

Featured Article

Feminine Values In Business

> p.19

Waterworld:

ROM's New Water Exhibition

> Waterworld: ROM exhibit explores a new side of the most common substance in the world. (p.08)

The Canadian Dream

Interview with Christine Magee

> President and Spokesperson of Sleep Country. (p.20)

Nice Guys Finish First

In the workplace anyway

> If employees see a colleague acting unfairly, they're not going to be able to trust that person. (p.24)

Sovereign

Farming

> What has become of Ontario's oldest profession? (p.04)

The Youth Vote:

It's Only As We Make It

> "Political thinkers ponder the role students and youth will play in future elections." (p.30)





Credits

Masthead_ Amanda Parker, Editor In Chief. Christine Fitzgerald, Managing Editor. Wendy Kwan, Online Editor. Justin Zhou & Nio Siswanto, Creative Directors. Roian Shams, Webmaster. Pauline Szczesniak, Photo Editor. **Junior Editors_** Ashley Ward. Samantha Sims. Tara Deschamps. **Junior Designers_** Wenyi Li. Tammy Lung. **Contributing Writers_** Peter Lozinski. Nicole Clark. Taras Koulik. Tracy Chen. Nicole Barafato. Danielle Taylor

3 ▶ **Join Many Are One**



▶ **News**
4 Sovereign Farming
8 Waterworld: ROM's New Water Exhibition
10 Group Buying
15 Procrastination Enablers



▶ **Editorial**
16 Sister Solidarity
18 Feminine Values in Business

**THE
CANADIAN DREAM**

▶ **Interview**
20 Christine Magee: The Canadian Dream

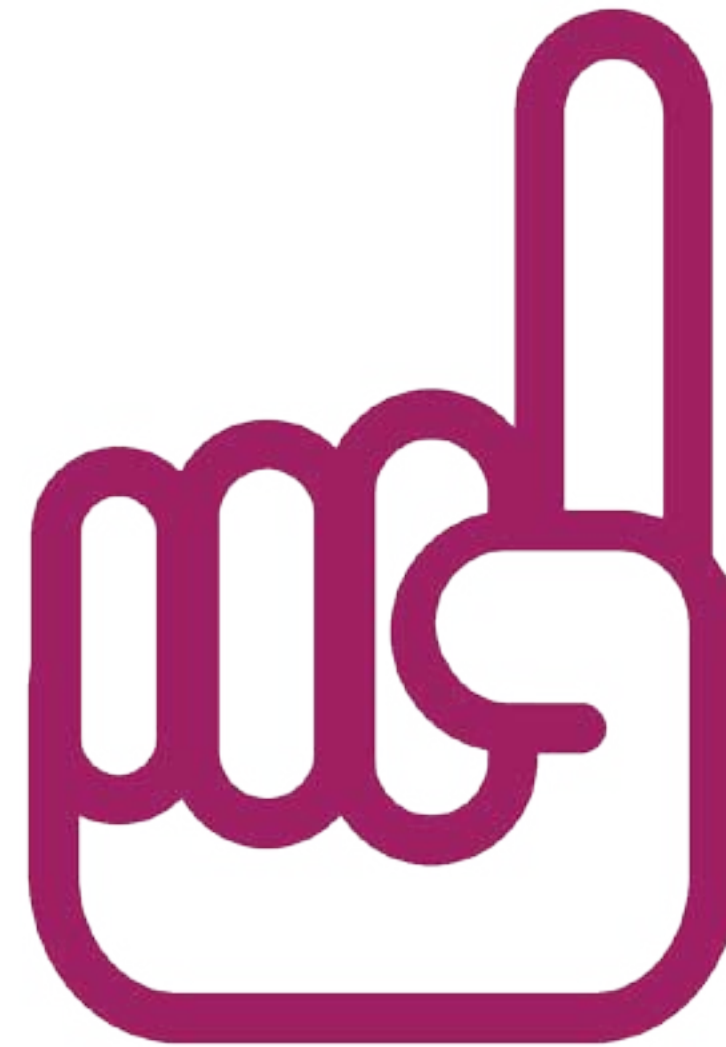


▶ **Careers**
24 Nice Guys Finish First
26 Don't Share Your Secret Sauce



▶ **Politics**
28 The Paradoxes of a New Security Perimeter
30 The Youth Vote: It's Only as We Make It

32 ▶ **Back Cover**



MANY are **ONE**

www.manyareone.ca

Giving Canadian Youth a Voice!

“ People want to know how it’s grown, where the seeds come from, how to store it, how to cook it.” ”

“You have to try to develop relationships and get to know your regulars.”

As more customers arrive, they call on Sovereign by name, asking him a range of questions about his specialty tomatoes. Sovereign says that sometimes his customers want to know everything.

“The market is for information. People want to know how it’s grown, where the seeds come from, how to store it, how to cook it. We try to give them as much information as possible and keep the product as fresh as possible,” he says.

In this way, the farmers market is a complete shift from the normal ways produce is bought and sold. Although slightly more expensive than your local supermarket, you get to know what you are eating and are supporting the local economy while shopping.

Going local is a trend that emerged around 2007, when authors Alisa Smith and J.B. MacKinnon released their top-selling book, *The 100 Mile Diet*. In their memoir, the couple chronicles the year they spent eating food, often bought at farmers markets, which was produced within a 100 mile radius of their Vancouver home.

Sovereign says he notices a trend to buy local food. He supplies Toronto restaurants along with small, hip retailers in areas such as Leslieville and Queen Street West. While Sovereign notes that the trend is mostly popular in Toronto, he believes that the

concept will spread. The idea of “going local” is a trend that just might save Ontario’s small-scale family-run farms.

Sovereign started coming to the St. Lawrence Market in 1997. In the summer months, he has an additional stall at the St. Lawrence Market and also sells his produce at the Metro Hall Market. When he first started farming, he thought he would be selling entirely to the wholesale market. He would drop off his produce to a food terminal and be charged a commission. But as the cost of farming increased, he also faced greater competition from large-scale farms. Now he sells about half of his produce to wholesale and the other half at the market where makes a better profit.

“This is a really good market,” says Sovereign. “When costs increased and wholesale prices went down, this saved our business. Coming here we can get the retail value. But it takes years to build up a clientele.”

For Sovereign, farming has always been a family affair. His youngest son, Josh, accompanies him to the markets year round, and his other three children help out when they can. Sovereign’s family has been farming for generations. For him, it started as a teenager while helping out at his relative’s farms. He later went on to work at a steel manufacturing company until the mid-90s when he believed he was going

► Sovereign FARMING

Ontario became one of the most populated regions of early settlers because of the fertile land. So what has become of Ontario’s oldest profession?


> Nicole Clark **March:** 28/2011

In the dark hours of a Saturday morning, the St. Lawrence Market is alive and bustling with vendors unloading their products with Shania Twain’s “Man! I Feel Like a Woman!” blaring in the background. It’s 5 a.m. and the sun won’t rise for another two hours, but a few regular shoppers are already trickling in with oversized canvas shopping bags in tow.


Wes Sovereign is just starting the three-hour process of unloading his 17 varieties of tomatoes and other produce. For Sovereign, Saturday mornings start shortly after 2 a.m. when he starts loading

his truck and drives the hour and a half trek from Waterford to Toronto.

