Hobbit Conversation on Business Incubators

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What is a Business Incubator?

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Bilbo Baggins is talking to Thorin about business incubators. Thorin has heard of an incubator for premature babies and incubators used to hatch hens’ eggs, but he has never heard of a business incubator.

“What is a business incubator?” asked Thorin.

“Business incubators mentor young businesses and help them through their startup stage,” said Bilbo. “The concept was first developed in Batavia, New York in the 1950s. Justin Peters, a writer at WIRED magazine, wrote a great article1 about Batavia's incubator in 2017.”

“What type of business?” asked Thorin.

“The idea became very popular in the technology business in the late 1990s,” said Bilbo. “Today, there are many types of business incubators in diverse industries such as food, retailing and construction. Burlington, Vermont has a very unusual business incubator2 for young farmers.”


2 Intervale Center, farm incubation, https://www.intervale.org/farms-incubation/
“What do the mentor organizations provide?” asked Thorin.

“They usually provide space, equipment and services,” said Bilbo. The mentor organizations are motivated because small businesses provide local jobs. The University of Minnesota has an online textbook called Exploring Business that says that small businesses generate about 50% of our Gross Domestic Product (GDP).

“That means they are critical to the economy,” said Thorin.

“The same University of Minnesota textbook says a majority of U.S. workers entered the business world working for small businesses and that half of the adults in the U.S. work for companies that have fewer than 500 employees,” said Bilbo.

“Is 500 considered to the the cutoff for a small business?” asked Thorin.

“Yes,” said Bilbo. “That's the 2011 definition from the U.S. Small Business Administration.”
Bilbo and Thorin have resumed their discussion about business incubators and Thorin is wondering if Bilbo has an example.

“Are you planning to start a business incubator?” asked Thorin.

“I have a plan for a business that can be launched after business incubator participants learn how to sew,” said Bilbo.

“Did you pick sewing because of the slaves that are used in Asia?” asked Thorin.

“That's one of the reasons,” said Bilbo. “As you know, slavery is not approved.”

“What would the participants sew?” asked Thorin.

“A simple gathered skirt with an elasticized waist,” said Bilbo.

“Isn't fabric expensive?” asked Thorin.

“My plan is to use King Size Sheet sets that have enough fabric for 4 adult skirts and 2 girls’ skirts,” said Bilbo.

“Aren't the King Size Sheet sets expensive?” asked Thorin.

“I've discovered microfiber is very reasonably priced,” said Bilbo. “There's also a nice variety of prints. Taupe and black are also good as solids.”
“What are the prices?” asked Thorin.

“Steinmart sells a wide variety of King Size Sheet sets for about $19,” said Bilbo. “Walmart has a taupe set for $11 and very pretty Clara Clark prints for about $25.”

“What about the elastic and thread?” asked Thorin.

“A yard of Dritz White 1” Woven Non-Roll Elastic costs $1.99 and a 300 yard spool of Coats Dual Duty All-Purpose Thread costs $2.27,” said Bilbo.

“It sounds like your costs range from about $2.30 to $4.60 per skirt,” said Thorin.

“That's right,” said Bilbo.

“Are you planning to make different sizes?” asked Thorin.

“They will be one-size,” said Bilbo.

“How much would you charge for the skirts?” asked Thorin.

“The adult skirts will cost $25 and the girls’ skirts will cost $15,” said Bilbo.

“That's about a $20 to $22 profit on an adult skirt and about $10 to $12 on the girls’ skirts if you sell direct to consumer,” said Thorin. “Are you planning to wholesale?”

“The sales will be direct to consumers,” said Bilbo.

“Where?” asked Thorin.

“At Farmer’s Markets,” said Bilbo.

“What is the rent at a Farmer’s Market?” asked Thorin.

“Community Farmers Markets Of South Florida\(^1\) charges $40 per month,” said Bilbo. “You supply your own tent.”

\(^1\) Community Farmers Markets Of South Florida, http://farmersmarketfl.com
“One of those 10 foot by 10 foot tents?” asked Thorin.

“Yes,” said Bilbo.

“What does that cost?” asked Thorin.

