



Stewardship
Resources

Stewardship Connections with Integrity

BEYOND OUR SEMINARS

2
DAY

WORKSHOPS

A FOCUSED APPROACH TO LEARNING



SPRING SERIES 2022

BUSINESS WORKSHOPS

RESERVE YOUR SEAT TODAY! SEE ENCLOSED REGISTRATION FORM

BEYOND OUR SEMINARS

The two-day business workshops go beyond our one-day business seminars by focusing on a single area of business content with two seasoned instructors. Instead of lectures and a large audience, workshops utilize the classroom approach, limiting the size to 30 students or less. Below are the workshops offered this fall:

- *Human Resources*
- *Business Planning*
- *Business Succession*
- *Marketing*
- *Sales – NEW!!*



PARTICIPATE in a small-group, hands-on setting for maximum learning and practical application

GAIN new business skills and knowledge through peer learning, discussion, guided practice, and case studies

HEAR seasoned instructors teach from an Anabaptist, Biblical worldview

APPLY proven business management tools, using your real business situations and challenges



SPRING 2022 WORKSHOP SCHEDULE

HUMAN RESOURCES WORKSHOP

- March 8-9** Chambersburg, PA, *Antrim BIC Fellowship Hall*
24 Kauffman Road E, Chambersburg, PA 17202
- April 4-5** Memphis, MO, *Cozy Oaks Lodge*
54711 State Highway K, Edina, MO 63537
- April 7-8** Versailles, MO, *Venue TBD*

BUSINESS PLANNING WORKSHOP

- January 5-6** Roanoke, VA, *Holiday Inn Valley View*
3315 Ordway Drive, Roanoke, VA 24017
- January 31-February 1** Brownsville, OR, *Brownsville Mennonite Church*
34795 OR 228, Brownsville, OR 97327
- February 1-2** East Earl, PA, *Shady Maple Conference Room*
129 Toddy Drive, East Earl, PA 17519
- February 3-4** Pasco, WA, *Holiday Inn Express*
4525 Convention Place, Pasco, WA 99301

BUSINESS SUCCESSION WORKSHOP

- April 12-13** East Earl, PA, *Shady Maple Conference Room*
129 Toddy Drive, East Earl, PA 17519

MARKETING WORKSHOP

- March 1-2** Cutler, IN, *Cutler Ridge Church*
3621 S State Road 75, Cutler, IN 46920
- April 5-6** Millersburg, OH, *AF Community Center*
6834 County Road 672, Millersburg, OH 44654

SALES WORKSHOP

- January 11-12** Millersburg, OH, *AF Community Center*
6834 County Road 672, Millersburg, OH 44654
- March 1-2** Middlebury, IN, *The Essenhaus*
240 US 20, Middlebury, IN 46540

Each day begins at 8:00 a.m. and ends at 4:00 p.m.

REGISTER TODAY! SEE ENCLOSED REGISTRATION FORM



COMMENTS FROM WORKSHOP ATTENDEES

- **Attending these workshops makes me “want to.”** It rekindles my spirit to keep trying to run a kingdom-focused business. I got a lot of practical, well-thought-out advice from seasoned businessmen who have “been there; done that.” The good food, cheesecake, and plenty of coffee also impacted me in a positive way! Thank you.
- **I have found the AF workshops to be very beneficial in helping to gain focus and stay focused in these times.** The focused approach in a workshop setting makes the investment very worthwhile. These workshops are much more than just another seminar.
- **The Human Resources workshop has been the most valued piece of business education we have received to date.** It was very thorough and comprehensive. It covered anything from creating the proper culture to hiring and training and having crisis conversations. Our most valuable assets in business = our employees. A sound, refreshing approach from a kingdom-focused group. Thank you to all who contributed. May God bless you!
- We were blessed by being able to attend as a husband/wife team, sitting under sound, clear teaching from a Christian perspective. We came away with high regards for the AF organization!
- **The workshop has opened lines of communication that didn’t exist before.** We have been able to clear up some employee/employer misunderstandings before it became a bigger issue. Thanks, AF. We would love to host you in our state sometime.

