

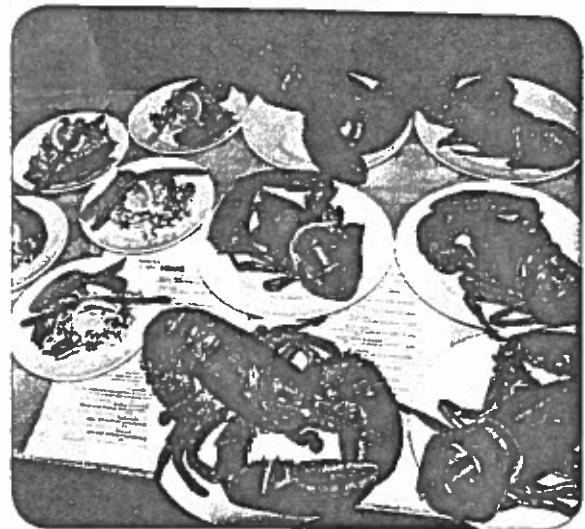
right from the cold North Atlantic. Gina says it is the cold water that enhances the flavour and texture of the lobster.

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 outpost 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.



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.

➤ 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.

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

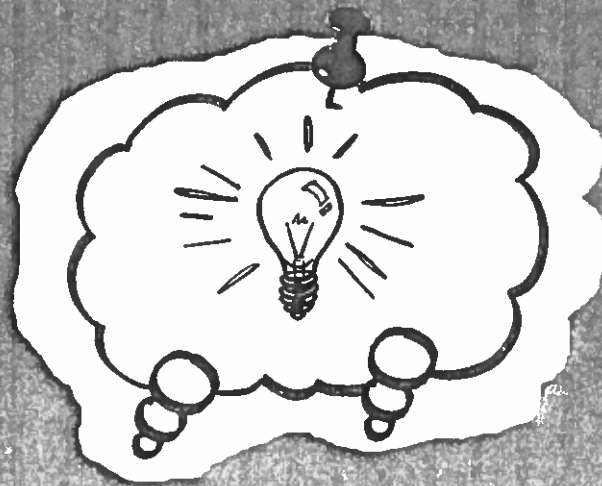
The Viking spirit of adventure lives on today in Gina and Adrian in L'Anse aux Meadows. They look to the future with optimism as they anticipate the continued growth of their business ventures. They have established themselves in a remote but beautiful place. Unlike the Vikings, however, they plan a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

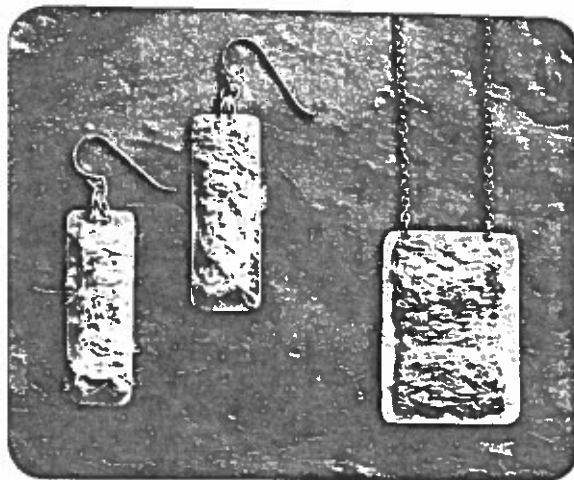
and recognition, he was able to access grants from organizations such as the Newfoundland and Labrador Craft Council.

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.

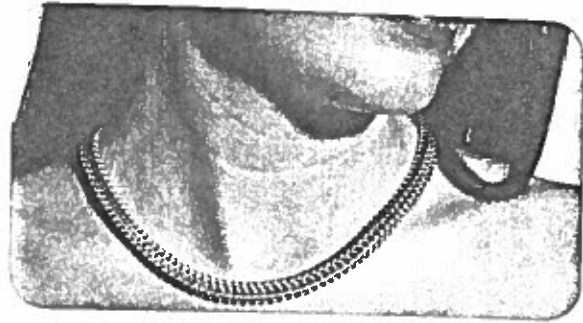
Jason and Rosalind work together as a team even though they keep their businesses separate.

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.

