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seizing opportunities
in Newfoundland and Labrador.

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getting the message out

Department of Innovation,
Business and Rural Development

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and Labrador

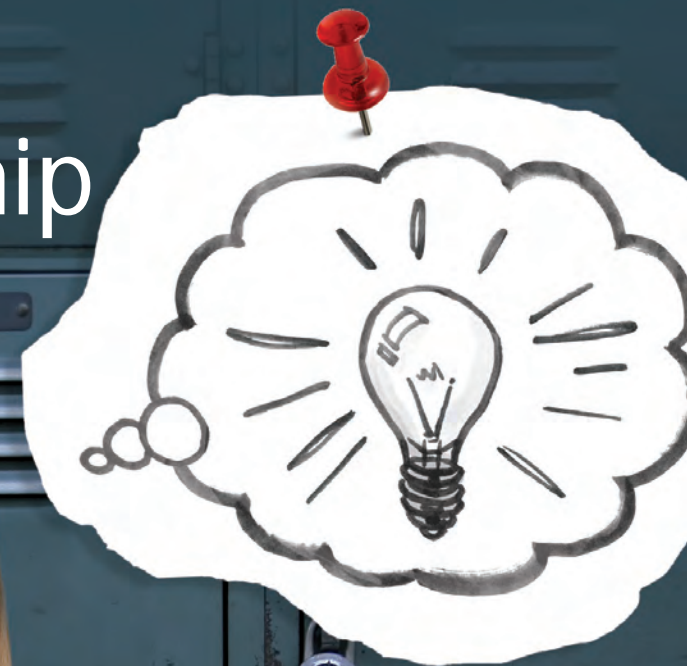
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3209



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getting the message out

The best way to predict the
future is to invent it.

~ Alan Kay





➤ acknowledgements

This textbook was created as a result of a partnership between the Department of Innovation, Business and Rural Development and the Department of Education. This valuable student resource continues the tradition of collaboration between these departments to produce educational content and resources regarding entrepreneurship, innovation and the unique sectors which make up the Newfoundland and Labrador economy. This content is utilized in career, enterprise and economic education and social studies courses in schools across the province.

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> contents

5	about gmo
5	objectives
6	purpose of this book
7	case studies
8	labrador rewinding françois gamache
14	clearrisk craig rowe
22	hey rosetta! tim baker
30	marble zip tours martin flynn
38	hi-point industries bill butler
46	subc control ltd chad collett
54	the norseman restaurant gina and adrian noordhof
62	twisted metal & silver & silk jason holley & rosalind ford
70	king's point pottery linda yates and david hayashida
78	seaknife kayaks lindy rideout
84	dynamic air shelters harold warner
92	lighthouse picnics jill curran
100	root four imagination maurice tuft
108	conclusion

➤ about gmo

Newfoundland and Labrador is full of individuals who are making a difference within their communities and around the world. Getting the Message Out (GMO) is an opportunity to learn about their successes and become inspired to explore your own enterprising attitude and abilities.

The GMO Program started as an initiative of the Economic Recovery Commission (ERC) in 1993, and it was designed to increase awareness of the increasingly diversified opportunities for entrepreneurship and employment in all areas of the province. GMO is based on the belief that building an enterprising and innovative culture among youth is vital to the province's economic future. GMO highlights the stories of people in our own backyard whose ingenuity and determination have helped turn their career aspirations or dreams of entrepreneurship into reality. The GMO program is shared with high school and post-secondary students throughout the province, youth-based community organizations, educators, parents and business people, through program initiatives such as the GMO website, group presentations and in-class resource materials. Whether you are interested in starting and owning a business, thinking about entrepreneurship as a career path or want to learn more about some of the exciting career options in Newfoundland and Labrador, getting the message out is here to help you recognize and explore those opportunities.

At GMO, we want to inspire. We want to encourage young people in Newfoundland and Labrador to take advantage of their energy and enthusiasm to establish a new era of entrepreneurial spirit and begin exploring how they can fulfill their career goals by capitalizing on opportunities right here at home.

> objectives

The primary goal of the GMO program is to increase awareness of the increasingly diversified opportunities for entrepreneurship and employment in all areas of Newfoundland and Labrador. Program objectives to achieve this goal are as follows:

- To educate youth about the changing and emerging economic opportunities for entrepreneurship and career growth that exist in Newfoundland and Labrador.
- To promote the value of and linkages between education and life-long learning as it relates to career and entrepreneurial success.
- To create positive attitudes and beliefs about the capabilities and accomplishments of the people of Newfoundland and Labrador.
- To help build confidence and pride within the province by showcasing the accomplishments of local entrepreneurs and demonstrating how businesses can be successful right here in Newfoundland and Labrador.
- To encourage entrepreneurship and small business development by fostering an entrepreneurial attitude or “enterprise culture”.
- To highlight rewarding and innovative career choices that can lead to personal success and a stronger provincial economy through private enterprise development.
- To act in partnership with other government and non-government organizations, programs and initiatives that help spur economic activity.

➤ purpose of this book

This book has been developed for students of Entrepreneurship 3209. It shares the stories of entrepreneurs who live and work in Newfoundland and Labrador. Before we begin examining these stories, let's consider two questions: What is entrepreneurship? Why does it matter?

Take a few moments and look around you. Virtually everything you see has some economic value. This includes not only the clothing that you wear and the purchases you make, but also the water that you drink and in some cases even the air that flows throughout your building.

Entrepreneurs are individuals who look at the needs and wants of society and ask if there is a different or more innovative way of meeting those requirements. When this happens, we all benefit – consumers have more options to choose from, resources are used more efficiently, and the entrepreneur not only earns a profit, but also creates economic activity that benefits the entire community.

As you read the stories that follow, consider some of the following questions:

- What need / want is this venture meeting?
- How does this venture benefit the local economy in which the business is located?
- How does this venture benefit the provincial economy?
- What opportunity did the entrepreneur recognize to come up with the idea for this venture?
- Can you see improvements that would make this venture more successful?
- What can you learn from this story that will help deepen your understanding of entrepreneurship?

Entrepreneurship is really about identifying opportunities that exist around us and then finding ways to meet those opportunities in ways that make financial sense. Learning to use this type of perspective offers great potential to help make our community and provincial economies stronger and more dynamic. But more than that, it enables you to develop creative and powerful solutions to some of the challenges that you will face throughout your lifetime.

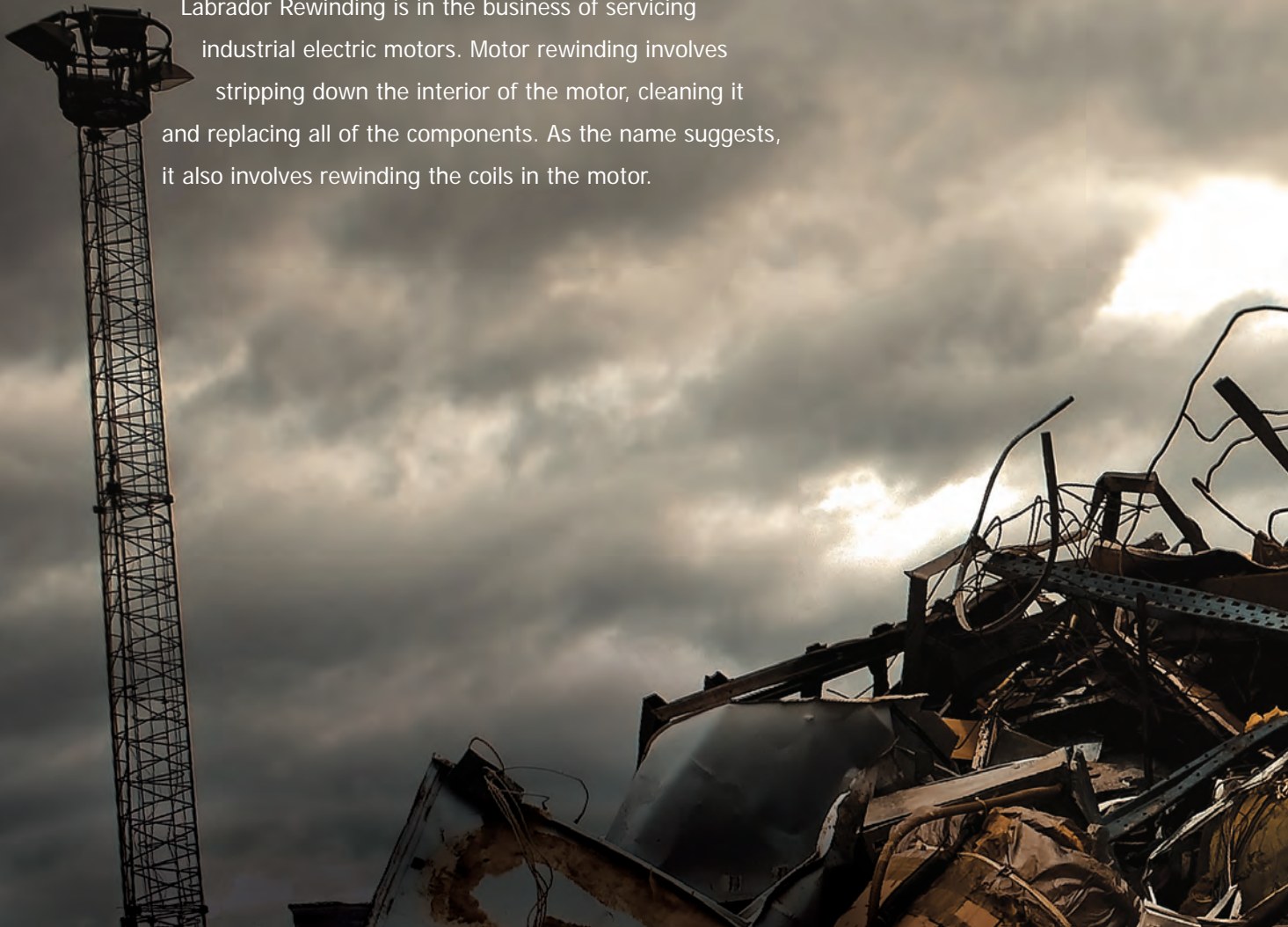


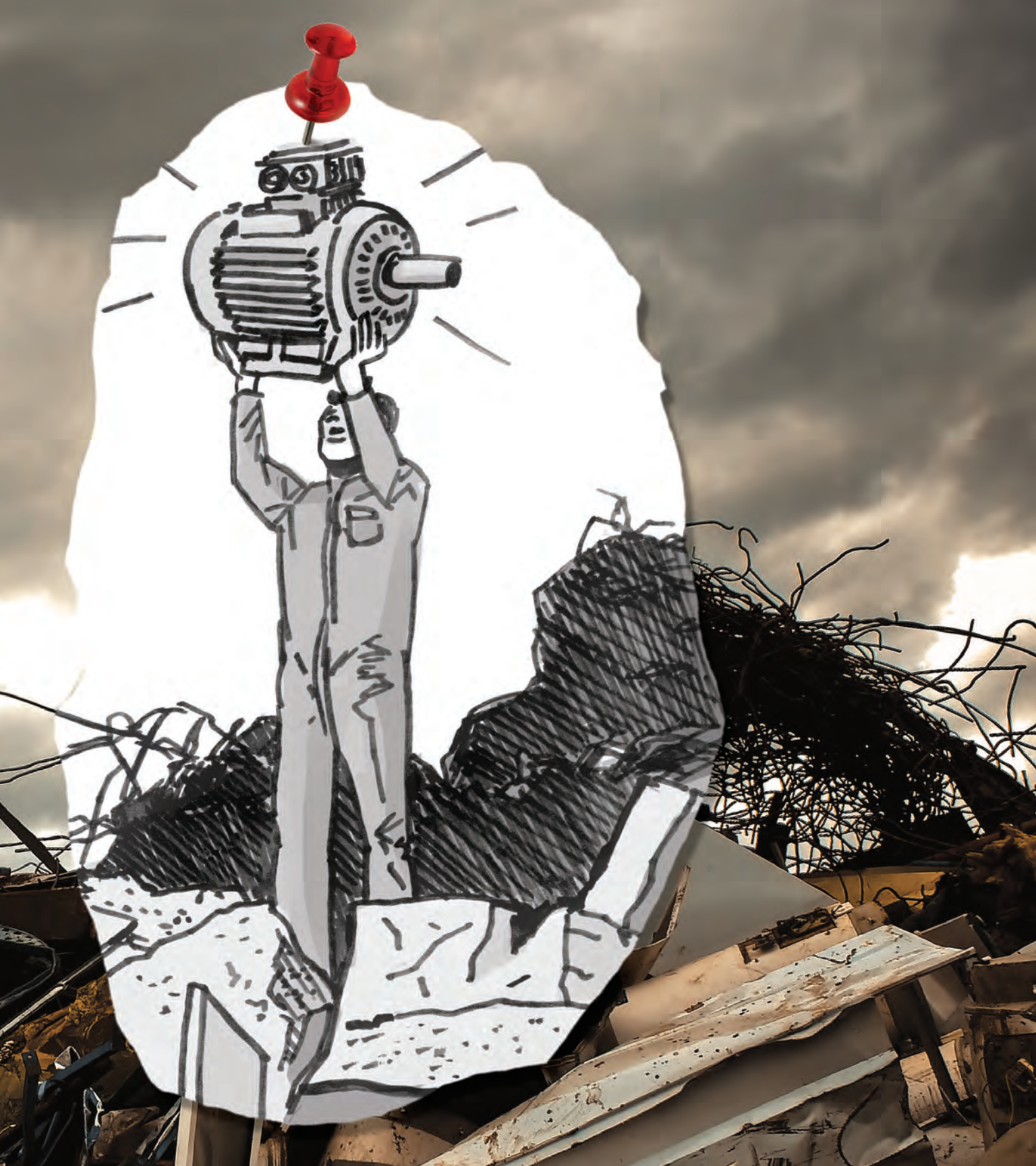
case study

> labrador rewinding | françois gamache

The economic engine of Labrador West's economy is revving into high gear. Expansions are planned for the iron ore mines. Businesses are going at full throttle and no one is going faster than Labrador Rewinding. Motors are necessary for exploration, extraction, processing and transportation of minerals. Labrador Rewinding is playing a vital part in keeping the Labrador West economic engine roaring.

Labrador Rewinding is in the business of servicing industrial electric motors. Motor rewinding involves stripping down the interior of the motor, cleaning it and replacing all of the components. As the name suggests, it also involves rewinding the coils in the motor.







➤ getting started

Labrador Rewinding is a family owned and operated business. Two generations of rewinders have been at the wheel of this company. François Gamache, the founder, began in the rewinding business in the late 1960's learning the trade on-the-job with industrial giant Westinghouse.

After years working for Westinghouse, François began his first entrepreneurial business in 1986 in his home town of Sept-Îles, Quebec. As part of this business, the company serviced some Labrador clients as no rewinding shop existed in Labrador. Then demand began to grow for motor rewinding in Labrador West. Businesses were expanding in the area and they were losing time and money shipping motors out of Labrador for servicing. François saw the opportunity. With the assistance of the federal and provincial governments, he

acquired the necessary assets and established Labrador Rewinding. For almost two decades it has been a thriving business securing contracts with companies such as Iron Ore Company of Canada (IOC) and Wabush Mines.

François managed to maintain his business in Sept-Îles, Quebec and establish and grow a sister business in Wabush, Labrador. Today François' son Jeannot is the president of Labrador Rewinding Inc. The Quebec business is called LRI Sept-Îles and is run by Luc Gamache, another son. The brothers consult with each other frequently, but neither is involved directly in the operations of the other's plant.

The Gamache men know motors and they know business. Jeannot worked summers in the family business and specialized in engineering trades at a private college. Just as François saw opportunities and seized them, Jeannot is following his father's example. He says, "My father planted entrepreneurship in my head since I was five".

➤ growing

Jeannot saw his father set up, manage and grow two businesses in two different provinces. As a young man, he worked with his father as the company expanded its operations to provide additional services such as pump repairs and the

sales of electrical motors and electromechanical components. In 2004, Labrador Rewinding expanded again and installed new equipment: a 10 ton overhead crane, a test panel, a milling machine, a lathe, a balance machine and a new varnish tank suitable for larger motors. Under Jeannot's leadership the company looks forward to even more expansion. This will mean a need for added space and additional employees.

Labrador Rewinding, like many businesses in the region, experience difficulty attracting and retaining employees. The motor rewinding business is highly specialized and the training is offered in Quebec and Ontario. It can be challenging to recruit people to work in Labrador. To counter this, Labrador Rewinding has offered the opportunity for on-the-job training for millwrights, mechanics and electricians.

➤ employees

This has not completely alleviated the labour shortage. Once employees are trained, there is no guarantee the rewinders will stay with the company. Labrador Rewinding addresses

this problem by offering competitive salaries and excellent benefits. However, even these measures are not enough to ensure a sufficient supply of labour; recently Labrador Rewinding has begun engaging employees from outside the country.

Importing employees from outside the region presents another challenge in Labrador West: accommodations! The economy in the region is so strong that there is not a sufficient supply of housing to meet the demand. Consequently rent is high... A two bedroom apartment costs between \$2,000 and \$2,500 per month! For anyone who wants to own a house, there is very little to buy and little available land to build on. That which is available is very expensive.

Attracting and retaining employees is a challenge, but Jeannot still won't hire just anyone. He wants people with good attitudes and work ethics who are willing to learn. The team is small but dynamic and effective, with nine skilled trades people employed in the shop and additional employees in sales and in the office.

“ We make ourselves available 24/7. The first qualification for working with Labrador Rewinding is to be available all the time. ”

Labrador Rewinding has grown due to the huge demand for their services in the region. The company does not take this success for granted though. They have established good relationships with the mining companies and they believe that it is their customer service that keeps the major companies coming back. Jeannot says, "We make ourselves available 24/7. The first qualification for working with Labrador Rewinding is to be available all the time."

➤ competition

Labrador Rewinding has competition. This includes large, out of town companies as well as a New Brunswick based operation that has opened a shop in the region. The out of town companies have the disadvantage of extra time and added shipping expenses in getting the motors back and forth. With regards to the nearby competition, a company spokesperson for Labrador Rewinding stated that the company's superior customer service combined with the prompt turn-around time will maintain customer loyalty.