“Ecanopy.com has a package for $299.95 that includes sidewalls and weight bags,” said Bilbo.

“Sidewalls?” asked Thorin.

“You roll the sidewalls down in case it rains,” said Bilbo.

“Weight bags?” asked Thorin.

“You fill them with rocks so your tent does not blow away,” said Bilbo.

“What other equipment would you need?” asked Thorin.

“A Collapsible Double Rail Salesman Rolling Clothing Rack to display the skirts,” said Bilbo. “The rack is on wheels and can be used to move the skirts from a vehicle to the tent.”

“Wouldn't you need garment bags to keep the skirts clean?” asked Thorin.

“I found Didadi Moisture, Mildew, Dust Resistant Cloth Care Hanging Bags on Amazon,” said Bilbo. “The large size is $10.99 and 4 are needed.”

1 (ecanopy.com) Craft Show 10x10 Canopy Package Deal + 4 Sidewalls & Weight Bags, $299.95

2 (youtube.com) DIY: You can setup an E-Z up tent with one person in less then 5 minutes - ez up canopy setup, https://www.youtube.com/watch?v=9uiXir6B7s4

3 (productdisplaysolutions.com) Collapsible Double Rail Salesman Rolling Clothing Rack, Chrome, $82.00

4 (amazon.com) Didadi Moisture, Mildew, Dust Resistant Cloth Care Hanging Bag. Transparent Garment Clothing, Large, $10.99 (need 4)
“What about hangers?” asked Thorin.

“Walmart sells Hanger Central’s set of 200, 12", Black, Recycled Heavy Duty Plastic Pant & Skirt Hangers\(^1\) for $64.47,” said Bilbo. “They also sell sets of 25 and 50, but they're out of stock.”

“Won't the tent need a sign?” asked Thorin.

“Vistaprint sells 1.7 foot X 3 foot vinyl banners\(^2\) with grommet holes for $27,” said Bilbo. “I found a template on the Vistaprint site with a Palm Tree. I deleted the placeholder text except for one line and replaced it with Skirt Sale in 360 point type. I will three banners on each side except for the front.”

“How do you plan to hang the banners?” asked Thorin.

“With ball bungees,” said Bilbo.

“You'll need really large ball bungees to stretch 10 feet,” said Thorin.

“I found 3/16ths bungee cord\(^3\) and bungee balls\(^4\). I'm planning to make them,” said Bilbo.

“Will you need a table and some chairs?” asked Thorin.

“The small black folding table we've talked about and black folding chairs,” said Bilbo.

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1. (walmart.com) Hanger Central Recycled Heavy Duty Plastic Pant & Skirt Hangers 12" Black - Set of 200, $64.47
2. (vistaprint.com) 1.7 foot X 3 foot vinyl banners with grommet holes, $27
3. (walmart.com) 3/16" x 60 Ft Black Premium Marine Grade Bungee Shock Stretch Cord UV Resistance, $12.95
4. (qualitynylonrope.com) 25 Bungee Balls. $7
5. (amazon.com) Cosco Products COSCO 20" x 48" Vinyl Top Folding Table, Black, 1-pack, $35.99
6. (walmart.com) Flash Furniture HERCULES Series 800 lb Capacity Premium Plastic Folding Chair, Multiple Colors. $13.88 (black and brown available)
“What about a location for the money?” asked Thorin.

“I found an article that reviewed cash boxes and there's a box¹ available on Amazon that received a very favorable review,” said Bilbo. “Another option is for the participants to wear an apron² and carry a flat zippered purse³ in the pocket.”

“Anything else?” asked Thorin.

“They'll need a spiral notebook and pen to collect contact information for a mailing list,” said Bilbo. “An e-mail address. They should glance at the writing and make sure they can read it. Later on, they will need business cards from Vistaprint. I also found an angled 8.5 inch by 11 inch acrylic sign holder⁴.”

“What could they do with an acrylic sign holder?” asked Thorin.

“The acrylic holder is letter size and can hold a color print,” said Bilbo. “That size could be used to display price information or, details about a promotion.”

