



BUSINESS AS MISSION
GLOBAL THINK TANK

ISSUE GROUP REPORT

A Business Takeover

Combating the Business of
the Sex Trade with
Business as Mission

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Combating the Business of the Sex Trade with Business as Mission

Report by the Business as Mission Think Tank Group
Business as Mission and Human Trafficking
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Foreword

The Global Think Tank on Business as Mission has opened up a unique forum for collaboration among practitioners and leaders from around the world. When we began this second Think Tank initiative, we focused on a key word: *invigorate*. The purpose of the Think Tank has been to invigorate the global business as mission movement, to equip and encourage those who want to serve God and the common good in and through businesses—among all peoples.

To that end we launched over 30 national, regional and international working groups. Some of these groups focused on a particular issue in the BAM movement, and others were concentrating on BAM in and from a particular region or country.

The objectives for these groups were to listen, learn, share and connect. We developed tools and templates for the working groups to effectively collaborate through virtual meetings, as well as face-to-face consultations. Each group has produced materials, including papers, analyses, case studies, tools and resource directories, as a result of this dialogue.

To enable a meaningful and constructive conversation in and between groups, we have used the following working definition of business as mission:

Business as mission is:

- Profitable and sustainable businesses;
- Intentional about Kingdom of God purpose and impact on people and nations;
- Focused on holistic transformation and the multiple bottom lines of economic, social, environmental and spiritual outcomes;
- Concerned about the world's poorest and least evangelized peoples.

This definition emerged from the first Think Tank on BAM, which among other things produced the Lausanne Occasional Paper on Business as Mission, as well as the BAM Manifesto: http://www.lausanne.org/docs/2004forum/LOP59_IG30.pdf.

The Think Tank project has resulted in a massive global gathering of both intellectual and social capital for the BAM movement. As well as the written materials, we have built networks and have gathered together in person at the working group Leaders Forum and at the Global Congress on Business as Mission, both held in Thailand in April 2013. The intention is to now share and disseminate these gathered resources as widely as possible.

This report is one in a series of papers from the 30 plus working groups. Hundreds of leaders in the BAM community, from every continent, have contributed to these reports. Additional Think Tank reports may be found at <http://bamthinktank.org/reports>.

In 2014 we will publish a comprehensive BAM 2.0 paper, a follow up to the Lausanne BAM Paper of 2004.

These reports are not the end or the final destination of the BAM Think Tank, but should rather be seen as important reflections by BAM practitioners and other leaders who will continue to journey together. We need to continue to grapple with issues, and address needs and gaps. Some groups will continue and new initiatives will emerge. The BAM movement is on the move!

It has been a privilege to facilitate this unprecedented and global collaboration over the last two years. Looking back we can see that at times we have achieved less than we have hoped and planned for. But we have also witnessed that God is able to do more than we could have ever imagined.

Our sincere thanks goes to all those who have co-laboured with us to bring the Think Tank initiative to fruition. We want to especially thank the Steering Group, the Issue and Regional Group Leaders, the Support Team and our spouses Mark and Jennifer for their steadfast support.

We pray that these papers, case studies, tools, recommendations and resources would go out widely, and encourage and equip you as well as invigorate the global BAM movement.

“Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.” (Eph. 3:20-21, NIV)

Jo Plummer & Mats Tunehag

September 2013

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Executive Summary

A Business Takeover Combating the Business of the Sex Trade with Business as Mission

Between 12 and 27 million people globally are currently caught in human trafficking and exploited for their labor or sexual services. To begin combating the monstrosities represented by these numbers, we must recognize that trafficking is an industry and the sex trade is a business. These are economically driven enterprises. We must intentionally and systematically acknowledge the important role of business as a strategy to fight the trade on both a macro and micro level.

Traditionally, businesses have been relegated to participating in anti-trafficking work as the funding source for the work of nonprofits. However, business as mission (BAM) entrusts businesses with much more than simply funding nonprofit work; the business itself becomes the vehicle of change. As such, both nonprofit and for-profit strategies are integral to success in anti-trafficking work.

Business and nonprofit work can come together in anti-trafficking work to focus on job creation, increasing the employability of individuals who have been victimized by human trafficking, and in their subsequent aftercare. Freedom business is a term used to describe enterprises that are involved in such anti-trafficking efforts and care of survivors.

Cultural differences between nonprofit and for-profit entities must be recognized and addressed to enhance working relationships and maximize success. With clear communications, expectations and goals, cultural barriers can be overcome and flourishing partnerships can develop.

Beyond the general best practices of fair trade and BAM, freedom businesses must take extra care when considering the employment of individuals coming from situations of abuse. Extensive training in both technical and soft skills is often required for employer expectations to be met. While having a job with dignity is a major step in the restoration process, aftercare must be intentionally structured into the business so that individuals and communities can heal physically, mentally, emotionally and spiritually.

Creating a business that provides for individual needs while at the same time systematically attacking the larger trafficking industry is an overwhelming task for even the most enthusiastic entrepreneurs. There are three main categories of businesses currently working in this space: businesses working for prevention, businesses creating employment for restoration and businesses working in support of field-based freedom businesses. These businesses are growing slowly, but steadily. Few have achieved profitability and most benefit greatly from subsidies of some sort. For true success to be found, freedom businesses must seek (with resolute pursuit) to be profitable, sustainable and scalable while participating in traditional marketplaces both globally and locally.

Freedom businesses are uniquely positioned to strike at the economically driven foundations of the sex trade. By combining the necessary components of economic productivity and holistic ministry, the staggering numbers of people caught in the trade can be reduced through the powerful response of freedom business.

A Business Takeover

Combating the Business of the Sex Trade with Business as Mission

Introduction

Kofi Annan introduced the issue of human trafficking to the UN General Assembly in 2000 by stating, “I believe the trafficking of persons, particularly women and children, for forced and exploitative labor, especially for sexual exploitation, is one of the most egregious violations of human rights which the United Nations now confronts” (NYC, 2000). Over ten years later this egregious violation not only still exists, but has increased in severity.

It is estimated that between 12 and 27 million people globally are currently caught in human trafficking and exploited for their labor or sexual services. In a report by Dall Oglio to the UN General Assembly in 2004, he stated that 10 billion dollars are exchanged every year in the sex industry. Putting this number in perspective, of the 186 member countries in the International Monetary Fund in 2004; 81 of those members had national GDPs that were less than the amount of money generated by the sex industry that year.

Over the past decade numerous businesses around the world have sprung up as beacons of help and hope, providing an alternative—providing jobs. Nevertheless, the numbers of freedom businesses are still vastly out of proportion to the need.

The sex trade is itself a business. Trafficking was first defined by the UN Convention against Transnational Organized Crime. Put in the simplest of terms: it is the recruitment, transfer or keeping of humans for the purpose of exploitation. According to the US Department of State report *Trafficking in Persons* (2007), human trafficking is the world’s third largest criminal enterprise after drugs and weapons. While the exact numbers for these three enterprises are understandably hard to obtain, it is speculated that human trafficking has more recently taken the number two spot over weapons. There is more money to be made in human trafficking, and less chance of being caught or punished. The entire chain of distributors will earn a profit, the product is less capital intensive and the ‘merchandise’ can be sold over and over again. Understanding the sex trade as an economic enterprise means we must intentionally and systematically consider the use of business as a strategy to fight the trade on both a macro and micro level.

As a working group of the 2013 Business as Mission Think Tank, the Issue Group “BAM and Human Trafficking,” was tasked with considering how business as mission can be most effective in the fight against the sex trade. Cohesively, the group sought to: “Address strategic challenges related to BAM and Human Trafficking, focused on leveraging the powerful potential of this movement to offer prevention and restoration opportunities to people impacted by human trafficking.”

With many BAM businesses already engaging in various aspects of anti-trade work, the group sought to learn from those already working in the sphere. The goal has been to create tools to grow and improve these businesses, reduce the learning curve for new BAM entrepreneurs, and to develop resources that will help survivors access employment as they are freed from exploitation.

The diverse working group was made up of 30 participants from 9 countries, with varying contexts, experiences, strategies, skills and backgrounds. Uniting this group was a deep

passion to see freedom brought to the captives through the creative use of business; along with a foundational belief that ultimate freedom and hope is found only in Christ.

To best utilize everyone's skills and passions, the larger Issue Group divided into three smaller subgroups.

The three subgroups focused on the following:

1. **Partnerships:** Maximizing effectiveness in partnerships between business and nonprofits engaging in anti-trafficking works.
2. **Employability:** Identifying challenges, strategies and resources for businesses who employ persons from a background of exploitation and abuse.
3. **Freedom business models:** Creating paths to sustainability and growth for freedom businesses.

The following paper describes the processes of discovery, the subsequent findings and a plan for future action for each subgroup, as well as the cohesive issue group.

Helpful tips, checklists and good practices are presented for the three subgroup topics in Appendices A, B and C. Appendices D and E give the results from two SWOT analyses undertaken during the process.

In Appendices F, G and H, three current cases of freedom businesses are shared. These stories not only illustrate many of the lessons and ideas summarized in this report, but remind us of the real lives that are touched and transformed by freedom businesses.

Bridging the Gap Between Business and Nonprofits

All over the world, various entities are engaged in the fight against human trafficking. These groups include government programs, nonprofit organizations, NGOs, faith based efforts and businesses. To simplify, each may be categorized as primarily a nonprofit effort or a for-profit effort. Traditionally, businesses have been relegated to participating in anti-trafficking work as the funding source for the work of nonprofits. This phenomenon is not isolated to anti-trafficking work; in the larger Christian arena, for-profit enterprises are often seen only as a source of funding for Kingdom impact.

In recent years, business itself has been recognized as a vehicle for change. This movement—often called “business as mission” in Christian circles, and “social enterprise” in general—recognizes that, as well as generating profit, businesses have a powerful influence on individuals, communities, and society. Along with the newfound energy and excitement for using business to create change, there comes the inevitable challenge of navigating the evolving relationship between the for-profit and nonprofit worlds. By understanding the diverse culture of each and identifying the related challenges, relationships between them can be maximized. Principles and best practices can be developed to help create more fruitful partnerships in the fight against trafficking.

Because business in the role of change-agent is a relatively new concept, nonprofits have traditionally been the pioneers in anti-trafficking and anti-trade work around the world. From prevention to awareness, to legal action to counseling (and everything in between), most of the well-established strategies originated in the nonprofit sector. Moving forward, both nonprofit and for-profit strategies are integral to future success in anti-trafficking work.

However, both sides must be willing to move beyond assumptions about culture and capacity and into flourishing partnerships that value the strengths of each.

Cultural and operational differences

Nonprofit and for-profit entities are different from one another. Although there are hybrid models and exceptions to the rule, there are usually intrinsic cultural and operational differences (and even hybrids experience internal tensions). These differences do not make one model superior to the other, nor do they automatically prevent successful collaboration. On the contrary, recognizing differences allows mutually beneficial strengths to be identified and strong partnerships forged. For-profit enterprises are built to meet a *demand* in the marketplace. As such, they create jobs, add economic value, and focus on profit and strategic growth for sustainability. Nonprofit enterprises meet a *need* in the marketplace. As such, they are a conduit for resources and people, spring from a response to an immediate community need, and often grow more organically.