To establish their customer base, Labrador Rewinding has built strong personal

relationships and provided good work. While web pages and internet advertising are growing in importance, in this business, it is personal meetings and a company's reputation that matter most.

Jeannot wants to expand his customer base. He wants to make sure that there is no need for potential customers in Labrador City-Wabush to go out of town to get their engines serviced. He also sees potential to expand his electric motor sales to the island part of the province. Jeannot does not see any limitations in their location. Recently he explored doing business with a mining company in Morocco. Jeannot says it is important for any business person, new or established, "to keep your mind open to customers in different markets."

➤ final thoughts

Jeannot looks at the accelerating mining activity in his region and sees immense opportunity. Like his father before him, he will seize these opportunities, and Labrador Rewinding will continue to be an essential component in the economic engine of Labrador West.

➤ did you know?

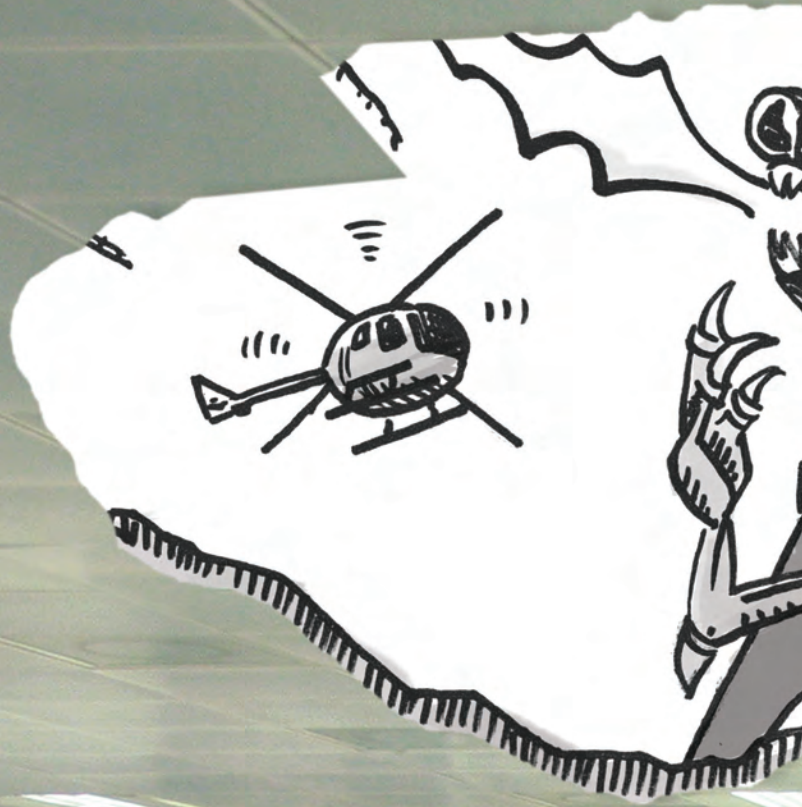
Employment growth in the province was the highest among all the provinces and was more than double the national rate of growth in 2010.

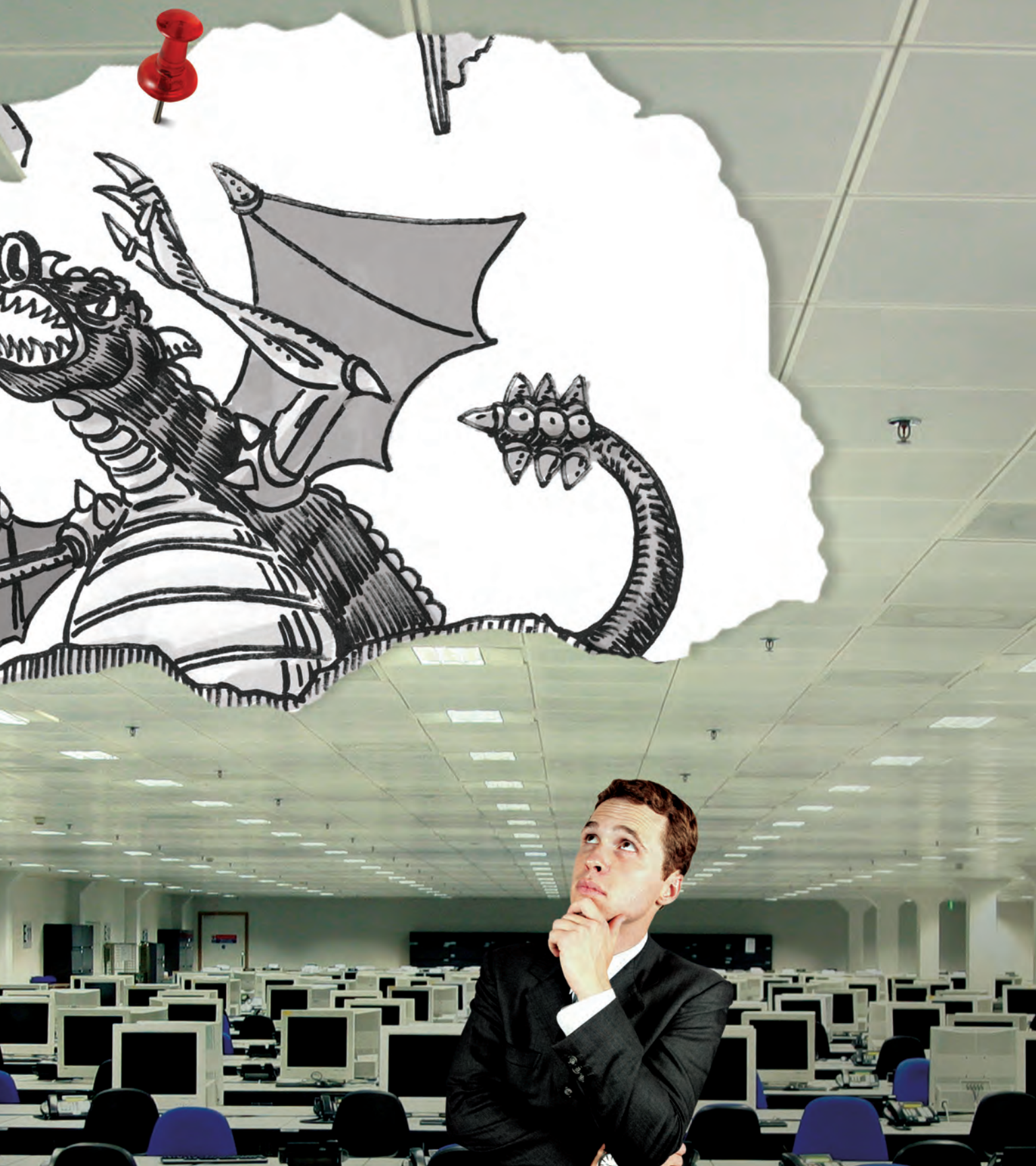
➤ questions | labrador rewinding

1. Examine Labrador Rewinding and state three advantages of having a business in the family.
2. The economy of Labrador West is projected to have continued growth. What does this mean for the demand for Labrador Rewinding's services? And could this create any issues?
3. How has Labrador Rewinding historically and currently tried to address the labour shortage?
4. Labrador Rewinding is conscious of its competition but confident that in spite of local and out of town competition that they will retain their current customers and continue to grow. Why?
5. By what methods does Jeannot market his products to maintain and expand his customer base?
6. Jeannot's father saw opportunity two decades ago and seized it. Demonstrate how Jeannot has his father's entrepreneurial vision and ability to take action.



Business is risky, but that is Craig Rowe's business - risk management to be precise. Craig, the President of ClearRisk Inc., becomes animated and energized as he explains his line of work. "Risk," he says, "is not negative. It is when there is opportunity for a downside or an upside." Risk management is about formalizing the decision making process. People are constantly assessing risks, whether it is instinctively in crossing the street or deliberately in weighing the pros and cons of buying a car. "Business people," he says, "engage in the same process whether in deciding where to build a head office or whether to buy another company."







> the entrepreneur

Craig spent almost 20 years in the insurance industry, where he started right out of high school. Over the years, he attained various insurance designations and completed many business courses and ample on-the-job training. Craig is naturally entrepreneurial and also operated his own consulting company and became involved in several insurance industry associations. This allowed him to develop a large network of connections.

Craig found himself thinking and talking more and more about risk management. He realized that if businesses did some basic things to manage risk they would save money. In 2001 he wrote a book on the topic and later adapted the ideas in

to a workshop which he presented throughout Canada and the United States. Insurance industry professionals and other business people noticed Craig and saw the logic in his message. Soon he was being invited to speak to various associations and was asked to assist in writing material on risk management. When dealing with clients of his consulting business, he noticed the same set of steps and questions could be applied to different realities in different types of companies. He was sure that there was something that could be packaged and sold to assist these companies.

> getting started

He went in search of risk management software. He found some, but none applicable to small and mid-sized companies and organizations. So he decided to build it. He teamed with David d'Entremont who had the background to provide technical expertise. Together they founded ClearRisk. They developed a business plan which became their roadmap, even though it was constantly being adapted to take into account new realities, circumstances and goals. Craig estimates they are on version 30 by now!

Craig decided to leave his job and pursue ClearRisk full-time. It was not an easy decision

The biggest challenge facing ClearRisk and any business, whether it is in starting, sustaining or growing the business, is cash.

to make as Craig had a young family at the time. He had to engage in his own risk management process and weigh his options. He had almost 20 years of solid insurance industry experience. He had an extensive network of contacts. He had entrepreneurial experience through his consulting business. He knew the market. He knew what his customers needed and he knew that he could develop a product to meet that need. He found a solid business partner to complement his skills. So the timing was right and after 10 years of thinking, dreaming and percolating ideas, Craig made the leap in 2006.

Craig says that the biggest challenge facing ClearRisk and any business, whether it is in starting, sustaining or growing the business, is cash. ClearRisk needed capital to develop its product. For any business to have credibility with lenders and investors, that initial money has to come from the business owner. Craig and David secured an operating line of credit from the bank based on personal guarantees.

Step 2 was to seek more financing to start implementing the business. Craig says that it is important to look for money before you need it because you are building relationships and confidence and convincing people that you are creditworthy. A business plan is a necessity but “everyone invests in people.” This applies to accessing financing from Business Development Bank of Canada (BDC), Atlantic Canada Opportunities Agency (ACOA), or any government organization, as well as private lenders and investors. It is necessary to raise private money to leverage government money.

Another important factor in developing ClearRisk was being accepted by Memorial University’s Genesis Centre, a facility which provides business and technical support to new and emerging technology businesses. This added to their credibility and attracted the attention of angel investors. Angel investors are business people with financial resources available to invest in new promising businesses.



➤ growing

Technological businesses are expensive to grow and ClearRisk's growth has been made possible by private investors and organizations such as Growth Works (a venture capital company). Ownership of the company is now shared with these investors and ClearRisk is a corporation with multiple shareholders. One of the tradeoffs in taking money from investors is that ownership becomes shared. Craig says, "You can have a big piece of something small or a small piece of something big." He chose the latter.

Craig's idea has grown immensely. He keeps the numbers to himself, but says sales have grown exponentially. His primary market is North America and the ClearRisk software has been launched in French and Spanish. Customers do not pay an upfront fee; instead, they pay an annual fee for the software and support. ClearRisk is constantly improving its products. The team is always enhancing features and improving functionality. Currently, they offer three programs to consumers: ClearRisk™ Manager, which enables an organization to build and implement a risk management plan; ClearRisk™ Tracker, which facilitates tracking insurance claims; and ClearRisk™ Trainer, an online instructional program which increases awareness of risk and



its management. The latter two products are offered in partnership with other organizations.

➤ marketing

ClearRisk's web-based business is global; however, Craig is cautious about expanding beyond North America. The insurance industries in the USA and Canada are relatively interconnected and homogeneous. It would be very difficult to provide support to countries with different regulations and different languages. ClearRisk offers a web-based software service so they use web-based marketing, rarely using traditional media. They access all forms of social media such as Facebook, Twitter, MySpace, and blogs and find the approach

cost effective and high impact. Social media facilitates the use of in-bound marketing.

In addition to web-based marketing, ClearRisk is now getting calls from referrals. Clients are spreading the word to other businesses seeking a similar product. The demand for ClearRisk's product is expanding but Craig resists growing the team too quickly. Craig prefers a small team and likes the dynamics of small groups. However, more sales people are needed and they will soon grow beyond their current 12 employees. Craig also values the contribution of business co-op and computer science students to his company. He likes to hire young people. It is rewarding to see them take shape and become leaders.

➤ support and inspiration

Craig speaks favourably about starting a new business in Newfoundland and Labrador. He says that the provincial climate is positive. In addition to the practical and financial support available, the provincial government has done a lot to assist business in recent years, including reducing taxes and red tape and increasing funding.

“ Be informed, go in with open eyes and seek honest opinions from knowledgeable people. ”

When Craig reflects on the path his career has taken, he gives special acknowledgement to Paul Johnson of Johnson Insurance as a business icon and an inspiration. Mr. Johnson inherited his father's small insurance office and built it into an innovative, billion-dollar company. Not only was Mr. Johnson a great businessman, he was a community-minded philanthropist. This is evident today throughout the capital city in the parks, trail ways, and the Johnson Geo Centre on Signal Hill. Mr. Johnson has influenced Craig's professional and community life. In addition to Craig's entrepreneurial success he is firmly rooted in his community; he currently serves as Chair of the YM/YWCA.

➤ final thoughts

Craig has advice for young people who dream of starting their own businesses. He says to be



informed, to go in with open eyes and to seek honest opinions from knowledgeable people. He advises that an entrepreneur should realize that "the odds are against you, but you need the tenacity and perseverance to stick with it. It is important to understand your industry, to understand the need for your product or service and ultimately to understand the risks before you make the leap." In business, managing risk is everyone's business!

➤ did you know?

The I.T. industry generates approximately \$465 million in direct and indirect gross domestic product in Newfoundland and Labrador a year!

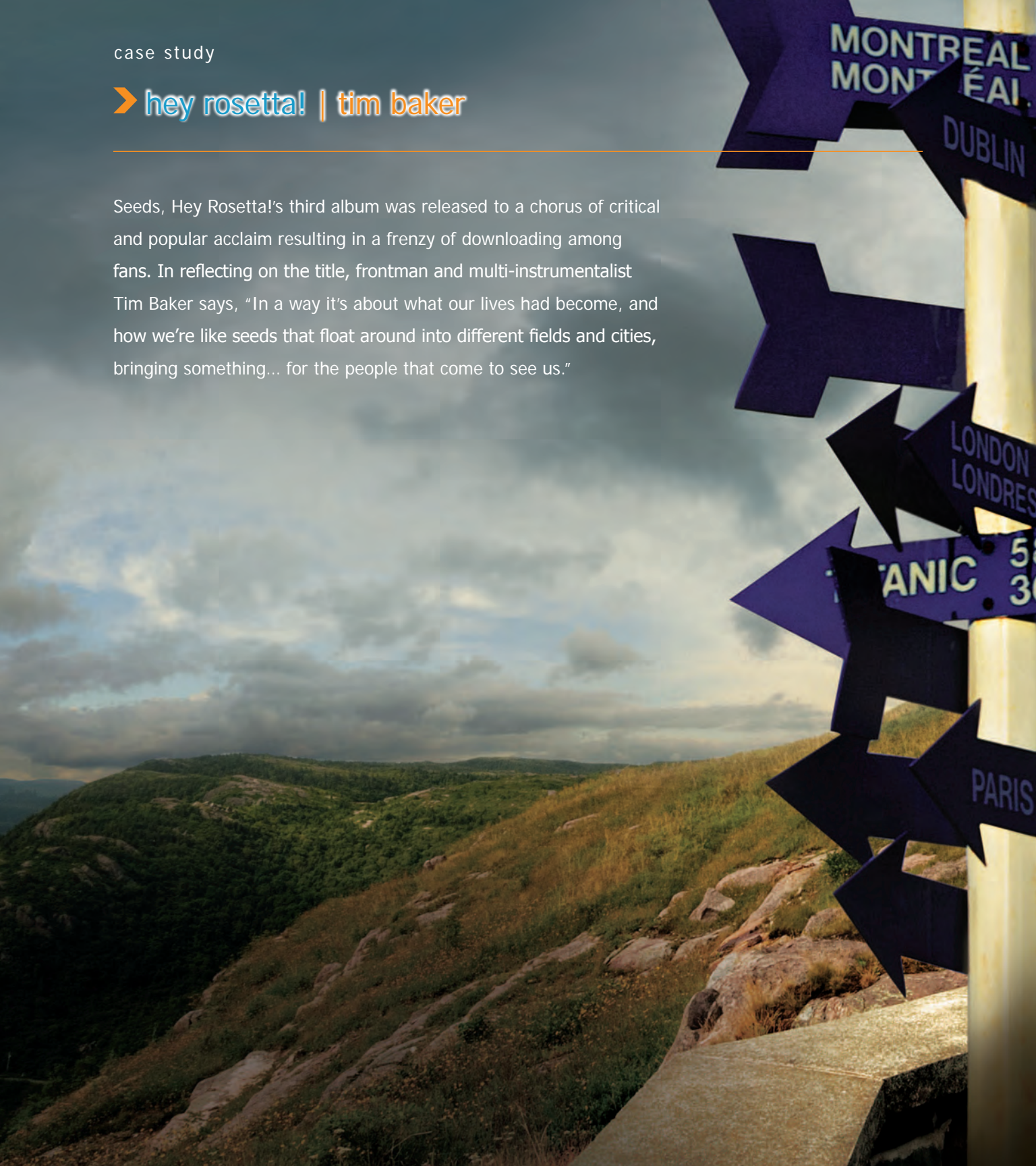
1. What is Craig's product? And why is there a growing demand for it?
2. Craig says that "Everyone invests in people". What does he mean?
3. How was Craig influenced by other successful entrepreneurs?
4. How does Craig say a business should proceed to access the necessary capital to finance a growing technology company?
5. How does Craig market his business?
6. Go to the Genesis Centre website www.genesis.mun.ca and explain the function of the centre.



case study

> hey rosetta! | tim baker

Seeds, Hey Rosetta's third album was released to a chorus of critical and popular acclaim resulting in a frenzy of downloading among fans. In reflecting on the title, frontman and multi-instrumentalist Tim Baker says, "In a way it's about what our lives had become, and how we're like seeds that float around into different fields and cities, bringing something... for the people that come to see us."





