



As a **Business Owner** Do You Ever Feel Alone at the **Boardroom Table?**



Skillfully assembled **Advisory Boards** deliver a round table of wisdom that will help your company innovate, compete, grow and succeed. Learn more about Advisory Boards on page 8.



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Michael Flaherty, President, Walden Media, Boston, MA (keynote speaker, Vancouver 2012)

Mart Green, Chairman, Hobby Lobby Group, Oklahoma City, OK, USA (keynote speaker, Toronto, 2014)

Datuk Edward Ong, Sutera Harbour Resort, Kota Kina Balu, Malaysia (recipient of Entrepreneurial Leaders Award, 2014)

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For further information: www.EntrepreneurialLeaders.com.

Contact: Dr. Richard (Rick) J. Goossen, Chairman, Advisory Board, E: rick@EntrepreneurialLeaders.com

ELO Since 2005:

Study Guide published

5 continents from which attendees have come

6 books published (in 3 languages)

conferences in Vancouver, Toronto, Calgary & Hong Kong 20

40 of the world's leading speakers

50 advisors

100 sponsors & supporting organizations Christian entrepreneurs interviewed 300

2,600 Newsletter subscribers

5,000 attendees

50,000 unique web visitors per year

200,000 people impacted annually through ELO and partner email distribution

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GOLD



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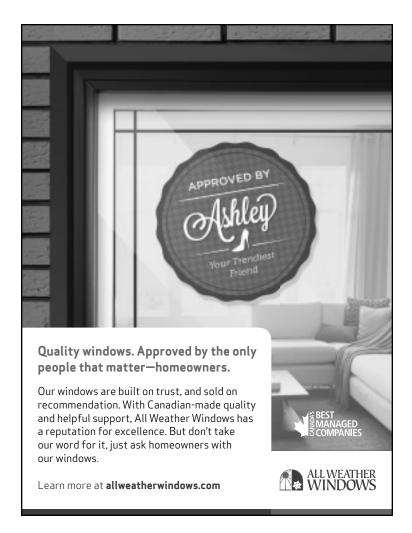


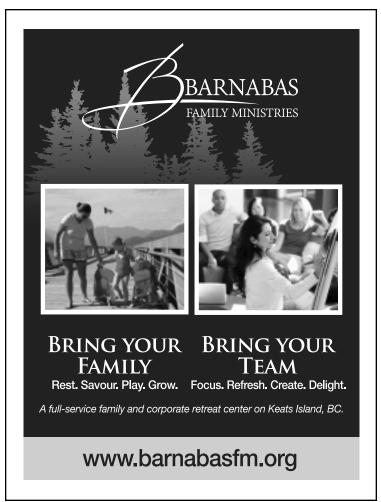
SUPPORTING ORGANIZATIONS













About ELO

ELO Vision

To connect, equip & celebrate Christian entrepreneurs and marketplace leaders for global difference-making.

ELO Mission

The Mission of ELO:

- To be an <u>online resource</u> for Christian entrepreneurs and marketplace leaders
- To organize conferences for Christian entrepreneurs and marketplace leaders
- To <u>provide presentations</u> and engage in occasional courses for Christian entrepreneurs and marketplace leaders
- to <u>provide resource materials</u> (books, video for Christian entrepreneurs and marketplace leaders
- to <u>build a global network</u> of Christian entrepreneurs and marketplace leaders who through collaborative effort and synergy and do much more than individually
- to <u>celebrate</u> through the presentation of awards the achievements and example of Christian entrepreneurs and marketplace leaders achieving social good

The "Why"

Entrepreneurial leaders are the primary means by which Christianity will have ongoing influence and relevance in our world. If Christians are followers rather than leaders, imitators instead of innovators, risk-avoiders rather than risk-takers, fragmented rather than united, then we will have far less impact than is otherwise possible. This is a tragic failure to be stewards of our collective influence. ELO organizes premier events to bring together all entrepreneurial leaders from throughout the Christian spectrum for synergistic difference-making. Collectively, we number in the thousands, employ 10's of 1,000s and generate 100's of millions of revenue. The vision of ELO is that through collaborative effort we can have an exponential impact. We invite you to be part of this collective undertaking whereby Christians magnify their difference-making capacity in our world.





