

Champions &

breakthroughs and resources for women entrepreneurs

comment | message



Many say that this new millennium will be women's to seize...to take our rightful place in society as equals and be judged by our competencies and accomplishments. As I reflect on Canada's Top 100 Women Entrepreneurs featured in a 1999 *Chatelaine* project that Royal Bank was privileged to participate in, I'd say we're right on track.

The economic power of women - whether as consumers, as business owners or both - is exploding. Women control 85% of consumer spending. And the number of self-employed women has nearly tripled in the last two decades, with women-owned businesses starting up at more than twice the rate of men's. That is why Royal Bank has made a major commitment to the women's market for over five years now. From training our account managers on the different communication style of women to sponsoring organizations and events dedicated to helping women improve and grow their businesses, we've sent out the message that we want to be the bank of choice for women.

With the average life span of a woman now projected to be over 80 years, it's vitally important for women to become financially independent. For too long, many women viewed finance as confusing and intimidating... and it doesn't have to be. There's a growing number of books, other information resources and training sessions geared to helping women manage their finances. You'll find some of them featured in this newsletter.

We want to do our part to provide the services and resources you need *when* you need them. Many women tell us that they prefer a holistic approach to personal and business finance issues. That's why you'll find in this issue topics like wills and estate planning as well as time-saving tips and information about e-commerce and internet banking.

Champions is one way we are providing information to the community of women entrepreneurs. Whether you're a new or seasoned business owner - or just thinking about pursuing your entrepreneurial dream - please let me know how we're doing.

Betty Wood,

National Manager, Women & Young Entrepreneur Markets
Personal & Commercial Banking, Royal Bank
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spotlight | showcase

Success is more than a dream



Some of Canada's Top 100 women entrepreneurs were honoured at a Royal Bank reception in recognition of the *Chatelaine* project celebrating women who forged a path to pursue their business dreams.

Like the other women entrepreneurs featured in a special issue of *Chatelaine* magazine, **Jane Marshall** is overwhelmed by the recognition she has received. "Men even stop in at my dealership now and say 'I can't believe a woman is in charge here!'" laughs Jane, owner of Barrie Harley-Davidson in Barrie, Ontario, who has been both a Royal Bank client and a *Chatelaine* subscriber for three decades.

Seventeen years ago Jane took her first ride on a 'hog'. After logging 100,000 miles on the back, she decided to buy a Harley business and in 1999 was chosen as Canadian Dealer of the Year. "All the riding has helped me sell this product, which I love," she admits. "I relive the experience with our customers. And the exposure through *Chatelaine* drives me to do even better."

Jane is one of 12 fascinating women from across the country who were selected by Royal Bank account managers to be profiled in *Where Can Dreams Take You?* Sponsored by the Bank, this special insert was published in the November 1999 issue of *Chatelaine*, highlighting Canada's top 100 women entrepreneurs. Several of the

business owners featured in the insert, including Jane, shared their stories at a reception hosted by Royal Bank in recognition of the *Chatelaine* Top 100 project (see box for their business tips). Each of the Bank's clients profiled in the insert were also honoured at a local luncheon.

"We like to support and celebrate the successes of women in this strategically important market," says **Edmée Metivier**, Vice President, Royal Bank, in explaining why the bank partnered in the *Chatelaine* project. As a segment, women entrepreneurs are growing rapidly. They represent about 40% of all businesses in Canada and they are starting businesses at a greater rate than men. "Any sector with this much firepower has our attention," adds **Anne Lockie**, Executive Vice President of Sales, Personal & Commercial Banking.

"Any sector with this much firepower has our attention."

Watch for Chatelaine's November 2000 blockbuster theme issue on women and work, featuring this year's Top 100 Canadian Women Entrepreneurs.

Tips from the Top

- Hire employees who will compensate for your weaknesses and consider them your strategic business partners.
 - Plan as much as you can. Put your goals and estimates in writing and update your business plan every year.
 - Prioritize everything, every day. In order to give you direction and control, define what is most important to do. Otherwise, you can get overwhelmed.
- Barbara May, President**
Corporate Support Group
- Marianne Bertrand,**
President *Muttluks*
- Jane Marshall, President**
Barrie Harley-Davidson

Why e-business?

