

**Long and Mcquade: The First Twenty-Five Years**

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Just over fifty years ago, Jack Long, with almost no business knowledge, started up a small music retail business. He had no idea that tiny store on Carleton street in Toronto would go on to become one of North America's largest music retailers with twenty-eight (thirty-seven as of May 1, 2007) stores across Canada. Long and Mcquade has become a dominant force on the Canadian music scene. But unlike many retail stores, Long and Mcquade still does business the way they always have and the slow growth of the company allows it to keep policies around that made it so successful in the first place. Policies like renting instruments, financing to almost anybody, price guarantees, and non-commissioned salespeople set the company apart from the competition. To understand how far the company has come, it is important that we look back at how the company was formed and how it grew in the first twenty-five years. In this period, external factors such as the birth of rock and roll, the rise of electric instruments and an increased focus on leisure in society helped Long and Mcquade grow. The first twenty-five years of the company would prove to be a springboard to further success.

The history of Long and Mcquade has been told to many people orally from Jack Long, but it is a story that has not been significantly documented. The beginning of Long and Mcquade starts back in the Summer of 1955. Jack Long had just come home from a music tour that he, his wife Carol, and close friend Tess were on in the United States. Jack was the trumpet player, a skill he honed at his years at the University of Toronto, where he got his Bachelors of Music

degree. Following the tour, Long was looking for work and came across an advertisement in the *International Musician*, a trade magazine. He had recently concluded that he did not want to make a career as a professional musician so this advertisement triggered his attention. The ad was offering people the opportunity to sell instruments to schools in your area. Long wrote in to the ad, but they told him they were only interested in agents that were based in the United States. He still was interested by the idea and figured he could do this on his own. With the help of his wife, Long went to the library and got addresses for music manufacturers. He purposely avoided big names because he knew they would already be represented and he concentrated on manufacturers that made brass and woodwind instruments. He sent out many letters but did not get any good leads. Shortly after this a friend had told him that King, a company that produced brass instruments, were selling many instruments to schools in the United States and that the Canadian dealer, Eaton's, did not do special deals with the schools. Long thought it was a long shot, but he sent King a letter anyways. After some letters back and forth and a trip to their head office in Cleveland, he somehow convinced the company to make him, a man with no sales or business experience, a King instrument dealer. He later commented that, "Looking back, it was very strange that they got involved with me, I must have had my best suit on." So with five thousand dollars that he and his wife had saved, Long placed his first order with King and rented a space on 100 Carleton street in Toronto.

This was a decent space for his business because the building was

frequented by musicians due to the many lesson studios in the building. He and his wife cleaned and did some small renovations to the space and they opened the business up. In the fall of 1955, the J.E. Long Music Company was born. Long had no interest in becoming a retailer at this time, he was planning on being an agent for King and nothing more. He purchased about a dozen instruments and made a few quick sales by hustling around and contacting some of his former classmates who were teachers in schools. For the first six months, he made about one sale a week. He did not know much about the business and nobody was around to tell him anything. After six months, he had made a profit of fifty dollars, so things were not going too well. Long soon decided to diversify the products he was selling. One of Long's close friends, Jack Mcquade was a drummer and was using one of the rooms in the space for teaching drum lessons. One of Mcquade's students wanted a set of Ajax drums, but he needed to finance them for about fifteen dollars a week. Long had connections to get the drums and he dreamed up a financing contract and got the customer to sign it. Many ideas from this original contract still exist today. The customer never missed a payment, and Long thought he should start doing this more.

Long realized he wanted to get start selling drums and he and Mcquade formed a partnership to sell Leedy drums. They gathered up a few thousand dollars and sent in an order to the company and said they wanted to sell their drums. They were not dealers, but this leap of faith worked and the drums arrived a few weeks later. Leedy soon asked them to be the exclusive Leedy drum dealer in the city and they agreed. This same situation happened with

Zildjian cymbals. They just called the company and placed an order even though they were not dealers. The cymbals came and nobody asked any questions. These lucky breaks were important and would help the company grow. The two men were also working on their selling techniques to help increase sales around this time. When both men were in the store, they would work on their sales techniques on each other. They used to role-play where one would be the customer and the other would be the salesman. These were important for them because neither of them had any business background.

The drums sold much better than the King band instruments due to Mcquade's students. The two men liked the way things were progressing and decided to become partners. On April 1, 1956, Long and Mcquade was born. They quickly moved out of the Carleton street location and moved to Yonge street. The move helped but the business was still pretty primitive. "The business did not amount to much, few people came in and people just kind of hung around," Jack later stated. It was around that this time that rock music began to take-off and this was vital to the success of the store. Solid-body guitars and basses were a new item and the business had recently picked up the Fender guitar line, a company that was also gaining steam. Long and Mcquade were luckily one of the first Fender customers in Canada. Neither Mcquade or Long were rock and roll players, both had a jazz background. However, for some reason they got along very well with the rock crowd. Their attitude was, "we are all musicians, we just play a different kind of music." Because of this, they could relate to the rock and non-rock people equally and many of their competitors

could not seem to do this. The surge in Rock and Roll and how it affected the business will be elaborated on later in the essay.