“What type of vehicle would be needed to transport the tent, equipment and skirts?” asked Thorin.

“We've talked about electric vehicles,” said Bilbo. “An electric vehicle with a trailer would be needed.”

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¹ (amazon.com) Jssmst Large Cash Box with Lock - 2017 New Metal Money Box 100% Safe, 11.8L x 9.5W x 3.5H inches, Black, SM-CB0501L, Combination Lock Version

² (amazon.com) Chef Works Butcher Apron (F8), 65% Polyester, 35% Cotton with soil release nish Reinforced stress points. Adjustable neck closure Extra long nished ties. Center-divided patch pockets. 34-Inch length by 24-Inch width, $11.48

³ (amazon.com) Custom Leathercraft CLC 1100 3 Pack Multi-Purpose Clip-on Zippered Poly Bags, 3-pack, Multi-Purpose, Clip-on, Zippered bags: 9" x 7", 7" x 6", and 6" x 5" $6.50 (for coins and bills storage inside apron pocket)

⁴ (displaysandholders.com) 8.5"X11" - ANGLED SIGN HOLDER, $3.75
“Have we talked about electric vehicles with trailers?” asked Thorin.

“Jeffrey Allen¹ in Davie sells Club Car Street Legal vehicles that can be ordered with a trailer hitch,” said Bilbo.

“Do they sell trailers?” asked Thorin.

“No,” said Bilbo. “Southern Lawn Equipment² in West Palm Beach and Wildar Golf Carts and Trailers³ sell Triple Crown Trailers. Some are too large for a golf cart. The 4 x 8 feet and 5 X 10 feet models dowsa a ‘Yes.’. Etrailer.com⁴ sells a Rapid Hitch Adjustable Aluminum Ball Mount Kit, with 2 Zinc Balls for a 5 1/2 inch Drop and a 6-1/2” Rise for $179.99 if the trailer does not line up with the Club Car hitch.”

“Do you know for certain that the Club Car and trailer will work?” asked Thorin.

“There will need to be a conversation with the Jeffrey Allen salespeople,” said Bilbo. “More than one electric vehicle may also be needed.”

“Anything else?” asked Thorin.

“One 10 foot by 10 foot tent will accommodate three incubator participants and each person will have their own rack. The skirts will need hang tags in case the fabric is similar,” said Bilbo.

“Hang tags?” asked Thorin.

“A clothing tag,” said Bilbo.

¹ (Jeffreyalleninc.com) Club Car commercial utility and transport vehicles
² (southernlawnequip.com) Triple Crown Utility Trailer (with mesh sides)
³ (golfcartsandtrailers.com) Triple Crown Utility Trailer (with mesh sides)
⁴ (www.etrailer.com) Rapid Hitch Adjustable Aluminum Ball Mount Kit, 2 Zinc Balls, 5 1/2 inch Drop and a 6-1/2” Rise, $179.99
“Where can they obtain hang tags?” asked Thorin.

“Office Depot sells plain white tags with string\(^1\) that can be attached with small safety pins\(^2\),” said Bilbo. “An initial, or color made with a marker is all that is needed—so the skirts do not get confused.”

“Do you think they will all sell skirts?” asked Thorin.

“In statistics, there is a probability theory called Poisson Distribution that describes the clustering that occurs in restaurants and bank teller windows,” said Bilbo. “They will discover that sometimes they will sell a few skirts and sometimes several.”

“Is this project for men as well as women?” asked Thorin.

“Yes,” said Bilbo. “Ralph Lauren is a man and he sells womens’ clothes.”

“Anything else?” asked Thorin.

“They will need to bring their lunch—probably in an Ozark Trails Cooler,” said Bilbo. “I also created a style sheet that contains photos of several of the items we talked about.”

“I remember the Ozark Trails Coolers\(^3\),” said Thorin.

“What is a Style Sheet?” asked Thorin.

“It's a PDF file\(^4\) that contains photos as well as the Web addresses of companies that sell the items,” said Bilbo.