1. The Internet is the fastest growing market opportunity today, promising a remarkable growth curve for entrepreneurs who like to dream big.
2. The Net can make things better, faster and cheaper, all in one place.
3. The number of Canadians with access to the Internet is soaring, and they represent an affluent group.
4. The Web loves entrepreneurs, particularly women, because it's an ideal equalizer. It allows the breakdown of gender, geographic and other barriers and enables small businesses to compete against big firms.
5. E-commerce makes your domestic market everyone's export market. It blurs the distinction between domestic and international markets.



On your mark... Get ready for e-business

Whether you like it or not, the e-business world is here to stay. And if your business strategy doesn't include e-thinking, you could be missing out on tremendous opportunities to expand in new ways.

"The power of the Internet is that it's definitely an equalizer for competing on the world stage, which makes it ideal for entrepreneurs, particularly women," says Barbara Mowat, whose **Uniquely Canada** e-commerce site (visit www.uniquelycanada.com) helps home-based artisans access the global marketplace. She predicts an increase in the number, quality and usage of sites in the next few years and urges women "to make e-commerce an extension of your marketing mix."

Likewise, the message from speakers at an **International Women's Day** event* focusing on the web and e-commerce was clear: don't be frightened by the rapid changes in today's business world; embrace technology and act boldly to take advantage of the remarkable opportunities it can bring you. See page 3 for their advice.

* *Beyond the Web: Putting E-Commerce to Work for Women Entrepreneurs*, a conference sponsored in part by Royal Bank.

continued next page

client | champion

name: Elaine Hall (780) 420-1037

job description: Owner, Halls Pharmacy

location: Edmonton, Alberta

quote: "My philosophy has always been 'I can and I will', not 'I can't or I won't'."

Elaine Hall has always loved working with the elderly. "It gives me great pleasure to visit with them and learn about their lives." As a pharmacist, she's been acutely aware of the health care risks faced by elderly patients. When she saw no one was monitoring the medications seniors were taking or how they were taking them, she started her own clinical pharmacy - with a partner and \$3,000 each. That was 1975, and the beginning of **Halls Pharmacy**, which now boasts annual revenues of \$2.3 million.

Active in industry associations and boards over the years, Elaine has devoted her life to searching for innovative solutions. In 1995, she discovered that The American Society of Clinical Pharmacists used a very advanced computer system to dispense medication "like smarties in a plastic bag", eliminating the need for nurses to press individual pills out of packages. Each zip-lock bag contained all the medication a patient needed for a specific time frame, with dates and text on the side that can be easily read. Here was a safe way to ensure the elderly got the medication they needed, yet "no one was brave enough to introduce it into Canada!"

Bringing the U.S. \$230,000 Automed system across the border was a huge undertaking for a small company. In addition, the computer program needed to be completely revamped for the Canadian market. "[We even had to recalibrate the cassettes because American tablets are different sizes from Canadian ones," Elaine explains.] Negative reactions from two banks added to the frustration. "You just can't have a wonderful idea and grow unless you have a banker who is understanding and futuristic," she adds.

Help finally arrived when Elaine met **Deb Wilton** of the Royal Bank. "You need someone like Deb to say 'That's a great idea!' and to support you. She sees the way we want to grow and she has bent over backwards for us." In 1997, with financing from Royal Bank, Halls Pharmacy became the first to bring the Automed system to Canada. It has allowed Elaine to secure contracts with many health-care facilities.

"You just can't have a wonderful idea and grow unless you have a banker who is understanding and futuristic."

Very community-minded, Elaine spearheaded a total health care team concept for patients needing long-term care. And she was among the first to get her pharmacists out of the store and into group homes and health care facilities to make presentations. She believes pharmacists are "the most underutilized of health professionals...but that's changing. Now they are part of teams going out into the community to give advice." She predicts pharmacists will soon be drug prescribers, a trend already visible in the U.S. "Who better than pharmacists to make sure the right patient gets the right medication?"

As a business owner, Elaine loves the freedom to make her own choices, share ideas with her staff and go ahead with new ideas. Her other innovations have included developing progesterone cream, arthritic gels, and specialized compounding such as pain medication patches and lozenges for AIDS patients as well as providing a sterile vertical hood for IV therapy, including chemotherapy. And it won't stop there. Elaine's latest idea, still under wraps, is bound to be another milestone for her industry. "I'm looking forward to introducing something different!" she promises.



