



## **OPPORTUNITIES WITHOUT BORDERS (OWOB) “IDEA-TO-BUSINESS” (I2B) REPORT**

### **EXECUTIVE SUMMARY**

Living Roots was highly successful in validating its preliminary hypotheses, obtaining producers buy-in to the needs and business concept and in securing a network and partners in Baja California Sur, Mexico. The following report sets forth the highlights of our fieldwork and the information gathering that led to Living Roots’ long-term goal of forming a marketing association in Baja for ranchers. We are in the process of forming non-profit organizations in both the US and Mexico and will complete both a marketing trial in October and a sales trial in December of 2010 to get market feedback on our product offering, develop labeling criteria and establish a pricing model. There is significant local momentum for the project which necessitates that we move quickly. An outline of our practicum plan, objectives, measures and resulting changes is attached as [Appendix A](#).

### **ACCOMPLISHMENT HIGHLIGHTS**

- Pilot community identified as San Javier
- Community buy-in established through “Envision the Future” workshop
- Living Roots’ regional representatives elected by community members
- 29 artisans and agriculturalists contracted for market trial in October
- Mexican pro-bono attorney contracted for help incorporating non-profit
- Partnership with local team member Diana Espinoza solidified
- Recognition of importance of Baja sierra culture validated by academics, specialists and stakeholders

### **THE INITIAL PLAN**

#### ***Purpose***

The overarching purpose of Living Roots’ in-country field work was to validate its business model; namely that the organization could create value for ranching families and help protect their cultural assets by providing access to higher-margin customers in Baja and US for their products and skills. The team also aimed to validate the underlying hypothesis that ranching families in the sierras (mountains) of Southern Baja are being forced to leave their communities because of the lack of economic opportunity, particularly for youth, but would prefer to continue a ranching lifestyle and remain stewards of their land and culture.

To achieve this purpose the team planned to accomplish the following: (1) obtain trust and buy-in from the sierra community and local stakeholders; (2) identify common vision for the future of the sierra and potential economic opportunities; (3) secure suppliers and retailers in Baja Mexico for sierra-made products; and (4) determine customer demand. Additionally, we set out to secure preliminary distribution channels, better understand production capacity, recruit youth sales representatives, and explore opportunities to partner with tour operators to sell sierra products. Assuming the results of our hypothesis testing and business model

validation proved favorable, the primary initial outcome of Living Roots' fieldwork was to conduct our first sales trial in November of 2010 at the Baja Artisan Expo. Lastly, we intended to research funding options with various Mexican government agencies, as well as evaluate opportunities for collaboration based on stakeholder interests in our business concept.

### ***Methodology***

To accomplish these objectives, we used a number of tested methodologies: (1) a CSU Human Subjects Review approved protocol for ranching family interviews to understand rancher needs and vision, (2) customer and retailer surveys to understand buyer and seller behavior, and (3) an "Envisioning Your Future" workshop pursuant to the techniques developed by Village Earth (a consortium for village-based sustainable development) to facilitate community participation. The workshop process was designed to: first hear what aspects of the sierra culture were important for participants to protect, then to co-generate potential economic opportunities, and finally to align community wants and needs with what business value Living Roots could provide by developing a "first steps" action plan. Living Roots planned to document project activity with video testimonials from stakeholders to be used for business validation and promotional purposes.

### ***Human Capital***

We planned on leveraging a number of stakeholders and human resources including local NGO's, government agencies, and a large variety of local contacts. The key assets from a human capital standpoint are discussed in detail in the "Leveraging Local Resources" section below. Because of the small size of our team and varied levels of Spanish speaking ability, we planned to conduct the bulk of our research together. However, each member had a designated role, such as interviewer, translator and scribe or tourist and retail store surveyor. Specific areas of responsibility for each team member were as follows:

- **McKenzie Campbell** – Executive Director, community liaison and stakeholder partnerships, supplier and tour operator relations
- **Colleen Lyon** – Director of Marketing and Operations, marketing and promotion, educational program development, budgeting and operational needs, youth leader and funder relations
- **Mila Birnbaum** – Director of Finance and Sales, sales and pricing, distribution channels, legal matters, product development and design, customer and retailer relations
- **Diana Espinoza Meza** – Baja Local Youth Representative, former OWOB marketing intern

## **PLAN IMPLEMENTATION & SIGNIFICANT ACTIVITIES**

### ***Change and Progress***

Progress was monitored during the team's daily meetings throughout the trip to discuss progress status on planned activities and evolving ideas. Slight changes to our plan occurred very organically as we discovered new information and contacts through our extensive interviewing and networking process. A primary example of this was reorganizing our schedule in order to accept an unexpected invitation to a conference hosted by one of our partners, Niparaja. This environmental conservation NGO is in the midst of the large undertaking to designate the mountains ranges where Living Roots plans to begin working as an internationally recognized Biosphere Reserve. As an initial step in this process, Niparaja organized a conference to explain the social, cultural, ecological, and historical significance of the sierra to local politicians. The aim was to excite decision makers to take up the banner of the importance of protecting sierra communities and ecosystems. The conference validated for Living Roots the uniqueness of the sierra culture, the profound need for economic opportunity creation, and also expanded our network of academics, NGOs and experts working towards these goals. In

general, we were able to execute on our plan with little significant modification because the team's fundamental approach was one of flexibility to new information and opportunities and was grounded in our underlying strategy of continually testing research and ideas through direct contact in the field.

