

TRACI LYNN JEWELRY: MAXIMIZING SHINING OPPORTUNITIES

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ACADEMIC ABSTRACT

Effectuation versus causation, how do entrepreneurs operate? This case explores the opportunity identification, assessment, and decision-making of an energetic, African American, female founder and CEO in the rarely-researched direct selling channel. Dr. Traci Lynn Burton founded her company at 24 during 1989 with an investment of \$200. In 2008, in its second incarnation, Traci Lynn Jewelry became a direct selling company and took bold steps. The company was a direct selling leader and was preparing to launch a new product line. The case aids undergraduate students in understanding effectuation and causation, opportunity identification and assessment, and direct selling.

Keywords:

Effectuation, Opportunity Assessment, Direct Selling.

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EXECUTIVE SUMMARY

Synopsis

This case explores the opportunity identification, assessment, and decision-making of an African American, female founder/CEO in the direct selling retail channel. Traci Lynn Burton, founded her company at 24 with an investment of \$200. In 2008, in its second incarnation, Traci Lynn Jewelry became a direct selling company. The company was a direct selling leader preparing to launch a new product line. The case aids undergraduate students in understanding effectuation and causation, opportunity identification and assessment, and direct selling.

Key Findings

The case identifies the decision-making process of an entrepreneur with respect to opportunity identification and assessment. It addresses her choice of direct selling as a go-to-market strategy. While the protagonist primarily used effectual logic, causal logical was also employed.

Implications for Entrepreneurship Education, Case Pedagogy and Learning Outcomes

The Traci Lynn Jewelry case addresses topics that are largely absent in teaching case studies, illuminating diversity and a common, but seldom addressed go-to-market strategy. The protagonist was a successful African American woman with a humble, entrepreneurial childhood. She was a serial entrepreneur in a highly competitive industry who elected to pursue a party plan. Direct selling is rarely shown in teaching case studies. More importantly, students

¹ This case was prepared as a basis for classroom discussion, not to illustrate either effective or ineffective handling of a managerial situation. All individuals and events depicted are real. The author wishes to thank Dr. Traci Lynn Burton, President and CEO of Traci Lynn Jewelry for her valuable insights during personal interviews.

can observe effectuation and causal logic applied by an entrepreneur. Specific learning outcomes are identified later in the Instructor's Manual.

Courses

This case is intended primarily for use by upper division undergraduates. It is suitable for courses in Entrepreneurial Strategy, Entrepreneurial Marketing, general Entrepreneurship, and specialized courses covering topics such as direct selling, the role of faith in business, and women and minority business owners. It should be placed in one of three portions of the course depending upon the specific course structure: opportunity identification, opportunity assessment, or effectuation. It is most robust when used for a discussion of the principles of effectuation.

TRACI LYNN JEWELRY: MAXIMIZING SHINING OPPORTUNITIES

It was an exhausting day after an exhausting summer, but the indefatigable Dr. Traci Lynn Burton was energized as she sat at her desk in her eclectic office in Fort Lauderdale. Shooting for the Spring/Summer catalog was complete, her recent series of celebrations with Traci Lynn Jewelry consultants were finished, and her ministry and motivational speaking tour was done. As she reflected on her progress including a new facility, revamped sales force, and increased revenues per transaction, Traci Lynn considered her next steps. It was time to finalize decisions about adding a third product line, perhaps clothing, to her jewelry and handbag collection and the adventure was just beginning.

Traci Lynn Jewelry

Founded in Philadelphia in 1989, shuttered in 1994, reopened in 2004, and relocated to Florida in 2016, Traci Lynn Jewelry (Traci Lynn Inc.) was a direct selling company with a mission to Motivate, Inspire and Change Lives. It was multimillion dollar company with a lean staff of 15 employees and a direct selling force of over 35,000 consultants, the majority of which were African American females. The primary products of Traci Lynn Jewelry were fashion (costume) jewelry and handbags, with handbags added in 2016. Products were introduced to consultants twice yearly with Traci Lynn leading the introductions and providing motivation.

Jewelry was custom designed for Traci Lynn Jewelry and sourced through a group of five suppliers in China. It featured Swarovski and Austrian crystals and genuine rhodium and had a distinctive, fashion forward, yet timeless style. The jewelry and handbags were sold by the independent consultants through a party plan whereby consumers gathered in homes, offices and other places to enjoy social time and look at samples. Orders were taken by the consultants or

online and fulfilled by Traci Lynn Jewelry’s corporate team with consultants earning a commission on sales and hostesses earning discounts and free products.

