

PUBLISHER'S NOTE



Dear readers.

As we reflect on the past week's Thanksgiving holiday and enter the second half of October, there are many things we should be grateful for. However, we are also aware of the ongoing conflicts in the Middle East between Israel and Palestine. Our thoughts are with those affected by the war, and we hope for a peaceful resolution soon.

In addition, we have an exciting new episode featuring Dr. Huberman, where he explores the power of deliberate respiration (breathing) as a bridge between the subconscious and conscious mind.

On a positive note, we are thrilled to announce the upcoming Hamilton 40u40 event on October 26th. This event will honor and celebrate young leaders who are making a significant impact in their respective industries. We look forward to recognizing their achievements.

We remain committed to providing you with the latest updates and insights on the business world. Stay tuned for more exciting content in the coming weeks.

Yours in Business Marilyn Tian, M.B.A President & Co-Publisher Business Link Media Group



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How Expensive Will Your Thanksgiving Dinner Be?

Inflation Has Persisted, But Will the Bubble Burst Soon?

By Ryan Li



If you closely analyze your receipt from Thanksgiving shopping, you may realize that you are paying more for your turkey than last year.

Since the beginning of the COVID-19 pandemic, it has been no secret that the cost of living has drastically increased, especially regarding food. While we are almost back to our pre-COVID routines, our food costs certainly aren't. In August (the last available reporting period at the time of writing), Statistics Canada reported a 6.3% increase in the price of food in Ontario1. You might wonder: how much more exactly are people paying for their holiday feasts this season?

Dalhousie University's Canada's Food Price Report 2023 has found that a Canadian family of four is likely to spend \$16,288 on food this year, over \$1,000 more than the average in 20222. So far, these predictions have been spot on, with the report predicting a 5-7% increase in food costs across the country (the actual figure has been 6.8% to this point). Statistics Canada cites several factors for these price increases, from the war in Ukraine to extreme weather to supply chain issues.

For some products, however, that figure is much higher. For example, the price of beef has grown by just shy of 12%, preserved fruit costs 11.5% more, and the cost of cereal products (i.e. rice and pasta) has risen by 9.8%, all compared to the already high food costs of last year3.

Most crucially, according to the Dalhousie study, this inflationary period has influenced the grocery shopping habits of approximately three-quarters of Canadians, leading to more consumers purchasing small portions and cheaper ingredients to continue making ends meet.

However, there is reason to believe that these costs will go down soon, with a plentiful fall harvest and continued post-COVID economic growth buoying hopes and expectations for a stabilization (or even decrease) of prices. The market is already slowly reining in prices – average food costs in Ontario decreased by 0.1% from July to August.

Therefore, while other living essentials may continue to become more expensive, the cost of our daily groceries will, hopefully, soon level off and give us something else to be grateful for this Thanksgiving season.







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Business

Amazon plans to add 'Buy Again' feature

In its app, Amazon is experimenting with a "Buy Again" feature that can be found on the home page and uses order history to provide recommendations, particularly in categories like groceries and electronics. The goal is to promote repeat purchases and subscription-based ordering, such as "Subscribe & Save," to increase revenue from its current clientele.

More:

- Per data, consumers are placing fewer orders and growing their Amazon Prime memberships more slowly than in previous years.
- According to Consumer Intelligence Research Partner, Prime members' annual spending decreased on average from roughly \$1,400 in 2018 to \$1,100 in 2022.
- According to The Wall Street Journal, customers have recently expressed greater displeasure with their interactions with Amazon regarding ads and product quality.
- A researcher at Watchful Technologies stated, "Amazon might become more integrated into people's lives by highlighting the subscription service."
- Personalized recommendations on the "Buy Again" page and search-and-filter options could both be included in the updated Amazon app..



Read more from Inside.com: https://inside.com/campaigns/inside-business-40273/sections/amazon-plans-to-add-buy-again-feature-396367



Business

Burger King's Sizzle Concept: Revitalizing the Brand for a Modern Dining

Burger King is undertaking a brand revitalization initiative, which includes updates to its logo and packaging. As part of this initiative, the business is launching a brand-new restaurant concept called "Sizzle," which will have digital ordering kiosks, Whopper branding, and enhanced drive-thru and pickup options.