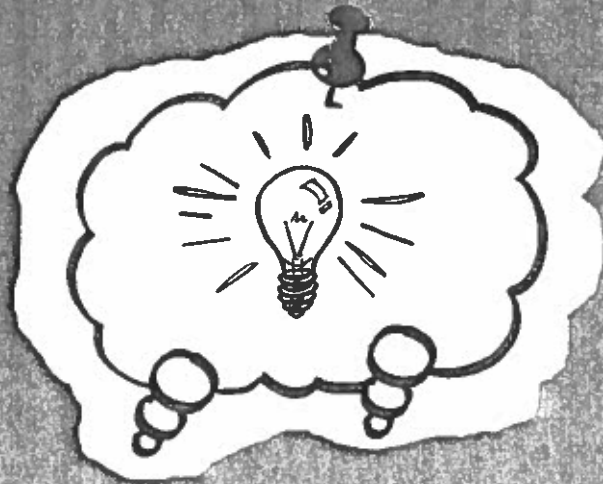
Jason and Rosalind are pleased with their success so far. In the early days Jason enjoyed being an entrepreneur because he liked the flexibility and freedom to pursue his outdoor hobbies. These days they both still enjoy the flexibility; however, the freedom has become more about choosing how to work 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 NE 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.

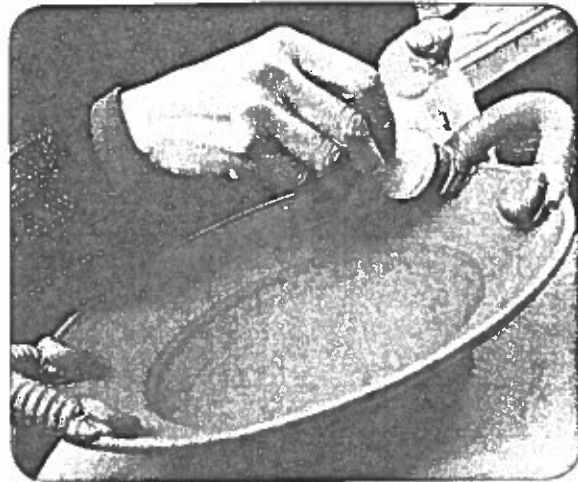
David and Linda decided to make art and become business people together. Although neither of them had formal business training, they both had learned about business from their career experiences. Linda's position with the provincial government educated her in the business of crafts. Through this on the 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

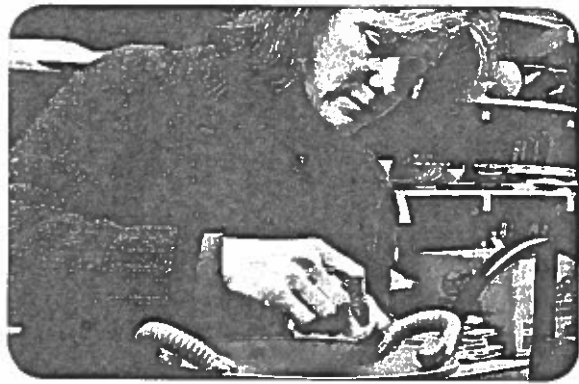
Your craft skills will feed your soul, but it's your business skills that will put food on the table.

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 wooden 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."

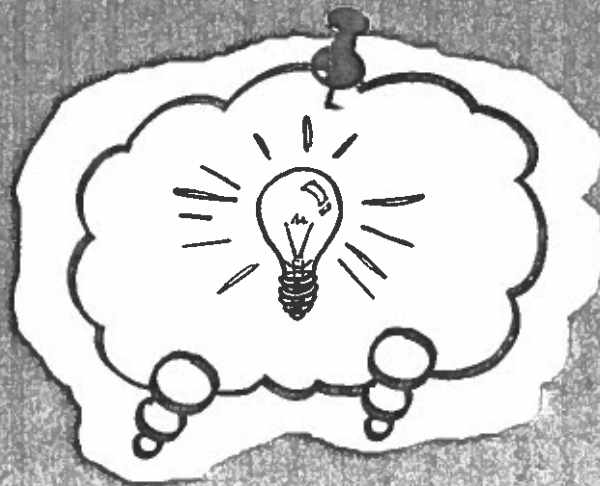
King's Point Pottery's third decade will be a new chapter in its operations. With Linda and David's blend of faith, vision and talent, supported by practical business sense, King's Point Pottery will continue to be a story of success.

➤ 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?