THIS WORKSHOP IS FOR YOU IF YOU FIND YOURSELF IN A PLACE LIKE THIS:

- It seems that we face more special challenges with employees as our business has grown.
 - I'd like to know if there is a right way that's been proven to work, when relating to people problems.
 - It would mean a lot if our people had more of a sense of purpose and sincere satisfaction in their work.
-

WORKSHOP OVERVIEW

Envision an ideal business culture

What does an ideal business culture look like? Learn how you can build culture and community in your business.

Understand the basics of business

What are the characteristics of a kingdom-focused business? How can you teach these guiding principles and core values to your company and its personnel?

Clarify your mission statement

A company's mission statement directly impacts personal relations, hiring, development, and evaluation. Bring your company's mission statement for evaluation and feedback.

Help employees establish identity and belonging

Your employees are created in the image of God for work, relationship, development, and purpose. They want to be part of a team and the deeper meaning of your work.

Recognize employees as whole people

Ministering to the whole person will make employees, and ultimately you, more successful. Seek to understand and know your people in the appropriate context of work.

Write clear job descriptions

A job description is more than telling employees what to do. It has critical functions in hiring, evaluating, and training employees. Learn valuable tools to craft effective job descriptions.

Attract the right employees for the job

Learn proven interviewing techniques to identify which candidates will most likely succeed in your business. Practice a job interview process in class.

Orient and initiate employees

Be prepared for the day your new employee starts. From preparing their workstation to training current staff to interacting with the new employee, you can successfully integrate them.

Give clear job instruction

What should training include? Who should do it? Identify the people in your company who can serve as quality trainers and learn how to develop and support them.

Provide performance feedback and coaching

How do your employees know if they are successful and effective? Offer low-threat informal feedback to develop your employees.

Have one-on-one conversations

Regular one-on-one conversations are key to building strong relationships, loyalty, leadership, and kingdom disciples in the workplace. Learn the skill of having one-on-ones and develop a plan to introduce them to your employees.

Develop annual employee reviews

Learn how to use evaluation tools to promote improvement and strengthen your business.

Learn performance indicators and goal setting

Annual evaluations are not only for looking back at the previous year, but also for creating a development plan for the future. Learn how to create a plan with goals for the next year.

Navigate difficult conversations with grace

Difficult conversations are too often ignored or done incorrectly to the detriment of the business and employees. Learn the strategies of having a difficult conversation that ends well, with practice on your fellow classmates.

AVAILABLE INSTRUCTORS: Doug Ramer, Dale Savage, David Bower, Leon Martin

SPRING 2022 WORKSHOPS

March 8-9 Chambersburg, PA, *Antrim BIC Fellowship Hall*

April 4-5 Memphis, MO, *Cozy Oaks Lodge*

April 7-8 Versailles, MO, *Venue TBD*

THIS WORKSHOP IS FOR YOU IF YOU FIND YOURSELF IN A PLACE LIKE THIS:

- Honestly, I have never thought much about the future of my business; I am just too busy for that.
 - I've wondered if intentionally planning for our business minimizes our trust in the Lord.
 - Our growing business needs help to stabilize it, but I truly do not even know where to begin.
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WORKSHOP OVERVIEW

Overview of the Business Plan

What is a business plan and why should you have one? What is the process for creating one? Business planning is a path of discovery, starting from where you are today and building on your intentions for the future. It should be guided by sound business principles, but even more importantly, by seeking God's will and the counsel of others.

Company Culture

A company culture expresses who you are as a company and how you go about doing business. Developing and documenting such things as company history, mission, vision, and values helps to clarify, *Why does my business exist? Where do I intend for my business to go? What values guide my business both within and without?*

Market Strategy

Evaluate the economics of your entire market area to decide which customers to target. Summarize what makes you stand out in the competition and define your unique corner of the market.

Business Framework

This part of the planning includes long-term plans. For example, do you have a goal of becoming debt-free within five years? Or do you have profit margin goals you intend to maintain as your company grows? What have you established to guide future ownership of the company, such as who can potentially buy in and when and at what price?

SWOT Analysis

A SWOT analysis is a popular business tool that helps business owners and managers assess the situation their business is in. This process helps guide decisions about where to best steer the business through future planning.