### ***Leveraging Local Resources***

One of the most significant and unanticipated successes of the summer was that Living Roots was able to build social capital, cement partnerships, and receive strategic assistance from, a variety of local resources. In particular, our regional advisor, Mr. Reygadas provided in-depth insight into the culture and norms of sierra ranchers. Diana Espinoza, our OWOB intern, who prepared a detailed report on applicable Mexican governmental programs and the Baja tourist market this spring, provided passionate support and invaluable contributions this summer including sharing her project research on developing market opportunities for sierra communities with the local Rotary Club. Diana will be part of the management team as Living Roots begins the process of incorporation this fall. Lastly, the Baja Rotary Club in La Paz further validated the value of our business approach by recognizing the cultural importance of sierra residents and the need to act quickly. Along with strategic assistance including pro-bono legal services and immigration assistance, individual rotary club members have committed to help through their networks and financial support. Soliciting stakeholder input was viewed as crucial to the venture's ultimate direction, design and implementation and in the end provided significant quality support in key strategic areas.

## **GETTING RESULTS**

### ***Discovering Living Roots' Value-Add***

The idea of forming a branding and promotional association which certifies the authenticity and origin of sierra-made products emerged as an unmet need from our conversations with ranchers and other stakeholders. As a result of finding that many sierra residents realized the importance of coming together to achieve greater economies of scale but needed marketing assistance and skills from outside their community, Living Roots shall attempt to unify sierra residents through forming a marketing association where ranchers would become members and eventually pay dues to cover certain services. The marketing association would certify products that originate from the Baja Sierra through a product label or tag as being handmade and having historical and cultural value. We chose the San Javier area to act as a pilot because its close proximity to Loreto and recent infrastructure improvements (such as paved access and electricity) position the small mountain town and its numerous surrounding ranches for increased tourism and market opportunities. After developing the business model in San Javier, Living Roots intends to scale to other Baja California Sur sierra communities once the pilot has demonstrated benefits to members and the brand has been sufficiently tested and developed.

### ***In-depth Interviews and Community Workshop***

Results from over 40 individual interviews and the community workshop in San Javier revealed extensive community buy-in and validated our assumptions (see [Appendix B](#) for a Spanish summary of the workshop results as provided to our local partners). The most prominent theme that arose from the workshop was that sierra residents want more direct contact with their market and customers. This theme was embodied in a number of specific goals they generated:

- Creation of a marketplace in San Javier to sell local produce and products
- Need for cooperative labeling and marketing assistance
- Desire to develop a locally run eco-tourism industry

We also tested our business concept of a marketing association in the workshop in order to better understand what attributes the producers themselves wanted on the label and what traditions they wanted to communicate to the market. The results of this workshop were substantial community involvement, establishment of local leadership (regional Living Roots representatives were elected), problem solving, and clear preliminary expectations and steps for moving forward with marketing and sales trials (see “Local First” section below).

### ***Tourist and Retailer Surveys***

Results from tourist and retailer surveys (see [Appendix C](#) for a summary of survey results) show that there is a demand for authentic, local products and an obvious lack of supply of such products on the tourist market. Even in the small artisan shop in San Javier, which is in the heart of the sierra and a tourist draw because of housing the second oldest mission in the Californias, the crafts, except for a small handful, were brought in from Guadalajara and stamped with San Javier’s name. This research served to validate the opportunity for Living Roots to help craftspeople connect to local markets.

## **FOLLOW-UP AND LESSONS LEARNED**

### ***Local First***

Through our research in Baja we came to realize that the local market in coastal cities, as well as the tourist market for both products and rural tourism activities, is currently more attractive than exportation and complete reliance on U.S. based tourism. While international and Mexican national tourists will continue to be part of our target market, another major target group will be Baja residents who don’t need much convincing to recognize the uniqueness of the culture in the mountains above them. From what we have found, Baja residents are proud to have visited ranches, are interested in experiencing traditional ways and are likely to purchase sierra made products, especially food products. Based on these findings, the Living Roots’ team decided to concentrate start-up efforts within Baja rather than beginning with a U.S. based retail market. Through our extensive interview process, the team developed an understanding of product and service offerings (for a listing of crafts and agricultural items as well as agritourism activities see [Appendix D](#)), raw material needs, and current pricing and distribution practices.

### ***Marketing & Sales Trials***

The concrete result of this research and findings is that Living Roots has organized two separate events to test the local Baja market and launch sales, instead of the planned November Artisan Expo and contracts with retail stores. The first will be a booth during the Festival of Loreto in October to solicit customer feedback and the second will be a booth to launch sales during the Festival of San Javier in December. The reasons for this was multi-faceted, first it became clear that the artisan expo dates were uncertain and we wanted to provide a concrete next step for producers to prepare for, secondly, testing products closer to San Javier would encourage sierra residents to be part of the process and learn directly from the market, and finally, it will provide both Living Roots and producers with the missing information needed to understand consumer preferences and buying behavior prior to selling. Accordingly, we revised the plan and secured product and food samples from approximately 30 craftspeople for the October event (for a detailed listing of samples ordered see [Appendix E](#)).