Traci Lynn Jewelry (TLJ) was an active member of the Direct Selling Association (DSA), which was the national trade association for companies that manufactured and distributed goods and services sold directly to consumers. According to the DSA, “Direct selling is a business model that offers entrepreneurial opportunities to individuals as independent contractors to market and/or sell products and services, typically outside of a fixed retail establishment, through one-to-one selling, in-home product demonstrations or online.” (DSA, 2017) TLJ’s consultants marketed through in-home demonstrations (parties) and online parties.

The Fashion (Costume) Jewelry and Accessories Market

Traci Lynn Jewelry participated in the highly competitive fashion (costume) jewelry and accessories industry segments. These market segments experienced significant growth and gradual decline since 2012, with estimated sales of accessories in 2017 at \$40.4 billion (Hurley, 2016). The Direct Selling Association (2017) reported \$1,681,000 of sales in clothing and accessories in 2016. Overall retail sales in women’s accessories are reported in Table 1.

Table 1: U.S. retail sales value of women’s accessories market (\$ billion)

Year	Sales (\$ billion)
2017*	\$40.4
2016	\$39.8
2015	\$42.6
2014	\$34.1
2013	\$31.3
2012	\$29.0

Source: *2017 Growth and Outlook Report: U.S. Direct Selling in 2016*. Washington, DC: Direct Selling Association.

Costume jewelry represented 8.8 percent of the \$8.0 billion jewelry manufacturing industry in the United States in 2016 (Madigan, 2017). The industry experienced an average annual decline of 0.5 percent from 2012 to 2017 and was expected to continue to decline through 2022 (Madigan, 2017). The industry had high globalization, a low concentration level, and a high level of competition. Imports reduced industry performance. However, Madigan (2017) stated, “Despite decreased disposable income, consumers have continued to spend on fashion and costume jewelry because they serve as an inexpensive alternative to fine jewelry.”

Direct Selling

Direct selling had a long history in the United States. The first organized trade group in the field was the Agents Credit Association, which was formed in 1910 for door-to-door salesman (Taylor, 2012). For many decades, it was common for households to be visited by representatives of companies such as Fuller Brush, Avon, Charles Chips, and World Book Encyclopedia. Direct selling became engaged in network selling (person-to-person) and party plans over the years.

The Direct Selling Association reported that the industry generated \$35.54 billion in sales in the United States and \$182.6 billion worldwide with 20.5 million and 107 million direct sellers respectively in 2016 (Direct Selling Association, 2017). Table 2 includes information about global direct selling and the 10 largest direct selling companies and Table 3 shows U.S. retail sales and the number of direct sellers. Within direct selling, there were person-to-person, party plan and other companies. The majority were person-to-person or network sales, wherein a direct seller (representative, consultant, designer) sold directly to his/her customer. The second most popular method was the party plan, wherein a direct seller marketed to groups of customers

in homes or other locations or through an online party. Table 4 describes the sales models and Table 5 lists the top party plan companies in 2016.

Table 2 - Top Ten Global Direct Selling Companies

Name	Country	Sales (\$ billion)	Products	Number of Consultants/Distributors
Amway	USA	\$8.80	Appliances, cosmetics, food & beverage, homecare, kitchenware, personal care, wellness	3 million in 100 markets
Avon	UK	\$5.70	Cosmetics, personal care	6 million in 70 markets
Herbalife	USA	\$4.50	Cosmetics, personal care, nutrition, weight management	4 million in 91 markets
Vorwerk & Co., KG	Germany	\$4.20	Appliances, cosmetics, home décor, kitchenware, personal care	637,126 in 70 markets
Mary Kay	USA	\$3.50	Cosmetics, personal care	3.5 million in 40 markets
Infinitus Co., Ltd.	China	\$3.41	Skin care, cosmetics, health care	Not avail., in 2 markets
Perfect	China	\$3.06	Cosmetics, personal care, skin care, household, wellness	Not avail., in 7 markets
Quanjian Natural	China	\$2.89	Health & wellness	Not available
Natura Cosmetics	Brazil	\$2.26	Cosmetics, personal care	1.8 million in 6 markets
Tupperware	USA	\$2.21	Beauty, personal care, storage, serving	2.6 million in 100 markets

Source: *Direct Selling News*, “2017 DSN Global 100 by the Numbers, June 2017.

