.

The basis for this success is the ease and speed with which the houses can be built, and the fact that the materials for the construction are available in the location of the construction itself. Reuse of rubble from demolition or natural disasters results in reduction of time and labor costs and less ecological damage from construction.

The Green Bricks building system is not only applicable in the building of housing, but it also can be used in buildings of up to three floors for schools, community and health centers, artistic and cultural spaces, and orphanages.

For further information about these and other opportunities, contact the HOPE program and technology director: junior@MissionServInternational.org

Visit the [MissionServ International](http://MissionServInternational.org) site for more details.

CONSTRUCTION PROFESSIONALS AND FLOOR COVERING INSTALLERS

Many professionals such as accountants, dentists, and construction professionals have a business office that may not be in use after hours. Consider approaching the owner and asking for permission to meet in their existing space after hours.

You're asking them to allow the Center of Influence to share their business space for ministry. Possibly the business person would be willing to lend you the time of the receptionist to work with the Center of Influence's clinic, counseling office, Internet cafe, or whatever it is, thus supporting the day-to-day activities at the Center of Influence.



WORKPLACE WITNESS

If you are a professional, you come in contact with personnel from support businesses to whom you can witness. For instance, a construction company may work with designers who hire work crews to build, remodel, or finish projects. Some of these are not Christians and may be tough secular people whose habits aren't Christ-like. Meeting them affords an opportunity to represent Christ to people you might never meet otherwise.

As a professional, your business is your personal Center of Influence, to which you can draw your co-workers and their friends and families into a relationship with Christ. Once they accept truth, they will share it and will need a church or established Center of Influence to connect with.

CONSTRUCTION PROFESSIONALS & FLOOR COVERING INSTALLERS

If you have building or construction skills, you might consider selling construction materials to builders or using the skills you've been given to be an installer or laborer. Christ was a carpenter; His stories reflected the culture of the day laborers. Don't miss the opportunity to have an influence with builders and construction professionals; they are some of the most receptive people to the gospel.

Check out the video of [Tom the tile guy's conversion and work-place mission field!](#)