Annual Plan - People

Every year a business should plan for the organization and care of its people. How solid is your employee support system? Are your people in their best places? Where does HR fit into the business plan? Planning for people is an important Biblical principle, and these plans should be organized here in your Annual Plan.

Annual Plan - Finance

A vital component of annual planning is having a good budget. Other financial aspects include profitability and asset management. It is important that the financial dimension of the business aligns with other changes or improvements in your business plan.

Annual Plan - Operations

Plan for the execution of business operations over the next year. Identify which key performance indicators (KPIs) and metrics you will use to evaluate the performance of your business operationally. Know your current operational efficiencies to know what changes and improvements are needed.

Annual Plan - Marketing

Learn how marketing fits into your business plan. An annual plan for marketing lays out how the overall market strategy will be implemented in the next year. This includes planning advertising programs, coordinating marketing budgets with the financial plan, and making sure employees know how the company is attempting to grow.

Annual Plan - Sales

Sales involves the conversion of marketing leads into sales agreements with customers. More than any other plan, sales relates to those outside the company. It is a vital part of how the business serves others and fulfills its stated mission. This requires careful planning each year.

Executive Summary

An executive summary is the distilled version of the entire business plan. Written to quickly catch the attention of those interested in the business plan, it answers key questions as fully and quickly as possible. The Executive Summary is written last, but presented first, in any business plan.

AVAILABLE INSTRUCTORS: Leonard Meador, Larry Troyer, Greg Wolf, David Bower

SPRING 2022 WORKSHOPS

- January 5-6 Ronaoke, VA, *Holiday Inn Valley View*
- January 31 - Feb. 1 Brownsville, OR, *Brownsville Mennonite Church*
- February 1-2 East Earl, PA, *Shady Maple Conference Room*
- February 3-4 Pasco, WA, *Holiday Inn Express*

THIS WORKSHOP IS FOR YOU IF YOU FIND YOURSELF IN A PLACE LIKE THIS:

- Looking to the future, I have a will, but I'm not sure how to evaluate or handle the business in relation to my family.
 - Since I am not sure how or where to start on business succession, it is a subject I tend to shy away from and avoid.
 - I really don't have a plan and am hoping my family will make those kinds of decisions when they need to.
-

WORKSHOP OVERVIEW

Setting the Stage

Choosing a successor who will carry on your values is just one reason to transition while you are able. If you're the potential successor, explore whether you're the right person for the job and address your concerns about taking on the business.

Leadership Transition Phase

Identify a possible leadership transition team and define duties, management, and authority. Participants will learn how to set up the transition so you can mentor the new successor over time.

Understanding Goals, Objectives, Visions, and Dreams

Why were you in business? Why are you getting out? How can you use succession as an opportunity for charitable giving to kingdom-focused work? Define your visions and goals to clarify the direction and pathway of succession.

Foundational Principles for Succession

In a kingdom-focused business, scriptural principles undergird the succession process. Buy/sell agreements in family businesses often include lifestyle values that determine who is eligible to buy. Learn to openly discuss important factors, such as church practices/fellowship and family considerations, especially if there are possible conflicts.

Professional Assistance

Business successions must be done legally, not on the back of a napkin or by verbal agreement. Professionals must be consulted throughout the succession process to achieve the best conclusion for both seller and buyer.

Identifying the Successor

Learn the steps and processes in identifying a potential successor whether one child, multiple children, key employees, or an outside buyer. Explore challenging situations, such as unrealistic value expectations, difficult personalities, and distributing according to participation.

Valuation

Establishing a fair market value is very important, even when selling to family members. Learn valuation methods and define what is included in the sale. Discover the benefits of using professional, experienced help in a valuation.

Payment Terms

Payment terms are often more important than the sale price since they address the concerns of the former owner. Will you sell assets, or percentage of ownership? Will you do a one-time payment or incremental payments? What about seller salary, benefits, and healthcare? Will inventory be sold in a lump sum, or as sold?

Funding

Company profits can fund an owner-financed or a bank-financed purchase. This is a place where charitable giving can provide for the church or other kingdom-focused projects while reducing tax impact and cash needs and still be fair to other family members.

Setting It All in Motion

Learn how to make a timeline to finish the sale and set it in motion. Transition shouldn't be a big event, but rather the next step in the continuation of your life experiences. Develop a plan for how to get the process done and announce the transition to key people.