Before Sovereign is even done unpacking, one of his regular customers approaches the u-shaped stall and asks for the best tomatoes of the week. Earl, a lawyer whose slender frame holds an oversized brown Canada Goose jacket, works in his downtown office all night to avoid distractions. Sovereign says that Earl’s early morning visit to the market is just a short break before heading back to the office.



“ You have to try to develop relationships and get to know your regulars. ”



an acre (this number is more than double in Ontario), with annual profits between 60 and a hundred thousand dollars. For the city kids, however, start-up costs are approximately two to three million dollars in Manitoba.

“Over-capitalization is becoming a huge problem in Canadian agriculture. We have very little renewal because the numbers are too overwhelming for someone young to get into it from scratch.”

to be laid off. That’s when he bought his one-acre farm in Waterford, which uses both field production farming, as well as a greenhouse.

Since Sovereign purchased his farm, costs – such as fertilizer, heating for the greenhouse, equipment and labour – have risen and the value of his product has gone down. He says that because of the global market, cheaper products (often from Mexico or Florida in terms of produce) are entering the market, so costs are coming down.

“When I started farming in the early 90s, we got more for our product than we do now because things have changed so much.”

Sovereign says he and his wife had to get creative with their products, offering specialty varieties of tomatoes, to thrive in the competitive market and pay off the debt of their land.

In November 2010, Statistic Canada released

a report citing that outstanding debt amongst Canadian farmers had risen nearly five per cent and totaled \$62.7 billion. The accumulated debt of farmers has been on an upswing since 1993.

David Miller, a 70-year-old Saskatchewan grain farmer says he has been paying off the debt on his land for nearly half of his life. Miller inherited the debt from his parents, who purchased the farm in 1934.

“You can’t buy land and make a big profit on it, unless you are ripping someone off. It’s just that simple,” he says.

Miller’s son purchased a portion of the family’s land and started making payments on it in 1993. He just finished paying it off in 2003. He says, that unless you are born into farming, there is no way new farmers can make it these days because of competition against large, corporate farms and the cost to buy land.

“If you need to borrow money to farm, you will never be able to pay it off. You can’t borrow a million and a half dollars, which wouldn’t even get you that big of a farm, and expect to raise a family,” says Miller.

Scott Corbett, an Agriculture instructor at the University of Manitoba, says that the cost of farming is overwhelming to young people. Through the School of Agriculture, which offers a two-year diploma program targeted to teach students about the business side of farming, Corbett hopes that his students will believe it’s still possible to carry on farming and make a profit. Of the 152 student program, he says that 80 per cent of students were raised on farms, 18 per cent were raised in rural areas, and approximately 2 per cent are from the city. Corbett himself was raised on the 1,700 acre farm and says that his family has made a successful living. He estimates the cost of farming land in Manitoba is approximately \$300

For family farms to be more profitable and survive in the competitive market, consumer demand for local products must grow. Sovereign says that in order to compete, farmers need to have large-scale farms to attract the wholesale market. Corbett says that consumer interest must increase in order for retailers to bring Canadian produce to their shelves.

Despite challenges faced by Canadian farmers, Corbett says he would never change his lifestyle. Born into farming, he is now raising his own family to respect the land and learn about nature. He says that it is one of the few industries where you can actually see how your hard work has paid off and remains optimistic about the future of farming.

“I don’t think there are too many CEOs who have the ability to walk out onto the field on a beautiful sunny day, watch their crop come up and realize that they are part of producing that. There is no better feeling.”

Waterworld: ROM's New Water Exhibition

Waterworld: ROM exhibit explores a new side of the most common substance in the world

> Peter Lozinski April: 04/2011

While the Royal Ontario Museum attracted a lot of attention in 2007 with the opening of the crystal, now it's turning heads for a whole new reason – its special exhibitions.

The current exhibition, which runs until early September, is about a substance that can take a crystal form itself – water. According to Julian Kingston, the project director for the exhibit, the ROM was approached several years ago and asked if they wanted to host this one-of-a kind exhibit for a period of time.

The exhibit was created by the Museum of Natural History in New York. It travels to museums across Canada and the U.S.

"What we have tried to do is make changes to put it in a Canadian context," he said. "We added about 20 examples of water from a Canadian perspective. Whole sections of statistics, the feature on the degraded water quality of Lake Simcoe and native fish were all added to the exhibit by us," Kingston continued.

Some of these stats have a very Torontonionian perspective. The city of Toronto uses 1.4 billion litres of water a day – enough to fill the Roger's Centre.

The exhibit features a wide range of topics, from the chemical structure to the way animals and plants interact.

"The exhibit has an intergenerational approach. There are parts of the exhibit that convey information through hands on examples. We tried to make it into an interactive, tactile experience," he said.

The exhibit features a visual example of the three stages of matter with a giant iceblock that melts into water, later released as water vapour. It also has a giant 3D globe, six feet in diameter, with a video about rain on the earth showing on it. It uses four projectors to transform the round screen into a glowing planet.

There is also a point in the exhibit where you walk through a doorway with water vapour falling around you. The word 'water' is projected onto the vapour



in many different languages. The vapour acts as a semi-see-through screen, displaying the words in a shimmering glow as you walk through the evaporated water gate.

The most interesting piece of technology in the exhibit is also the most innovative. The 'Brain Table' as it is known, uses five computers, maps, elevation readings and infrared sensors to create an interactive, digital representation of rain. The sensors detect infrared rays as they bounce off special receivers placed inside the plastic clouds and magnifying glass on top of the screen. Users can move the rain around to see water flow down the mountain face. The magnifying glass makes the screen image bigger to get a better sense of the run-off patterns. The brain table is the first iteration of this technology.

"The layers of experience work together to create an in-depth learning experience," says Kingston. The multi-platform, interactive approach to learning is what attracts guests of all ages.

"My daughter enjoyed pushing the buttons and watching what happened," said Elizabeth Moran, the mother of a two-year-old. "The exhibit was a little big for her," she said, "but it would be interesting for adults and perfect for kids about age eight."

The exhibit also appeals to older, more educated people. "Me and my wife like the things that are tactile," geologist Robert Young said. "We work in clean technology, so we know a lot about this."

"Still, some of the facts are boggling," said Young. "We live and die by this, by water. But it's also art."

Water: The Exhibit runs until September 5, 2011.



\$GroupBuying

The
> next
generation
of couponing

> Tracy Chen **May:** 03/2011

At the Teambuy headquarters in Toronto, there are no cubicles. There are no Harry Rosen suits. There are no desktop computers.

This company operates via laptops and they are casually dressed. Most people here don't look a day over 30. Today they are in green. Admittedly, it is St. Patrick's Day. There are two cans of Alexander Keith's left in the original box of 12 on a table. An opened can sits on the front desk even before the official office party has begun.

Ghassan Halazon, the 26-year-old CEO of Teambuy, has a five o'clock shadow and is wearing a dark green sweater with rolled up sleeves. He appears cosmically removed. When asked if that is his can of beer, he says it isn't and that he's not a big fan of behaviours that "stretch imagination and realities."

Halazon asks his employees if they are happy. He is greeted by cheers of "yes." Halazon then singles

out the newest employee who is preoccupied on his computer for confirmation on his happiness. An employee with blue eyes and a baby-face says "Well, I have slept here before." He might be joking, but it's impossible to tell. Just like it's hard to say when Halazon is joking.