It was also right after the move that they started the rental side of the business. It started off that people would need a replacement instrument while theirs was getting repaired or was stolen and the store would just lend them one. After doing this a few times Long thought, "We are not selling much, but we sure are lending a lot of stuff out." He figured if they charged a few dollars for the rental they could make some extra money. This did not discourage lending but rather encouraged it because people were not embarrassed to ask if they could borrow an instrument if they were paying. The rental business took off very quickly and soon they were renting instruments to schools. This was a service that nobody else was doing at the time and it remains a vital part of the company today.

The store was slowly growing but Long was getting frustrated. Mcquade was not totally committed to the business and he was restless in the store. Mcquade also had a playing gig for a television show during the day and was rarely in the store, so Long would work in the store all day long by himself and then have to rush out and play gigs at night. Long would even fall asleep on stage sometimes because he was so exhausted. The stress of the business had taken its toll on Long and he was frustrated the business was not making money. By April of 1960, Long had not taken a cent out of the company. Even though Mcquade seemed disinterested he wanted to keep the company and Long sold off his half of the company to Mcquade for eighteen thousand. The business was

worth a lot more than when it started but neither man had taken any salary up to this point. Long was now out of the business and Mcquade needed help around the store so he hired Fred Theriault, a kid who always hung around the store. Theriault is still with the company to this day.

In this period, Long also quit playing at night and went into real estate full-time. He would drop in the store every so often to collect money from Mcquade and he could see that the progress they had made with the store was slipping because Mcquade was rarely there. In the Spring of 1961, Long was switching real estate companies and had about a month off. Mcquade was leaving town to play and he asked Long if he could watch the store. Long obliged and after a couple days of working in the store he realized he liked it a lot and it was what he really wanted to do. When Mcquade came back, Long bought his fifty percent share back from Mcquade and he was back in the store. The business became incorporated on July 1, 1961 and after that, Mcquade left for six weeks and he was never really active in the business again. So although the store has been called Long and Mcquade for over fifty years, Mcquade never played a very big role with the company and would sell off all his shares to Long in 1966.

Things really started to move quickly once Long was back with the company. He focused all of his attention on the business and never really had any steady trumpet playing gigs again. Sales were growing rapidly in this period and there was almost a fifty percent growth rate every year. The growth in this period was so rapid that Long was most utilizing reactive policies. He was just responding to customers needs and did not have much time to make things run

smoother. The company was doing new things, but much of which stemmed from old things and many of these policies have stuck around since. Long was also still hustling around during this period. At one point, he went down to Chicago and bought hundreds of instruments from a bankrupt company at an amazing price. It was events like these that allowed the store to distance itself from the competition.

Another key part of the Long and Mcquade story is their sister company, Yorkville Sound. This essay will focus on Long and Mcquade but it is hard to talk about the growth of the company without mentioning Yorkville Sound. This chapter of the story started in 1963 when a young amplifier repairman named Peter Traynor became an employee at the store. He started out fixing electronic equipment part-time but he also knew how to make speaker cabinets and told Long that he had a friend who wanted one and would pay for it. Long saw nothing wrong with this and Traynor made two large purple speaker columns for a customer. The columns were in the store for a couple of days waiting to be picked up and several customers noticed them and expressed interest. Pretty soon people from around town were coming in to get their hands on one of these. One thing led to another and within four months they had a booming business going. Then on January 2, 1965, Yorkville Sound became incorporated and a separate company from Long and Mcquade. Long owned two-thirds of the company while Traynor owned the rest. Traynor was not too responsible and Long knew the company badly needed direction so he put Fred Theriault in charge. Theriault was in charge until 1972 and it was in this period that Yorkville



changed “from a zoo to the makings of a real company.” Yorkville Sound and Long and Mcquade have always thrived off each other and this remains true today.

In this period of rapid growth in the 1960's, capital became a real problem for Long and Mcquade. Although it is a small area of economic activity, the music retail industry is very capital intensive because much of the inventory is very expensive. Long and Mcquade especially had a lot tied up in capital because of their rental and financing policies. Bank statistics suggest that over fifty percent of all small businesses fail within the first three years. The reason for many of these failures is because the business is short on capital. But Long and Mcquade has luckily had good relations with banks. The first large loan the company obtained was from CIBC. Long knew the branch manager at a CIBC location and they gave him a sum of eighty thousand in 1966. This was a big break for both Long and Mcquade and Yorkville. Long went for his yearly financial review from the CIBC a year later in 1967, and they said the company was growing too fast and they wanted twenty-five percent less volume, higher margins and bigger down payments from customers. Long thought this was strange and had never heard of such a thing. Long did not want to bring the growth of the company back so he avoided the bank manager all year. He would purposely visit the bank when the manager was on lunch. A year later, Long realized that business was up forty percent not down and the manager would not be impressed so he decided that if he could pay the whole eighty thousand back the manager would not complain. Long did not pay suppliers for a few months to

raise the money to pay the loan back and when he went in for his meeting the bank manager was astounded. "He thought I was the biggest hero he has ever met, and from that day onward I could do no wrong in his mind," Long later stated. The growth of the company and the increase in inventory was putting a financial squeeze on the company in this period and after Long paid back the loan, he had no problems getting money from CIBC.