Debra Wilton
Elaine Hall

district women's market | champion

name: Debra Wilton (780) 448-6608

job description: Account Manager, Business Banking

location: Edmonton, Alberta

quote: "I see myself as someone women can approach because our doors are open."

Debra Wilton has dealt with many aspects of banking since 1976, but the small business market remains her favourite. "It seems to come from the heart for me," she says. She particularly enjoys building relationships with her clients and maintaining "that personal touch" as much as possible.

Debra took on the job of Account Manager 10 years ago. On her own initiative, she began representing the bank at women's business functions and started building a network. "I was really interested in seeing women succeed," she explains.

Her holistic style, working within the bank and the community, led to many innovations. One of the first was a unique Advisory Council she put together including clients with a high profile in the community, prospective clients and representatives from both the business and personal financing areas of the Royal Bank family. The Council acts as a sounding board for new ideas and promotes the bank's interest in women-owned businesses to the community.

When Debra's boss saw the good work she was doing, she was given two staff ("my lieutenants"), allowing her to make further inroads. "We ran a very successful **Women in Business** seminar, including clients and non Royal Bank clients. And we held roadshows for all personal banking branches and told our story about championing women's market initiatives, so everyone in Personal Banking would know." Recently, Debra also set up a **ViaSource** team for women entrepreneurs to provide free professional advice to women about their growth challenges (see page 5 for more on *ViaSource*).

One of Debra's most gratifying roles is sitting on the board of a local TV station that produces a Women of Vision program about successful women who've made an impact on the community. As role models, they are featured at a lunch on International Women's Day, sponsored by Royal Bank, which school girls are invited to attend. "When the women tell their stories, you can hear a pin drop," says Debra. "And when I see how inspiring this is to the young women, I realize how worthwhile my commitment to this really is."

Debra is passionate about her work at the bank. "The women clients are so committed and I've seen some incredible business plans. It makes me think there's got to be a way to help them." But her passion is blended with realism. She knows small businesses with potential are the bank's future big business accounts. And that's how she views clients.

When pharmacist Elaine Hall needed financing for a computer system to dispense medications to the elderly, Debra had to be taught about the technology. "I had a hard time appreciating that you could feed a bunch of pills into a computer and spit them out as medical packages," she recalls. But Elaine had more than a new vision of eldercare; she was also a strong financial manager. "Anytime I had to go to bat for Elaine, I had confidence she knew her numbers," says Debra. "I give her credit for her commitment to the elderly and for being on top of her business."

In working tirelessly to promote women in business for over a decade, Debra has become a role model in the bank. "I see myself as someone women can approach because our doors are open and we're prepared to help. That's what we're here for."

"When the women tell their stories, you can hear a pin drop."

E-business – here's how

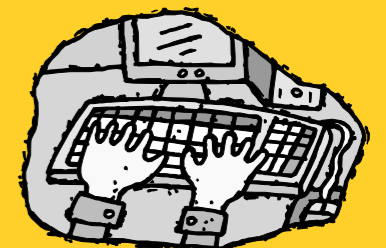
Build a good-looking web site and people will want to buy from you. In designing it, cut the fluff (answer questions quickly), be organized (every page must stand on its own and link to other pages), get personal (use the word 'you'), and keep it fresh (update it at least weekly). Be sure to provide the highest level of customer service, like responding to e-mail messages immediately. And view your web site not as an add-on but as an opportunity to rethink your business. Be bold and challenge everything you've been taught. Imagine where you'll be in 10 years and pursue an integrated approach that leverages your brand name and keeps your advertising, both print and electronic, consistent.
Gimmy Dybenko, Vice President, Sympatico

Focus on the business-to-business (B2B) market, which is exploding. Begin with a strategy, a game plan, even if it's a fast one, that factors in what your competitors are doing. Have a creative and personalized web site that is simple, quick to download and ensures security and privacy. Be sure your infrastructure is solid. That doesn't have to mean buying tons of expensive equipment and technology. There are many good, inexpensive service providers who can host your site for as little as \$50 per month.
Shabla Ahy, Vice President, e-business, Global Markets, IBM Canada