The purpose of the marketing trial is to gain market feedback on product quality, price, style, labeling and overall value. The team will then place orders for specific products to sell during the December trial under the Living Roots label as a test of the added value of the Living Roots promotional model. Living Roots representatives elected during the community workshop are currently coordinating producers and collecting

sample products. Diana Espinoza, along with other local youth representatives will be pivotal in our marketing and sales trial process, not only from a logistics standpoint, but also by providing local and cultural guidance on how to conduct these activities. Additionally, we have requested that all our suppliers complete a questionnaire by the beginning of October 2010 designed to further elicit missing information about production processes and raw materials sourcing. Based on gathered information about consumer behavior from the trials, Living Roots will prepare a product marketing catalogue for launching sales in Baja in 2011.

### ***Next Steps***

In conclusion, the work Living Roots completed during our fieldwork not only confirmed the value of the proposed business but focused our scope on immediate trials as the next steps necessary to obtain market feedback critical to launching the venture. The team realized that the only way to proceed with our development plan is to steadily build trust with stakeholders by showing results through incremental successes. This is necessary in our view in order to develop a solid foundation on which to build an organization designed to have a lasting impact in the sierra of Baja. If Living Roots is awarded the OWOB prize money it will be used to finance the marketing and sales trials this Fall, specifically for team travel expenses to Baja, and for marketing, distribution and promotional event logistics, as well as procuring further product samples.

### ***Future Venture Development Strategy***

In terms of long-term vision, along with product and branding development Living Roots has also identified two additional projects aimed toward increasing economic opportunities and protecting sierra culture. The first is developing an agritourism industry which would allow travelers and students to directly learn unique skills from sierra residents such as how to make olive oil, goat cheese, sweets or wine. The second is to bring back skills that are quickly disappearing by hiring local masters to teach traditional skill sets in schools. After spending time with students of the primary and secondary schools in San Javier, it became apparent that young people genuinely would like to learn skills such as how to splice trees, make saddles and ride horses. There is also enthusiasm among experts from the sierra to become recognized instructors. This fall Living Roots will concentrate on the product and branding development while building trust and commitment. These additional activities are part of our venture development strategy and are planned to commence in the second quarter of 2011.

## APPENDIX A

### **LIVING ROOTS SUMMER PRACTICUM PLAN (ACTUAL)**

(items in red are responses, actual outcomes and comments to initial practicum plan, those in black were completed without changes or additional comment necessary)

**GOAL 1—Validate business model** [validated hypothesis and obtained community alignment, additional business model opportunities evaluated and plan development in fall of 2010]

**Objective: Validating hypothesis and community alignment**

Workshops to test hypothesis – ranching families lack economic opportunity and would prefer to stay on their land and continue way of life

1. Identify communities and set up logistics for community meetings
2. Conduct 1 workshop and approximately 10-20 interviews in 2 communities identifying values and project buy-in [focus community was San Javier (SJ), preliminary fieldwork interviews in Las Animas (LA) in January of 2010, visited San Dionisio as a model or example of eco-tourism]
3. Identify community inputs/outputs, perform cost benefit analysis, and determine degree of cooperative production/marketing/raw materials [identified outputs, inputs and certain costs, currently conducting surveys of craftspeople regarding production capacity and issues to be completed in November 2010.]

**MEASURE:** Vision maps from 1-2 community workshops and analysis of data from 20-40 interviews conducted with ranchers pursuant to attached IRB protocol [identified values and obtained community buy-in, workshop outcomes report prepared in Spanish and provided to local contacts, still need to formally compile and summarize interview data, performed “in the field” analysis, production process survey in place to be completed in November 2010]

**Objective: Validate business model – LR creates value for ranching families by providing access to higher-margin customers in Baja and US for their products& organizing Sierra Heritage Skill Expeditions**

**Baja-**

- Test customer willingness to buy and retailers willingness to sell
- Preliminary planning for first Sierra Heritage Expedition
- Collect testimonials of LR’s value
- Commission product orders for WFC poetry gathering in January [postponed until Spring of 2011 after marketing & sales trial data is collected and depends on outcome of mule pack trip in November 2010 with director of WFC]

**US-** [Not currently retail focused – TBD when & if the US retail market is a strategic development move]

- Test customer willingness to travel & learn agritourism related skills on ranches [Sierra Heritage Expedition “exploratory force” will tour in November, 2010 for preliminary evaluation of agritourism opportunities and interest]
- Test customer willingness to buy and retailers willingness to sell [preliminary research conducted, currently focused on Mexican-based event sales]

**MEASURES:** 1. Completion of analysis of data from 30 customer and 5-10 retailer surveys pursuant to IRB protocol for both Baja and US [Analysis completed, summary for presentation to be compiled during Sept-Oct of 2010]

2. Footage obtained for value testimonials and skills promotional videos [Obtained significant and valuable footage for these purposes, will produce short spot video during fall of 2010]

**GOAL 2—Secure commitments for supply [secured for 2010 product trials]**

**Objective: Identify communities and producers/travel hosts and establish commitments**

- Communities for pilot
- Master artisans and producers
- Families willing to host and teach travelers
- Youth leaders
- Community representative
- Communication liaison
- Baja retailers [not currently pursuing because LR is event focused for marketing & sales trials]