Of the 20.5 million U.S. direct sellers, 74 percent were women, 84 percent were white/Caucasian, primarily selling person-to-person (72 percent), in the top categories including wellness, services and other, home and family care/home durables, personal care, clothing and

accessories, and leisure/education. Also noteworthy was that Hispanics comprised 22 percent of U.S. direct sellers,

Table 3: Direct Sales Statistics

Year	U.S. Retail Sales (\$ billions)	U.S. Direct Sellers (millions)
2016	\$35.54	20.5
2015	\$36.12	20.2
2014	\$34.47	18.2
2013	\$32.67	16.8
2012	\$31.63	15.9
2011	\$29.87	15.6

Source: *2017 Growth and Outlook Report: U.S. Direct Selling in 2016*. Washington, DC: Direct Selling Association.

Table 4: Type of Sales Model

Year	Person-to-Person	Party Plan	Other
2016	71.5%	22.4%	6.1%
2015	71.0%	20.4%	8.6%
2014	72.0%	21.0%	7.0%

Source: *2017 Growth and Outlook Report: U.S. Direct Selling in 2016*. Washington, DC: Direct Selling Association.

Table 5: Top U.S. Party Plan Companies

Company	2016 Retail Sales
Mary Kay	\$3.50 billion
Tupperware	\$2.21 billion
Belcorp	\$1.09 billion
Scentsy	\$456 million
Pure Romance	\$203 million

Source: *2017 Growth and Outlook Report: U.S. Direct Selling in 2016*. Washington, DC: Direct Selling Association.

while the Hispanic population was 18 percent of the United States population. Of the 5.3 million business builders, 4.5 million (84.9 percent) were part-time workers. Further, 16.7 percent of households were estimated to have at least one person involved in direct selling. Most direct

sellers were between 25 and 54 years of age, with those 35 to 44-years old comprising the largest category (26 percent). Table 6 illustrates sales by age category and Exhibit 7 shows direct sellers by race.

Table 6: Direct Sellers by Age (2016)

Age	Percentage
Under 25 years	8.2%
25 – 34 years	21.4%
35 – 44 years	26.0%
45 - 54 years	23.3%
55 – 64 years	14.3%
65+ years	6.8%

Source: *2017 Growth and Outlook Report: U.S. Direct Selling in 2016*. Washington, DC: Direct Selling Association.

Table 7: Direct Sellers by Race (2016)

Race	Direct Sellers (%)	U.S. Population (%)
White/Caucasian	84%	77%
Black/African American	9%	13%
Asian	4%	6%
American Indian or Alaska Native	1%	1%
Native Hawaiian or Pacific Islander	1%	>1%
Other/Not Identified	2%	3%

Source: *2017 Growth and Outlook Report: U.S. Direct Selling in 2016*. Washington, DC: Direct Selling Association.

Dr. Traci Lynn Burton – The Millionaire Motivator

Traci Lynn followed a complex path to becoming “The Millionaire Motivator” and a successful entrepreneur. She was raised by a very resilient mother and grandmother in Philadelphia during her formative years. Day care was not an option, so Traci Lynn went to her grandmother’s home. Her grandmother sold women’s clothing out of her car trunk and Traci

Lynn helped her shop for inventory and collect payments. At age four, Traci Lynn learned to remember customers' names and whether they had paid their balances. Traci Lynn vividly recalled shopping, particularly playing in the clothing racks, as being enjoyable rather than a chore and as just a normal part of childhood.

Her first solo business was an employment agency started at the age of 14. Traci Lynn called companies like McDonald's and Burger King and arranged jobs for youth. She took a percentage of the first pay check from each placement. She continued to do this type of work in college, even using a faculty office for calls from time-to-time. One of her professors "made a big deal of it" later and had her address classes about her entrepreneurial venture.