Navigating relationships

To best engage with one another, nonprofit and for-profit entities should proceed with caution and care (not to be confused with suspicion). By being aware of varying cultural values and operating practices, the two can engage in a variety of ways. Scenarios for engagement include:

- An independent for-profit and an independent nonprofit partner informally to provide services to each other's stakeholders.
- An independent for-profit and an independent nonprofit partner formally to provide services to each other's stakeholders.
- A hybrid organization is created with both for-profit and nonprofit branches.
- Business professionals engaging with a nonprofit organization.
- Nonprofit professionals engaging with for-profit enterprises.

To create the best working relationships possible, there should be a clear understanding of the other's vision, values, structural organization and governing bodies.

Areas to consider are:

Vision

- Goals need to be aligned to achieve a greater purpose.
- Staff and key leaders of both groups need to understand the business models and own the vision.

Values

- Must share core values.
- Exercise the utmost professionalism.
- Commit to transparency in actions and communication.
- Create a roadmap for how to address seemingly conflicting priorities.

Finances

- Learn how to control costs or they will sink the partnership.
- Ensure that both the business and nonprofit pay fair (or more than fair) wages and require fair work hours.
- Keep separate books to maintain accurate and irreproachable records.

Structures

- Establish proper legal structures and protection, including insurance and limitation of personal liability.

- Comply with the local government and laws.
- Build and maintain a written commitment/agreement.
- Decide who will make decisions; consider the skill sets of those decision makers and the areas they will directly influence.

Although nonprofits and for-profits bring different strengths, cultures and viewpoints, together, they can accomplish a world of good. For example, a business can help a nonprofit to respond faster, focus on strategy, and operate more efficiently. Conversely, a nonprofit can help a business to understand local culture, value the processes of anti-trafficking work and engage at multiple levels of the community.

Unique to anti-trafficking work

Although many of these principles apply to partnerships between nonprofit and for-profit in general, there are unique matters to consider when forging working relationships in anti-trafficking efforts.

Partnerships between businesses and non-profits are optimal for holistically addressing the reintegration of trafficking survivors. However, it is vitally important to weigh the benefits and costs of partnership before beginning. It is important to define both what success means to each party, and what a successful relationship would look like. If profit, job creation, restoration and aftercare are all equally important, then success must be defined by metrics that encompass all aspects of nonprofit and for-profit functions.

The case studies and current models show that there is an obvious advantage to using an integrated strategy. The separation between community and business, and business and nonprofit should be removed so that all strategies and programs can flow seamlessly. As the building of an integrated community becomes the goal, and evolves as a lifestyle, hindrances are minimized and holistic transformation is maximized. This does not mean that a unified approach should always be taken in structural and legal matters. For instance, it is best to keep separate financial books for nonprofit and for-profit facets of the entity.

Church partnerships

Working relationships between churches and businesses should be built considering the previous suggestions, but also with an extra degree of care. Whether a church in the United States, India, or Thailand (or anywhere in between), church partnerships with businesses require additional time spent praying, talking and walking together. Though this relationship may take additional nurturing, the local church should be encouraged to engage in anti-trafficking work.

To initiate this relationship, engage the ‘gatekeeper’ (the key decision maker) within the church. Be clear about intentions. Avoid leading with money (whether offered or sought after), so that priorities can be aligned first and communication is not clouded by financial expectations. With the gatekeeper and other decision makers, find common ground and a framework within which to engage in anti-trafficking work (or BAM in general). Be sure to:

- Understand one another’s work ethic.
- Understand how the two entities’ strengths and weaknesses align with one another.
- Understand local government regulations and cultures that influence how churches operate.
- Proceed with caution regarding financial transactions and obligations.

- Understand what the terms of partnership are (duration, financial and personnel commitments, etc.).

Churches frequently align more closely with nonprofit thinking and culture, but often value business-thinking within operations. By focusing on the need for partnership instead of creating a one-way resource channel, churches and businesses can strategically work against human trafficking together and share with others the ultimate freedom found in Christ.

Employment and Employability

Human trafficking feeds on economically depressed and unstable communities. In these communities, the general population is desperately searching for employment (often in another city or country) and economic opportunity is seen as dependent upon an outside force. In such a climate, families can be tricked into selling one or more of their children. Desperation for work and transience create a potent mix that leaves people vulnerable to exploitation, particularly young women. The creation of jobs in such vulnerable communities prevents many from entering the trade—whether out of desperation or trickery. BAM enterprises, economic development and other job creation approaches can effectively work in these communities to raise families out of poverty and reduce vulnerability. This is vitally important, however, does not necessarily require an in depth understanding of the complexities of anti-trafficking work.

On the other hand, those who seek to create jobs and provide employment for individuals who have previously been victimized by human trafficking and sexual exploitation must consider unique challenges arising from this situation. Although there are many facets to the development and restoration of these individuals, finding secure employment is a basic need that must be met in that process. There are many challenges associated with creating employment opportunities for these individuals, along with helping employees gain the skills needed to sustain employment. These can be minimized by a keen awareness of needs, resources and the overall restoration journey.

Training

Employees who have come from a history of trafficking and/or exploitation will require training in both soft skills as well as technical skills. While technical skills are unique to each business or industry, soft skills are more transferrable. Examples of soft skills include: attendance, timeliness, appropriate work behavior, work ethic, reliability, attention to quality, etc.

After interviewing multiple businesses operating in this arena, the most frequent response to address the lack of soft skills was training—both introductory and ongoing. Ongoing employee development will not only benefit the business itself, but will provide a foundation for employees to stand on should they transfer jobs. Investing time and money to increasing the human capital of a workforce is a widely accepted practice and should include soft skills, personal development and career development. Training often takes place within the business, but also in partnership with other organizations and ministries. In some situations it may be necessary to provide a period of training before an individual is ready to join the business as an employee.

Communication is key when implementing training. If there are any gray areas in terms of set expectations, human nature will naturally push the boundaries. A number of the participating businesses stressed the importance of giving very clear guidelines. By setting clearly defined guidelines and expectations, the business is able to establish strong values and culture; they are able to lead by example and reference past decisions. More than one business interviewed by the working group addressed this by promoting from within, and by promoting employees who have come out of the same situation as other employees. This allows them to understand where their employees are coming from; the issues they are dealing with and what the best way to address them may be. Another recommendation was providing employees opportunities to speak into the business structure, through regular employee meetings or other formal methods for them to give feedback.

The expectations communicated should be coupled with both the opportunity for reward and the prospect of penalty. By rewarding positive behavior and penalizing (or fining) negative, an internal standard is established. However, the business environment overall should be lead by encouragement, rather than be dictated by the reward/penalty system. Foundational to creating this environment are leaders who lead by example and provide consistent models that build upon the training. These leaders should include employees who have come out of the same background as newer employees and have advanced within the business.

Aftercare in business

Employing men and women who have come out of trafficking situations or exploitative pasts must be an intentional decision for a business that includes time and space for a journey of restoration. The need to balance work expectations and aftercare is difficult. This difficulty is furthered by the need to customize aftercare for individuals. Although aftercare can include a variety of programs, goals and responses, in general it will involve the ongoing restoration of individuals to wholeness.

The capabilities of BAM businesses in this area are often limited by capacity. If a business does not have the capacity to provide aftercare, an immediate option is partnership with a likeminded aftercare provider. If a business is able to keep aftercare in house and create a devoted program, staff position or department, the major advantage is the aftercare can be tailored to the unique situations of employees. Programs such as this can be part of a hybrid business model, or modeled after Employee Assistance Programs (offered by corporations in the USA) which provide resources for counseling, legal advice and other matters employees might need help with.

Beyond devoted and well-constructed programs, there is the need for an environment that allows for healing. If the business is not established in a way that promotes internal development and growth, regardless of an individuals current place on their journey, there will be incongruities that deepen and widen with time. Holistic ministry—where business, personal life and community development go hand in hand—is key to successful aftercare.

Long-term success

An environment that will encourage employee growth and business growth is created by structures and values that permeate the business. Case studies and business profiles revealed a number of creative ways to promote long-term success and retention rates.

Benefits begin by providing a fair (or more than fair) wage; however, it is important to take caution and not upset the local economy by paying unsubstantiated high wages. Beyond a fair wage is the opportunity to provide medical care (or ensure it is available), educational

benefits for dependents, personal development, saving services, debt management, spiritual growth, etc.

Long-term success requires long-term commitment. Constant staff turnover and/or structure changes can be destabilizing to employees and to community. By having a consistent schedule, observing local holidays, and maintaining a coherent vision (both internally and publicly), the business structure plays an important role in supporting the growth and development of employees.

Freedom BAM Businesses: Models, Marketing and Finance

Starting a business is difficult. Starting a business that seeks more than profit is demanding. Starting a business that brings freedom to those in the sex trade might be thought of as an irrational pursuit according to conventional business wisdom. This pursuit requires high amounts of risk, a deep love for people, and the ability to see a vision clearly despite the surrounding chaos. The irrationality of this model compared to conventional practice is found in the seemingly contradictory objectives and strategies.

Businesses typically seek employees who are innovative, knowledgeable and industry leading experts. Freedom businesses intentionally create employment opportunities for persons who are often uneducated, without skills and require extra costs in developmental strategies. Businesses are created because of an opportunity to meet a market demand and accelerate profitability by doing so. Freedom businesses begin with the needs of those coming out of the trade and then find a marketplace opportunity to best support their freedom. Businesses have clear competition, growth strategies and market advantages. Freedom businesses are competing against other BAM and social companies—not to mention an entire network of criminals and traffickers who want to destroy the business.

Business is undeniably a powerful agent of influence and change. To harness this power, a business must be profitable, sustainable and scalable. In order to offer freedom to as many people possible and with as much effectiveness as possible, freedom businesses must also seek (with resolute pursuit) to be profitable, sustainable and scalable. Freedom businesses can enter into the next phase of growth and market dominance by learning from other freedom businesses, exploring new models, and by thoroughly understanding marketing and financial issues.

Business models

There are three main categories of businesses currently working in this space: businesses working for prevention, businesses creating employment for restoration and businesses working in support of field-based freedom businesses (i.e. resellers of products made by field-based businesses). Each category brings its own challenges, strengths and unique opportunities.

Businesses working for prevention have usually observed trends and patterns within a region, demographic or community that indicates a particularly high trafficking rate or risk. To prevent trafficking in these regions, businesses are focusing on job creation. As previously stated, human trafficking feeds on economically unstable communities; members of these communities are eager for employment opportunities and frequently travel to urban areas for the promise of work. Desperation for work and transience are key indicators for at-risk individuals. Freedom businesses are engaging in these communities

in education, job creation and community services with the goal of stopping the trade before it even begins.

The most common type of freedom businesses today are those creating employment and working for the restoration of those who have come out of exploitation. These businesses answer the simple question, “*Out of the trade and into what?*” Through job opportunities that promote dignity, self-sufficiency and most importantly, freedom, individuals with backgrounds of abuse and exploitation are able to engage in community and continue the process of healing. The owners of these freedom businesses live and work in the same communities as their employees and often blur the lines between business activity, ministry work and transformational community.

There are an increasingly large number of businesses who distribute products made by freedom businesses. These aggregators or distributors of freedom products most often have little to do with the on the ground work, but instead focus on educating consumer driven markets in developed economies. Some aggregators sell products from a few freedom businesses while others engage with many, offering general Fair Trade products as well.