**MEASURE: Commitment from 10 artisans and 10 family hosts at least one representative from each community [Obtained 29 craftspeople to produce product samples and certain families willing to host agritourism tours]**

**GOAL 3—Identify products/services and develop product line [identified multiple products/services, development of product line through Fall of 2010 trials]**

**Objective: Identify and develop products**

- Identify products currently produced
- Identify unique skills
- Raw materials sourcing [identified, needs further development such as permitting, to commence in Spring of 2011]
- Assess production capacity [know current production, scheduled to access capacity after sales trial in December of 2010]
- Assess infrastructure needs [post trials, consider for potential UNESCO grant funding in 2011, grant application due June of 2011]
- Assess environmental impact [preliminary data gathered, assess further post trials]

**MEASURE: Place orders for ~~November Cultural Expo in Baja~~ [Cultural Expo date and location TBA for 2010 - because of this uncertainty, LR changed venue to other events close to pilot region to test market - placed orders for October 2010 marketing and December 2010 sales trials at festival events in Loreto and SJ, have identified skills, products, raw materials sourcing still needs further development]**

**Objective: Develop sales kit, pricing and marketing materials**

- Obtain product samples and photos of products
- Video footage for marketing materials
- Establish pricing model [will test pricing during marketing & sales trials]
- Develop promotion and marketing materials

**MEASURES: 1. Produce marketing & sales kit [produce preliminary label & branding for feedback in marketing trial – will produce product catalogue after trials in beginning of 2011, have preliminary product & pricing info and photos]**  
**2. Secure sales personnel and registration for Loreto Festival & Baja Cultural Expo San Javier Days [have secured 6 regional representatives for marketing & sales trials and 7 youth council members for long-term involvement (potential LR employees)]**

**Objective: Solidify distribution and sales channels**

- Identify local, national, and international channels [community-organized distribution is a long-term goal set for further development in 2011, strategy is to establish small successes to build trust to develop a community driven distribution channel]
- Establish partnerships and obtain commitments for sales through
  - Baja retailers [postponed until after trials]
  - Tour companies
  - Resorts/hotels [restaurant-based event contact secured]
  - ~~Ex-Pat groups~~ [Rotary club]
  - ~~Yacht clubs~~ Niparaja will act as a sales & distribution partial partner for trials

**MEASURES:** 1. Secure “first mile” and local distribution partners [will test using community and youth reps with marketing trial, transport from LA to SJ]  
2. Partnership with 2 Baja retailers to sell products [focus on events and trials, SJ community wants direct contact with market and want to create a retail venue in town, developing this physical “marketplace” is anticipated during Spring of 2011 and potentially retail outlets/partners in Loreto ]

**GOAL 4—Validate youth leadership education plan (Optional)** [validated by community workshop, primary & secondary school activities & interviews, seen as important component because of need to create economic opportunity in the Sierra]

**Objective—Develop Youth as Stewards Program**

- Identify specific heirloom skills for educational program
- Set timeline for school launch [postponed for second phase in second half of 2011]
- Identify funding requirements [postponed for second phase in first half of 2011]
- Apprenticeship program development
- ~~Urban youth centers identified and partnerships solidified~~
- Youth leaders committed

**MEASURES:** 1. Partnership with Fermin (Rural Tourism professor, UABCS) to implement school heirloom skills training [Partnership secured and skills video preliminary trial completed with primary school as test group]  
2. Secure partnerships with specific schools to launch program [rural schools identified in SJ and potential partnership in place for summer of 2011]

## APPENDIX B

### San Javier Workshop Summary

#### Resumen de la Junta en San Javier y Los Planes Para el Futuro

Julio 2010

*La misión de Raíces Vivas:*

Proteger lo que la gente de la sierra de Baja California Sur considera que es importante de sus costumbres y tradiciones en el mundo moderno, mientras se mejoran sus ingresos para no tener que dejar su vida escogida.



*McKenzie y las mujeres en la reunión de San Javier*

#### **Temas que resultaron de la junta – Lo que opina la Comunidad de San Javier**

- **Es importante proteger las costumbres y tradiciones de la vida de la sierra**

(La definición de *costumbres* según las mujeres es lo que sus papás y abuelos hicieron)

- Ejemplos:

- La hospitalidad
- Ser humilde y respetuosos
- Conocimiento de cómo hacer la comida regional (vino, queso, dulces etc.)
- Conocimiento de cómo hacer artesanía regional (tejidos, talabartería, bordados etc.)



*Jóvenes de la escuela secundaria de San Javier*

- **Que dicen los Jóvenes:**

- Lo que más valoran es ser parte de la familia y que se les haya enseñado a ser respetuosos y como tratar los demás
- Quieren aprender de la gente que vive en la Sierra:
  - Como tejer, cocer, sembrar, montar a caballo, talabartería, tejidos de palma y cocinar



*Jóvenes de la escuela secundaria de San Javier*

- **Es importante proteger el Medio Ambiente**
  - Quieren mantener limpio los arroyos y caminos
  - Quieren proteger las especies de flora y fauna, sobre todo el Borrego Cimarrón
- **Quieren tener un relación directa con el mercado**
  - Para el queso, la cebolla, las artesanías, otras cosechas, para el turismo y la cacería
  - Hoy en día los intermediarios a veces están ganando más que los productores
  - Quieren manejar sus propios negocios en vez de alguien que viene de afuera



