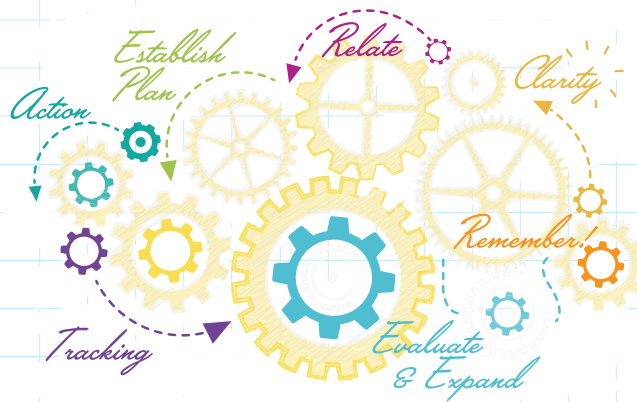


C • R • E • A • T • E • !

Develop Your Own
Creative Arts Business Blueprint
with Morna McEver



Congratulations!

You've decided to take the leap to turn your creative passion into your career. Whether you are a textile artist, photographer, crafter, food stylist, sewist, artisan entrepreneur, quilter, mixed-media artist, writer, or other creative soul, it's possible to make a wonderful living from your passion. The sky is really the limit when you put the effort into what you love—and follow a simple blueprint.

To help you make the most of your decision, I'm sharing this simple blueprint that my clients have followed to create the business and life of their dreams.

This blueprint is called

C · R · E · A · T · E · !

Your C · R · E · A · T · E · ! Blueprint:

C = clarity

What's clarity got to do with it? Clarity sets the foundation for your business. If you are not clear about where you want to go, what you want to make, who you are trying to serve, etc., you will just not be as successful as you could be. You don't have to wait until you're clear on everything to get started, just that as you become clearer and clearer your path becomes easier.

You probably already spent some time deciding you want to create a business from your creative passion. If you are still working with what kind of career you want in the creative arts arena, you'll find some ideas for ways to get clarity at the end of this section.

Starting with the end in mind helps you work to get clearer on the aspects that make up that vision, your business. You'll answer lots of questions to help you gain clarity.

So where do you start? I like going back to the questions I used to ask as a journalist. It doesn't really matter for our purposes what you start with. Let's start with who.

Who are you trying to attract? Who is your perfect customer? Just saying fiber artists or art lovers isn't enough. You have to get very specific. Say you are a pattern designer. Take a look at the successful pattern designers out there. They have created a niche—they know who they are trying to attract. So, if you are a pattern designer, you need to narrow down to who it is you are trying to attract. Try to be really specific about this person because that will come into play as you build your business. If you are selling finished products, are you looking for a high-end buyer or the average consumer? Spend time determining who your target market is. This is true whether you are a teacher, production artist, photographer, or longarm quilter. You can't be all things to all people, so figure out who you are trying to attract.

The next question to ask is What? What is your product, what are you selling to your clients or customers. It's important that you spend time evaluating this so that you are able to communicate the what to your buyers. One of the what questions you'll need to answer is what the benefits are of using your product. We all buy benefits, rather than features. Spend time zeroing in on the specifics of your products. In essence you are not selling the product, you are selling the benefit, the feeling someone gets from using your product, the solution to their problem. You'll spend more time in this area when we get further into the Create! system.

Another overall what you should answer is what are you trying to accomplish with this business? Also you might look at what the skills are that you bring to this venture.

Who?

What?

Moving on to Where? Where does your target market hang out? This will be critical as you begin to market your product. It doesn't do any good to create a product if you don't know where to find your market. For example, if you're an artist, your customers likely will be at galleries or craft shops or shows. If you are a sewing pattern designer, your customer will likely be at International Quilt Market. That's where shop owners and distributors go. Being clear on the who lets you be clear on this where.

Another question is How. You have several How questions to consider. The first is in the financial realm. How are you going to structure and run your business so it makes a profit? You need to get clear on the financial realities of your business. Here are some considerations. Is this a part-time business or a full-time business? Is this your sole means of income? Do you know how much money you need to bring in to support the business? Have you considered all the expenses involved with your business? You have to know what they are if you are going to make a profit. Many people in the arts aren't interested in working with numbers. It's a reality of business, and you need to see where you are and where you need to get to in financial terms. And it's pretty exciting to look at your numbers and see your business growth. Another How is How are you going to accomplish this? For me, that means systems, priorities, teams, and technology. What of those do you utilize in your business?