Pitfalls, Opportunities, and Possibilities (POPs)

Understand how ugly it can be if business owners don't plan for succession, how neutral it can be if they plan a little, but how good it can be if they plan properly—for themselves, their families, and for the kingdom.

Workshop Takeaway Discussion

How are *you* going to apply what you've learned in this workshop?

AVAILABLE INSTRUCTORS:

Leonard Meador, Gary Garber, David Sauder, David Bower, Leon Martin

SPRING 2022 WORKSHOPS

April 12-13 East Earl, PA, *Shady Maple Conference Room*

THIS WORKSHOP IS FOR YOU IF YOU FIND YOURSELF IN A PLACE LIKE THIS:

- Beyond good word of mouth, I wonder if marketing is appropriate for Christian people.
 - I wonder if we should market any better than we do when we have more than we can handle now.
 - If only there was a way to implement marketing that would fit the way we do business.
-

WORKSHOP OVERVIEW

Biblical Business Foundations

What do you believe about business? Does the Bible have anything to say about marketing? Come prepared with your questions and share in an open and honest discussion on what is and isn't acceptable for Christians to participate in regarding marketing.

Company Culture

Documenting a Company History, Vision, Mission, and Core Values is an important direction-setting process critical to every business. Getting clarity at this foundational level will give direction to your marketing decisions.

SWOT Analysis

Conducting an analysis of the environment your business operates within, including Strengths, Weaknesses, Opportunities, and Threats, helps to gain a clear understanding of what strategies are key to focus on for business success.

Marketing Strategy

What is the primary message you need to communicate to your niche market to generate business? The workshop activities will step you through researching your market, defining your niche, and developing your brand.

Safeguard Authenticity

Do your actions line up with who you say you are? Revisit the foundational understandings of your business, and learn how authenticity is a key to building trust.



Group networking and collaboration

Marketing Funnel

Learn the four basics of the marketing funnel, which include Brand Building, Lead Generation, Lead Conversion, and Tracking and Calculating your Marketing Return on Investment (MROI).

Planning and Execution

How do you create a good marketing plan and execute it? Learn the three primary components every plan needs and how to make sure the plan is followed through to completion.

Summary

Review and wrap up the essence of what has been learned in the workshop, including the laying of the foundation, the creation of market strategy, building the marketing funnel, and creating and executing a plan.

AVAILABLE INSTRUCTORS: Roy Herr, Leon Wengerd, Leon Martin

SPRING 2022 WORKSHOPS

March 1-2 Cutler, IN, *Cutler Ridge Church*

April 5-6 Millersburg, OH, *AF Community Center*



THIS WORKSHOP IS FOR YOU IF YOU FIND YOURSELF IN A PLACE LIKE THIS:

- I've never really liked the word "sales" and am not really sure I want myself or my business associated with the word.
 - I don't really understand what an effective sales process looks like or what makes sales different from our marketing program.
 - If it can be honorable to focus on sales, then I would like to learn more about how to do it in a way that honors the Lord and serves people.
-

WORKSHOP OVERVIEW

Sales Foundations

Selling has not always been conducted honorably, but we are called to a much higher standard. Sales can be done in a scriptural manner that is godly, that benefits the lives of others, that is personable and genuine, and that manifests patience and respect for others.

Sales Capabilities

Certain people seem to excel at Sales, while others struggle. Yet all kinds of different people have enjoyed and been successful in it. We'll look at some of the characteristics, mindsets, and skillsets needed to be successful in Sales and how they can be cultivated and improved.

Sales Preparation

Before attempting to begin the sales process for goods or services, sales people need to fully understand both the needs of the marketplace and the goals of the company. Success in Sales requires seeking to harmonize the reality of both.

Sales Process

The role of Sales varies among different sizes and types of companies. The culture of sales also varies among different industries. Yet there is a common process that can be studied and adapted for successful selling in each individual business. This includes:

1. Prospecting
2. Qualifying leads

*Access to
seasoned
business
instructors*

- 
3. Discovering needs
 4. Providing solutions
 5. Overcoming objections
 6. Closing the sale
 7. Following up

Sales Toolsets

While the basic process of sales remains the same, different companies and sales people utilize different tools to manage it. This section will look at the use of mapping, literature, CRM systems, and other tools to enhance the efficiency of the process.