*Los hombres en la reunión de San Javier*

#### **Grandes Metas de la Comunidad:**

1. Tener un mercado o una tienda en San Javier donde toda la comunidad pueda vender productos regionales (cosecha, comida y artesanía).
  - Si es un “mercado” sería cada fin de semana por ejemplo, con promoción en la radio
2. Desarrollar eco-turismo
  - Quieren ser los propios guías
  - Reconstruir los senderos nativos
  - Un tipo de turismo en el cual enseñen a los turistas las cosas importantes de la vida ranchera

#### **Sub-Metas:**

- Mejorar la comercialización de cebolla
- Reorganizar la cacería de borrego cimarrón
- Seguir trabajando en la talabartería

#### **Los Obstáculos:**

- Organización de la comunidad – encontrar un sistema para trabajar juntos
- Difícil trabajar unidos por la distancia, diferentes ejidos, religiones y dificultades para tomar decisiones
- Un sistema de comunicación
- Transportación comunal – El costo de gasolina a veces es más que el valor del producto
- No hay quien promueva el desarrollo de proyectos
- Promoción – No hay mucho uso de etiquetas y el cliente no entiende el valor del producto
- Capital (recursos para comprar material sin saber si hay un mercado)
- Es difícil vender al mayoreo
- El mercado conocido ahora es muy local (entre amigos y familia) y es lento, o el mercado no es conocido y se venden los productos a un solo comprador a precios bajos
- Muchos necesitan lentes para poder trabajar y los doctores no vienen seguido



*Cebollas y aceitunas en San Javier*



*Darío Higuera, su nieto y las tradiciones*

### **Nuestra Visión**

Queremos empezar una Asociación Civil que represente a la población ranchera de las sierras del Estado de Baja California Sur. La meta de Raíces Vivas es proteger las tradiciones y costumbres que los rancheros consideran especiales sobre su propio estilo de vida, para que sean transmitidas a las siguientes generaciones. Nuestra esperanza es que si existe un valor económico asociado a los productos, actividades y costumbres de la sierra, éstas, no desaparezcan tan rápido. La idea es aumentar los ingresos de las familias que viven en la sierra, a través del desarrollo del mercado para productos tradicionales y turismo rural.

Además, lo que hemos encontrado es que algunos jóvenes ya no poseen las habilidades de sus abuelos o papás y que están saliendo de la sierra porque no hay suficiente trabajo o recursos. Parte de la meta de Raíces Vivas es ayudar a los especialistas de la sierra a re-enseñar a los jóvenes las habilidades que son importantes para ser ranchero e incluir a jóvenes de 15-35 años en todo el proceso del proyecto. Queremos incluir tanto a los jóvenes que siguen viviendo en la sierra como a los que han salido a estudiar o trabajar y que pueden

ayudar con nuevos conocimientos y habilidades de computación, contabilidad, turismo alternativo, manejo del mercados etc.

Con este fin, Raíces Vivas puede ayudar a las comunidades de las Sierras de las siguientes maneras:

- **Organización de la comunidad**
  - Uno de los grandes obstáculos que hemos encontrado es la dificultad de trabajar conjuntos como comunidad en una manera unida
  - Un parte del trabajo de Raíces Vivas es ayudar a la comunidad a unirse para lograr metas que beneficien a la gran mayoría
  - La ultima meta de Raíces Vivas es que el manejo del proyecto puede estar dirigido por la comunidad, pero reconocemos que para llegar a ese punto, nuestra ayuda en la organización de la comunidad puede ser útil hasta que haya suficiente experiencia con el manejo del proyecto



*Talabartería en acción con Darío Higuera*



*Ejemplo de una tarjeta para productos*

- **Promoción y comercialización de productos y actividades regionales.**
  - Includido en esto es una certificación de autenticidad. La idea es que los productos hechos por rancheros sean presentados con una tarjeta o etiqueta que explique el valor del producto. Por ejemplo: que es hecho a mano, de materias naturales, algo de la historia del producto o su uso etc.
  - Otro tipo de promoción que nos gustaría hacer es un sitio del web donde se pueda encontrar videos que expliquen el proceso de hacer varios productos, un mapa de donde vienen, etc.
  - Un catálogo de productos con fotos y quién lo hace

- **Estudios del Mercado**

Vamos a empezar el proceso de comercialización de productos regionales en partes:

- **Primer Parte: Prueba del Mercado – Octubre 2010**
  - Queremos investigar qué opina el público de los productos de la sierra, que tanta demanda hay para productos hechos a mano, si le

gustaría ver algunos cambios de estilo, tamaño, color etc., y el precio que pagaría

- También nos gustaría investigar las opiniones sobre la información que debe incluir la tarjeta o etiqueta, el logo, etc.
- Con este fin, hemos pedido muestras de varios productos tradicionales de las comunidades de San Javier y Las Animas en La Sierra La Giganta
- El plan es tener un tianguis para la Festival de la Fundación de Loreto, 23-25 de Octubre 2010, donde podamos hablar con un mercado estatal, nacional e internacional sobre lo que opinan
- Para esta prueba, Raíces Vivas no va a comprar los productos (sino los que ya tenemos contratados). La idea es que los artesanos hagan ejemplos y reciban una retroalimentación.
- Tenemos representantes de las tres regiones de San Javier que nos van a recolectar las muestras