One more W is When? When will you start the business? When will you begin to market? Knowing when lets you create a planning structure to go forward. For example, many designers know they need something new for an industry trade show. That let's them create a backward planning structure to be sure it gets done. Same with a date to start your business. You can backtrack all the activities, such as getting a sales tax number or registering your business or leasing space or planning an opening launch.

The last question is Why. It could be your first question, really. Why are you creating this business? You might even call this your BIG WHY. Spend time evaluating why you want this business. I've heard lots of whys over the years. Here are some: I need to provide income to my household. I need to stay home with my kids and need a job that lets me do that. I want to make a difference and my art lets me do that. It's important for me to share what I do so others know the value of art in our lives. It's part of how I value myself. Your why will be distinct to you. And your why will probably change over time. When you know your big why, it lets you move forward much more easily.

You may have heard the story of the three stonecutters. A man happened on three stonecutters and asked what they were doing. The first one said he was making a living, he worked cutting stone doing a day's work for a day's wages. The second stonecutter said he was committed to doing the best job ever to cut the stone. He was focused on the task. The third looked up and said, I'm building a cathedral. It's easy to see how the Big Why makes a difference.

How do you get clarity? Some people easily picture what they want and how to get there. Not true for everyone. Here are some ideas: Create a vision board. This is as simple as cutting out pictures you find that resonate with you and putting them where you can see them. Another idea is to keep a journal. Another is to be grateful every day. This will help you replace confusion with clarity. You can spend time in nature. Sometimes just being as opposed to doing helps you gain clarity. And lastly, just let go of the question. Sometimes by not focusing on it, the answer shows up.

Those are just some of the questions to ask yourself to get clarity on your business vision and how to accomplish it. It's not important that you know all the answers, and of course, some will change over time. Clarity is just the first step to creating your creative arts business.

Where?

How?

When?

Why?

Your C · R · E · A · T · E · ! Blueprint:

R = relate

Marketing is really about relating with your customers, building a relationship. Before someone buys from you they will want to know, like and trust you so that's what you need to work toward.

You want to build relationships with your clients, potential clients, vendors, suppliers, joint venture collaborators, the media, and in the process you want them to introduce you to more of your perfect customers. You spent some time getting clarity about your "who." You need to go back and refine your answer. Create a distinct picture of your perfect customer. For example, can you describe your ideal client? What is her age? Does she work outside the home? Does she have kids, young ones or teenagers or grown ones? What does she like to read? What problems does she have that you can solve? That will be key as you go along. In other words create a complete picture of her. She may, in fact, look a lot like you. Even go so far as to give her a name. It's like creating an avatar. This will help you when you create marketing materials because you will be creating them for this person. It is so much easier to write advertising copy when you are writing it for someone in particular. In my case, I've created an avatar of my perfect client and when I write my weekly ezine, or online newsletter, I'm writing to that person. What's affirming is that I often hear from many people who say, you wrote that just for me. I've identified who they are and their problems so I can provide the solutions.

You have a good idea of who your perfect client is now and you want to start to build a relationship. This is not a one-time sale; you want a long-term relationship, one where this customer buys from you again and again, and over time you want her to send you other customers.

Your first task is to create awareness of you and your product. One way to do this is to share yourself where your target customer hangs out. You figured that out in the session on clarity, too. For example, this could be speaking at a local guild, having a booth at a consumer or trade show, putting an ad about your services in the paper, the guild newsletter or on Facebook. These are active ways of getting yourself out there where you can present your information so potential customers learn about you. Non-active ways would require people to find you first before they learn about you. Examples of this are your website, a brochure, your business cards, your Facebook page, or your artist's statement at a gallery. You can come up with other examples in your business, so start with listing your ideas.

Just because people are aware of you, doesn't mean they will buy from you. Once people are aware of you, you need to find a way to consistently let them know more about you and your products. Remember we are working on getting them to know, like and trust you.

