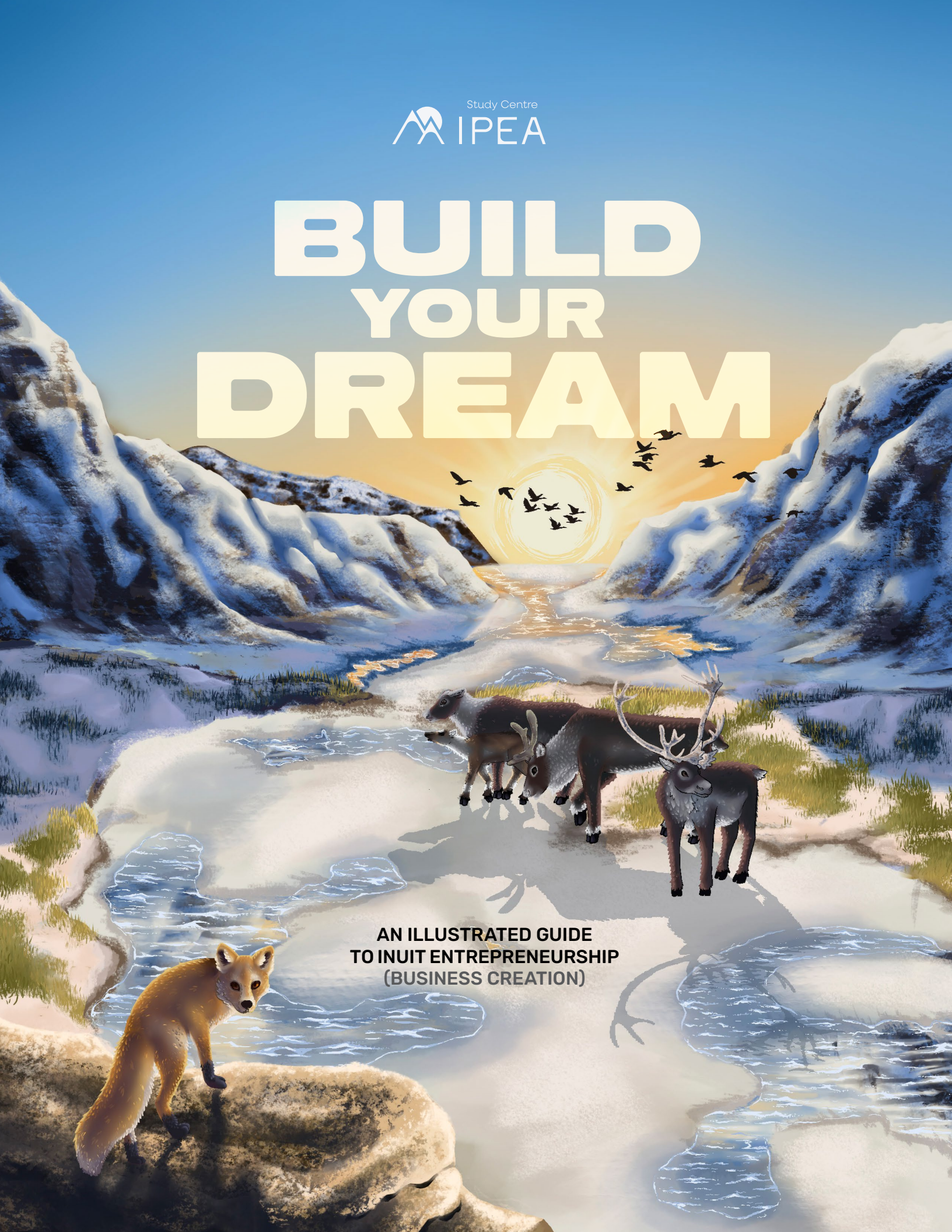
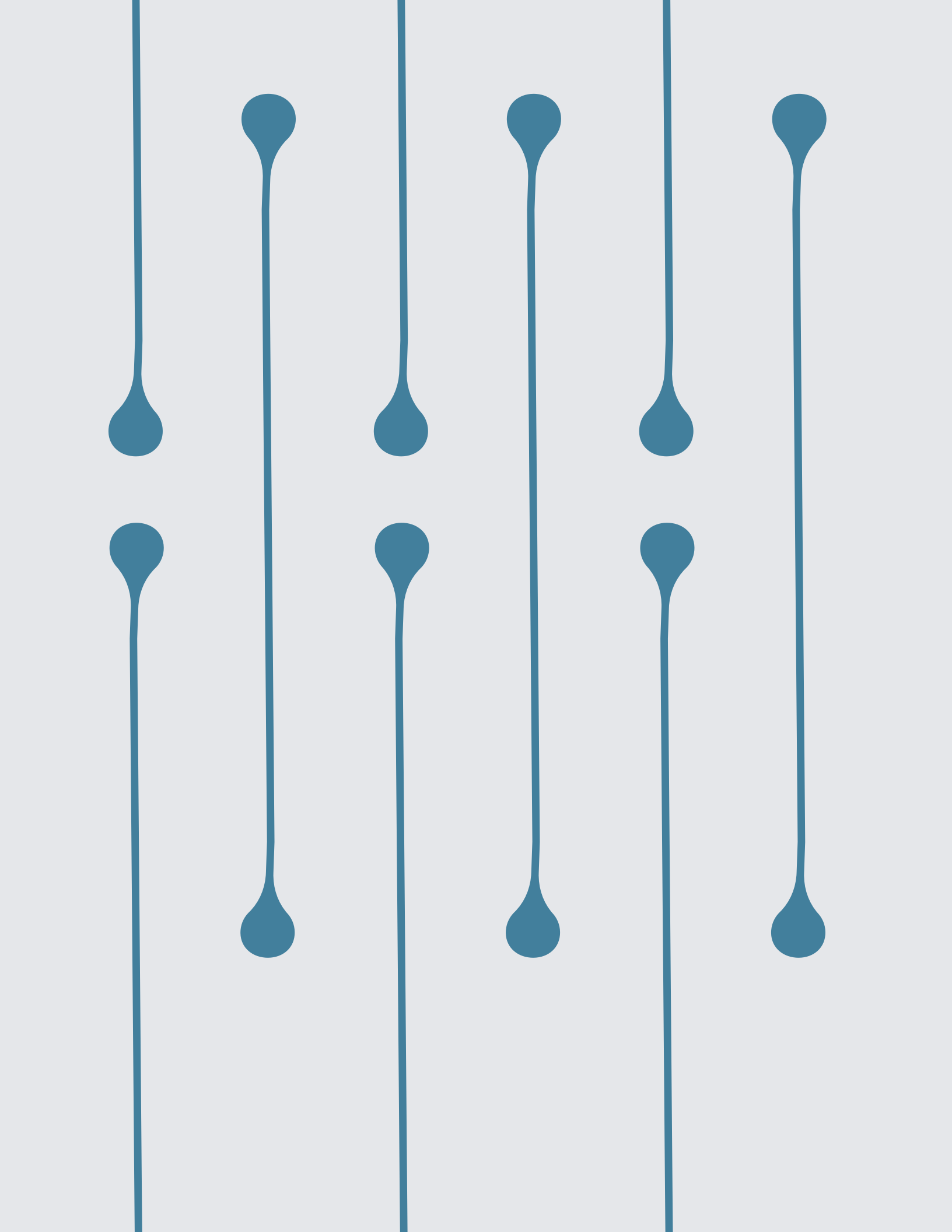


BUILD YOUR DREAM

AN ILLUSTRATED GUIDE
TO INUIT ENTREPRENEURSHIP
(BUSINESS CREATION)





BUILD YOUR DREAM

**AN ILLUSTRATED GUIDE
TO INUIT ENTREPRENEURSHIP
(BUSINESS CREATION)**



Study Centre

IPEA

For Indigenous People's
Economic Autonomy

**Build your dream: an illustrated guide
to Inuit entrepreneurship (business creation)**

Copyright © 2024 Study Centre for Indigenous People’s Economic Autonomy (IPEA). All rights reserved.

Published by:

Study Centre for Indigenous People’s Economic Autonomy

Université du Québec à Montréal
UQAM’s School of Management (ESG UQÀM)
C.P. 8888, succ. Centre-ville
Montreal (Québec) H3C 3P8
Canada

COLLABORATORS

Special thanks to Adel Yassa, Alex Tukkiapik, François Gélinas and Joëlle Bissonnette for their valuable insights.