*Arriba: Cuchillos hecho a mano en Las Ánimas  
Abajo: Silla Vaquero de Baja California*



- **Segunda Parte: Prueba de Ventas – Diciembre 2010**
  - Ya que exista un conocimiento mejor de la demanda y gustos del mercado, Raíces Vivas va a continuar con una prueba de ventas durante el Festival de San Javier, 1-3 de Diciembre, 2010.
  - En esta ocasión Raíces Vivas (o sus representantes) va a intentar vender los productos en un tianguis durante el festival
  - Para pagar a las personas que ayuden a la venta y para cubrir el costo de impresión de las tarjetas, etc., Raíces Vivas tendrá que aumentar el precio de venta de los productos con el margen necesario



*Huerta en San Dionisio, Las Lagunas*

- **Tercera Parte: Reunir a la comunidad para tomar la próxima decisión – Enero 2011**
  - Con la información que recabemos en Octubre y Diciembre de la demanda del mercado, la comunidad con ayuda de Raíces Vivas va a hablar de cómo y con quién seguir en una asamblea de la comunidad en Enero

- **Enseñanza de habilidades de la Sierra**
  - Comenzando en 2011, a Raíces Vivas le gustaría apoyar el desarrollo de un proyecto educativo sobre las habilidades tradicionales de la sierra para que las siguientes generaciones no pierdan el conocimiento de cómo hacerlo.
- **Turismo Rural**
  - También en 2011 nos gustaría desarrollar actividades y organizar un sistema de turismo rural comenzando en el área de San Javier.

#### **Lo que somos y lo que no somos:**

- Por el momento Raíces Vivas es un grupo de estudiantes de la maestría Negocios Sociales de la Universidad Estatal de Colorado. Este otoño vamos a empezar el proceso para crear una Asociación Civil (AC) aquí en México.
- Hemos encontrado en muchas partes que los proyectos en donde todo les fue regalado no llegaron a concretarse de manera exitosa, o que la mayoría de los participantes dejaron pronto el proyecto. Nuestra intención es trabajar con la gente en una manera respetuosa y que se sientan involucrados, donde todos den lo que puedan al proyecto hasta que sea sustentable.



*Equipo Raíces Vivas*

## APPENDIX C

### Tourist Survey Results

#### TOURIST CUSTOMER BEHAVIOR SURVEY (37 Respondants)

We are assessing the viability of traditional artisan crafts in a tourist market. These products are made by hand by ranching families in the Sierras (mountains) of Baja California Sur.

These artisans have been living in the sierra for close to 300 years and to this day, still live a traditional cowboy lifestyle raising goats and cows, and making a lot of what they need by hand.

Here are some examples of what they are producing: (Knives, Leather belt, Embroidery)

1. Would you buy any of these products?	YES	26
	NO	7
	PROBABLY	4

2. What kind of information would you like to know about these items?			
a. Who produced them?	23	62.2	%
b. What materials we used?	16	43.2	%
c. How they were produced?	15	40.5	%
d. The history behind the item?	28	75.7	%
e. Other?	9	24.3	

(How much time it takes to make the items, if there are artisan goods made from recycled materials available, the price, from where and where is it produced)

3. Would you be willing to suggest a price you would pay for the item?	NO	16
	YES	15
	Equal to or less than \$10 USD	7
	From \$10USD-\$50USD	6
	More than \$50USD	2

#### 4. What kind of souvenirs or gifts have you purchased or are you planning to purchase while in Baja?

Jewelry and representative figures, shells, pearls, paintings, carved wood, clay, tile, metal work, blown glass, regional sauces and dried chiles, food that can be transported, MANTA, keyrings, pens, cards, crafts of the region; bracelets; shirts, postcards and jewelry, paintings and jewelry; shells and hand-made products, shirts, jewelry, pottery, small things, keyrings, figureheads, jewelry, shells and jewelry; detailed and affordable, easy to carry home, almost nothing; MANTA and purse; fabrics; regional sweets; None; embroidery, keyrings and figures with shells and snails, which are made of sand or Cholla shell earrings, some type of embroidery, key rings, Cards, figures in wood or stone; shirts, Postcards, stone figures of sloop or tail of the whale-shaped object, small whale, bone engravings by artisans, necklaces, key rings, embroidery and pitchers, handicrafts, Shirts with embroidery. (Each ";" SEPARATES EACH RESPONDENT'S RESPONSE)

#### 5. What do you look for, or what is important to you when buying souvenirs or gifts?

a. Price	14	37.8 %
b. Quality	17	45.9 %
c. Design	18	48.6 %
d. Convince	4	10.8 %
e. Uniqueness	11	29.7 %
f. Representative of the place or people visited?	25	67.6 %
g. Story attached to the item?	13	35.1 %
h. Sustainability of production?	7	18.9 %
i. Other? "That it be a functional gift"	1	2.7