More:

- Two Burger King locations have already undergone Sizzle design renovations in New Jersey and Las Vegas, and a third will soon open in North Carolina.
- The new ideas include streamlined drive-through and pickup lines, digital ordering kiosks, and Whopper branding.
- Last year, Burger King revealed a \$400M corporate improvement strategy, including \$250M set aside for store renovations and other improvements.
- By the end of next year, the restaurant business hopes to have almost half of its U.S. locations in the Sizzle or Garden Grill layout.
- Despite recent revenue growth, the firm wants to draw more customers into its shops, emphasizing enhancing foot traffic.

Read it more from Inside.com: https://inside.com/campaigns/inside-business-40258/sections/burger-king-s-new-restaurant-design-396170
Burger King's new restaurant design

Chipotle Partners with Hyphen for Robot-Made Burrito Bowls and Salads

Chipotle is conducting tests of a robot, developed in partnership with startup Hyphen, capable of assembling burrito bowls and salads exclusively for digital orders. Chipotle had invested in Hyphen, formerly known as Ono Food, in the previous year, and the startup currently holds a valuation of \$104M.



More:

- Automation strives to save labor costs and boost order accuracy and speed in the restaurant business.
- Chippy, a robot that creates tortilla chips, was previously used by Chipotle as an automation test subject.
- The Hyphen robot exclusively prepares burrito bowls and salads for digital orders, efficiently dispensing ingredients while allowing employees to assemble other digital orders like tacos, quesadillas, and burritos on the same line.
- According to Chipotle, burrito bowls and salads account for almost two-thirds of all digital orders for the restaurant.
- Another restaurant brand, Sweetgreen, has already unveiled its first automated store and intends to automate every remaining establishment within five years.

Read it more from Inside.com: https://inside.com/campaigns/inside-business-40180/sections/chipotle-robots-to-make-burrito-bowls-394868 Chipotle robots to make burrito bowls

Fast-Food Drive-Thrus Accelerate Amid Changing Customer Preferences Experience with Video and Audio Calls

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Read it from Inside.com: https://inside.com/campaigns/inside-business-40166/sections/drive-thrus-faster-as-fewer-cars-wait-394608 Drive-thrus faster as fewer cars wait

Diamond Prices Hit One-Year Low as Consumer Preferences Shift Experience

Rough diamond prices have fallen to their lowest point in a year as consumers move away from luxury items, resulting in a decline reflected in the Zimnisky Global Rough Diamond Index. This shift is linked to reduced jewelry sector sales, as consumers who previously increased luxury purchases during the pandemic now prioritize experiences like dining out and traveling over diamonds.

More:

- Consumer demand for diamond jewelry, which sees considerable advertising expenditures, impacts rough diamond pricing.
- Despite declining rough diamond prices, merchants are guarding their gross margins, so a drop in retail prices is unlikely soon.
- According to analysts, the engagement season and holidays like Christmas and Valentine's Day are expected to boost retail sales throughout the winter holidays and in the early months of 2024.
- The holiday season is projected to see lower total sales than last year despite a possible minor uptick in rough diamond prices. Rough diamond prices are predicted to recover gradually starting in 2024.

Read it from Inside.com: https://inside.com/campaigns/inside-business-40152/sections/diamond-prices-fall-as-spending-shifts-394395 Diamond prices fall as spending shifts

Disney's Ambitious \$60 Billion Investment Plan

Disney has unveiled plans to invest around \$60B in expanding its theme parks, cruise lines, and resorts over the next decade, nearly doubling its commitment to this profit-generating division. The details of specific projects still need to be announced, but they will focus on high-return ventures, including domestic and international parks and cruise improvements.



More:

- Disney aims to add more cruise ships and a new home port in Singapore and has more than 1,000 acres of land available for park expansion.
- According to the corporation, possibilities include bringing Wakanda from the "Black Panther" property to life and debuting "Frozen" at the Disneyland Resort.
- This strategic investment demonstrates Disney's transition from traditional cable television revenue toward depending on its theme parks as the primary revenue generator.
- For the past three quarters, the operating income of the parks division has exceeded that of the linear TV company, pointing to a potential long-term change in their financial balance.
- Following this revelation, Disney's shares fell more than 3% on worries that additional park investments will strain free cash flow shortly.