LEADERS IN BUILDING

Online communities

Online Marketplaces

Cloud platforms

www.ballistiq.com

Entrepreneurial Leaders Award

The Entrepreneurial Leaders Organization in conjunction with World Evangelical Alliance have established an "Entrepreneurial Leader Award" in order to recognize and celebrate the noteworthy and inspirational contributions of individuals to making a faith-inspired difference in their communities.

Criteria for Identifying a Suitable Nominee

- Exemplifies the qualities of entrepreneurial leadership that are embedded in a
 Christian worldview
- International stature with a significant influence
- Lifetime of achievement of influence in their chosen profession, whether directly or indirectly related to Christian ministry
- Outstanding reputation for integrity in terms of living out faith
- The person must be a role model to inspire other entrepreneurs to others to greater heights of significance

Award

- Awarded at the ELO World Conference, hosted by the Entrepreneurial Leaders
 Organization (ELO)
- The Recipient must be present at and participate in the Conference in order to be eligible for the Award.
- Recipient receives a plague presented at the ceremony
- Recipient becomes an "Honorary Advisor" of the ELO
- The recipient must be in agreement with the objectives of the Vision, Mission &
 Values of the ELO (as per www.eleaders.org).

Advisory Boards:

An untapped resource for entrepreneurs & business owners

"Almost by definition, the [advisory] board requires a company to be more reflective, and pushes it to build a long term vision. This leads us to believe that business owners with Advisory Boards likely develop greater rigour, and are better able to strategically orient their companies and take the necessary steps to reach their objectives."

- BDC Study "Advisory Boards: An Untapped Resource for Businesses (March 2014)

At some point, most entrepreneurs and business owners realize that they can serve themselves best by tapping into high level, specialized input from people who have "been there, done that." One way to do that is through an Advisory Board.

What are the Benefits of an Advisory Board?

- 1. Big picture, strategic planning input
- 2. Broaden the universe of knowledge and skills
- 3. Develop new ideas
- 4. Avoid costly mistakes
- Ensure orderly succession of company (whether from one family generation to the next, or from an entrepreneur to a managerial team)
- 6. Confidential and collective feedback
- Success and sustainability rest on solid corporate governance
- 8. Enhanced credibility among stakeholders by having highly-credentialed advisors

"Yes, but..." Here are the questions often posed by entrepreneurs.

What are the Hurdles in Creating an Advisory Board?

- 1. Where do I find these advisors?
- 2. Why would they want to be advisors?
- 3. How do I ensure that these individuals are a good fit?
- 4. How do I organize and manage an Advisory Board?
- 5. How do I put this together? Who can help me?

So, there's an interesting situation where most entrepreneurs recognize a need, but don't know how to go about addressing it. In response to this need, combined with the experience and resources of the Covenant team, we began offering a compelling "Advisory Board Program". We undertook a "quiet launch" of this new program in late 2014 and it has generated immediate interest from business owners.

For a number of years we have gained valuable experience doing the following: strategic reviews of governance and organizational structures; strategic planning for business sustainability and growth; evaluating individuals for key leadership positions utilizing our knowledge, experience and the The Birkman Method® assessment tool; chairing and running meetings for family, ownership, and leadership groups; and emergency response planning. We have also developed an unmatched Canada-wide network of potential Advisory Board candidates. All of these skills and experiences of the Covenant team have coalesced to support the creation of an Advisory Board program.