CONSULTANTS

Jason Annahatak
[Director of Business Development in the
Economic Development Department, Makivvik](#)

David Tordjman
[General Manager, Nunavik Investment Corporation](#)

Marie-Li Crête
[Economic Development Department, Makivvik](#)

Nina Kiatainak
[Manager, Nursuti – Inuit Business Development Hub](#)

Jeannie Nayoumealuk
[President, Apatakaa Translations](#)

PROOFREADER

Joanne Deller

ARTISTS

Prim (Pasa Mangiok)
[Illustrator](#)

Martin Patenaude
[Creative Director](#)

Audrey Desaulniers
[Illustrator](#)

Sophie Ouch
[Book Designer](#)

AUTHORS

Hatouma Sako
[Research professional
at University of Quebec in Montreal](#)

Emilie Fortin-Lefebvre
[Professor in entrepreneurship
at University of Quebec in Montreal](#)

Build your dream : An illustrated guide to Inuit entrepreneurship (business creation)
ISBN: 978-2-9822906-2-4 (pdf)
Legal deposit: fourth quarter 2024 Bibliothèque
et Archives nationales du Québec

**If you have questions and comments,
please don’t hesitate to contact us at: aepa@uqam.ca**

To cite this book:

Sako, H., Fortin-Lefebvre, E., Patenaude, M. (dir.) & Prim (Mangiok, P.), Desaulniers, A. & Annahatak, J. (2024).
Build your dream : an illustrated guide to Inuit entrepreneurship (business creation). Study Centre for Indigenous People’s
Economic Autonomy. ISBN 978-2-9822906-2-4 (pdf).

PREFACE

The small business and entrepreneurial landscape of Nunavik is in its infancy and in need of receiving care and attention to flourish. The obvious elements of providing capital lending, grants, and professional guidance are important here, as they are elsewhere. Yet an overlooked element of the ecosystem is simply helping people to dream. Before any decision to start a business takes hold, people first must imagine creating something that does not yet exist.

This tool narrating the story of Nunavik business operators will help to do just that. It is produced in an accessible form of storytelling and illustrations to make the prospect of starting a business less intimidating and more relatable. It helps highlight that there are real Inuit within our region living the dream of working for themselves. Those individuals are people that many of us already know, but whose entrepreneurial endeavours and stories might be unfamiliar. This production helps us celebrate their success and courage in building a prosperous and autonomous future for themselves.



Jason Annahatak, Ed.M., MBA
[Director of Business Development
Economic Development Department
Makivvik Corporation](#)

ACKNOWLEDGMENTS

First, the Study Centre of Indigenous Peoples’ Economic Autonomy (IPEA) would like to thank the Société du Plan Nord (SPN) and its Northern Initiatives Fund, which aims to support projects from the northern territory that promote: community development; the development of the northern territory; solutions resulting from applied research. The objective of this collaboration between the SPN and the Study Centre IPEA is to promote the autonomy of Inuit throughout Nunavik through entrepreneurship.

We would also like to thank the following organizations who also contributed financially to the success of this guide:

- ♦ Fédération des coopératives du Nouveau-Québec (FCNQ)
- ♦ Chantier de l’économie sociale
- ♦ Chaire-réseau de recherche sur la jeunesse du Québec.
- ♦ Caisse d’économie solidaire Desjardins

Finally, a special mention goes to the École des sciences de la gestion of the Université du Québec à Montréal (UQAM) and the Service des partenariats et du soutien à l’innovation (SePSI) of UQAM for their valuable assistance.





“Build your dream.”

This sentence, which serves as the title of this illustrated guide to Inuit entrepreneurship, is an invitation to step into the unknown and create something meaningful.

At the Study Centre for Indigenous People’s Economic Autonomy (IPEA Study Centre), we bring together Indigenous and academic expertise with the aim of developing shared knowledge that meets the needs of Indigenous Peoples. Focusing on collaboration between academic and non-academic groups (Indigenous local governments, public authorities, Indigenous organizations, research teams), its mission is to democratize and develop knowledge and skills to strengthen Indigenous entrepreneurship and economic development.

This illustrated guide was developed in direct response to the needs expressed by our partners working on capacity-building for Nunavik’s economic development. It serves as a guide designed to equip aspiring entrepreneurs with the essential tools, resources, and knowledge needed to turn their ideas into successful ventures.

Whether you’re just starting out or looking to learn more about entrepreneurship, it provides practical guidance and actionable insights to help you navigate the entrepreneurial journey. You are the best person to make decisions for yourself. That’s the vision we bring to all of the work we do. For us, economic autonomy refers to the ability of an individual, an organization, a community, and a nation to make their own decisions about their economic future.

In the dominant vision of the economy, entrepreneurship is often seen as an activity aimed at creating economic enrichment for individuals, without giving back to society. This vision of entrepreneurship is not predominant among the Inuit. As an example, Pita Aatami* writes:

“No matter how efficient our economy is, if it does not give the Inuit the proper tools for development then we have to think about it all differently. I say development in a holistic perspective: not only in dollar figures (it is to me the less important criterion in that sense) but more in terms of social development and building of self-esteem.”

* Pita Aatami, “Introduction” in Minnie Grey, Peter Mittenthal & Marianne Stenbaek (eds.), *Voices and images of Nunavimmiut—Economic Development*, Volume 7, Part 1, (McGill–Queens University Press, 2014): 11-13.

Following Pita Aatami’s words, the approach that underpins this entire book is as follows: to discuss Inuit entrepreneurship in a way that views success from a holistic perspective, not solely focused on monetary gain. This approach recognizes the project leaders as embedded within a supportive network that both nourishes them and benefits from their contributions. It emphasizes the importance of the journey and the process of self-initiative, rather than just the end goal.

The need for such a resource for Inuit entrepreneurs was not identified by outside experts, but rather by the very individuals it seeks to serve. However, we made sure that the guide would also be useful to economic development officers and other agents working to support Inuit entrepreneurship.

From the outset, this project has been a collaborative endeavour. We have worked hand-in-hand with our partners in Nunavik to ensure that every aspect of this guide is relevant and practical. Through numerous conversations, and collaborative efforts, their insights and experiences have been invaluable, shaping the content to reflect real-world scenarios and solutions. By incorporating their feedback at every stage, we have created a resource that is not only informative but also deeply rooted in the true experiences of Nunavik entrepreneurs.

This guide goes beyond generic advice and one-size-fits-all strategies. It delves into the specific contexts in which 4 fictional Inuit entrepreneurs operate, recognizing the systemic barriers they often face and highlighting the unique strengths they bring to the entrepreneurial landscape. Whether designing your business model, planning your operations, your marketing, building supportive networks, or leveraging cultural assets, this guide provides actionable steps and inspirational stories that resonate with the diverse experiences of Nunavik’s entrepreneurs.



Hatouma Sako & Emilie Fortin-Lefebvre

NOTES ON HOW TO USE THIS GUIDE

This book illustrates four fictional entrepreneurial stories* that present typical Nunavik business models strategies (Please refer to Indigenous Business model strategies on p.7.). Throughout the book, each character explains his or her business project through the main stages of an entrepreneurial journey.

The book serves as a reference guide for current and future Inuit entrepreneurs by providing them with examples of reflexive thoughts, decision-making processes and issues entrepreneurs frequently encounter. This book also invites them to formulate their own thoughts and how they want to approach the key stages of an entrepreneurial journey. Each section of the book corresponds to a specific stage in the process of building a business and contains blank spaces for the reader to take notes and develop his or her reflection.

The book also serves as a tool for Nunavik’s economic development officers to help them in their work to support Inuit entrepreneurs.

The reading can be done in a non-linear fashion, depending on the reader’s interests and his or her stage in setting up the business.

What is an entrepreneur?

Many people don’t relate to entrepreneurship or don’t feel legitimate enough to say *I’m an entrepreneur*.

An entrepreneur is someone who takes the initiative to create, manage, and grow a business, driven by a vision or idea. Its purpose may be of a social, economic, personal, collective and/or other nature.

Whether you’re a cook, an accountant, a seamstress, a hunter, a taxi driver, an illustrator, an interpreter, a musician, or anyone else who has a project that you do full-time, part-time, or in your spare time, you’re an entrepreneur.