Sales Management

Many times the sales teams starts with only the founder. Growing beyond one salesperson to include multiple people in sales, and even someone managing the team, represents a significant challenge. It calls for a new and different focus, as well as additional skillsets and tools.

Sales Resources

Success in sales can be enhanced by utilizing the many resources available to learn and grow. This workshop is one of those resources, and more can be learned from books, articles, online resources, and peer groups of other people with the same desire.

AVAILABLE INSTRUCTORS: Rod Martin, Ivan Schrock

SPRING 2022 WORKSHOPS

January 11-12 Millersburg, OH, *AF Community Center*

March 1-2 Middlebury, IN, *The Essenhaus*



Classroom style learning

MEET OUR INSTRUCTORS

DAVID BOWER *Redwood, VA.*

Seven Oaks Landscape and Hardscape. AF Business Advisor.

Born and raised on Goldenview Dairy, David has more than 30 years of experience as a third-generation dairy farmer. In his youth, he started Seven Oaks Landscape and later co-founded Homestead Creamery. David's strengths include employee motivation, conflict resolution, sales and marketing, strategic planning, and leadership. He also works with struggling businesses.

GARY GARBER *Eaton, OH.*

Garber Electric. AF Business Advisor.

Gary founded Garber Electric in high school and then merged it with an oil company his father owned. Eventually they split the business, and Gary continued with Garber Electrical Contractors, Inc. Recently he transitioned ownership to his son. Gary's business experiences enabled him to develop in financial forecasting, estimating and pricing methodology, multi-division, buying/selling businesses, and banking and cash management.

ROY HERR *Myerstown, PA.*

Rosewood Marketing.

Co-founder of Rosewood Marketing, Roy thrives in the challenge of leading the team and working alongside clients to solve their marketing problems. Using his 25+ years of experience, he enjoys consulting with clients to help them develop their niche, brand,

strategy, and marketing plan. Roy's passion for bringing Biblical values and Christianity into the workplace is a driving motivator in his business relationships.

LEON MARTIN *Tenino, WA.*

AutoTech Services. AF Business Advisor.

Raised in southern Illinois, Leon Martin decided to continue the family tradition of general automotive repair and services his father started in Lancaster Co., Pennsylvania, in 1951. Today he coaches automotive shops and helps AF clients with daily challenges while maintaining a proper kingdom vision. His interest lies in helping owners look outside the box for the many potentials that usually lie untapped. He also has an understanding of financial management, strategic planning, and leadership.

ROD MARTIN *East Earl, PA.*

Martin Appliance and Water Conditioning.

Rod began working for Martin Appliance in 1995, moving into sales in 2002. He helped to develop the current sales model at Martin Water and continues to assist in sales training, both in-company and for outside businesses as time allows. One of Rod's passions is to help other Anabaptist companies realize that excellence in sales is one of the best ways to properly serve and grow their customer base. Treating our customers properly and meeting their needs is an ethical sales person's highest business-related goal.

LEONARD MEADOR *Rossville, IN.*

Business Management Consultant. AF Business Advisor.

Leonard's business history ranges from owning a feed milling operation to working for a data processing and recordkeeping company. He has served as a business management consultant for more than 35 years. Leonard has also taught business management classes, received certification as a health and safety advisor, and worked in human resources.

DOUG RAMER *Myerstown, PA.*

Martin Appliance and Martin Water Conditioning. AF Business Advisor.

Doug has worked as a Human Resources manager for the past 13 years at Martin Appliance and Martin Water Conditioning. He began his lifelong career with the company in 1980 as its third employee; the company now has more than 300 employees. Doug's experience in Human Resources includes conflict resolution, company policies, hiring the right people, training, and developing a positive company culture.

DAVID SAUDER *Mount Joy, PA.*

AF Business Advisor.

David became interested in business consulting while purchasing distressed businesses and turning them into profitable enterprises. He also started four businesses from scratch and eventually sold them. David's business experience lies in manufacturing, marketing, transition, investment, and risk management. He likes to see business owners motivated by their mission and using profitable business plans.