Beyond the export industry

Many freedom businesses currently manufacture goods for the export industry. These products are then sold as freedom products in developed markets such the US, Europe and Australia. There are many challenges to engaging and thriving in the export market: competitiveness, distribution, logistics, quality, economies of scale, customer loyalty, product development, etc.

Although freedom businesses have found varying degrees of success with exports, there has been a growing assumption that the creation of products, particularly luxury goods such as jewelry, home décor and fashion accessories for export, is the best business strategy for freedom businesses. This assumption is unfounded and has pigeon holed freedom businesses to a certain degree. Unfortunately, these businesses are often dependent upon sympathy purchases and have created a new type of dependency.

As with all business opportunities, market analysis, feasibility studies and financial projections should be prepared before launching a new freedom business. These studies may very well indicate that the best market is in exports. However, general business development combined with strong economic and asset-based community development principles, will enable new freedom businesses to not only thrive in diverse industries, but have greater success at competing against the larger trafficking industry.

Scalability

As mentioned above, some freedom businesses have found greater success than others. There is an underlying theme to those successes: an ability to scale. As a basic example, a business in the production of goods that is able to take large wholesale orders can employ more hands, move more products and generally grow their business. Businesses that have the capabilities and capacities to scale have intentionally created structures to support that growth.

It may seem almost elementary to say so, but businesses can only scale if they are participating in the formal economy and adhere to proper legal requirements and rules. Furthermore, one can compare businesses in the micro sector with those in the SME sector. While much good has been accomplished through micro-enterprises and micro-

lending programs, there are also many drawbacks and limitations to that model—particularly an inability to scale. Operating in the SME sector allows freedom businesses to grow as much as their capacity, markets and foundations allow.

Marketing practices

There is an innate risk in creating dependency when selling goods that have a story attached to their production or distribution. There will be a mix of customers buying the product primarily because of the good it represents and those who like the actual product, especially in the case of a start-up. Consumers have become extremely aware of labels such as organic, Fair Trade, freedom product, etc. These labels will always bring a level of interest that similar products without those distinctions cannot bring. However, quality must be consistent to market standards regardless of the label.

Product quality is vitally important as it reflects the business as a whole. If the marketing is focused only on selling the story, rather than the product on its own merit, the dignity of individuals is mitigated and the trade of persons has been perpetuated to a certain extent.

The language we use is important. There is a growing consensus that freedom businesses do not *rescue* or *save* individuals from the trade and individuals coming out of situations of exploitation are no longer considered *victims* but survivors. This breath of realism in language helps move us beyond the 'savior complex' and instead supports partnership, community growth and reciprocal ministry. Unfortunately, the consumer driven marketplace has grown accustomed to these terms and is spurred to action by such words. Marketing of freedom products and businesses must be creative, authentic, and transparent.

Financial objectives

True profitability has yet to be achieved by 95% of freedom businesses operating in this arena. Although profit is an objective and hopeful aspiration of those 95%, the achievement of profitability will remain out of reach unless there are intentional growth plans, injections of capital or new markets are opened up. There is a difference between a cash flow crisis and an inability to predict profits for the foreseeable future due to structural or market limitations. Many times these two are confused for one another.

As a first step to pursuing profitability, likeminded business consultants and professionals should be engaged. The appropriate expertise might be found in supporting churches and/or networks. Even though certain business experts might know little about the culture or restoration of exploited individuals, their skills should be valued in freedom businesses and other BAM enterprises. By mobilizing diverse gifts and talents for Kingdom purposes, great things can happen (and have happened)!

It should be observed that some BAM businesses and freedom businesses may always operate in a hybrid model to a certain extent. Even within developed economies and self-serving industries, there are exogenous contributions (that originate externally) to a company's success. Subsidies, tax write-offs, government grants, and many other financial advantages may contribute to the profitability of a large company. In the same way, freedom businesses may simultaneously pursue business activities and exogenous funding or benefits that further support their bottom lines.

Conclusion

Trafficking and the sex trade are industries controlled by money. Millions of people and billions of dollars are at stake. In such a large-scale industry as the sex trade, one can easily be overwhelmed by the gravity of the situation.

As with any other problem, a response must go beyond superficial reaction and seek structural change. This requires the creation of businesses that strike at the economically driven foundations of the trade. Freedom businesses uniquely combine the necessary components of economic productivity and holistic ministry to provide a powerful response to the realities of trafficking and the sex trade.

There are many other facets to business and anti-trafficking work that this group were not able to address in the scope of this paper. However, the topics covered are reoccurring concerns of current freedom business owners. As more enterprises enter this space, the same questions about working with nonprofits, employability, and profitable business models are being asked. It is by continuing to learn from one another that growth and advancement can occur. We offer this paper as a celebration of current work, a springboard for further discussion, and a rallying point for future development.

Recommendations and Action Plans

Recommendations

- That sources of capital and business acumen be identified and pursued.
- That freedom businesses explore diversification of products and services, including exploring possibilities in local markets and considering labour-intensive trends like the eco-trend of reuse/refurbish/recycle.

Action Plans

- Conduct a group-wide SWOT analysis of global freedom business to reveal weaknesses that must be addressed and highlight opportunities to exploit.
- Make the (ongoing) research from this group available to freedom business beginners and business people in the form of a 'Guide to Freedom Business', which will examine in greater detail the merits of different business and legal structures, the specific needs of various employee groups, etc.
- The freedom business community should explore creation of a consortium/trade association to take advantage of opportunities such as:
 - Developing new markets through promotion of a freedom brand.
 - Providing/increasing access to: people (experts, volunteers, each other), capital/funding/subsidies, and markets (through trade fairs, etc.).
 - Partnering to solve problems and build collective buying power (i.e., sharing shipping or other logistical functions; purchasing search engine optimization or banking services beyond the reach of individual partners).
 - Cooperation (and out-sourcing) in the design, development, production and marketing of products within the freedom business community.
 - Defining standards of good practice and ethics for freedom business.
 - Incubating freedom business start-ups.
 - Creating new business opportunities to provide services to the freedom business community (like photography, design, social media updates, etc.).

- Sharing information to reveal and underscore gaps and opportunities in the market.
- Building connections to freedom business colleagues locally, regionally, and globally.

Those wishing to communicate with the Facilitators or the contributing group regarding these Recommendations and Action Plans may do so at info@bamthinktank.org.

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- EMyth - Business Coaching, Education & Training - <http://emyth.com/b>.

Curriculum

- SA (Servants Anonymous) Formation of Servants - https://safoundation.com/sa_formationofservants_program/foscurriculum

Glossary

Abbreviations

BAM: Business as Mission

BAMTT: Business as Mission Think Tank, convened in Chiang Mai, Thailand in April 2013.

GDP: Gross Domestic Product

SME: Small Medium Scale Enterprises

TIP: Trafficking in Persons report as issued annually by the US Department of State

WFTO: World Fair Trade Organization

Glossary of Terms

Aftercare

Provided to individuals coming out of the trade, exploitation or trafficking situations. Aftercare is the process by which restoration (physically, emotionally, psychologically, and spiritually) occurs. It is an ongoing process with intentional programs and extensive services provided for a short term.

Business as Mission (BAM)

Business as Mission is:

- Profitable and sustainable businesses;
- Intentional about Kingdom of God purpose and impact on people and nations
- Focused on holistic transformation and the multiple bottom lines of economic, social, environmental and spiritual outcomes;
- Concerned about the world's poorest and least evangelized peoples.

Fair Trade

An assurance that the product's producers (and its supply chain for materials) were paid fair wages, given good working conditions and were treated fairly in all aspects of the transaction.

Trafficking

"Involves the act of recruiting, transporting, transferring, harboring or receiving a person through a use of force, coercion or other means, for the purpose of exploiting them" (TIP, 2012).

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Appendix A – 10 Tips for Practitioners Trying to “Bridge the Gap”

Bridging the Gap (Partnerships) Working Group

1. Ask questions.
2. Do not assume common beliefs and values will lead to agreement regarding how to fight the battle against trafficking.
3. Discuss financial issues, expectations, and goals openly.
4. Listen to each other.
5. Pay the expert. Volunteers are invaluable; however, evaluate when to work with volunteers and when to hire an expert.
6. Intentionally establish effective lines of communication between groups.
7. Learn about your counterpart i.e. what makes them tick, what are their goals, etc.
8. Find common ground and return to it often when paths diverge and conflicts arise.
9. Have a conflict management strategy for the inevitable differing of ideas.
10. Allow individuals to excel in their own gifts so that together more can be accomplished.

Appendix B – Good Practices for BAM and Employment in Freedom Business

Employment and Employability Working Group

General Business as Mission Good Practices

- Always remember who the business is for, who it serves, what you dream for and why you do it.
- Create your business plan with one year, three year, five year and ten year goals.
- When creating products, ask, “What do people want to buy?” Not, “What can we sell?”
- When making products, create items that stand alone in quality and the story enhances the value of the product.
- Local partnership is key: outsiders can see things insiders can't and vice versa. Everyone has something unique to offer.
- Act ethically, legally and with integrity.
- Contextualize your business—what may work in one city or country may not work in another.
- Work towards sustainability—your business should plan to be profitable.
- Know that success will not happen overnight and that there will be setbacks.

Employment and Employability Good Practices

- Seek to foster a healthy, learning, challenging, positive environment for employees.
- The business should grow in step with the personal growth of employees.
- Consider internal staff development as a priority.
- Have clearly defined guidelines and processes for employees so they know what is expected.
- Provide transferable skills and training.
- The business should be open to input from employees.
- Invest in your staff and employees.
- Consider employee partnership and profit sharing.
- Use nonprofit functions to enhance the benefits of the business as you grow, but do not rely on this for long-term strategy.
- Live in the tension between making the business successful and caring for the people you are seeking to serve.

Appendix C – Good Practices for Profitability and Sustainability of Freedom Business

Business of BAM Working Group

General Principles

- Pay fair wages, but be aware not to upset the local economy with unjustifiable wages.
- Be honest about subsidies to your business or you will never know the true sustainability of your business model.
- Be specific about how your business will uniquely serve freedom. It's easy to stray from the original plan when the goals and objectives are not clearly stated.
- Discover your identity *early*; do that thing, and don't waste time with a lot of one-off ideas or special projects.
- Do not forget this is a business, not a charity. Treat it like a business.
- Do not give in to bribery or cutting corners.
- Encourage leaders to keep a positive attitude, be adaptable, flexible, and patient.

Plan

- Create a business plan that has been thoroughly vetted by industry gurus.
- Create best practices, timelines, and other internal standard operating procedures (SOP) and communicate them.
- Create a working board (versus an advisory board) that holds the business accountable for fulfilling the mission, operating ethically, and profitability.
- Be aware of the local laws and requirements for your type of business.
- Make sure your accounting system is in line with national requirements. Many countries have their own mandatory system.
- Hire an accountant, as well as hiring a good external auditor who can see beyond what is on the page.
- Keep detailed records from the beginning. It is much harder to catch up later (with legal requirements for inventory, etc.).
- Prepare documents in local languages to fulfill expectations of local governing bodies and foreign investors and supporters.
- Create clear lines between a nonprofit and business when a business is tied closely to a nonprofit.
- Be prepared for the tension between faith and good business sense.