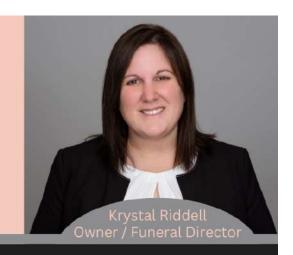
Read it from Inside.com: https://inside.com/campaigns/inside-business-40024/sections/disney-invests-60b-in-parks-cruises-392304 Disney invests \$60B in parks, cruises

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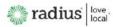
























Unraveling the Essence of Leadership

An Inner Journey to Define Purpose and Vision

By Christopher Yendt





Often considered one and the same, leadership and a leader encapsulate two distinctly different, but interrelated concepts that are crucial to understanding our own places, as individuals, within the larger systems that surround us. More than innate nature, leaders are not born but are instead a product of the environments in which they operate, and how access to various resources and opportunities shape how we are and why we do the things we do. In a sense, leaders hone and display leadership through process and defining purpose, unique to each of us in our journey. As leaders, we add layers of complexity to our travels with each milestone, shifting our goals in response to environments around us and the things we care most about. Unlike the specific positions and roles that we have historically associated with leadership, examples that highlight how we ourselves, or others we encounter are 'leaders', what it truly means to be a leader is not external but rather our own internal motivations and positioning. One need looks no further for an example to understand this dichotomy than former world leaders, who once completing their term as a head of state no longer hold a formal leadership position but remain as a leader in the eyes of many around the globe. In this, we are no different, except that we must define for ourselves

"To plant seeds for trees I will never sit under" -Christopher Yendt

our internal purpose, the reason for our leadership, a personal mission and vision. In doing so we create the circumstances necessary to continually ensure that our work is aligned with who we are, the actions we take, and the organizations we work with. We create space for ourselves to pursue opportunities that most closely align with what we strive to achieve. It is within this framing that I developed my mission and vision, "To plant seeds for trees I will never sit under", in so doing I aim to create spaces and shade for those that travel behind me so they may have the safety of shade on their journey. I present my mission and vision as an invitation to others to further explore your identity as a leader, your own leadership practice, and the ways in which you contribute to challenging systems of oppression and marginalization to enable and support the leadership of others.





Exciting Updates About the 2024 World Rowing Senior, Under 23 and Under 19 Championships



Event Website is Live!

We're excited to announce that our official event website is now live and ready for exploration. This hub of information is your go-to resource for everything related to the Championships. Discover event details, athlete information, travel tips, merchandise, and much more. Information will be added on an ongoing basis

Browse here: https://stcrowing2024.com/en/

Volunteer Registration Opens in January

Behind every successful event is a dedicated team of volunteers, and we're recruiting 750 to help make this event a success! Whether you have experience in event management, hospitality, or simply a love for rowing, there's a role for you in our volunteer program. Stay tuned for more details on how you can get involved and contribute. Registration opens in January.

Details here: https://stcrowing2024.com/en/about-us/volunteer/

Regatta Passes Available December 1

Mark your calendars! On December 1, and just in time for Holiday gifting, the All Inclusive Regatta Packages become available for purchase. With a choice between two locations, both packages include access to the Opening Ceremony, Heats and Reps, Quarter Finals, Semi-Finals, Finals and the Closing Ceremony. Day Passes will become available in July 2024. Keep an eye out for an exclusive ticket promo code in our November newsletter.

Tickets here: https://stcrowing2024.com/en/tickets/

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Real Estate Tip of the Week: Mitigating Inflation Impact

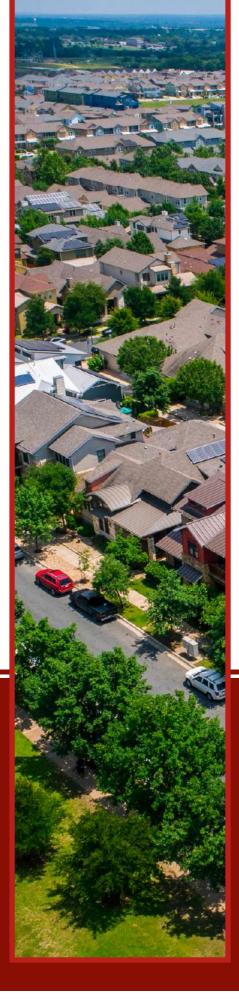
By Michael Sommer

Inflation can affect various aspects of real estate, including rents and mortgage rates. With a recent rise in the Consumer Price Index (CPI) to 4.0% year over year, Canadians are experiencing increased costs in rents, mortgages, and gasoline. To mitigate the impact of inflation on your real estate investments or decisions, consider the following tips:

