

# Have You Got What It Takes To Succeed As An Agri-preneur?



***Inside this issue we spotlight agri-preneurs from across Alberta and around the world to learn what motivates them, how they grow their businesses and why they do what they do, in this rapidly changing agriculture industry.***

# Obstacles And Opportunities For Agripreneurs In Northeastern Alberta

# Cooperation

Participants representing industries from bison to bed & breakfast ventures met to discuss barriers to the development of agri-preneurship and ideas to eliminate or reduce these barriers.

In early winter 2001, 19 agri-preneurs gathered in three northeastern Alberta locations. Their purpose was to identify key issues and generate ideas regarding how agri-preneurship could be stimulated in Alberta's Lakeland region. The focus groups were coordinated and conducted by AAFRD staff.

Once the key barriers were identified by the agri-preneurs they were then categorized by who could influence change. Agri-preneurs and government staff have no control over some obstacles like geographic, demographic and economic factors. On the other hand, agri-preneurs can influence such factors as regulations, labor issues, cooperation and common representation. Cooperation between agri-preneurs and Alberta Agriculture, Food & Rural Development staff might be the best approach to overcome other obstacles. Growing pains facing emerging industries, lack of understanding of the market place and the marketing process are three examples.

A number of potential initiatives were identified and presented for discussion. More educational resources were suggested, as was the collection of information about cooperative initiatives among agri-preneurs in other parts of Alberta, other provinces and countries. The suggestion receiving the most support was the creation of an entrepreneurial club to support agri-preneurs and their respective emerging industries. What do you think of these ideas?

For more information or to add your comments contact Slav Heller, Rural Development Specialist – Business or Kathleen Ozmun, Rural Development Specialist – Organizations. See contact information on back page.

Sharon Stollery

### Building Agri-tourism in Alberta: We need your input!

Alberta Agriculture, Food and Rural Development would like to invite you to share your input into a provincial strategy to grow agri-tourism in Alberta. What do you see that needs to be done? Who should be responsible? What are the priorities? Don't miss your chance to have your views heard! Five locations:

Red Deer-November 14, 2001; Airdrie-November 20, 2001; Grande Prairie-November 22, 2001; Lethbridge-November 27, 2001; Leduc-November 29, 2001.



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*Inclusion of a product or service in this newsletter is not an endorsement by Alberta Agriculture, Food & Rural Development.*



*Creative...Visionary...Positive...Networked...Innovative...Market Focused...Risk Taker...*

# Why Most Small Businesses Don't Work And What To Do About It

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**Without a clear picture of the customer, no business can succeed.**  
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If you own a small business or want to, read Michael E. Gerber's **The E Myth Revisited**. I spent an enjoyable couple of hours perusing its pages this summer and I'd recommend it to anyone who's been seized by the small business dream. It's an easy read, offering insight into why small businesses don't work and how to turn them around. The book follows the development of a small bakery business, All About Pies. Change the business specialty and the owner, Sarah, could be any one of the small business owners I know.

The book illustrates the belief that most small businesses do not work. The people who own them do. Furthermore, they work far more than they should for the return they're getting. The problem is that the owners are doing the wrong work. So, what's the right work? According to Gerber, it's simple: do what the business needs, not what the owner wants. Direct your passion to how the enterprise works, not the commodity you're producing. As an owner, it's not Sarah's job to make the pies she loves and fill customer orders. Her task is to look at the business strategically, envision the future for herself and her employees and build a strong foundation to support business growth.

Businesses that work are based on what Gerber calls *the entrepreneurial model*. It starts with a clear picture of the customer for whom the business is to be created. It fulfills the perceived needs of specific customers in an innovative way. It has little to do with what's done in a business and everything to do with how it's done. The commodity produced isn't important; the way it's delivered is. A market focus enables business growth. A production focus is the death knell of a viable business.