When Teambuy was launched in October 2009 it was the first group buying site in Canada. Now Teambuy is one of 70 group buying sites in Canada and one of four dozen in Toronto.

Group buying websites work by selling products and services at steep discounts, normally 50 to 70 per cent. The deal is typically offered for one to three days and goes through only when there are a minimum number of buyers. The sites make money by taking a cut from each deal sold.

Group buying first gained steam in the U.S. when Groupon Inc. launched in November 2008. Since then, Groupon has become a social media phenomenon expanding to 46 countries with 70 million users worldwide. Last year, the company reportedly made \$760 million (US) in revenues, 23 times more than in 2009. Reports have indicated that Groupon has an estimated 80 per cent of the coupon market share. According to Bloomberg Businessweek, Groupon may launch an Initial Public Offering this year that could be worth as much as \$25 billion (US).

Groupon's success has led to "clone wars," a barrage of imitators entering the group buying market.

Halazon has ideas to set Teambuy apart from the pack. He is thinking about turning the website into an "ultra exclusive network" with perks for the top users. "We give them (top users) super rights and deals to trips to space for example," he says. "We are going to blast the spaceship ride to hundreds of thousands of users." Although he is questioned about the legitimacy of his idea, he says repeatedly that he is serious.

With the rapid growth of these sites, questions are being raised about how long this group buying phenomenon will last.

Uptal Dholakia is a Rice University marketing professor in Houston, Texas, who conducted a study that surveyed 150 small businesses that used Groupon promotions from June 2009 to August 2010. Based on his study, he found that over 40 per cent of merchants would not do a Groupon promotion again. However, according to Groupon, 95 per cent of merchants would do a deal with them again.

For Dholakia, the rise of these daily deal sites is reminiscent of the dot-com bubble. "It was a lot of hype and speculation for a year or two and then everything just collapsed," says Dholakia. He says that in a few years some of sites will fail, others will become consolidated and things will be different. "There are just not enough customers for these sites," he says.

Halazon thinks there will definitely be a cleanup. "Smaller businesses are going to be taken over or just leave the game altogether," he says.

For now, Teambuy is growing. Although the company started out as four guys in a basement, it has expanded to a company of 55 employees and is still hiring. Halazon says that Teambuy gets about 3,000 student applicants a week.

At Teambuy everyone has a nickname. Halazon is Papa. Having a nickname here is important. "If you've never had a friend that's given you a funny nickname you're probably not the kind of person that we're looking for," Halazon says.

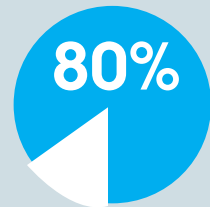
The company also showcases their "cribs," face-painted tiger mascot and overall employee morale through various YouTube videos. One video shows employees playing a Japanese game show with pantyhose around their heads to win new desks.

Edward Yao, 23, is the founder and president of

Groupon's Revenue



Groupon's Market Share:



Teambuy. This young entrepreneur could easily pass as an undergraduate university student. Yao is noticeably less burly, quieter and about an inch taller than Halazon.

Yao has a Bachelor of Commerce from Queen's University. Before creating Teambuy, he worked as an analyst at Accenture, a consulting firm. Halazon has a MBA from Georgetown University and was a former associate at Citibank.

Yao says he came up with the idea when he was visiting his mom in Beijing, China. There, he discovered a social phenomenon called Tuangou, which literally translates into "team buy." Tuangou works similarly to Groupon. Several people connect over the Internet and approach a vendor to sell specific product to a large group of people at a discount price.

He says he once saw 400 people in a TV store. "It was crazy," he says. Using that idea, he decided to create something similar in Canada.

It's October 21, 2009 and the launch date of Teambuy. Yao spends the day on Yonge and Dundas with two fellow Teambuy employees to stage a protest. Along with them are 12 other students from Ryerson and Seneca (from student groups that help start-ups) who are handing out flyers and holding signs to promote the company.

Teambuy's first deal is a \$20 voucher towards a

\$50 dinner for two at the Magic Oven, a restaurant on the Danforth. It sells 99 coupons. With the deal, Teambuy took 20 per cent of the profit, or \$4, from each voucher. Tony Sabherwal, the owner of Magic Oven, says he spends about 40 per cent of the price of a meal to cover the food costs. The \$50 meal cost \$24, but he only received \$16 to cover the costs. "Obviously we lost money," he says. Would he do a deal site promotion again? Maybe, but not with Teambuy. He says he might do a promotion with a website that has more subscribers.

Avli is another restaurant in the Danforth that has dabbled in group promotions. Its wooden chairs can seat up to 70 people and Greek music plays throughout the restaurant. Black and white photographs are hung against its warm orange walls. A clear glass cabinet showcases wine bottles that cost as much as \$105.

Lambros Vassiliou, 60, has owned this restaurant for nearly 16 years. He stands over six feet tall, has his hair pulled back in a ponytail and a white moustache. He wears black-rimmed glasses and a grey dress shirt. The restaurant is fairly quiet during the lunch hour. However, that's normal as 95 per cent of its business is during dinner.

Avli has run four deals since January including one with Teambuy for \$29 for \$60 worth of food. He estimates he has sold around 500 vouchers. When Vassiliou did his first deal with Dealicious, he split

the revenues from the vouchers evenly with the company; something he says was not fair for the restaurant. "You don't even cover the food costs," he says.

Now, the maximum he will split with a deal site is 35 per cent. The 5 per cent he gets from selling the deal is just enough to cover the cost of food excluding the money he needs to hire employees or to pay the \$10,000 of rent each month.

Halazon says for the most part, Teambuy splits the revenues from the promotion evenly with the merchant and even claims Teambuy sometimes takes 60 per cent from each deal. Restaurant owners, who have worked with Teambuy have said that figure is closer to 35 per cent. According to Halazon, Teambuy has run 1,700 deals and 99 per cent of them go through.

Part of the attractiveness of advertising through group buying sites is that people are guaranteed to walk through the door. "You can do a campaign on the TV and (there's) no guarantee whatever that somebody is going to come," Vassiliou says. "At least the money it costs you is direct to (bringing) a customer inside the restaurant."

Vassiliou says that he hopes the deals will attract new customers to Avli but it's too early to tell. Teambuy has told him they have 100,000 users. Since doing his last deal, he has received 20 phone calls from group buying websites to do another deal. When Eric Fraterman, a 57-year-old customer service consultant, used his first voucher at Avli, he had a positive experience. "They have good service, it's a nice ambiance and the food is good," he says. However, he hasn't come back to the restaurant to pay full price for a meal. Instead, he bought two more Avli vouchers from Teambuy.

Toronto-based Mirvish Productions has run deals with Teambuy and also other sites like Wagjag. It's also something the company won't do again.

John Karastamatis, director of communications at Mirvish Productions, says that group buying customers are bargain hunters. "People don't buy them for the value, they buy them because they are cheap," he says.

A common criticism of these group buying websites is that instead of bringing loyal customers, they attract consumers who are only looking for a good deal. Dholokia says that although it is hard to generalize the group buying consumer, based on his research he found "there were considerable concerns among these business owners that those who use Groupons tend to be price sensitive."

Fraterman has bought about 10 vouchers from deal sites. Although his groups buying experiences have been positive, it hasn't made him a regular client at any of the places he's tried. "I've not had anything that I said that it was such a tremendous experience that I want to go back there," says Fraterman.

