

Circles of Light

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JR Diotte, International Trade Consultant Market Research Key to Accessing Global Economy

by Raymond Lawrence

The old saying, “Look before you leap,” certainly applies if your business is determined to break into international markets. Better yet, find someone with the right kind of expertise to do that looking for you.

JR Diotte, International Trade Consultant, based in the Québec City area, offers just this kind of service to help Aboriginal businesses make their mark outside the country. Owner **Jean-Raymond Diotte**, a Métis from Labrador, launched his company in 1998. He says that far too many business owners have gone after the foreign market without the necessary knowledge and planning. As a result, they’ve lost money and have been disappointed.

A one-time marine agent, Jean-Raymond is trained in computer networking and has a diploma from the national Forum for International Trade Training program, which

Market Access

Whether providing services locally or selling products internationally, these entrepreneurs know their business growth depends on strong business strategies and partnerships to reach new markets.

develops expertise in all areas of foreign trade, import and export.

Jean-Raymond’s services are aimed at small- and medium-sized businesses, as they rarely have their own in-house marketing specialists. “I offer a large number of services, including research for business opportunities and export diagnostic (the evaluation of a company’s capacity to export),” he explains. Opportunities research, which is like market research but less costly, thoroughly examines market potential, eliminating guesswork that might lead smaller companies into difficulties. Export diagnostic determines if a business has the capacity to meet the demand of a planned new market. For instance, if a business seeks out a new market but fails to supply the demand, or takes a long time to fill orders, its reputation could suffer considerable harm.

“There’s a lot of opportunity out there, and more and more now with globalization,” Jean-Raymond confirms, cautioning that knowledge is the key to accessing those opportunities. And he also makes clients aware that they should approach U.S. markets in the same way they would any other international market. “The risks are the same,” he underlines.



Jean-Raymond Diotte

Jean-Raymond’s many services include preparing business plans and tenders. “I also offer market structure and analysis, as well as competition analysis, which allows you to see what your competition is doing,” he notes.

“You have to go into these situations with your eyes open,” he recommends. “There has to be a real demand, and that has to be measured, and you must have the capacity to produce enough to meet that demand. There also has to be a certain mind-set, because during the first year you probably won’t see all that you anticipated.”

For more information about the company’s services, telephone (418) 660-4792. *

Raymond Lawrence is a freelance writer of Ojibway and European ancestry.



Asham Curling Supplies Inventor of “The Red Brick Slider”

by Diane Koven

It was **Arnold Asham**’s love of curling that inspired him to start his own business, making “sliders” in the basement of his home. Sliders are the partial soles that curlers attach to the bottoms of their shoes to help them slide when throwing the curling rock. Since those early days in his basement, Arnold’s business has won awards, taken him around the world and made him famous among curling enthusiasts everywhere.

Arnold, a Métis who grew up in Kinosota, Manitoba, “six miles from Ebb and Flow and the Sandy Bay Reserve, between Dauphin and Portage la Prairie,” got hooked on curling at age 13. After finishing high school, he got a job with the Manitoba Department of Mines and Resources, while continuing to curl. Eventually, the slider business in his basement got so big that he left his government job to become a full-time entrepreneur. He set up in the premises on McPhillips Street in Winnipeg that he still occupies today, selling curling shoes, brushes and sportswear, as well as his world-renowned “Red Brick Sliders.”

“After I was in business for 16 or 17 years,” he explains, “I went through the Aboriginal Business Canada program to help expand my business.



Arnold Asham is the owner of Asham Curling Supplies.

I used to make my own soles, but this program provided the money for me to buy moulds for soles and for stainless steel sliders.”

In 1989, Arnold’s company was awarded the federal government’s Certificate of Merit for Business Excellence for outstanding quality and innovative new designs.

Today, **Asham Curling Supplies** employs 12 people, four of whom are Aboriginal. Arnold’s two children, **Nathan** and **Amanda**, are being groomed to take over the business, and a third generation has recently joined the family. “I set up a nursery

so my daughter could bring my grandson, **Griffin Dean Murdock Asham**, to work,” says Arnold, adding that the youngster has helped them launch a brand-new product as well — size 1 baby curling shoes with “Asham” embroidered on the side.