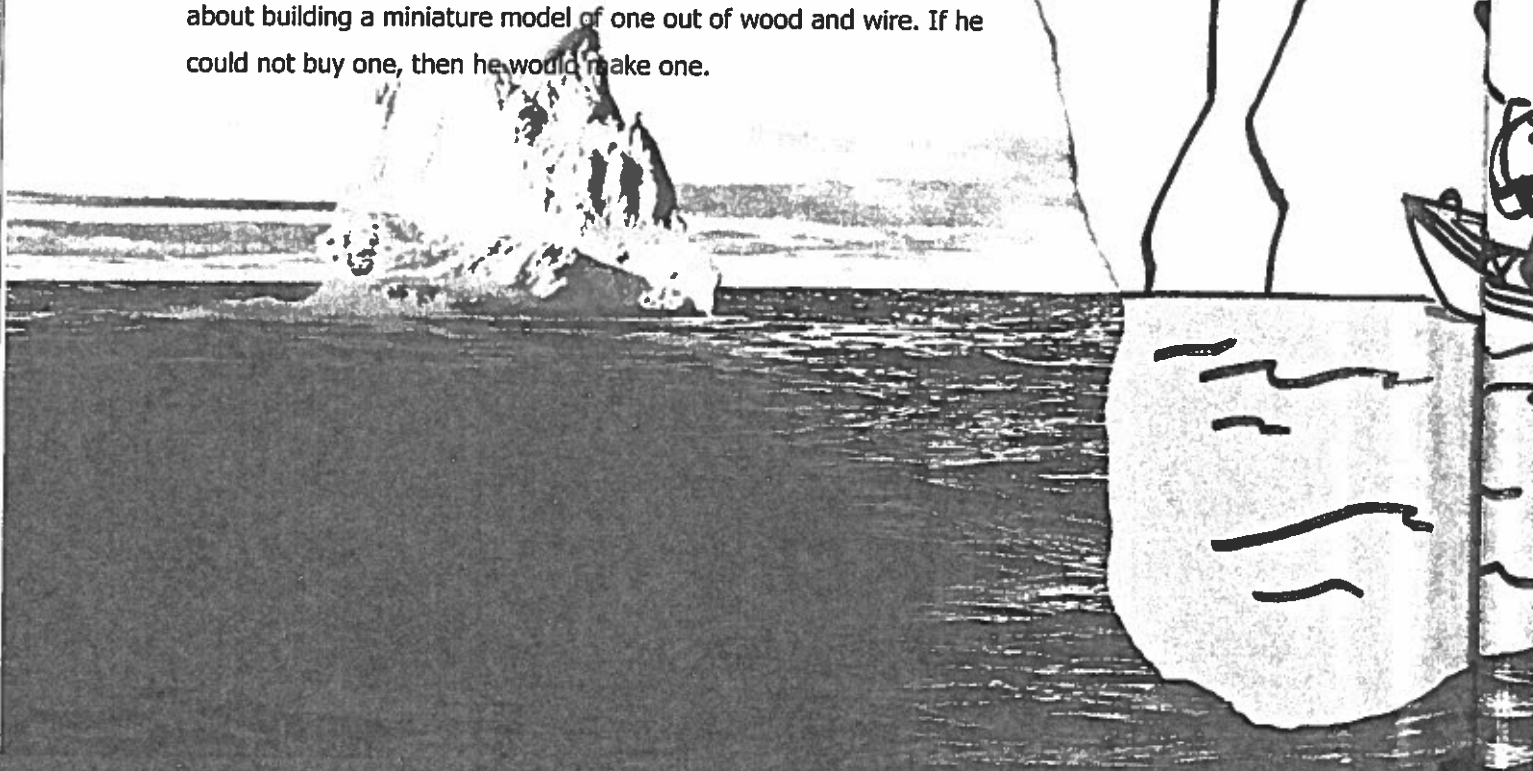
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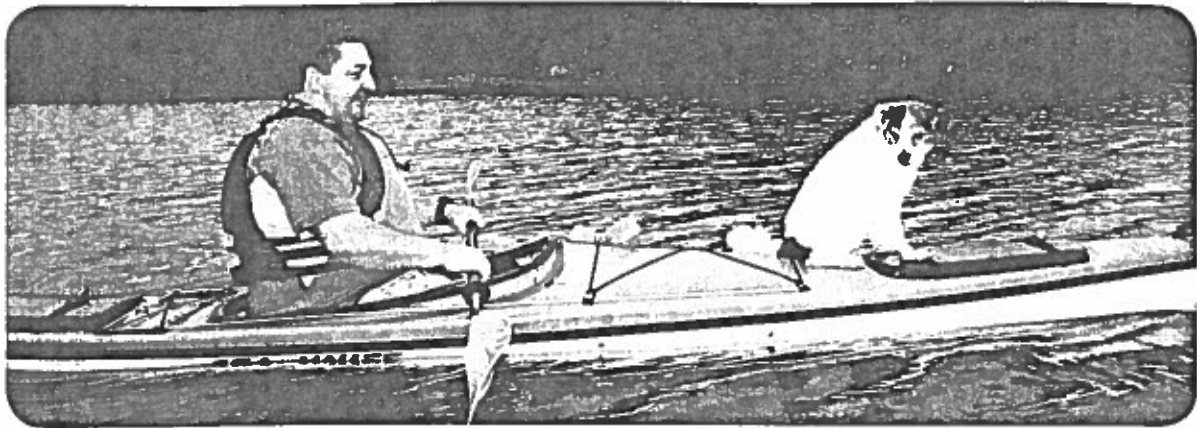
> seaknife kayaks | lindy rideout