Karastamatis says that Mirvish Productions has tracked deal sites customers and those people have not bought other tickets with the company at full price. "Other thing that is very worrisome is that it [group buying sites] is making it a new norm to buy at a huge discount and not at the regular rate," Karastamatis says.

Sites like Teambuy and Groupon use a marketing term called price promotion. Price promotion is when the price of goods or services is lowered to encourage people to buy them. According to Dholokia, 50 years of marketing research has shown that price promotion tends to hurt the brand in the long run. He says that price promotion makes consumers likely to buy products due to the discount rather than because they actually like the product. "With any kind of discount or promotion, you have created something harmful for yourselves for a very long time," he says.

Groupon representative Julie Mossier disagrees. "Department stores have been doing sales for

years," she says. Mossier says Groupon discourages merchants from running a promotion more than once every three months and that there is data that shows that Groupon customers spend 60 to 80 per cent on top of the original value of the voucher.

Groupon asserts that 29 per cent of Groupon subscribers make more than \$100,000 (US) a year. Three quarters of these subscribers work full time and 77 per cent are female.

Most group buying sites indicate that an overwhelming number of their users are young. Sixty-eight per cent of Groupon users are between the ages of 18 and 34.

Teambuy claims that over 80 per cent of their users are between the ages of 18 and 32. Most of their users, over 40 per cent make \$40,000-\$49,000; only two per cent make more than \$100,000 (CAN) a year.

How lucrative is it to be the first to launch a group buying site in Canada? Yao and Halazon wouldn't disclose the revenues or profits of Teambuy. However, on the Dragon's Den episode that was filmed last May and aired September, Halazon and Yao said that their gross revenue was \$400,000 and their net profit was \$40,000 after four months of operation in Toronto.

On the episode, Halazon and Yao asked the Dragons for \$150,000 for 20 per cent of the company from the Dragons. During their pitch, they said that it costs \$100,000 to staff each city.

The pair eventually accepted the offer from Jim Treiving (owner of Boston Pizza International) for \$150,000 at 35 per cent of the company, but the deal didn't go through. "It wasn't as competitive as some of the other things that were offered out there around the same time," says Halazon.

On the eve of the episode, Teambuy launched into eight cities. Halazon says that on the night the episode aired there were 100,000 new visitors to the

site, the company's user base also grew by ten per cent, and that they received "thousands" of emails that week. "Dragon's Den was one of the ways we opted to get our name out there," he says.

With Groupon clone scripts available online, it costs as little as a few hundred dollars to set up a daily deal site, however, with the market saturated, it is difficult for new group buying sites to succeed.

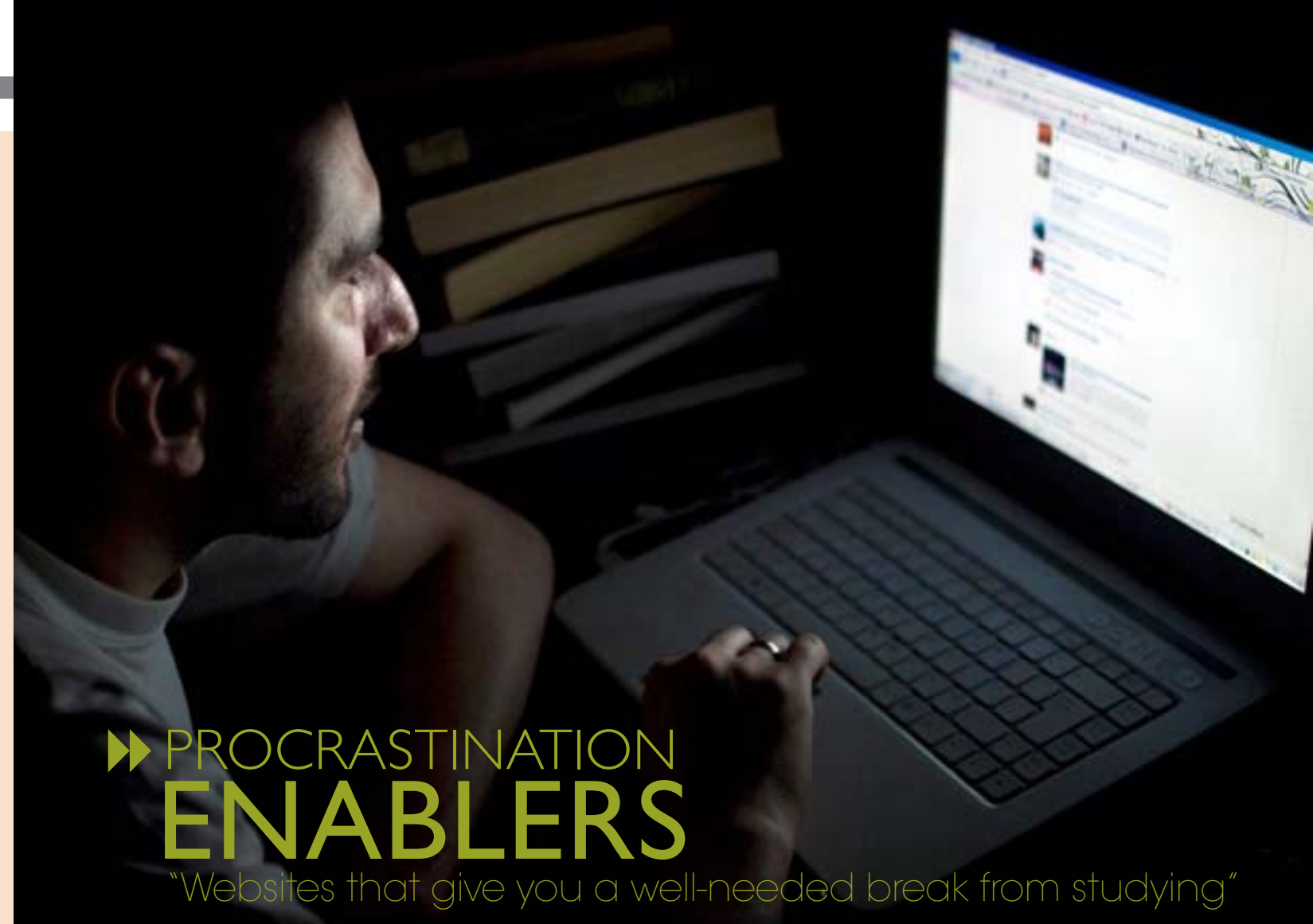
"The industry is maturing," says Yao. "What was okay before is not okay anymore."

Other costs of starting a group buying website are hiring employees to respond to customer inquiries. Yao says that Teambuy community advocates tries to get back to customers within an hour. "If you get back in two days that's not acceptable," he says.

Antonio Rodriguez, founder and CEO of OneSpout, a site that aggregates daily deals across Canada and the U.S., says that the new group buying websites are now focused on niche markets. An example is Dealicious, a group buying site that specializes in food deals.

Rodriguez says another challenge is getting subscribers. "Having some kind of preexisting platform with users or having some kind of distribution partner to access consumers is critical to being able to succeed," says Rodriguez.

As the group buying madness continues and more of these sites flood the market, Halazon isn't too worried about the future of Teambuy. Standing confidently near the entrance of the Teambuy office and grinning occasionally as he about to join his colleagues for a party, Halazon says "let the big dogs make their mistakes."