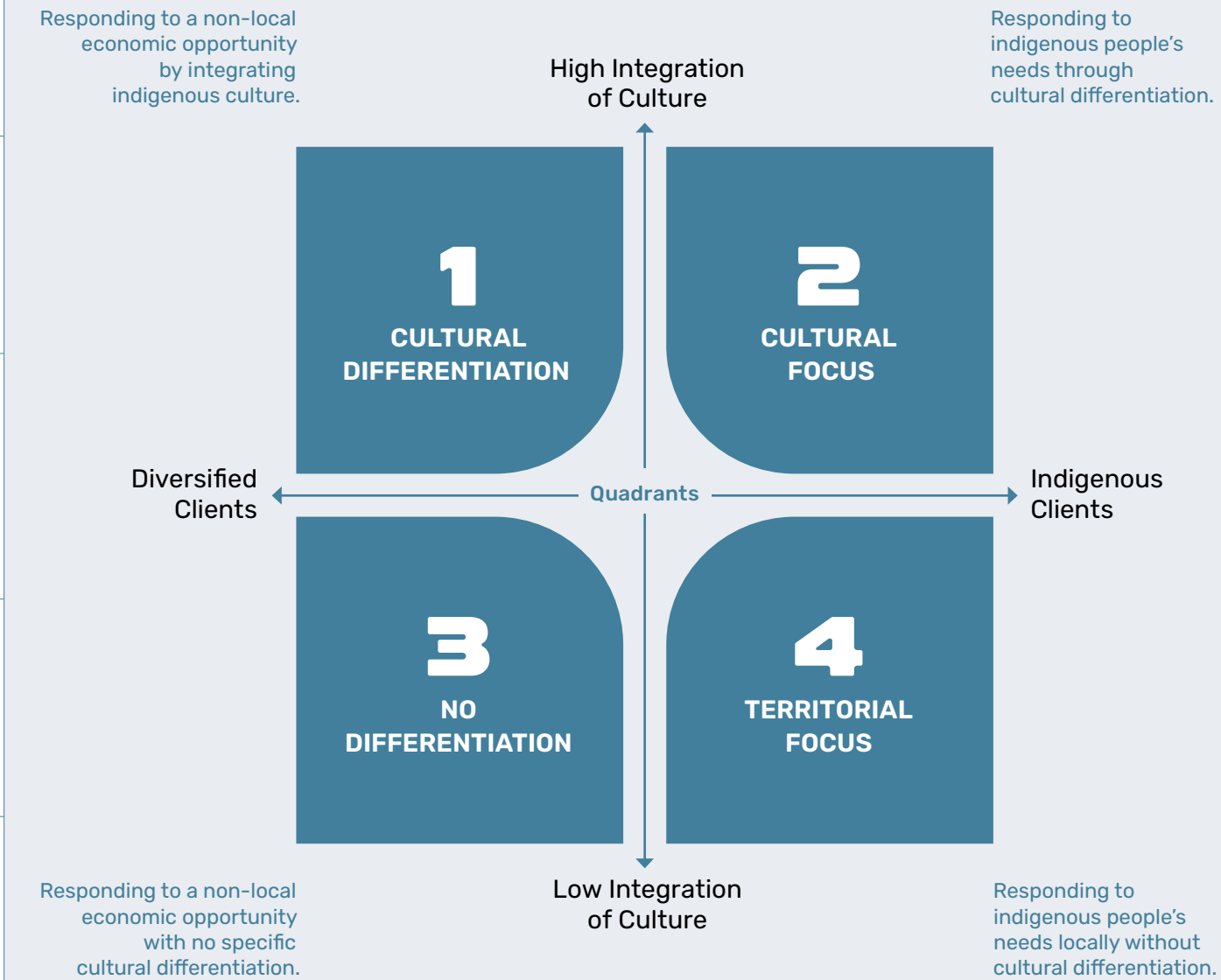
You’re the one who finds opportunities, takes risks, solves problems, and works tirelessly to build something meaningful. It’s about turning a passion or a need you’ve identified into a sustainable venture, often starting from scratch and putting in the hard work to make it thrive. Entrepreneurs are simply doers.

* Any similarities to actual people or actual events, is purely coincidental.

PRESENTATION OF THE PROJECTS

	PROJECT	NUNAVIK EXPEDITIONS
1	My business aims at promoting Nunavik's Inuit unique culture and territory, by offering tourist stays for a non-Inuit clientele.	
	PROJECT	COATS & MITTENS CRAFTS
2	My side business allows me to value the expertise of Inuit woman by selling coats and mittens to people in my community and sometimes to those from other villages.	
	PROJECT	TAXI SERVICE
3	I offer a taxi service for people in my village and for tourists visiting the region.	
	PROJECT	COLLECTIVE KITCHEN
4	We are a group of women who come together to cook and to have fun. We don't make money with this project, but it allows us to bring home the meals we have prepared and to save money at the same time, since the cost of food is so high.	

INDIGENOUS BUSINESS MODEL STRATEGIES*



* Emilie Fortin-Lefebvre and Sofiane Baba, "Indigenous Entrepreneurship and Organizational Tensions: When Marginality and Entrepreneurship Meet", *Management international-Mi*, 25(5) (2021): 151-170.

TABLE OF CONTENTS

PAGE 10 ||||| **CONTEXT LAYOUT**

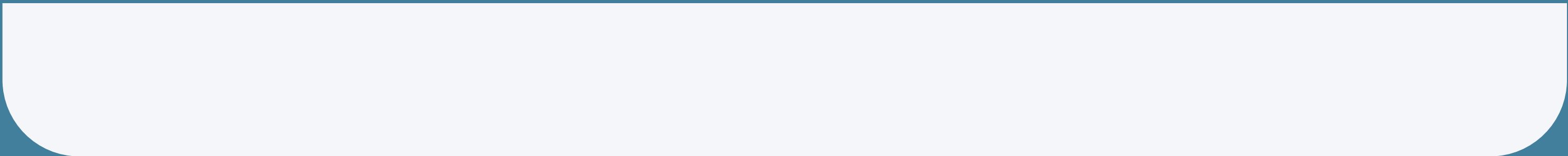
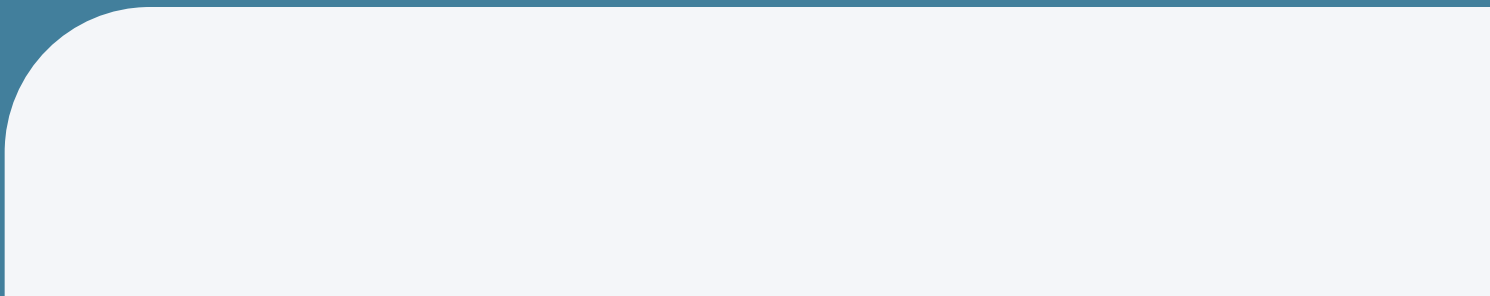
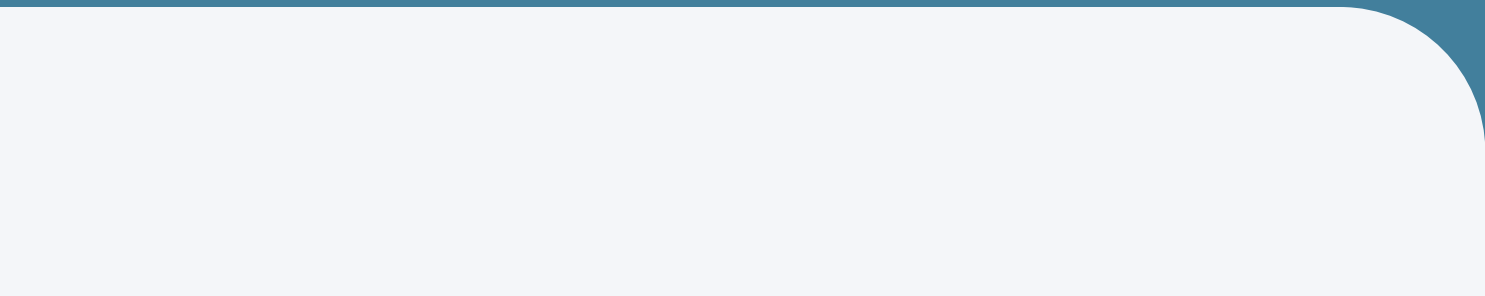
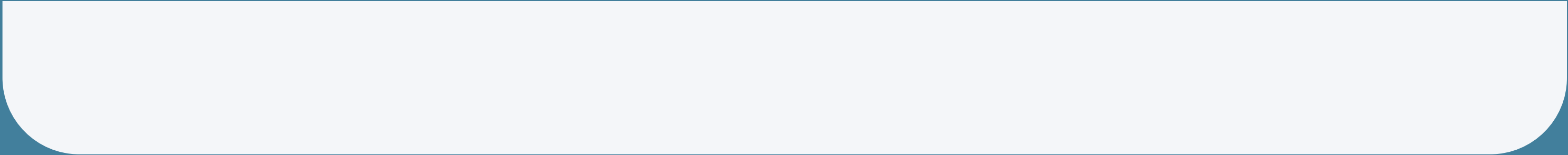
♦ **12** Products & Services ♦ **14** Utility & Value Creation
♦ **16** Skills & Knowledge ♦ **18** Personal Investment
♦ **20** Competition ♦ **22** Opportunities & Threats ♦ **24** Network

PAGE 28 ||||| **DEVELOPPING
A BUSINESS MODEL**

♦ **30** Business Operations ♦ **34** What is the Purpose of a
Business Model? ♦ **38** Marketing ♦ **40** Financial Planning

PAGE 42 ||||| **THE APPENDIX**

♦ **44** Resources ♦ **46** Nursuti Resource Library



PRODUCTS & SERVICES

How do you describe your service(s) or product(s)?