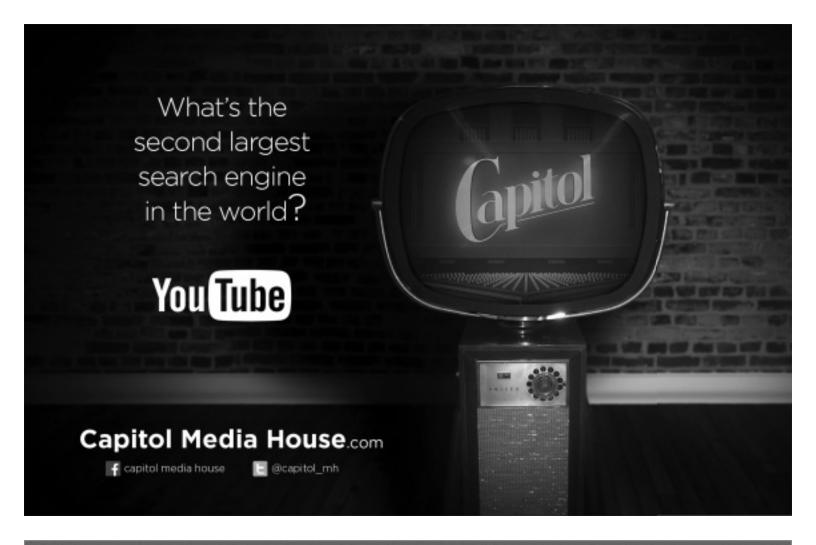
How Does Covenant help with an Advisory Board?

- Perform a detailed "Strategic & Governance Review" to understand the background of the company and the key strategic issues and priorities to be addressed by the Advisory Board
- 2. Identify and source potential candidates
- Coordinate interview process and conduct any assessments necessary
- 4. Establish parameters for the Advisory Board
- Present the opportunity to preferred Advisory Board candidates
- 6. Organize and facilitate the first meeting
- 7. Support ongoing Advisory Board effectiveness as needed, including acting as interim board chair

THE BOTTOM LINE: We have found that successful entrepreneurs are prepared to invest in their company to create sustaining value and accelerate growth.

Many of them can see the value but lack an effective method for making it happen. Working with an advisor like Covenant can give you your best chance of realizing the benefits of an Advisory Board.

Richard (Rick) J. Goossen, BA (Hons), LLB, LLM, PhD, Covenant Family Wealth Advisors

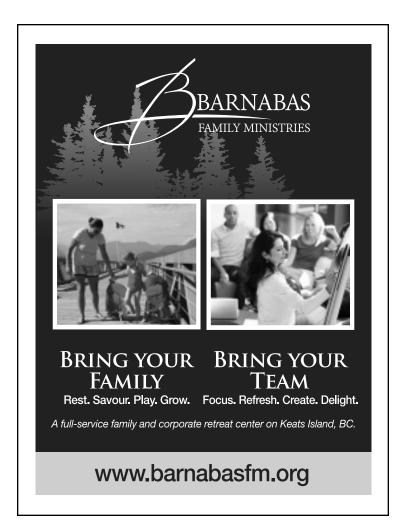


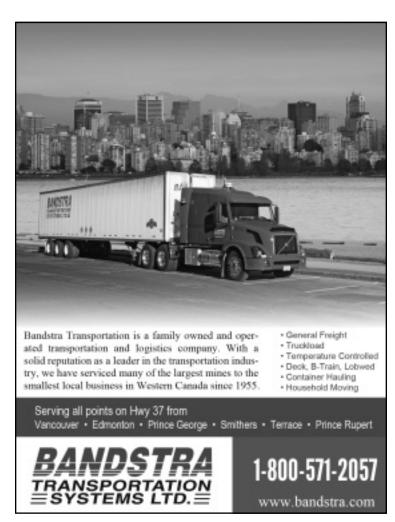


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Introduction To Entrepreneurial Leaders Award Recipient & Evening Keynote Speaker