It's important for you to develop a system to regularly communicate with them. Systems are going to be key as you grow your business. So you will want to have your clients and potential clients on a mailing list, either snail mail, email or both. Everyone in business has a "list." And of course, if they are on your email list, you need to have their permission to contact them. I'm sure you may already have the start of a list from classes you taught, people who purchased your art or patterns. Do you have a list of

My perfect client is...

people who visit your website? This is the one area where many people fall short. You put up a great website, think people will find it and contact you. They may find your website, look around, even think that they need to contact you at some point, and then they click away. And, that means you've lost your chance to contact them. And, your contact me link is not enough. Unless you create a system that collects the names of your web visitors, you have no way of knowing who they are and cannot contact them again. So it's critical that you create some type of sign-up form. This is a key way for you to leverage the Internet for your business. Most often you will need to offer the web visitor, your potential customer, something in exchange for their name. This could be a free pattern, a tips sheet, something you wrote. And, be bold about asking for their name. Don't hide this sign-up form at the bottom of your page or make someone click through to another page.

And, remember you could have more than one list. For example, if you are a pattern designer, you might have a list for your wholesale customers and then another list for people who purchase at shops and want to know about how to use your patterns. If you are a photographer or mixed-media artist, you may have a list of gallery owners and a list of buyers. You will want to tailor your message to your specific client.

Once you've developed your list, create a system to regularly interact with the people on it. Here are some ideas:

- Your bi-weekly or monthly online newsletter or more regular blog posts where you share techniques, stories, tips, etc., about your business.
- Announcements when you win an award or work with a well-known client or make a contribution to charity with your work.
- Announcements about a new pattern or product you've created.
- Share also general articles of interest in our industry. That will let people think of you as a go-to person for information.
- Share yourself. We are lucky to work in an industry full of caring individuals. We all love to learn about the person we buy from, so don't be reluctant to share yourself.


The same principle applies for connecting with customers via social media. You need to create a system for regularly touching base with your friends and fans.

As your prospects become more established clients, you'll want to increase or alter your communications with them. You might provide something extra to those who continue to support you along the way. They are becoming your evangelists, so find a way to track and reward them.

You'll also want to look for ways you can create joint venture relationships. One good example among pattern designers and book authors is blog hops. Each participant is exposing her followers to other designers or authors, so remember you want some way to get them on your list.

Another type of joint venture would be participation in online charitable auctions. This is not for the purpose of your selling your product, but it does expose you to other people's fans.

How will I interact & build relationships?



It's important to create an effective marketing message to develop a relationship, and branding is part of that. A lot of people think branding is all about your business cards, the colors of your website, etc. It's not. It's about how your customers view you, it's about the total experience they have relating to you. Branding is in the minds of your customers. It's an emotional experience. If your customers value your brand, it will improve your credibility and enhance your connection. It will also motivate your buyers.

What sets me apart?

Only after you determine your brand, is it time to create all the marketing materials and pick those colors to reinforce the image you are creating. Here are some questions to ask:

What are my core values?

- What are the qualities of the products or services that you offer and what do you want people to say about these products and services? It's about what makes you special and sets you apart.
- What are the core values of your company?
- What do you specialize in? The more specialized you are the better for brand recognition.
- Who is your target market, and what message do you want them to get?
- What is the message of your tagline, if you have one?

My specialty is...

After you answer those questions, you can see what type of personality your company has. You need to be sure to reflect that in your marketing materials. If you have problems, take a look at some of the companies that have a brand you admire and see if you can answer those questions about them, then go back to answer for yourself.

My target market is...

Here's a wonderful quote from Kent Huffman, who is a thought leader in integrated marketing: "A brand that captures your mind gains behavior. A brand that captures your heart gains commitment."

My message is...

Your C · R · E · A · T · E · ! Blueprint:

E = establish a marketing plan

The next step in the system is E and that stands for Establish a Marketing Plan. The American Marketing Association defines marketing as: the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.

In easy-to-understand terms, it means producing what the customers wants and making a profit for you. You can see it's a lot more than sales.