► PROCRASTINATION ENABLERS

"Websites that give you a well-needed break from studying"

> Samantha Sim April: 06/2011

You have a final exam tomorrow and you should probably be studying, but instead you're tweeting or "liking" your friend's posts. Websites like Facebook, Twitter, Fmylife and Failblog are just some of the sites nicknamed "procrastination enablers." They're the virtual friends who sit on your left shoulder telling you to procrastinate for five more minutes, which usually ends up being way longer.

However, Timothy Ko, a University of Waterloo student, thinks surfing these sites instead of doing homework actually helps him concentrate. The sites act like a de-stressor to him and give him a better attitude when he starts his work.

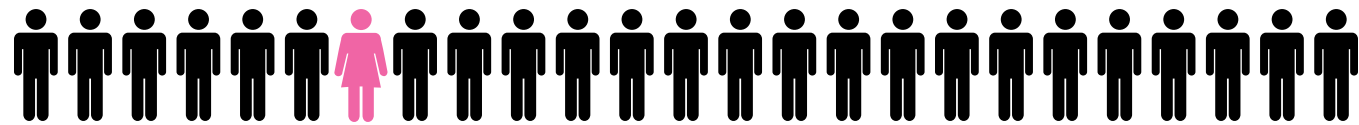
"Procrastination helps because it adds pressure and makes me concentrate more when I really have to get work done," he says. "It's like you're recharging your batteries."

Kassidy Duncan, a Sheridan college student, says that these sites give a needed break to students.

"You're at school and you're already doing a lot of stuff," she says. "You want to look at things that make you laugh."

Duncan agrees that she could be getting a lot of work done in between class if she cut her habit cold turkey, but she doesn't understand why she would want to.

"Yes I could be writing this gorgeous essay [in between classes]," she says. "But why would I want to do that?"



Sister Solidarity: *A No-Boys Club*

> Peter Lozinski **April:** 09/2011

“At the ‘Women in the Field’ event held at Ryerson University on March 22, the response to a man seeking equality for women at panel event speaks volumes.”

In today’s post-feminist era, it’s rare to hear about women working in a male-dominated culture.

But that was exactly the theme of a panel discussion at Ryerson University, on March 22. The panel, consisting of female journalists and producers, discussed the male-dominated culture of the news media.

The panelists told their stories of the blatant sexual harassment and discrimination of the past, and of the subtle discrimination of the present.

The talk was very informative. It opened the eyes of many young women and men as to the issues that still hang over us.

However, there was one big issue that went unaddressed – the responsibility and efforts of men to help women achieve equality in the workplace.

Women cannot fight alone – their voices must be heard and acted upon by the males in their workplace.

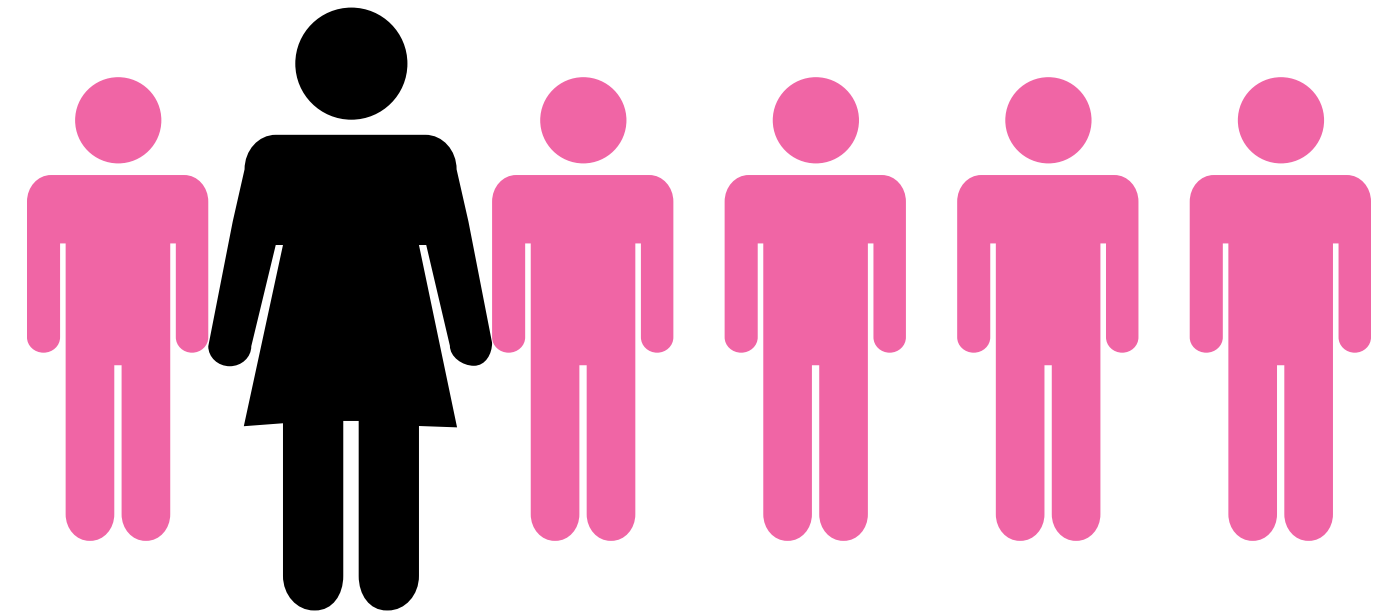
In all the talk of the horrible deeds committed by men in the past and present – we must not forget the men who work to achieve a true culture of equality and respect.

It was touched upon, but all too often, discussions of this nature turn into a hate-fest against all men. One simple question – “Are we in danger of forgetting the males who work for equality” and the room explodes against you.

A simple question, a shout-out to those who do the right thing, and its met with a wave of displeasure and contempt. Of course, I never meant to insinuate that they did not remember or appreciate the work of the men around them.

No, just merely hoped to point out to the guys that they have to be the change. They are just as important in changing the way things work.

It’s dangerous to be a man of this agenda. You don’t



“ Are we in danger of forgetting the males who work for equality?”

really fit in anywhere. Once I was in a discussion about women’s rights with high school students and adult activists. One girl said “all men are jerks.” I asked them about me. They said I didn’t count. I was not really one of the men.

I also was not a part of their group either.

The men blow you off as ‘soft’ for doing the one thing they couldn’t – standing up to injustice. Yet it takes more of a man to stand beside a woman as equal persons in a functioning society than to stare at her as a sexual object. It takes more of a man to break sexual stereotypes, join in solidarity and stare in the face of injustice than it does to stare down a woman’s shirt.

So I encourage men everywhere to stand against intolerance. I just hope that they are not also met with intolerance when they join us.



Feminine values in business



> Christine Fitzgerald **March:** 18/2011

A shareholder proposal is encouraging Toronto-Dominion Bank Group to elect more women to their Board of Directors. The proposal was released in TD's Annual Report on February 23, and points out that Boards with more females improve a corporation's performance and investor perception during financial crises, as well as make for better governance, decision-making, and financial performance. The Board of Directors recommended that the proposal be voted down.

The prospect of change can be scary, and the TD Board of Directors recommendation is based on reasoning that has been echoed before: "if we focus on women, we may overlook more qualified candidates." They preface this by highlighting the success of one of their most prominent female board members and state that 1/3 of their current board member candidates are women.