I offer visitors an exceptional travel experience in Nunavik. I want to make our culture and our territory known. We bring the tourists onto our land; we camp in tents and offer an authentic experience with Inuit guides.

We are a group of women who run a place with all the necessary equipment to cook.

Those who wish to do so can gather during opening hours, cook with us, exchange, share and bring home the meals they have helped prepare.

We host cooking activities in our community.

I transport people, and their luggage if they have any, from point A to point B in the community.

I can be reached by phone and can be booked in advance for a specific time.

I sew coats and mittens in traditional Inuit ways and sell them to members of my community and to people in other communities. Interested parties contact me beforehand to choose the colours, design, etc.

UTILITY & VALUE CREATION

Why is it important to offer this service or product?

This information will help determine if the service or product responds to an economic opportunity or a need in your community. It will also help you to choose the legal form for your business.

There are more and more tourists who want to visit our region, but tourist services are not very developed here. We saw an opportunity to set up a service that promotes the culture of the Inuit of Nunavik and their land.



If you're coming to Nunavik, it can be hard to find a vehicle to get around, so I can help tourists and other travelers, for example, when they arrive at the airport and need to go to the hotel.



I am also available to members of my community if they need it.



Food is so expensive that Nunavummiut often express the need for solutions. We had the idea of sharing the costs of food by preparing meals together. It also allows us to socialize and exchange recipes.



I learned how to make coats and mittens from my mother, who in turn learned it from my grandmother.

It's a tradition in our family, and amongst Inuit women in general. It's now a hobby for me and a way to share and perpetuate this feminine knowledge.



||| **SKILLS & KNOWLEDGE** ||||||||||||||||||

What do I do well that will help me in my project?
What skills or knowledge do I still need to acquire?

I'm good at organizing expeditions. It requires making sure the weather is good, having backup plans, knowing how to react when an unforeseen event or an emergency arises. Plus, I'm good at socializing.



I have less knowledge in marketing. I especially have a hard time reaching potential customers and letting them know about my offer.



I love driving, being of service and socializing. For my business, it allows me to have good relations with my customers and to enjoy my time with them.

I'm having trouble planning my long term budget. There are times when I make less money, so I need to learn how to put money aside for those times.

We are welcoming and we had no trouble getting people from the community to come and cook with us.



After educating ourselves on the health and security standards of the Québec department of agriculture, fisheries and food (MAPAQ), we realized we still need to learn how to better predict the amount of food for the number of meals.

To make traditional coats and mittens, it's essential to know how to distinguish quality and to find the appropriate material at an affordable price.



What I'm less comfortable with is embroidery. Someday, I might buy a special sewing machine that does embroidery and learn how to use it to customize the coats and mittens according to the customer's tastes.

||| **PERSONAL INVESTMENT** ||||||||||||||||||

Do I see myself working part time or full time on my business?
What are the other responsibilities I have in my life
that require my time and energy?

My business is seasonal. During the summer, I work full-time. I don't have time to do anything else. Logistics, organization, etc. take up all my time. During the winter, I work less, and it allows me to attend to other responsibilities I have outside my business.



I am a father of 4 children. Taxi work allows me to be flexible in my working schedule and to work more when needed. Aside from the bookings that I have to respect, if one of my children is sick one day, I can take a day off.



I wish I could say it's a second job, but it's volunteer work.

Unfortunately, we don't have enough income to pay ourselves salaries.



So, for the women in the group, we take turns managing the organization according to our availabilities.

I am a single mother, raising my children while working at a part-time job as a cashier at the co-op. I make coats and mittens in my spare time. A coat takes me 2 to 3 months and mittens take me about a month. It may seem like a long time, but quality and customer satisfaction are what are most important to me. Apart from my children, of course!



COMPETITION

Which businesses or individuals offer a similar product or service?
What are their strengths? What can I do to add to the existing offering?

There is no direct competition in my village, but tourists often combine our expeditions with those of other villages to make the most of their stay in Nunavik.

To help each other, we often talk about logistics to minimize uncertainties for us all. In a sense, I can say that my competitors are also my collaborators!



There is a shuttle service from the airport to the village. But since there are more visitors than there are taxi services, it doesn't feel like competition. There is room for everyone.



There is no restaurant in my village. The closest thing is the ready-made dishes that are sold at the Northern store. They are very expensive, not fresh and generally not healthy. When our group gets together to cook, it allows us to eat good food at a reasonable price. That is why people are happy to join us instead of buying ready-made food.



Other women in the community make coats and mittens, but there is room for everyone. It's beautiful to see how each one offers a different style. We all contribute to perpetuating traditional know-how, and that's inspiring.

||| OPPORTUNITIES & THREATS |||||

What we call opportunities and threats are elements outside of your business that can have a positive or negative impact on your activities. Some examples could be prices of materials, changes in customer's habits or tastes, or new governmental regulations.

What are the opportunities that I can seize and that could benefit my business?

What are the threats that can harm my business?

More and more people from the South are coming up North. They are interested in learning about our culture, but do not have the necessary equipment and knowledge to explore the territory alone. That is an opportunity for my business since I can provide them with a way to do it safely.

In the North, the weather can be unpredictable, and it can pose a threat for our expeditions. Unfortunately, we sometimes have to cancel them at the last minute. Therefore, I don't get the income I was supposed to receive even though I worked hard to plan the expeditions.

The increasing number of visitors from the South is an opportunity for my business since it brings me customers.

If my car breaks down, it can be difficult and very expensive to find the right parts to repair it. That can be a threat to my taxi business.

Food is expensive, but in a sense, it was an opportunity for us to create a space that allows people in need to feed themselves healthy and affordable meals.

At the beginning, it was hard to find a place available for our kitchen. It almost made us abandon our dream of collective cooking.

Many women sew coats and mittens. For me, it's an opportunity to exchange know-hows and learn from more experienced women.

The problem is that it's often difficult to find materials at an affordable price. I'd say that's the hardest part.

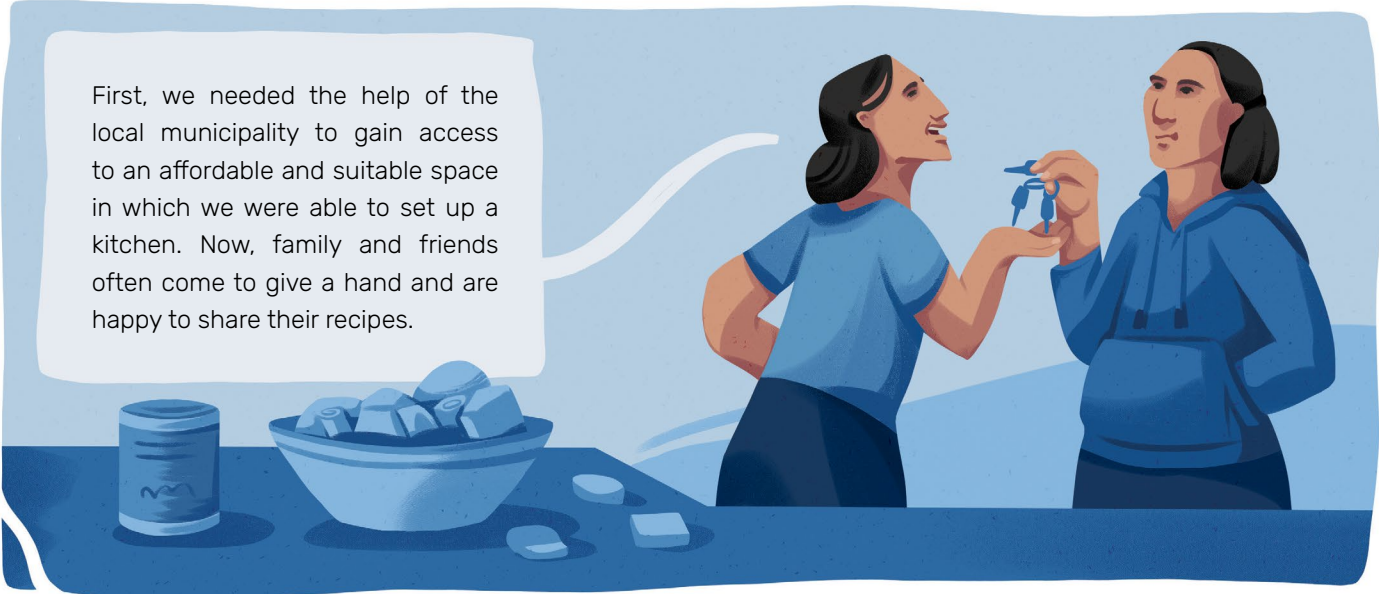
NETWORK

Analyzing your network helps you understand the intricate relationships that shape the social environment your business operates in.