Creating a marketing strategy often encompasses the 4 P's of Marketing: Product, Pricing, Promotion and Placement. Here's a bit about each of these and then a simple tool to tie it all together.

Products are described in terms of their features and benefits. Features characterize the product; benefits are why we buy the product. Benefits answer the question, What's in it for me? When you buy products, you don't buy because of a feature, you buy because of a benefit. Features are easy to describe; benefits less so. Benefits, too, can be intangible. The most compelling benefits are those that deliver emotional or financial rewards. Go back and consider your products or services from the consumer's point of view. You might even survey them.

Here are a few examples. You don't buy a new design rotary cutter because it's described as ergonomically correct, you buy it because the manufacturer says you will have pain-free cutting. If you are selling a pattern, instead of just saying it includes rotary-cutting instructions, say that you can save time with easy-to-follow rotary instructions. A framed photograph isn't just a valued piece of art, it's a collector's item that will increase in value. Do you think people are buying those Kinkaid prints because they are

pretty? No, they think they are making an investment in something that will increase in value.

Also consider how you'll package your product. You might find a benefit there. For example, patterns are packaged in bags with vent holes so they pack more easily. Or a kit could be in a re-sealable packet to keep the work clean.

A wonderful example of selling the benefits is the Michelin tires print ad with the baby in the middle of the tire. Michelin is not selling tires; they are selling safety. Keep that one in mind as you look for your benefits.

Your task now would be to go back and look at your products and services and ask from your customers' standpoint, what's in it for them.

My product benefits are...

The second P is pricing. Pricing is the hardest to do and really important to do correctly if you want to stay in business. The basic formula of pricing is:

$$\begin{aligned} &\text{Cost of producing product} \\ &+ \text{Overhead} \\ &+ \text{Profit} \\ &+ \text{Taxes on product} \\ &= \text{Price of product} \end{aligned}$$

Costs are your labor and your raw materials. Overhead includes such things as rent, licenses, wear and tear on your equipment, photography, travel, etc. It also includes benefits.

You are entitled to make a profit, so be sure to include that here. And, don't forget that you'll pay taxes on that profit, so be sure to count that.

This report isn't long enough to go into great detail on setting prices. Just be sure that you are paying yourself a fair wage and a profit. Something I always ask of students in my classes is whether or not they have a housekeeper or maid and what they pay her. Consider if you pay yourself as much as you pay her.

The third P is placement. And that's how your product and your customer meet up. It happens in one of three ways. It can be direct to consumer—for example, at a show, in your retail shop, or from your website. It can be indirect sales retail through a needlework shop or consigning in a gallery, and it can be indirect sales wholesale through a distributor or rep.

The fourth P is Promotion and this is about letting people know about your product or service. This is where you'll also spend the majority of your budget. Here are just few ideas for promoting your business

- Use marketing collateral—all the printed material for your business that you would hand out. This is where you get to use the logo that reinforces the brand that you developed
- Sponsor promotional activities like participating in shows, having giveaways with your name on them, running contests.
- Speak in public or write for publication.
- Develop a full-blown media relations campaign with news releases and a press kit.
- Advertise, both offline and online.
- Harness the power of the Internet and social media.

What is my pricing structure for profitability?

How will my product get to market?

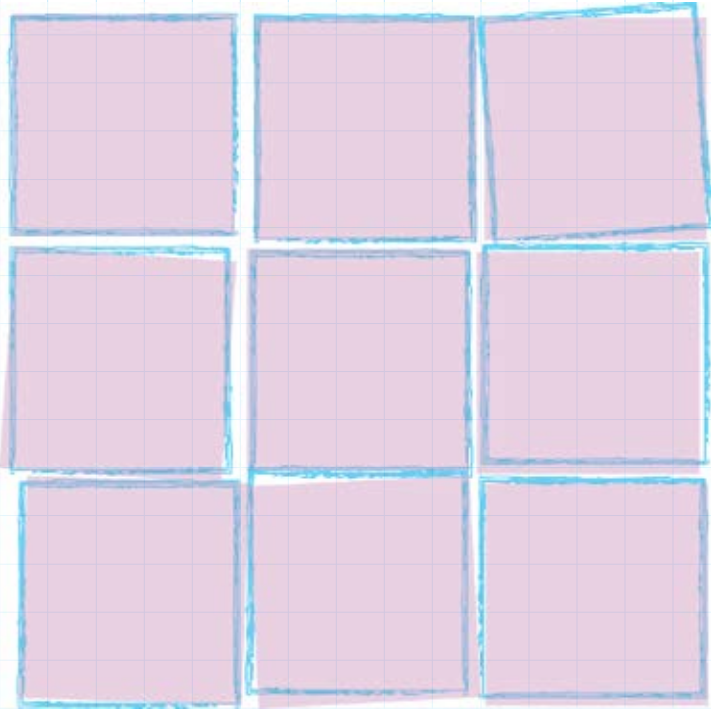
How will I promote my business?