How do you create the model? Start by asking the question, "Where is the opportunity?" Once the opportunity is identified, construct a solution to the frustrations you've identified in your target customer group. The solution defines your business in the specific way your customer needs it to look and act, not the way you want it to.

The next step is to develop a business format that works. Gerber's choice is a modification of the *business format franchise* where a trade name and an entire system of doing business are developed. It's 95 per cent successful and easily adapted to most independent small businesses. It's based on the belief that the true product of the business is not what it sells, but how it sells it. It's what Ray Kroc understood at McDonald's. The hamburger wasn't his product; McDonald's was.

The key to the *business format franchise* concept is to create a business that works no matter who runs it. It's a systems dependent business, not a people dependent business. The system runs the business, people run the system and the business delivers on its promise to every customer every time. It's a business that can work without the owner. It creates jobs in your business and gives you a life.

Gerber shows you how to link the process to your business in easy steps. He details everything from creating the prototype, developing position contracts, and identifying required personnel skills to choosing company colours, defining what it is you're actually selling (most successful businesses sell feelings, fantasy, etc., not products) and how to sell it. He really brings the business development process to life.

The **E Myth Revisited** is one book you'll read over and over as your business grows. Buy it or take it out of one of our resource libraries, but read it. You'll be glad you did!



Karen Goad

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# What Is Your Business Worth?

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**A business plan and strategic alliances for the business have a salable value as an entity, not just as pieces of equipment and left over products," says Murray Greer, AFSC, Edmonton.**  
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If your business required an infusion of capital, how attractive would your company be to outside investors or potential partners? Many entrepreneurs become so focused on the day to day job of putting out a product or a service that they forget that they are also growing a business. In addition, due to the history of long term family owned operations and the culture of independence, agri-preneurs often overlook the need for developing business plans and building strategic alliances. Without these many operations live and die with the owner/operator's efforts.

Murray Greer, Account Manager with Agriculture Financial Services Corporation – Commercial (AFSC) in Edmonton, counsils his clients to have a strategic plan in place. To begin, agri-preneurs must ask themselves, "What are the goals of my business?" "Do I want to grow my business and sell it in five years?" "Do I want to have a business to pass along to my children?" "What risk and rewards will I accept?" For example, you may want to assume less risk and remain only in the production side of the berry industry or you may want to assume more risk, and potentially more rewards, by increasing your sales by contracting other growers' production or establishing a berry processing plant.

Greer also points out that agri-preneurs often ignore vital human resource issues. The independent nature of people in agriculture is frequently a roadblock. He states, "many fail to recognize their own skill limitations. Others procrastinate about hiring employees." They do not want to tackle a new payroll system, Worker's Compensation issues and holiday schedules. Without hiring employees, contracting services out or bringing in skilled partners, many businesses plateau or wither when they should be jumping to the next income level or market.

Greer insists that his clients have a realistic knowledge of their cash and income projections. "They need to know in advance the points when they will need to bring in equity or another skill. They then need work toward these points," he says.

In relation to their strategic plan, agri-preneurs need to be developing strategic relationships. Greer believes that you should be doing this early on so two or three years down the road you have these alliances in place and are not forced into a crunch situation. It may become necessary to form a strong working relationship, alliance or partnership with bankers, potential business partners, lawyers, distributors, truckers, newspaper reporters, or a myriad of other business contacts to help grow your business.

The age-old crunch situation involves lack of capital. Rather than extending your operating loan, you may be further ahead to look for private equity. There are many interested parties searching for emerging business ventures to buy into. To be selected your business must be attractive. According to Greer, potential partners and investors will scrutinize your level of sales, position in the market and your management team. Be prepared.

To learn more contact: Agriculture Financial Services Corporation - Commercial, Edmonton (780) 415-1216, Calgary (403) 297-6281, Camrose (780) 679-1311, or Lethbridge (403) 381-5240. Dial 310-0000 for toll free access or visit their website at [www.agric.gov.ab.ca/afsccommercial](http://www.agric.gov.ab.ca/afsccommercial).

