

# GOD, THE ENTREPRENEUR

**“Godpreneur”**

*“The Secrets and Strategies from the Boardroom”*

*Executive Committee:*

Father, Chairman of the Board, CEO of Holding Company

Spirit, Chief Operating Officer, Holding Company

Son, CEO of the Church

W. Paul “Buddy” Crum

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**“The Secrets and Strategies from the Boardroom”**

By W. Paul “Buddy” Crum

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ISBN: 978-1-937514-57-0

Printed by Camden House Books, LLC

[www.GetMyNewBook.com](http://www.GetMyNewBook.com)

Text Design: Lisa Simpson

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# Preface

*Godpreneur* is not a study of the Bible, but is a study from the strategic model found in the Bible. It extracts the strategies of how God, the vision holder, has created and continues to function in the greatest and only eternal organization that will ever exist.

No one would be so presumptuous as to believe they could actually understand fully the thoughts and ways of God, the quintessential entrepreneur. However, God does desire for us to know the way He would have us lead. He has allowed us to see glimpses from His master plan of His greatness, majesty, and shrewdness in organizational structure, so that we can relate it to our world. So this is a limited study of how God wants us to think, plan, and execute our ideas into His master plan of managing the magnificent and mighty organization of the church.

In the divine guide, the Bible, the Father makes it clear we are to work jointly together with the three that make up the Executive Committee. We are to co-labor with them. While we may acknowledge that God is the answer for everything, especially using theories from the historic dark ages, we can miss the entrepreneurial success factors. In the 1500s, people ascribed all events they did not understand to God. Why did the crops fail? God did it. Why did my business fail? God did it. Why did we have an earthquake? God did it.

With the Age of Enlightenment, we were able to understand the processes of science, medicine, social engineering, and other disciplines, and integrate them into a deeper understanding of how the universe works. We have gained great insights into the workings of building an organization into greatness here on earth.

You will join in the Executive Committee Team meetings with the Godhead, as the Universal CEO plans, teaches, and motivates His Executive Team to understand the three P's of an organization. You will be able to relate to the master plan and the challenges, corrections, and execution of His strategies. His fundamental principles are not time-sensitive, complicated, or overbearing, but practical and applicable to your organization.

In order to communicate and simplify God's process, the author has divided this book into three major sections referred to as the P<sup>3</sup> process, or the three Ps of any organization. There is also a brief additional section for a fourth P, which is described below.

The first section, which we will call P<sup>1</sup>, represents **Perspective**, or how God sees structure and how we are to see it organizationally. The second section, P<sup>2</sup>, is the **Process**, or how we do things within the structure and the systems that are designed for ordered implementation. The third section, P<sup>3</sup>, is **People**, or those who do the activities and work the systems within the structure. When these three are fully aligned and being implemented, then we experience the result, producing the fourth, P, **Performance**. This is also referred to as convergence, or the maximization of the organization which is fulfilling its purpose and mission. The cluster of the P<sup>3</sup> structure allows the organization to operate at an accelerated rate of growth.

The centerpiece of God's plan is all about His Son and people. We will discover we must have a means and a place to implement their assignments, using our natural gifts and talents together. This includes those skills that have been acquired through training and experience to function at an accelerated rate. Learn as the great risk taker designs His organization to minimize the risk and maximize the return.

- You will observe His decision-making process as you experience Him making difficult decisions when His organization is no longer functioning according to its strategic plan and He "fires" or eliminates all the people, with the exception of only eight committed employees.
- You will see the full expression of His strategic plan when He takes His organization public and opens it to whosoever desires to become an owner and stakeholder.
- You will understand the difficult process of selecting the key executives for succession and the motivation for them to endure the most difficult tasks.
- Learn how the CEO selects and builds His key executives from the inside (their character) to the outside, or the demonstration of their work. You will observe His oversight to assure the qualities



and character are synchronized to carry the great responsibility to the next level.

- Sympathize as He meets competition with a strategy of overwhelming confidence that will ultimately gain the entire market share.

This sets the pattern and process for building an entrepreneurial organization of transformation and compliance with the great entrepreneur's master plan.