Still actively involved in the sport, Arnold curls in the World Curling Tour, which he helped found. “I am also coaching **Jeff Stoughton** in the Olympic trials and a gold medal is a definite possibility,” he adds. “Curling has taken me around the world, both the sport and the business. I have also curled all across Canada, from Victoria to Gander and points in between. I don’t know if people are friendly because they curl, or if they curl because they are friendly, but I have met wonderful people wherever I’ve gone.”

He has lots of plans for the future, all of which involve curling. “I almost purchased a curling rink this summer,” he says, “but it didn’t work out. My next move will be to build or help build a curling arena.”

For more information about Asham Curling Supplies, visit the Web site at www.asham.com *

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Boreal Furniture

Filling a Northern Saskatchewan Niche

by Michael Fisher

Husband-and-wife team Gladys and Jerry Christiansen taught grade school students for several years before opting for careers as entrepreneurs in 1996. After thoroughly researching the business opportunities available, they opened **Boreal Furniture** in the Lac La Ronge First Nation community near Air Ronge, northern Saskatchewan.

Boreal is the only First Nations-run furniture store in the province, and it's one of the few in the country.

"A lot of starting the business had to do with trying to promote economic development on-reserve," says Gladys. "We saw that our First Nation, which we both worked for as teachers, made a lot of furniture purchases."

The Christiansens believe in building a strong First Nation economy, and that it's up to individuals to show it can be done, in turn encouraging others. They concede they hadn't planned to sell furniture forever, but the sacrifices required to be literal trailblazers mean they're in this business for the long haul.

"We built this from scratch," Gladys says, referring to the hockey-arena-sized store alongside Highway 2, a few steps south from the town of Air Ronge. "There was nothing here before, just a big forest all around us."

Once construction contractors cleared the thick brush of the northern Saskatchewan forest, the Christiansens faced another tough challenge — finding the seed money they needed to start their business. The couple turned to the SaskPower Northern Enterprise Fund, which lends a hand when the banks will not.

"It's a lender of last resort, you might say," adds Jerry. "When no other institution will do it, they'll lend the money at a slightly higher interest rate. We probably wouldn't have been able to secure financing without them."



Gladys and Jerry Christiansen own and operate Boreal Furniture.

Furniture can be a tough sell even in larger centres with lots of potential customers, but the Christiansens felt they could fill a niche up north with better prices and service. They do a lot of contract work in remote First Nations communities, which make purchases as part of their housing programs. As a result, Boreal Furniture is building a reputation.

"Our competition used to show up and drop off big boxes outside the house and just leave," notes Gladys. "We don't do that, because a lot of customers are Elders or single-parent families — people who don't have the equipment to put tables or bunk beds together. And we offer that service at a lower price than what they were paying before."

She adds that Boreal has raised the price of sofas only once in the last five years, to ensure the furniture stays affordable. Furniture sales is the type of business where overhead is very high and the profit margin low. Because

people rarely buy furniture on impulse, Boreal has branched into giftware to pick up the slack during slow periods.

These days, the Christiansens have about five employees to help them with the business. And a few years ago, they expanded Boreal's showroom and warehouse space with the help of an Opportunities Development Fund grant from Indian and Northern Affairs Canada.

The couple says that running their own business is never dull, although they still sometimes reminisce about their days as teachers. "We certainly miss the holidays!" laughs Jerry.

For more information about Boreal Furniture, telephone (306) 425-8000. ✨

This article is excerpted from Seeds of Success, a quarterly publication produced by the Federation of Saskatchewan Indian Nations in partnership with Indian and Northern Affairs Canada, Saskatchewan Region.

MAKA Technological Innovation

A Fast Developing Start-up Company

by Annabelle Dionne

Founded in May 1999, Montréal-based **MAKA Technological Innovation** has just one goal: to improve the aerodynamic efficiency of road vehicles. A dragfoiler (air deflector) installed on the back of semitrailers is this young firm's first invention, and it has arrived on the market at an opportune time.

MAKA's dragfoiler consists of four panels, set at a 16-degree angle. These panels ease the turbulence at the back of the vehicle, reducing the truck's aerodynamic resistance. The dragfoiler also improves visibility for drivers travelling behind the semitrailers in poor weather conditions. Equally important, the device helps conserve fuel.