What is the role of each of the following groups of people in your project?

This information will help identify potential partners and the relationship between your business and your community:

- | | |
|---------------------------|----------------------------------|
| ◊ Family | ◊ Non-Inuit services |
| ◊ Friends | ◊ Inuit services |
| ◊ Local government | ◊ Community |
| ◊ Non-Inuit Beneficiaries | ◊ Inuit Beneficiaries in general |



PRODUCTS & SERVICES

How do you describe your service(s) or product(s)?

UTILITY & VALUE CREATION

Why is it important to offer this service or product?

SKILLS & KNOWLEDGE

What do I do well that will help me in my project?

What skills or knowledge do I still need to acquire?

PERSONAL INVESTMENT

Do I see myself working part time or full time on my business?

What are the other responsibilities I have in my life that consume my time and energy?

COMPETITION

Which businesses or individuals offer a similar product or service?

What are their strengths? What can I do to add to the existing offering?

OPPORTUNITIES & THREATS

What are the opportunities that I can seize and that could benefit my business?

What are the threats that can harm my business?

NETWORK

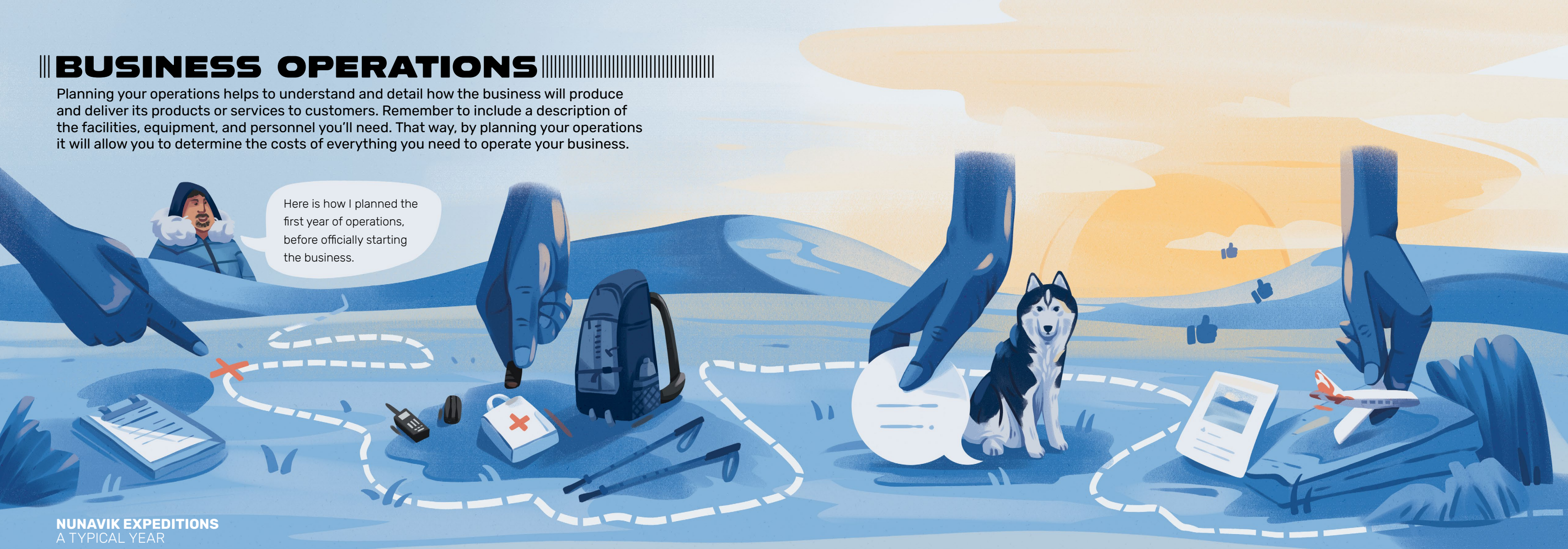
What is the role of each of the different groups of people in your project?

MY CONTEXT LAYOUT



||| BUSINESS OPERATIONS ||||||||||||||||||||||||||||

Planning your operations helps to understand and detail how the business will produce and deliver its products or services to customers. Remember to include a description of the facilities, equipment, and personnel you'll need. That way, by planning your operations it will allow you to determine the costs of everything you need to operate your business.



NUNAVIK EXPEDITIONS
A TYPICAL YEAR

The Summer Before the Launch Design Phase

- 1 Design of expeditions:
 - ◆ Develop a detailed itinerary taking into account must see attractions and cultural activities.
 - ◆ Determine the menus and camping accommodations.
- 2 Testing of feasibility:
 - ◆ Ensuring the distance between sites is not too great for tourists not used to ATVs and skidoos..
 - ◆ What type of food can be prepared and transported for groups of people.
 - ◆ Determine the ideal number of people per group (maximum and minimum).
- 3 Determine needs and costs:
 - ◆ Employees needed and when.
 - ◆ Food, water.
 - ◆ Equipment (Skidoo, ATV, tents, sleeping bag, clothes, crockery kit, first aid kit, guns, etc.).

Autumn Technical Preparation

- 1 Obtaining all the necessary legal authorizations.
- 2 Training employees: itineraries, first aid, emergency measures, etc.
- 3 Buying the equipment.
- 4 Hiring a company for a website and including an online booking system.
- 5 Launching of the marketing campaign to promote the business (example: collaboration with Nunavik Tourism Association for publicity).

Winter Customer Relations

- 1 Receiving the first customer's information requests and making sure the prospective customers meet the minimum physical requirements for activities and managing their expectations before confirming bookings.
- 2 Once the bookings are confirmed, it's time to send all the information necessary for us and for the customers:
 - ◆ Safety Instructions.
 - ◆ Clarify that the shipment may be cancelled in the event of bad weather conditions.
 - ◆ Itineraries and activities.
 - ◆ A list of things to prepare before the trip (adequate clothing, provisions, etc.), and during the trip.
 - ◆ Allergies and other health conditions.

Spring Launch of Activities

- 1 Buying the food supplies.
- 2 Picking up customers at the airport.
- 3 Doing the expeditions.
- 4 Sharing photos and comments on social media.
- 5 Reviewing the positive points and things to improve before the arrival of the next customers.



This is how I organize my days.

TAXI SERVICE EXAMPLE OF A TYPICAL DAY OF WORK

- 1 I take the kids to school, and then I organize my day according to the plane arrival times and reservations booked in advanced.
- 2 Throughout the day, clients may call me to request a ride or book for another day. I take note of the requests in a special notebook for that.
- 3 At the end of the day, I go home, clean and check my vehicle for the next day.
- 4 I record gas expenses and cash receipts in a special notebook for financial monitoring.

COATS & MITTENS CRAFTS

- 1 Usually, people write to me on Facebook to order a coat or mittens.
- 2 I talk to the person to understand what they want (colour, material, size).
- 3 I determine the price for the coat or mittens based on the cost of materials and the time it will take me.

I must not forget to pay myself a salary for the work.



- 4 I design the pattern and show it to the client for validation.
- 5 Then I buy the materials.
- 6 I sew the coat or mittens.
- 7 I arrange a fitting session with the client for the final adjustments.
- 8 The customer comes to pick up the coat and pays me.
- 9 If the client agrees, I take a picture of the coat and put it on my Facebook page.



Here is how we prepare our activities one month in advance.

COLLECTIVE KITCHEN

Planning Stage

- 1 Determining the menus for the month (one recipe per week, every Saturday afternoon).
- 2 Determining the costs for each menu.
- 3 Advertising the menus on the Facebook group page and on local radio.
- 4 Taking bookings for each week, one week in advance.
- 5 Buying ingredients every week based on the prices and recipes chosen.