Lori-Jo Graham

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# PaSu Farm: A Study In Commitment

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*We review our business every three to six months. The parts of the business that are not making money are eliminated.*  
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Since its inception in 1980, Pat and Sue de Rosemond's commitment has made PaSu Farm the business it is today. The de Rosemonds are market focused and optimistic.



The de Rosemonds emigrated to Canada in 1977 and bought land within commuting distance to Calgary. They applied for funding to establish a sheep farm with a retail store selling sheep and wool products. Agricultural lenders said it was a retail business; commercial lenders told them it was agricultural. Craig Edwards, a loans officer with AADC (now AFSC), took a chance with them in 1980.

The family built their business at trade shows and malls. As their product lines grew, product was warehoused on the farm. In 1986, PaSu had so much stock on hand that they could not move in their home so additional space was rented. A year later they opened their farm store. In 1991, the de Rosemonds added a restaurant to the store. Although extremely labor intensive and seasonal in nature, this family-run restaurant has been named one of Calgary's 16 finest eating establishments.

As the business has grown and developed the de Rosemond family learned to be masterful at accessing funds. "You must present your plan so that the lender will be able to conceptualize it", says Sue.

Two of the three de Rosemond children work at PaSu Farm. Genevieve is the Retail Manager and Philip is the Operations Manager for the farm side. Family businesses require realistic expectations, boundaries and respect.

Sue's background is pharmacy. She built a business that afforded her natural light, clean air and a healthy environment. She sees the possibility of blending one-day stress management conferences into their beautiful foothills setting. She intends to follow her interest in herbal medicines.

A new web site, [www.PaSu.com](http://www.PaSu.com), adds mail order to the business. PaSu markets every part of the animal except the "baa". Food products round out their retail business. Staff make jams, jellies, mint sauces and pickles - good accompaniments for lamb products. A mini deli provides good cheese, pate, some outstanding teas and other PaSu delicacies to take home with you on your next visit.

For more than twenty years, Pat and Sue de Rosemond (PaSu) followed their passions for a healthy lifestyle, good food, and enjoyment of people. "Our passion for business sustains us through the rough times, when the bottom line is hard to find", says Sue. Their commitment to success makes them what they are today and will be tomorrow.

To learn more contact: Pat and Sue de Rosemond, PaSu Farms, [info@PaSu.com](mailto:info@PaSu.com)



Karen Hoover

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# Have You Got What It Takes?

The following checklist includes the most common characteristics of successful entrepreneurs.

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Interest in alternative enterprises has increased in recent years. Many farmers are looking for new ventures to generate additional income, bring in other family members, or better utilize resources. Others are looking to non-traditional enterprises as a way to get started in commercial farming or to help support a rural lifestyle.

Whatever your reasons, personal and family assessments are important tools for making a decision. An evaluation of your personal and business skills will help you determine what additional resources you require to help your business be a success.

**ABCs of Small Business and Entrepreneur Success** (<http://www.liraz.com/webquiz.htm>) Do you have what it takes to succeed as an entrepreneur? Take the Entrepreneur Test and find out.

**Am I Cut Out to be an Entrepreneur?** (<http://www.cbcs.org/alberta/cutout.cfm>)

Researchers and experts suggest that entrepreneurs share a number of common characteristics. Here is a suggested list of characteristics of successful entrepreneurs.

**Entrepreneurship Institute of Canada** (<http://www.entinst.ca>)

The Entrepreneurship Institute of Canada distributes publications, videos, audio's, software, and CD's of interest to entrepreneurs across Canada. Our customers include individual entrepreneurs and businesses, business development and service centres, resource libraries and many other organizations that assist entrepreneurs in starting a business.

**Self-Evaluation Guide to Starting a Business of Your Own** (<http://www.strategis.ic.gc.ca/SSG/mi02602e.html>) Presented by Manitoba Industry, Trade and Tourism.