My favorite way to tie all the marketing together is in what I call a sampler. It's a 3x3 block of nine squares that represents the tools that you will use to connect with your perfect clients, your target market, and have them want to create a relationship with you. You figured out where you clients were hanging out. Now is time to pick the tools to connect with them. In each block, place what you can do to attract your customers that works. Hint: look at where the money comes in. Your sampler is a work in progress. Don't wait until you got it all figured out; get started by listing the ways you can connect now.

Once you've figured out your nine tools, then pick one or two and create a system for making the connection. There's that word again, system. Systems are a key to growing your business. Once you've the first couple in place, move onto another block in your sampler.

It's a great idea to keep your sampler in view. That way you can know you are focusing on marketing. Too often we work in our business not on our business and this lets you keep the focus on your business.

My marketing sampler:



Your C · R · E · A · T · E · ! Blueprint:

A = action

Once you've got the idea of how you will market your business, you set goals. You've probably heard about smart goals—SMART—and that's what they should be. Now you need to work on achieving them. A great way to do this is with backwards planning. Start with the end in mind. You've got the goal and then you work backwards.

To get started, figure out what you've got going on as a big picture. Use a large planning calendar to get started. Mark all the important dates that you know, e.g., teaching at a trade show, a workshop you're teaching or taking, a product you're releasing, and even your vacation. Then go back and see where you have time, or more specifically, where you will need to add something to bring in cash. For example, I have the Creative Arts Business Summit on my calendar, and I can note where I've got calls scheduled and emails to promote it. If you are a pattern designer, artist, or teacher and want to write a book, you might schedule the release date in your calendar. Then go back and look at all the parts that need to be done, from deciding on the topic, to creating the art, to testing any patterns or tools, to editing, to writing press releases, to the book launch, etc. Each of those steps really has more steps. Creating your art, if you are a textile artist, involves designing, choosing fabric, cutting, sewing. You need to allow time for all the steps. If you look at your master calendar and see where you have the time, you can figure out where you need to block the time so you can meet your goal.

At this stage, you might use a goal sheet where you can break down all the little steps. Some people like to use a mind-mapping technique where they just brain dump all the parts of the project. And, think about all the small tasks, e.g., any daily social media postings. From this point, go back to your weekly calendar and schedule in the specific tasks.

It might be easy to do this part—figuring out what you need to do, when you need to do it. The hard part comes in actually implementing your plan. That's where most of us get stuck. We start out in a good place and then get distracted by whatever is in front of us. To get you past this, you need to practice personal discipline, and that means making an appointment with yourself to get the work done. All of us frequently change our plans to suit others. It's important to train yourselves to stick to your personal appointments. If you stick with this you'll see results.

If you get off track, go back and look at your goals and remember why you set them and what the end result is and then get started again.

If you need help staying the course, look for an accountability system, whether that's a coach or mentor or a friend who will call you on your delays.

It's about taking small actions every day to slay the dragons. Consistent actions lead to consistent results.

My three big goals and three next action items for each are...

1.

2.

3.

Your C · R · E · A · T · E · ! Blueprint: T = tracking

Once your business is up and running, it's key to start tracking what your results are. Unless you are tracking your results, you cannot make any adjustments to your plan to improve your results.

You've probably already been doing some tracking, looking at what you are accomplishing on a daily or weekly basis. My most successful clients have a process for doing this.