But such reasoning doesn't refute the obvious sense in the original proposal. The proposal recognizes that women are more prudent when assessing risk, as well as promote good relations with investors and a focus on regulating conflicts of interest. All these can make a huge difference to the longevity of a corporation.

The proposal is an indicator of a new realization in business across the globe that was triggered by the financial crisis. Halla Tomisdottir is the co-founder of Icelandic financial services company Audur Capital, and she is one of the strongest supporters of the benefit women can bring to a corporation. Audur Capital was one of the few Icelandic companies that were able to weather the financial crisis that hit the country so hard, and she says it had much to do with adopting "feminine values." She points out many of the strong assets of women that the TD proposal mentioned, and also emphasizes how

sameness in thought was a major contributor to the crisis in the first place.

The TD shareholder proposal didn't say they wanted the same number of women as men on the Board of Directors, but rather say they would like the company to find capable females to assume positions on the board to create a diverse range of thought.

This wasn't good enough for the Board, however, and they criticized the proposal without addressing the benefit such a policy could have for the company. It's now up to the shareholders, but if you are addressing it on a pound-for-pound debate, the Board's recommendation doesn't cut it.



Christine Magee talks about her start as a business woman in the 1990s and maintaining balance after reaching success.

THE CANADIAN DREAM

> Christine Fitzgerald March: 21/2011

You've heard the name. Sleep Country Canada is a major player in the world of mattresses, with more than 200 stores across North America and that number is constantly growing. Chances are you know two things about the brand. The first is the jingle on the radio and television: "Why buy a mattress anywhere else?" The second is the face and voice of Christine Magee.

Magee is the President and spokesperson for Sleep Country. She founded the business in 1994 with

two partners and today, they have achieved something desired by every entrepreneur: a sustainable and growing business. While mattress retail may not be the most enticing market to enter, Magee and her comrades have created a solid business plan to build their success. A mother at home and a dominant figure in the boardroom, she is one success story to take note of. Magee spoke with Commerce Times about her start in entrepreneurship, being a female boss, and the ever-elusive balance between life and work.

When did you decide you wanted to be a business woman?

When I went off to university I wasn't sure what career I was going to pursue. I took a relatively open curriculum so that I would keep as many doors open as I could. In my second year of university I decided that yes I thought I would pursue business, took all the prerequisites, got into business school.

Was entrepreneurship always where you wanted to go?

I wasn't sure at that point. I hadn't yet decided what in business I wanted to accomplish. I was ambitious but I wasn't certain where that would fall. When I was in my late 20s, early 30s, when I was working at the bank in corporate commercial, I then decided I would start my own business. Banking for me [gave] me access to different industries, different management styles and really allowed me to hone those skills of cash management, financial engineering, financial analysis, and experience.

From banking to selling mattresses... What was the change like?

I started the business with Steve Gunn and Gord Lownds out in Vancouver. The reason we decided to pursue mattresses was that we thought there wasn't anyone in Canada really addressing this category. The transition from a corporate environment was in many ways extremely different but I think the same skills that I used in the corporate world helped me create and develop the success of Sleep Country. [However,] it's entirely the responsibility of the owners and operators to make it happen. Now you have a team of people who have joined your vision that you are now responsible for. The difference is there is no safety net and at the same time, the issue of how many hours. When we started this business, it was a tremendous amount of time, effort and commitment related to the start up.

Sleep Country is constantly growing and has been since 1994. How did your business plan make this happen?

We absolutely had a strategy to build 50 stores in the first three years. Delivering exceptional customer service in store and home delivery... is what we set out to do. We've maintained a really high electronic strategy in order to create a high brand awareness because as you might imagine, mattresses are big-ticket items and they're infrequently purchased. It is very important for customers to know about us because they may only go to two stores and they may only shop for two weeks. And then in store, we try to give our team all the things they need in terms of service, training, product to show, and delivery to offer our customers.

One of the other reasons for our success is our culture. In that, we really share with our team the vision of the customer experience and empower our team to provide that quality of experience to our customer. We have had small turnover and we continue to develop our core team who provide this rewarding team-oriented culture where we say, "lets leverage our best practices and learn from each other to improve what we offer to our customers."

"Initially it might have been thought that I was hired because I was a woman, being a quota. What I think it did for me, was it made me want to prove myself."

How did being a woman affect you in the early days of your career?

I graduated in 1982 and as I entered into the workplace, there were increasingly more women in commercial and corporate roles. Initially it might have been thought that I was hired because I was a woman, being a quota. What I think it did for me



was it made me want to prove myself to assure my colleagues that I was promoted because of my abilities, so being a woman made me stronger in my role.

In the early days of Sleep Country, I chose to be the spokesperson because we wanted to appeal to our target market which was women from 25-54. What was curious about that was [when we first started the business] I would go into the stores and customers would ask me if I was really the president, which I have to say was initially somewhat irritating. Now, people certainly know I am a co-founder and president. I did find it interesting that there was that need for validation that I was who I said I was and I wondered if I was a man, would that question have been asked. So as you enter into the workplace, there are certainly obstacles. But individually we should say that we can only limit ourselves, so we need to persevere.

How do you balance family and business?

Not well (laughs). I have two girls, 13 and 10 with my husband of 25 years. I think balance is a tough thing. Daily I feel there are times when I don't have

balance; however, at the end of the day, we need to take responsibility for all those decisions we make. If I don't enjoy something I'm doing, if I have taken on too much, I need to say, "do I need to take responsibility and make a change?" and if I'm not willing to, then I need to live with these feelings that I'm occasionally not as comfortable as I would like to be. And I think balance is getting used to the feeling that I'm always going to be slightly uncomfortable. [I just] need to be comfortable with what I'm trying to achieve.

Why is philanthropy so important to business?

I think philanthropy is important to community and since business requires communities, I think it's important for businesses to be a part of it. There's the benefit that businesses can offer to agencies and individuals who are working in the community because we can create advocacy. [Our mattress donation program, Give a Kid a Coat, the backpack program] all these things add value to the community and I do think it adds value to the company. I know that my team is very proud of Sleep Country's philanthropic approach.



Integrity is a very important part of sustainability. It helps you build teams and relationships that will be very important to success.

What's it like being the face of Sleep Country?

Initially it was frightening, only because 13 years in corporate and commercial lending, it wasn't my original ability. It is an interesting aspect to being known. People know you before they know you, and I am a bit of a shy person and I like my privacy. There was an email chain going around that apparently [showed] 25 pictures of my house which is not my house, by the way. My daughter would really like to live in that house.

Any advice for young entrepreneurs?

It will take time and you will have a lot of disappointments. Integrity is a very important part of sustainability. It helps you build teams and relationships that will be very important to success. At the end of the day, a person needs to think that they are the only person that can limit their opportunities because if you think someone else can do it, then I think you have given up the power to control the outcome. Some things may not be great, but you have to learn from them and move on.





NICE GUYS FINISH FIRST

"If employees see a colleague acting unfairly, they're not going to be able to trust that person."

> Sim Samantha **March:** 16/2011

The phrase "nice guys finish last" has been a saying long associated with relationships and romance. But, according to a recently released study, from Texas' Baylor University, nice guys actually finish first...in the workplace.

Researchers found that employees who possessed personality traits of honesty and humility scored higher on their job performance rating from their employers. Honesty and humility were defined, in the study, as those who exhibit high levels of fairness, greed-avoidance, modesty and sincerity.