**Entrepreneur's Top 10** (<http://www.metlife.com/Lifeadvice/Business/Docs/startbiz1.html>) Getting a new venture up and running takes business skills and personality traits that aren't all that common. If you are considering starting your own business, take a moment to ask yourself come important questions.

**Is Entrepreneurship For You?** (<http://www.sba.gov/starting/ask.html>) There is no way to eliminate all the risks associated with starting a small business. However, you can improve your chances of success with good planning and preparation. A good starting place is to evaluate your strengths and weaknesses as the owner and manager of a small business.

**Entrepreneur Magazine** (<http://www.entrepreneurmag.com/>)

**Venturing Out: Starting A Successful Business** - Human Resources Development Canada (HRDC) (<http://sade.rcsec.org/scdt/startup/interface2.nsf/engdoc/2.html>) Getting started in a small business can happen in many different ways, but each of these approaches shares some common elements you must consider.

**Evaluating the Feasibility of Business Opportunities**

<http://www.gov.on.ca/omafra/english/busdev/facts/95-023.htm> Understanding the process to assessing the feasibility of a business opportunity is one management skill that you can use to determine what you want to do before making a significant financial investment.

The following checklist includes the most common characteristics of successful entrepreneurs according to the Self-Counsel Business Series book *Have you got what it takes?*

## AG Ventures

An objective overview of the production and marketing of a variety of products, from special crops and diversified livestock species to agri-tourism.

Each fact sheet covers:

- Industry highlights
- Market and production basics
- Economic and finance basics
- Government and industry contacts/resources

Ag-Ventures are available on the Alberta Agriculture website:

<http://www.agric.gov.ab.ca/economic/mgmt/diversification/index.html>

Or

In Alberta Agriculture District offices.

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Entrepreneurial Category	Weak 1	2	Average 3	4	Strong 5
Continuous goal setting					
Perseverance					
Business knowledge					
Dealing with failure					
Self-determination					
Moderate risk taking					
Persistent problem solving					
Initiative					
Drive and energy level					
Willingness to consult experts					
Physical health					
Mental and emotional health					
Tolerance of uncertainty					
Using feedback					
Competing against self-imposed standards					
Seeking personal responsibility					
Self-confidence					
Versatility					
Desire for independence					
Using positive imagery					
Sense of purpose					
Objectivity					
Achievement oriented					
Flexibility					
Desire to create					
Long-term achievement					
Positive outlook					
Technical and industrial knowledge					
Human relations					
Access to financial resources					
Desire for money					
Thinking ability					
Selling ability					
Ability to communicate					
Courage					

After you have completed your self-assessment, have someone else who knows you well rate you on the same set of characteristics. Compare their ratings with your own. How accurate is your view of yourself?

No one person can be strong in every category. The most important outcome of the exercise is that you gain a realistic and honest understanding of your skills. In the areas that showed weakness, you can compensate by adding partners and staff with the essential characteristics to make a well-rounded management team.

specialist for the following resources:

Ag Alternatives factsheet series:

- Personal and Family Considerations: *Where do you want to be?* (1834-10)
- Identifying Alternatives: *What are the possibilities?* (811-2)
- Financial Feasibility: *Can you afford to do it?* (811-3)
- Production Requirements: *Do you have the resources?* (811-4)
- Decision Making: *Will you start a new enterprise?* (811-5)
- Profitability: *Will it make money?* (811-6)
- Marketing: *Will it sell?* (848-5)

Gray, D. A. *Have you got what it takes?* (1993) Self-Counsel Business Series (3<sup>rd</sup> Edition). North Vancouver, BC: International Self-Counsel Press.

*Are you cut out to be an entrepreneur?* (1988) Alberta Career Development and Employment.