Production Phase

Saturday morning

- 1 Making sure the kitchen is clean.
- 2 Bringing out the necessary equipment for the recipes.

Saturday afternoon

- 1 Welcoming participants.
- 2 Explaining the recipe.
- 3 Cooking together.
- 4 Remembering to have fun!
- 5 End-of-Day cleaning.

PLANNING STAGE

PHASE PRODUCTION

MY OPERATION PLAN

By the way, at the end of the reflection on your operations, you will be better able to identify which legal status to choose for your business.

From the start, we decided that our project wouldn't serve to make money, but to serve a common purpose. Therefore, we follow the principles of social economy and we chose a cooperative as a legal status.

What is a legal status?

The answer is: a business legal status defines its structure, its rights and obligations, as well as its responsibilities towards its owners, partners and other members of society.

It's also a good time to ask yourself if you want your business to be for-profit or non-for-profit (See the resources in the appendix section: Choosing the legal status for your business).



This section of the book focuses on a single project – Nunavik Expeditions – to cover elements that need to be developed in greater depth than the previous sections. By completing the next steps, it will allow you to have a more concrete and precise vision of your project.



WHAT IS THE PURPOSE OF A BUSINESS MODEL?

A Business Model Canvas allows you, at a glance, to have an idea of how the business functions and to see the coherence between the different components of your business. The Business Model Canvas consists of eleven key building blocks that represent the components of a business. These blocks are:

- 1

CUSTOMER SEGMENTS
The different groups of people or organizations that a business aims to serve.
- 2

VALUE PROPOSITION
The products or services that a business offers to solve customers' problems or fulfill their needs.
- 3

CHANNELS
The various ways that a business delivers its value proposition to its customers.
- 4

CUSTOMER RELATIONSHIPS
The types of relationships that a business establishes and maintains with its customers.
- 5

KEY RESOURCES
The assets and resources that a business needs.
- 6

KEY ACTIVITIES
The key tasks that a business needs to perform in order to deliver its value proposition.
- 7

KEY PARTNERS
The external partners and suppliers that a business relies on.
- 8

REVENUE STREAMS
The ways that a business generates revenue.
- 9

COST STRUCTURE
The types of costs and expenses, that make up a business' overall expenses.
- Indigenous business model's specificities:

10

CULTURAL BENEFITS
The benefits that my business brings to the preservation and valorization of my culture.
- 11

COMMUNITY IMPACTS
 - ◊ The improvement that my business brings to my community. This could mean improvements in the quality of life of individuals, their well-being, employment, financial security, social cohesion, training and knowledge, etc.
 - ◊ It is also necessary to identify the potential negative impacts that your business could generate.

1. CUSTOMER SEGMENTS Who are my customers?		2. VALUE PROPOSITION What is special about my business?	
3. CHANNELS How is my product or service delivered?		4. CUSTOMER RELATIONSHIPS How do I interact with my customers?	
5. RESOURCES What resources are mandatory?	6. ACTIVITIES What activities are at the core of the business?	7. KEY PARTNERS What collaborations are essential?	
8. REVENUES How does the money come in?		9. COSTS What are the types of costs for running my business?	
10. CULTURAL BENEFITS Is there a cultural dimension to my business? In what ways does my business contribute to my community?		11. COMMUNITY IMPACTS What improvement or negative impact does my business bring to my community?	
MY BUSINESS PLAN			

To complete the Business Model Canvas, an order to fill in the boxes is suggested (by following the numbers), but you are free to start where you feel more comfortable.

NUNAVIK EXPEDITIONS



Thanks to the business model exercise, I have a better understanding of how my business can provide value to my clients: when they come to the North, tourists need to feel safe and are looking for a certain standard of comfort, while having access to nature and our traditional activities.

CUSTOMER SEGMENTS

Who are my customers?

- ◊ Tourists interested in exploring Nunavik's land and culture

VALUE PROPOSITION

What is special about my business?

- ◊ Cultural immersion
- ◊ Wilderness immersion
- ◊ Comfort and safety

The way I maintain the relationship with my clients prior to the expeditions prepares them well for the experience they will have with us.



CHANNELS

How is my product or service delivered?

- ◊ First-hand experiences

CUSTOMER RELATIONSHIPS

How do I interact with my customers?

- ◊ Personalized customer service



I check that my resources and partners are sufficient to carry out my activities. This allows me to ensure that my business provides the added value that customers are seeking.

RESOURCES

What resources are mandatory?

- ◊ Equipment
- ◊ Human resources
- ◊ Food/water
- ◊ Website and booking platform

ACTIVITIES

What activities are at the core of the business?

- ◊ Guiding & entertainment during expeditions
- ◊ Cooking
- ◊ Transportation
- ◊ Customer management
- ◊ Logistics of expeditions

KEY PARTNERS

What collaborations are essential?

- ◊ Nunavik Tourism Association
- ◊ Equipment suppliers
- ◊ Service providers (accounting, website, etc.)

I check that the nature of the anticipated revenues should cover the types of costs necessary to carry out the activities.



To determine the nature of my expenses, I must consider the costs of the equipment, expertise and external services needed to carry out my business activities. To estimate the nature of the revenue, I need to identify the type of services or products that customers will pay for and how they will be charged for it (subscriptions, per unit, lump sum, etc.)

REVENUES

How does the money come in?

- ◊ One-time sales for expeditions

COSTS

What are the types of costs for running my business?

- ◊ Human resources (salaries)
- ◊ Logistics expenses
- ◊ Food and water
- ◊ Recurring costs related to service providers

I recognize that my business is creating increased water consumption. On the other hand, my business contributes to the enhancement of our culture and creates meaningful jobs for the Inuit and increases the economic vitality of Nunavik.

That said, doing the business model exercise makes me realize that I should communicate to the village's water providers when I need lots of water for my expeditions, so they can plan supplies accordingly.



CULTURAL BENEFITS

Is there a cultural dimension to my business? In what ways does my business contribute to my community?

- ◊ Promoting Inuit culture
- ◊ Raising awareness of Nunavik's wilderness

COMMUNITY IMPACTS

What improvement or negative impact does my business bring to my community?

IMPROVEMENTS

- ◊ Employment for Inuit
- ◊ Strengthening collaboration and cohesion between local businesses

NEGATIVE IMPACTS

- ◊ Potential pressure on the village's water resources

MARKETING

A marketing plan is used to help you plan the necessary activities to make your company known to your target audience.



NUNAVIK EXPEDITIONS

STEPS

1

Draw up a portrait of the target customers: what type of tourists, where do they come from, what are their interests?

They are usually adventurous retirees and lovers of outdoor travel. They have the time and money to get here. They look for activities that take them off the beaten path and keep them active. They want to keep discovering new things despite all the world trips they've already made.

2

What message will get their attention? How can I interest them?

They are sensitive to messages promising them an unforgettable journey with breathtaking landscapes, and original cultural activities, which, while being supervised, still leave them flexibility to feel that they are discovering for themselves, that they are participating in an adventure in which they have a role to play.

3

How do I communicate what is special about my business?

When I advertise my business, it's important to raise awareness of Nunavik's wilderness. The landscapes, fauna and flora are magnificent. It should also be emphasized that my customers will be guided in a safe manner, and that the activities will be unique and require their active participation.

4

How do I reach them with this message?

For marketing, my main partner is Nunavik Tourism Association. I make announcements on their website, which refers to my own website. I also use social networks (Facebook, Instagram) to broadcast photos of the trips. This creates interest for future customers.

TARGET CLIENTELE

MESSAGE

ADDED VALUE

REACH

MY MARKETING PLAN

FINANCIAL PLANNING

A financial plan is for assessing costs, recording the money that comes in and the money that goes out, and determining financial needs. Here, we seek to present a financial plan in a simplified way, accessible to beginners.

This entrepreneur is at the business planning stage. He is not yet in business. At this stage, entrepreneurs need to ask themselves several questions to establish their financial plan.

NUNAVIK EXPEDITIONS

What do I need to start my operations? Let's look back at our operations plan to determine our list of needs.

We first pick up tourists at the airport. So, I need a vehicle. Then, our expeditions offer two days of activity in the tundra with two nights in tents. They spend two hours in the village (Co-op, Northern store, community center) while we load up all the equipment and their luggage. We introduce them to the safety rules and the program. Then we drive an ATV to the campsite. They set up tents with us near a lake. Together with the two guides, they begin to discover the fauna and flora. We provide them with binoculars. Three meals a day are prepared by our two cooks. Around the fire, we organize traditional Inuit activities: singing, storytelling, traditional games. They spend two days hiking, observing the fauna and flora, and picking berries.