1619 km.
1006 mi.

3289 km.
2044 mi.

3733 km.
2320 mi.
84 km.
65 mi.

5980 km.
2473 mi.



➤ the entrepreneur

The seeds of Tim Baker's career as a musician were planted many years ago. Growing up was an experience of growing musically for Tim. He studied classical piano; he sang in choirs, including the renowned and demanding Shalloway Youth Choir; and he played in bands. It seemed inevitable that he would study music in university. Unfortunately, extensive practice caused Tim to develop tendonitis. Instead of majoring in piano, he took an alternate route and studied sociology and creative writing at Concordia University in Montreal. However, the music was in him and he wrote songs and continued to play.

After graduation Tim returned to St. John's with his songs. It seemed natural to form a band so

with former high school classmate, Josh Ward (bassist), along with Adam Hogan (guitar) and others, Hey Rosetta! was born in 2005. Today the band also includes Romesh Thavanathan (cello), Kinley Dowling (violin), and Phil Maloney (drums). Like Tim, all of the band members have extensive musical training and experience.

➤ striking the right cord

Hey Rosetta!'s complex and sophisticated sound had instant appeal. The fan base began to build immediately. People responded enthusiastically to the orchestrations that featured cello and violin. Tim's creative writing skill and talent are evident in the intricate, poetic lyrics that challenge the listener to think, to wonder and to imagine. Their live shows are electric with a depth and intensity

that bring the audience to shared spaces that the collective spirit yearns for and finds in Hey Rosetta!

Even the band's name is a challenge in meaning. It harkens back to the famous Rosetta stone that unlocked the secrets of ancient Egypt. Hey Rosetta! in its music and lyrics explores meaning, emotion and experience and ultimately the secrets of the shared knowledge of humanity.

Music is an art and the creation of art is a process that is neither scientific nor mechanical. It does, however, involve discipline, time and work as well as talent. Tim is unsure of how to describe the song writing process. It remains somewhat of a mystery even to him. It involves sitting with his piano or guitar sorting through notes to arrive at a melody to complement an idea or statement that will be developed in the lyrics.

challenges

The music business involves hard work on many levels, not the least of which is the challenge of touring. From their first tour in a little blue van

to today's cross country and international treks taking the band as far away as Australia, touring is rewarding but challenging. This is especially so in winter; Tim says that touring often means cold feet (literally) and coffee. It means sleeping on buses, in ferry terminals, and in airport lounges. Sometimes it means not knowing where you are. Touring as a band from the eastern most point on the island of Newfoundland brings additional challenges in distance, time and expense.

Bands need capital to assist with the expenses of touring as well as of producing and marketing the music. Tim says that over the years the Newfoundland and Labrador Arts Council and Music Newfoundland and Labrador have been supportive of the band's ventures. On the national level, the Foundation Assisting Canadian Talent on Recordings (FACTOR) and the Radio Starmaker Fund have provided assistance with marketing and label expenses.

Bands have many expenses but correspondingly they also generate revenue from various sources. CD sales, downloads, royalties from airplay, show

Hey Rosetta!'s complex and sophisticated sound had instant appeal.

ticket sales, merchandise, and synchronization - that is playing music for TV shows and movies - all contribute to the cheque on payday.

Band members, however, also need to agree on how revenues are shared. They need a band agreement which sets out a formula for the division of profits from the various revenue sources. These agreements and their attendant terms and formulas vary from band to band but

a good agreement is essential for preventing misunderstandings among band members.

➤ the business of music

The band members are professional musicians and although the first priority is their art, they understand that music is a business. It is not surprising then that Romesh actually researched and prepared a business plan for a musical group for his high school entrepreneurship course. The seeds of the music business were planted early for these musicians.

In fact, Hey Rosetta! is incorporated and it runs the same way as any other small to mid-sized business. It has a manager, Jason Burns, who keeps everything in running order. He looks after the tour program, transportation, accounting and financial issues, promotion and marketing strategies and other matters necessary to keep the band thriving. Jason was once a musician himself sharing gigs with Hey Rosetta! Jason found that he was handling the bookings for himself and Hey Rosetta! and other bands, so he formalized it and became a manager capitalizing on his educational background in marketing and media communications. Jason says that a band, like any successful business, requires a tight business plan, realistic budgets and the right



The band members are professional musicians and although the first priority is their art, they understand that music is a business.

people both in making the music and supporting the musicians.

In addition to a manager, Hey Rosetta! also has a front house technician and a lighting technician. Booking agents are engaged for different regions of Canada and other countries. Publicists schedule interviews and appearances. Technical people are needed to set up for shows and to create and maintain the band's webpage and social media pages among other tasks. Graphic artists design album covers. There is a lot to be done.

Marketing is important to the success of any business and Hey Rosetta! is no exception. It involves advertising, publicity, interviews and appearances as well as song play and promotions on the radio. The band has carefully cultivated its image. It is concerned that promoters request that radio stations play their music with appropriate promotional introductions. For example, the song "Welcome" is about the anticipation of a new baby, a new life. Promotional introductions to that

song should reflect a sensibility compatible with the song. The band also has an extensive and interactive webpage with an archive of photos and videos and links to Twitter and Facebook. Fans can also purchase music directly from the site. In addition, Tim also writes a blog commenting on the band's music, the shows and life on tour.

➤ giving back

The band members of Hey Rosetta! are musicians with a shared social conscience. Their website contains links to websites and films that document the importance of seeds and biodiversity to the world's food supply. Again they present a challenge to their fans not to simply enjoy the experience of their music but to engage with the possibilities of the meanings of Seeds on a socio-political level. Hey Rosetta! challenges complacency and indifference.

➤ recognition

Hey Rosetta! has had much success. They have received many prestigious awards and



nominations, among them a nomination for the coveted Polaris Prize and a \$25,000 Verge Music Award for Album of the Year. Their single “Red Heart” was featured in the 2010 Olympics Montage video. They have a growing fan base. These fans anticipate more awards and accolades for the band.

➤ final thoughts

Hey Rosetta! will continue to grow, to blossom and to feed the spirits of its audiences. Tim thinks of songs as seeds. “These little things, these little images or musical moments that can, hopefully,

take root in people’s minds and grow into something more meaningful... sort of become part of something bigger than what they are”.

These musical moments that Hey Rosetta! shares with its listeners are taking root just as the band is taking root in the hearts of music lovers across the country and beyond. The seeds of Hey Rosetta!’s success were planted years ago and are cultivated with hard work, discipline and passion by each of its members. These band members have each become part of something bigger. They are Hey Rosetta!

➤ did you know?

In 2009 the Information, Culture and Recreation Industry in Newfoundland and Labrador was worth \$624 million! That is 2.7% of the province’s GDP.

> questions | hey rosetta!

1. Many young people who start a band often do not realize that they are starting a business. As in any business arrangement the participants should have a written contract or agreement. Explain how a band agreement is similar to a partnership agreement.
2. What risks are a band taking in not have a band agreement?
3. What are the sources of revenue for Hey Rosetta!?
4. Hey Rosetta! like many businesses is incorporated. What is the advantage of incorporation to the band?
5. Hey Rosetta! has a developed business plan. Why is this to their advantage?
6. Marketing is important in the music business. What channels does Hey Rosetta! use in marketing the band and its music.



> marble zip tours | martin flynn

Martin Flynn is breaking new ground up in the air. Yet the experts said it couldn't be done. They said it was too steep. They said it was too expensive. They said, "You don't even own the land!" But Martin Flynn was not going to accept no for an answer. He imagined a zip line high above the tree tops, crossing the gorge and the waterfall of the Humber River in the shadow of the soaring Marble Mountain above. He envisioned a future in business as Marble Zip Tours.







➤ the entrepreneur

Looking back on Martin's youth in Forteau, Labrador, a future in the zip line business seemed to be his destiny. At the age of 13 Martin and a friend constructed a zip line 10 feet above a sand dune. It was all just summer fun. Martin loved the outdoors. It was his recreation and his passion and Labrador offered outdoor challenges for every season. Martin acknowledges, however, he probably would have been an outdoor person anywhere. It was in him. But in Labrador fostering this love was easy because the great outdoors was right out his front door. Even so, sometimes he had to come indoors and help out in the family business. Martin's father had a number of businesses, among them a grocery store where as

a teenager Martin spent many hours working. So like the outdoors, Martin saw owning a business as a natural part of life.

Years later Martin decided to twin his passion for the outdoors and his studies. He enrolled in the Adventure Tourism program at the College of the North Atlantic (CNA) in Corner Brook. It was there when he saw the mighty Marble Mountain that he laughingly said, "Imagine my zip line here!" But he wasn't joking. He was serious. Perhaps even unbeknownst to him at the time the seed of his future business was planted. He kept his dream to himself.

Martin graduated with his diploma from CNA and took a 6 month job with Royal Caribbean Cruise Lines. Although this was great experience and great fun, Martin decided not to renew his contract and took a short stint of work at the Whistler ski resort in British Columbia. On the west coast at Whistler, Martin was drawn back to the east. So he came home, home to Labrador where his father helped him plan for his business dream, a zip line at Marble Mountain.

➤ getting started

There were so many challenges in getting started. Who would design it? Build it? Insure it? Inspect

All forms of advertising are important. Yet, the most important marketing tool for Marble Zip is word of mouth.

it? And fund it? This was going to be expensive and no one was even sure that it was feasible.

Experts from outside the country were brought in. Their pessimistic responses were disappointing. But Martin was undeterred. In the end the expertise Martin needed was already on the hill itself. Martin was directed to the outdoor recreation manager of Marble Mountain Ski Resort. This was a man who knew the hill and was an expert in ropes and pulleys and lifts. He was also a contractor, so he knew how to build. He teamed with an engineer from Corner Brook and they designed the plan. Then they built it. And “the experts” said it couldn’t be done.

Before the construction could actually take place there were many hurdles to overcome – not the least of which was that Martin did not own the land. It was owned by the ski resort so Martin had to pitch his idea to its 10 person board of directors. They were sold and the decision was unanimous, Martin could build his zip line on the mountain.

They believed in Martin and so did many others. Martin needed financing. He raised money from his family and then took his idea to various funding agencies such as Atlantic Canada Opportunities Agency (ACOA), the Department of Innovation, Business and Rural Development (IBRD) and the Business Development Bank of Canada (BDC). Martin says that it is important to raise money and to prepare a business plan before seeking financing from any of these agencies. Martin’s father assisted with both. The agencies liked what they saw and Martin had his funding.

There were still so many steps to go through as this had never before been done in the province. Was there even anyone to inspect it? No rules existed for zip lining in the provincial building code. These had to be researched and written and it was Martin and his team who had to do it. Every step was a learning process.

There was also the challenge of who would train Martin and the staff. There was no one in the province qualified to do it. They sourced PETZL,



a European company that specializes in training and materials for people who work at extreme heights. Martin was trained and set up as a PETZL dealer. This enabled him to get materials at cost.

There were delays. Construction did not begin when scheduled in the fall of 2007. Then came the snow and more delays. They were not ready

to open until the end of August of 2008. They lost their busiest season. Even so, two years from planning to opening is impressive.

➤ marketing

Martin is the sole owner of the business but with the inherent risk and liability involved in a venture of this scope, he incorporated. In the beginning Martin focused on just getting opened. But once he opened, he had to bring in customers so he turned his attention to marketing. He uses traditional methods such as road signs, brochures in tourist venues, ads on radio stations and posters. Of course, he has a website which is now in its fourth or fifth version.

Martin says that all forms of advertising are important. Yet, the most important marketing tool for Marble Zip is word of mouth. Not the old fashioned word of mouth but virtual word of mouth on the web. Facebook, YouTube and other social media get the message out. Marble Zip can send out an email and reach 2000 customers.

Martin has had customers as young as 5 and as old as 88. People come for the thrill, to see the scenery and to experience something different.

Marble Zip's videos on YouTube also have a high viewership. Better yet, customers zip line and then go online to Tweet, upload their videos to YouTube, post their pictures on Facebook and tell their friends and the world, about their amazing experience.

Martin has also benefited from publicity in the media. Marble Zip has been featured on CBC, NTV, Rogers Cable, Sportsnet and K Rock. Print journalists and travel writers have also written stories on the business.

Martin says that marketing is such a large job and is so vital to his business that he has hired a local company, J Osmond Design, to do everything from brochures and business cards, to online advertising to salable merchandise. Marble Zip now has a line of swag – including t-shirts and hoodies. People come for the thrill of the ride and they want a souvenir. Selling merchandise adds to the revenue stream and adds to the marketing.

The foundation of Martin's customer base is tourism. Tourists come from everywhere; however, the majority of his customers are people "staycationing" at home in their own province. Martin expects to see more people from Labrador in the future due to the completed Trans-Labrador Highway.

Interestingly, 60% of Marble Zips customers are female. Martin has had customers as young as 5 and as old as 88. In the summer he sees many families, couples, and groups. In the winter it is skiers and snowmobilers. People come for the thrill, to see the scenery and to experience something different. One couple has even booked Marble Zip for their wedding.

growing

The business is expanding. Martin's company has just completed their 9th zipline and moved their office headquarters to the ski lodge. It was an exciting day when Martin was approached to partner with Bombardier to offer snowmobile and ATV tours. Marble Mountain's board of directors approved and Martin added ATV tours to his product mix in the summer of 2011. Snowmobile tours will be available starting in the winter of 2012. Adding these elements will involve more insurance, more equipment, more storage facilities and more staff but also more reward!

Marble Zip employs 3 full-time and 4 part-time staff in the winter. Last summer they had 14 staff members. With expansion they expect to increase to 20 at peak season. Marble Zip primarily hires guides and they have to train them. It is an asset if the applicants have had experience rock

climbing or working at heights with ropes. Martin is looking for safety conscious employees who enjoy people. An important part of the job is entertaining the customers.

Marble Zip is growing but Martin does not anticipate any difficulty in finding people to work with him. Students graduate from CNA's Adventure Tourism program in Corner Brook and can find a summer's work just down the highway. Other employees come from other places and backgrounds.

For Martin being in business in Newfoundland and Labrador has been a positive experience. He is a member of Hospitality Newfoundland and Labrador and Western Destination Marketing Organization. These organizations provide a network of people who share common interests and goals. He is also a member of the Corner Brook Board of Trade. For Martin this membership is important because, "Your business is part of the community and you should be involved in the community."



> final thoughts

Martin says that Newfoundland and Labrador is a great place to start a new enterprise, especially in the tourism sector. He says, "We have so much to offer - some of the best kayaking and hiking in the world. We have a premiere ski facility and we have so much more. We are really only just beginning. "

Just as the future looks bright for tourism in the province, it holds similar promise for this young entrepreneur who has accomplished much in such a short time and who will no doubt continue to break new ground in the air and elsewhere. For Martin, things are looking up.

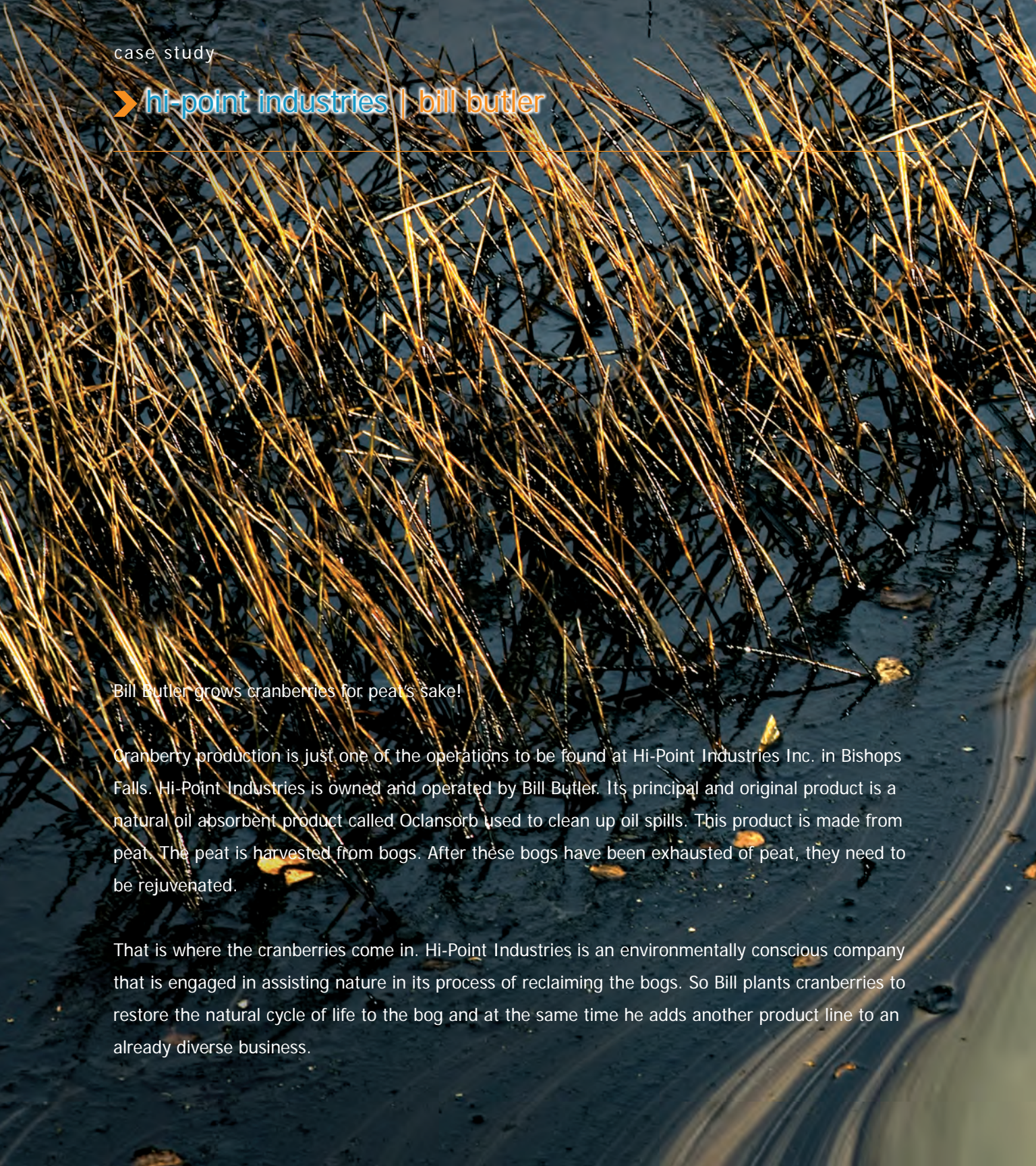
> did you know?