"Truck drivers covering long distances can save close to \$1 per hour, which means savings of more than \$2,000 per year," explains Huron-Wendat businessman **Karic Roberge**. The cost of equipping a semitrailer with these air deflectors is \$1,300, so drivers can realize savings in the first year. Conserving fuel also helps the environment by reducing polluting emissions.

Karic and partner **Mathieu Boivin** have the resourcefulness, passion, perseverance and realistic outlook needed to start a business. "In the

first year, we conducted research and developed the product, and we also obtained the funding to support the company," notes Karic. The partners then obtained both Canadian and American patents for their invention, and presented their product to trailer manufacturers. "Setting up your own company is not the easiest path," Karic concedes. "But it's worthwhile because it's so motivating and rewarding."

From the outset, the two young entrepreneurs wasted no time in contacting the right people. To ensure their product had credibility, they conducted wind-tunnel and road tests at the National Research Council of Canada, under the supervision of **Kevin Cooper**, one of North America's best-known aerodynamics researchers. Despite the fact it cost Karic and Mathieu \$60,000 to carry out these tests at Canada's largest research centre, they were determined to do whatever it took to improve their product.



Karic Roberge and Mathieu Boivin invented a new way to reduce fuel consumption.

"These tests are invaluable," Karic confirms. "They helped us determine the aerodynamic performances of the air deflector, and collect other technical data. The wind-tunnel tests allowed us to determine the right size for the panels and their configuration, as well as the ideal angle for optimum results." The road tests then confirmed the two partners' assumptions and reinforced their optimism. "It's reassuring to know that we can rely on theory," Karic affirms.

To date, MAKA dragfoilers have been installed on 35 semitrailers. For these young businessmen, the next step is mass production, which requires major investments. "We are looking for a company capable of marketing our product," says Karic, adding that two firms have already expressed interest in their highly marketable invention.

For more information, telephone MAKA Technological Innovation at (514) 384-3883. ✪



Northern Native Retailers Ltd.

Northern Manitoba First Nations Profit from Buying Power

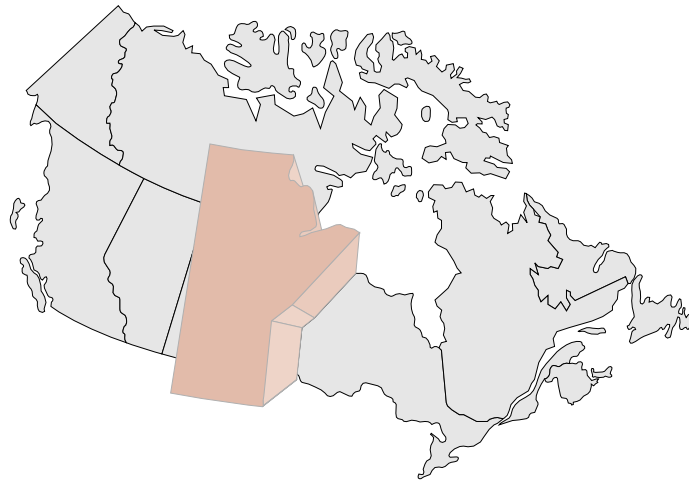
by Raymond Lawrence

For many First Nations merchants in northern Manitoba, success lies in their buying power — through the medium of **Northern Native Retailers Ltd.**

When it was created almost 20 years ago, Northern Native Retailers' first move was to harness the buying power of local businesses — everything from general stores to clothing shops. This meant the First Nations-owned company could buy directly from a variety of producers and manufacturers. Over time, this combined buying power has helped First Nations merchants in isolated Manitoba communities to sell their goods at lower prices and still remain competitive. In some cases, the prices they offer are the same, or lower than, competitors in markets to the south.

Owned by a shareholders group made up of First Nations entrepreneurs and communities, Northern Native Retailers is also a critical link in the employment chain in northern Manitoba. Through its buying power, and the transfer of skills, it helps local merchants succeed — and they in turn create jobs for local residents.