- I need:
- ◊ Licenses and insurance
 - ◊ An ATV for transport
 - ◊ Fuel
 - ◊ Tents
 - ◊ Two trained guides
 - ◊ Two trained cooks
 - ◊ Food for the meals
 - ◊ Water
 - ◊ Tableware
 - ◊ Cleaning products
 - ◊ First aid kits
 - ◊ Observation equipment (binoculars)
 - ◊ Satellite radio to reach the community in case of emergency
 - ◊ Sleeping bags and pillows for those who couldn't bring any
 - ◊ A website for bookings

How much is it all going to cost?

- Expenditures:
- ◊ Costs for permits
 - ◊ Cost for equipment
 - ◊ Transportation
 - ◊ Equipment maintenance
 - ◊ Training & Certification
 - ◊ Marketing & Advertising
 - ◊ Insurance
 - ◊ Rental of physical locations
 - ◊ Salary costs for guides, administrative team
 - ◊ Contingency (keep money aside for risks)
 - ◊ Website
 - ◊ Total sales
 - ◊ Taxes
 - ◊ Accounting

How many expeditions am I able to sell in one year?

I think I'll be able to sell 6 expeditions in one year for an average of 5 people per expedition (30 people).

How much will my income be?

30 people will pay \$5,000 (this price doesn't include the flight). That makes for \$150,000 of gross income.

How and when does money come in and go out?

When you have a business, it's important to answer those questions by doing a cash flow budget and financial forecast (see the list of resources in the appendix: Bookkeeping and Financial Forecast)



It's a common mistake to forget to include your own salary when calculating the business expenses.

How much funding do I need?

As I prepare my financial plan, I realize that I need \$25,000 to purchase the necessary equipment. I'm going to look into my options for borrowing money (see the list of resources in the appendix: Nunavik business support and financing).

Amount
of product
or service sold

X

Price
per product
or service

=

YOUR
INCOME

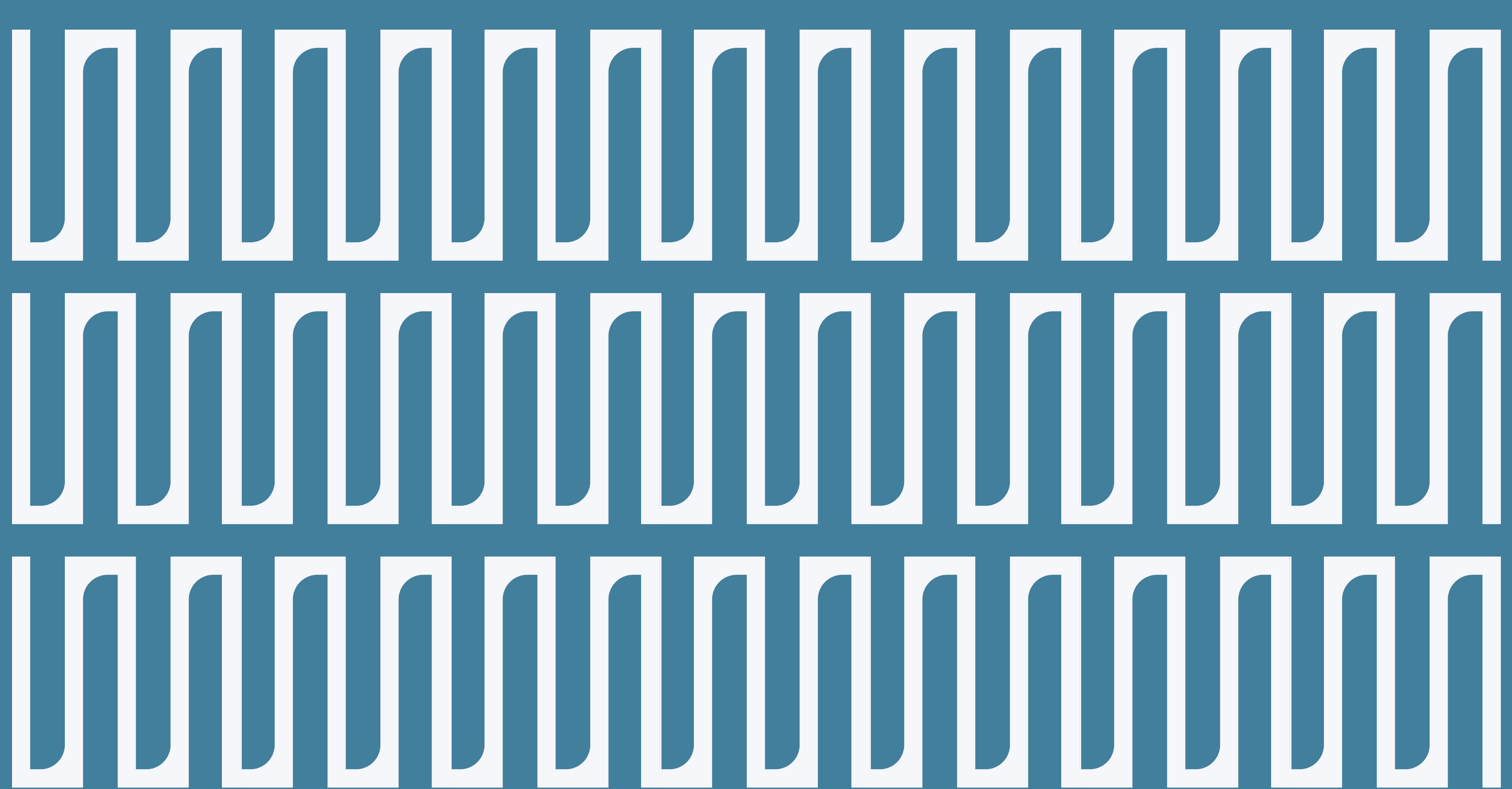
X

=

NEEDS

COSTS

MY FINANCIAL PLAN



||| THE APPENDIX

RESOURCES

To help you go further, we’ve collected resources from other organizations that can help you develop one or more of the points covered in this guide.

NUNAVIK BUSINESS SUPPORT AND FINANCING

- Pauktuutit**
Pauktuutit’s Inuit Women in Business Network – The Resources You Need to Succeed
pauktuutit.ca/resources/
- Nunavik Investment Corporation**
- Makivvik corporation**
makivvik.ca
- Kativik Regional Government**
krg.ca/en-CA/
- Nursuti - Inuit business development hub**
For people living in the communities of Kangiqsujuaq and Salluit
nursuti.ca

STARTING A BUSINESS

- Government of Canada**
Starting a business – The steps to consider before operating a business in Canada
canada.ca/en/services/business/start.html

CHOOSING THE LEGAL STATUS FOR YOUR BUSINESS

- The Entrepreneur’s Compass**
boussoleentrepreneuriale.com/en/
- Gouvernement du Québec**
Learn About the Different Legal Forms of Enterprises
quebec.ca/en/businesses-and-self-employed-workers/start-entreprise/legal-forms
- The Business Development Bank of Canada**
How to choose the right structure for your business
bdc.ca/en/articles-tools/start-buy-business/start-business/advantages-different-business-structures
- Éducaloi**
Starting a Business: Choosing the Right Legal Structure
educaloi.qc.ca/en/capsules/starting-a-business-choosing-the-right-legal-structure/

BUSINESS MODEL AND BUSINESS PLAN

- BDC**
How to make a business model
bdc.ca/en/articles-tools/business-strategy-planning/define-strategy/how-get-competitive-edge-making-solid-business-model
- Projet A**
A complete and cost-free toolkit for developing your Impact Business Model and Business Plan
projeta.ca

FINANCIAL FORECASTS AND BOOKKEEPING

- École des entrepreneurs du Québec**
Previsio – a free, simple, and user-friendly tool to help you assess your financial projections
previsio.ca/?lang=en
- The Business Development Bank of Canada**
Bookkeeping 101: Keep your company’s finances in order
bdc.ca/en/articles-tools/money-finance/manage-finances/bookkeeping-101-keep-company-finances-order

MARKET RESEARCH

- Government of Canada**
Introduction to market research
sbs-spe.feddevontario.canada.ca/en/introduction-market-research

MARKETING PLAN

- The Business Development Bank of Canada**
Marketing plan template
bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/marketing-plan-template

SPECIFIC SUBJECTS

- Regroupement des cuisines collectives du Québec**
rccq.org/en/
- Québec department of agriculture, fisheries and food**
MAPAQ, only in french
mapaq.gouv.qc.ca

SOCIAL ECONOMY BUSINESSES

- For more information about the social economy and local or provincial resources that exist to support these businesses, you may contact the Chantier at info@chantier.qc.ca
- Chantier de l’économie sociale**
chantier.qc.ca/?lang=en
- Pôle du Nunavik**
Department of the Chantier de l’économie sociale dedicated to Nunavik
chantier.qc.ca/organisations/2940/
- An Introductory Guide to Social Economy**
chantier.qc.ca/wp-content/uploads/2024/03/CHES_Introduction-économie-sociale_EN-VF.pdf