Traci Lynn moved to Michigan with her mother for high school and college. As a high school student in Detroit, she applied her organizational skills. The teachers gave her a leadership award for taking the lead in organizing a prom. Traci Lynn took something from nothing to make it happen, but she did not recognize the significance of her own efforts at the time. She graduated from the University of Michigan at Dearborn where she started out as a premed student (her mother's dream was for her to become a medical doctor) and graduated with a degree in Economics and Finance. The medical school dream did not work out: Traci Lynn was a Candy Striper and she fainted at the sight of blood. While at Dearborn, she founded a local chapter of the national sorority Alpha Kappa Alpha, Inc. (AKA). She organized the sorority and sold all sorts of AKA paraphernalia through her company, Traci's Unique Greek Paraphernalia Boutique (Allen, 1993). Traci Lynn received a Distinguished Student award for her efforts. This was an "aha" moment for her: she began to become conscious of her special skills in sales and leadership.

Corporate Life

After college, Traci Lynn returned to Philadelphia, where she worked for the Vanguard Group for four years and became a manager. She sold mutual funds and had her series 6 and 63 licenses in the securities field. This was when Traci Lynn recognized that she had a particular ability to sell and organize. At 25 years of age, Traci Lynn was “bored out of her mind” and was essentially “taking a nap at her desk every afternoon” at Vanguard. While still at Vanguard, she sold clothes part time, much in the manner her grandmother had. She always involved other people in selling, saying, “I didn’t need to make all of the money myself. I never was the only one selling.” She also had made less successful efforts in a nail employment agency and in wedding audio tapes. Ultimately, she left Vanguard to create a full-time business.

Full-Time Entrepreneur

Traci Lynn’s first full-time venture was marketing clothing with a network of women sellers. They sold clothes primarily in African American hair salons. The African American salons were the most welcoming by far. Salon owners did not object to her coming in and selling to customers. In fact, they provided leads and referrals to help grow the business. Ninety-nine percent of Traci Lynn’s consultants were strangers, except for her mother, one of her mother’s friends, and one of Traci Lynn’s friends. She quickly learned that selling clothes was problematic because of the need to get the sizes right and the inherent inventory problem. She wanted build on what she knew, fashion, but resolved to find another product line.

Recognizing that jewelry was a part of the fashion industry that did not have the same complex sizing and inventory issues as clothing, Traci Lynn resolved to explore her options. She found that the profit margins on jewelry were greater than on clothing and the inventory management was simpler. She went to jewelry wholesalers in New York City and bought \$200

of inventory at wholesale. She brought it back to Philadelphia in Tupperware® containers and sold it at church. Customers liked her style and quickly purchased the inventory. Traci Lynn shut down her clothing operation and offered the opportunity for her clothing sales team to sell jewelry: some of them continued with her. The customers for fashion jewelry largely intersected with her former clothing customers, so that she had a customer base from the start.

Traci Lynn Fashion Jewelry was thriving. Despite initial losses of about \$100,000 in the first two years, the company was progressing (Richards, 1994). Traci Lynn was operating the company from her house in Philadelphia, which she was renovating as the business succeeded. She learned that many of the sales ladies were upset that she was financially successful enough to do the renovations. Traci Lynn was depressed by this envy and negativity and planned to get out of the business altogether, returning to regular, full time employment. After a couple of month break from her business, Traci Lynn realized that she needed to work and went back to selling fashion jewelry primarily in hair salons.

In 1989, Traci Lynn Jewelry rented its first retail space, a 100-square foot showroom in Germantown, Philadelphia. People wanted to sell the products for her and to buy them. The company soon outgrew the space and moved upstairs into a much larger space. The company sold more than \$1 million in wholesale value of jewelry that year. Traci Lynn was 27 years old.

From 1990 to 1993, the company was “really rolling” and *Essence* magazine did an article on Traci Lynn and the company. By the time the article was published in September of 1994, Traci Lynn had walked away from the company. She heard employees in the front of the showroom “bad-mouthing” her when she believed she had gone out of her way to be very supportive of them and their families. That was the tipping point for her decision.

Hitting the Road as a Motivational Speaker

While operating her jewelry business, Traci Lynn saw potential in becoming a motivational speaker and working with acclaimed motivator Les Brown. In fact, she opened for him for one year and went out on her own after that. For two years, Traci Lynn worked as a speaker for a seminar company at a pace of five days per week, all in different cities. It was grueling work and she had enough of it as she ended her twenties. She married her current husband, Corcoran, as she entered her next phase of life in 1994.