Linda Hawk

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# Okanagan Lavender Herb Farm: Creative Marketing Pays Off

**P** Agritourism is a very rewarding and demanding business. Andrea warns that the public assumes you're open and available seven days a week even at dinnertime!

Looking through Andrea and David McFadden's promotional materials and website, it is easy to see the market-focused and creative thinking that has gone into the development of their business, product and image.

### Grow something you love and are passionate about.

Almost 100 years after Andrea's grandfather immigrated to B.C. from Ireland to start a wholesale nursery business supplying much of the root stock for Okanagan apple orchards, the McFaddens were looking to replant their apple acreage.

A timely article in the Montreal Gazette about the fields of lavender in Provence started the wheels turning. "I really wanted to grow something I loved," says Andrea. "My family background was definitely farming and my father and grandfather had certainly pushed the envelope when it came to agriculture." So began several years of research. What type of lavender was the "right type" to grow? How many different species would do well in the Okanagan? And the clincher... How would one go about marketing a crop with no defined market to sell into?

The result? In just seven short years the McFaddens have an agritourism business featuring:

- 27-varieties of organic lavender
- a u-pick where customers can cut their own lavender bouquets from mid-June to September
- special events throughout the year including a cross-promotional Spring Wine Festival at Quail's Gate Estate Winery, the Lavender Harvest Festival and Christmas at the Lavender Farm
- a unique country store featuring value-added lavender products, Battenburg lace linens, lavender plants and potted herb gardens
- an on-line catalogue

### McFadden's words of advice:

- **Research your market and expand slowly** – "I have been very careful to move slowly and not take on more than I can handle. Everything is hand done and it all takes time," advises Andrea. The McFaddens make sure people know that their products aren't mass-produced. For that reason Andrea thinks they have been able to build a loyal customer base.
- **Pay attention to packaging and image** – "I spend a terrific amount of time creating a new product and the package within which to sell it. Sometimes it takes me two months from start to finish and sometimes I have it in my head for a year before it all pulls together for me," says Andrea. The McFaddens have tried to develop an image that reflects what they grow and who they are. "Something natural and clean and pleasing to the eye," says Andrea.
- **Set firm hours of operation...and stick to them!** – "We stand by our policy that we need to be closed 2 days a week in order to keep on top of our production and maintain our family life," say Andrea and David.
- **Network and stay informed** – "The most worthwhile organization I belong to is the North American Farmers' Direct Marketing Association (NAFDMA)," recommends Andrea. She also praises Alberta Agriculture, Food and Rural Development and says she often wishes she had a resource like the Rural Development Specialist-Business to tap into.



To learn more contact

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Kathy Lowther

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# Second Generation Leads Transformation Of U-Pick Operation



Creativity, vision and curiosity...these are qualities we see in today's young agri-preneurs. Stuart Beare, of Tulleys Farm southeast of London, UK is one of those young agri-preneurs.

Stuart has taken his family's Pick-Your-Own (PYO) operation and transformed it into one of England's leading entertainment farms. A farm direct expert from the USA describes Stuart as a pioneer in farm direct marketing in the UK.

Stuart was brought up on his parent's busy PYO farm. He studied commercial horticulture and business management for four years and joined the family business in 1991. It wasn't long after that Tulleys Farm began its metamorphosis.

A farm store, tea room/restaurant, Halloween program, Maise Maze where over 30,000 people got lost on its 3 1/2 miles of path this summer, and a Christmas program have turned Tulleys into a visitor attraction and a fair sized employer. "When the shop opened in 1992 we started with six part time and two full time staff. We now employ 35 people year round with staff numbers reaching 70 in the summer" notes Stuart. These changes resulted in a substantial increase in revenue. Turnover increased from £200,000 in 1992 to £1.6 million in 2001. That's roughly 3.5 million Canadian dollars.