Don't forget the basics. Although media reports make it look like anyone who dreams about creating a dot.com company can get financing, remember the simple basic business rules, like 'Am I profitable?' Because the risk is high, the financing needs of most e-commerce startups is beyond traditional financial institutions. New financing facilities, like E-Lab, created by Royal Bank, have established criteria for investing in e-commerce companies, which include things like having a clearly identified global market, a defined potential customer base, 'first-mover' status, and operating experience.
Edmée Metivier, Vice President, Strategic Markets, Royal Bank

If you're starting an on-line company, set it up as a separate corporation and legal entity. Clearly state the jurisdiction of your operations and post the rules that apply. Keep records of all transactions and user supplied data. And use best-of-breed technology.
Margo Langford, Cyberlawyer

Commit to a technology-first approach, even if it seems premature. Make technology an integral part of your strategic planning, just as you incorporate sales, finance, and marketing. Whenever you travel the Net, stay alert to how other businesses are using technology and try to apply their ideas to your own business model and strategy. In particular, keep a keen eye on how products and services are being bundled.
Paula Jubinville, President, AQUEOUS Advisory Services



women's market national office

For more detailed information on any women's market initiatives, contact:

Betty Wood
National Manager, Women & Young Entrepreneur Markets
Tel: (416) 974-0669
betty.wood@royalbank.com

women's market champion leaders

For further information on Royal Bank services and on local initiatives for women entrepreneurs, please contact the Champion in your area:

British Columbia:
Candace Cousins - BC District
Tel (604) 665-4032
candace.cousins@royalbank.com

Sue Rynsewyn - Prince George
Tel (604) 960-4532
sue.rynsewyn@royalbank.com

Alberta:
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Debbie Wilton - Edmonton
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chantal.theriault@royalbank.com

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Tel (709) 576-4816
danielle.harris@royalbank.com

Royal Bank Salutes Women Entrepreneurs



Many women entrepreneurs across Canada have taken advantage of the programs and initiatives offered or sponsored by Royal Bank to help them better manage and grow their businesses. Here are just a few examples:



Name: Cindy Roma, Managing Director

Company: Telelink-The Call Centre Inc., St. John's, NF
(709) 722-3730 www.thecallcentreinc.com

Description: A full-service call centre with strong web capabilities that can provide companies wanting to outsource with e-commerce and on-line customer service options.

Business Challenge: Because a call centre can serve so many sectors, Cindy wanted help in targeting her growth and developing a focused export strategy.

Program Participation: 1999 Canada-U.S. Women's Trade Summit

How It Helped: "I made connections with people we now do business with, such as Team Placement in Washington, DC. We have the staff and technology to provide them with an after-hours call service, and the people calling in have no idea they've reached Newfoundland! The relationships established at the Summit definitely resulted in new revenue. We wouldn't be exporting if we hadn't attended. I honestly believe these events wouldn't happen if not for the support of organizations like the Royal Bank."



Name: Danielle Pollack, President

Company: EQUINOXE - Total Care, Montreal, QC
1 877 935-2600 www.equinoxe.ca

Description: A full range of health care services for the sick and elderly, including assessments by registered nurses, pre-and post-operative care, housekeeping, companionship, parent care, palliative care and respite care.

Business Challenge: Since the concept of geriatric care management is relatively new in Quebec, Danielle needed to finance more marketing activity in order to expand.

Program Participation: ViaSource for Women Entrepreneurs (1998)

How It Helped: "It gave me confidence and made me think of alternative ways of financing my expansion. The ViaSource team suggested various forms of alliances and partners, which subsequently led me to purchase a second company. Now I am looking for a third!"



Name: Marianne Bertrand, President

Company: Muttluks, Toronto ON
(416) 955-0311 www.muttluks.com

Description: A quintessential Canadian company that manufactures boots for dogs to protect their paws from snow, ice and other hazards.

Business Challenge: Marianne was looking to introduce her Canadian-made product to U.S. pet owners.