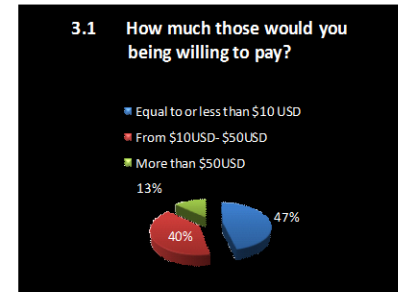
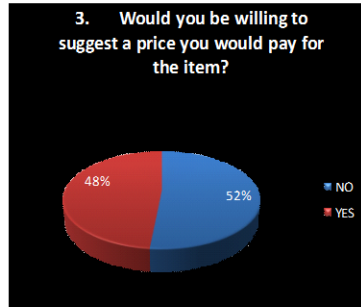
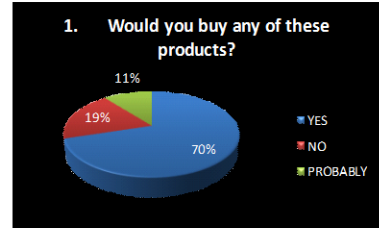
#### 6. Where would you expect to find or where would you look for this type of artisan craft?

a. Tourist shops	17	54.8 %
b. Specialized store	13	41.9 %
c. Internet	1	3.2 %
d. Other?	10	32.3

Artisan craft store; in the street; local shops

#### 7. What question am I not asking that I should be?

- About the knives - can they be exported to the US or Canada?
- Whether I would prefer to purchase directly from the artisan or producer.
- The gender of the respondent (man or woman), age range, to understand the market
- Like to know more about the sustainability
- Which product draws your attention most (crafts, embroidery, etc.) or is what you like most that the item is representative of Baja?
- In what other types of products are you interested?
- What type of materials do you look for in souvenirs?



**APPENDIX D**

**Sierra Products and Activities**

<b>Productos y Actividades de San Javier/ Products and Activities from San Javier</b>	
<b>Alimentos Regionales</b>	<b>Regional Foods</b>
Miel de Abeja	Wild Honey
Aceitunas	Mission period Olives
Vino	Mission period Wine (port)
Aceite de Olivo	Olive Oil
Queso Regional	Goat Cheese
Mantequilla	Butter
Café verde tostado	Mesquite toasted coffee
Empanadas de Cajeta	Empanadas filled with milk caramel
Mermeladas – Higo y tomate	Preserves – Fig and tomato
Conservas de Chile	Canned Chilies
Dátiles Secos	Dried Dates
Orejones de Mango	Dried Mango
Reposteria- Pay de Datil	Baked goods – Date cake
Cebolla	Onions
Ajo	Garlic
Machaca	Dried shredded meat
<b>Dulces</b>	<b>Fruit Sweets</b>
Higo	Fig
Guanabana	Guava
Papaya	Papaya
Toronja	Grapefruit
Limon	Lime
Naranja	Orange
Pitaya	Pitaya (cactus fruit)
Biznaga	Barrel Cactus
Calabaza	Squash
Naranja China	Kumquat
Camote	Yam
Sandia	Watermelon
Jamoncillo	Sugarcane
Cajeta	Milk caramel

<b>Artesania</b>	<b>Artisan Products</b>
<b>Tejidos de Palma</b>	<b>Palm frond weavings</b>
Canastas	Baskets
Torilleros	Tortilla holders
Sombreros	Hats
Abanicos	Fans
Petates de mesa	Place Mats
Petates de piso	Floor Mats
<b>Manualidades en madera</b>	<b>Woodwork</b>
Cajas	Boxes
Portaretratos	Picture frames
Accesorios	Accessory Boxes
Figuras	Wood Figures
<b>Muebles</b>	<b>Furniture</b>
Sillas de Madera y cuero	Chairs with leather seats
Mesas y escritorios	Tables and desks
	Stools out of cardon and leather
<b>Talabarteria</b>	<b>Leatherwork</b>
<b>Cosas Vaqueras</b>	<b>Cowboy Gear</b>
Silla Vaquera	Spanish Colonial Style Saddle
Silla Tejana	Western Saddle
Montura en miniatura	Miniature Saddles
Riata	Rawhide lariat
Ramal	Rawhide quirt
Riata en minatura	Miniature riatas
<b>Zapatos</b>	<b>Shoes</b>
Huaraches	Sandals with tire soles
Teguas	Hush puppy style shoes
Huaraches en minatura	Miniature Huaraches (sandals)
Huaraches y teguas para bebes	Baby shoes
<b>Accesorios</b>	<b>Accessories</b>
Cueras	Leather Jackets
Pulceras	Bracelets
Cinturones	Belts
Estuche para Lentes	Eye glass case
Bolsas	Bags and purses
Monederos	Wallets
Funda de Navaja	Pocket knife holders
Estuche de Celular	Cell phone holders
Llaveros	Key chains
Cuadernos	Notebook covers
<b>Tejidos de Seda</b>	<b>Nylon Braids</b>
Riata	Lariats
Bosales	Horse headstall
<b>Materiales regionales para construccion de casas</b>	<b>Local Building Material</b>
Petates	Bamboo like woven pallets
Hojas de Palma	Thatch roofs