Joyce Laveist, manager of R. Hiscott – a Toronto beauty and theatrical supply store, says that honesty and humility are very important personality

traits she looks for when interviewing potential employees.

"Honesty is definitely important. Humility is too, but in a sales [environment] you also have to be confident," she says. "I like people with personality."

However, she says that it can be tricky for employers to gauge, in an interview, whether interviewees actually have these traits.

"When you interview people they show only one side of their personality," she says, "Once [they're hired] and get comfortable, they become relaxed and show the opposite of what they said in the interview."

The study specifically followed 269 employees in 25 different companies across 20 different states that work in the health care industry. However Sandra Miles, president and CEO of Miles Employment Group Ltd. – a Vancouver-employment agency, says that these personality traits are valuable in all industries.

"It doesn't just apply to health care. I think they're [applicable] globally," she says. "A lot of companies are defining what their values are and these traits are important for their employees to have."

On the other side of the spectrum, Miles says that employees should be careful of developing certain traits that are considered big "turn-offs" and will lower job performance.

"People stay [in a job] because they like the people they work with," she says. "If employees see a colleague acting unfairly, they're not going to be able to trust that person."

"[Employers really dislike] an unwillingness to learn

and this, 'I should just be able to do what I want to do, whenever I want to do it' attitude," she says.

Not only do humility and honesty help boost employee-job performance, says Miles, they also help to maintain a good morale amongst colleagues. She says the key to employee-retention is for employers to build a corporate culture that includes trust and honesty.

"People stay [in a job] because they like the people they work with," she says. "If employees see a colleague acting unfairly, they're not going to be able to trust that person."

There will always be times when the performance of your co-workers makes you feel like the value of your hard work and ethical standards is moot. But in the long-term, it's better to make friends than enemies when you are starting off in the career world.



DON'T SHARE YOUR SECRET SAUCE

"Nowadays, anyone can self-patent something but if not properly declared the competitors could secure rights on a small variation to your patent."

> Davidson Caitlin & Danielle Taylor **May:** 01/2011

Starting your own business is not just something you do every day, proven by the immense personal investments (both monetary and emotional) made by each entrepreneur in line to be the inventor of the next big thing.

But what takes an idea from being considered a practical to becoming a certified and unique invention?

Before a new product even reaches Dragon's Den or is put before an Home Shopping Network panel the item must be deemed original and useful enough to generate profit, thus justifying the need to certify ownership.

Intellectual property laws that include industrial design rights, patents, copyrights and trademarks provide legal protection for product inventors. While a copyright protects an inventor against the unauthorized sale or reproduction of any particular artistic work, Webster's Dictionary defines a patent as granting "...the exclusive right to produce and sell an invention..." and a trademark helps differentiate said invention from a sea of possible copycat competitors.

Thanks to online databases and information sour-

ces such as Google Patents, the Canadian Intellectual Property Office (CIPO) and the United States Patent and Trademark office (USPTO), researching existing patents is normally the first step in determining whether to register a patent at all.

But can someone copy an invention that's legally protected?

Dr. Wally Whistance-Smith of the Ted Rogers School of Management at Ryerson University believes that the loophole could lie in the patenting process itself. Although protection may be sought for a particular item, a separate patent is needed for a slight upgrade of the same thing.

Whistance-Smith provides the example of his a sofa his dad's uncle designed, one of three patents issued in his name. After two long years of fighting for approval that the ornamental design of his couch was worth legal protection, other individuals were quickly able to revise the idea, obtaining new patents and leaving him out in the cold with only hefty legal and administrative expenses to show for his efforts.

"[The] average cost of high-quality patent lawyer [is] \$30,000 in the GTA," says Dr. Whistance-Smith.



"They probably have an engineering and law degree and specialize in a certain area [at] \$300 an hour (roughly 100 hours of work in the patent area, research, etc.)"

Thanks to the power of the Internet anyone can patent an invention online for a few thousand bucks – the key difference being in how you state your claim.

It used to be that only lawyers could submit the application for patents just like how only realtors could sell houses.

Nowadays, anyone can self-patent something but if not properly declared the competitors could secure rights on a small variation to your patent. Even if you opt to declare your product's worth in your own words the deed has to pass through the hands of a notarized representative, which will cost you no matter their level of involvement.

But alas – to err is human: Dr. Whistance-Smith says "...patent officers are fallible and patents can be awarded to multiple people."

This is a story young entrepreneur Hailey Coleman is all too familiar with.

The inventor of Damn Heels, a pair of collapsible ballerina-flats that fold up to fit inside a small pouch, launched her business in 2009 without a patent, after appearing on the hit-television show, Dragon's Den. Soon after, Dr. Scholl's began selling Fast Flats— a similar product.

Coleman says a patent wasn't the first thing on her mind when she was designing her product.

"I just wanted to get the product right to my taste. I don't have a patent on the bag," she says. "The only available option is to get a form patent but I

didn't see that it offered much protection, so I decided not to take that route. The pattern on the bag, however, is copy written."

Before the launch of her company there were similar products on the market, raising the question as to who's copying whom, especially when there's obvious money to be made.

"At best, a patent's an argument...you need to understand what you're trying to protect...[others]... duplicating or replicating and ultimately making money off of your invention," Dr. Whistance-Smith says. "If a claim statement is too broad or an invention considered as general knowledge or belonging to the public domain a patent is less likely to be awarded."

***"AT BEST,
A PATENT'S AN
ARGUMENT... YOU NEED
TO UNDERSTAND WHAT
YOU'RE TRYING TO
PROTECT..."***

Coleman has since enlisted the help of lawyers to submit trademarking applications.

The bottom line is to do your homework and state your claim. As nifty as your idea may seem, someone could already have had an identical aha! moment that may have you heading back to the drawing board in order to protect the idea that could make you—or someone else—money.

▶ The Paradoxes of A New Security Perimeter



> Nicole Barrafato **March:** 9/2011

The strongest push for such talks has come from US Department of Homeland Security (DHS). Since the terrorist attacks of 9/11, the Canadian government has had a hard time convincing the United States that it takes the threat of terrorism seriously and that Canada is not a hotbed for terrorists planning to swarm across the border. Earlier this year Canada was scolded by a report from the DHS that stated the risk of terrorist activity is higher across the border from Canada than Mexico.

Senator Joe Lieberman, Chairman of the Homeland Security committee, called the report “absolutely alarming” and Homeland Security Secretary, Janet Napolitano and other senior officials have called Canada’s immigration and refugee policies a threat to American security.

The new security deal aims to increase cooperation with Washington on border security and border-crossing infrastructure while ensuring commerce between the two countries is not choked off by an expending US security clampdown. The most pressing concerns voiced by the opposition is how much personal information from their citizens the Canadian government is prepared to share with the United States, and will the new deal obstruct Canadian sovereignty.

The Conservative government has kept quiet on the details, even with consistent probing and speculation from the opposition. Liberal Leader Michael

Ignatieff stated in a open letter to The Globe and Mail that the Harper Government seems ready to give the US government access to an unprecedented amount of private information on Canadian travelers and that the governments ambiguity is of great concern.

“A negotiation of this magnitude demands transparency,” wrote Ignatieff, demanding that “Canadians have a right to know what is on the table.”