Lord Robert Edmiston, London, UK

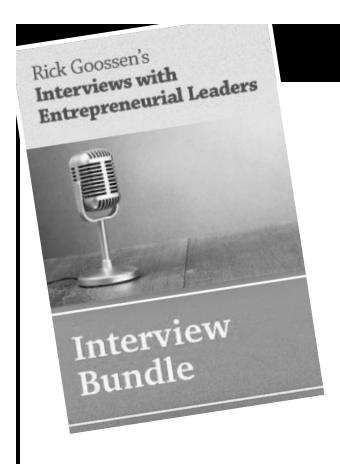
Born in India in 1946, Lord Edmiston, the son of a war time fighter pilot, came to the UK at the age of three and subsequently spent, from the age of ten, five years in Kenya before returning to the UK in 1962 where he has remained to this day. He started his career as a Bank Clerk. He is a Fellow of the Chartered Institute of Management Accountants. Today he owns a number of companies in the property, motor and finance sectors with a combined turnover of approximately £500 million.

He is a father of a grown-up family of one son and two daughters all of whom are married and he has ten grandchildren. He is married to Tracie who also holds his firm Christian beliefs. Together in 1988 they founded CV, an international charity with offices in 22 countries working to support the Christian church in the areas of evangelism and discipleship in both the online and offline space. In the UK, Lord and Lady Edmiston have sponsored, and are Governors, of three schools, called Grace Academy with around 3,000 students aged between 11 and 18 years.

The car business, which formed part of the original I.M. Group, now imports and distributes Japanese and Chinese cars and parts in the UK, Ireland, Sweden, Finland, Denmark and the Baltics. I.M. Group has a Beijing office which supports Group activities and operates as a consultancy and a trading house on behalf of third party clients.

In the early 90's, I M acquired a publicly quoted property company called BHH which is now known as I.M. Properties PLC and is now the largest company in the Group. I.M. Group also owns a Finance Company.

Lord Edmiston has a keen interest in politics and in both business and social issues. Until 2010 he was the Chairman of the Midlands Industrial Council, a group of leading Midlands industrialists and businessmen who maintain a close dialogue with senior politicians of the day. On January 18th 2011 he was introduced into the House of Lords which he hopes will allow him to be a voice for good in the areas where he has a particular interest or skill.





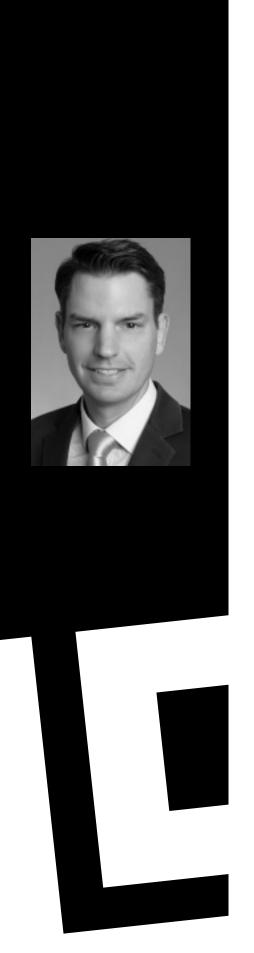
The most beneficial thing you can do for yourself as a leader is seek wisdom from those who have gone before you. Over the past 20 years or so, Dr. Richard J. Goossen has sparked relationships with Christian activists, lawyers, best-selling authors, historians, CEOs, and so many others in high level leadership roles.

Goossen has put in the work in order to bless up-and-coming leaders with the years of cumulative experience these leaders all represent. Are you looking for some entrepreneurial advice? Maybe some inspiration to jumpstart your business? Even some history to give context for what may come?

Goossen's interview bundle is sure to be thought-provoking and informative on the most relevant opportunities and issues facing leaders.

For more information on how to purchase the "Interview Bundle" or any one of more than 80 individual interviews go to Vryso Christian Books (www.vryso.com)





Lessons from Christian Entrepreneurs in a Post-Christian Europe

Timo Plutschinski

Chairman of the Business Coalition, World Evangelical Alliance, Hamburg, Germany

A Christian entrepreneur is not allowed to hire just Christians? A Christian branch manager can only send "Season's Greetings" instead of "Christmas cards"? Unbelievable.