Program Participation: 1997 Businesswomen's Trade Mission to Washington and 1999 Canada-U.S. Women's Trade Summit

How They Helped: "These events are extremely valuable to me both for networking and for educating me as a small business owner. They made it possible for me to jump into exporting, which now represents 80% of my sales. And the Royal Bank has made a big difference to me. They've been very helpful with products and services like the U.S. Merchant Visa*. Their support is more than an advertising slogan. It's there in my bank loan, in the seminars they run on improving your business, and in the events they sponsor such as the Trade Summit - all very tangible to me."

* Registered trade-mark of Visa International Service Association. Used under license.



Name: Kelly Fraser, Owner

Company: Timeless Collectibles, Winnipeg, MB
(204) 453-5550

Description: Designs, manufactures and sells handpainted, wood-based whimsical pendulum clocks.

Business Challenge: When Kelly started her home-based business in 1994, she wanted to grow slowly so she could spend time with her new son. Now she's ready to expand through wholesaling and move the business out of her home.

Program Participation: Uniquely Prairies, August 1999

How It Helped: "It gave me a lot of exposure to western Canadian tourist shops and I gained many good contacts who can help me in the future. It also gave me confidence that my product is wanted. I liked the positive energy. And because it's affordable, you can't lose by doing a show like this. It's the best thing for a small business like mine. It's wonderful that Royal Bank sponsors something like this. It makes things possible that we could only dream about."



Name: Nikki Duyvestyn, Part Owner

Company: Kanaka Greenhouses Ltd., Pitt Meadows, BC
(604) 465-2111 www.kanakaroses.com

Description: Family-owned commercial cut rose growers that produce three million rose stems annually for the wholesale and retail trade. Kanaka's newly-expanded growing facility is a 179,000 square foot, state-of-the-art glass greenhouse operation.

Business Challenge: With a desire to expand, Kanaka was looking at different ways to distribute and wanted to ensure smart expansion.

Program Participation: Your Business Matters: Strategic Growth Seminar, November 1999

How It Helped: "Because we were looking for insights on any pitfalls to expanding a business, this seminar was exactly what we needed. Both of the speakers were really great and the information was very beneficial, especially in increasing my awareness of financial considerations in growing a business. I learned so much about pricing strategies and now we're developing a new strategic plan for growth. It's fabulous that the Royal Bank is sponsoring this kind of seminar. I would recommend it to anyone in small business. I met a wide array of people in different industries, and that kind of exposure is so important."

women's market initiatives

From programs for micro-entrepreneurs through to resources and events for women in international trade, Royal Bank is committed to supporting the start-up and growth of women-owned businesses. And because we believe that growing your business is about more than financing, we're proud to be associated with these and other initiatives:



The Uniquely Creative Arts Shows

An innovative business development program to help gift producers break into wholesale markets and access global opportunities. The program peaks with trade shows in B.C., the Prairies and Ontario.
Info: Impact Communications Ltd.
1 800 672-0103
www.uniquelycanada.com
For an application, visit www.homebusinessreport.com



ViaSource

A free consulting program spearheaded by Royal Bank for qualified entrepreneurs who get advice from a panel of specialists in marketing, law, finance, and technology. Open to both clients and non-clients of the bank.
Info: Contact your nearest Women's Market Champion (list on page 4) or a small business specialist at Royal Bank.
Or visit www.viasource.org



Your Business Matters: Strategic Growth

A two-day seminar and training program written by entrepreneurs for entrepreneurs, designed for existing small business owners who want to learn how to expand while minimizing risk. Royal Bank is seeking partners for a national roll-out of this program - initially piloted in BC through Barbara Mowat, President of Impact Communications Ltd.
Info: 1 800 672-0103 or e-mail to ICLCanada@aol.com



Women in International Trade - Ontario (WITO)

The first Canadian chapter of a 5,000-member worldwide organization dedicated to increasing global trade opportunities for women. WITO's initial focus is on the export potential flowing from e-commerce.
Info: Anne Rose, Membership VP
(416) 487-5204
or e-mail to anne.rose@sympatico.ca
www.owit.org

For local initiatives geared to women in business, check with the Champion in your area (see list on page 4).

If you think wills and estate planning are just for the wealthy or that, as a woman with a spouse, you don't need a will, think again. Such common misconceptions can leave your hard-earned assets open to unnecessary taxes or prevent your wishes from being carried out upon your death.