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 mussels 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 in case 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.

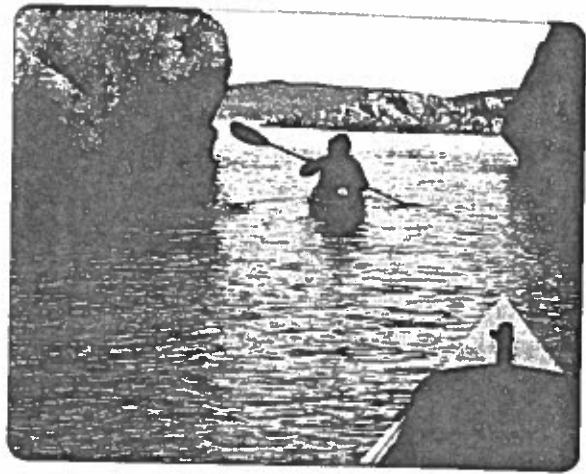
Lindy has no idea where the idea would be had those tourists not stumbled upon him. As it turns out the two were professional kayakers who were more than willing to spread the word about this miraculous design they had come across.

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."

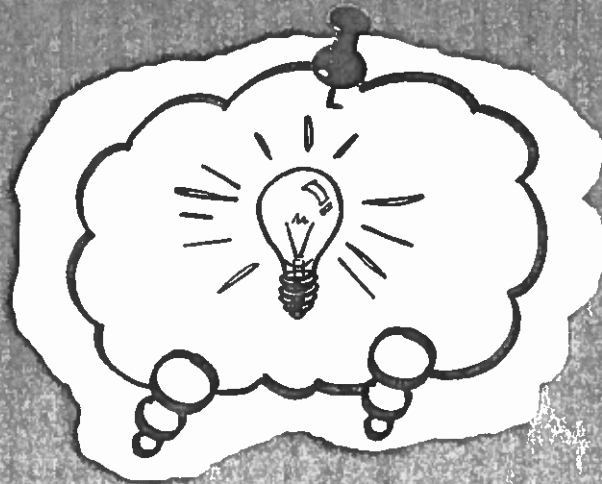


➤ did you know?