Europe was once the driving force behind Christendom. Europe is the birthplace of significant Christian figures and movements which have impacted the world. Europe is today perceived as inexorably sliding into dechristianization and secularization. We frequently hear that in Europe Christianity is out-of-touch with our times – that the Bible is old-fashioned, irrelevant or even oppressive.

Let me quote Stefan Gustavsson, Secretary General, Swedish Evangelical Alliance: "Christianity began as a personal *relationship with Jesus Christ*. When it went to Athens, it became a *philosophy*. When it went to Rome, it became an *organization*. When it went to Europe, it became a *culture*. When it came to America, it became a *business*."

My deep conviction is that postmodernity will bring Christianity back to a focus on the personal relationship with Jesus Christ.

The Great Heritage

The Bible first of all transforms individual human beings, who in turn transform entire nations. In every area of life we have seen this remarkable record of personal and social transformation. Be it science, or health care, or literature, or learning, or liberty, the biblical worldview touched and transformed entire societies.

All that basically came from Christians. The medieval monasteries were the seed bed of the European universities. Indeed, many of these monasteries and cathedral schools developed into these great universities. And almost all education back then was in fact church education.

In a similar way, also, the marketplace was deeply influenced by the Protestant work ethic of honoring God with and through daily work. Life and work was linked to a vibrant faith – in personal life, but also in families, companies and communities.

Lessons from Christian Entrepreneurs in a Post-Christian Europe (continued)

The Change to Postmodernity

First in Europe but meanwhile all over the world Christianity has experienced a big change over the last 100 years. In 1910 evangelization meant Christianization which also meant culturalization. We are now confronted with a modern era full of diverse ideologies: nationalism, fascism, communism, socialism, etc.

In our present century the situation has changed dramatically. Especially in the Western countries Christianity has left the public arena and any kind of ideology and mission is suspect. For an increasing number of people there is almost no difference between an evangelical Christian and a Muslims Taliban: they are both radical, extreme and intolerant.

Postmodern society didn't like this approach and has shifted all kind of religious life into the private sector.

The Business Solution

According to Vishal Mangalwadi, an Indian Christian philosopher, the West 'has amputated its soul." This has caused an ideological vacuum in the public arena. In fact, this situation creates an increasing opportunity and need for private initiatives coming from Christian business people.

While the church is struggling with shrinking influence business people are still having daily accesses to people and through them to their families. There are millions of people no pastor will reach with church activities.

This together with a chronical unemployment—that Christian businesses can address—means that "business as mission" becomes one of the primary avenues for bringing Christian hope to tomorrow's Europeans.

With all the complications of a post-Christendom society, R. Paul Stevens, Professor Emeritus of Marketplace Theology, Regent College, stated, that "it is wonderfully true that – globally, in the twenty-first century – the marketplace is the most strategic mission field."

There are enormous implications for the marketplace, which is now seen as not merely a place to evangelize but as an arena, if not the most strategic one, for the full-orbed mission of God.

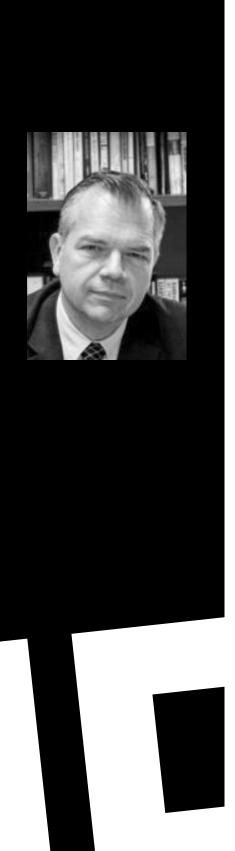
The primary locations for spiritual growth may be no longer church services, but, to quote R. Paul Stevens again, "the marketplace is the most significant arena of spiritual formation."