What should you be tracking? Start with your financials. You should look at your P+L (Profit and Loss) Statement on a regular basis. You might decide to make Fridays your Financial Focus day. See where your money is coming into your business and where it is going out. That's the purpose of your P+L.

What exactly do you look at? Every P&L includes the following categories:

- net sales
- cost of goods sold, which includes your inventory
- gross profit, which is your net sales less your cost of goods sold
- operating expenses
- net profit, which is your gross profit less your operating expenses
- net profit after taxes

By looking at your gross profit separately from your net profit, you are better able to see how your expenses relate to your income. For example, if you are losing money, you can tell if it's the cost-of-goods sold or the other expenses. Not everyone will be tracking inventory. And, you'll be able to look at which expenses might need to be cut.

What have I learned from my P&L?

Next take a look at the cash flow statement. What is cash flow? I remember 20 or so years ago. I lived in a nice neighborhood, and the homes I'd been in were nicely furnished. We had progressive dinners, and we went to one house with no furniture in the living room or dining room and only a small table with chairs in the kitchen. This family was house-rich and cash-poor, in other words, no cash flow to buy any furnishings. They had equity tied up in the house, but no funds to buy furniture with. Look at the retail shop with bare shelves. No cash flow to restock. Cash flow lets you figure out what you can afford to spend day-to-day. How do you figure cash flow? It's simply cash receipts that you take in less the expenses that you are projecting out.

You might think that if you have cash coming in, you have no need to track it. You do, because you don't know what is going to happen in the future. It's essential you know what to expect to come in and go out. That way you can plan what to do if you cannot meet your expenses, e.g., postpone a payment, plan a sale to get more income, get a short-term loan. Many companies fail because of poor cash management, so you can see why this is so important. To put together a cash flow statement, you need to include four items:

- Starting cash, what you have at the beginning of each month
- Cash in, what you've taken in during the month
- Cash out, what you've spent for various expenses
- Ending cash, what you have left.

Your goal would be to have a positive cash flow, and that doesn't always happen.

That's some of the financial tracking that you need to do. It lets you look at your business with objective eyes and it makes doing your taxes easier.

What does my cash flow look like?

What other metrics should I track?

You should also track non-financial numbers depending on your business. This could be the results of your email campaigns or the numbers of your social media reach. Again, if you don't track your results, you won't really know what those results are.

Knowing your numbers lets you ask better questions. Better questions get better answers, and that's how you grow your business.

Your C · R · E · A · T · E · ! Blueprint: E = evaluate & expand

At some point in your business, you hit a ceiling and can't grow any further. You are at the point of frustration. Some of this may be due to mindset, that you can't see yourself bigger. That's a different issue to work with than this ebook has to offer. If, however, you've got the mindset piece under control, the key to expanding your business is to leverage your time, skills, and money. Three keys let you do that: teams, systems, and technology. Each will allow you to make strides in your business.

First is teams. You cannot do it all yourself. Most of us started our business on a shoestring, and it wasn't long before we started to feel overwhelmed with all we had to do. And, most of us have a team in place already, whether we think of them that way or not. For example, you may have an accountant or bookkeeper and a lawyer. That's great for starters. You also need to look for others who can take over some of your tasks, for example, a virtual assistant or a graphics designer. These would be things that are not in your "brilliance." You may be competent or even good at those tasks, but you are so much more brilliant "in your zone." Though it may be hard to imagine, you can find people who are brilliant at some of your "non-brilliant" tasks and will be able to support your growth.

Second is technology. For just about any task that you have to do related to work on the Internet, you will find a bit of technology to make it go faster. Here are just a few ideas: Hootsuite, which lets you post to most of your social media sites at one time; Asana or Trello, which let you manage your team's projects; Dropbox, which is a cloud-based file sharing service; not to mention an array of options from Google. You can also use technology to leverage your business to reach more people with video and online teaching.

Third is systems. I love systems as a way to leverage my time. Every task that you do more than a few times should have a system attached to it. You can start with creating instructions for your repetitive tasks—which are likely not in your brilliance. This way you'll be able to pass this work off to a team member and not continually have to manage the person. As you create more and more systems, you've actually created an Operations Manual for your business. This will come in handy as your team grows and changes, as you won't have to take time to re-teach the work. It's all in the Ops Manual. While every business is different, here are some ideas for systems: FAQ to answer often asked questions about a program you offer; a document with all the vendors that you deal with; a checklist for a trade show booth; and a file with all the materials that go along with a request for you to speak. You can see that a system allows you not to re-invent the wheel with each request.