NURSUTI RESOURCE LIBRARY INUIT BUSINESS DEVELOPMENT HUB

nursuti.ca/resource-library

COMPANY/ ORGANIZATION	BRIEF DESCRIPTION	CATEGORY	TARGET AUDIENCE	APPLICATION/ REGISTRATION REQUIRED	STAGES				LINKS
					Ideation	Planning	Launch	Growth	
Board of Innovation	Innovation Guides & Tools, Webinars, and Reports & Blogs	Information	Everyone		◇	◇			boardofinnovation.com/guides
Canadian Council for Aboriginal Business (CCAB)	Tools & Services	Information	Everyone			◇	◇	◇	ccab.com/tfab/
	Webinars & Networking Events	Networking	Indigenous	√		◇	◇	◇	ccab.com/tfab/development-and-networking/
EntrepreNorth	Venture Out Podcast	Information	Everyone		◇	◇	◇	◇	entreprenorth.ca/venture-out-podcast.html
	Entrepreneur Video Series	Information	Everyone		◇	◇	◇	◇	entreprenorth.ca/land-crafted-video-series.html
	Funding Portal	Financial & Funding	Everyone			◇	◇	◇	entreprenorth.ca/entreprenorth-funding-portal.html
Futurpreneur Canada	Financing & Mentoring Programs	Training & Mentorship, Financial & Funding	Indigenous, Age 18-39	√		◇	◇		futuraentrepreneur.ca/en/offering/indigenous-entrepreneur-startup/
	Resource Library	Training & Mentorship	Everyone		◇	◇	◇	◇	futuraentrepreneur.ca/en/business-resource-centre/
	Business Plan Writer Tool	Financial & Funding, Business Planning	Everyone			◇			futuraentrepreneur.ca/en/resource/business-plan-writer/
Government of Canada	Indigenous Business Resources, Programs, Funding opportunities	Information, Financial & Funding	Indigenous		◇	◇	◇	◇	tradecommissioner.gc.ca/guides/spotlight-pleins_feux/spotlight-trade-pleins-feux-commerce.aspx?lang=eng#res
	Aboriginal Entrepreneurship Program: Funding and Access to Business Opportunities	Financial & Funding	Indigenous	√			◇	◇	isc-sac.gc.ca/eng/1582037564226/1610797399865#chap3
	Indigenous Business Directory, Procurement opportunities	Procurement	Indigenous	√			◇	◇	services.sac-isc.gc.ca/REA-IBD?lang=eng
	Business and economic development resources for Indigenous peoples	Information	Indigenous		◇	◇	◇	◇	canada.ca/en/services/indigenous-peoples/business-and-economic-development-indigenous-peoples.html
Indigenous Innovation Initiative	Seed Program	Financial & Funding	Indigenous	√	◇				indigenousinnovate.org/?lang=en

COMPANY/ ORGANIZATION	BRIEF DESCRIPTION	CATEGORY	TARGET AUDIENCE	APPLICATION/ REGISTRATION REQUIRED	STAGES				LINKS
					Ideation	Planning	Launch	Growth	
Inspire Nunavik	High school entrepreneurial course	Training & Mentorship	Youth	√	◇	◇	◇		inspirenunavik.com/the-course
Inuit Tapiriit Kanatami	Research, policy and education resources	Information	Everyone		◇	◇		◇	itk.ca/what-we-do/
MaRS	Startup Toolkit	Information	Everyone			◇	◇	◇	learn.marsdd.com
	Online Courses	Training & Mentorship	Everyone	√		◇	◇	◇	learn.marsdd.com/courses/
National Aboriginal Capital Corporations Association (NACCA)	Resources for Indigenous entrepreneurs, Links to Local Indigenous Financial Institutions	Information, Financial & Financing	Indigenous	√	◇	◇			nacca.ca/become-an-entrepreneur/
North Forge Technology Exchange	Pathfinder Program (10 weeks)	Training & Mentorship	Everyone	√	◇				northforge.ca/programs/pathfinder/
	Base Camp Program (12 weeks)	Training & Mentorship	Everyone	√		◇			northforge.ca/programs/base-camp/
	Ascent Program (12-24 months)	Training & Mentorship	Everyone	√			◇		northforge.ca/programs/ascent/
	North Star Program (12-24 months)	Training & Mentorship	Everyone	√				◇	northforge.ca/programs/north-star/
	Women in Innovation Lab (resources, programs, events)	Networking	Women	√		◇	◇	◇	northforge.ca/programs/wilab/
	Resource links	Information	Everyone			◇	◇	◇	northforge.ca/support-services/resources/
Northern Entrepreneurship Centre	Entrepreneurship Mentors with Reseau Mentorat	Training & Mentorship	Everyone	√	◇				entrepreneurshipnordique.ca/mentorat
Pauktuutit Inuit Women of Canada	Guide to starting a business, business checklist, list of funding opportunities	Information	Everyone		◇	◇			pauktuutit.ca/how-do-i-start-a-business/#:~:text=Sivummut%20Grants%20to%20Small%20Businesses.%2410%2C000%20for%20business%20expansion%20services.
	Business workshops (ideation, grants, employees, marketing, procurement, etc)	Training & Mentorship	Everyone		◇	◇	◇	◇	pauktuutit.ca/resources/
	Resources for providing products and services to mining companies	Information	Everyone		◇	◇	◇	◇	pauktuutit.ca/social-and-economic-development/economic-independence/opportunities-in-mining-procurement/
	Inuit Women in Business Network (mentorship, support, resources, etc)	Networking	Women		◇	◇	◇	◇	pauktuutit.ca/iwbn/

COMPANY/ ORGANIZATION	BRIEF DESCRIPTION	CATEGORY	TARGET AUDIENCE	APPLICATION/ REGISTRATION REQUIRED	STAGES				LINKS
					Ideation	Planning	Launch	Growth	
Pow Wow Pitch	Startup Learning Modules	Training & Mentorship	Everyone		◇	◇	◇	◇	powwowpitch.org/startup/
	Pitch Competition	Training & Mentorship	Indigenous	√		◇	◇	◇	powwowpitch.org/pitch/
PowHERhouse	Impact Media Group – impact media services	Services	Women	√			◇	◇	powherhouse.com/workwithus/
	Impact Network, Personalized support services, “AMPLIFY” impact readiness program	Networking	Women	√	◇	◇	◇	◇	powherhouse.com/whatareyoureadyfor/
	HER Global Challenge (12 weeks program)	Training & Mentorship	Women	√	◇	◇			powherhouse.com/join-us-raising-energy-for-her/
	Indigenous Innovation Initiative Media Showcase (Overview and Examples)	Information	Everyone		◇	◇			powherhouse.com/i3-catalyzing-indigenous-innovation/
Radius & Raven Indigenous Capital Partners	The Fireweed Fellowship	Training & Mentorship	Indigenous	√		◇	◇	◇	fireweedfellowship.com
SADC Nunavik Investment Corporation	Personalized business development support, Tools, Funding	Financial & Funding, Training & Mentorship	Nunavik	√	◇	◇	◇	◇	sadc-cae.ca/en/our-services/
Startup Canada	Program, Webinars, Podcasts	Training & Mentorship, Networking	Everyone	√	◇	◇	◇	◇	startupcan.ca
	Business Owner’s Toolbox	Information	Everyone	√	◇	◇	◇	◇	startupcan.ca/business-owners-toolbox/
	Resources for Women Entrepreneurs	Information	Everyone		◇	◇	◇	◇	startupcan.ca/wp-content/uploads/2022/01/Resources-for-Women-Entrepreneurs-2022.pdf
StFX University Coady Institute	Indigenous Women in Community Leadership Course	Training & Mentorship	Women	√	◇	◇	◇	◇	coady.stfx.ca/indigenous-women-in-community-leadership-program/
The Kativik Regional Government (KRG)	Nunavik Entrepreneurs Seminars (31 seminars across various topics)	Training & Mentorship	Everyone		◇	◇	◇	◇	krg.ca/en-CA/departments/regional-local-development/self-help-entrepreneurs
	Entrepreneurship program, youth projects	Training & Mentorship	Youth		◇	◇	◇		yesnunavik.com/who-we-are
Women Entrepreneurship Knowledge Hub	Resource Directory	Information, Training & Mentorship, Financial & Funding, Networking	Everyone		◇	◇	◇	◇	wekh.ca/resources/



**SO... AS WE FINISH THIS ADVENTURE,
DID IT MOTIVATE YOU TO BUILD
YOUR OWN DREAM?**