We will see new types of Christian communities, new kinds of companies with a church function and new monastic movements to engage with this new reality. Dual processes of secularisation and re-sacralisation will continue and many churches will continue to disappear, but many more new companies will be started by dedicated Christians. Companies which are profitable and sustainable, which creates community value and local jobs and which function as a seed bed for a new generation of followers of Jesus.

Although it feels like a total cut of the "old oak of Christianity" in Europe there are new shoots—especially in the marketplace. This situation gives hope to a post-Christian society.

More than ever before the single businessman is the one who makes the difference in his environment. He is "the light" among his employees, competitors, suppliers, colleagues etc.

And at least in Europe the conventional division of labor is no longer valid that the churchy "full-timer" are responsible for all the spiritual formation and the businesspeople for providing the needed money. This relationship has to be reconsidered.



The Invisible Christian

Rick Goossen

In 2013 Mark Burnett, the #1 TV Hollywood producer, was our keynote speaker in front of 450 attendees at the ELO World Conference. One guest as they walked into the ballroom, gasped, "I've been told about Christians in business, I've just never seen this many before."

I've heard these comments from people attending the ELO World Conferences who were invited along by others. They knew they were coming to some "Christian-type" event, but didn't know exactly what that would entail or what these types of people actually looked like!

Is this farfetched? Not at all. There are apparently a significant number of Christians in Canada. A great number are involved in business. Many of them have well-known businesses. And, yet, they are generally "invisible." What do I mean by invisible? Well, we know or think they are out there—but very few people have seen them. Why is this the case in Canada? There are several challenges. First, faith has become privatized. The prevailing view among the non-religious is that faith is a private matter and should not be brought into the public square. This "religion chill" has crept into our societal thinking.

"Freedom of religion" is viewed as "freedom from religion" for many. You can have a view on something—just don't say it has a religious origin. Otherwise, you will be perceived as unreasonable, narrow-minded, anti-something/anti-everything and a whole bunch of other things you weren't aware of. It is fine to believe something, just don't let it impact what you do.

Second, Christians act in isolation. Christians tend to circle the wagons in their personal lives. They don't freely share their life and opinions—too much blowback from people who disdainfully disagree due to preconceived notions. For example, the terms "Christian," "evangelical" and the dreaded "born again" all have negative connotations. Thus, Christians share their faith in safe harbours and not in rough waters and with people who think like them rather than those who don't.

Third, invisibility is facilitated by fragmentation and the challenge of gaining an organized critical mass. Protestants have an in-built can of worms—it self-fragments. The Protestant church was, of course, the world's preeminent protest movement. The Catholic Church was opposed; new movements and denominations were unleashed. Today's manifestation is that if you're in a church and you don't like it, well, start your own. Stand-alone churches and denominations proliferate in an amoeba-like fashion. As a result, bringing people back together for any unified purpose is a challenge.

Lastly, the invisibility of Christians occurs due to disengagement with the broader society. Christians seems to have thrown up the white flag. There is little sense of being a contributor to society—instead we are disengaged from it. With an H. Richard Niebuhr typology, this is "Christ against culture." There is decreasing perceived value to being part of a bigger whole.

The Invisible Christian (continued)

These four trends contribute to the invisibility of Christians in the broader society. What's the result of this situation? As Mark Burnett noted at the ELO World Conference in 2013, "Christians are the largest, most ineffective tribe in the world." Mark Burnett made this comment not in the spirit of condemnation but rather as a spur to action.

What is a way to start changing that? Join the ELO movement and make a stand. ELO World Conferences are an attempt to counter the trend toward invisibility. So, stand up to be counted. Be part of the ELO World Conference by making it a priority to attend. The Invisible Christian – Don't Be One.

"10 in 2" Entrepreneurial Leader Video Profiles

ELO has partnered with Capital Media House

(www.capitolmediahouse.com) to develop the world's largest library of 100s of high-impact videos of Christian entrepreneurial leaders.