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

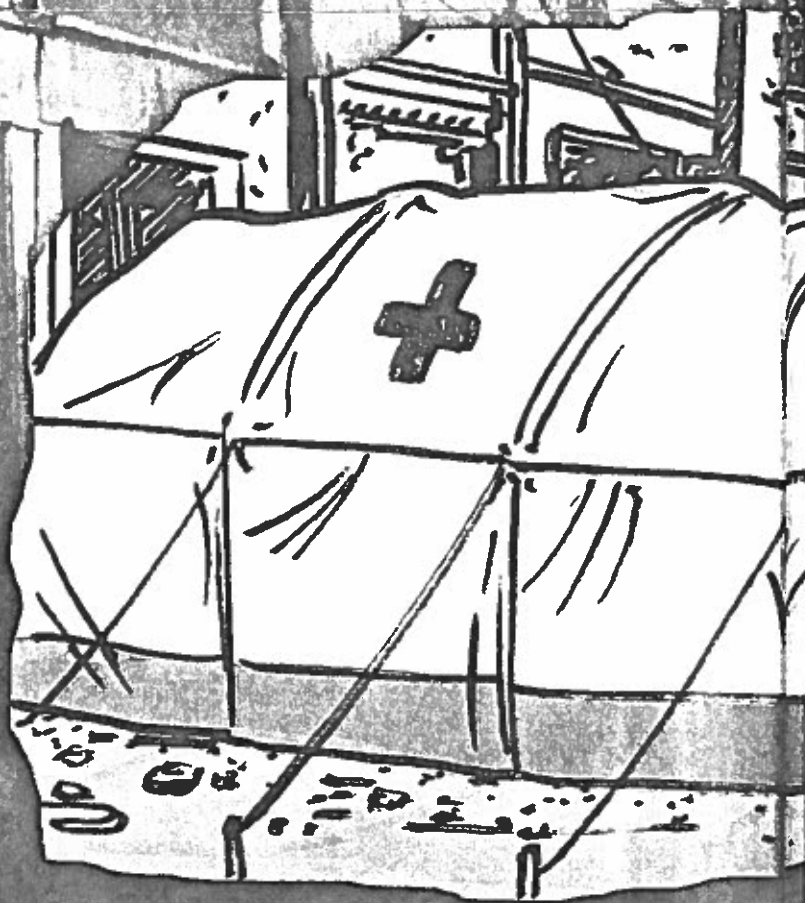
1. How did Lindy Rideout's growing up near the ocean point him in the direction he took as an entrepreneur?
2. Assume that Lindy was to visit your classroom to be interviewed by the class. What questions would you prepare in advance of his visit?
3. Find evidence in the case study to support the following 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

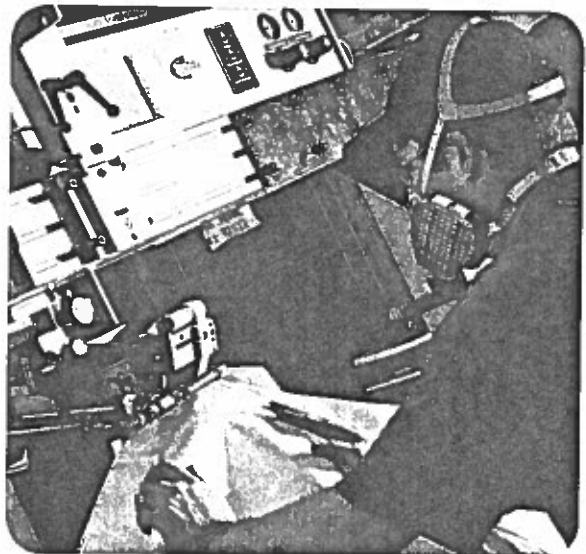
the technology to build small structures for the promotional sector as well. Then in 2002, a Burin Peninsula firm involved in offshore fabrication invited Dynamic to manufacture an inflatable structure for some of its land-based activity tied to its offshore operations. Upon the advice of local business 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.

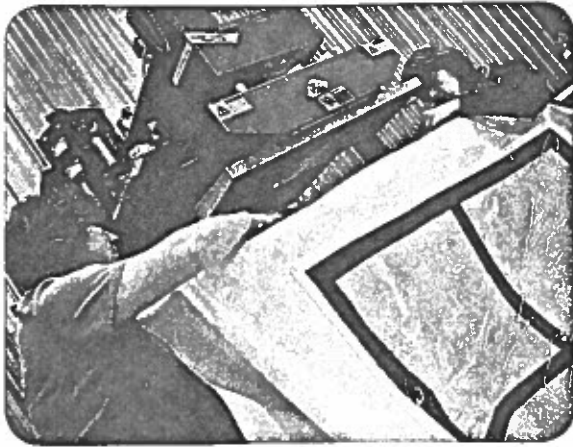
Back in Calgary, Harold, found it more and more difficult to hire, train, and retain skilled workers and to compete with employers in Fort McMurray paying \$25-\$30 an hour. The company debated relocating to New Mexico, where wages for immigrant workers are low; or to Michigan where large buildings previously 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 to 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

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

younger, less-experienced workers. Shifts are set 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