Product Based Businesses

- Develop a good quality product. Your products should sell well regardless of the cause. Think quality product, not sympathy purchase.
- Start with what you can sell (after doing some targeted sales research), not what you can make.
- Find a great product designer who understands trends and markets.

- Move to another product(s) if things are not going well or change the marketing strategy.
- Honor your clients' product exclusivity. Do not share their product ideas or samples with other clients.
- Develop products based on trends and adapt as needed.
- Be realistic about product availability. It often takes a lot more time to get a product line started or new product made and ready to market when dealing with individuals or small factories.
- Choose a product based on what resources are available locally.
- Be aware that products dependent on export markets have limitations.
- Do not compromise quality (for mercy's sake) when it comes to the product.

Path to Market

- Understand your market and industry.
- Do not rely exclusively on the charity or church market. True success is found in the global market competing against other businesses.
- Look for opportunities locally and meet the need.
- Go after a channel that creates high quantity purchase orders on a consistent basis.
- Don't expand into new distribution channels without the capacity and resources for the expansion.
- Have enough market to sell your products and produce enough to satisfy those markets. This is basic, yet challenging in the context of freedom business.
- Guard the dignity of employees in stories and media.

Partners and Supply Chains

- Find ways to source affordable materials.
- Don't be afraid to partner, but choose your partners well.
- Visit your partners and clients to understand each other. Build relationships with your partners, clients, and suppliers over Skype, phone, etc.
- Don't compete with your supply chain and partners for sales.
- Ensure your supply chain is reliable and you have the possibility for diversification to avoid critical issues if they have problems with the supply.
- Ensure that products and raw goods are slavery free, lead free, and can pass all of the testing for export (and import). This may include an investment in testing and sample development.
- Follow all legal and industry standards for your product category.
- Learn how to communicate acceptable quality standards to your suppliers.
- Help your (freedom business) suppliers by documenting with photographs and stories to aid them in the sales process.

People

- Do not be profit driven at the expense of personnel, but personnel focused towards better business.
- Hire staff who are healthy and mature and skilled in their role.
- Do not be in a hurry to promote into leadership positions before people are ready.
- Allow employees opportunities to grow through failures.

- Ensure the people who are the object of your social outputs are truly empowered and have the ability to shape the direction of the business. Cultivate a sense of ownership with employees.
- Provide opportunities for your employees to develop skills (beyond basic employability).
- Offer good employee care and benefits. Examples include developing a savings plan, provide free meals, child care/preschool, medical insurance, spiritual care, and tuition support (for employees in adult education and for children of employees).
- Be prepared to intervene in family problems, including domestic violence. Family issues must be addressed, as they often affect work performance and attendance.
- Allow time for each employee to receive sufficient healing and development.
- Be prepared and plan for solutions to the bottleneck when there is no more room to hire more employees and those employed are not ready to move on.
- Create clear job descriptions and role definitions so that expectations and consequences are clear.

Cross-Cultural Issues

- Prepare and train for cross-cultural issues.
- Understand that some cultural attitudes may affect job performance, conflict resolution, and leadership issues.
- Always respect and give honor to local authorities and culture even when it seems to be an obstacle to success.
- Beware of western dominance and control.
- Be sensitive to the local culture when giving advice based on personal experience from a western perspective.
- Be prepared to employ translators until the local language is acquired.

Appendix D – SWOT Analysis: Business of BAM Subgroup

Strengths

- Meaningful product/purchase with a purpose.
- Cause-related marketing and sales are not limited to the church market; in fact, freedom products have more opportunities to break through into secular markets because of social purpose.
- Freedom businesses see a high level of subsidy; very few businesses are *not* subsidized by people giving time or support, including lots of volunteers.
- Clear desire and plan for social impact are selling points.
- Great employee care: holistic care and concern for our employees, rather than sole focus on profit and profitability; including things like child care, financial counseling/savings plans, etc.

Weaknesses

- Lack of capital (to buy everything you need up front) and cash flow are weaknesses.
- Lack of business expertise and training can be a weakness when building a business.
- Sometimes we lose sight of marketability and price. We need to sell what people are willing to buy, at a price point that people will accept.
- We could fail in terms of product quality, design or innovation because we rely too much on our story.
- Efficiency: what is the right level of productivity that we should be expecting from people? We don't want to drive people, because we're about empowerment and freedom. However, if we don't get productivity, we can't get the cost down, and offer freedom to more people.

Opportunities

- Ecological trend: reuse/recycle. Refurbishing bikes, furnishings, clothing. This trend seems especially promising because it is labour intensive. This also offers the possibility of collaboration with other agencies in solving social problems like garbage/recycling.
- Trafficking and freedom is a *big* trend of the decade.
- We are finally getting the attention of the business world; business people are getting excited about being part of a cause.
- Create a Freedom consortium, where people sign up to a code of ethics concerning cooperation (to leverage possibilities like collective buying power, working on different elements of one product, and sharing information to discover gaps and opportunities).
- We need to look at and consider the opportunities in the local market. What can be done locally, not depending on Western or export market?
- Technology creates opportunities for selling business services to other freedom businesses. It's important to have online social media presence and communications, which creates a market for services like photo, design, social media updates, etc. among BAM groups.

Threats

- The stories can be exploited for the sake of profit. We never want the survivors to feel that the day they stop working in prostitution, they are no longer marketable. (If the organization needs “ex-prostitutes” to move a product, how do the women ever move beyond this label? What are healthy ways to share the stories?)
- Non-committed human resources. Volunteers can be fickle, here today, gone tomorrow, starting a project but not finishing it. Additionally, our personnel (the people we hire) are often lacking in life-skills that lead to dependable, stable, or committed employees.
- Copycat phenomenon – everyone does the same thing, clogging the market.
- Focus on rescue (sensational) rather than restoration (transformational). The question “how many victims have you rescued?” is natural, but unhelpful for freedom businesses, which are committed to a longer and more complicated task.
- Global economy/downturn.
- Everyone targets the same market. Marketing to the church is a limited audience.
- Lack of unity, unresolved conflict.
- Unethical behavior/business practices by some BAM practitioners.

Appendix E – SWOT Analysis: BAM and Human Trafficking Issue Group

At the Business as Mission Global Congress in April 2013, a meeting was held of participants from the BAM and Human Trafficking Issue Group and other Congress attendees. During this meeting a SWOT Analysis was performed looking at the overall issue of BAM and Human Trafficking. These are the results of that analysis.

Strengths

- Highly motivated to succeed, see freedom for women.
- Biblical values, foundations.
- Unlimited employees.
- Shared experience/community.
- Access to donor and investment capital.

Weaknesses

- Lack of attention to quality.
- Saturated yet fractured market.
- Difficulty of timing work and orders, either not enough work or too much for women.
- Markets are generally far from production.
- Practitioners often are newbies at business.

Opportunities

- Integration and placement with broader BAM/businesses.
- Greater demand for “environmental products”.
- Holistic approach to business/healing.
- FB as church-planting methodology.
- Collaboration among freedom businesses to cross-promote.
- Collaboration among freedom businesses to create consortium.

Threats

- Lack of business focus.
- Discouragement.
- Government obstacles/threat to tourism.
- Inability to evolve.
- Families of employees (demands or pressures).

Appendix F – Business Profile: FBA

FBA Bags and Apparel – India



Background

History

FBA is located in Sonagacchi, the largest, and most infamous sex district in Kolkata, India. Within a few square miles more than 10,000 women stand in line selling their bodies to thousands of men who visit daily. Many are trafficked from Bangladesh, Nepal and rural India. For others poverty has left them without options. The cries of hungry children drive them to sell their bodies.

FBA opened its doors in 2001 starting with twenty women who were desperate for an opportunity to be free. It was hard work teaching uneducated and unskilled women to sew jute bags at a quality acceptable for the export market. Some could barely use a pair of scissors and in those early days the average daily output per person was less than two bags. It was particularly frustrating when bags were sewn upside down and inside out and nobody noticed. Slowly these problems were overcome with much training and patience. Today, while many of the women are still not the fastest sewers, the business produces around 1000 bags a day made from jute and cotton material.

FBA entered a new market in 2009 by offering fair trade organic cotton tees (t-shirts). Girls showing ability in bag sewing were given the opportunity to train and learn new skills sewing t-shirts. Although smaller than the bags unit, FBA Tees is capable of producing 400 tees per day.

In the first few years all screen-printing was outsourced locally, however print quality and timely supply was out of our control. To overcome these problems and take advantage of the opportunity to create more jobs for freedom, FBA now has its own screen-printing unit supplying two customers, FBA Bags and FBA Tees.

FBA is a member of the World Fair Trade Organization (WFTO) and as of Oct 2012 employs 190 staff.

Business focus

FBA is a fair trade business offering employment to women trapped in Kolkata's sex trade. We make quality jute and cotton bags and organic cotton t-shirts—but our actual business is freedom.

FBA exports bags and t-shirts to approximately 30 countries with the U.S. Canada, UK, New Zealand, Australia and France being the biggest markets.

Faith background

Beliefs: We believe in Jesus who was and is God. He became flesh and moved into the neighborhood. As our neighbor he showed us afresh who God is, his nature and his heart.

Jesus, in his first recorded public speaking stint in Luke (Chapter 4) grabbed Isaiah's words and made them his own. "Chosen to bring good news to the poor, release to the captives and recovery of sight to the blind—freedom for the oppressed, the year of the Lords favor."

Since Jesus, who is God made flesh, is on about these things then we who claim to follow him simply need to be on about the same things too.

Business makes a whole lot of sense when it comes to bringing good news, releasing captives, the blind getting to see and those who are oppressed choosing freedom.

Professional background

We, K and A (the founders of FBA), had no experience prior to the establishment of the business but knew how to ask for help. God's people worldwide have much knowledge and expertise and the key has been tapping into that.

K has been a Pastor and Pig Farmer. A is a Physical (Physio) Therapist. As noted above: The leaders' expertise is not so important if they are able to embrace the collective whole of what God's people have to offer. However, it is important to know when to be led by others through good advice and help and at the same time being prepared to stand up and take the lead. Through our own shortcomings we have discovered business leadership is often found in what many would consider the most unlikely people.

Strategy and Vision

Purpose

Mission Statement: In Business for Freedom

FBA is about offering the choice of freedom to women trapped in prostitution through dignified employment, good pay in the context of a loving caring community.

Ultimate Freedom is knowing the grace and mercy of Jesus Christ.

Values

His Kingdom Come

We seek to be a redemptive community of faith, sharing the love of Jesus by word, sign and deed so that unbelieving people become lifelong followers of Jesus.

Our method is simple. Communities of people who commit to following Jesus together by living in the same neighborhoods and sharing the journey of learning to love God, each other and our neighbors.