The videos follow a unique format: 10 questions are answered in 2 minutes! The outcome is fast-paced, captivating video profiles.

The ten questions asked are:

- 1. Who Am I?
- 2. What do I do?
- 3. What's my impact?
- 4. What do I want to be remembered for?
- 5. What's my #1 lesson?
- 6. What's my favourite quote?
- 7. What's my passion?
- 8. What gives me meaning?
- 9. What does success mean to me?
- 10. Why am I Christian?



Mark Burnett, #1 TV Producer in Hollywood, is featured in one of the ELO 10in2 Video Profiles

Some of the entrepreneurs featured are the following:

- Mark Burnett, #1 TV
 Producer in Hollywood
- Ian Daniel, NCOL Internet (www.ncol.com)
- Braden Douglas, CREW Marketing Partners (www.crewmp.com)
- Michael Gibney, Covenant (www.covenant.ca)
- Lando Klassen, House of James (www.houseofjames.com)

- Brad Malchuk, Fastik Label (www.fastik.ca)
- John Neate, JJ Bean (www.jjbeancoffee.com)
- Joo Kim Tiah, Holborn Group (www.holborn.ca)

The 10in2 video profiles have multiple uses:

- They are available via www.eleaders.org to over 50,000 unique visitors/year
- The videos can be, of course, posted on the website of the profiled entrepreneurs.
- The videos are used in public speaking presentations by Rick Goossen, Chairman, ELO
- The video library will be available for use by learners worldwide.

To view these videos go to www.entrepreneurialleaders.com.

Eleven Things To Know About ELO

The vision, mission and tag line for ELO are listed in this magazine. What are some other important things to know about ELO? Here's our list!

1. The Entrepreneurial Spirit

ELO was started due to the conviction that Christians are called to the marketplace and that entrepreneurial and innovative people in particular can have an exponential impact if their passion and energy are harnessed for Kingdom-building purposes.

2. Entrepreneurship for All

Entrepreneurship is for everyone. Don't think in terms of the person, but the process. Not everyone can found and grow a wildly successful company—but everyone can become more entrepreneurial, seeking creative solutions to pressing problems. So, ELO is about empowering people to look for ways to apply creativity and an innovative spirit in all of their endeavours.

3. Sustainable Social Venture

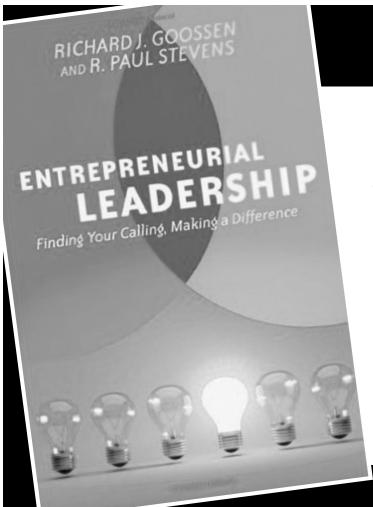
The focus of ELO is to provide a service of value to its constituency at a fair market value which will allow ELO to continue to exist and pursue its vision and mission. ELO is a non-profit organization, but it is not a registered charity offering tax-deductible receipts. In essence, ELO is a social venture: it serves a non-commercial purpose and generates revenue in order to sustain operations

4. Thought Leadership

ELO strives to provide thought leadership in the area of a Christian approach to entrepreneurial leadership. All ELO event draw upon thought leaders from the prestigious academic institutions around the world. Past conferences have included speakers from McGill, Oxford, Cambridge, Yale, Baylor, Thunderbird Graduate School of Management and Regent College.

5. Research Core

At the core of the work of ELO is an extensive base of research into the area of Christian entrepreneurial leadership. This is the world's pioneering and ongoing research study of over 300 Christian entrepreneurs from around the world. The output has included 5 edited books, one authored book, countless articles and blog posts and a basis for public presentations.