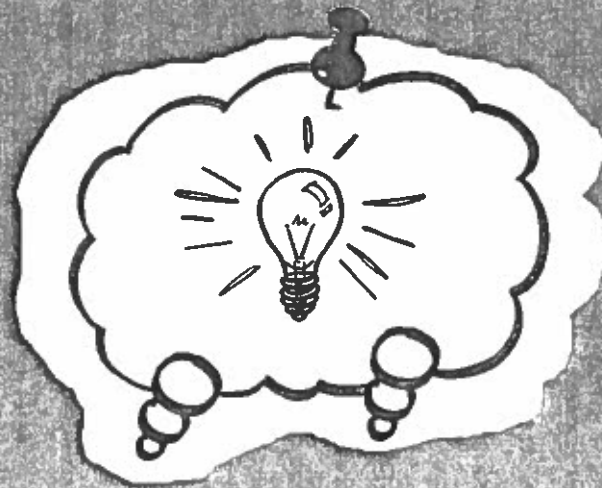
Dynamic Air Shelters has no intentions to take its success for granted. The owners and managers realize diversifying their markets is only part of growing the business. They are continually assessing what they are doing, and looking for ways to improve how they manufacture inflatable shelters. This means 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.

➤ did you know?

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

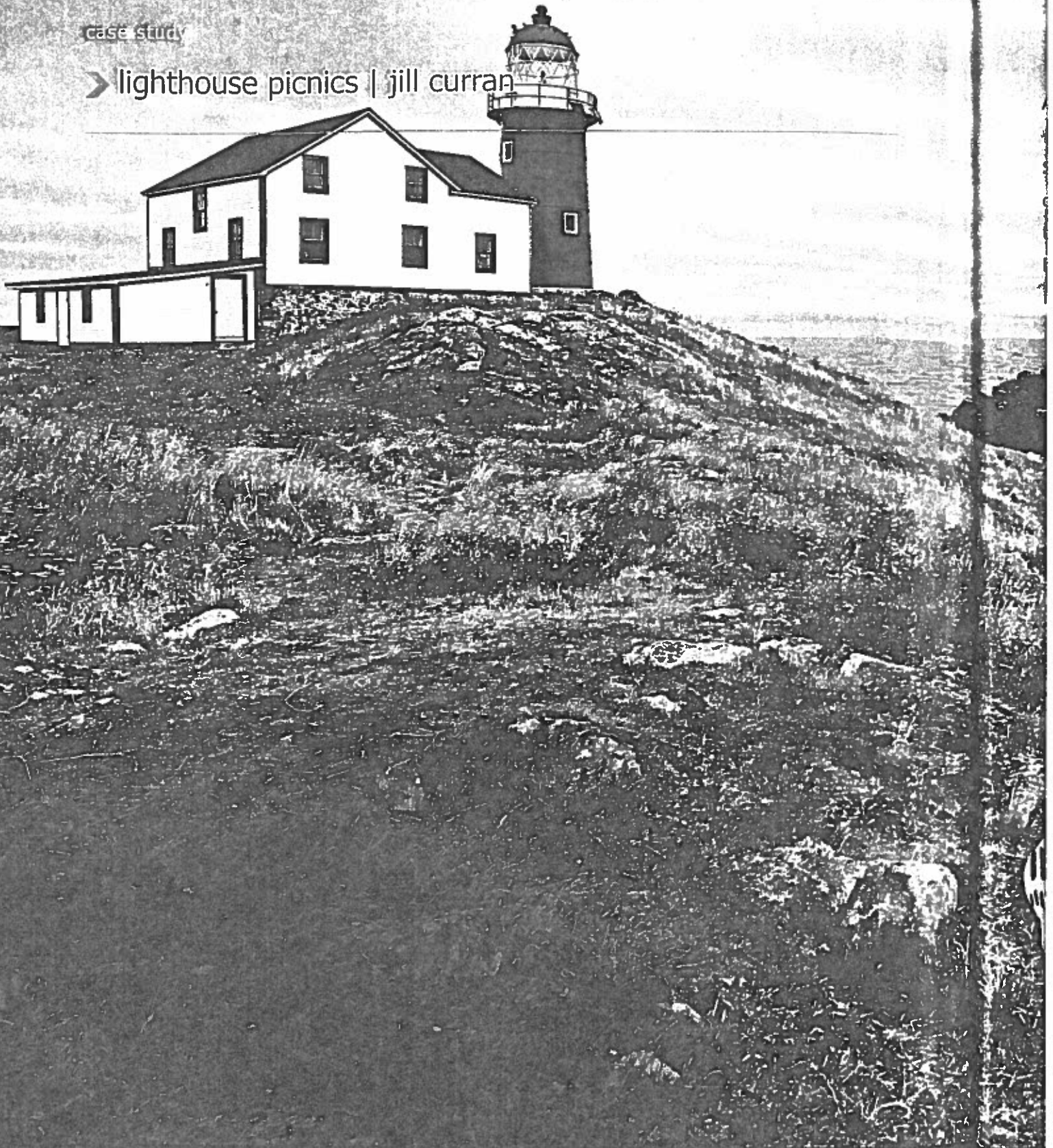
> questions | dynamic air shelters

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.