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1. [officedepot.com](http://officedepot.com) Office Depot® Brand Merchandise Tags, Size 5, 1.09” x 1.75”, White, Pack Of 500, $10.99
2. [walmart.com](http://walmart.com) Gold Small Safety Pins Size 0 - 0.875 Inch 144 Pieces, $4.95
Bilbo and Thorin have resumed their discussion about business incubators and Thorin is asking questions about the incubator space.

“Where will the incubator be located?” asked Thorin.

“A large, unused space like the one Justin Peters described in his *WIRED* article is ideal,” said Bilbo. “There are a lot of empty spaces.”

“Are you describing a space that is similar to the dining, activity and laundry space we talked about?” asked Thorin.

“Yes,” said Bilbo. “It should be a multi-use space with a kitchen and laundry.”

“You’re talking about participants having an ability to share a meal and do their laundry if they are there several hours,” said Thorin.

“That’s right,” said Bilbo. “It will also be a space for teaching and some leisure activities such as TV and Chess.”

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“Have you started one of your lists?” asked Thorin.

“I have,” said Bilbo showing Thorin his notes. I've been adding a lot of detail to this list because the decor is traditional:

(Walmart) Modway Chesterfield Genuine Leather Sofa, Multiple Colors, Black, $1,249

(Walmart) Traditional Queen Anne Style Chair, Mahogany, $223.79

(Walmart) Safavieh Lyndhurst Lillian Traditional Area Rug, Ivory/Red, 8 feet X 11 feet, $178.20

(Walmart) ORE Furniture Four Leg Chess Table, $103.99

(Amazon) ORE 3-Piece Wooden Nesting Table Set, Dark Cherry finish, (Seller: Bargaindayz), $55.66

(Walmart) Chess Teacher, Premier Edition, $9.90

(Target) Cal Lighting Wilmington Antique Brass finish Metal Floor Lamp with Adjustable Height, $201.10


(Walmart) International Caravan Windsor Half Moon Console Table in Walnut Stain (Mfg. Part #3839), $199.93

(Walmart) Better Homes and Gardens Autumn Lane Farmhouse Dining Table, Black and Oak (Seats 6, or 4 end-to-end), $125.40

(Walmart) Better Homes and Gardens Autumn Lane Windsor Chairs, Set of 4, Black and Oak, $132

(Walmart) Sauder Edge Water Utility Stand, Auburn Cherry Finish (Participant Supply Cupboard, Classroom Supplies and TV Stand), $97.51
(Amazon.com) Giantex Female Mannequin Torso Body Dress Form with Black Adjustable Tripod Stand, 51.2”-66.2” Adjustable Height Non-Straight Pinnable for Pants Clothing Dress Jewelry Display (Black), $39.99, Free Shipping

(Amazon) Wooden Cheval Floor Mirror, Cherry Finish by eHomeProducts, $42.99

Borkholder Furniture: Cheval Mirror w/Sliding Doors, 23 x 18 x 70, Made in the USA, (Realm 1)

Borkholder Furniture: Dwayne Allen Chest, 32 x 18 x 29, Made in the USA, (Realm 1)

Borkholder Furniture: Danae's Armoire, 37 x 23 x 60, Made in the USA, (Realm 1)

(Walmart) Rowenta iron, DW1170, AccessSteam Cord reel (retractable) Steam Iron, 1500 watts, Magenta, $59.99

(Walmart) Mainstay 4 Leg Ironing Board, Nuetral Cross-Hatch Cover

(Sears.com) Prince Victory 2-Piece Table Tennis Table, Assembled dimensions 108"x60"x30", tournament size, $148.49

(Amazon.com) JOOLA Table Tennis Hit Set, $24.95 each

(Walmart) Element ELEFW328 32" 720p 60Hz Class LED HDTV, $128

“What are nesting tables?” asked Thorin.

“They are small tables that can be used to hold a drink. They provide a safe place for placing a glass or cup when working on a computer,” said Bilbo.

1 PDF Document: Slides for a Walmart Chess Class, with photos showing opening positions, etc. http://housing.x10host.com/chess_class_walmart_09_18_17.pdf
“What is a Chess Teacher?” asked Thorin.

“The Chess pieces are imprinted with the rules of movement,” said Bilbo.

