

How to give a holiday toast Entrepreneur®

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\$3.3 billion
business of
winter sports

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the peaks and
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a seasonal
business

CROWDSOURCE
your concept

The next rainmakers

With collaborative marketplace
Zaarly, Bo Fishback is helping reshape
how people get what they want.

Plus, 10 more trends that will tip in 2012.

ZAARLY
CO-FOUNDER
AND CEO
BO FISHBACK

ENTREPRENEUR.COM
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THIS WAY UP

From have it your way to make it your way (with a little help from the pros) to go your own way (no PC necessary), the **10 trends** that will define opportunity (and one more to watch) next year

COOL LIKE THAT

Entrepreneurs come into their own

In his inauguration speech, President Obama paid homage to entrepreneurs. The path to greatness, he rhapsodized, has been paved by “the risk-takers, the doers, the makers of things—some celebrated but more often men and women obscure in their labor, who have carried us up the long, rugged path towards prosperity and freedom.”

Almost three years later, it's clear he was spot on. Entrepreneurship has been one of the precious few bright spots in a terribly gloomy economy, and this new generation of entrepreneurs, both intentional and accidental, has taken it upon themselves to keep things chugging along. At the same time, starting a business gained serious cool cred.

Consider American Express' slick ad campaign featuring Patagonia founder Yvon Chouinard; foursquare's founders as models in glossy Gap mag ads; and the cults of celebrity surrounding “the Zuck” and the late Steve Jobs. Even A-list stars like Justin Timberlake and Lady Gaga added headlines to their clip files from startup-centric blogs like TechCrunch and Mashable.

“Entrepreneurship has become sexy in a lot of ways,” says Clay Newbill,

executive producer of ABC's *Shark Tank*, which features people pitching their dreams to a panel of deep-pocketed investors, including Mark Cuban.

Entrepreneurship has never been more practical, either. According to the Kauffman Foundation, 565,000 new businesses were created in 2010—the most in 15 years—as many new 'treps were forced into it by the downturn. “Young people know that there's a high likelihood they'll have to make it on their own,” says Thomas Knapp, associate director at the University of Southern California's Lloyd Greif Center for Entrepreneurial Studies. USC has seen a 13.2 percent year-over-year increase in students taking entrepreneurship courses at the school.

Here, 10 sectors to get in on while they're trending up. —JENNIFER WANG

HAVE IT YOUR WAY

Designed and customized, down to a T

“Any customer can have a car painted any color that he wants so long as it is black,” Henry Ford once said.

That statement is now as outdated as the Model T. Giving consumers the option to be picky has become a viable business model as the penchant for personalization grows. Mass customization isn't new—expert B. Joseph Pine II published influential work on it in the 1990s calling it “the new frontier in business competition,” and large companies like Dell, Nike and M&M's have employed it for years. But the interest hasn't waned: More than 35 percent of U.S. online consumers are already interested in customizing product features or in purchasing build-to-order products that use their specs, according to a study done this year by Mashable. And customers are willing to spend at least 25 percent more to get products built specifically to their needs, according to a March study by research firm The NPD Group. Seventy percent of product strategists currently offer customized products, according to an April study by Forrester Research.

TREND No. 3

CUSTOMIZATION

And it's becoming a startup's playing field, made possible in part by the lowering costs of customization configurators—in the past decade, developing one cost \$1 million and took nine months to build; today they can be developed for \$50,000 in two months, according to research done earlier this year by Forrester—as well as the success of customization retailers like CafePress and Zazzle, whose maturation and market penetration are inspiration for other entrepreneurs, says Frank Piller, a leading expert in mass customization and founding faculty member and co-director of the MIT Smart Customization Group at MIT. “There's still a lot of opportunity in this market,” he says. “Even after more than 15 years of research in mass customization, I'm still excited about it.” The companies that will be sustainable, Piller says, are the ones that offer products not just with aesthetic value (like the option to choose colors), but also functionality.

Jon Chait, a partner at Waltham, Mass.-based Dace Ventures, says the early stage VC firm has seen a rise in the number of customization companies looking for financing—from about one or two in the startup phase two years ago to one or two per month today. “And it's not just the same companies cycling around,” he says. “It's people launching new models.”

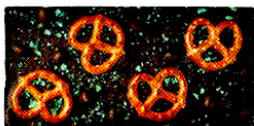
Take that, Henry Ford. —M.J.

LEADING the WAY

Chocomize

(chocomize.com)

Customers can build their own chocolate bar online with Chocomize. In the first six months of 2011, the company gained as many new customers as it had in all of 2010; it's also moved into a space four times the size of its old one.



Shoes of Prey

(shoesofprey.com)

Founded in 2009 by a team of three, this women's shoe customization site now has a 17-person staff, five offices worldwide and averages 60 percent revenue growth quarter over quarter. Since launch, women have designed tens of millions of shoes, down to the heel, toe, fabric, color and embellishments.

Gemvara

(gemvara.com)

Since launch in February 2010, this jewelry customization site has provided more than a million pieces of high-quality, made-to-order jewelry to shoppers and seen 300 percent growth in orders year over year. Monthly page views (in the millions) have grown 20 times since launch and the Boston-based startup has raised more than \$25 million in funding.



UNTETHERED

Leaving the PC behind

Computing power, network speed and quality workers are the three barriers standing between companies and true mobility. In 2012, for the first time, widely available tools can eliminate the first two issues, leaving businesses the opportunity to smooth out the third.

Analysts estimate around 50 million tablets were sold in 2011, with almost 100 million set to leave shelves in 2012. According to Forrester Research, approximately 25 percent of companies either already give tablets to their staff or plan to in the

TREND No. 4

TRUE MOBILITY

future. Accounting firm Deloitte, meanwhile, estimates that businesses purchased 10 million tablets in 2011, and moving forward, a quarter of all mobile device sales will be corporate.

Connecting these devices will boost the U.S. telecom market from 2010's \$367 billion to \$443 billion in 2016, says Pyramid Research. Mobile data will be the largest growth factor over that time, and wireless networks will upgrade to LTE speeds to meet the increased demand. This will make it easier for users to feast on data wherever they go, and help connect areas where broadband has yet to roll out.

Already, according to the Pew Research Center, 35 percent of American