Dr. Buddy Crum  
Atlanta, Georgia

## Chapter 1

# God is the Strategic Planner

*God, Founder and Chairman of the Executive Committee  
of the Universal Holding Company*

God, the Father, has a master strategic plan, and we are purposed to be a part of it. He has set the pattern for us to follow in order to build our own organization. He uses those with an entrepreneurial spirit to accomplish much of His plan.

The definition of the entrepreneur is: *one who is the source of the event; the one who initiates; the one who seizes the opportunity and implements it.*

### ***Creation Precedes Formation***

He uses...*The Big Idea*. Creative ideas exist in eternity and at the critical moment in time, they will be downloaded to the person who has the courage and faith to capture them. Therefore, creation precedes formation, just as in Genesis. There we see God first thinks of it, then speaks it, then it is actually formed in the physical realm. In business today, those sparks of creativity start with a thought, a creative idea forming in the entrepreneur's head. If they follow through, then we eventually see iPads, smart phones, and Segways, just to name a few.

***The number one reason businesses fail is lack of planning.*** While they begin with good intentions and a driving force of hard work and determination, their founders may quickly discover they did not have all the variables clarified or anticipated. An example of this could be a business failure from too much business or not enough. Having too few or too many employees at a critical time can lead to high expenses or missed opportunities. These and many others are examples of bad or lack of planning that can bring a business down.

### *What is planning?*

- The rational determination of where you are, where you want to go, and how you are going to get there.
- Planning must be strategic: looking into the future, having a vision, and deciding and defining the intended results. With the intended results in mind, the entrepreneur then begins the planning process that will take them to those results to fulfill the vision. The difference between the current state and the vision, or intended results, is called the “gap.”

*“He who has the best plan wins, and the better the plan, the sooner he wins.”*

### ***Lesson: Planning is Critical***

Preparation is essential. The man with the plan is the man with the power. I have an expression I use often in this area: *“He who has the best plan wins, and the better the plan, the sooner he wins.”*

While this truth may seem simple, it is still not fully believed or fully received by many. The mature entrepreneurs, while having a clear picture on the inside and an inward sense of urgency, spend the majority of their initial time planning.

In the beginning of a new venture or the expansion of an existing one, it may seem premature or not a good use of time to spend it in planning, especially with a baby enterprise. However, it is important to build a framework to hold the dream.

One of the main reasons for planning is discipline. Most entrepreneurs are anxious to get started and to clean up as they proceed.

After starting something, it is discovered that the idea or product may already exist in some form. It may already be beyond the pioneering stage and in the competitive phase.

Persons desiring to be entrepreneurs are often visionaries and not good at implementing or following through; they even refer to themselves as “starters” and not “finishers.” They go from venture to venture and become over-extended in their resources, especially time. The discipline of planning will tend to allow some of these “good ideas” to become less important, and they may decide not to go forward with the idea or venture, freeing them to focus on the great idea.

Planning gives a common platform for others to be involved in the project and supportive in building a team. Planning is a platform for building morale, bringing clarity, and blending the different components of the venture. The dream or vision plan can also provide an opportunity for divine wisdom to be imparted.

A plan never fully works the way it is intended. Because of this, many do not want to plan. That is the reason the plan must be considered a living document and modified as new information and experience is made available. Like a set of blueprints, the working drawings are always changing after the building is envisioned by the architect. Thus, strategic planning begins with the end in sight, and allows for corrections and adjustments to the ongoing venture.

Nearly all sports have a “game plan” before the game begins, based upon the strengths and weaknesses of both teams. As the game is being played, the plan is modified based on the conditions and circumstances of the game. The game plan becomes the point of reference. This is the reason nearly all team sports have a break or half-time to reevaluate and make adjustments. Just because your game plan is subject to change is no reason to not have a plan.

Planning provides for history. As we compare history against the intended results or plan, we are able to identify the gaps, points where change took place and the results of good and bad decisions. This is why knowing the history of an organization and how it overcame resistance is so important.