Non-resident tourists spent approximately \$411 million in Newfoundland and Labrador in 2010!

➤ questions | marble zip tours

1. Show that Martin demonstrates three qualities common to successful entrepreneurs.
2. By what means does Martin promote his business?
3. Who is Martin's customer base?
4. How does Martin's advertising reach these customers?
5. Martin says that the province has great potential in the tourism sector. What natural attractions are you familiar with in the province in general or in your region that would be of interest to people seeking an adventure tourism experience? Be as specific as you can.
6. Design a logo for Marble Zip then go to the Marble Zip website and compare your logo with the actual logo.





case study

> hi-point industries | bill butler

Bill Butler grows cranberries for peat's sake!

Cranberry production is just one of the operations to be found at Hi-Point Industries Inc. in Bishops Falls. Hi-Point Industries is owned and operated by Bill Butler. Its principal and original product is a natural oil absorbent product called Oclansorb used to clean up oil spills. This product is made from peat. The peat is harvested from bogs. After these bogs have been exhausted of peat, they need to be rejuvenated.

That is where the cranberries come in. Hi-Point Industries is an environmentally conscious company that is engaged in assisting nature in its process of reclaiming the bogs. So Bill plants cranberries to restore the natural cycle of life to the bog and at the same time he adds another product line to an already diverse business.





> the entrepreneur

Bill is a person with imagination who sees possibilities and seizes opportunities. Prior to 1991, he was the production manager at the Oclansorb plant which was owned by a large company. When it decided to sell off its Newfoundland peat-based operations, Bill, who had never before considered becoming an entrepreneur, realized he was in a unique position to make the leap into the business world. He knew the business of peat production; he had a network of contacts in the

international market; he had the advantage of the good name and solid research of a product developed by a major corporation. As well, the provincial government did not want the province to lose the business. It was willing to guarantee some of his bank loans. The time was right; Bill became a businessman and Hi-Point Industries was born.

Bill began with Oclansorb but has expanded his product lines. For the most part they are all based on peat. Bill is animated but patient as he explains the process of harvesting and processing peat.

> the business

Peat bogs look like any bog and are covered in low growth. This growth has to be removed. Bogs are also punctuated with small holes. These must be filled. The low growth becomes fill and is thrown in the holes. The surface must be smooth so any other material, such as roots or knots, is loosened and is also thrown in the holes. Then the surface is leveled and the holes are covered in.

Bill, who had never before considered becoming an entrepreneur, realized he was in a unique position to make the leap into the business world.

Approximately every 70 feet a ditch is dug for the purpose of lowering the water table to enable the peat to dry out. Once dry, farm tractors loosen the surface of the bog. The loose bog is like powder and a harrow flips it. When it is 50% dry, it is vacuumed and stockpiled. It is then hauled to the plant where it is screened. At this point it can be packaged for the horticultural market or it can be further processed until it becomes Oclansorb. This involves being put through a drier until only 10% of the original moisture remains.

The resulting peat powder is sold as Oclansorb and is used for cleaning up surface oil spills.

Bill began producing Oclansorb and Sorbsox. These sock-like tubes of different lengths are filled with the absorbent peat dust. Later, he created Spillows, a pillow shaped product with two synthetic products sewn together on the outside holding Oclansorb in the middle.

In addition, Hi-Point Industries manufactures a related product called Oclansorb Plus. This is designed for situations where the oil absorbent product is not able to be removed from the spill, such as along seashores and marshes. It is designed to be left in place.

Bill also makes and sells spill kits. These kits contain Spillows, Sorbsox, shovels, gloves and hazardous waste bags, among other items. They vary in size from a small \$25 kit to throw in a pick-up truck or to keep handy for a small spill, to \$800 kits in 90 gallon drums for larger operations. The largest kits he has sold are contained in huge aluminum boxes. These large kits are expensive. The box alone is \$7,500.

Bill's operations have branched into other products needed in the oil clean-up industry. He has another plant which makes containment booms, berms, flex tanks and turbidity curtains. Containment booms are used around the perimeter of a spill to contain the oil. Berms are like miniature swimming pools. Engines can be put in berms to be worked on. Flex tanks can hold 1000 gallons and are eight feet square but are flexible and can fold to 9 inches for shipping. Finally, turbidity curtains are made from a geo textile material that allows liquid to pass through but not solids.

demand

It is not surprising that there is quite a demand for Hi-Point's products. They are purchased by oil companies, heavy industries such as pulp and



paper, mining and refineries, as well as shipping and transportation companies. Any enterprise that uses petroleum products could potentially have a spill. Many companies do not wait until the spill happens to buy remedial products such as those manufactured by Hi-Point. Responsible companies ensure that they have adequate quantities of oil remediation products on hand as part of their risk management strategies.

Ninety percent of Hi-Point's products are exported. They can be found world-wide throughout North and South America, parts of Africa, Europe and Asia. Bill's market is global and it is accessed through a network of distributors.

In building his markets Bill has found industry trade shows to be invaluable. He has had booths in trade shows around the globe. At these shows the competitors are there, the industry players are there, the distributors are there and they have a chance to see and touch the product. They can ask questions and compare Hi-Point's products to other products. It is a time to build relationships, trust and loyalty, especially among the distributors.

On-line advertising and web pages have lessened the impact of trade shows, but Bill feels they do not replace the personal interaction and product education provided by a trade show.

Bill has extensive knowledge about the oil clean up industry. He says that it is particularly important "to know the competitors and to know their products inside and out." Bill's largest competitor is the large multi-national 3M and there are approximately one dozen smaller competitors. These sell synthetic products. Bill says his product is better because it is natural, environmentally friendly, 100% organic and does not release oil. It has the International Standard Organization (ISO) certification. It is a high quality product with quality sales and service behind it.

➤ growing

Bill has maintained sole ownership of his business through all periods of growth and expansion. Owning a business is rewarding and challenging but it is a lot of responsibility. He says that a business owner has to be prepared to do any job necessary and to work long hours. In the summer when the weather is good and it is time to harvest the peat, he works 16 to 18 hour days for weeks on end.

difficulty filling positions, but this was not the case a couple of years ago when Alberta's economy was booming.

Bill has built a great team at Hi-Point Industries and he is very much a team player and a leader. This is evident in his participation in the Canadian Manufacturing Association (CMA), the Newfoundland and Labrador Environmental Network (NET) Association and, the Newfoundland

“Owning a business is rewarding and challenging but it is a lot of responsibility. A business owner has to be prepared to do any job necessary and to work long hours.”

Hi-Point has 10 employees in the winter and approximately 30 in the summer. There are office staff, sales personnel and people who can operate and maintain heavy equipment. Millwright skills are an asset in this field. A millwright is a tradesperson who installs, maintains and repairs industrial machinery and mechanical equipment. Whatever the position, Bill looks for people who are personable, willing to learn and able to accept criticism. Bill said that recently he has not had

and Labrador Ocean Industries Association (NOIA). He has found participation in such groups invaluable for networking; for sharing ideas with people who experience similar situations; for lobbying governments or other bodies on mutual concerns; and for their ability to bring in experts to share their knowledge with industry players. He was named Newfoundland and Labrador Manufacturer of the Year and has received awards from NET and others.



➤ final thoughts

Bill is optimistic about the future of Hi-Point, the future of the environmental business in general and the future of Newfoundland and Labrador. Bill has found his home province an excellent place from which to do business. The government has many agencies and programs in place that

are supportive of new and growing businesses and the overall economy in Newfoundland and Labrador is healthy.

The environmental business is a global priority and will only continue to grow. The horticultural business, which also uses peat, is experiencing similar growth as the population in the western world ages and people invest more in their gardens. Products such as cranberries that contain natural anti-oxidants are also experiencing an increased demand.

The future looks bright for Hi-Point. It is an environmentally responsible company which makes ecologically friendly products in a manner that is sensitive to renewing the earth. There is no doubt that Hi-Point Industries will continue to be a global player relied on by enterprises far removed from the peat bogs and berries of central Newfoundland.

➤ did you know?

Newfoundland and Labrador exported over 9.2 billion dollars worth of goods and services in 2010.

➤ questions | hi-point industries

1. List the 4 P's of Marketing and explain how these apply to Hi-Point.
2. Who is Hi-Point's competition and how does Hi-Point differentiate its product from its competition?
3. Bill says that the internet does not replace trade shows as a means of promotion. Why?
4. What global trends should ensure the health of Hi-Point industries?
5. How is Bill's cranberry business a fortunate by-product of his quest for sustainability?

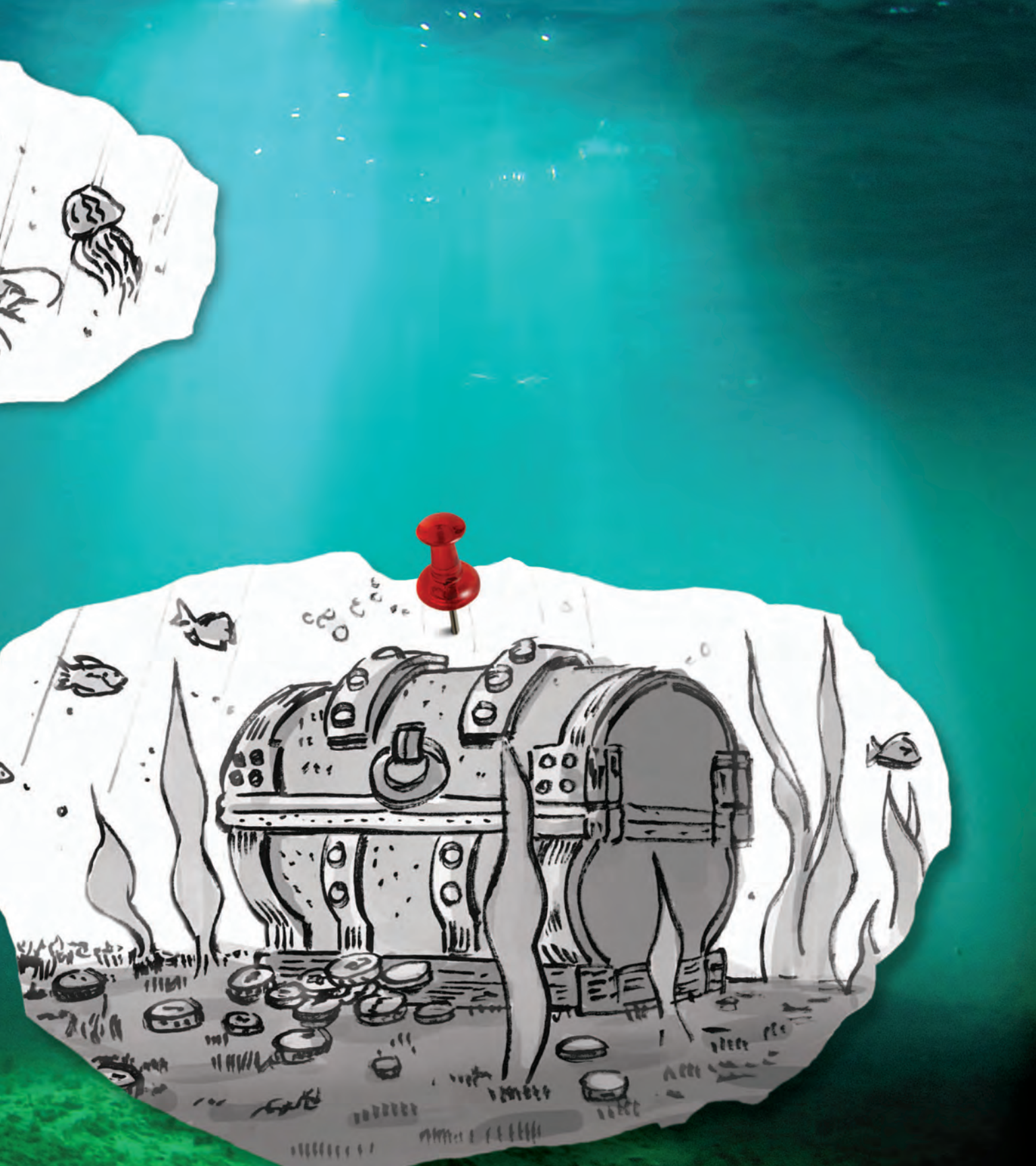


case study

> subc control ltd | chad collett



Most businesses do not want to be “underwater” but that is exactly where SubC Control Ltd. excels. SubC Control makes specialized underwater camera and video equipment for hazardous deep ocean environments. SubC Control is an innovative high technology company founded by a young entrepreneur.





> the entrepreneur

Chad Collett's education, work experience and even hobbies, combined with a deep entrepreneurial desire, equipped him to begin his own business. Chad says that as a youth he was always taking things apart and putting them back together. He was inventive and he was ever fascinated by the ocean. He joined the Naval Reserves where he received certifications in a number of areas, including diving and naval environmental training. The navy gave him discipline, opportunity, and extensive underwater experience.

Chad also attended the College of the North Atlantic. There he completed a program in electrical engineering with a specialty in computers and information technology. As a student he was

privileged to have work placements with the National Research Council and with the Institute for Ocean Technology. Upon graduation he landed a position as an ROV Pilot Technician and from there moved on to take a position co-coordinating various off-shore based projects.

His natural inventiveness and his passion for the ocean led him to more thinking and tinkering in his shed at home. His hobby soon resulted in a marketable invention, a specialized underwater camera.

Chad knew he had a product that businesses operating in the hazardous depths of the world's oceans would want. He knew he wanted to go into business. He wanted to be his own boss.

He wanted to be able to take his idea as far as it could go. But he did not know how to go about doing that. He had taken a few economics courses in college but had no real foundation or knowledge of the intricacies of business. No one in his immediate family had entrepreneurial experience.

➤ getting started

Luckily, Chad found that in Newfoundland and Labrador there were many organizations available to assist in accessing practical business information and skills development and with accessing funding. Chad was particularly fortunate to be accepted to receive the services of the Genesis Centre at Memorial University of Newfoundland. The Genesis Centre assists with office space and financial and practical support for technology based businesses.

Chad found that he had a marketable product. He had businesses - big businesses - interested in his product. It was time to incorporate and time to prepare a business plan. Chad invested his own



money and SubC Control was formally launched in February 2010. This was a big step that came with a big drop in income. Chad went from having a good salary to having no money coming in. It was a leap of faith but the time was right. SubC Control is still in its infancy but it is progressing rapidly.

Chad says every step in the business process has been a challenge: dealing with HST, formulating accounting practices, drafting and redrafting the business plan, marketing his product and accessing investor funding. Fortunately, he has the Genesis Centre expertise guiding him on all of these.

Chad Collett's education, work experience and even hobbies, combined with a deep entrepreneurial desire, equipped him to begin his own business

Being accepted by the Genesis Centre gives credibility to the business. This opens up access to more funding options and angel investors. Angel investors are business people with funds they are willing to invest in promising new companies. Chad says a business can go slowly and play it safe or it can try to access these funding options. In a high tech industry with high stakes and big players, a business has to be careful not to be left behind. Chad says, "Just as you are watching the competition, the competition is watching you."

Chad's customers are large multi-national corporations who operate in the deep ocean. He boasts British Petroleum, Husky Energy, Suncor, Geo Oceans and SKM (Sinclair Knight Merz) among them. His product can be found in the Gulf of Mexico, Norway, and Australia. This is impressive as it is only early days yet for SubC Control.

But how does a new business owner who is still operating from home attract the attention of these companies?

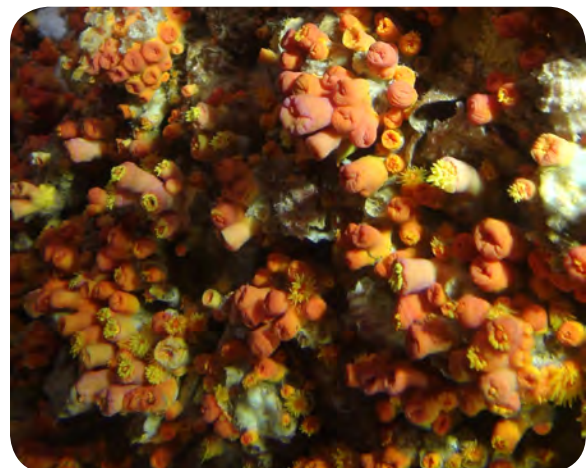
> marketing

Chad says he has built his customer base with cold calls and emails. SubC Control's product is so specialized that in any company there will be

only 1 or 2 "right" people to talk to. These are the people who understand the unique technology and the special requirements of hazardous underwater environments. It is important to talk to these people. Fortunately, Chad made a network of contacts in his professional career. Even with contacts he says that it is still difficult to reach the right people. "Persistence", he says, "is the key".

Sometimes the emails and calls result in access to the right people, but the company does not need the product. But now at least they know about it and down the road when the boss asks the "techie" for a certain capacity, they know they can find it at SubC Control.

Chad may be marketing by using a modified version of knocking on doors but he is also availing



“Newfoundland and Labrador is the place to be for ocean industries and when clients are global you can live anywhere.”

of social media such as Twitter and Facebook. He says, “You have to be on the net.” This is where the young people in the workforce are communicating; this is where the students are. These students will soon be in the workforce. Some are already there on work terms. These young employees may be the ones who recommend SubC Control to their superiors. SubC is also revamping its website and is now accessing LinkedIn, a social media site for business professionals.

SubC has a global market and global competition. The primary competitors are Kongsberg, a Norwegian company, and Trittech, a company originating in the United Kingdom. Chad says SubC looks at the competition and thinks, “How can we do it better - better quality, better features and better price?” Chad proudly says, “And we do it better. We have superior products”.

The challenge is getting potential customers to move from the large known brand name products

to his superior but new and, as of yet, largely unknown product.