“We’ve stuck with pretty much the same suppliers, and we buy direct, so there’s no middle person. Plus, we buy



in volume, so that helps,” says Northern Native Retailers General Manager **Denise Laviolette**. She describes a typical order as including everything from fresh produce to furniture, fishing and hunting supplies, and seasonal items for Halloween and Christmas.

“This started gradually with eight businesses, but then it grew from there,” Denise explains. “Right now we have 60 businesses, but at one point there were over 120 of them, as small businesses popped up.” Many of these companies failed because their owners needed better management skills, she notes. Now, Northern Native Retailers is helping merchants develop the skills they need.

“I bring people in here for a week at a time and work one-on-one with them in management training,” says Denise. She teaches merchants basic accounting and how to keep effective financial records, and offers advice on business management.

The operation shares a warehouse in Thompson, Manitoba with Sobeys — an arrangement that works well for both parties. The food chain, which owns the warehouse, doesn’t charge rent to the First Nations organization. In return, Northern Native Retailers buys the bulk of its grocery items through Sobeys.

Every year, Northern Native Retailers introduces something new to its operation to keep growing. “You have to listen to what the people want,” Denise emphasizes. “For example, eight years ago I opened a retail outlet here so that people can walk in and buy right off the shelves at ticketed prices.” The idea went over so well that the organization has since opened the retail business to the general public.

For more information, telephone Northern Native Retailers at (204) 677-4576. ✱



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ACR Systems

High-Tech Instruments Used from Las Vegas to Outer Space

by Karin Lynch

The brainchild of **Albert Rock** of the Cree Nation, **ACR Systems** designs and manufactures some of the world's most sophisticated portable data logging devices. Simply put, data loggers are used in industry to measure and monitor temperature, relative humidity, air and water pressure, wind speed, pulse frequency and other readings in complex science and technology applications. Using software also produced by ACR, the stored data can be easily transferred to a computer for analysis.

"ACR Systems is really the result of several experiences in my life," says Albert, "such as my mechanical background in the navy, mining and as an independent contractor. But the business idea really gelled after I was hit by a car while bicycling in the American Southwest. I was broke and looking for my next job when Yukon College in Whitehorse offered me a contract. The work I did there led me to think that

there must be a better, faster, more accurate way of charting measurements than the system in place at the time."

Albert developed several portable data loggers, starting with a temperature recording instrument that fit into the only container they had available — a plastic crayon box. That product was quickly recognized as an industry winner. Today, the crayon box is long gone, replaced by various custom-designed and manufactured casings and interior components.

"We have more than 40 different models now, and they are in use in industries around the world," Albert explains. "Just to give you an example, we've got instruments to determine tire thread separation in heavy earth-moving equipment in Asia, and others to monitor the power quality of slot machines in Las Vegas for the largest gaming manufacturer in the world. Others are at work in an Australian

seaboard city to detect breaks in sewage pipelines, so seawater cannot infiltrate the water system. Coca-Cola, Walt Disney, the U.S. Navy, General Electric, the Indy 500, Boeing — they all rely on our data loggers. They've even been on the space shuttle," he adds. "One of the things that gives us a big edge over our competition is that our portable loggers can run on the same battery for up to 10 years. Other loggers are in the two- to three-year range."

ACR Systems is now a global technology leader, doing business with over 130 business partners in all parts of the world. The company is housed in a high-tech manufacturing facility in Surrey, B.C., boasts 30 employees and is totally Aboriginally-owned. In 1999, ACR added a Marketing and Sales Division, and earned ISO 9001 certification. And in 1996, Albert received a science and technology award from National Aboriginal Achievement Foundation.

"I've had help along the way," adds Albert. "I received a grant from the Native Economic Development Program at a crucial time in the 1980s. Managing the financing of a small business tops the list. There's no success unless you have the capital in place when you need it."

Albert is now looking at the challenges of being a small Canadian company doing business around the world, and moving into larger export markets. "But we're addressing this," he says, "and winning more customers in Europe, Asia and South America, where the real sales growth is. We're going strong, just like our data loggers!"

Visit the company Web site at www.acrsystems.com ✨



Loukianow Miller

Information Technology Is “IT” for Aboriginal Businesswoman

by Raymond Lawrence

Leslie Loukianow’s business success story shows just how much can be accomplished through determination and hard work.