- Evaluate Your Financing Options: Given the rise in mortgage interest rates, it's essential to review your financing options. Consider refinancing to secure a more favourable rate or exploring fixed-rate mortgages to provide stability in a potentially volatile market.
- Review Rental Agreements: If you're a landlord, evaluate your rental agreements and consider adjusting rental rates in accordance with market trends. However, be mindful of local regulations and ensure any adjustments are fair and reasonable.
- Optimize Property Expenses: Look for ways to optimize property expenses without compromising on quality. Explore energy-efficient upgrades to reduce utility costs, which can be particularly beneficial given the rise in energy prices.
- Diversify Your Investments: Diversifying your real estate portfolio can help spread risk and minimize the impact of inflation. Consider investing in different types of properties or in various locations to ensure a balanced and resilient portfolio.
- Monitor Market Trends: Stay informed about the real estate market trends, especially in your specific region. Being aware of the market dynamics will allow you to make informed decisions and adjust your strategies accordingly.
- Plan for Future Increases: Prepare for future increases in expenses such as property taxes and maintenance costs. Budgeting for these increases can help you manage your real estate investments effectively despite the inflationary environment.

By being proactive and strategic in your approach to real estate investments, you can navigate the impact of inflation and make informed decisions to protect and optimize your property investments.







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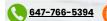


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How to Breathe Correctly for Optimal Health, Mood, Learning & Performance

By Huberman Lab

Thank you for joining the Huberman Lab Neural Network — a once-a-month newsletter focused on science and science-related tools for everyday life. The aim of this newsletter is to provide you with actionable information in a condensed form.

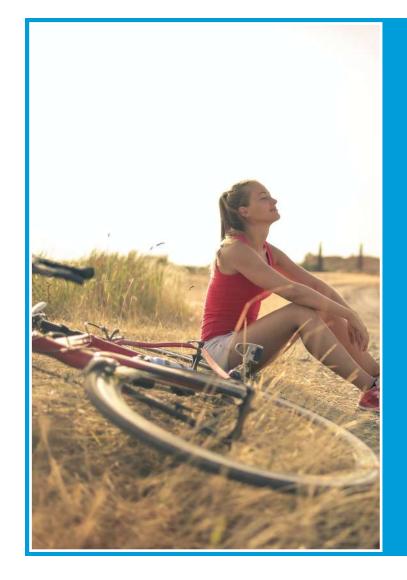
In episode 112, "How to Breathe Correctly for Optimal Health, Mood, Learning & Performance," I discuss how deliberate respiration (breathing) represents a unique and powerful bridge between the subconscious and conscious mind — and how specific breathing protocols allow us to shift the state of our brain and body in powerful ways. In this newsletter, I explain how to use specific breathing patterns to influence your brain-body state and thereby positively shift your mood, physical capacity, and focus — and improve sleep. Indeed, even brief, deliberate breathing protocols, if done correctly, can positively impact all these around the clock — not just during the breathwork practice.

Why We Breathe

Breathing allows the body to draw in oxygen (O2) and discard carbon dioxide (CO2), or more accurately to balance ratios of O2:CO2 in our brain and body. When we inhale, oxygen fills and passes from millions of tiny sacs ("alveoli") in our lungs, into our bloodstream. Once in the blood, a carrier molecule, hemoglobin, helps deliver the oxygen to the cells of the brain and body. While carbon dioxide is a cellular waste product, it is also essential for proper oxygenation of our cells. Carbon dioxide changes hemoglobin's shape to help liberate bound oxygen into the surrounding cells and tissues.

Carbon dioxide levels also relate to our body's pH (level of acidity). During exercise, body pH drops slightly, and that results in increased oxygen offloading to exercising muscles. When exhaling, carbon dioxide is removed from the bloodstream, passing from the to the alveoli into of lungs and then, with the exhale exiting the body via the mouth or nose.