Reg Whitaker, Professor of Political Science at the University of Victoria, says the new security deal may not pose a threat to Canadian sovereignty and “it’s perfectly reasonable for the Americans to demand that Canada do everything it can to ensure there is no criminal map from Canada to the United States.”

“If this were to turn into something like Europe,” Whitaker says, “which involves a common immigration policy and a common attitude towards refugees and immigrants- then that does imply a significant loss in sovereignty.”

David Haglund, Professor of Political Science at Queens University with expertise in Canada-US relations, says “Sovereignty, like nostalgia, ain’t what it used to be, and has always been a value that is qualified by real-world exigencies – even for a superpower like the US.”

“Sovereignty, like nostalgia, ain’t what it used to be

Haglund also notes that “much of what the “sovereignty hawks” fear is going to be done has already been getting done, via cooperative arrangements over the past decade.” Whitaker favours the direction taken by the Chretien government at the time of 9/11, which chose instead Smart Border agreements. These agreements characterize a number of specific arrangements, such as pre-clearance for commercial goods and truck drivers, rather than a ‘big picture’ solution.

“To Canada [the security perimeter] is really an issue of economics, to America its security- that’s the paradox” says Whitaker. Canada experienced this economic problem following 9/11 when the US closed the border down.

The concept of a “security perimeter” is not new. Stephane Roussel, an expert in border security and Professor at the University of Quebec, points out that former American Ambassador Paul Cellucci raised the term following the 9/11 attacks but that Prime Minister Jean Chretien banned the word from official discourse during a Cabinet meeting.

“When you look at what happened after 9/11, some people [feared] a kind of American invasion of Canadian regulation and Canadian law” says Roussel, “but if you look in the past, even on very hardcore issues like defence during the Cold War—Canadians were able to control the impact of American measures on Canadian soil.”

Many Canadians wonder just how big a security threat the world’s longest undefended-albeit increasingly defended, border is. “As borders go, it is more secure than most,” says Haglund, “a new wrinkle has been the “homegrown” terrorist phenomenon, which cuts both ways.”

Control must also be applied when it comes to sharing information with Americans officials also. “If the Canadian government is too easygoing with sharing information regarding its own citizens, then yes I think there’s a risk” states Roussel. Whitaker agrees, using the case of Syrian-Canadian Maher Arar as an example. In one of the most famous cases of extraordinary rendition in recent times, the Canadian government provided the US with sensitive documents linking him to terrorist activities that lead to Arar’s deportation and torture in Syria. Arar was later cleared of any links to terrorism and awarded a \$10.5 million settlement by the Canadian government.

Nonetheless, Roussel stresses that “Canada always has the possibility to say no” and in his view the organization of security in Canada and the Canadian Constitution is significantly different from the US, making it impossible to apply the same solutions. “To make the picture more complex” adds Roussel, “when you try to bring Mexico in, you have security, trade, and immigration with three countries with three very different agendas.”

Perhaps the leader of the Canadian people that was most honest about dealing with the United States government was Pierre Trudeau, who once told the press club in Washington D.C. that “Living next to you is like sleeping with an elephant. No matter how friendly and even-tempered is the beast... one is affected by every twitch and grunt.” Appeasement has been Canadian policy in regards to the US since the Canadian nation first was consolidated in 1867. Indeed, it is foolish to not choose appeasement over conflict with such a powerful ally; But hopefully this agreement can suit all of our needs as a nation without angering the beast.



The youth vote: **IT'S ONLY AS WE MAKE IT**

"Political thinkers ponder the role students and youth will play in future elections."

> Taras, Koulik **April:** 06/2011

"The onus is on the society itself to create an atmosphere where young people are engaged in democracy."



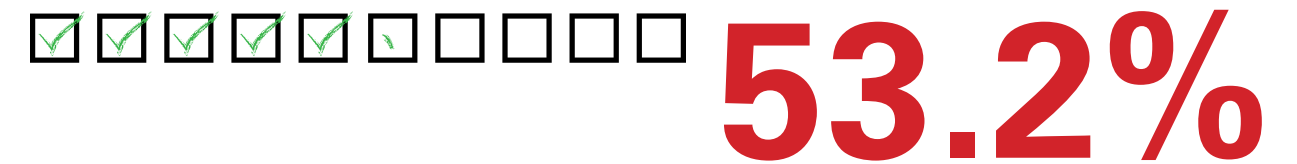
Waging war in the name of democracy is undemocratic, according to Bob Rae in his newest book and latest speeches.

But what can we make of democracy when, in the apparently democratic world, the youth don't really care?

"The onus is on the society itself to create an atmosphere where young people are engaged in democracy," Rae said. "The young people must be shown that with their freedoms comes a price: to bring and voice the issues that matter, as they did when I was a youth."

Imagine. You are in the blazing desert sun, with rockets exploding around you. You have resigned yourself to settle the future of your country; even if death is the price you pay. Maybe you will be one of the lucky ones, who actually make it through the process, and puts ink on his finger to mark a piece of paper.

Toronto voter turnout for Toronto's 64th Mayor:



Now imagine you wake up, not in Afghanistan, where democracy is so desperately desired, but in Toronto. You roll out of your dorm bed. Hazily walk past the multitude of shops and cafes, ignore the newspaper on the ground outside on street and gradually slip into the day-to-day haze of student life. A few days later you see a brief headline on CP24 stating the winners of the recent elections in Canada and the United States. Oh yeah, elections... those things that old people talk about.

On October 25th, voters in Toronto came out in record numbers to vote in Rob Ford as Toronto's 64th Mayor. The next day, headlines like "Toronto voter turnout hits 53.2%" from CBC and "Record-setting turnout in Monday's election" from the Globe and Mail. For all intents and purposes, democracy, or rather voting, had a brief resurgence within Toronto. The surge in voting was the galvanization of an angry electorate, who were upset with the perceived reckless spending and lack of accountability of previously elected officials.

Two weeks later, the GOP won control of the US House of Representatives with the biggest shift in power since the Democrats lost 75 House seats in 1948.

Something has changed. What started with Obama's youth-grassroots "Yes We Can" campaign seems to be gone. In 2008, NBC reported that it was the youth vote that really changed the election in Obama's favor. In less than two years, democratic participation has yo-yoed from being "cool"

to being completely unnoticed, barely a blip on the radar of the under-30 group. Dr. Arne Kislenko, Professor of History with Ryerson University and University of Toronto's Munk Centre for International Studies, commented when approached about this article, "I am not sure today's youth are any more or less apathetic than generations past. In my opinion, they are different in many ways, some quite negative: such as being overly reliant on technology, less capable of critical thinking, and having a greater sense of entitlement - but they are not necessarily more apathetic. (Although), they are distracted by so many gizmos, gadgets, and useless banter out there (twitter, etc.) and the more "social" engagements of technology (texting, cell phones, Facebook, etc.) that there can be a "tune out" effect."

It is this very "tune out" effect that is the underpinning of the authors defining understanding of apathy towards the democratic process of Canada.

Young voters must be mobilized through societal encouragement so that they know their voices are important. The youth of today must understand that they can directly impact the direction of major democracies, like the US and Canada. Our grandparents fought in wars so we could enjoy the luxuries of Starbucks and mid-term exams. Let's not forget about our duties as citizens of democratic countries.



STUDENT MEDIA

ADVERTISE WITH US
COMMERCE TIMES
info@ctmedia.ca

www.ctmedia.ca
Twitter: commercetimes
Facebook: Commerce Times