Creativity, a customer focus and the ability to adapt ideas to his own situation are qualities Stuart feels helped him implement change. Many of the ideas he incorporated came out of the United States. He attends the annual North American Farmers' Direct Marketing Association Conference (NAFDMA) and says John Stanley, a frequent NAFDMA speaker, taught him the most about listening to your customer. You have to be able to look beyond production. "My mindset is not in crop production. That is now a by-product of the experience!" says Stuart.

Stuart comments, "If I had to choose one quality that best describes me it would be *optimistic*, closely followed by a *positive thinker*. I'm also a bit mad!!" (It's a British term that means not angry, just a bit crazy.) "It helps not to take life too seriously. You need to be open minded when new opportunities present themselves".

The agriculture industry has been particularly trying in the United Kingdom this year. What does Stuart do to rejuvenate his optimism? "I re-read Jonathan Livingstone Seagull by Richard Bach and Depak Chopra's books. My parents and friends are a terrific support too".

This year Tulleys saw a 1000 square foot expansion to their farm store and a gem mine incorporated in the seven acre Maise Maze. What will next year bring? No doubt it will be something innovative.

Kerry Engel

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com



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# ReSolve: Vegetable Farmer Looks to Root Of Labor Requirements

Hiring your careful planning results in successful business expansion.

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"I am not the producer, I am an employer for people and those people produce the product that I sell. Now I am wearing a new hat. Of course I haven't thrown out my producer hat; I just wear it less often."

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## A Case Example

Bob Mitchell is a 39-year old organic vegetable farmer. He is married to Sandy and has two children David, 18 and Jennifer, 14. Bob runs his operation with his wife, children and two seasonal employees from April to October. Bob sees himself as a competent and caring employer as his current staff has been with him for three years. At times Bob tries to delegate jobs, but often ends up doing them himself because he thinks he can do them better. Bob's tendency to be a perfectionist makes him impatient with an inexperienced employee.

Bob wants to expand his operation by increasing his organic vegetable acreage and selling produce at two farmers' markets as well as directly to a number of restaurants in Edmonton. Bob realizes that the expanded acreage will be too big for him to run with his current staff. He must decide what labor requirements will be necessary for him to grow his business.

## Analysis

Managing a business through this expansion stage is critical to the long term success of any company. When a business reaches the stage at which the owners can no longer manage everything themselves, further growth must rely on other people. These people should have the skills and abilities needed and understand the goals and direction of the business.

### Step 1 As Bob considers the implication of expanding his operations he asks some questions:

- ❖ Will my current staff be adequate or will I have to hire more people?
- ❖ If I hire more people, what tasks will I assign to them?
- ❖ Will I need to re-assign some duties to my current staff?
- ❖ How will this change affect my family?

### Step 2 Review of current tasks

Bob must carefully consider the skills needed, type of work required and when it needs to be completed.

### Step 3 Decide if your labor needs and workforce match

Next Bob analyzes the skills and abilities of his current employees, family members and himself as well as how many hours everyone currently works. Bob is surprised to discover how much time he spends on management decisions and delivering and marketing his vegetables. He realizes he has to hire one part-time employee to perform specific tasks such as managing the farmers' market stalls and a full-time seasonal laborer to perform a wide range of duties throughout the production season.

### Step 4 Develop job descriptions and hire employees

Bob and Sandy discuss their plans with their staff. Together they reassigned tasks and develop job descriptions. Sandy agrees to take on the tasks of hiring and supervision as she is more patient with new or inexperienced employees.

## Summary

Bob and Sandy realize their expansion dream because they are enthusiastic and committed to their vision of success. They involve their staff and family in the planning process. By taking human resource planning seriously their plans will result in the employment of the right number of staff with the necessary skills doing the appropriate job and working as a team to achieve their goals.

The above information is intended only as a starting point for businesses considering expansion and the hiring of labor.