“Why does a floor lamp need an adjustable height?” asked Thorin.

“A floor lamp frees table space and the adjustment feature allows for flexible task lighting,” said Bilbo.

“What is a pendant light?” asked Thorin.

“Pendant lights date back to ancient Rome,” said Bilbo. “They are suspended from a cord or chain. The one listed is a plug-in model which is unusual. Most pendant lights need to be hard-wired. You'll see details in a slide presentation that I created on the history of furniture.""}

“Won't you need a Swag Hook for the ceiling?” asked Thorin.

“Home Depot sells Swag Hooks;” said Bilbo.

“What is a Half Moon Console Table?” asked Thorin.

“They are tables designed to be placed against a wall,” said Bilbo. “Be sure to look at the photographs on pages 33 and 34 in my presentation on the history of furniture. Walmart's console table is very similar to tables used in the 2010 film Life As We Know It.”

“Why do you need a female body form with a base?” asked Thorin.

“That's for merchandising an outfit,” said Bilbo.

“Merchandising an outfit?” asked Thorin.

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1 PDF Document: Slides for a Walmart Furniture Power Rank Event, p. 26
http://housing.x10host.com/power_rank_walmart_furniture_09_18_17.pdf

2 (homedepot.com) Westinghouse, 2-1/2 in. Large White Swag Hooks, $3.10
“It means the display of products in such a way that it stimulates interest and entices customers to make a purchase,” said Bilbo.

“Do you have an example?” asked Thorin.

“A taupe skirt would be more interesting if it was placed on the female form with a printed sleeveless blouse. The waist is elastic so the blouse wout need a loose fit. A looser fit could be achieved with layering and wearing the blouse open on top of a white tank,” said Bilbo. “Customers may not think of the idea unless they saw the pieces together. There's also a vest that women could wear over a short sleeve blouse like a man's waistcoat.”

“Have we talked about waistcoats?” asked Thorin.

“We talked about photos of classic styles that are easy to find with Google. I found a photo of actor Matt Smith wearing a waistcoat, a bow tie, a tweed jacket and a waistcoat or vest,” said Bilbo. “Waistcoats have existed since the 17th Century. They allow men to take off a jacket and keep their shirt neatly tucked in. Actor Anthony Hopkins has been wearing a waistcoat in the HBO series Westworld.”

“Are you suggesting that the participants should sell the extra clothing at the Farmer's Market?” asked Thorin.

“Only if they could find a wholesale deal that is financially worthwhile. Otherwise, the sleeveless blouse and tank as well as the waistcoat or vest could simply be used to show dressing ideas,” said Bilbo.

“So you're thinking of ways for the participants to expand” said Thorin.

“Yes,” said Bilbo. “They could also find a model to wear an the outfits we've been describing, take a digital photo, make a print and market it as a uniform.”

“Is that why you mentioned the acrylic frame?” asked Thorin.
“Yes,” said Bilbo. “They could look for a small business that may be interested in trying the outfits as uniforms. That type of project would lead to larger orders.”

“Should they look for a model at a small business?” asked Thorin.

“Yes,” said Bilbo. “When they talk to the owner, they could offer to give them the skirts to try for free. Sleeveless blouses and vests that fit women are a little hard to find. They might combine a short sleeve cotton knit shirt worn outside the skirt—possibly with an apron. The aprons I found have large pockets that are very practical for work.”
Bilbo and Thorin have resumed their discussion about business incubators and Thorin is asking questions about startup costs.

“Would an incubator participant need to purchase anything?” asked Thorin.

“At six months, they would need to purchase a $70 Janome sewing machine, fabric and supplies needed to assemble skirts,” said Bilbo. “At startup, everything is provided.”

“How long will it take to make enough skirts to sell at the Farmer’s Market?” asked Thorin.

“About three months,” said Bilbo.

“Have you made a list of the supplies needed for the startup group?” asked Thorin.

“I have,” said Bilbo showing Thorin his notes.