Planning allows us to see the business enterprise in the P<sup>1</sup>, P<sup>2</sup>, and P<sup>3</sup> (**Perspective, Process, People**) structure. Entrepreneurs tend to focus on the area they enjoy and where they are confident. While it is always wise to build on strengths, it is also wise to know the points of vulnerability. An example would be a person who is very people-oriented, who will often focus on the people they want and not enough on P<sup>2</sup>, or the process for the people they need to accomplish their tasks.

*Planning time always brings a return.*

An entrepreneur can sometimes get stuck in the planning process. We often refer to this as “analysis paralysis.” Because of this, the plan should be viewed toward implementation and centered on launching dates. The discipline of targets and time keep the plan moving forward.

It is a fact that as good companies grow and mature, the top management teams spend the majority of their time in the planning, selection, development, and motivation of their key people. This is the reason that most successful entrepreneurs learn to build a strong support team around them early in the enterprise, to help by bringing points of reality into the planning equation and shoring up their vulnerabilities but also assisting with a can-do attitude.

Planning should begin with the vision in mind and the big picture being clarified. This is done by asking questions: Why is this needed? What difference will it make? Is it the right time to begin or does it need to incubate for a while? Am I the one to do it, or is there someone else who has done the spade work and I need to support them? Is it my passion and therefore I will stick with it at the expense of other opportunities? Am I ready to give it my full attention?

Then the planning becomes tactical in nature. What are the resources I need and are they available? Do I have the gifts and skills to bring this

about? What will be my Plan B if I am not successful in acquiring the resources and people I will need? What resources are key and critical to the success of the enterprise: a contract, a particular person, investment capital? What are the resources that I need and how will I obtain them?

Looking at these fundamental questions in the beginning will save much time and frustration, not to mention money, as an entrepreneur looks to begin something new. Planning time always brings a return.

## **Biography: A Man Who Was a Champion and a Chairman Who Built an Empire**

*“True, called entrepreneurs can never cease building people or enterprises.”*

**- Buddy Crum**

**Lee Byung-chull**, chairman and founder of the Samsung Group, and one of the fathers of modern industrial South Korea, started his business in 1938. He rebuilt it after the Korean War into high-technology manufacturing and South Korea’s first major trading company. Often called “the richest man in Korea,” he built Samsung from a small import-export operation into one of the world’s 50 largest corporations. He expanded from sugar refineries and textiles into electronics, aircraft, semiconductors, shipbuilding, machinery, and food processing. At the time of his death in 1987, the group had 26 subsidiaries and about 75,000 employees.

Lee is remembered as a pioneering entrepreneur bursting with creativity and a passion for national development. He never stopped planning. His character is defined by his move into the semiconductor business at the grand old age of 73, which was then a massive gamble for Samsung.

Lee can be counted among the world’s truly great entrepreneurs with his legacy as an industrial giant and distinctive entrepreneurship. At the 100<sup>th</sup> anniversary of his birth in 2010, Lee’s business philosophy—which led to Samsung’s emergence as the kingpin of Korea, Inc., and placed it among the world’s truly great global companies—continued to fascinate society and business throughout the world. Today, with the breakup of the Hyundai chaebol, Samsung is now South Korea’s largest business group.

Lee was highly regarded for his business acumen and industriousness, and was named to Babson College’s Academy of Distinguished Entrepreneurs’ Hall of Fame in 1979. Since its inception in 1978, the academy has been recognizing and honoring entrepreneurs who have contributed to the development of free enterprise throughout the world. In honoring Lee, then-President Emeritus Ralph Sorenson of Babson College commented that the Samsung founder always found it a challenge in committing to new businesses when their market potential appeared to be at the

lowest and the business environment was at its worst. Lee's relentless pioneering spirit, and the variety of business achievements that were enabled by it, was his greatest contribution to society, Sorenson said.

Once in a conversation with former General Electric Chairman Jack Welch, Lee summarized his career as a business executive as "fifty years of relentless effort to improve productivity, and training people, and putting them in the right place to maximize their talent, instead of having them work mechanically.

"If I were interested only in earning money, I would have picked another business. But I was convinced that semiconductors would become critical as a national economic engine and provide a seedbed for future industries."