Leslie left school in Grade 12, and was a waitress “at a tiny little truck stop in the middle of nowhere for a few years.” Then she made the decision to go back to school. “I went to college when I was about 20 and studied business, but I’ve always wanted to do something that could contribute back to the Native community,” she explains.

She is making that contribution through **Loukianow Miller**, the information technology (IT) company she founded about three years ago with her former business partner, **Adrian Miller**.

That company soon became a roaring success. But because it was based in the relatively small community of Castlegar, B.C., the two partners exhausted the local market within a year.

The flow of business slowed to a trickle.

Adrian had to find a job, and Leslie was left wondering how she would keep the business afloat. In spite of the plunge her business had taken, people still believed in her. More importantly, she still believed in herself. So Leslie, the mother of two young boys, bolstered by her experience to date, held fast to the long- and short-term plans she had for her company.

“I started learning more about politics with our first project, which was ‘Virtual Castlegar,’” she says. “I went from being a housewife with two kids living in a tiny two-bedroom house to dealing with the upper echelons of local politics and various boards, so I had to learn really quickly.”

Virtual Castlegar, an on-line virtual village, won the Canadian National



Bronze Leaf Award for one of the best multimedia marketing campaigns of 1997. To Leslie, this award from the Economic Developers Association of Canada meant something far more. “In the long run, I thought these virtual communities would exist for the Native communities, which was why I pushed so hard for it,” she emphasizes.

Since the Virtual Castlegar project, Loukianow Miller has established a wide variety of Internet-related services: Web site development, training on how to develop e-commerce, and expert advice on the best way for companies to make their products and services known through the Internet.

Her team comes from across Canada, with writers, editors, and site designers bidding for work on individual projects. Leslie believes that developing a strong team increases her chances of success, by providing

clients with the best possible expertise for their projects. “I would say between 90 to 95 percent of the people now doing subcontract work are Native people, whereas in the early years we were lucky if that was 40 percent,” she adds.

Her business has had a very positive impact on her children, she says. “It becomes like our business and our company and they get to see an Aboriginal woman — their mom — getting out there, going all over the world.”

These days, she is often invited to conferences and workshops to talk about her business experiences, and act as a mentor for prospective young Aboriginal entrepreneurs.

For more information, visit the company Web site at www.lm-is.com *

FoxWise Technologies

Soaring Tech Business Based on Old-Fashioned Values

by Richard Landis

The roots of **Sam Damm's** success stretch back to "Sam's 4 Square Feet."

As an eight-year-old growing up in Shallow Lake, Ontario, Sam often visited his mother's workplace at the motor vehicle licencing office in Owen Sound. The long lineups, he says, sparked his imagination.

"I had my dad build me a small box in the corner of my mom's office. And while folks waited in line, I'd sell them pens and watches. The name of my business was Sam's 4 Square Feet."

Sam laughs and shakes his head. "I guess I've always been an entrepreneur."