(Walmart) Janome Basic 10-Stitch Portable Sewing Machine with Top Drop-In Bobbin, 4-Piece Feed Dog and Accessory Storage, Graceful Gray, $69.99

(Walmart) Amrapur Overseas 1MFSDBFG-TPE-KG Hotel Collection Solid Sheet Set - Taupe, King, $11.00
(Walmart) Mainstays Microfiber Sheet Set, Black, King, $21.94

(Steinmart) Hotel Collection, King Size Sheet Set
4 Piece Paisley Microfiber Sheet Set, Camellia (orange), $19.99

(Steinmart) Hotel Collection, 4 Piece Olivia Medallion Microfiber Sheet Set, Aqua (light blue/green), $19.99

(Steinmart) Hotel Collection, 4 Piece Raelyn Microfiber Sheet Set, Aqua (light and dark blue), $19.99

(Walmart) Dritz Sewing Gauge-6", $2.93 each

(Walmart) Dritz Deluxe Seam Ripper $2.99

(Walmart) Fiskars Classic 8" Multi-Purpose Scissors, Right Handed, $8.97 each

(Walmart) Singer 96" Extra Long Tape Measure 1 ea., $5.14 each

(Amazon) Singer Assorted Hand Needles, 45-Count, $2.43

(Walmart) Dritz Satin Pins, $8.80

(Walmart) Dritz Tomato Pin Cushion with Emery Sharpener $1.43

(Walmart) Sharpie Ultra Fine Point Permanent Markers, Black, Set of 5, $4.34 package

(Walmart) M4338 Black MIni 3.5” LED Flashlight, $6.90

(Walmart) Dritz Needle Threaders 3/Pkg-Metal, $5.17

(Walmart) X-Acto Designer Series 12" Stainless Steel Ruler, $3.97

(Walmart) Acme Yardstick 36" W/Metal Ends, $5.45

“I don't see the Clara Clark King Size Sheet sets that you like,” said Thorin.
“Walmart seems to be low on Clara Clark King Size Sheet Sets. I hope they re-stock,” said Bilbo.

“I noticed you have not listed an amount for shipping,” said Thorin.

“Walmart does not charge shipping for orders over $35,” said Bilbo.

“That's a great incentive,” said Thorin.

“The Walmart online shopping experience has been very positive,” said Bilbo.

“Are these the supplies that participants will be storing in the Sauder Edge Water Utility Stands?” asked Thorin.

“Yes,” said Bilbo.

“Do the Utility Stands lock?” asked Thorin.

“No,” said Bilbo. “There won't be a need for locks in Realm 1. An alternate utility cabinet with a lock may be needed in higher number realms. Walmart also sells 30 inch footlocker trunks that can be locked for $57.98. Locks need to be purchased separately.”

“So skirts will be safe in Realm 1, but not in other realms?” asked Thorin.

“That's correct,” said Bilbo.

“When incubator participants sell skirts, do they keep all of the profit?” asked Thorin.

“Yes,” said Bilbo.

“How long can they stay at the incubator?” asked Thorin.

“Participation is on-going,” said Bilbo. “They may be asked to teach at new incubators.”

“Will the class include instructions on how to set up the tent?” asked Thorin.

“Yes,” said Bilbo. “They will also need to review details customers need to know. For example, microfiber should be washed in warm
water and not hot. If ironed, the setting needs to be on silk/wool which is a rather low setting.”

“Anything else?” asked Thorin.

“Incubator participants will receive a notebook computer and a cell phone. Classes will be held in the space,” said Bilbo. “They will also need a bag that they can use to carry a notebook. If customers or other vendors at the Farmer's Market ask for any information, a notebook will be needed to write an e-mail address or phone number.”

“Will the participants sell anything else?” asked Thorin.

“I wondered if they could sell compost and I dowsed a ‘Yes.’” said Bilbo.

“Did you dowsed a price?” asked Thorin.

“I dowsed $12,” said Bilbo.

“Have you thought about how they could merchandise the compost?” asked Thorin.

“They could provide the Web address for the compost analysis report from Cornell¹,” said Bilbo. “They could display it in an acrylic frame. Most compost does not contain ocean minerals. The only other ocean compost I could find on the East Coast is the Quoddy Blend Lobster Compost. The City of Fort Lauderdale makes compost from seaweed, but they don't sell it.”