And if you're among the 50% of Canadians who have made wills, congratulations! But has yours been professionally reviewed in the past three years? Dying with an outdated, poorly crafted will also risks needless taxation, legal challenges, and family strife while the estate is being settled and even beyond.

Melissa Thompson, a Personal Wealth Management expert with Royal Trust (melissa.thompson@royalbank.com), outlines these typical problems that can arise with poor estate planning...and shares strategies on how to avoid them (see chart on right).

Estate planning considerations can be complex, explains Melissa, but there are professionals who can help. And if you follow these three basic steps, you'll be well prepared:

- 1. Prepare an inventory of your assets and liabilities.** Assets include things like RRSPs, life insurance, personal property (cars, jewellery, furniture, fine art), real estate, investments, and business interests. Your liabilities include such things as mortgages, investment-related debts and other personal obligations.
- 2. Identify your estate planning objectives.** Itemize the things you want to achieve, such as maximizing estate proceeds for your beneficiaries, and list what you want to avoid, such as family strife or loss of control of family assets, such as your business.
- 3. Prepare your will.** A will ensures your wishes are carried out with minimum expense and delay. Otherwise, your assets will be distributed according to a government formula.

For a free copy of *The Royal Trust Guide to Estate Planning, Wills and Executors*, containing handy worksheets and checklists, visit a Royal Trust branch or access www.royalbank.com/rt-wealth/ and select Estate Planning, Wills and Executors from our Financial Library.

update

In the News

Pat Pape, President of the Powerpoint Group, Toronto, received the Business Women's Network Award for her entrepreneurial achievement as part of the **Canadian Women's International Business Initiative (CWIBI) Awards** ceremony at the Canadian Embassy in Washington last fall.



(l-r) Jim Gerard, New Zealand High Commissioner to Canada; Andrina Lever, Honorary Consul for New Zealand; Sarmite Bulte, MP, Parkdale-High Park; and Charlie Coffey, Executive VP, Royal Bank.

Andrina Lever, President of Lever Enterprises, received a CWIBI Leadership Award for her role as Executive Director of the 1999 Canada-U.S. Women's Trade Summit. Andrina was also recently appointed **Honorary Consul for New Zealand**, based in Toronto.

The three communities of Gander, NE, Maple Ridge, BC and Barrie, ON were recognized in the first-ever **Communities Most Friendly to Home-Based Businesses Awards**, sponsored by the *Home Business Report* and Royal Bank in 1999. "Since home-based businesses are one of the fastest growing business sectors, we are delighted to honour communities or individuals who recognize the contributions they make," says Barb Mowat, Publisher of HBR, who launched the awards. To nominate your community for the 2000 awards, call Marianne Scott at (250) 598-7744 or e-mail MarianneScott@bome.com.

The Foundation of Canadian Women Entrepreneurs (FCWE) - a charity dedicated to the promotion, support, education and advancement of Canadian women entrepreneurs - has two new projects: a survey of *Women Exporters in the Service Sector* conducted by Dr. Dorothy Riddle of Service Growth Consultants in Vancouver and a new documentary on three young women entrepreneurs. *Twenty-Something Women*, produced by Bigelow Currie Productions (416-923-3145) and sponsored by Royal Bank, will air on WTN in October 2000 and can be purchased this fall through 1 800 263-6910 or www.kineticvideo.com. For more information on FCWE, contact: Deborah Pape at (416) 963-4950 or deborah.pape@sympatico.ca

Stressed to the Max? Try These Insider Tips



Like most women, no doubt you struggle to find that elusive work-life balance. Our busy lives are so stretched that the very act of seeking time out for ourselves to exercise or relax often causes

even more stress. Sound familiar? Business owner, world traveller and mother **Lee McDonald**, President of Southmed Inc. - a medical device manufacturer doing business in 45 countries - shares these proven strategies for time-starved women entrepreneurs:

1. Look at your life and career as life cycles.

You can't force your life and career to be at the same stage at the same time. For example, if your kids are little and need you, save your involvement in that board meeting for a later time. The tendency is to pick the best of everyone's life and say 'I should do it all.' But be careful not to compare yourself with others who may be at a very different point in their cycle. We all have differing needs, challenges and support systems.