At rest, the brain has the most metabolically active cells in the body and thus requires significant levels of oxygen. Improper O2:CO2 ratios can put the body in a hypoxic state (lack of oxygen) and negatively affect cognition and physical function. In order to constantly monitor levels of oxygen and carbon dioxide within the body, parallel mechanical and chemical pathways vigilantly regulate breathing patterns.



Optimize Breathing

Healthy at-rest breathing patterns bring about 6 liters of air into the lungs per minute, which is accomplished by taking ~12 shallow-to-moderate breaths per minute. However, most people "overbreathe," averaging 15-to-18 breaths per minute. Overbreathing causes excessive exhalation, thereby reducing carbon dioxide (this is termed "hypocapnia") and decreasing oxygen delivery to the brain and other tissues. When the brain does not receive adequate oxygen, it becomes hyper-excitable, causing difficulty focusing and anxiety.

To reduce overbreathing when doing non-exercise activities, try: 1) Taking small pauses between breaths and 2) Using nasal breathing (as opposed to mouth breathing), because the relatively higher resistance of the nostrils automatically extends the duration of exhales.

In addition to slowing breathing rate, nasal breathing at rest and during sleep has benefits compared to mouth breathing. Note: mouth breathing has its place when exercising.* (More below.)

- The increased resistance of nasal breathing allows for maximum lung inflation each breath to increase oxygen delivery to the body.
- The nasal passages warm the incoming air, which is healthier for the lungs.
- Nitric oxide (gas) is produced in nasal passages and causes smooth muscle relaxation. Nasal breathing improves blood vessel dilation to efficiently remove waste, deliver nutrients and help relieve sinus congestion.
- Nasal breathing improves facial aesthetics, such as elevation of the eyebrows and cheekbones, sharpening of the jaw, and improvement of the tooth and jaw structure.

While many people over-breathe during the day, many have the opposite problem at night. Sleep apnea occurs when breaths are too shallow or infrequent, causing temporary hypoxia and frequent waking throughout the night. This condition is more frequent in individuals carrying excess weight, but even lean people can under-breathe in their sleep and can lead to many issues:

Symptoms: sleepiness, snoring, morning headache, irritability, inattention

Potential Risks: increases the risk of cardiovascular disease and stroke, exacerbates dementia, impacts cognitive function, decreased libido

Treatment Options: 1) CPAP machine, 2) sleep with medical tape on the mouth to force nasal breathing, 3) practice nasal breathing during exercise and throughout daytime to train proper breathing



Test Your Breathing

To reduce overbreathing, practice controlling the diaphragm (an important muscle for breathing located below the lungs). One way to do that is to deliberately expand your stomach "out" when inhaling and let it return "in" while exhaling.

Also, take the carbon dioxide tolerance test — a tool developed by human performance expert Brian Mackenzie — to measure your ability to control the diaphragm and discard rate of CO2. It's easy and free.

- Breath normally for 4-5 breaths, then inhale 1x deeply through your nose, until your lungs are completely full.
- Then, start a timer and measure how long it takes for you to slowly exhale all of the air. Make the exhale as slow as possible.
- Stop the timer when you can no longer exhale any more airand note how long the exhale was. Stop the timer when your lungs are empty; it's not about measuring how long you can hold your breath! Then breathe normally.

From your results (see this table), practice 2-3 minutes of box breathing, 1-2x per week, to improve your diaphragmatic control and learn to increase your CO2 discard rate. This will translate to less overbreathing when at rest, and you'll likely see improved performance during exercise — and reduced anxiety as well.

Box breathing is a pattern of: inhale-hold-exhale-hold, done repeatedly for a given period of time.

How long should the duration of each inhale-hold-exhale-hold be? It should be based on your timed exhale duration in the carbon dioxide tolerance test.

Again, practice 2-3 minutes of box breathing, 1-2x per week.

Repeat the tolerance test after 1-2 weeks of practice to see if you can increase the duration of holding on each

Breathing for Stress Reduction

Use a science-based strategy for stress relief with the physiological sigh.

The Physiological Sigh

- Take 2 consecutive inhales through the nose: one big inhale, followed by another inhale (with no exhale in between!), to maximally inflate your lungs.
- Then exhale all your air until you are lungs-empty, via your mouth.