> potential

Chad speaks enthusiastically about his experience starting up a new business in Newfoundland and Labrador. The business climate is favourable and supportive. “Nobody says, ‘You are too small’”. Chad believes that there is more support for ocean technology in the province than anywhere else in Canada. There is unlimited potential for growth in his business and for growth in offshore industries in general. He says that there is still

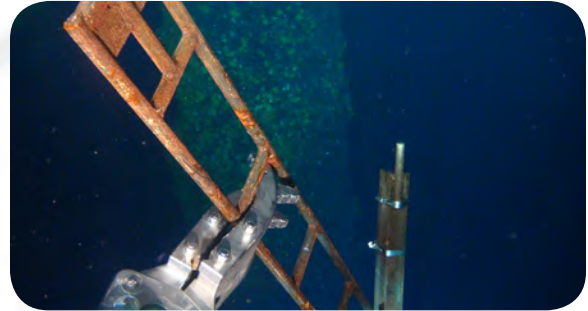


more development to take place and there is enough money and enough room for more players in the industry.

“Newfoundland and Labrador is the place to be for ocean industries”, Chad says, “and when clients are global you can live anywhere.” Chad operates out of Clarenville where he can enjoy the outdoors, including skiing on weekends in the winter.

Chad has big dreams for his company. In the future he would like to expand into equipment for other hazardous applications such as high temperature environments or even outer space. For that he will need radiation tolerant equipment.

Chad sees unlimited potential for SubC Control. Right now he operates from home where he employs one full-time technical person and one engineering work term student but that is soon changing. He needs a sales manager. With more orders will come more employees – a business manager and an accountant, and more people with engineering backgrounds. Chad does not



anticipate any difficulties in finding people with the requisite expertise for his company. The business and engineering programs at Memorial University and the College of the North Atlantic are equipping a new generation with the necessary skills. Chad will look for the same thing in all of his employees. He wants inventive people with a real interest in the field. He wants people with initiative.

➤ final thoughts

For aspiring entrepreneurs with an idea, Chad advises them to do their research, to seek advice, to prepare a business plan and to not fear failure. All of these things will help your business stay “above water” - if that is what you want. Most businesses do not want to be “underwater” but that is exactly where SubC Control Ltd. excels.

➤ did you know?

Newfoundland and Labrador is home to more than 50 knowledge-intensive enterprises that develop innovative ocean technology products and services

1. Why is NL the place to be for an entrepreneur in Chad's business?
2. How does Chad promote his product?
3. Who is Chad's competition? What is his strategy to lure customers to his business and away from the competitors?
4. What support is available for a technology business like SubC Control in NL?
5. Chad sees unlimited potential for his company and his goals reflect this. What are his long term goals?



case study

> the norseman restaurant | gina and adrian noordhof

It has been more than 1000 years since the Vikings briefly inhabited L'Anse aux Meadows on the northern tip of the island of Newfoundland. Yet the place speaks in echoes of Viking voices long gone. The wind whistles whispers over fields and mounds. Mirages of Viking ships shimmer on the distant horizon. At times, it is as if those long ago people never left.

This is how it feels at the Norseman Restaurant and Gaia Gallery owned by Gina and Adrian Noordhof. Gina and Adrian, both tall, blonde and fair, look like 21st century Norsemen. But they're not. Gina, from Newfoundland and Labrador, and Adrian, from Alberta, established a first class gourmet restaurant at the end of the road on the edge of the ocean in a place where few would dare to dream of such a venture – let alone actually do it.





> getting started

Gina and Adrian did not set out to be entrepreneurs. Gina has a Bachelor of Science in Geography and a Masters in Environmental Science. Adrian has a Sociology degree and he completed the Canadian Securities Course. Gina's mother, Bella Hodge, however, is a businesswoman. She owns the Valhalla Lodge Bed and Breakfast and owned the restaurant business before Gina and Adrian purchased it from her. Gina spent summers working in her mother's businesses. Her business education occurred on the job. She was involved in dealing with customers, taking bookings and doing marketing for her mother. Soon Adrian was also involved. He had an interest in cooking which naturally led to the development of his gourmet culinary skills.

After gaining experience and expertise working in the family businesses, Gina and Adrian wanted to own their own business and to steer their own course. The time was right and they bought the restaurant business from Bella. They created a casual fine dining establishment with high quality gourmet food and professional and personable service that rivals the best in the country.

Some people thought they were too ambitious, that they were aiming too high. Some people thought there would not be a sufficient market for such fine food. One person even said, "How can you have a restaurant without French fries?"

Gina and Adrian were determined. They were not going to have a deep fryer. They were certain that tourists would search out and embrace quality food. Their research told them that seasoned travellers were willing to pay for an exquisite culinary experience that specialized in local food.

And specialize they did. They offer a menu that features an array of fresh seafood: cod, caplin, halibut, shrimp, scallops and crab. However, it is the experience ordering lobster that takes fresh to a whole new level. The lobsters are held in a pen in the ocean. The customers can actually go down to the wharf and select their own lobster

right from the cold North Atlantic. Gina says it is the cold water that enhances the flavour and texture of the lobster.

Whether they are serving bakeapples or caribou, the food has been transformed into an experience of simplicity and sophistication by the skillful hand of Adrian, the chef.

Behind the restaurant is the Gaia Gallery. This gift store specializes in products sourced from artists and artisans: Labrador Innu tea dolls, Inuit carvings, handmade silver jewelry, and books on the historical and geographical heritage of the region. As in the restaurant, the focus is on quality.

> growing

Gina and Adrian have added a third dimension to their business - vacation rental properties. They have recently purchased two traditional outport houses in Gunner's Cove just 11 kilometers from L'Anse aux Meadows. These houses were owned by Pulitzer Prize winning American writer Annie Proulx, author of *The Shipping News*, a novel set



in the area. Situated in a meadow tucked into a beachside hill on the shore of a protected cove, the houses are a picturesque postcard image of old Newfoundland. They are so popular that they start to book up in the fall of the previous year.

The demand for first class quality vacation rentals in the region is high and Gina sees potential to expand the business. She hopes to buy or build more houses in Gunner's Cove. She looks at the success of Fishers' Loft in Port Rexton and sees a model for expansion for her businesses. Like Gina and Adrian, the Fishers started in the hospitality

Gina regularly surveys her customers to see how her businesses are meeting their needs.



> research

Gina's experience validates her market research. She regularly surveys her customers to see how her businesses are meeting their needs. As well, she has benefited from on-going research done by the provincial Department of Tourism, Culture and Recreation and the Canadian Tourism Commission. This has enabled her to spot trends in consumer demand and to provide services accordingly. For example, the research has highlighted the growing demand for culinary tourism.

business by renovating a heritage structure. Now they offer first class accommodations in several newly constructed heritage-style buildings. The Fishers also have a fine dining restaurant and are even in the process of adding a small conference centre for corporate meetings.

Gina is animated as she talks about the potential for her business and for tourism in general in Newfoundland and Labrador. In 2010, 30,000 tourists journeyed all the way up the Great Northern Peninsula. This is not a huge number of consumers relative to other places and Gina said that her businesses saw only a fraction of these people, yet her profits were up by 30%. This confirms that she and Adrian are providing a product that discerning travellers are looking for.

Sometimes research involves trying a venture to see if there is a profitable market and to determine whether it is the right fit for the business. Gina and Adrian tried this with dinner theatre several years ago. Although they enjoyed the experiment, they found that it required that the business carry too many staff. It also put restrictions on what type of food could be served and when. They were also limited in how much they could charge for the total dining and entertainment experience. Overall they decided there was not sufficient profit margin in the dinner theatre experience to justify the hours and resources expended.

Another method of market research that Gina and Adrian particularly enjoy in the off season is their own travel. When they are not busy ordering,

marketing and booking for the next season, they frequent tourist properties, restaurants and gift shop galleries in Canada and abroad. They observe and compare products and services and share experiences with the proprietors. During this time they also attend trade shows and conferences. This is an advantage of a seasonal business. It gives the flexibility to travel in the off season. This is a luxury that they do not have from May to October for Gina says that one thing she has learned in business is that "You've got to be there."

Gina and Adrian are there to serve their customers. For the most part these customers are world travellers. They come from Ontario, Western Canada, the United States and Europe. They are seeking unique travel experiences and they are willing to pay for quality. Gina credits the colourful and captivating Newfoundland and Labrador tourism ads for attracting many of these sophisticated tourists. She also applauds the accessible and inviting websites for Tourism NL and Hospitality NL.

➤ giving back

Sophisticated travellers do their research. Gina is ready for them. She has designed an attractive and informative website for their restaurant, gallery, rental properties and her mother's business, the Valhalla Lodge. She also has links to attractions in the area.

One of these attractions is a pet project of Gina's. It is Norstead, a community based nonprofit organization. Norstead is a replica Viking village originally built with government support to mark the 1000 year anniversary of Viking settlement. Gina is on the Board of Directors and assists with ideas and proposal writing to ensure the continued viability of the infrastructure. In the summer re-enactors are hired to display aspects of Viking life. Gina's own experience in dinner theatre showed her that there was a demand for evening entertainment; this niche is now filled by Norstead.

Professional theatrical productions are mounted in the village. Recently Norstead purchased a kiln to make and sell Viking style pottery on site. Gina

They created a casual fine dining establishment with high quality gourmet food and professional and personable service that rivals the best in the country.

spends many hours volunteering with Norstead year round. She says that a business person has a social responsibility to make a contribution to her community. Norstead provides more jobs for the local economy and it provides tourists with another activity.

➤ staffing

Life in the tourism business is hectic. Gina and Adrian work together all day, every day, throughout the tourist season. Gina manages restaurant tables, the gallery and the rental properties as well as assisting her mother with the Valhalla Lodge. As chef, Adrian takes charge of the kitchen. This does not simply involve cooking. In between there is planning, ordering, preparation and, of course, cleaning. They have a small staff to assist with all of the chores.

When hiring staff, Gina and Adrian look for people who have initiative and who are able to work with minimal or even no supervision. Of course, because they are in the tourism business,

they need people who are pleasant, articulate and engaging. Unfortunately, Gina says that it is becoming increasingly difficult to hire staff because fewer young people are returning to live in the more remote rural communities of the province. For Gina, her mother is a model, a mentor and in many ways a partner. Gina maintains an active role in running Valhalla Lodge Bed and Breakfast. Between them they shared the honour of the Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) Entrepreneur of the Year Award for the western region.

➤ final thoughts

The Viking spirit of adventure lives on today in Gina and Adrian in L'Anse aux Meadows. They look to the future with optimism as they anticipate the continued growth of their business ventures. They have established themselves in a remote but beautiful place. Unlike the Vikings, however, they plan a long and successful stay.

➤ did you know?

518,500 tourists visited the province in 2010. That is more than the number of people who live here!

➤ questions | the norseman restaurant

1. How has Gina conducted or availed of market research?
2. What impact does Gina feel the province's tourism campaigns have had on her business?
3. Gina and Adrian plan on expanding their business to include a greater number of vacation homes. What evidence do they have that there is a demand for more of these self-contained accommodations?
4. How have Gina and Adrian demonstrated that they are adaptable and able to learn from ventures that had little or no success.
5. L'Anse aux Meadows is a UNESCO World Heritage Site. What implications would this have for the tourists in the area and how has Gina catered to these tourists.



case study

> twisted metal & silver & silk | jason holley & rosalind ford

What happens when you blend a Dungeons and Dragons™ player with a field biologist and a mutual attraction to silver? The result is one couple and two businesses -Twisted Metal owned by Jason Holley and Silver and Silk owned by Rosalind Ford. Jason and Rosalind make their living in the craft industry of Newfoundland and Labrador. Jason makes chainmaille inspired jewelry, art pieces and sometimes even lingerie. Rosalind makes jewelry out of naturally hand-dyed silk woven through fine silverware. They are artists and business people who came to their careers by very different routes.







> getting started

While in university Jason made a hemp bracelet as a gift. The bracelet was a hit and friends started putting in their orders. Soon the word was out and Jason was making bracelets for strangers. By the end of the semester he had made a few thousand dollars. Instead of getting a job for the summer, Jason decided to create his own with the help of the Youth Ventures program. He sold his bracelets as a street vendor in downtown St. John's and set up a booth at the Salmon Festival in Grand Falls-Windsor. By the end of the summer he had made about \$10,000! He had tasted

success in business and decided to develop his artistic and craft making skills full time.

Rosalind completed a Bachelor of Science degree in biology and worked as a field biologist for several years. This was seasonal work and she needed money. Growing up in Baie Verte, she was exposed to crafts by her mother, a quilter and an expert at sewing and needlepoint. Rosalind was also "crafty", sewing her first doll at age eight. So she decided to take evening classes and then enrolled in a 2 year textile studies program offered by the College of the North Atlantic. Rosalind also took advantage of the opportunity to complete an apprenticeship offered by the Cultural Industries Development Program. Rosalind had never imagined that she would be self-employed and credits Jason, whom she met in a class, with the entrepreneurial influence.

Jason had taken the plunge into business after his successful summer bracelet venture. However, he was cautious and worked hard. His Dungeons and Dragons™ hobby inspired his chainmaille jewelry and his business became Twisted Metal. Jason paid his bills and reinvested everything else back into his business by acquiring more tools and supplies, accessing more training, and paying more fees at craft fairs. As he gained credibility

and recognition, he was able to access grants from organizations such as the Newfoundland and Labrador Craft Council.

Jason and Rosalind have received accolades for their work. Jason won an award in the 2007 Arts and Letters Competition and was also commissioned to make the awards for the provincial Arts Council Awards Show. Rosalind also succeeded at the provincial Arts and Letters Competition and won the Emerging Artist Award at the Atlantic Crafts Trade Show in 2007. This was the beginning of Silver and Silk.

➤ target market

Jason and Rosalind work together as a team even though they keep their businesses separate. Rosalind laughs and says that they are in healthy competition with each other. In 2008 they moved to Amherst Cove and put off a show together. Their work differs and appeals to divergent tastes.

Jason makes necklaces, bracelets, earrings and pendants by combining small aluminum or silver rings. His jewelry ranges in price from \$15 to \$1500. The inexpensive \$15 pieces are popular with teens and young adults- so popular they help pay most of the bills. Jason's more expensive



pieces are intricate chainmaille pieces made of silver. Rosalind's delicate silver and fabric jewelry is priced from \$35 to \$150. Her jewelry appeals to women, generally over the age of 30. Both Jason and Rosalind say that the price of silver jewelry must go up. This does not mean more money in their pockets as, unfortunately, the price of silver is rising on world markets.

➤ diversifying

Both Jason and Rosalind create products other than jewelry. Rosalind works in fabric and dye. Her natural dyes are made by her from material both local and imported. One is a traditional Newfoundland dye made from lichen called mollyfodge which grows on the island. She sees herself as a crafty scientist making butterflies, birds and whales out of dyed fabric.

Jason has taken inspiration from his chainmaille jewelry to create lingerie for fashion shows and he also creates larger art pieces made from ceramic rings. He links the rings together while wet. Once dry, he fires them in an outdoor kiln until they look like metal. When they reach 1000 degrees, he removes them to cool in sawdust. It is hot and smoky work. This art work is taking more and more of Jason's focus and creative energy. Galleries across Canada are showing interest and he was featured on the cover of Fusion, a journal for glass and clay enthusiasts.

➤ giving back

Jason and Rosalind enjoy talking about the craft industry and their continuing journeys as craft artists. They are excited about being part of a community of young crafts people and have worked together to facilitate access to craft fairs for young artists. As members of the Craft Council, they organized a youth committee. They realized that the fees charged for a booth at the Craft Council Fair were out of the range for most young people. So Jason and Rosalind, as the "Crafty Privateers", organized the Fresh Fish Craft Fair in

2007. From there a number of young participants went on to get involved with the Craft Council.

➤ research

Although Jason is naturally entrepreneurial, neither Jason nor Rosalind had a background in business, nor did either have a natural inclination to accounting and other administrative details. But to be successful in business this is a necessity. To them it's just paperwork but they are getting better at it.

When asked about how they conduct market research, Rosalind says that they do it all the time, sometimes without realizing. They go to craft fairs and stores and look at what is for sale, how it is made, the materials used and the pricing. Most crafts people are also happy to share information about how well particular products are selling. Rosalind says that the best way for a crafts person to determine if there is a market for a new product is to make a few and put them out there to gauge the public's reaction before investing much time and material into several pieces.

Jason and Rosalind work together as a team even though they keep their businesses separate.

A crafts person, like any business person, has to be able to withstand disappointment, and even failure, and be prepared to adapt. The first time Rosalind entered a craft fair, she paid \$350 to rent the booth, in addition to the money she had invested in her product (dolls), and only sold one for \$36. But, she learned from this. She realized her dolls had too many small buttons making them inappropriate for children but they were not artsy enough for collectors. So she modified the dolls and three weeks later went to a different craft fair and took home \$500.00.

Rosalind and Jason both have goals for their respective arts careers. Jason is interested in further developing his ceramic pieces. Rosalind is interested in sharing her talents through workshops and teaching. She has particularly enjoyed her work in the province's Arts Smarts program and with the Labrador Creative Arts Festival. She has also recently had two gallery shows - one in St. John's and one in Grand Falls-Windsor.

➤ growing

Together they plan to open a shop in Amherst Cove where they currently live and work. There, they will be able to showcase their products as well as products of other young artists and crafts



people. Amherst Cove is on the less developed side of the Bonavista Peninsula in terms of tourist traffic. But it is only 15 minutes from Bonavista and more tourists are making the journey down that side. She also notes that the tourist season in the Bonavista/Trinity area extends from May to October. The store will also stock art supplies and Rosalind hopes to teach art classes in the space. Rosalind says that the tourism growth potential for this peninsula has not yet reached its maximum.

Expansion takes capital. The Craft Council has a program of matching grants up to \$5000 per person. This will assist with the purchase of materials and equipment. Their original business plan was developed with the assistance of the Y-Enterprise Bureau. A business plan is a work in progress and as a person's goals and circumstances change so must the plan adapt. They are now in the process of revisiting their business plan.

Although the population of the province is small, Rosalind says the economy is good so people are spending more.

Twisted Metal and Silver and Silk are both sole proprietorships. One of the things the owners will have to get advice on is how to structure their businesses once they have a store. There are taxes and other implications that they will need to consider.