Franchisee

Changing pace dramatically, Traci Lynn opted to have businesses in a single city with an established business model. She opened three Rita's Italian Ice franchises in Philadelphia within a three-year period. Rita's did not normally finance their franchises, but they started doing so for her. She operated the franchises for 10 years. Rita's taught her about working with an operating system and standardization. She also learned that her ability to grow financially was limited as a franchisee and saw herself as a "passenger rather than driver" as a franchisee. Traci Lynn sold the franchises, but continued to own the properties and collected rent, removing the day-to-day obligations, but providing regular income.

Rebirth of Traci Lynn Jewelry

In 2006, a year after the birth of her son and now in her forties, Traci Lynn was ready for a change. She had enjoyed being a motivational speaker. She liked management of the franchises to a point, but the margins were small, and she did not love it. She loved and knew fashion. Traci Lynn wanted to find a business vehicle to support women with a low entry cost for the women. It had to solve the problems of acquiring funds, gaining confidence and securing business know how. Traci Lynn was determined that her business could answer the following,

“How do I get into business where I can sell something great and be motivated for success.”

Traci Lynn Jewelry was reborn in 2006 (three states), taken national in 2008, and expanded into Canada in 2016. Traci Lynn created the styles and generated motivation, setting the course for the company.

At the same time, Traci Lynn had an active ministry (“businessstry”), Traci Lynn Ministries, Inc., including Victorious Living in Christ Broadcast Ministries. As she stated, “If I didn’t have the faith that I have, I would not have had the success I have.” She did not actively recruit from her ministry to Traci Lynn Jewelry or vice versa. However, there were about 550 women who were engaged in both during 2017. There was significant alignment between the ministry and the mission and vision of TLJ.

TLJ’s mission was: *Our Mission is to provide high-quality affordable fashion jewelry. To create an opportunity for women to start their own business and experience financial freedom.* Its vision was: *Our Vision for the future is to be our customer’s first and best choice for high quality affordable accessories. We will become the leader in the jewelry industry. Our customer’s needs will continue to guide our path.*

This time, Traci Lynn decided to join the Direct Selling Association, completed the challenging application and vetting process, and became an active and visible member. She gained and shared insights with the network of industry leaders, suppliers, and other resources. She attended annual conferences as a general member, Vice Chair of the DSA Board of Directors, and member of the Board of the Direct Selling Education Foundation, as well as serving as a speaker. Traci Lynn participated in special DSA events and programs such as “Companies in Focus” where she visited the facilities of other members and had extensive networking and sharing opportunities. The CEO Women’s Council and the Direct Selling

Women's Summit were treasured sources of inspiration, insights, coaching, and advice that Traci Lynn successfully incorporated into TLJ.

In 2017, Traci Lynn, Inc. was in its own \$3.5 million, 20,594 square foot facility in Florida and had more than 35,000 active consultants and 15 employees. Product lines included fashion jewelry in the \$16 to \$125 price range and handbags in the \$89 to \$169 range, sold primarily by African American women to African American women.

TLJ Product Development and Selection

TLJ introduced new products to its consultants twice a year prior to the consumer launches. The products had to meet the demands of target customers and create attractive opportunities for the field sales partners. Target customers were fashionistas that were still somewhat frugal, and part of Generation Y, typically in their thirties and forties. They also liked to be different from the mainstream jewelry customer, and "Be a Boss" and "Be a Fashionista" were phrases that resonated with them. In 2016, customers spent an average of \$38 to \$42 per purchase, which climbed to \$120 in 2017 with the addition of handbags to the TLJ offerings.

There was a design team of three people, including Traci Lynn, which worked a year to two years ahead of launches. They were responsible for generating ideas and observing trends. The art team created sketches based upon these ideas and trends. About four to five months before catalog selection, the design team narrowed down its choices and secured samples from China. There were five contracted vendors and the company was always looking for more; but, it took about one and one-half years to vet each potential vendor. TLJ had non-competes with the vendors, as well as trademarks in China to protect its designs from counterfeiting.

The team secured data on the company's top selling items and kept them from catalog-to-catalog as they became "classics" in the product line. TLJ performance benchmarks highlighted

products to drop, if only for a season. Each catalog had 250 to 280 individual items and, typically, the company kept 35 to 40 percent of the product line and would introduce 60 to 65 percent new items each season. They used to replace 100 percent of the items each time, but recognized that consultants and customers preferred some continuity and the introduction of 250 to 280 new designs was detrimental.