*Cont'd. on page 11*

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# Networking

... Cont'd. from page 10

Information regarding the hiring, supervising, and training of employees as well as employment regulations are available from:

- **The Employer's Handbook for Agriculture & Horticulture** Canada Farm Business Management Council: <http://www.cfbmc.com>
- **Canada Customs Revenue Agency:** <http://www.ccra-adrc.gc.ca>

If you have a specific business issue you would like to see addressed please E-mail the *ReSolve Team* at [janice.mcgregor@gov.ab.ca](mailto:janice.mcgregor@gov.ab.ca) or [kathy.lowther@gov.ab.ca](mailto:kathy.lowther@gov.ab.ca) or call (780) 939-4351 or (403) 948-8537 toll-free through government RITE system: 310-000.

Janice McGregor

## The Price it Right Series: A Seminar Series on Product Costing and Marketing Programs for Agri-Food Processors

### *Costing Your Product*

**November 1, 2001**

Medicine Hat Provincial Building

**November 28, 2001**

Leduc Food Processing Dev. Centre

**January 9, 2002**

Airdrie Agriculture Centre

**March 12, 2002**

Red Deer Provincial Building

### *Marketing to Retail*

**January 21, 2002**

Red Deer Provincial Building

**February 19, 2002**

Leduc Food Processing Centre

**March 5, 2002**

Medicine Hat Provincial Building

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Karen Hoover, Lethbridge (403)381-5814

**Registration: AAFRD at 1-800-387-6030**

## An AFSC Commercial Story

### Right product, right lender spell success

You have to sell a lot of replacement blades to realize close to \$1 million in sales a year. "I couldn't have imagined this in my wildest dreams," remarks Ken Thomsen, owner of Agri-Tech Manufacturing Ltd. Today, Agri-Tech Manufacturing Ltd. has grown to 26 employees and five acres of yard space in Nobleford, Alberta. Besides specializing in replacement blades for the Noble Blade line, Agri-Tech's owner oversees manufacturing their own line of farm equipment, a repair shop, research and development on innovative farm machinery ideas, and custom manufacturing for different kinds of farm equipment.

Ken started Agri-Tech in 1994 by purchasing the assets of a small repair and custom manufacturing company that made straw and chaff spreaders. Ken's background in manufacturing research and development gave him a leg up. "You have to have an intimate knowledge of the products you sell," Ken says. "A little bit of luck doesn't hurt either." In 1999, Ken had the good luck or good vision to buy New Noble's product line, equipment, buildings and land when it went into receivership. Having once worked for New Noble, Ken saw this as the perfect opportunity to get this product line back in his hands. Now the blade replacement business provides the profitable base needed for Agri-Tech to beef up the equipment manufacturing side of the business. Today, they sell equipment into North America, Australia, and have just shipped their first piece of equipment into the Ukraine.

Ken also attributes his success to teaming up with a lender who understands agriculture. "While other lenders were skeptical, AFSC Commercial's attitude was always 'we'll find a way'," says Ken. AFSC Commercial is his "first choice" for land and equipment loans because of their great working relationship and because they can see his vision. Simply put, he says, "They believed what I could do, and it's worked out 100%."

To learn more contact: Agri-Tech Manufacturing, phone (403) 824-3737, E-mail [agtech@telusplanet.net](mailto:agtech@telusplanet.net). AFSC Commercial contact, see page four.

*Creative...Visionary...Positive...Networked...Innovative...Market Focused...Risk Taker...*



2001

# Upcoming Events

## Food Fest 2001

October 20 & 21, 2001  
 Crystal Centre, Grande Prairie, AB  
 Contact: Donna Tookey  
 Phone: (250) 782-5745  
 Fax: (250) 782-5448  
 E-mail: psp@pris.bc.ca

## Business Expo 2001: Successful People Management

October 23, 2001  
 Red Deer Lodge, Red Deer, AB  
 Contact: Kate  
 Phone: (403) 342-2055  
 E-mail: kate@rdcbd.com