2. Focus inwards, not outwards.

Your goals must be specific to you and the season of your life and your career. Take time to search for your own values and find a balance that's right for you. Then reprioritize. Maybe it's time to take care of your body through exercise or get additional help at home.

3. Organize the puzzle and walk away.

You don't need to be the one packing the boxes. Set the parameters and goals and let others do the work. Growing your business may mean travel away from home. You can't do this if you're afraid to delegate. Think of balance as setting priorities and letting go. It won't be easy; you'll always be challenged, but you're only successful if you find the balance that's right for you.

4. Try leadership à la Miss Piggy.

Real leaders create environments where people thrive. As Miss Piggy so eloquently put it, "People are people!" You won't have difficulty attracting good people and delegating if you think of yourself as a leader and create an environment where others are comfortable helping you.

Time Savers from Royal Bank

Shop Anywhere...Anytime! With just a mouseclick, you can buy anything from a last-minute gift for your brother who lives out of town to a new toaster to replace the one that just broke down...all the while assured your credit card transactions are safely processed. Royal Bank's new On-Line Shopping Directory - one of Canada's biggest - connects you with more than 300 Canadian retailers selling everything from pet food to office products and auto parts.

And your on-line shopping is made even easier with Royal Bank's new electronic wallet, ROYALpass. This innovative service, free for Royal Bank Visa cardholders, eliminates the hassle of filling out long forms, allows you to store multiple shipping addresses and credit cards, and lets you save your on-line receipts securely. After a simple registration process, all your information is safely stored, and all you have to do is point and click next time you make a purchase.

"We were looking for ways to bring value to our merchant clients and to consumers," says **Beverly Frid**, Senior Manager of Internet Commerce Solutions, Royal Bank. "The Directory and the ROYALpass wallet fit together nicely. They drive traffic to merchant sites and make on-line shopping convenient and safe for consumers."

The participating on-line merchants agree. **Helen Gren** of Cayne's Housewares says Royal Bank is always in the Top 10 referral sites bringing buyers to Cayne's. "It gives us exposure to clients of the bank and anyone who visits gets access to nice promotions." And **Pia Killen**, President of Pick up 'n' Go, a woman's travel wear manufacturer, says everything is set up to give on-line shoppers the utmost assurance that their purchases are secure. "I've been very selective in my choice of linking and certainly am pleased to be part of Royal Bank's on-line directory."

Try out the shopping experience at www.royalbank.com/cards/shopping. And if you're a retailer wanting to invite another 40,000 shoppers to your business, visit www.royalbank.com/cards/shopping/resource.html or call 1 800 268-8644.

Do Your Banking Whenever You Want. On-line banking saves you valuable time and lets you manage your personal or business accounts, 24 hours a day, 7 days a week, from anywhere in the world. Here are just a few examples of what you can do:



- Transfer funds and pay bills, including utilities, taxes and major credit cards, to over 3000 creditors...eliminating the need for stamps and envelopes.
- Receive up-to-the-minute overviews of balances and transactions...No need to wait for monthly statements.
- View all your banking and investment information in one place...even when you're away.
- See mortgage or loan information and pay down loans, lines of credit or your business operating line.
- Download financial information into your PC's accounting software to develop budgets, retirement plans or organize your finances.
- Transfer between your U.S. and Canadian accounts.

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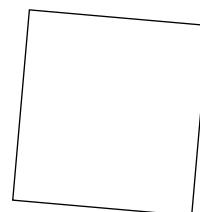
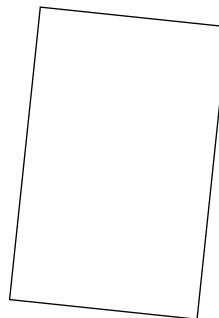
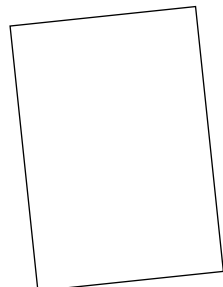
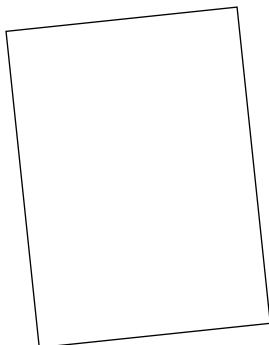
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