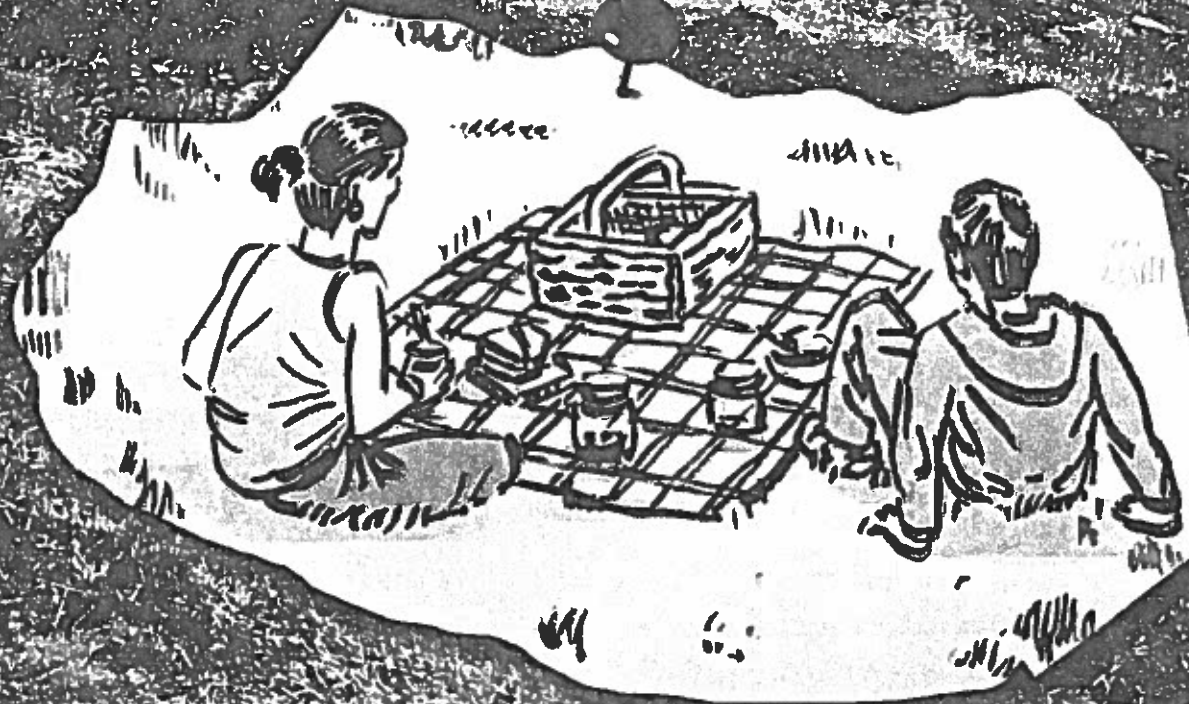
case study

> 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."

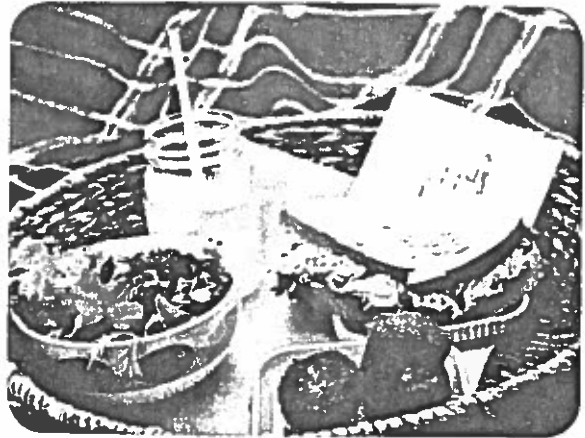
Curran is a Public Relation's graduate from Mount Saint Vincent University in Halifax and also has a History degree from Memorial University. She feels that her educational background has helped her with regards to Lighthouse Picnics. Being able to communicate to people what she does is crucial when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

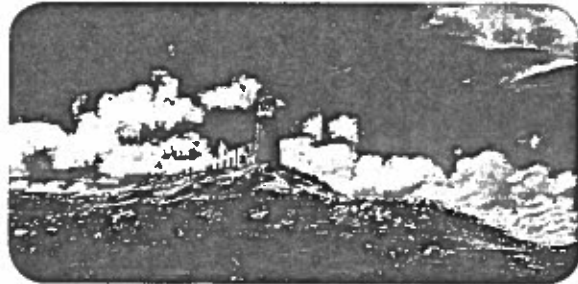
In 2007, Lighthouse Picnics won the Restaurateur of the Year Award presented by the Newfoundland and Labrador Restaurant and Foodservices Association and Hospitality Newfoundland and Labrador. Along with these awards, the business has been featured in various articles and magazines. Such magazines have 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.