We believe that to do this Jesus calls us to a new way of living. Therefore we strive towards a lifestyle that includes and demonstrates the following Kingdom values:

- God** Learning to accept God's love for all people. We strive to love him by placing his will above our own, helping build his Kingdom over our own, participating in his mission and relying on his power and life. (Luke 4)
- Community** We strive to love each other in the same way Jesus loves, and to humbly allow others to love us. We intentionally live with the poor as our family and neighbours. Through relationships we participate in daily life with all its joys and struggles. We want the way we live together and treat each other to represent and celebrate the alternative Kingdom that Jesus offers to us all. This community does not exist for itself, but seeks to include others, (especially those that are usually excluded), and foster community in and for our neighbours. (Philippians 2:1-18)
- Servanthood** We commit to serving God through 'small acts done with great love' for each other, our neighbourhood, our global family and 'strangers' that cross our path.
- Beauty** We look for the fingerprints of God in creation and in each other, through suffering and celebration, in marginalised people and sacrifice. We look for creative ways to arouse this awareness in others.
- Simplicity** We want to be generous lovers, using our time, talents, money, assets and selves. This requires simplicity of lifestyle that is not driven by our insatiable desires and wants. This comes from an understanding that who we are and what we have, are entrusted to us by God to use for his purposes (Matthew 5).
- Grace** We show undeserved favor to others through sacrificial acts of kindness, scandalous forgiveness, costly peace-making and outrageous hospitality. We place ourselves in the position to receive grace through confession and vulnerability and acknowledge that all good things are a gift of God's grace.
- Justice** We seek to oppose unjust relationships (interpersonal, social, global and economic) and help build and foster justice and peace in their place.

Transformation We want to see the Kingdom come! So we partner with God and our neighbors to seek Kingdom transformation within our neighborhood. Being ever mindful of our own personal need of transformation, we respect and welcome the crucial role that others, especially the least among us, play in our journey of becoming more like Jesus.

Hope We live in the belief that another Kingdom is here, close by, in us, and yet to come. In this confidence we will attempt great and stupid things for God and expect outrageous and miraculous things from God.

Our Daily Bread (Business)

In business to set people free

Who we are as a community and who we are as a business entity are not and must not be separate. Business flows out of our identity as a community. Although our business is focused on those in the Asian sex industry, our communities must know no bounds.

As business communities our first responsibility is to the women and children who still stand in line selling their bodies because they have no choice. While there are so many such women and children, FBA must always be in a state of growth. We understand ultimately growth means orchestrating a business takeover. FBA as a freedom business must seek to bring down a slavery business (in the form of an Asian sex industry) which thrives through exploitation of the poor.

We are committed to growing new business communities that bring freedom among those who are designated above. We commit ourselves to help support and grow such business communities. Because relationships are foundational for FBA these communities are unlikely to be more than 150 people.

We understand, within a business context, the FBA brand is important to the growth of these communities in terms of the sale of products and services. We undertake to ensure the FBA brand and the freedom it stands for, is not watered down.

We are not about rescuing women from the sex trade nor do we seek to remove them from the area. On the contrary we are about transformation of communities where women and children are forced to “stand in line.” To this end FBA commits itself to operate business within the same communities, seeking to bring change from the inside out. Foreigners who come to serve in the business are expected to live as neighbors in the communities.

We recognize all business is based on supply and demand. FBA is specifically responsible to women who are or have been the “supply” for the sex industry. Unless demand changes the sex industry will always seek channels to meet that demand. FBA must look for ways to successfully work with men who are part of the “demand” be it as a customer or a trader (This is something we have not been able to do as yet). FBA stands against all forms of sex trafficking and will actively seek to bring it down in whatever form it takes.

We are responsible to the FBA business communities—the communities of individual women and men who work at FBA. We recognize a job in itself is not freedom. It is,

perhaps, only the beginning. Because freedom is a journey we walk with each other confronting all things that would seek to keep us from this journey; we offer ourselves to one another both inside and outside of business working hours.

We are committed to pay good and fair wages. We, however, challenge the notion staff should be paid based on work contribution and/or skill level. Wages paid this way indicate that a company values people for what they can do and not for their intrinsic value. We believe our value is derived from the price God willingly paid for us—the death of His own Son. God's value simply extends out of His love for us and is not according to how good we are or what we can do. Even though this is problematical we seek to pay the same wages to staff acknowledging all are loved and valued. We recognize and appreciate that some who contribute more than others may find this difficult. The many, however, who are uneducated and unskilled having believed for their whole lives they are nothing, will know they are loved and valued for who they are. We do expect all FBA staff to work to the best of their ability and as communities are committed to helping them do so.

We recognize that stories of freedom are helpful marketing tools, but we understand there are boundaries as to how they should be used. Our products and services must be able to stand-alone in the market on quality and price. The use of story is there to help the customer choose over other products and not to motivate purchase simply on the basis of story.

Freedom from exploitation means FBA will take great care in how both individual and corporate stories are used in the marketplace.

The product we make or service we provide does not define us—our business is freedom. We make it our business to stand against injustice, particularly for those to whom we are responsible.

We are responsible to those who buy FBA products and or services. In meeting their needs everything we do must be of high quality at a reasonable price. Our customers must be serviced promptly and accurately. Our suppliers and distributors must have the opportunity to make a fair profit.

We are responsible to the communities in which we live and work and to the world community. As good citizens we support others in our communities who seek to bring about good.

We pay our fair share of taxes and operate our businesses with honesty and integrity.

We encourage our local councils to make improvements, assisting them where practical.

We participate in working towards better health and education particularly for those who need it the most.

We seek to protect our environment and natural resources and look for ways in which we as communities can improve.

We wholeheartedly believe ultimate Freedom is found in the person of Jesus Christ and we work towards this freedom in all of our communities

With these in mind we follow these practices so that our relationships continue to be transformed with:

God	Regular solitude for scripture reading and prayer. Discussing with and listening to others about scripture.
Self	Keep a Sabbath. Meet regularly for prayer and confession.
Each other	Commit to group activities, celebrations, and events. Resolve conflict properly (Matthew 18:15-17). Practice love (1 Corinthians 13).
World	Live in the community. Intentional friendship making within our community. Practice and accept hospitality within our neighborhood.

Business goals and objectives

Business goals and objectives can be understood in and through the values explained above. However:

Through healthy sustainable business we aim for:

- Good products at a fair price.
- Brand recognition in the marketplace.
- Thousands Women free from the slavery of prostitution. FBA is building a strategy to incubate and grow new freedom businesses.
- Women knowing ultimate freedom in the grace and mercy of Jesus
- Work and worship as a shared experience by employees and an increasing worship participation by the local community.
- Transformation of the community from the inside out and not from the outside in (The Word moved into the neighborhood).
- Women living in the same neighborhood where they once were sex slaves becoming agents of freedom for their community.
- Wages earned with dignity, spent in the community and supporting the local economy.
- Growers, suppliers —every part of the supply chain earning/ receiving remuneration for their efforts.
- We look after our environment continually seeking to improve and be responsible caretakers in all business practices.

Additional Facts and Statistics

September 2001:

FBA started with 20 women and one customer / order for 1000 bags.

October 2012:

FBA employs 188 staff (includes 15 women in training)

FBA is capable of producing around 1000 bags per day and 400 t-shirts – sewn, screen-printed and packed.

Turnover: US \$920,000

Gross Profit: US \$110,000

Net Profit: US \$70,000

BAM Experience

Freedom for a few: After 11 years of operation a number of women have had the opportunity to choose freedom. This includes current employees as well as women who are now married and are housewives and mothers as well as others who have gained dignified employment elsewhere. The children of the current employees, particularly the daughters who will now never enter prostitution are a cause for celebration.

Business, the catalyst for community: At the beginning we never realized just how much business has this amazing ability to create a loving caring community. Work and worship: who would have thought!

A community learning what it means to be transformed beginning to have the courage to participate in the transformation of the wider community.

The gift of grace and living with the poor: It's hard to imagine anything better than living out life with women who have found freedom from prostitution and have come to know the saving grace of Christ. For those of us who are not poor there is the added privilege of living alongside those who are and learning who God is and what the Kingdom is all about from them from. We understand this is biblical.

The wider community sees something good: The surrounding community who are not the oppressors and who do not earn from prostitution generally acknowledge something good is going on. Leaders of the "dom" community (considered outcasts) who live alongside the sex community have approached FBA to set up this kind of Kingdom business in their community too.

A freedom brand: Although still in its infancy, FBA is beginning to have some brand recognition in the marketplace. Although FBA wants to be known as a "freedom brand" it's encouraging to hear feedback that the brand / product also represents quality—an attribute we strive for.

Profitable / sustainable: For the number of staff employed FBA has never achieved huge annual turnovers or profits however from day one the business has been profitable which has allowed growth in our most desired area—employment.

Leaders are beginning to emerge: From amongst the women leaders are emerging, being trained and are appointed to new positions within the business.

Lessons learned from failure

Not every woman at FBA is Free: FBA's desire is for every woman employed to be free. However, sadly this is not the case. A job in itself is not freedom. Some do find freedom the day they begin their new job. For others it comes when they receive their first pay and can afford to leave the sex trade, but for many it's a journey. They need to learn how to be free from their past that somehow prevents them from being free in the present. Others have, what I call, leeches attached to them, men and women who selfishly gain from keeping women in prostitution. FBA is in business for freedom and when even one woman is not free FBA is failing in its core business.

A year ago FBA established Tamar (Genesis 38). Tamar is responsible to facilitate the things that FBA the business cannot do well. Education for children, counseling, assistance with healthcare, help with housing, debt issues to name a few. Originally, the

“FBA Trust” was established however the Trust has failed to operate in the areas successfully but we believe Tamar will.

It always takes longer than you think: FBA planned to have more than 300 free women in employment by 2012 and the business has not even reached 200. As is the case for many businesses the financial crisis has made it difficult to stay afloat let alone grow. Growth has been achieved but at very slow pace as far as we are concerned. There are 10,000 women within a mile of the FBA business location. We have a long way to go to see the transformation of our community.

Good systems have been difficult to put in place: Good intentions don't always lead to good systems. We've worked a bit harder on this area in the last year or so and have seen some progress however the business has a long way to go to create the kind of systems that need to be in place for healthy growth.

Not enough Indian staff in middle management: Try as we may, it has been very difficult to employ competent educated Indian staff in management, particularly women. Culturally it appears too difficult to work in a Red light area such as Sonagacchi or with women who have been in prostitution. Despite many interviews and offering competitive salaries some new appointees have only lasted a few days or have not even turned up for work on their first day. FBA is thankful for the excellent Indian management staff it does have however we have failed miserably to appoint more.

Note: FBA has a few foreigners working as volunteers, some of whom are in management. All Indian staff are paid and all foreigners are considered volunteers.

Attention on the immediate rather than the important: Doing business on the edge of Kolkata's largest Red light area ensures that no day is ever boring. There is always a crisis looming either in the business itself or in the community. Attention therefore tends to be always on the immediate and often not what is important. Areas such as product development have not received the attention they deserve and it's fair to say the business has suffered as a result. FBA is starting to pick up its game in this very important area but is late in doing so.

Other lessons learned

Business is hard work and doesn't fit into a 40-hour week. Any business takes a lot to get going. It needs commitment from people who will go well beyond the call of duty. Anything less than that and it will be difficult to survive, especially in the context of the community in Sonagachhi.

Relationships get harder as the business grows: Back when FBA employed 20 and 30 and then 40 women everybody seemed to know everybody and they knew where the business was heading. With greater staff numbers, relationships and communication needs to be far more intentional than before. This is particularly important for FBA if it is to keep its values and identity.

Learn to celebrate the small things: Reaching sales targets and profit margins are things to celebrate. So is the first time a woman successfully threads a needle or is able to cut with a pair of scissors. Lots of small celebrations ensure a healthy working environment and community.

If a freedom business is growing then a slavery business is hurting. Two businesses directly opposed to one another living in the same community sooner or later are going to have conflict. It's not nice when it happens even though it's not a surprise. This is when God's get to grant his peace amongst ongoing turmoil and uncertainty.