Traci Lynn, as in her earliest days as a businesswoman, still relied heavily on her “eye” and “sense” for products...she followed her intuition. If she was not 100 percent certain of a decision, she would post product options in the TLJ online boutique without indicating that these were under consideration and would seek the input of the consultants. She also formally solicited input from the consultants regarding items to drop and retain.

While the data from sales history and the field was valuable, there were other factors to consider. Color trends were crucial, but products could not be too trendy. They had to be, “unique, affordable, and such that they won’t go out of style within six months.” As samples arrived, the design team met once every two weeks to evaluate them. As the date for shooting the next catalog approached, meetings became more frequent. The product decisions had always been made relatively early; however, they were neither easy nor linear. For example, a video showed the multi-step, iterative decision process for a highly successful handbag style. It took several iterations before Traci Lynn felt it was right for introduction into the market: she simply was not satisfied with the appearance until the team found the look that she envisioned.

Direct Selling Consultants

TLJ evolved in its relationship with its consultants in the sales team over the years. When TLJ opted to become a direct selling company, they were called a party plan company

with hostesses inviting guests and consultants selling the products for orders. In fact, they were a hybrid direct selling organization, because they operated on a cash-and-carry model with consultants selling directly to customers from their own inventory.

In 2016, TLJ went to an entirely party plan program and was deliberately disruptive to all the consultants who were buying TLJ products at wholesale and selling at retail. Consultants were stockpiling inventory, trading it, and selling it outside of the proscribed channel. Traci Lynn noted, “It isn’t in the company’s long-term best interest to have people accumulating inventory.” Under the new model, consultants could buy product at 100 percent of the retail price or place customer orders and get commissions for their earnings. They did not acquire inventory, except as samples for the parties or their own use, because company inventory was kept in the warehouse and shipped to customers directly. Consultants saw the money they were earning and how they could earn it without accumulating unnecessary inventory. TLJ lost about eight to 10 percent of its sales force with the change, but recouped quickly. In July 2017 alone, at least 200 signed up again. This change also meant that new consultants only needed to invest a minimum of \$199 for the most popular entry level Darling Starter Package to begin selling for TLJ with options to purchase the \$349 Basic kit or the \$649 Executive kit.

Goals and Management

Traci Lynn described her current self as starting with the goals first and acquiring the means later. She stated, “If I do it any other way, I won’t reach it. I go for the goal and don’t let the lack of a resource stop me. I want to avoid being stuck in neutral.” Beyond that, she felt “There was a destiny selected for me, but I had to answer the call. I am living my purpose and

am working very hard and smart so that I am evolving into the fullness of my purpose. God is progressive and is happy that I'm my full, authentic self.”

She was always people driven and had two key decision-making criteria, including:

- Will our people be able to sell what we offer?
- Are the goals of the company and our people in tune?

If these criteria were met, Traci Lynn believed profits would follow. TLJ created market goals by states and countries, as well as for the number of people in its partner network and the mix between jewelry and handbag sales. They also involved the sales team by offering voting opportunities on subjects like the location of semi-annual meetings, destinations for award travel, and products to revive. For Traci Lynn and her team, being in control of their direction and success was always a priority.

The direct selling strategy which Traci Lynn pursued fostered collaborative learning and the exchange of ideas. With over 35,000 TLJ consultants, semi-annual product releases, multiple incentive trips, blogs, and other social media, Traci Lynn had regular and frequent contact with the field sales force. This yielded multiple opportunities for input and collaboration. Successful consultants had direct, personal contact with her. Through the frequent Facebook Live posts and other interactions, consultants and customers had opportunities to participate in creating feedback and making recommendations. These pieces all came together at the corporate level to assist in product development and decision making.

Decision Time

Having experienced success with fashion jewelry and distinctive handbags, and the party plan model, Traci Lynn and her team had to decide the company's future direction. They could

stay the course and continue to introduce new jewelry and handbags seasonally, or they could alter TLJ's course to expand its offerings and potential reach. Traci Lynn was satisfied with the growth generated by the addition of handbags to the product line, particularly due to the increase in average sale amount. She wanted more. Traci Lynn wanted to expand by adding another product line. What next? When?

Appendices



Traci Lynn Jewelry Promotional Item 2017



Dr. Traci Lynn Burton, President & CEO, Traci Lynn Jewelry

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