DALE SAVAGE *Arcanum, OH.*

Plain Lean Consulting, LLC. Remedy Plumbing, LLC.

After graduating with bachelor's degrees in Theology and Religious Education, Dale spent 23 years in automotive manufacturing companies. He has served in various leadership roles and employee involvement over the years. More recently, he served two years with Anabaptist Financial as a resource manager. Today he is General Manager in his son's plumbing company and does business consulting. Dale is passionate about helping people become the best they can be in their professional and personal lives.

IVAN SCHROCK *Manassas, VA.*

Choice Books.

Ivan has worked in sales for Choice Books in different capacities since 2001. He became Sales Manager in 2015 and today is the Director of Sales and Marketing. Ivan has experience in working with large accounts such as Walmart, Kroger, Walgreens, hospital gift shops, airport retailers, and more. Ivan believes that sales work done well is a great way to serve people, build long-term relationships, and honor God in our work.

LARRY TROYER *Sugarcreek, OH.*

ProVia. AF Business Advisor.

Larry is vice president of the administration and finance department at ProVia, a manufacturer of exterior doors and windows. Most of his work involves analytics, investments, and providing leadership to staff who work in accounts receivable, accounts payable, cash management, invoicing, and taxes. He has worked in the accounting/finance arena most of his adult life. His experience also includes ownership transfers, separations of business entities, consolidations, and business valuation.

LEON WENGERD *Dalton, OH.*

Pioneer Corp.

Leon, co-owner of Pioneer Corp, grew up in the family business and served in numerous facets in his 20+ years with the organization. He serves alongside his seven brothers and father with his primary role as marketing consultant, overseeing the financials, and business planning in the numerous family businesses and brands.

GREG WOLF *Sawyer, KS.*

Family Food Store. AF Business Advisor.

Greg was born and raised on a farm in northwest Kansas, but financial distress in the early 1980s redirected him from a life in farming to preparing him for a life in assisting families in similar situations. He attended college and then served fourteen years as an agricultural consultant within a CPA firm. Greg and his wife Ruby started Family Food Store in 2012, which combines a deli, bakery, and specialty store. In addition, Greg works as an AF business advisor and assists with our seminars and workshops. Since 2020 he has worked in the role of AF Content Developer, which includes developing workshop curriculum as well as business articles and other educational materials.



Business seminars



One-on-One Advising

Other Business Education Services by Stewardship Resources

Business and Employee Seminars

Each year, our seminars focus on different areas of business operations and management to provide a well-rounded business training from a kingdom perspective. We tap into the most knowledgeable speakers from across our Anabaptist communities. Seminars are held in 12 Anabaptist communities. *To be notified of upcoming seminars, call 570-468-1268 or email seminars@afweb.org.*

Business Advising

Our advisors are conservative Anabaptist businessmen with a wealth of real world experience. We serve businesses of all sizes. Expect to grow personally and become a fully equipped business leader as you learn how to apply business tools, procedures, and systems. Choose from 20 advisors. *Call 800-653-9817 or email daveswearingen@afweb.org for an application.*

Business Resources

Stewardship Resources, the educational division of Anabaptist Financial, publishes audio recordings of our business seminars. These are available by flash drive or phone conference line. In addition, we publish written articles, many of them also drawn from seminar topics. And we offer other business management tools. These business resources are designed to help our people learn and grow in kingdom-focused business theory and practice.

Call or write to request a free catalog: *Anabaptist Financial, 6834 County Road 672 Ste 201, Millersburg, OH 44654; Phone: 570-800-2191. Or visit www.afweb.org/resources.*



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55 Whisper Creek Drive, Lewisburg, PA 17837

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BUSINESS WORKSHOPS

The two-day business workshops go beyond our one-day business seminars by focusing on a single area of business content with two seasoned instructors. Instead of lectures and a large audience, workshops utilize the classroom approach, limiting the size to 30 students or less. Below are the workshops offered this fall:

- Human Resources
- Business Planning
- Business Succession
- Marketing
- Sales – NEW!!

FOUR WAYS TO REGISTER

Mail: Use enclosed registration form

Phone: 570-468-1268

Email:
workshops@afweb.org

Online: afweb.org