<b>Bordados y Tejidos</b>	<b>Embroidery, Sewing and Needle Work</b>
<i>Para la Cama</i>	<i>For the Bed</i>
Sobre Cama de Tela	Quilts
Sobre Cama Bordado	Embroidered bedspreads
Funda de almohada	Pillow cases
Juego de cama	Matching bed set
<i>Para la Cocina</i>	<i>For the Kitchen</i>
Servilletas	Napkins
Tortilleros	Cloths to wrap tortillas in
Forro de licuadora	Blender cover
Forro de Tostador	Toaster Cover
Panera	Breadbasket
Mandil de cocina	Apron
Mantel	Table cloth
<i>Para el Baño</i>	<i>For the Bathroom</i>
Juego de Baño	Toilet covers
Seca manos	Hand Towel
	Bathroom set
<i>Ropa</i>	<i>Clothes</i>
Faldas	Skirts
Blusas	Blouses
Pantufilas	Slippers
<i>Accesorios</i>	<i>Accessories</i>
Bolsas	Bags and purses
Porta lentes	Eyeglass case
Alfiletero (almohadilla para agujas)	Pin Cushion
Tapete	Cloth Floor mat
Forro de Computadora	Laptop Case
Forro de Kleenex	Kleenex Box case

<b>Turismo</b>	<b>Tourism</b>
<i>Actividades</i>	<i>Activities</i>
Sendero de plantas medicinales y usos	Medicinal Plant Trail and uses
“De la huerta a la cocina” (cosecha y cocina)	“From the garden to the Kitchen” (harvest and cook)
Paseo de flores	Backyard flower tour
	Edible Plant tour
“Ser un ranchero por un dia”	“Be a Rancher for a Day”
Aprender a:	Learn to:
Hacer queso	Make cheese
Hacer Vino	Make wine
Lazar	To Laso or “rope”
Hacer sus propias teguas	Make your own shoes
Tostar café	Toast Coffee
Hacer tortillas a mano	Make tortillas by hand
Cabalgar	Ride a mule
<b>Eventos</b>	<b>Events</b>
Vino, queso y aceitunas	Wine, Cheese and Olives
Cena con comida Regional	Local foods dinner
Mercados de San Javier	Farmers Market in San Javier
Cine y demostraciones artesanas	Film showing and artisan demonstrations

**APPENDIX E****Samples Ordered**

San Javier			
	Nombre y Rancho	Recibido	Producto
(*= no hemos pedido directo de ellos)			
1.	Memo y Bili		Frasco de aceitunas
			Botella chica de aceite de oliva
			Nopales
			Mermelada de Higo
2.	*Santa Isabel		Botella chica de vino
3.	Angelina (Rancho Viejo)		Café tostada en una bolsa de tela
4.	*Mario		Un dulce de medio kilo
5.	Bernabé (San Guillermo)		Petate pequeño
			Canasta
6.	Lino Bastida		Porte retrato
			Cajita de madera regional
Los Dolores			
7.	* Enrique y Mala		Una botella pequeña de vino de uva y de granada
8.	Martin Castro (La Púa)		Pulsera como botón
9.	*Rebeca (Los Corales)		Sobre Cama usada (para prestar)
10	*Sotero		Pulsera
			Riata en miniatura
11	Che Martínez		Par de huaraches en miniatura
Peloteado			
12	Manuel y Pilar (El Parral)		2 sudaderos de palma
			3 canastas de varios tamaños
13	*María Christina (Los Coralitos)		Frasco de cajeta
			Empanadas? (Si las quiere mandar a vender)
14	Alfredo y su hija (Agua Bonita)		Cinturón
			2 bolsas de mano
			Teguas para bebes
			Estuche de lentes
			Una falda
15	*Elías Arias (Palo Blanco)		Un par de teguas chicas
16	*Santo Domingo		Pantuflas de cuero de cabrito

## PEDIDOS Y MUESTRAS DE LAS ÁNIMAS

### **San Pedro:**

1. María de Socorro
  - a. Bolsa como sobre cama
  - b. Juego de cocina: mandil, agarrador, seca manos

### **Las Parras:**

1. Bruno
  - a. Hebilla de cinturón
  - b. Caja de madera
2. Eusebio
  - a. Tinaja de piedra

### **El Paraje:**

1. Eliberto Higuera Heraldo y hijos
  - a. Freno
  - b. Espuelas
  - c. Broches
  - d. Un vestido de niña

### **Las Ánimas:**

1. Martin
  - a. 5" cuchillo con cachá de cuerno, menos ancho y más recto de normal
  - b. 6" cuchillo con crucero
2. Francisco Javier Collins Higuera (Japonés)
  - a. 2 fundas para los chuchillos de Martin
  - b. Un cubre cuaderno?
3. Hilario y sus hijos
  - a. Una navaja
  - b. Una daga?
  - c. Bolsa y forros de celular de cuero?
4. Adan
  - a. Cuchillo de 3"
  - b. Cuchillo para carne

5. José Higuera Higuera (hijo de Eliberto)
  - a. Un machete con cachá de madera
  - b. Un cuchillo de 7" con cachá de cuero
  - c. Otro cuchillo
6. Jesús Higuera Higuera
  - a. Montura
  - b. Cintos
  - c. Fundas para José y Martin
  - d. Un cuchillo?
7. María Martina Higuera Higuera (hermana de Manuel, vive en La Paz)
  - a. Una toquilla de cinto

### **\*Las Tinajitas**

1. Raymundo Socorro Amador Cariaga?
  - a. Un sudadero de maguey (pita)

### **\*La Higuera**

1. José Luis
  - a. Navaja como chuchillo

**\*No hemos hablado con ellos todavía**