## Connectivity 2001...Gateway to the Global Economy

October 25, 2001  
 Frank Wills Memorial Hall, Cochrane, AB  
 Contact: Cochrane & District Chamber of Commerce  
 Phone: (403) 932-6810  
 E-mail: cochranechamber@nucleus.com

## "Winning Edge" Small Business Week Dinner

October 25, 2001  
 Airdrie, AB  
 Contact: Cyril Cooper  
 Phone: (403) 948-8844  
 E-mail: ccooper@airdrie.com

## Development in Nutraceuticals and Functional Foods

October 28 & 29, 2001  
 Radisson Hotel, Saskatoon, SK  
 Contact: Kelley Fitzpatrick  
 Phone: (306) 652-2783  
 Fax: (306) 933-7208  
 E-mail: kfitzpatrick@nutranet.sk.ca  
 Web site: www.nutranet.org

## Alberta Horticultural Congress

November 8 - 10, 2001  
 Mayfield Inn, Edmonton, AB  
 Contact: Shirley Alton  
 Phone: (780) 415-2324  
 Fax: (780) 998-7776  
 E-mail: salton1@telusplanet.net

## Energizing the Family Farm – featuring Joel Salatin

November 8 (main workshop)  
 November 9 (marketing workshop), 2001  
 Camrose, AB  
 Contact: Sheila and Ron Hamilton  
 Phone: 1-877-393-3133  
 Fax: (780) 672-9984  
 E-mail: sunworks@telusplanet.net

## 5th Annual Canadian Fall Outlook Conference "Trends in Agriculture"

November 8 - 9, 2001  
 The Westin, Calgary, AB  
 Contact: Pamela Brasier  
 Phone: (204) 925-7070  
 Website: <http://www.sparkesco.com>

2002

## 2002 Annual NAFDMA Conference

January 14 - 20, 2002 (See enclosed brochure)  
**The Good Food Show**  
 January 18 & 19, 2002,  
 Round Up Centre, Calgary, AB  
 January 25 & 26, 2002,  
 Northlands Agricom, Edmonton, AB  
 Contact: Rick Young  
 Telephone Number: (780) 420-6336  
 Fax Number: (780) 413-6224  
 E-mail: rick@showswork.com  
 Web site: [www.goodfoodshow.ca](http://www.goodfoodshow.ca)

## Growing Rural Tourism 2002

February 11 - 13, 2002  
 Camrose, AB  
 Contact Person: Sharon Stollery  
 Phone: (780) 963-6101  
 Fax: (780) 963-4709  
 E-mail: sharon.stollery@gov.ab.ca



## Provincial Specialists:

### Rural Development Specialist - Business

- Kerry Engel, Westlock, (780) 349-4465
- Eileen Kotowich, Westlock (special projects)
- Linda Hawk, Medicine Hat, (403) 529-3616
- Slav Heller, St. Paul, (780) 645-6301
- Lisa Houle, Red Deer, (403) 340-5369
- Kathy Lowther/Donna Fleury, Airdrie, (403) 948-8537
- Janice McGregor, Morinville, (780) 939-4351
- Leona Reynolds-Zayak, Vermilion, (780) 853-8101
- Sharon Stollery, Stony Plain, (780) 963-6101
- Jan Warren, Vulcan, (403) 485-5116
- Marian Williams, Camrose, (780) 679-1210

### Agri-food Specialists

- Karen Goad, Grande Prairie, (780) 538-5285
- Karen Hoover, Lethbridge, (403) 381-5814
- Lynn Stegman, Red Deer, (403) 340-7010
- Sue Tenold, Airdrie, (403) 948-8504

### Rural Development Specialist


#### – Organization

- Kathleen Ozmun, Smoky Lake (780) 656-3613

### Agriculture Business Management Branch

- Lori-Jo Graham, Olds (403) 556-4244

 Dial 310-0000 first for toll-free access.

 To E-mail these specialists: [firstname.lastname@gov.ab.ca](mailto:firstname.lastname@gov.ab.ca)