## **The Connection: Marketing**



*The great Creator created choice as the basis for marketing His plan*

### ***Introduction***

The connection between P<sup>1</sup> and P<sup>2</sup>, Perspective and Process, involves the discipline of marketing. Once the idea is clarified, it is ready to be brought to reality and to be discovered by those who have a need or a want. This always brings up resistance or competition in the natural and in the spiritual. Competition has to be overcome so that mankind can make the best and ultimate choice. This is no exception with our great entrepreneur and His supreme team.

### ***Lesson: The Fundamentals for a Successful Marketing Plan***

The Market: The key to the beginning of any enterprise is to be sure there is a demand, a market, or a need for the product or service, and it is the right time to provide it. Is the window open?

Once the market is clearly determined, then the process must be developed to provide what is needed in a quality product that is not only consistent but has reliable delivery.

As God, the master entrepreneur, moved from P<sup>1</sup> to P<sup>2</sup>, from vision through the Hope-Faith Model, it had to be demonstrated to be realized. This is making the dream known, accepted, and used. There must be three criteria in order for a product or service to become utilized:

1. There must be a need or a want that creates a desire for the service or the product. The desire may or may not be recognized at that time, so what will be required to create that desire for the service or product? In other words, are the benefits perceived by the user and can the desire be stirred inside to move them to action?
2. You must be able to demonstrate value and it must be affordable for its intended use.
3. The market must relate to the one making the offer. This requires a level of trust through relationship or reputation.

If these are not present, then the sale and the continuous use of the service or product will be limited. In the beginning, it is necessary to define the benefits to be sure the prospective customer knows the distributor is sincere in his or her offer.

Once the market is determined, we look at four fundamentals for defining and developing a marketing plan:

Macro-marketing:

1. Place
2. Product
3. Plan for distribution
4. Price

### ***The Genesis: Beginning***

**Place:** In order for the Father to build His family organization, He first had to create a prototype: a beautiful place called earth, to carry out the business of the great Creator. Everything was put in place at creation that would ever be needed for mankind as long as he occupied earth. God the Father delegated to Son and Spirit the responsibilities of holding the universe in place and to control everything from the heavenly headquarters. Therefore, the challenge for man was and is how to access resources out of the Creator's inventory.

**The Plan:** While everything was in place in the garden for man, it was his responsibility to extend the boundaries beyond the garden. The garden (prototype) contained P<sup>2</sup> (the Process), and was created and limited in size for that first generation. The area surrounding the garden was considered "wilderness" or virgin territory, to be brought under dominion or marketed by man. The responsibility to expand and market it was for man, working in partnership with the Creator.

### ***Marketing is About Choice: The Sale Lies in the Choice***

In order for faith to be operative, there has to be a choice. The original marketing plan was to provide man the choice of selecting the greater benefit of the relationship being offered, but with the opportunity to choose otherwise. This is always the consumer's choice.

The great Creator created choice as the basis for marketing. He created two trees in His original garden or dwelling place for man. Man was given a choice. The condition for his success was to eat of the tree called the Tree of Life. The other tangible reminder was the Tree of the Knowledge of Good and Evil, which represented a choice of temptation for independence or the perception of it. This presented the potential for competition and thereby the need for marketing for the Creator entrepreneur.

*Without this freedom of choice, man would just be another part of creation, not distinctive and peculiar to God.*

### ***Parables/Testimonials: Practical Stories***

The Son, in order to explain His revolutionary new concept that He was bringing to earth, used parables, which are practical, earthly stories with a spiritual

application. In an agricultural economy, He often compared the truths He was presenting by using an illustration from the existing economy. Good marketing!

In one example, He used a parable of planting seeds. He referred to the types of seed and how they were planted. He explained it is important where they are planted and the timing of the harvest, which today represents a solid marketing plan. All marketing tools and strategies are going to have a margin of error or ineffectiveness.

**Remember:** Successful entrepreneurs are aware of competition but do not focus on the competition but on the utility of the product or service they provide and its effectiveness.

### ***The Customer: Human Beings and the Product—Love***

Since His product is love, then it becomes our choice to accept His love and to choose to love Him and each other. The marketing genius was that each satisfied or believing customer would become a salesperson for the Creator.