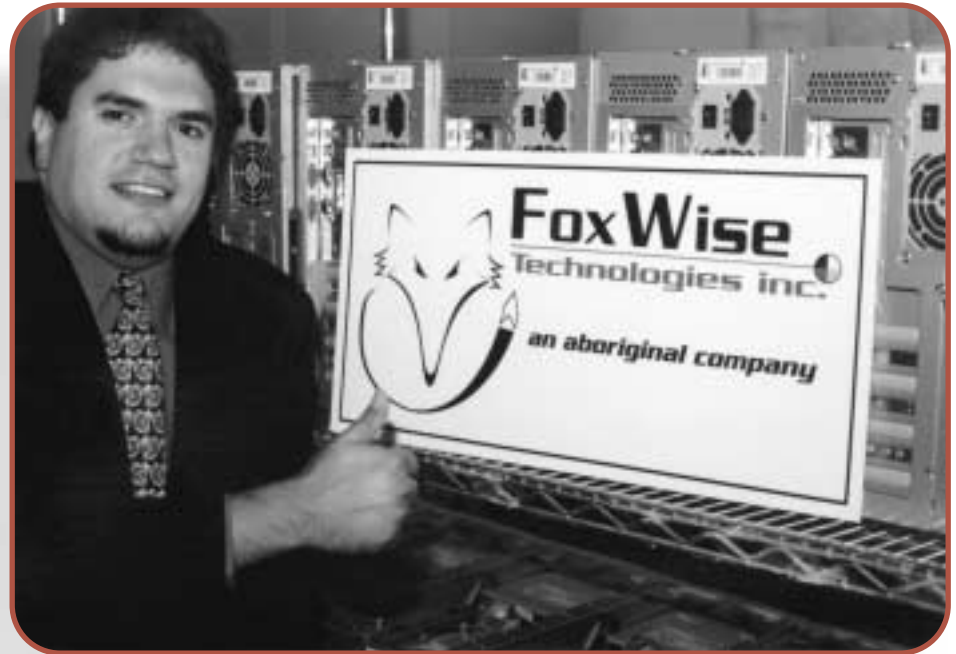
Born 31 years ago to an Ojibway mother and a first generation Polish-Canadian father, Sam was raised on a 100-acre farm and gravel pit, where, he says, "there were always dirt bikes and cars kicking around. I'd buy them, fix them up and resell them. When I was older, I took that idea one step further and exported motor vehicles to the Netherlands."

Sam and his wife, Sonia, moved to Ottawa from Owen Sound. After selling another company's printers for a year-and-a-half, he struck out on his own.

"When I was 14, my grandfather gave me the name 'Waagosh,' which is Ojibway for fox. When I moved to Ottawa and started my own company, I wanted to incorporate my Aboriginal name into my corporate name."

In February 2000, **FoxWise Technologies** was born.

With less than two years of operations under its belt, FoxWise has offices in Ottawa, Toronto, Nova Scotia and Newfoundland. The company buys directly from larger, established computer manufacturers and acts as a sales agent, reselling brand name hardware



Sam Damm's company, FoxWise Technologies, has taken off in the last year.

and software to clients — a common practice in the high-tech sector.

Today, Sam and two partners, **Xuening Chen** and **Leslie Emory**, operate a sister company, **Sona**, which manufactures its own line of personal computers. The two companies share material resources and a combined workforce of 70, including eight Aboriginal employees.

Looking to the future, Sam sees steady growth for FoxWise. He believes the company's revenues will increase by 35 to 40 percent in the coming year. This is due largely to expanded professional services and an all-encompassing network package — computers, servers,

local- and wide-area networks and data storage — that FoxWise can provide to its clients, be they government, corporate, small- and medium-sized companies or First Nations.

"We're not a flashy company. We all work hard and it's important to me that, in running this business, I keep the same morals and values I have in my personal life," says Sam.

One overriding goal, he adds, is to bridge the gap between the high-tech industry and First Nations.

"I'm really interested in youth and I find that I'm now in a position to bring young Aboriginal people into FoxWise, teach them skills and provide them with the experience they need to integrate into the business community — whether they stay with me or do their own thing. It makes me feel good that we seem to be able to make a difference."

For more information, visit the company's Web site at www.foxwise.ca *





Portrait

"You Gotta Believe"

Robert R. Murray
Mohawk

Chair and Owner, Mohawk Trading Company

by Fred Favel

University taught me what I needed to know to make a successful business; I don't think one goes without the other. School is it! It's not a question of learning exactly word for word what the school bible says, but to get the tools that they are offering you and to learn those, and apply them to the way you need to use them, in your career, in your life, in your business or whatever it is.

Robert R. Murray's rise to business success would be an excellent case study for a university marketing course: *restaurantier, tired of gruelling 20-hour days seven days a week career-managing multiple restaurants, enters university, uses marketing course to discover business opportunity in stationery, and sets up successful paper supply company while attending classes.* It was almost that simple, but as biographies of entrepreneurs have shown time and time again, the path is difficult and the pitfalls are many.

Robert, a member of the Mohawks of Kanesatake in Quebec, comes from a close family and a small community. He grew up in the house where both his father and grandfather were born, where family and friends overflowed the rooms, and where his mother began cooking on Tuesday to prepare for the inevitable influx of guests on the weekend. Not that life in Oka, Quebec was ideal. Robert still remembers the days of the Indian agent. "We had a traditional chief back then and the clan mothers would appoint someone to be chief. But that was it. There was the Chief, his secretary, and the Indian agent. Whatever had to be signed, the Indian agent would tell the Chief: 'Hey, sign that,' and that was it!"