“Anything else?” asked Thorin.

“Participants and sponsors should remember to dowsed all decisions,” said Bilbo.

¹ Cornell, Plant Tissue Analysis report:
http://housing.x10host.com/cornell_compost_08_29_18.pdf
Bilbo and Thorin have resumed their discussion about business incubators and Thorin is asking questions about moving a Farmer's Market indoors.

“In Madison, Wisconsin, the Dane County Farmer's Market moves indoors to a Senior Center and the Monona Terrace Convention Center when the weather gets cold,” said Thorin.

“Are you wondering if the participants in the business incubator could do the same?” asked Bilbo. “That would help flatten the inflation curve if the rent was very, very reasonable. Two decades ago, retailers decided that they needed to grow very large or sell high ticket items to survive. The results were a disaster. Small businesses sharing a larger space would be a move in the opposite direction. There are a few models around the country.”

“What are they and where are they?” asked Thorin.

“Milwaukee's Public Market, the Chelsea Market in New York and the Concourse beneath Rockefeller Center.” said Bilbo. “Malls really have not worked because the stores are part of large chains and they are physically huge. Business incubation assistant needs to extend to a small retail space that may only be as large as a booth at a Farmer's Market. I've been dowsing approved businesses and I have a list:”
• Food
• Clothing
• Hardware
• Furniture
• Herbs
• Art
• Music
• Books
• General (old fashioned General Store)

“To get started, any empty space could be converted for retailers,” said Thorin.

“I’ve also been dowsing equipment and partitions that could be used for booths,” said Bilbo showing Thorin his list:

• (Walmart, Medium Boxes

• (Walmart) Plano Plastic shelves (multiple shelves fit together and can form taller shelves)

• Pareti Walls, https://www.paretimobilewalls.com

• (displays2go.com) Gridwall, Gondola Design, Metal Gridwall Fixture w/Wheels, See: http://crashlanding.x10host.com/bay_colony_rec_3.pdf

• (Walmart) Dura-Trel Kingston 7 x 7 ft. Vinyl Pergola, $399 (free shipping)

• (Walmart) Upgraded Quictent 10x10 EZ Pop Up Canopy Gazebo Party Tent with Sidewalls and Mesh, White, $137.99

• (Walmart) Ozark Trail 20x10 Straight Leg Instant Canopy (200 sq. ft Coverage), 20 ft. X 10 ft., $124.00

• (Walmart) PALM SPRINGS 10' x 30' Party Tent Wedding Canopy Gazebo Pavilion w/Side Walls, $129.99

• (Walmart) US Weight 30 lb. Tailgater Canopy Weights with No-Pinch Design for Easy, Safe Installation, and Removal
• (Walmart) Ozark Trail Bar-Height 10’ Folding Canopy Table, $29

• (Walmart) Lifetime 5’ Essential Fold-in-Half Table, $30

“What about restaurants?” asked Thorin.

“I’ve dowsed that restaurants need to open inside stores or shared spaces,” said Bilbo.

“Are there any present day examples?” asked Thorin.

“Sarabeth’s Kitchen inside Lord & Taylor,” said Bilbo. “Also, Caribou Coffee inside Hy-Vee.”

“We are so far up on the inflation curve,” said Thorin. “There may be some fear.”

“Everyone needs to dowsed prices and rent,” said Bilbo. “They need to dowsed every decision. Financial decisions are extremely important. Sponsors may need to pay the rent for young startups until they are solvent. Product manufacturers may be interested in in trade arrangements. There are many examples of trades in business that are mutually beneficial.”

“Can you think of an example?” asked Thorin.

“Walmart sells reasonably priced reproductions of famous furniture on their Web site that most of their customers probably don’t know about,” said Bilbo. “Walmart could use their tables and chairs and set up a coffee shop in a space shared with a new business from the incubator. They could merchandise the furniture in acrylic frames on the tables and promote their free shipping.”

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1 South Florida Film Industry by Mary Jo Fahey, 08/01/18
http://housing.x10host.com/south_florida_film_industry_08_01_18.pdf
“We've talked about the furniture reproductions at Walmart,” said Thorin.