Jason and Rosalind say that Newfoundland and Labrador has been a good place for young crafts people such as themselves to start businesses. The crafts community is supportive and the work of the Craft Council is invaluable. The provincial government even has a Craft Industries Development Program! On the business end, there are agencies such as the Y-Enterprise Centre to provide advice and direction. Although the population of the province is small, Rosalind says the economy is good so people are spending more.

➤ final thoughts

There are many aspects of their expansion to work out, but they do have an idea for a name for their shop. The projects they have done together, they have done as the “Crafty Privateers”, an appropriate name in a place where the ghosts of pirates haunt the shores, and where chests full of silver may be hidden in caverns along the coast.

Jason and Rosalind are pleased with their success so far. In the early days Jason enjoyed being an entrepreneur because he liked the flexibility and freedom to pursue his outdoor hobbies. These days they both still enjoy the flexibility; however, the freedom has become more about choosing how to work and what to work on. One thing is for certain, these two crafty privateers will be busy as they continue to forge their careers from silver and ceramic and silk.

➤ did you know?

Over half of craft producers in the province sell to customers outside the province. 41% are selling to other parts of Canada, 26% are exporting to the US, and 10% are selling their products to other international locations, mainly Europe.

➤ questions | twisted metal & silver & silk

1. Jason and Rosalind both make jewelry but they are not in direct competition with each other. Explain.
2. How does Rosalind conduct market research?
3. (a) How is Jason and Rosalind's pricing affected by global markets?
(b) How might this impact the demand for their products?
(c) What advice do you have for Jason and Rosalind to alleviate this challenge?
4. How will the growing tourist market in NL impact their businesses?
5. Jason and Rosalind each has a business that is a sole proprietorship. What does this mean and why is it to their advantage at this point?
6. Design a store sign for the business the "Crafty Privateers".



case study

> king's point pottery | linda yates and david hayashida

When does your work become your life? Is it when you love what you do? Is it when what you do is created from a space within you yet it is inspired by the space without? Is it when you share your work with someone who shares your life?

This is the story behind King's Point Pottery. It is a story of a passion for pottery by two people who have faith in each other, faith in their art, and faith in rural Newfoundland and Labrador. It is a story of partners in life and work who believed that they could create a world class pottery business in a small community cradled into the head of Green Bay, Newfoundland. It is the story of Linda Yates and David Hayashida, artists and entrepreneurs.





➤ the entrepreneurs

Linda is from King's Point, NL. David is from the Kitchener-Waterloo area of Ontario. Both Linda and David have extensive education, training and work experience in arts-related fields. David has a background in geography, commercial interior design and ceramics. Linda studied visual arts, and later majored in ceramics and fibre arts.

Through college David took advantage of co-op programs to broaden his practical experience and after graduation worked with Ontario design

firms. In his spare time he pursued his interest in pottery making. Linda found herself working in arts and crafts business development jobs with the Government of Newfoundland and Labrador advising and facilitating crafts people in setting up businesses. Eventually she wanted to produce her own work, to start her own craft business. To prepare for this, she apprenticed with a renowned studio in Scotland.

Then, as fate would have it, their paths merged. Linda and David both enrolled in the same advanced glaze course in British Columbia. Soon after, David came to Newfoundland to tour the spectacular Gros Morne National Park - and he stayed.

David and Linda decided to make art and become business people together. Although neither of them had formal business training, they both had learned about business from their career experiences. Linda's position with the provincial government educated her in the business of crafts. Through this on the job experience, Linda developed an extensive business skill set. As well, Linda came from a family where being self-employed and owning a business was common among her relatives. It was something she saw as natural.

➤ getting started

In planning where to establish the business, King's Point was a natural fit for them. With the help of Linda's father, they refurbished his old gas station so that they could set up business in a place where they could enjoy the lifestyle of rural Newfoundland. They both enjoy the outdoors and King's Point, Green Bay has much to offer.

There were many naysayers 20 years ago who thought that it would be impossible to make a success of a pottery business in rural Newfoundland. In that era, just after the declaration of the cod moratorium, many people saw no future in the outports. The young people were leaving in droves. But Linda and David prepared their business plan and believed in their idea.

David says that looking back at that original business plan it is amazing how much they did not know about what is entailed in running a business. But the plan was a necessity. They had to start somewhere; they had to lay out what they knew and map out where they were going.



They started with a studio and store in King's Point. But they were unknown; they had to market their product to the wider world and they had to find a way to get consumers to come to them.

And so they went to market, literally. They went on the road to all of the craft fairs. In addition, they put signage on the highways and roadways directing and enticing travellers to their little studio. Linda's previous experience in government also helped. She had connections throughout the province. This gave them a network of people with whom they could promote their products and also on whose advice and expertise they

“Your craft skills will feed your soul, but it's your business skills that will put food on the table.”

could draw. They are grateful to the Craft Council of Newfoundland and Labrador and to the craft division of the Provincial Department of Innovation, Business and Rural Development for the encouragement and support given.

Eventually they reduced the number of craft fairs they attended and concentrated on the wholesale market together with, of course, their retail store and studio in King's Point. This was the emphasis of their business for the first several years. It allowed them to get their products into many stores in various locations without them having to do the selling. Yet this model created much paper work, shipping and distribution costs and saw smaller returns on each item.

➤ challenges and opportunities

In recent years, King's Point Pottery has shifted its focus from wholesale to retail. They are selling their own products and those of other crafts people. They net a higher return on their items and also turn a profit on selling the work of others. David said that in the beginning he found selling challenging. But it is the delight in talking to people from all over the world about the products of King's Point and those of the other crafts people he admires, that turns selling into a pleasure.



Operating a business in King's Point may seem idyllic but it is not always easy. A big challenge comes in accessing supplies. Fortunately, the craft-making community is collegial and practical. Often crafts people rent a truck and share in the cost of bringing in supplies. David does not know if this level of co-operation exists among potters in other provinces.

Linda and David's work could not be produced just anywhere. It is very much of the place, of King's Point. Their iconic blue and white whale line is inspired by the whales that can be seen playing off shore during the idyllic summer days. The place does not simply inspire design but King's Point is literally often in the materials used. They grind local minerals to use in experimental glazes on the pottery. Various roots, plants and wooded material are also incorporated into their pieces. Even the sea is in their pottery as the inside of



their salt/soda oven is sprayed down with salt water collected from nearby tidal pools when oven temperature reaches 1260 degrees C.

David and Linda are artists who create beautiful functional series of ceramics as well as one of kind pieces. This beauty, this art, costs money and David and Linda have had to educate customers about the value of their work. To make a living their prices have to cover their costs. Sometimes a batch of pottery is not successful and nothing is produced. New techniques have to be tried and sometimes things go wrong. Even the bricks in their oven have to be replaced at times. The price per unit has to take into account all of their costs, not just the time and material in that one piece.

In educating their customers, they talk about their special techniques, the skills and unique local ingredients that combined to produce a thing of

functional beauty. They educate the imaginations of their customers. They do not dwell on costs such as breakage, fuel costs, or other factors that drive up the cost of their pottery per unit. It is important to have the customer want to buy the piece for its inherent value not feeling that they are covering inflationary costs and lost product.

> the future

David and Linda have been successful in their strategy. They do not have other jobs or sources of income outside of their business. There are few potters who can say that.

For the future David and Linda will continue to concentrate on the retail side of the business. They currently showcase the works of about 70 artists in their store and soon will represent over 100. This, however, means an increase in the administration side of business – more paper work.

This retail expansion means that they will need extra staff in the summer. In recent years they have had an apprentice and they usually hire a summer student but they anticipate needing more assistance in the shop. The challenge will be to hire someone who shares their passion for crafts. Ideally this person would have worked in a craft store before and be a crafts person themselves.

For a young crafts person hoping for a career in crafts David advises education, both formal and practical.

This person should love crafts. They want to invest in this person, train them and retain them. This is the challenge, especially in a rural setting. Luckily, they say, more young people are returning to that region.

Even though David and Linda have reduced the number of places they wholesale their products, their pottery is available in various locations around the province. It is carried in the Historic Sites Association Heritage shops. This enables them to use a central distributor to access several shops at a variety of geographic locations of historic and cultural importance. Of course, their work is also available at the Craft Council stores.

Between them, Linda and David have received many awards and much recognition. The world class work and unique salt/soda oven were featured in the world's largest ceramics magazine, Ceramics Monthly.

For a young crafts person hoping for a career in crafts David advises education, both formal and practical. It is important to take advantage of co-op programs and apprenticeship opportunities. Once working in the field, a student will become knowledgeable of the range of related career opportunities available.

➤ final thoughts

For those who are interested in owning their own business, Linda and David caution that people must be prepared to work hard, not just at making crafts but at the business end. Linda says, "Your craft skills will feed your soul, but it's your business skills that will put food on the table."

King's Point Pottery's third decade will be a new chapter in its operations. With Linda and David's blend of faith, vision and talent, supported by practical business sense, King's Point Pottery will continue to be a story of success.

➤ did you know?

There are over 1600 craftspeople with businesses in Newfoundland and Labrador.

➤ questions | king's point pottery

1. By what channels have Linda and David marketed their product?
2. Define wholesale and retail. Why has King's Point Pottery shifted its focus from wholesale to retail?
3. What factors must Linda and David consider in pricing their products?
4. How does the success of King's Point Pottery affirm the business potential of rural Newfoundland and Labrador?
5. Linda says that "it's your business skills that will put food on the table". What does she mean by this?

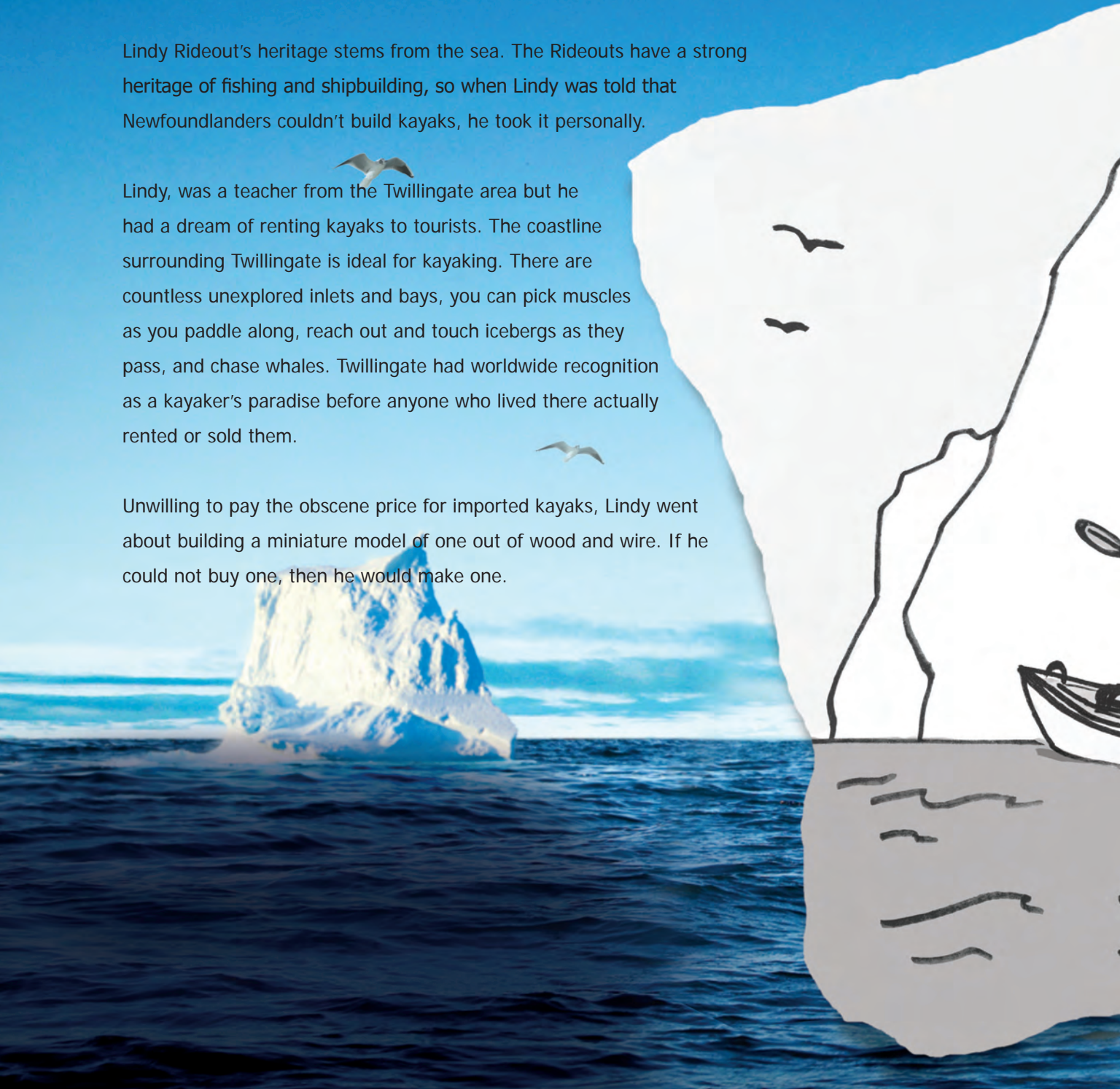


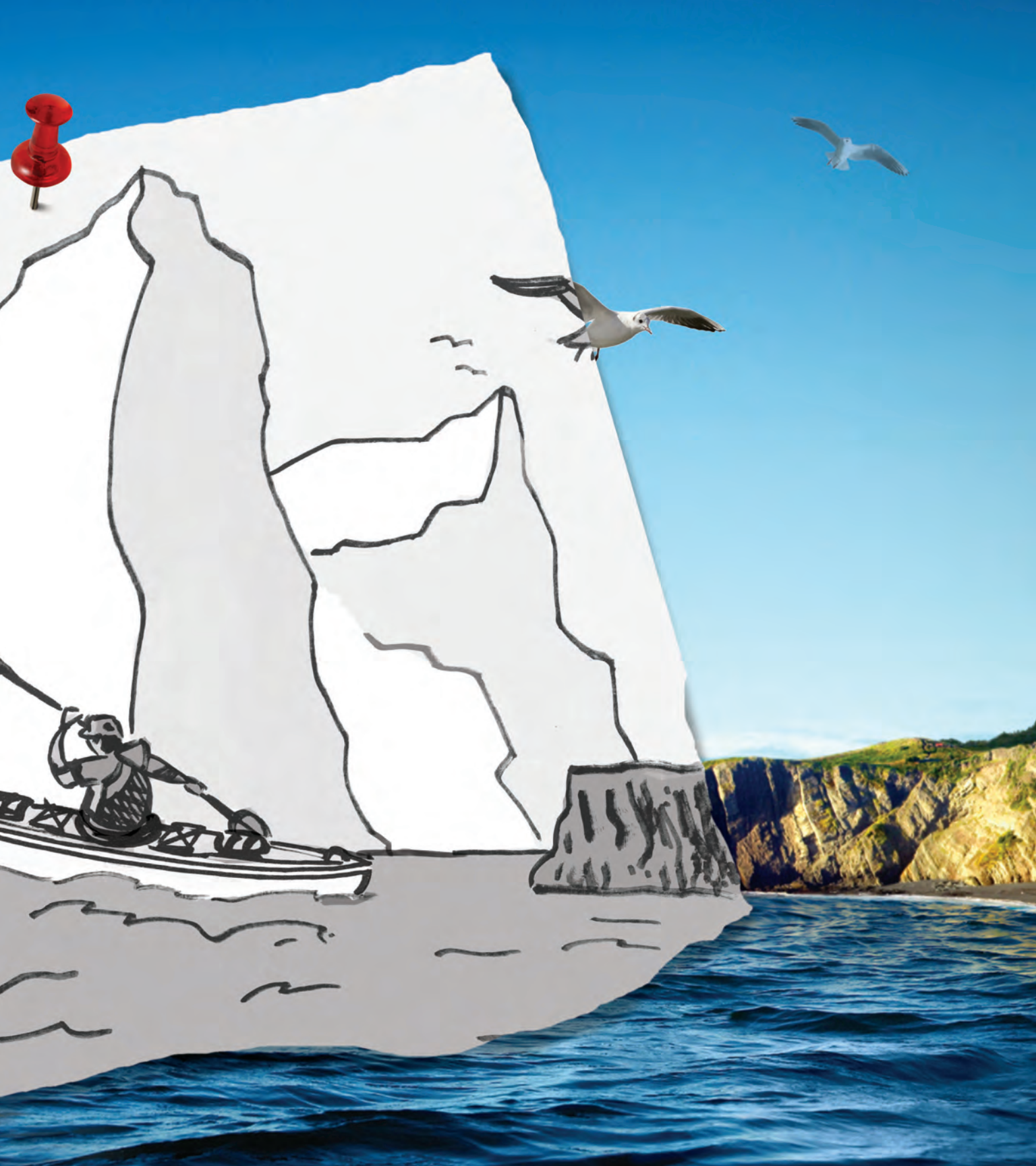
> seaknife kayaks | lindy rideout

Lindy Rideout's heritage stems from the sea. The Rideouts have a strong heritage of fishing and shipbuilding, so when Lindy was told that Newfoundlanders couldn't build kayaks, he took it personally.

Lindy, was a teacher from the Twillingate area but he had a dream of renting kayaks to tourists. The coastline surrounding Twillingate is ideal for kayaking. There are countless unexplored inlets and bays, you can pick muscles as you paddle along, reach out and touch icebergs as they pass, and chase whales. Twillingate had worldwide recognition as a kayaker's paradise before anyone who lived there actually rented or sold them.

Unwilling to pay the obscene price for imported kayaks, Lindy went about building a miniature model of one out of wood and wire. If he could not buy one, then he would make one.







➤ getting started

Lindy's first kayak, was, well rough to say the least. It was much larger than a modern kayak, uncomfortable and clumsy to drive. In fact, Lindy wasn't sure if it was even seaworthy. On its maiden voyage he opted to wear his survival suit "just incase the thing sank like a rock". But, much to Lindy's surprise, it floated!

One day, not too long after the maiden voyage, two British tourists were visiting the area with their kayaks. Lindy informed them that he knew the local area, had a kayak and would be willing to show them around.

But when the two professional kayakers saw Lindy's boat they were in hysterics. In their opinion it was, without doubt, the "ugliest boat they ever saw".