School was a lark for Robert. "I was one of those guys who didn't have to study too much," he says. As he is a big man, it is not surprising to learn that football was his favourite sport. He skipped two grades, and ended up graduating from Grade 12 at the age of fifteen. Then he decided to explore. "You know, I had to go and sample out what was available, what was happening outside of the reserve."

One of Robert's first stops was Indian and Northern Affairs Canada (INAC). "Indian Affairs had an office in Montreal at the time, so hey, I'm Indian, they're Indian Affairs, I'll go and get a job. I walked in greener than hell...of course, they laughed." Robert then tried the Ottawa office, and thanks to an exasperated personnel manager who did not know what to do with him, Robert ended up with a desk stuck in the middle of a room, answering the telephone. He moved on to the service industry next, working for several years as a bartender, waiter — and because of his size — as a bouncer and doorman. His travels took him to the United States, and in Florida he met a man who owned an oil company in Texas. He told Robert that if he ever needed a job, to come and see him.

Robert seized the opportunity, and moved to Texas. It turned out that the company also had a small chain of restaurants in Dallas, and given Robert's experience, he was asked to oversee them. "Everybody thought I was Cajun," he says. "People wouldn't ask me if I came from Louisiana, they would ask me where in Louisiana I came from." At that time in the early 1980s, Cajun culture was "in," so Robert decided to open a Cajun restaurant. Soon he was operating four restaurants with live jazz bands, and 450 employees. He had also met Glynn, who became his wife and partner.



Glynn Murray, President, and Robert Murray, Chair and owner of Mohawk Trading Company.

When the fad for Cajun food ended, Robert liquidated his interests, closing two restaurants, and selling the others. He decided that he could do something more in life than work 20 hours a day, seven days a week in the restaurant industry. So he returned to Canada and enrolled in McGill University in Montreal. "That's

pretty much when we got started — the early days of the Mohawk Trading Company," he explains. Glynn worked for a firm that sold paper and one of the major customer groups was First Nations communities' band offices. She was upset at the firm's telemarketing business practices and, at her urging, Robert did a market survey at school on the viability of getting into the business. He found that First Nations would buy their supplies from an Aboriginal company, if there was one. "I took that as ammunition, and went to the paper manufacturers like Domtar and said, 'Listen, here is the deal. I've got all of these clientele and I need a partner to make sure that they get the product.' I came out of there with a deal that day. They gave me a private brand of paper. We called it MTC Laser Plus."

He brokered the paper on his cellular phone, at times taking orders at his desk in class. He would forward the order to Domtar who would deliver the paper and bill MTC. They also developed large accounts with international companies such as Colgate Palmolive and Erickssen Communications. After several years' success with MTC, customers started asking Robert if he could provide other products in the stationery line. Although he was initially reluctant because of the need to develop a delivery system, competition soon prompted him to move into this niche. Before long, he set his sights on the large federal government market in Ottawa, and

across the river in Hull, Quebec. When the government's internal supply and services store in Hull was put to public bidding, MTC submitted a proposal and won.

That should have been the end of this story, but Robert was unable to obtain financing from the banks in order to expand his business. Even with the offer of an 80-percent guarantee from INAC, he was turned down. He eventually received a small loan from the department, and keeping one step ahead of his creditors, he was able to secure loans from the Royal Bank and the Business Development Bank. He was on his way!

Today, MTC, with its head office in Kanesatake, has two supply outlets and a furniture showroom in government buildings in Ottawa and Hull. Its Aboriginal business division still serves First Nations customers. Robert and Glynn faced overwhelming odds and many more challenges, but the important part of their story is that they succeeded. MTC will do \$10 million in business this year, with a very healthy projection for next year. Asked the secret to his success, Robert hesitates, grimaces, wipes his brow, and very emphatically answers, "You've really gotta believe!"

Fred Favel is an Aboriginal writer and communications consultant.



The Mohawk
Trading Company