This rapidly shifts your autonomic nervous system from a state of elevated arousal and agitation toward a state of feeling more calm. It is — to my knowledge, the fastest way to calm down in real time. Even just 1-3 physiological sighs can allow us to stay in or return to a calmer state.

There is also value to practicing physiological sighs. In collaboration with Dr. David Spiegel of Stanford School of Medicine, my laboratory published a clinical trial showing that cyclic physiological sighs, practiced daily for 5 minutes, reduce overall stress, promote relaxation, improve sleep, lower resting heart rate and enhance mood.

Breathing for Alertness & Focus

Use cyclic hyperventilation to increase alertness and enhance focus.

Repeated forceful, deep inhales followed by exhales = hyperventilation. This causes the release of adrenaline in the brain and body and thus increases alertness and our capacity for focus.

Cyclic Hyperventilation*

Take a deep inhale through the nose, immediately followed by a deep exhale (active or passive) through the mouth.

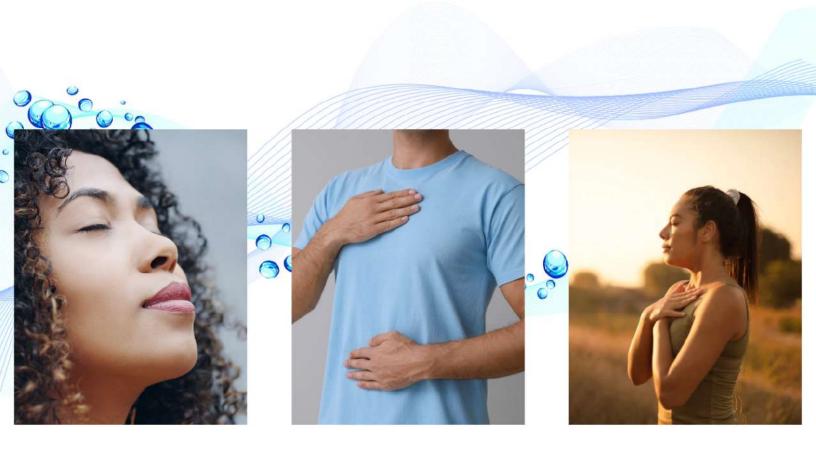
Repeat the above 25x, then fully exhale until lungs are empty and hold for 15-30 seconds.

Then, repeat for up to 5 minutes.

Expect to feel a little tingly or agitated right after completing the exercise. However, over the next few minutes, adrenaline will increase to improve your focus and attention greatly.

While cyclic hyperventilation increases stress in the short term, repeated training allows you to practice staying calm while feeling agitated and leads to a higher stress threshold.

*Please use caution practicing this technique if you are prone to panic attacks or have high anxiety. And never, ever perform cyclic hyperventilation near or in any body of water or while driving. There is a possibility of passing out, which can lead to "shallow water blackout," which can result in drowning, or car



Breathing and Heart Rate Variability

The science of heart rate variability has long been used in sports, military and clinical practice. There is a direct connection between breathing and heart rate, allowing you to deliberately reduce your heart rate (e.g., perhaps prior to sleep, an interview, public speaking, etc.) or increase heart rate (e.g., prior to engaging in athletic performance). It is rooted in something called respiratory sinus arrhythmia, which sounds bad but is actually a hard-wired and normal feature of our body. It has complex circuitry related to the vagus nerve that links the brain and body, including heart, lungs and brain-stem, but it can be summarized simply:

To increase your heart rate: deliberately inhale longer and more deeply/vigorously than you exhale. To decrease your heart rate: exhale longer and more vigorously than you inhale. Here are some examples of this in common breathwork practices. You'll see why they produce the effects they do. It's about whether the breathwork emphasizes the duration and/or vigor of exhales (e.g., physiological sighs) or the duration and/or vigor of inhales (e.g., cyclic hyperventilation), or if they are balanced (e.g., box breathing).



*In fact, just understanding this inhale-to-increase-heart-rate and exhale-to-decrease-heart-rate phenomenon can allow you to adjust your state of mind and body any time, deliberately, as needed, without the need to do dedicated "breathwork."

Deliberate breathing is a powerful tool to control your brain-body state. You now have the knowledge and protocols to incorporate breathwork in real time and/or as a dedicated practice. Whether

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