“Information about furniture design could disappear,” said Bilbo. “Retailers have helped preserve the information in the past. The inflation curve will destroy all brick and mortar businesses. We need changes.”

“Would you mix the furniture designs, or use furniture from a particular era?” asked Thorin.

“One era at a time would be less confusing,” said Bilbo. “A few months later, furniture from a different era would probably create a buzz.”

“Create a buzz?” asked Thorin.

“Get people talking,” said Bilbo. “Depending on the amount of space, pieces from the previous era could be sold assembled.”

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September 2, 2018

“I've been thinking about coffee shops that have supplemental meeting rooms. The coffee shop we've been talking about could have supplemental rooms for classes that could be used to merchandise other products,” said Bilbo.

“Which coffee shops have supplemental rooms?” asked Thorin.

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1 *Earth's Status, Likelihood of Change and Heaven* by Mary Jo Fahey, 08/18/17
   http://housing.x10host.com/hobbit_earth_status_change_heaven_08_18_17.pdf

2 Walmart Coffee Shop Themes to merchandise furniture in a retail setting near Walmart Stores, sharing space with an incubator startup, 09/01/18,
   http://housing.x10host.com/style_sheet_walmart_coffee_shop_themes_09_01_18.pdf
“I made a list,” said Bilbo showing Thorin his notes:

- Blue Spoon, Prairie du Sac, WI
- Cool Beans, Madison, WI
- Fat Cat, New Glarus, WI
- Firefly, Oregon, WI
- Fresh & Green Market, Oconomowoc, WI
- McFarland House Cafe, McFarland, WI
- Quivey’s Grove, Madison, WI
- Sow’s Ear, Verona, WI
- Your Big Picture Cafe, Davie, FL

“That would create a buzz,” said Thorin.

“About a year ago, I created slides and saved them as a PDF file,” said Bilbo.

“Slides?” asked Thorin.

“For a chess class¹ and a sewing class²,³,” said Bilbo.

“What did you include in your slides?” asked Thorin.

“The slides introduce the history of chess, as well as famous people in TV and films playing chess, Walmart merchandise including a chess teacher set that has pieces containing the rules of movement on each piece,” said Bilbo.

¹ PDF Document: Slides for a Walmart Chess Class,
   http://housing.x10host.com/chess_class_walmart_09_18_17.pdf

² PDF Document: Slides for a Walmart Sewing Class,
   http://housing.x10host.com/sewing_class_walmart_09_18_17.pdf

³ PDF Document: Sewing Class Notes,
   http://housing.x10host.com/sewing_classes_notes_09_18_17.pdf
“Do your slides explain the game?” asked Thorin.

“Yes,” said Bilbo. “The names of the pieces and how many come with a set, the chess board, opening positions, themes, chess piece values and rules of movement.”

“Themes?” asked Thorin.

“Move minor pieces early and control the center are two important themes,” said Bilbo.

“Once you go over the rules of movement, they will need to remember them to play,” said Thorin.

“Walmart sells a chess teacher set with the rules of movement printed on each piece,” said Bilbo. “The person leading the class can review what is printed on each piece when they show the slides.”

“Won’t a game take a long time to play?” asked Thorin.

“The class participants can set up their pieces and then play three timed game that last twenty minutes each,” said Bilbo. “The person who has captured pieces with the highest total wins.”

“You would not match beginners with experienced players would you?” asked Thorin.

“The class participants would need to rate themselves as a beginner who has never played, someone who has played some games but needs a review, or advanced,” said Bilbo. “Players would need to be matched with opponents who have equivalent skills.”

“How many chess tables should be set up?” asked Thorin.

“I dows six,” said Bilbo.

“Would customers sign up?” asked Thorin.

“Yes,” said Bilbo.

“Can customers take more than one class?” asked Thorin.
“If there is room and a player with equivalent skill,” said Bilbo.

“I don't think there will be room for acrylic frames on the chess tables,” said Thorin.

“They will need a sideboard for placement of the acrylic frames including one for the sideboard,” said Bilbo.