But something weird happened when they got into the water. This ugly, homemade kayak was flying by them like they were standing still. By complete accident, Lindy Rideout had stumbled across one of the worlds fastest kayak designs.

The fast design was a result of using plywood to build the kayak. You cannot round out the edges of plywood, so the edges of the bow were sharp. This allows the kayak to cut through the water. The sharp edges also make the boat more stable, which nullifies the need for a stabilizer which caused more resistance.

The British tourists really thought he was on to something. Once Lindy got back on shore he went straight to his shed to build a new kayak. It took him roughly a whole year to build a fiberglass boat. But it was well worth it.

Lindy has no idea where the idea would be had those tourists not stumbled upon him. As it turns out the two were professional kayakers who were more than willing to spread the word about this miraculous design they had come across.

And just like that, tourists started coming from all over, camping out on Lindy's lawn, getting kayaks custom built and taking the opportunity to "go for a paddle", as Lindy calls it.

> growing

Lindy has since taken Sea Knife Kayaks to the next level. He has expanded from manufacturing and is realizing his tourism dream! He has built a luxury lodge to house visiting paddlers, where they can enjoy the sauna and a soak in a hot tub after a long day of paddling! Lindy also offers kayak rentals to locals and tourists alike!

However, nothing is without its hurdles. Lindy has constant headaches over the high price of shipping from rural parts of the province. He also



works in the oil sands in the tourism off-season so his schedule is certainly full!

> final thoughts

Despite the hurdles, one thing is certain: serious European kayakers still crave Lindy's boats. In fact, many make the trip over to Cottlesville to buy one on site, stay at the lodge and paddle the beautiful waters where these boats originated.

Perhaps the greatest recognition that Sea Knife Kayaks has received came from supplying the 2004

Tourists started coming from all over, camping out on Lindy's lawn, getting kayaks custom built and taking the opportunity to "go for a paddle".

The greatest recognition that Sea Knife Kayaks has received came from supplying the 2004 Adventure Racing World Championships. Lindy supplied 180 kayaks for the race and everyone was amazed at the quality of the design.

Adventure Racing World Championships. Lindy supplied 180 kayaks for the race and everyone was amazed at the quality of the design.

To date, Lindy has built over 600 kayaks and has five different models available which are featured on his website: www.seaknife.com. For those interested in entrepreneurship, Lindy has some advice. "Do a good business plan." Lindy exclaims, "Failing to plan is planning to fail."



did you know?

Newfoundland and Labrador's top trading partners (in terms of exports) were the United States, Germany, China, the Netherlands and Trinidad and Tobago in 2010.

➤ questions | seaknife kayaks

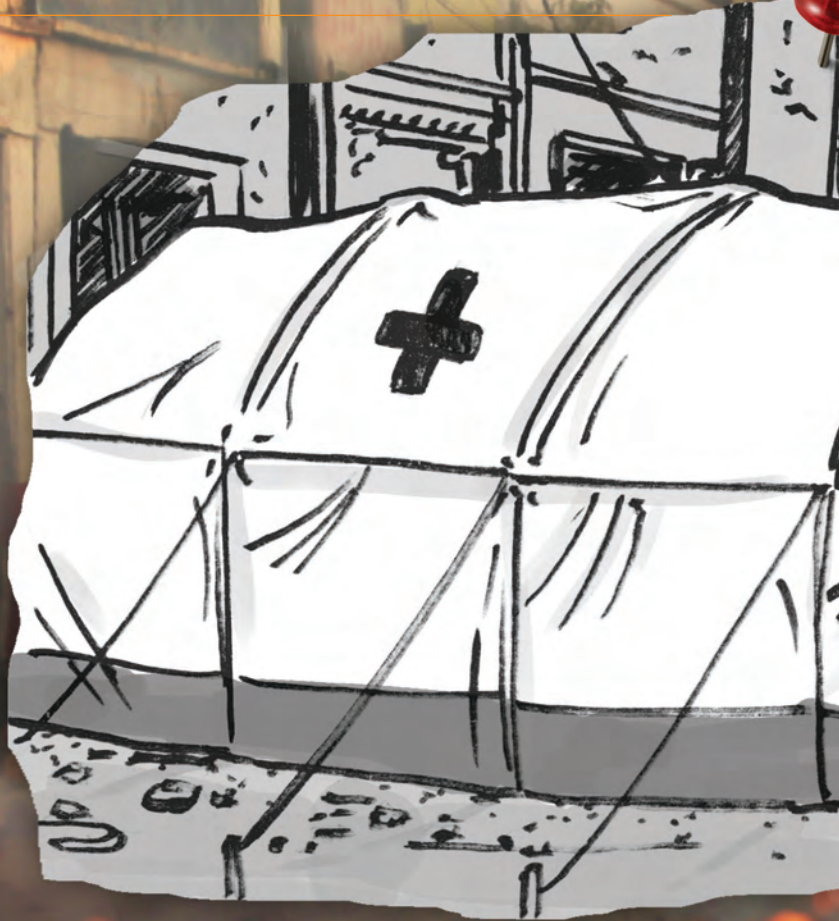
1. How did Lindy Rideout's growing up near the ocean point him in the direction he took as an entrepreneur?
2. Assume that Lindy was to visit your classroom to be interviewed by the class. What questions would you prepare in advance of his visit?
3. Find evidence in the case study to support the following statement: Innovation is fundamental to success as an entrepreneur.
4. If you were to advise Lindy about how to market his venture, what steps would you recommend?
5. What lesson would you take away from this case study about how to be successful as an entrepreneur?
6. Go to Lindy's website and view the logo for his company. Explain why this logo is or isn't an effective one.



case study

> dynamic air shelters | harold warner

Dynamic Air Shelters Ltd. in Grand Bank uses hot air balloon technology to manufacture very large inflatable shelters for use on the ground! These shelters are used the world over for everything from natural disaster relief to sports competitions to industrial sites. Temporary structures usually require poles and ropes, and take time to erect and secure. Dynamic's inflatable shelters can be packed in a bag shipped to a customer's destination, and be quickly erected in tough weather conditions, in as little as 45 minutes for small domed shelters and two hours for the larger structures.







➤ the idea

The inflatable structures serve a variety of markets. They can be set up as temporary hospitals in disaster zones where victims of earthquakes, tsunamis, hurricanes, or floods need to be treated and sheltered. Some food and beverage companies buy inflatable shelters with logos to exhibit and promote their products - Nature Valley, Mountain Dew, and Nintendo Wii are several examples. The National Football League's Baltimore Ravens ordered a specially designed shelter shaped like a football! Dynamic provides span-free shelters for construction sites where employees can work in large, protected and safe indoor spaces. As a result, high winds, extremely hot or cold temperatures, or snowstorms do not disrupt work schedules. Dynamic's blast resistant air shelters can withstand explosions that would destroy many rigid structures - oil

companies have purchased these models for use at refinery sites.

Dynamic Air Shelters employs 80 plus people and, in peak times, up to 100. The economic impact on Grand Bank and the Fortune area is quite significant because they also create spin-off jobs. As Dynamic employees buy new cars and homes, or renovate the home they live in, they circulate money through the economy of the region. Local businesses thrive, which helps to create more jobs.

➤ getting started

The owners of Dynamic decided to move their entire production facility from Alberta to Grand Bank because of the work ethic, skill and commitment of the people there – it was nothing like they had ever seen before. Dynamic's primary market is in the U.S. and northern Canada; so one would think it makes more sense to build the shelters in Alberta. But moving the operation to Newfoundland and Labrador "is the best business decision I ever made" owner Harold Warner says.

The company started in Calgary as a manufacturer of hot air balloons that promoted the products of large companies. The company began employing

the technology to build small structures for the promotional sector as well. Then in 2002, a Burin Peninsula firm involved in offshore fabrication invited Dynamic to manufacture an inflatable structure for some of its land-based activity tied to its offshore operations. Upon the advice of local business development agencies, Harold decided to set up a temporary manufacturing operation in Grand Bank. Grand Bank had an available facility, a pool of labour and the support of the Grand Bank Development Corporation, the Burin Peninsula Community Business Development Corporation, the Department of Innovation, Business & Rural Development and the Atlantic Canada Opportunities Agency. Upon conclusion of the temporary project, Dynamic ceased operations in Grand Bank and the owners returned to Calgary to continue with their business.

Back in Calgary, Harold, found it more and more difficult to hire, train, and retain skilled workers and to compete with employers in Fort McMurray paying \$25-\$30 an hour. The company debated relocating to New Mexico, where wages for immigrant workers are low; or to Michigan where large buildings previously used in the automotive industry were standing empty. Then Harold remembered the positive experience with workers in Grand Bank; who were readily available, loyal,

hardworking, creative, and willing to learn new skills. So, in September 2006, Dynamic closed the manufacturing operation in Calgary and relocated its equipment to Grand Bank although it maintains offices in Calgary for research and development, and engineering.

> growing

Harold recognized the importance of having strong leadership from the local area to run the Grand Bank operation. Kay Riggs, VP of Operations, is a university graduate with experience in management and administration in the fish processing sector as well as regional economic development. Renita Dominaux, the Manufacturing Manager, is a university graduate with experience in entrepreneurship, business





development and quality systems. Since Kay and Renita come from the Burin Peninsula, they have a good understanding of life in the area and the challenges that workers face – an advantage that an outsider would not have.

A turning point came for the company when it was demonstrated that it could produce a structure that could withstand pressures from an explosion of up to nine to ten pounds per square inch (psi). Dynamic is currently conducting field trial tests, in partnership with the Canadian and US military and experts in the field of shock and blast, to validate the theory and obtain information that will help improve the shelters in shock and blast zones. Blast resistance is very important for the protection of workers at oil refinery sites and rigid structures are not permitted in some high-risk areas where explosions can occur. Dynamic

can provide safety for workers and value for companies in cases like these.

Dynamic's drive toward continuous improvement has meant that its facilities had to be expanded. Now, some of the manufacturing is carried out in Grand Bank and some in nearby Fortune. Dynamic plans to add another 6000 square feet to its 6000 square foot space in Grand Bank and designed a 15000 square foot inflatable building which was erected in the spring of 2010.

"Continuous improvement is embedded in everything we do at Dynamic" says Harold Warner, "we can always do things better". Continuous improvement is an opportunity to meet and exceed customer expectations. It provides opportunities to grow by ensuring that customers get what they want.

➤ challenges and opportunities

A more daunting challenge for Dynamic is the high cost of transportation and their distance from customers and suppliers. Almost all of the raw materials, such as fabric and webbing, are imported from Europe. Final products are usually shipped within North America but have been shipped to Bangladesh, Japan, Europe, and Australia! Therefore, transportation is a challenge.

Given the ferry crossing and winter driving conditions, shipments are sometimes delayed several days. The solution to this problem is to carefully sequence shipments to allow enough time for delays and to communicate realistic shipping times to customers. In spite of these challenges, the decision to locate in Grand Bank was fairly simple: it came down to the people and the support from the community and government agencies.

In the beginning, people were not sure Dynamic would be in Grand Bank for the long-term and were skeptical about whether the company would provide year-round jobs. Some potential workers had previously worked in fish plants and knew how difficult seasonal employment could be. A lot of time was spent reassuring people and training them in the necessary skill areas. Workers had to be trained in hot air welding, radio frequency welding, industrial sewing, set-ups and deployments, material handling, and quality control. The investment of time and money in these skills has paid off. Today, Dynamic has a core of people who are committed to the company's growth.

Dynamic has a diverse workforce: some are in their early twenties, and some are 45 years and older. About 70% of their workforce is female. As a result, the company has to optimize working conditions for different groups with different needs. Women whose spouses are working outside the province have child care challenges; they may need their shift begin after the school bus run. If husbands and wives both work at Dynamic, they may need to work opposite shifts for child care reasons. Younger workers like to have music playing during their shift, but music may prevent people from hearing alarms, telephone calls, or work conversations. So, Dynamic polled the workers to establish guidelines on music volume and types to accommodate everyone. A key element in a positive workplace is communications: workers are encouraged to bring their concerns to their team leader, manager, or the vice-president of operations.

The diversity of ages and levels of work experience on the plant floor has been both a challenge and an opportunity at Dynamic. Older, more-experienced workers are often used to train younger, less-experienced workers. Shifts are set

They pride themselves on getting to know all the workers and trying to make their work experience a positive one.

to match people with different skill sets to allow for mentoring. There is a culture of continual learning.

➤ the future

Dynamic has four key markets: rapid response, promotionals, industrial construction and warehousing, and oil and gas refinery sites. The company continues to look for opportunities to expand its business. One way to do this is to diversify, and find different markets for their products; the company sees potential in military markets for instance. The advantage of providing products for different markets is that if demand drops with one group of customers, the others will still provide a market for products, making the company less susceptible to downturns.

➤ final thoughts

Dynamic Air Shelters has no intentions to take its success for granted. The owners and managers realize diversifying their markets is only part of growing the business. They are continually assessing what they are doing, and looking for ways to improve how they manufacture inflatable shelters. This means it is essential to offer programs to help employees continually improve as well. Workers have shown such dedication and loyalty to the company and the operators continue to do the same for the workers, by maintaining jobs that pay a fair wage and benefits package. Dynamic is determined to earn and keep the respect of Grand Bank and the world over.

“Continuous improvement is embedded in everything we do at Dynamic” says Harold Warner, “we can always do things better.”

➤ did you know?

Manufacturing accounts for about 4% of GDP and 5% of total employment in Newfoundland and Labrador.

➤ questions | dynamic air shelters

1. What market needs are served by Dynamic Air Shelters?
2. Why is it important for a company like Dynamic to diversify its markets?
3. To what degree does Dynamic's emphasis on innovation help explain the company's success?
4. Why is it important to have strong leaders from the local area run an operation, especially one that is from another province?
5. When a company decides to leave one province to move its manufacturing operation to another, explain how this might affect the morale of the community and province they are leaving and the community and province where they are going.
6. Assume that you have been asked by Dynamic to develop a company motto for a letterhead to capture what it is about. With a partner, write a phrase or sentence that describes Dynamic's distinctiveness.



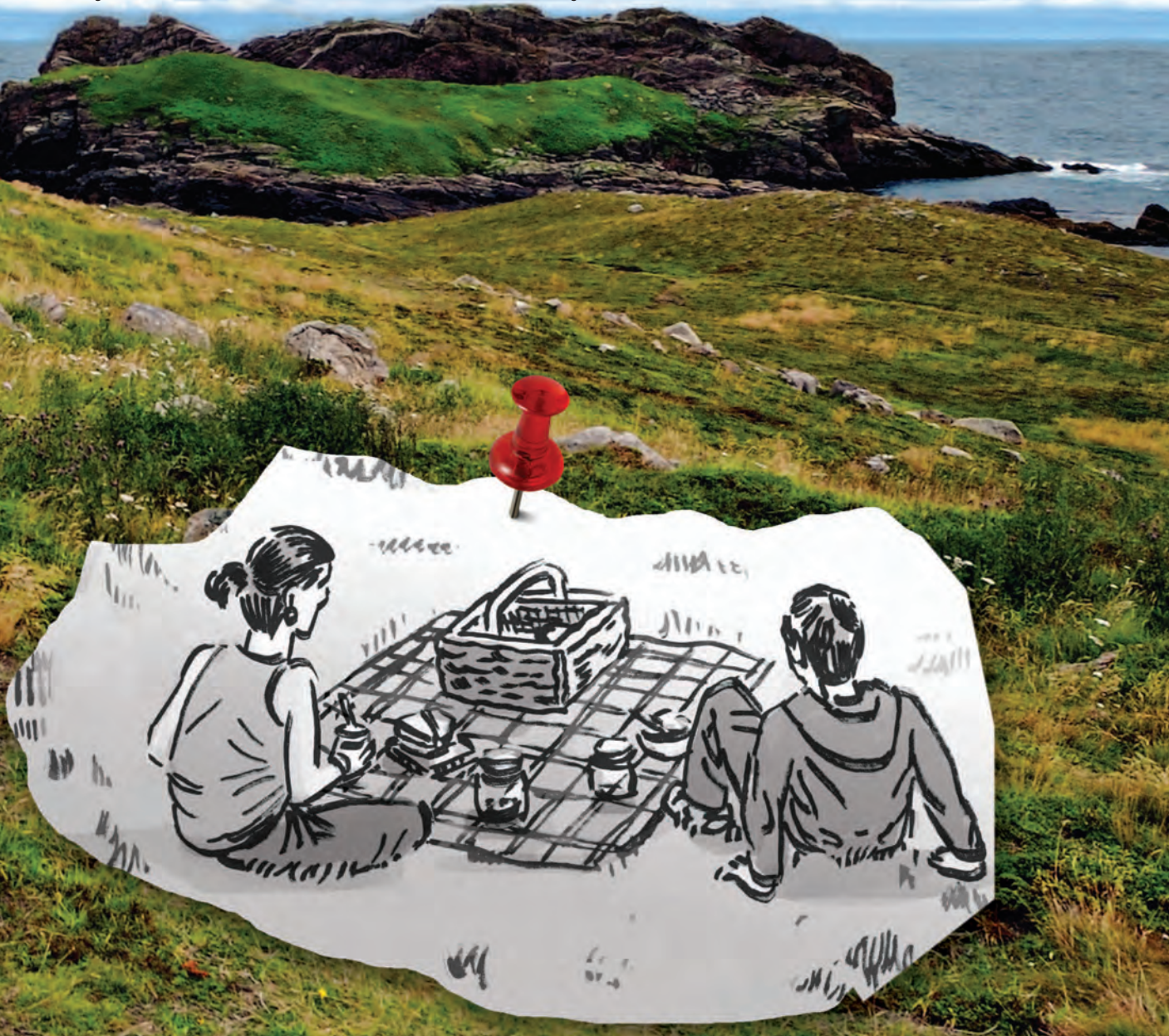
case study

➤ lighthouse picnics | jill curran



Along the edge of the rugged coastline of Ferryland sits a small, old, red and white lighthouse.

Still standing after more than 140 years, the lighthouse is an important landmark for the community of Ferryland. The tower light has been used for many years as a beacon for passing ships, however the function of the lighthouse dwelling has certainly changed. Nowadays, thousands of people flock here every summer for gourmet picnics and beautiful scenery. It is safe to say that Lighthouse Picnics in Ferryland is one of Newfoundland and Labrador's major tourist attractions.