### ***The Plan: Distribution Condition and the Responsibilities—Choose Life and Choose Freedom***

The fundamental for obtaining customers or clients is remembering that they have the choice of doing business with you. Just as the Father is free to love and give love, He knows that man must also be free to choose His love and may or may not love Him in return. Without this freedom of choice, man would just be another part of creation, not distinctive and peculiar to God. In order for man to be free and to know he is free to choose, God has to make a condition.

### ***Price: Price vs. Cost***

***Price:*** Value or worth; the amount of money paid for something; cost or charge; money or other consideration sufficient to be a draw or an inducement.

***Cost:*** To estimate the cost of making, producing, and marketing of a product or program.

When a person or a company buys or produces a product or service, there is a cost to the producer. It also becomes an investment to be recaptured in the selling price. In order to determine the price of your service or product, it is necessary to determine the complete cost to produce and distribute. If the cost is too high for the market, then it may not be the right time or the production cost must be reexamined. A major consideration is the uniqueness of the service. It may be so unique that the cost of building awareness for it will have to wait until the proper timing. This is called the fullness of time. This is waiting for the open window. What is the cost and therefore what is the price?

***Timing:*** The ability to communicate the benefits within a certain shelf life is an additional risk.

In today's market, obsolescence is a major factor, especially in electronics. The accuracy of the communication and the time for a response has to be considered. This is true with the Creator's product. In order for success, His infinite nature and

extended product of love would need to be made clear and man would have to understand well enough to be able to accept.

The Father determined that He would be totally committed to His ambitious plan. He was willing to pay the price required. He planned in the beginning He would expend His full resources to complete His magnificent plan of having a family for eternity. At the point of planning, He was determining the market risk and the contingency plan. It was determined that at some time it would be necessary to make the ultimate sacrifice, take the greatest risk of all, and position Himself into creation.

**Price to Consumer:** When considering the price, it must be evaluated based upon its ultimate or long-term value to the producer. When it came time to place a purchase price on this eternal product, there was no one or no way could any person afford to purchase this great product. Not only was there a uniqueness, but there was a monopoly on the product. It could not be acquired in any other place or source. So in order for it to be available to everyone, it had to be free to the consumer. It would be a gift from the manufacturer. Its use would become the value for its manufacture.

***Benefits: What the customer can expect to receive from the product:***

(1) **Lifetime Guarantee:** The Creator/manufacturer guarantees that the product will last forever. This is a guarantee that no other manufacturer could make. It will last for the length of time the user has in their lifetime on earth. Then, after the container has lost its usefulness here on earth, it will be refitted for timelessness. It is then guaranteed for eternity.

(2) **Support System:** In order for the user to continue to be updated and effective, there must be a support system from the home office, as well as the systems that are set up close to the user. The COO/Spirit also does the work of a field director. Spirit provides the motivation and oversees the training and equipping of the sales force, operations, and product use, to be sure they are relevant to work within the desires and strategies of the Creator. In addition, there are direct support representatives from the Home Office called angels who have specifically assigned tasks and responsibilities.

(3) **Training and Equipping:** There have been set up local places for gatherings, organizations, and a manual for training and direction. These are locally and strategically positioned support centers and field offices, called churches and ministries. These have been given an operations and sales manual commonly called the

Bible that provides the policies and procedures that are to be followed. This manual is to be used by the field supervisors to instruct the other members of the organization to be effective at all times.

***Rewards and the Evaluation System: A key for building a quality and committed sales team***

Once a person becomes a believer or an exclusive user of the *love* product, they sign up to be part of the Creator's sales and support team. Therefore, a time is coming when all consumers or believers will be rewarded for their accomplishments while on their assignments on earth. We'll call these "frequent user dividends." This will be directed by the Son.

**Quality Control:** Great entrepreneurs insist that the work done for their organizations must be genuine and not encourage manipulation or short-cut measures. This assures a consistent marketing effort. The motivation of the worker, manager, salesperson, or any leader must line up with the guidelines.

***Summary:***

- *Are you prepared to have your work evaluated?*
- *Are you clear on your assignment on earth and will be accountable to it?*
- *How would you define the amount of currency of faith you have?*
- *As a salesman of the love product, do you understand the wonderful benefits of it?*