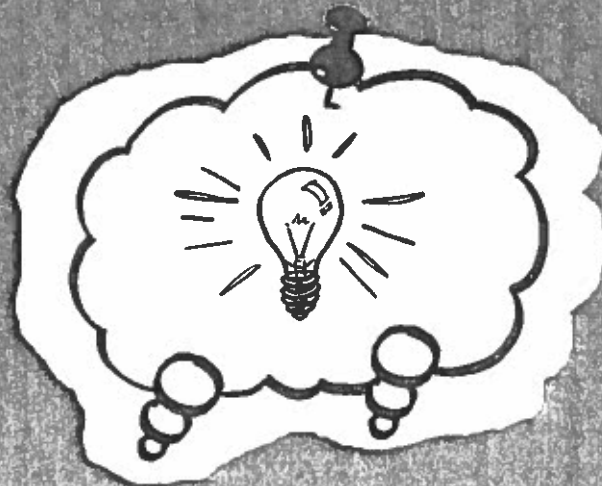


➤ did you know?

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 teen driver at all times, how do you make sure they are always driving safely?

Maurice Tuft, 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."

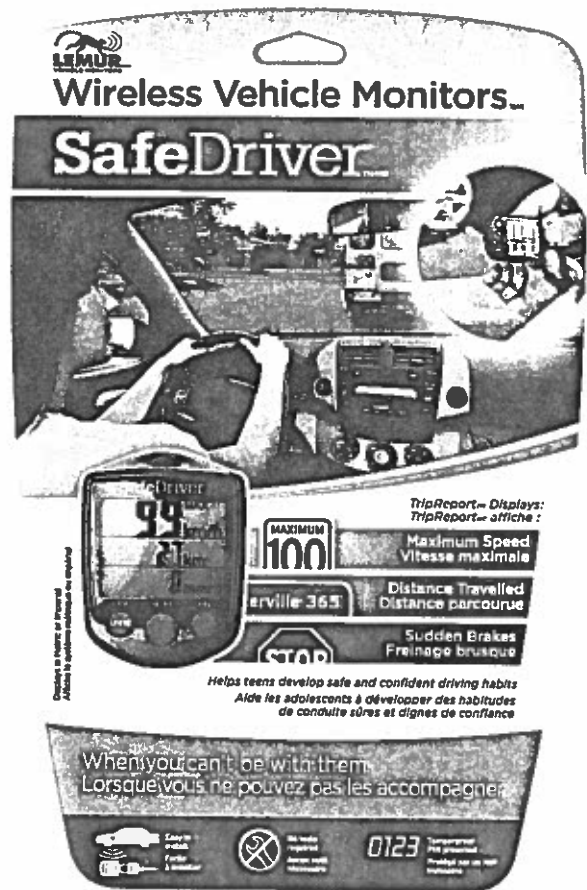
If something goes wrong with your product then your credibility is gone and you have to recall your products. You have to walk before you run, and make sure you get it perfect first.

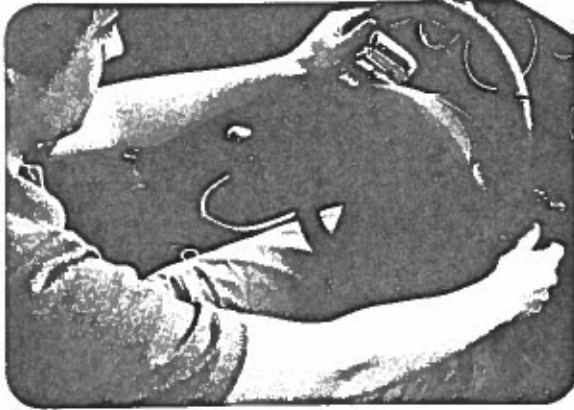
When you come up with a brand new product that doesn't have any direct competitors, you need to work very hard for awareness and to create the drive for the product.

➤ 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.