The 'Sympathy Market' will never lead to sustainable business. Like many Kingdom businesses in this part of the world FBA has had its fair share of sympathy sales. That is: people purchasing because they wanted to help the freedom story. We are eternally grateful for people who buy our product because they like FBA. However, although it's okay to start with sympathy sales, real business cannot and should not dwell in that market space. Sustainable business can only be achieved when a quality product that people want to buy is produced and sold for a fair price and fair profit.

The word "HELP" is the best four-letter word ever: People want to help Kingdom businesses. Find out who should be helping and let them. Interestingly, God can use good people who are not following Him to help as much as people who do follow him. Sometimes these people have less baggage.

People are always more important than profit, but profit is important to business: Business should be about people not profit—absolutely. But without the profit, eventually there will be no jobs and no people. I believe it's easier for business people to work in the NGO sector than it is for those who have spent years working for an NGO to then go and establish a business amongst the poor. Inevitably, many of those businesses are never sustainable.

Business leadership is not always found in those who are the most educated: Some of the best business ideas have come from women who have never been to school, don't know how old they are or when their birthday is. It's important to work hard at creating an environment where everyone has a voice and chance to input and for them to know it is welcomed and appreciated.

It really hurts when people die: Every year staff die through disease, suicide and even murder. The celebration of new freedom sometimes is short lived and is devastating for the FBA community.

Make what people want to buy: I know this is really basic but I see this a lot. One of the most common mistakes in trying to do business amongst the poor is starting with a local product and trying to sell it. Sometimes that can work, often it doesn't. The first question is not: "We have this product, will you buy it?" It should be, "What do you want, we'll make it."

Learn how Rome wasn't built in a day: What takes 5 minutes to do and organize in the United States might take 4 hours to achieve in West Bengal. What can be achieved in a Day in the United States may take a whole month in West Bengal. Patience, patience, patience.

Learn to tell the story well: A good story is a powerful marketing tool. Freedom from prostitution and slavery helps build brand recognition, especially in a world that is beginning to wake up to the huge problem of sex trafficking. Huge care however needs to be taken. Individual freedom stories are owned by the women themselves and should only be told or published with their permission. They need to be educated about how easily a story can go from one side of the world to the other in a split second. In other words, once their story is on the Internet, their story is accessible to the world.

Corruption and integrity: Seeking to do Kingdom business in a culture where corruption and bribes are the way people operate is difficult to say the least. It is actually impossible to avoid paying bribes in totality because agents working on behalf of a business simply do their job and see it as a business expense. Over the years I have heard many views from Christians on whether it's okay to pay bribes or not. FBA has a policy of not intentionally paying bribes and at times it has been very difficult to move forward without what we would consider divine intervention. Keeping business integrity is very important yet very difficult when bribery and corruption are commonplace.

Get good at something and then diversify and not before. Over the years FBA has been advised to diversify. FBA's policy has been to make sure we get good at something before considering any diversification. Once we believe we can do something well we will look at a form diversification within our basic skill base, which at this stage is sewing. Always, the question we ask is: Will our women be capable of making this product?

Going from bags to t-shirts was natural because the basic skills were there (although to be honest developing t-shirts was an absolute nightmare for a while). The new t-shirt products could also be sold in the same market as our bags, which also made sense.

In the early days of the business FBA received enquiries for all sorts of things and spent enormous amounts of time developing products for the sake of one order. That was dumb and we need to learn how to say no. Do what you do and do it well.

Successes

- Women are free from prostitution and are free to live dignified lives.
- Women find ultimate freedom in the grace and mercy of Jesus Christ.
- Work and worship is a shared experience by employees and at the same time observed by the surrounding community.
- Transformation of the community: from the inside out and not from the outside in.
- The majority of women still live in the same community where they once were literally sex slaves. They become the agents of freedom. They earn their money in a dignified way and spend within the same community supporting the local economy.
- Business practices and products support the environment versus hurt it.
- New freedom businesses are in operation both at source and destination (of the local sex trade).

Future plans

A new business has recently been established: FBA Business Incubator.

The FBA Incubator exists to facilitate and establish new freedom businesses in order to confront trafficking and prostitution. Through training, research and resourcing our hope is to plant and help others plant many new businesses annually in years to come.

Conclusion

Starting a business in the context of a red light area is always going to be hard work. When hiring employees most businesses look for skill and experience in return for a fair wage. FBA hires on the basis of a woman's need for freedom regardless of skill or experience and seeks to pay them at industry standards even though their productivity is often less. Many of the women who work at FBA have never been to school, don't know how old they are and don't know when their birthday is. The majority have huge health

problems which are often related to their former trade. Amazingly, most (although not all) learn how to sew export quality bags and t-shirts. Given the opportunity women who have been discarded by society and full of shame find hope and dignity in the context of a community that is far from perfect. Yet God's healing is at work in hearts and minds as we work together day in and day out.

Sustainable Kingdom business as an alternative to trafficking and prostitution has a strong case. If business can offer a few hundred women the choice of freedom then there can be choice for a few thousand and more. Business is able to provide opportunity for freedom both in the village (at the source) and in the brothel (at the destination).

Appendix G – Business Profile: BEL

BEL – Bangladesh



Background

History

Two training programs based in Bangladesh and run by Christian NGO's were started in 2008 and 2010 for women wanting to come off the streets and out of prostitution. Both programs found that many women are desperate for such an opportunity, having been forced (trafficked) into prostitution and exploitation. They also realized that the trauma the women were emerging from made mainstream employment difficult, if not impossible. BEL was founded to respond to the need to provide dignified work to women who had completed one of these two training programs. BEL started production in May 2011. Registered as a limited company in Bangladesh, BEL now has two offices and employs 50 women who have completed a partner training program. BEL hopes to continue to grow to make dignity a reality for many more exploited women.

Business focus

BEL has both textile and jewelry lines at present, although the business registration permits expansion into other products and services as well. The best-selling product is the Kantha blanket, a traditional Bengali blanket made from stitching six layers of vintage or repurposed sari's together with long straight stitches in neat rows. The jewelry line has items made from brass, copper and silver and incorporates items unique to Bangladesh such as bamboo and sari cloth or thread.

Faith background

We are instructed in Isaiah 1:17 to seek justice, correct oppression, bring justice to the fatherless and plead the widow's cause. As BEL strives to do exactly this, we believe God will be glorified and will move in our midst. It is our desire that as women find literal freedom that they will encounter their Creator as well.

Professional background

RS is the Managing Director of BEL and holds a Masters Degree in Public Health. RS previously worked in Child Protection, Health Education, HIV Awareness/Prevention, orphan care and support work. RS came to Bangladesh to develop HIV awareness programs with Mennonite Central Committee in August 2006. Within that program was started a job training and rehabilitation program for women wanting to come out of prostitution which BEL now partners with. Seeing how many women in Bangladesh have been horribly exploited, how desperate they are for an opportunity to have dignified employment, and how drastically their lives are transformed by even a small opportunity, RS felt God's leading to start a business ensuring sustainable change and opportunities for more women.

Strategy and Vision

Purpose

BEL's vision is for women throughout Bangladesh to have an opportunity to provide for themselves and their families by doing work they find dignifying and life transforming.

Mission

Through dignified work, BEL provides a sustainable livelihood for women at risk and survivors of trafficking. Women gain job skills and develop into leaders and entrepreneurs in a healthy, healing environment.

Values

- Realize that all are equal and have something to contribute.
- Work with integrity, commitment and diligence.
- Prioritize partnership and relationship with others.
- Deal justly with all.
- Demonstrate servanthood.
- Adhere to or exceed Fair Trade standards.

Business goals and objectives

To provide employment for women who are at high risk or have been victims of sex trafficking and/or exploitation.

To produce quality products that are in demand with or without a compelling story.

To build bridges between producers and consumers so producers realize the value and appeal of their work and consumers connect with the culture and understand how their purchases can impact lives

Trust: Believing that the seed for this business was planted and grown by God, we seek to trust his guidance into the future. Furthermore we strive to be trustworthy stewards by seeking wisdom (James 1:5), being prayerful (Ephesians 4:6), being shrewd (Luke

16:10-13; Matthew 25:14-30), and caring for creation by having a light tread on the earth and using natural resources carefully.

Profitability: As a Limited Company, we seek to be profitable but practice an inverse organization structure where we try to emulate Jesus' resolve not to be served but to serve (Matthew 20:28). Shareholders invest in dignity and freedom for women as opposed to financial returns. Profits will be directed to either further job creation in the form of product development, site development, expansion, etc., or to payments to those in production in the form of salary increases, saving schemes, expansion of employee benefits, community activities such as awareness raising, rescue or rehabilitation, education for Associates or their family members. Should shares be opened to staff or Associates, cash dividends will be possible, but foreign investors will not be eligible.

Participation: All staff and Associates should feel a strong sense of active participation in all business activities. This is demonstrated by:

- 1) An attitude that workmanship is directly related to the success of the business.
- 2) Work is a place where we all have an opportunity to work "as unto the Lord" (Colossians 3:23-24).
- 3) An awareness that no one is receiving charity but instead are part of a legitimate business seeking profits through trade.
- 4) There are opportunities to grow and develop into skilled artisans, managers, entrepreneurs, dreamers, and achievers.
- 5) Regular forums ensure everyone has a voice.
- 6) Offices aim for a cooperative structure with each site striving for self-governance.

Furthermore, consumers should also participate not only by purchasing high quality, desirable products, but also by becoming aware of injustices, gaining a glimpse into the lives of women from a different culture, and their fortitude as they strive towards better futures. We desire for customers to become culturally informed advocates who understand the impact informed purchases can have on individual lives.

Reconciliation: As ones who have been reconciled to God we recognize our calling as his Ambassadors (2 Corinthians 5:17-21). We desire that all would have the opportunity to be so reconciled to God through Jesus his son. We strive to revere the Father, share the Gospel of Jesus Christ, and do all through the power of the Holy Spirit.

Commercial: We consider ourselves stewards of God's business. As children of the Creator, we seek innovation, economic viability, always developing and improving upon our product lines, our customer service, our branding and marketing, and our expansion into new markets.

Additional facts and statistics

Through involvement in training and rehabilitation programs for women wanting to leave the streets and prostitution, it was discovered that an overwhelming majority of these women had been sold, trafficked, coerced or forced into these activities they were highly ashamed of and did not want to do. They were keen to enroll in a program that would provide them with alternatives and the success rate was very high. From the pilot group of 26 women who started training early in 2008, 100% completed the training program and to date all have entered and maintained lives in mainstream society.

BEL opened its doors for production May 1, 2011, employing 14 women from a training program committed to helping women get off the street. By mid-2012 we hired 29 graduates from this program. Two women left to return to the streets where they continue to beg for a living. Another woman had such violent outbursts she returned to the training program for additional time to work on her anger issues. Our second office opened in April 2011 employing 16 graduates of a second training program. Five women left over a dispute on pay. Five women transferred from Dhaka to the second office. Eight additional graduates from the second program were employed in February 2013 and 7 additional graduates were employed in April 2013.

A small jewelry business came under BEL management in February 2012 providing additional jobs and more options for women needing employment. One woman was promoted from production to management. All women in production receive ongoing training with the hope that more will be able to take on leadership roles.