GOOSSEN & STEVENS, ENTREPRENEURIAL LEADERSHIP: FINDING YOUR CALLING, MAKING A DIFFERENCE (IVP, 2013)

BUY YOUR COPY TODAY!

In this pioneering work, Richard Goossen and R. Paul Stevens have written what many are already declaring to be the essential resource for Christian entrepreneurial leadership, based on exhaustive research, practical experience and decades of teaching marketplace theology. Entrepreneurial Leadership addresses both the "how-come" and the "how-to," not only grounding the entrepreneurial calling in its proper source in the triune God but also providing practical guides for how to be an effective leader. Be inspired to find your calling and to make a difference in the marketplace, church and beyond.

Contents of Book:

- **1.** The Essence of Entrepreneurship
- **2.** The Essence of Entrepreneurial Leadership
- **3.** Humanist & Christian Models of Entrepreneurship
- 4. Soul & Spirituality
- 5. Meaning & Work Ethic
- 6. Risk & Reward
- 7. Finding Your Calling
- **8.** Practicing Entrepreneurial Leadership
- **9.** Sustaining Entrepreneurial Leadership
- 10. Making a Difference

"Evangelicals for much of the twentieth century ignored the political, economic and social marketplace, focusing instead on preparation for a more heavenly world. Goossen and Stevens break out of those fences, leading us to understand the Christ-given gift of the entrepreneur. This comprehensive treatment of Christcenteredness in the marketplace provides a curriculum, offering wisdom, encouragement and counsel in this vital arena. It is not too much to say this book is an historic breakthrough on a subject too long ignored. I've begun my list of those to whom I will send a copy." - Brian C. Stiller, global ambassador, the World Evangelical Alliance, and president emeritus, Tyndale University College & Seminary

6. Legacy

An important aspect of ELO is to facilitate the imparting of wisdom and insight from one generation of leaders to the next. The knowledge of entrepreneurs is often not captured. The role of ELO is to gather this information, derive key lessons and then disseminate that information to the next generation of leaders. We believe good theology will lead to good entrepreneurship.

7. Global Network

The Entrepreneurial Leaders Conferences are expanding globally through a joint initiative with World Evangelical Alliance, which represents 600 million Christians worldwide. There is a hunger for learning how to apply faith in the marketplace and to connect with other like-minded people. WEA provides an excellent global network. This year's events take place in Vancouver, Toronto, Hong Kong and Shanghai.

8. Volunteer-Driven

ELO is a volunteer-driven organization. The organization succeeds only because a wide array of people volunteer their time and energy to the cause. People keep jumping on board because they see the value of what's being done and they want to be part of it.

9. Focus

ELO is very clear about what it does and what it does not do. There are various groups that minister or work with business people in the marketplace, and they meet weekly or monthly. That's great. In fact, ELO works with those groups. The focus of ELO is very precise. ELO organizes high-level, large scale, international conferences.

10. Online Resource

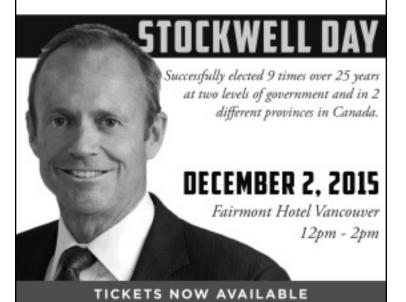
One of ELO's goals is to be the leading online resource for Christian entrepreneurs around the world. ELO is on track with this goal. ELO's website through word of mouth alone is getting over 50,000 unique visitors annually and growing at a rapid clip. The website provides access to extensive publications and video resources.

11. Collaboration

A core aspect of the effectiveness of the ELO and gathering together large numbers of people is to facilitate collaboration from throughout the Christian spectrum. This often means breaking down denominational, ethnic and cultural silos. This means breaking down the dead hand of tradition, the inertia of having always done things a certain way. Times have changed rapidly—Christian organizations often do not. ELO is about getting together and uniting on core issues and having a greater impact throughout society.

WHAT IS IT **REALLY** LIKE?

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