Who is on my team, and who do I need to add to my team?

What technology do I use and what do I need to add?

What systems can I put in place?

Your C · R · E · A · T · E · ! Blueprint: != remember why you started your business

Yes, we all face struggles in our business. We are challenged as we grow. Mindset issues crop up whenever you aim for a new level. You start to feel like maybe it's "not for you." What to do? One of the things to remember when you're struggling is your "why." When you reconnect with the roots of why you started my business and why it is so important to you, you'll find that you are able to persevere and reach for the next level. Give it a try.

What's my big why?

Thank you for taking the time to read the Creative Arts Business Blueprint. Good luck as you venture forth with your career. If you need resources to help you grow in your business or personally, you'll find help at www.creativeartsprofessional.com. The International Association of Creative Arts Professionals offers a quarterly magazine, teleclasses, group coaching, networking opportunities, seminars, and other resources all geared to help you craft success from your creative passion. If you need more personal help, consider the annual Creative Arts Business Seminar or private coaching. You'll find details on both on the website.

Here is one of my favorite quotes from German playwright and novelist Johann Wolfgang von Goethe:

"Whatever you think you can do or believe you can do, begin it. Action has magic, grace and power in it."

I look forward to helping you turn your creative passion into profit.

- Morna McEver



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International Association of
Creative Arts Professionals

www.joinICAP.com

Creative Arts Business Summit

www.creativeartsbusinesssummit.com



Your Art • Your Business • Your Life

About the author:

Morna McEver is the founder and CEO of the International Association of Creative Arts Professionals (ICAP). For more than two decades she has been helping women—and some cool men—craft successful businesses from their passions in the creative arts.

In 2012, she developed the Creative Arts Business Summit (CABS), which continues to grow as the pre-eminent place to learn how to take your creative business to the next level and to connect with like-minded creative arts entrepreneurs.

Morna turned her passion for art—sewing and quilting—into a business. She's had a needle in her hands since the age of three when she threaded needles for her great-great grandmothers. She made clothes, first for her dolls and then for herself. And, a sewing machine was her first major purchase when she was out on her own. She learned to quilt in January 1977, was quickly hooked, and it wasn't long before she made quilting her profession. She began teaching locally, progressing to teaching on the national level. An award-winning quilter, she also sold her original design quilts and quilted clothing at juried and non-juried craft shows. She was the only quilter in *The Creative Hand*, a fine crafts cooperative, in a mall in Exton, Pennsylvania, where she further developed her business skills.

Many people ask Morna what led her to The Professional Quilter and Create Inc., publications of ICAP. Morna always loved writing, and after a family move to Harrisburg, Pennsylvania, she went back to school, earned a masters of journalism and worked as a journalist. Of course, she wrote about art, quilts, quilters and quilting, but she also handled lots of free-lance assign-

ments for a daily paper covering everything from food to health topics. When *The Professional Quilter* was for sale, Morna realized her dream to combine her avocation as a quilter with her vocation as a journalist.

The daughter of a businessman father and an artist mother, Morna grew up in an environment that fostered an appreciation for the arts. She remembers arts and crafts activities, museum trips, her own creativity encouraged. As a 10-year-old, she created her own art camp for the neighborhood children. She took numerous art courses in college as well as after she graduated. Today in addition to managing ICAP, Morna teaches business-focused classes to creative arts professionals. While Morna doesn't find as much time to make art today as she used to, she loves working with creative people. It combines her love of art, textiles and quilting, her training as a journalist, and her skills at marketing and business development.

Morna lives in Montgomery County, Maryland. When she's not managing her business or working on her own art, you might find her trying a new recipe, engrossed in a mystery novel, or exploring the beauty of Maryland's Eastern Shore where her family has a second home.



Morna McEver

Creative Arts Business Coach

Founder & President, International Association
of Creative Arts Professionals