BEL has distributors in the USA, Canada, Hong Kong, Netherlands and Denmark. We hope to sell directly in the UK and potentially the US as well on web-based sites.

As this is a new enterprise it is not appropriate to give financial statistics. Suffice to say that in the first 9 months of trading we bore a loss but in the first full year of trading we have been able to write off that loss and return a small profit. We are careful to pay a reasonable wage (some piece rate) that is higher than minimum wage levels. The capital investment has been made on a slow trickle feed basis rather than a large lump sum investment. As required by the rules of the country, the expat staff are paid a salary set by a government department, but they can then pay that money back into the company either as a short term loan, or when appropriate as a long term loan. The biggest financial problem we have is cash flow.

BAM Experiences

Successes

Products have been in high demand. Customers have been satisfied and had good sales as well. We have been selling as much as we can produce almost from day one. We have strong NGO partners who provide ongoing support for the women we employ. However, our primary successes are seeing the dignity on the faces of women's lives who are dramatically transformed and being able to provide this opportunity to more women each year.

Challenges

Many women are quite low functioning. Many have very low literacy and education. Several struggle with mental health issues. Several women experience ongoing domestic violence which makes it difficult for them to work. Attendance and timeliness are very serious issues which affect production.

Surviving on the streets breeds behaviour that is not conducive to a peaceful work environment, battling against jealousy, fighting and stealing, is an ongoing issue. Health issues are a continual problem, either real or histrionic. The children of workers also struggle with frequent illnesses. Few staff are equipped to deal with the issues we face. It's very difficult to find the balance between being sensitive to serious personal issues and still setting a high enough standard for production.

Lessons learned

Employing a work force of women with severe trauma background creates many difficulties. Employees' emotions are very strong with some women periodically going into hysterics. They often are married to men who are abusive and several women have been unable to work for several days due to injuries they have received. Fighting and arguing is common. Women quickly become very jealous and are constantly assuming they are being disrespected or mistreated. Regular attendance for a variety of reasons ranging from illness to, family problems, to seeking easier ways to bring in an income is a problem.

Recommendations are to:

- Constantly surrender the problems to God.
- Make time to pray no matter how busy you are.
- Stop and give hugs now and again.
- Make celebrations and rewarding positives and successes a part of what you do.
- Partner with others to provide social and educational support.
- Continue to revisit why you are doing this business.

Case study

Shopno* is a 20 year old mother of a three and one year old. She was employed by BEL in May 2011. Her oldest son was in Hope Enterprises day care. She gave birth to her second son in September 2011. With a drug addict husband who comes and goes from prison, Shopno seemed almost surprised she was pregnant. Abandonment, with a child to care for, was what had led her to begging and prostitution in the first place.

A second child seemed to really overwhelm Shopno. She was abusing both sons. Her production dropped significantly and she went from being able to save money each month to barely scraping by. Her relationships with her coworkers and her supervisors were always full of conflict. She felt no one liked her and the hostility she projected did not help. Her production continued to decline, and with the major portion of her salary coming from piece rate, this increased her stress more. She was always blaming others for her problems.

Hope Enterprises partners with an NGO that provides an initial year of job training as well as ongoing support once their graduates are employed. Shopno was referred for counseling and began to participate one hour per week. She was paid for this time.

The following issues were identified:

COGNITIVE	BEHAVIOR	EMOTIONAL
negative thoughts like "nobody likes me", "the staff are not fair"	-physical violence to children -anger outburst that leads to further conflict with colleagues -blaming people unceasingly for her difficulty	-anxious about being alone in raising two children, -sad about current living situation -angry about life in general

Immediate goals were set to decrease her anxiety or stress level, learn positive thinking processes, modify unwanted negative behavior by teaching new positive behaviors and to help her learn positive parental skills

Long-term Goal:

Empowerment through building self-esteem but this will require time and has not been accomplished to date.

Theoretical Approach:**REBT (Rational-Emotive-Behavior)**

The initial plan of therapeutic treatment was geared towards addressing the pressing/disturbing behavioral symptoms such as physical violence towards the children and conflicts with colleagues.

Client-Centered

Give unconditional positive regard to the client, empathic listening, etc.

Techniques and Procedures:

- Brief psycho-education with the social counselor about mother-child attachment theory. How it works in her own context, being a single mother.
- Watch a short movie clip on parenting. Then interact with the client and Counselor gives feedback.
- Teach self-management skills (a bit of budgeting finances and resources and support network the client needs).
- Challenge negative thoughts as they arise and monitor how it affects her in dealing with people or her children.
- Affirm and validate feelings being expressed, especially the negative ones.

Shopno's stress level was assessed and sources of this stress were identified. Shopno's financial difficulties were identified as a huge stressor. Once identified, the sources of stress were classified according to its manageability. The client was taught to trim thoughts down as she seemed to resort to catastrophic thinking. Thus self-defeating thoughts were challenged and she was encouraged to learn to think in a new way that would lead to better behavior and feelings.

The concern of the client about her children's future was dealt with by looking at things one a time. She was very futuristic in her thinking and setting goals for her children. We discussed with her the importance of the present and the future; that the importance of the present course of life would affect the future. Shopno was taught to set time-limited goals and the long-term goals. The staff member provided emotional support and much affirmation to the client.

The change in Shopno's behaviour in the work place was dramatically different within a short period of time. She was amicable to colleagues, received correction better, and her productivity improved. She still has a lot of stress for such a young woman, and she still has so much trauma that has not been addressed, but she does seem to have developed some skills to make her more successful in her work and as a mother. She received the award of Employee of the Month in March 2013.

*name changed

Conclusion

Ongoing effectiveness will be measured by the following:

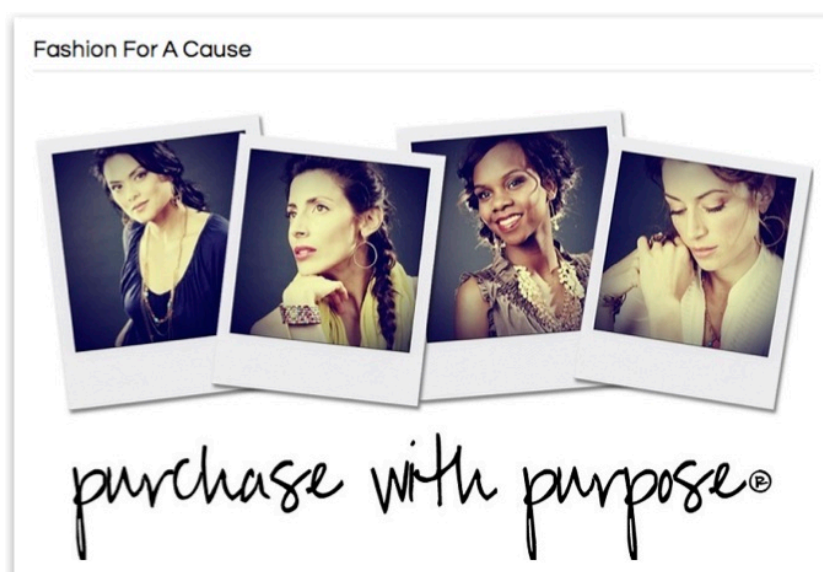
- Ability to employ at least 10-20 additional women annually.
- At least five women take steps towards obtaining leadership roles annually
- A minimum of 80% of Associates' children are attending school and/or reaching educational and developmental milestones
- Through services or referral at least 10% of the husbands increase in employability and are exposed to information on how to be better partners and fathers.
- Associates are upwardly mobile acquiring improved housing, improved nutrition, and a basic level of financial security
- Consumers find quality products which are desirable and branded in a desirable way, yet are also impacted by the story.
- Owners and staff maintain a balance of being grounded in the work, devoted to prayer, seeking divine guidance, and providing shrewd and innovative business practices.

Future plans

We continue to employ 4-7 women every few months. We are also working to solidify systems, train staff, develop our product line and solidify our customer base. We are opening a new site in a rural area late 2013/early 2014 which will allow women to move with their families to have a fresh start if they wish. They will also be able to raise their children in a safer community, live in better housing, and have a number of good schools to choose from. Eventually we would like to have a site where people can visit, engage with production staff, gain an appreciation for Bangladeshi crafts and cultures, and see lives changing through dignified work.

Main Research Member: RS

Appendix H – Business Profile: iSanctuary



Background

History

International Sanctuary (iSanctuary) exists to be a sanctuary for survivors of human trafficking and to be a part of the movement to end the illicit enterprise. Both of the founders of iSanctuary never expected to be engaged in business as mission, particularly not in the area of helping victims of the commercial sexual exploitation industry.

After spending time in India, Stephanie Pollaro and Wendy Dailey saw needs that they could not turn away from and decided to act. In Pollaro's case, a magazine article about sex slaves captured her heart. Dailey first visited India and "fell in love with the country and its culture, but was haunted by the incredible poverty." The two met on this trip and found commonality in the passion for doing something to be a part of providing hope and facilitating freedom for these women in whatever way they could.

iSanctuary was founded and began working with young women in shelters in India. They provided the young women with training and an opportunity to earn income while making jewelry, which was then sold in the United States. Pollaro and Dailey have continued to expand their reach and the services they provide. A partnership with the Orange County Human Trafficking Task Force Coalition helped to launch a career development, life skills, and mentoring program in 2010 for survivors who were rescued in the United States.

Business focus

iSanctuary generates revenue to fulfill their mission by selling handmade products, created by people who have survived human trafficking. The organization works to rehabilitate girls and young women rescued from human trafficking. iSanctuary provides them with marketable training, and empowers them with the skills they need to sustain themselves and pursue better futures filled with tangible options. Trafficking survivors are compensated at a level 100% above fair trade earnings. iSanctuary operates in both Mumbai, India and Orange County, California, in the United States.

Staff members visit aftercare homes in Mumbai to recruit and train participants on how to make jewelry by hand. Once jewelry production is complete, the products are sent to the

US for distribution. Local survivors in Orange County receive and package the products, handle distribution, and manage the online store.



Compensating survivors of human trafficking at the rate of 100% over a fair trade wage and providing education and support is central to iSanctuary's practices. The jewelry that iSanctuary sells on its website and in retail establishments is handmade by survivors and signed by the person who crafted it. Survivors in India are also paid to package the items with care and ship them to the United States where they are sold.

Survivors from the United States are employed to inventory, process, and ship items. They receive training throughout their employment with iSanctuary and may receive promotions as they demonstrate strengths and business acumen.

iSanctuary does not focus strictly on employment, but also on employability. Through their Professional Opportunities for Survivors of Trafficking (POST) program, they provide a multi-faceted training and development program designed to provide benefits to trafficking survivors that will stay with them well after they graduate. While the program is designed to be a full 9 months, there have been multiple cases with women who had to leave the program early because they were able to obtain full time employment. iSanctuary asks that the women stay a minimum of 6 months to gain the skills needed before moving forward, but after that requirement, they are encouraged and supported to find full-time employment.

When Susanna came to iSanctuary, she was extremely timid, shy, and quiet. She lacked the confidence needed to accomplish tasks and the ability to take ownership in her work. Within the nine months that she worked at iSanctuary, she blossomed. She began to exude self-confidence and began to work more independently. Susanna took initiative in her position, taking over tasks that co-workers were not finishing or completing correctly. Her confidence gave her the ability to see the big picture and complete tasks from start to finish. Susanna became a critical employee at iSanctuary, one full of life and laughter, unlike the meek and silent individual she was at the start.