➤ the entrepreneur

Like many unique businesses, it all started with a far-fetched idea – serving gourmet picnics at the lighthouse in Ferryland. Jill Curran was living in Scotland when the idea for Lighthouse Picnics came to her. She discussed with her friend Sonia O’Keefe who was living in the United States at the time. Together, the women have mixed educational backgrounds of Public Relations and Culinary Arts, so starting a business that involved tourism and cooking seemed natural to them. While many others had doubts, you cannot underestimate the power of a really interesting and unique business idea. While O’Keefe left the business several years ago, the business continues to grow bigger and better each year – it is now entering its 10th season.

For Curran, there is a very close tie to the Ferryland lighthouse and her love of the old building started at a very young age. Her grandmother was born at the lighthouse and her great grandfather was once the lighthouse keeper. After the lighthouse tower was automated in 1970, the building was left vacant and over the years was vandalized and fell into ruins. “Sadly, a lot of my memories of the building are of it falling down; it was always in bad shape,” recalls Curran. “For many years I wondered what I could do to help restore the lighthouse and breathe new life into the damaged old building.” In 2003, she got that chance with Lighthouse Picnics.

➤ the business

Lighthouse Picnics offers customers a one of a kind dining experience as they enjoy a gourmet homemade picnic while taking in the spectacular view of the ocean off the coast of Ferryland. A short walk is all it takes to reach the building, which sits along the edge of the coastline at Ferryland head – one of the most eastern points in all of North America. Once there, you can choose a delicious lunch off the menu, pick a coloured flag, and then find the perfect spot outside on the grass to enjoy your meal. The wicker basket containing your picnic is delivered right to your resting spot.

“Initially we weren’t sure if the idea would take off. We were doing something very different, no one had ever seen something like Lighthouse Picnics before.”

Operating from late May to late September, the business is one of the top tourist attractions in the area and serves between 100-150 people on average on a ‘sunny’ day. People come from all over the world to enjoy this unique meal and the lighthouse is a very busy place. This was not the case when the business first opened.

➤ getting started

When Lighthouse Picnics first started in 2003, the lighthouse dwelling was not renovated, resulting in all business activity taking place outside. All meals were cooked in the town of Ferryland, they had to drive the food to the lighthouse and serve people from what Curran describes as “a lemonade stand.” While some thought the idea was a bit unusual, word of mouth quickly spread about these young ladies at the lighthouse in Ferryland. While some may have initially come for a picnic out of curiosity or came upon the lighthouse by chance, they kept coming back for the delicious food and amazing scenery.

After the first year it was clear they were on to something special and would have to renovate the lighthouse to keep growing the business. “Initially we weren’t sure if the idea would take off. We were doing something very different; no one had ever seen something like Lighthouse Picnics before,” says Curran. “We were very excited that people understood what we were trying to achieve and supported us.”

Curran, now the sole owner of Lighthouse Picnics, says that business couldn’t be better. Over the years the business has grown tremendously and gained popularity, so much so, that a reservation



“It’s truly one of those things that is hard to put into words, you have to come experience it yourself to really understand what we are trying to accomplish.”



system had to be put in place. With eleven employees working during peak season, the goal is to provide every customer with a memorable, quality experience. Ensuring this means that all food items are prepared fresh at the lighthouse each day. Every lemon is squeezed by hand, and all bread and desserts are baked in the lighthouse kitchen. Because of this, there is a limit to what can be produced each day. Reservations allow for maximum efficiency, however, if there is room, walk-ins will not be turned away.

➤ challenges and opportunities

Owning your own business can provide a number of challenges, but after nine years in business Curran has learned how to handle anything that is thrown her way. “One of the biggest challenges has been trying to explain to people the concept of what we do,” says Curran. “It’s truly one of those things that is hard to put into words, you have to come experience it yourself to really understand what we are trying to accomplish.”

Curran is a Public Relation’s graduate from Mount Saint Vincent University in Halifax and also has a History degree from Memorial University. She feels that her educational background has helped her with regards to Lighthouse Picnics. Being able to communicate to people what she does is crucial when promoting her business.

Another challenge faced by Lighthouse Picnics is the logistics of the business. All supplies have to be transported to the lighthouse by the

employees. Operating at a remote location can cause difficulties with regards to supply shipment. However, Curran believes that challenge is also to her advantage. "That is what draws people here, the remote area where you can really get away from it all," she says. "You can lie by the ocean, watch whales and enjoy a delicious picnic – it is something you can't get anywhere else, and that's what makes it such a special experience for people."

Offering such a unique product has brought people from all over the world to Lighthouse Picnics. "We really should have a map up of where people have come from, we meet so many people from all over," says Curran. Guests include visitors from Germany, the United Kingdom, Ireland, Croatia and Australia, just to name a few. However, Curran notes that a huge portion of Lighthouse Picnics business is repeat business from locals. "The backbone of our business is definitely Newfoundlanders," she says. "I think it's a testament to all our hard work when people who live here want to come year after year, it makes us all very proud of what we're doing at the lighthouse."

While minimal advertising is done on Curran's part, Lighthouse Picnics have won various awards



and have been featured in many articles on both the nationally and internationally. In 2005 they received the Cultural Tourism Award presented by Hospitality Newfoundland and Labrador. This award promotes the innovative pursuit of cultural expression within the tourism industry. "It was nice that the award gave a lot of creditability to us, because at that time people were still just finding out who we were," says Curran.

In 2007, Lighthouse Picnics won the Restaurateur of the Year Award presented by the Newfoundland and Labrador Restaurant and Foodservices Association and Hospitality Newfoundland and Labrador. Along with these awards, the business has been featured in various articles and magazines. Such magazines have been Chatelaine, Air Canada's EnRoute magazine, Canadian Living magazine and many others.

➤ final thoughts

With so much attention and publicity given to Lighthouse Picnics, Curran is always being asked what her plans for the future are. She has been approached by people in a number of Newfoundland and Labrador communities wondering if she would ever bring her business to other lighthouses. While Curran has thought about this, her main focus is the lighthouse in Ferryland.

“Each year you have to keep it fresh, offer new products, but still keep the consistency and quality that Lighthouse Picnics is known for,” says Curran.

In 2010 Curran purchased Maxxim Vacations, a company which sells Newfoundland and Labrador vacations. She admits that she would never have been able to do it without the experience she has gained through Lighthouse Picnics. While it is a very different type of business from Lighthouse Picnics, the concept of sharing what is magical about Newfoundland and Labrador is at the heart of both.



➤ did you know?

Lighthouse Picnics got a prominent seat at the table on Enroute Magazine's 2008 list of 100 favourite things to do in the world.

➤ questions | lighthouse picnics

1. Setting up a business in a remote lighthouse was a risky venture. Why are some people, such as Jill and Sonia, motivated to take a risk and pursue their dream?
2. What did Jill and Sonia need to start their business?
3. Lighthouse Picnics began as a partnership but became a sole proprietorship. Using Lighthouse Picnics as an example, what are the advantages and disadvantages of each form of ownership?
4. What are other ways in which the lighthouse could be used during the off-season? Which might be most likely to succeed based on proving a source of revenue for the business?
5. Jill relies extensively on 'word of mouth' as a means of advertising for her business. What other options could she use to help advertise? Which option might be best, considering cost and number of customers reached?



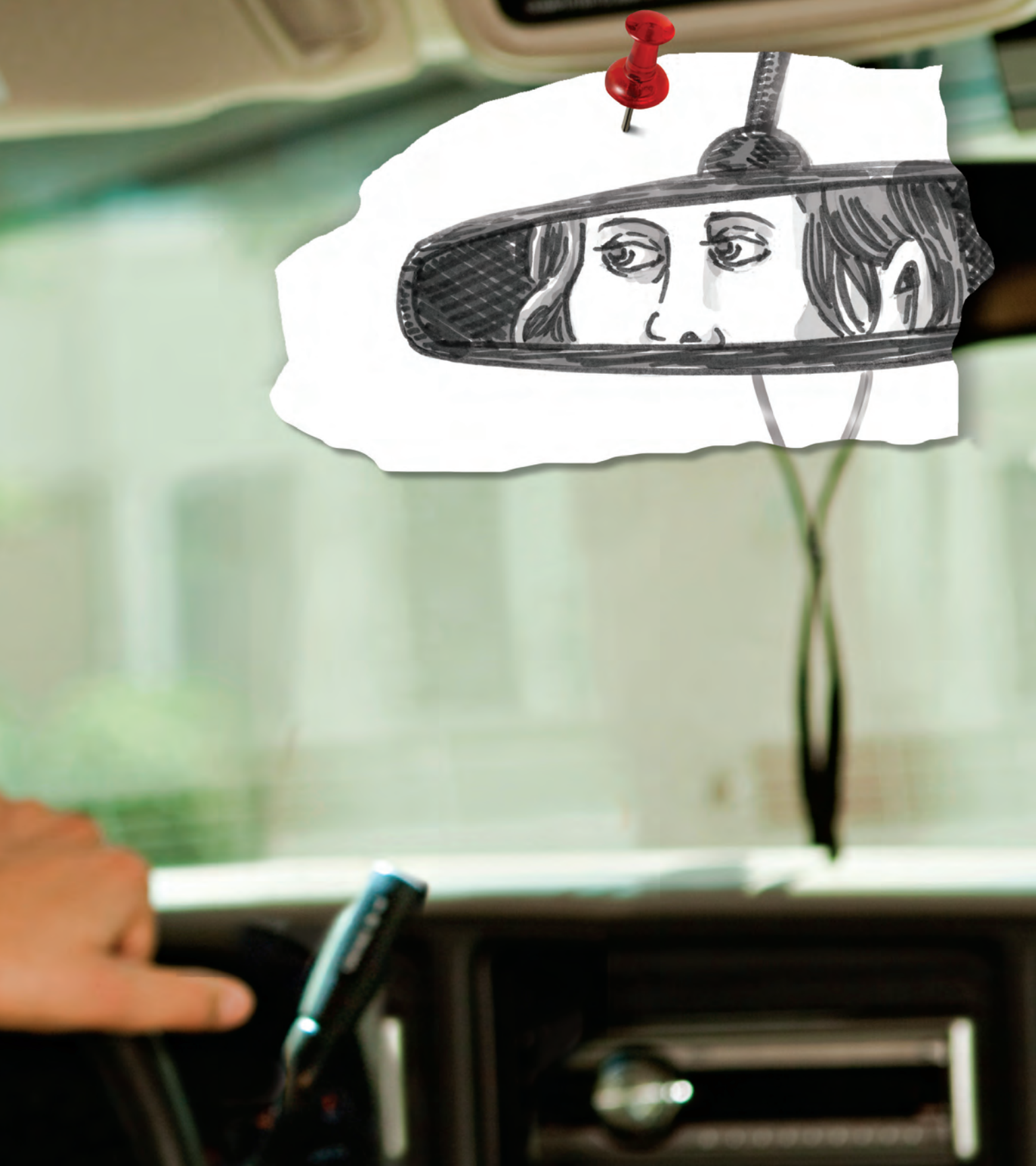


case study

➤ root four imagination | maurice tuft

Teen drivers are four to six times more likely to be in a car accident than an experienced driver. When a parent is in the car with them however, their chances of being in a car accident decrease tremendously. Since parents can't be in the car with their new teen driver at all times, how do you make sure they are always driving safely?

Maurice Tuff, owner of Root Four Imagination, has found a solution to this problem. With the help of SafeDriver®, parents can be sure their teens are always driving safe. Each time the car is used by their teen, parents can find out the maximum speed they drove, the distance they traveled, and how many sudden brakes were made.





➤ the idea

A sensor is self-installed inside the car and records the statistics of each drive. Attached to the key chain with the car keys is the key fob, a device that looks similar to an electronic car starter. When a parent gives their teen the car keys they enter a pin into the key fob which resets the previous data. As the teen is driving the car, the data is being recorded and displayed on the key fob. When they return with the keys the parents can immediately see how safely their teen was driving.

SafeDriver® is virtually tamperproof. If the teen tries to remove the sensor or tamper with the key fob, "TAMPER" will appear on the screen. If they guess the secret pin, the key fob shows how

many times the pin has been reset. SafeDriver® is designed to help teach new drivers to always drive safely. "The risk management in your brain is not developed until you're 25," explains Maurice, "They don't understand that going 150km an hour is dangerous because they don't think about how it could kill them. They don't have the experience to know what to do if something pops out in front of them."

"What a teen does understand is reward and punishment, and if a teen comes home with bad numbers then they won't get the car the next week," says Maurice, "so you can give them time to learn over a period of a year or until they know how to drive properly."

There are two strategies for using SafeDriver®: to let the teens know it is there so they always drive safe, or to not tell them and catch them driving unsafely. Root Four promotes telling your teen it is there. "If you let your teen know it is there, it is preventative," says Maurice. Teens know if they drive recklessly their parents will find out, so they always drive safely." If teens do not know it is there, they may drive recklessly and it would be too late if something were to happen. "Then you get yourself into a punishment situation where you catch them doing excessive speed and you've

“You can make a product but you’ve got to sell it and the only way to sell it is through good marketing.”

got a fight on your hands.” He says. SafeDriver® is a monitoring system created by Maurice Tuff, but it is not the first monitoring system he created. After graduating from Mobile Central High School and completing an Electrical Engineering Degree at Memorial University, Maurice started working with Nortel, but not for too long.

➤ getting started

In 2002 he started Blue Line Innovations. Their device allows real time monitoring of energy use in homes. The Power Cost Monitor is a self-installed wireless energy monitor that shows how much energy is being used in a home and converts it to how much money is being spent from moment to moment and in total. It has been featured on Martha Stewart, FOX News, ABC, CNN online, and many other media outlets. Wanting to do something more than monitoring energy use in the home, Maurice says the next logical option was to move on to vehicles. “I started by trying to find a problem to solve, because you can’t just make something if you can’t create a need for it,” he says, “When I checked the stats of teen driving

and saw the teen fatalities and teen accidents, I said okay let’s come up with something to solve that.” “ - “Once I got the experience with Blue Line to make a product, coming here and making a product for vehicles was a little easier. Experience really helps.”

Maurice says. All the design work is done in the province but the products are manufactured in



China. Maurice travels to Hong Kong about once every two months to oversee manufacturing and has his product sold around the world. SafeDriver® has been sold in Israel, Great Britain, and United States and even Australia.

“One of the things you want to make sure of is that you are ready,” says Maurice, “If something goes wrong with your product then your credibility is gone and you have to recall your products. You have to walk before you run, and make sure you get it perfect first.”

➤ challenges and opportunities

One of the biggest challenges facing Root Four is product awareness. “We are making a product that no one has heard of before and there is no category for,” says Maurice, “when you come up with a brand new product that doesn’t have any direct competitors, you need to work very hard for awareness and to create the drive for the product.”

To accomplish this awareness, branding and product names were very important. A series of name changes took place to help achieve this. The company name is Root Four Imagination, the brand is Lemur Vehicle Monitors, and the product name is SafeDriver®. The product name gives an indication of what the product is, and the brand gives the sense that there are more products under that brand.

With this in mind, Maurice has developed more products including the EconoDriver for environmentally conscious people and BlueDriver that uses Bluetooth technology to communicate with smartphones and tablets. The new branding and packaging design was done by a company in Ontario and the logo was done by a local company in the province. “Marketing companies know things that we don’t so it is good to get them involved to set this up properly,” says Maurice, “you can make a product but you’ve got to sell it and the only way to sell it is through good marketing.”

“ If something goes wrong with your product then your credibility is gone and you have to recall your products. You have to walk before you run, and make sure you get it perfect first. ”

“When you come up with a brand new product that doesn't have any direct competitors, you need to work very hard for awareness and to create the drive for the product.”

➤ final thoughts

When it comes to advice for an upcoming entrepreneur, Maurice says “Don't listen to the naysayers. There are those who will support you and think it's a great idea and there are others that will say that you are crazy. But they are not risk takers; they just don't get it. You also don't need to have your head in the clouds either. You still need to listen to constructive criticism, but you have to avoid the naysayers.”

He also says “when you do start your own business it's kind of nice not to know what the challenges are. That way you will actually go out and do it. Otherwise you might get too scared and wonder if you can actually accomplish it. When new entrepreneurs ask me what the challenges are, I say, “I'm not telling you because if I do, you won't do it. You will learn, and you will figure it out.”





Growing up, Maurice's father always had different ideas but with six kids in the family he always had to go to work. Listening to his father, Maurice developed entrepreneurial tendencies. "I don't know if I always wanted to own my own business, but I'm fairly independent and I didn't take direction well, even in high school," he says, "but I took my school work very seriously. So this is kind of a perfect fit."

did you know?

The I.T. sector creates 5,760 direct and indirect jobs within Newfoundland and Labrador.

➤ questions | root four imagination

1. What is SafeDriver® and how does it work?
2. Who is the target market of SafeDriver®? What is its emotional appeal?
3. "We are making a product that no one has heard of before ... you need to work very hard for awareness and to create the drive for the product." What advertising medium might be most effective to reach Maurice's target audience? Why?
4. What advice does Maurice offer other entrepreneurs?
5. How important is it for Maurice to continue to be innovative in his product design? Explain



conclusion

The stories that you have explored in this book have deepened your understanding of how significant entrepreneurship is to our communities and our province as a whole. Now is the time to consider what ideas you can take from this exploration that will have a positive influence in your life today ... and in the future.

The case studies featured in this book raised a number of important questions:

- Why is innovation important?
- What needs to happen to create a successful business venture?
- What do businesses need to do in order to be successful in the future?
- Why is perseverance such an important part of entrepreneurship?

As you reflect on the answers to these questions, use this information to enable you to see the world around you in different way ...

- What are some of the challenges that people around you need to resolve?
- How might these challenges be addressed?
- What are the opportunities to better meet people's needs and wants?

While you may not choose to enter into a career path as an independent businessperson, the ideas and processes of entrepreneurship can benefit you in many ways in your own personal life. Use the ideas and stories that you studied in this book to help you achieve the future you desire.

did you know?

In 2009, over 8000 individuals graduated from post-secondary institutions in Newfoundland and Labrador.