Upon graduation, Susanna was able to gain full time work in the community at a local business. This connection was made through networking with established relationships and collaborative efforts in the anti-trafficking industry. Susanna is now able to support her two children and has the confidence needed in her new job, showing the ability to learn and grow from mistakes and take ownership of her work.

Faith background

Pollaro and Dailey visited India, as a part of separate missionary-type journeys. Each felt a pull toward taking action that lasted well after their scheduled trips. When they met each other, their shared passion and care for the people of India propelled them to join together and cast a vision that would become iSanctuary.

They determined early in their business life to avoid an outward label of being a “Christian organization.” While they are conscious of the decisions that are made, such as who is selected for board membership or other leadership positions, many of the individuals who have served their organization faithfully have been volunteers who do not share a common faith with the founders. While there are some regulations in India that would have restricted the degree to which they communicated their faith background in an overt way, they have found avoiding those articulations beneficial in other ways.

Throughout their journey, the leadership of iSanctuary has sought God’s direction. Despite some of the members’ lack of business background, God is perceived as having shown the way and provided guidance. He is also central to their business ethics and choices.

Professional background

Both founders of iSanctuary came in to the experience with very little business background.

Pollaro has a graduate degree in counseling and is responsible for providing much of the first-person care and training to the girls who participate in International Sanctuary’s programs.

Dailey’s education is in liberal arts and teaching. She has taught both in Orange County, California, as well as in Phnom Penh, Cambodia. In the past, she has served extensively in Mumbai. Presently, she is located in Orange County, California, where she coordinates volunteers, events, sales, trainings, promotions, communication, development, and partnerships.

Strategy and Vision

Purpose

The mission of iSanctuary is: “To advocate for exploited people of the world, to educate the public about human trafficking and its prevention, and to be instrumental in providing survivors the means to be reintegrated as valued members of a community.”

Values

Two themes permeate all that iSanctuary does.

First, all survivors should be treated as individuals and not labeled as victims. They do not introduce the women as “survivors” and have a policy to never ask them for their “story.”

Second, the balance between having fun and working hard is essential. Laughter is seen as an essential part of sustaining the work that they do, as well as integral to the healing process. All of the people who work for iSanctuary have a deep commitment to the cause and view their work as doing something bigger than themselves.

Business goals and objectives

The vision of iSanctuary is: “To serve survivors of human trafficking worldwide through an established, reliable fashion brand.”

Growth is a vital objective for iSanctuary, both in terms of seeing an increase in the number of people they are able to see go through their programs, as well as the continued development of the individuals they serve. The women who participate in their programs are assisted with job-readiness skills and in finding employment. During their participation in iSanctuary programs, immediate financial needs are provided for by providing an opportunity to earn an income. iSanctuary provides a safe, nurturing environment for learning and increasing one’s self-efficacy.

iSanctuary is working toward having both an economic and social impact for the survivors. Over 200 women have been served through iSanctuary’s programs in their five-year history. With the overall goal of providing job-readiness training in a safe, caring environment, the business is working towards the following results within six months following the program:

- 80% of participants will obtain a paid job at a reputable company.
- 20% will report an increase in overall self-efficacy.
- 75% will correctly answer at least 70% on the computer skills questionnaire.
- 80% of participants will demonstrate proper workplace skills on a workplace skills practicum test.

While the focus is on the impact that may be had in India and in the United States, the long-term vision is to establish a presence in a number of countries.

Additional facts and statistics

iSanctuary was founded in 2007 to help survivors of human trafficking. They employ five full time team members in the United States and a part time bookkeeper. They have the capacity currently to employ up to five survivors in Orange County, California, though the goal is always for them to graduate from the program and leverage the skills and experience they have gained toward further employment.

They also employ survivors in India who learn the trade of jewelry making and participate in iSanctuary’s educational programs. They receive medical support, job preparation, “life skills” training and financial education. They are paid 100% over fair trade wages. Each participant has a bank account where her earnings are deposited and saved for her future when she transitions out of the aftercare home.

The terms “trafficking in persons” and “human trafficking” have evolved over the past 15 years to refer to the “activities involved when someone obtains or holds a person in compelled service.” Countries’ governments hold varying definitions for the precise, legal definition of what constitutes trafficking. In the United States, our definition includes when force, fraud, or coercion is used to compel someone to perform forced labor or commercial sex. While the word “trafficking” can seem to imply movement, individuals can be victims of trafficking, while never being moved between borders. A person may be born into

enslavement as a commercial sex worker, or may have been unable to consent, due to their young age.

It can be challenging to estimate precisely how many people are trafficked each year, due to the illicit nature of the industry. The U.S. State Department publishes the Trafficking in Persons report each year, which estimates that there are 27 million individuals trafficked each year. The global slave trade is reported to generate \$32 billion in profits each year. The National Human Trafficking Resource Center estimates that between 14,500 and 17,500 people are trafficked and rescued annually in the United States. While most of us imagine that our communities could never allow for such tragic living circumstances for those among us who are most vulnerable, trafficking is a ubiquitous industry. It is the fastest growing criminal industry globally. It is second only to arms trafficking, in terms of overall revenue.

Researchers and business experts are discovering the importance of connecting the world of business with the holistic approach to eradicating human trafficking. The rise in the globalization of business creates an even greater demand for human capital and, with the right training and rehabilitation; victims can be reintegrated into the legal workforce while businesses benefit from this new source of talent.

All are challenged to ask how you may be contributing to the problem. The website, slaveryfootprint.org grabs the reader's attention from their homepage by asking, "How many slaves work for you?" and declaring "You are the generation to end slavery."

There is hope, however, and progress is being made. The work of governments and NGOs has contributed to twenty-nine countries improving their results as reported in the Trafficking in Persons Report of 2012. Awareness is being raised and many are asking how they may contribute to the fight against human trafficking.

BAM Experiences

Summary

Pollaro and Dailey met on a trip to India that they never imagined would mean they would be partnering together in the fight against human trafficking through a business that is their mission. The organization aims to live out its name of being a sanctuary for survivors, a safe environment that contributes to their being able to transition from surviving to thriving. They generate revenue through the sale of jewelry and also offer educational and support programs to survivors of human trafficking in both India and the United States.

Lessons learned

Keeping a long-term perspective is central to the advice iSanctuary has to offer other social enterprises. "Sure, we need the money, but that's not what drives us," states Dailey, in terms of keeping failures in their proper context. "We don't even like to use the word failure to describe what's happened. To us, [failures] represent a closed chapter."

Dailey shares a recent failure regarding a fund raising effort. The campaign was built around the organization's five-year mark. They had researched best practices and came up with a fundraising letter and platform.

They failed to generate anywhere near the funds they attempted to raise. Members of Dailey's family did not even respond to the prompt. When asked about it afterward, they

stated that they had not even realized that they were being asked for funds, as a part of the campaign. iSanctuary was unable to generate enough revenue to fill their capacity in their United States' program in the near-term, though Dailey points out that the short-term road block is not indicative of what sustains them. It is the survivors who provide the meaning and the motivation for all who are employed by or volunteer with iSanctuary.

There are, of course, also the losses related to the people that iSanctuary exists to help. When serving society's most vulnerable, not all of the stories are going to have happy endings. Dailey recalls a young girl in India who ran away, "never to be heard from again." The desire to have made an impact in her life puts the lack of achieving the fundraising goal in perspective for her. Dailey advises those who desire to have business as mission to, "find a balance between your commitment and your sacrifice, between your passion and your logic, to propel your forward." To Dailey, it is all about moving forward, regardless of how seemingly small those steps may be.

Success

Dailey cautions against an unsustainable measure of success. While she stresses the importance of fundraising and meeting other financial targets, her central measure of success has to do with the women they serve. Success must be measured in the small steps forward that are observable. "Sometimes it is hearing laughter during lunch. Other times, it is the completion of a task, or the acknowledgment of a mistake," illustrates Dailey. "The fact that they are here is a success," she stresses.

The analogy of "moving forward" is also used, in terms of recognizing success. Dailey stresses the ups and downs that come with the territory of serving in these capacities. However, they are able to look back at their history and see growth in terms of number of individuals served and also the programs they are able to offer.

The Professional Opportunities for Survivors of Trafficking (POST) program was launched in 2011 and continues to be refined. Instead of relying on volunteers in the United States to inventory, package, and ship the jewelry made by human trafficking survivors in India, iSanctuary responded to the need to serve people who had been rescued in the United States. The iSanctuary POST program was developed to address the lack of job skill development opportunities for individuals here in the United States.

iSanctuary has developed curriculum and a program framework for POST, so that they may help other organizations who work to meet the unique needs of survivors of trafficking. The focus of POST is on job skills and in helping individuals gain employment. Computer skills, workplace essentials, and goal setting are stressed throughout the curriculum. The POST program design helps individuals to reintegrate into the broader community, while also providing them an opportunity to earn income. USAID (2007) stresses that without access to employment and skills development, survivors are at risk for being re-trafficked.

Stories abound of the impact that POST and iSanctuary have had on the individuals they serve, particularly in the areas of employment and employability. When Sabrina came to iSanctuary, she was fearful and lacked self-confidence. She would continually repeat, "I can't do it" when given tasks to complete. Prior to iSanctuary, she was cleaning houses because that was all that she knew how to do, that was where her comfort was. iSanctuary was able to broaden Sabrina's perspective. They gave her a skill set and an opportunity to do something that she would be interested in doing.

Sabrina was given an opportunity for full-time work through a networking situation. The position met her skill set and gave her opportunity for growth. Sabrina was sad to leave because she enjoyed her position at iSanctuary, but this opportunity was the best option for her and her children. She left after completing the six month requirement stating that she was “a new woman.”

Impact

Over 10,000 women in India are estimated to be experiencing commercial sex exploitation. Over 200 women have been served by iSanctuary and are now have work experience and savings from their earnings, while being employed by the organization.

iSanctuary now also trains survivors of human trafficking in the United States through their partnership with the Orange County Human Trafficking Task Force Coalition. The Professional Opportunities for Survivors of Trafficking (POST) program was developed in 2011 to fill a gap identified by the U.S. Department of Justice in providing trafficking victims with job skills and employment opportunities. Ten survivors have graduated from the POST program to date. The curriculum is also being shared with other NGOs in the United States who have similar programs and would like to have a framework to use.

Future plans

Pollaro and Dailey dream of a time when iSanctuary expands its reach and impact. They recommend that anyone starting an enterprise such as theirs begin by researching the issues and determining the gaps that exist. They also stress the dignity that should be afforded to each survivor of human trafficking and how serving them should be the focus of any BAM entity looking to have an impact.

A more rigorous method of evaluation is sought for the POST program, as it continues to evolve. The employability of graduates could be gauged using some type of employment readiness testing and a longitudinal study of past participants could be conducted.

iSanctuary is also exploring adding additional locations. One region that is currently being researched is the Philippines.

Conclusion

iSanctuary's very existence tells the story of two individuals who heard about a violation of basic human rights and who decided to do something about it. Instead of standing at the periphery, they serve survivors of human trafficking directly, side-by-side. They have been able to create a competitive differentiator in the sale of their fashionable products, since so many people today desire to make a difference with their consumer purchases.

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