The next important event for the company was the opening of a store in Vancouver. Yorkville was having trouble getting dealers out west and Vancouver was a big market that Yorkville was not reaching. Pat Coffey, one of the store's employees, was doing a great job in the store and Long felt he deserved a promotion. Long decided to send Coffey to Vancouver and he came back telling Long that they could open a store in the city and it would flourish considering the competition. Coffey went back to Vancouver and the store opened on September 1, 1968 and it was successful from the day it opened. In the 1968-70 period, Yorkville Sound and the two Long and Mcquade stores were doing great.

In August of 1971, Long and Mcquade opened another store in Winnipeg but the situation was quite a bit different this time. The store had already been open for a long time and was running under the name, The Winnipeg Piano Company. This store was very successful and was a thriving Yorkville Sound customer. The owner of the store became very ill and his family put a man named Terry Moberly in charge. The Grasby family was offering to sell the company to Moberly under very good terms but he needed some money. Moberly approached Long and he wanted him to be his partner. They swung the

deal and Long owned the store in August of 1971. Long went back to Toronto and did not think much of the store because he was not involved in the day-to-day operations. A few months later, he heard the store was not doing too well and he went to see how his investment was doing in January of 1972. When he got there he saw that the company was losing about eight thousand dollars a month and would go bankrupt soon because they could not pay their suppliers, including Yorkville. Moberly told Long he was doing a bad job and that he should walk away. So Moberly left and Long was now fully in charge of the store. "This was one of the bleakest periods; the store was going to go bankrupt, Yorkville was going to lose the thirty-five thousand the store owed us and my reputation was going to take a hit," Long explained. Long took it upon himself to save the store and he flew into Winnipeg every Tuesday and left Thursday. First, Long went to every supplier and told them that he would do everything he could to get their money; this gave him some leeway with the suppliers. He then took the staff down from twenty to eight and within the next four months he moved locations, cut out the television and stereo equipment they had previously been selling and changed the name of the store to Long and Mcquade. It took a while but in about three years the store was running smoothly and was making a profit. Through hard work, Long was able to turn an almost-bankrupt store into a profitable business. This was one of the most traumatic experiences in the first twenty-five years of the company.

Soon, other new stores opened as well. One of Long and Mcquade's former employees, Bill Sparling, had opened a store in the north end of Toronto

in 1967. He came to Long in 1976 and told him he was in trouble. Long assessed the situation and gave him a few options. Sparling liked the option of Long buying him out the best and they made a deal. Long transformed the store and within a few years it became profitable. Another store opened around this time in Union, New Jersey. This would be Long and Mcquade's only foray into the United States and the store has since closed. This store did not start out as a Long and Mcquade store though. The owner of the store, John Darco, was a Yorkville Sound dealer and his business was doing poorly. He owed Yorkville forty thousand dollars and in order to salvage the company, Long worked out a plan to help him out and give him merchandise on a consignment arrangement. Gradually, over this period Long gained respect for Darco and began to think of a store in the United States. Then in June of 1975, Long arranged a deal with Darco where he would take the store over. The store was never a success like the other acquisitions the company would make. It took a while for the store to become profitable because of a move right after Long took over the store. It was handy to have a store in the United States and it gave him some prestige with United States dealers and suppliers but the store would eventually be sold to company in the United States in 1998 so Long and Mcquade could concentrate solely on the Canadian market.

The last two stores to open in the first twenty-five years of the company would be the Windsor store in 1976 and the Victoria store in 1981. Both these stores were acquisitions from previous owners; like most of the stores that Long has opened. Only a few of the twenty-eight stores the company now operates

were not acquisitions from a previous owner who was in financial trouble, hoped to gain more security, wanted less responsibility, or wished to leave the music retail business entirely. By opening new stores in new markets, you may anger the competition. Much of Long and Mcquade's competition are Yorkville Sound dealers and they do not want to lose the Yorkville business. "If we have a Yorkville dealer in a certain town we would never go into that place, except through a dealer," Long explains. Long and Mcquade tries to keep a strong relationship with their competition because in many cases they are also customers of the company by being Yorkville Sound dealers. Also, although there is lots of competition in the music retail business, for the most part it is clean competition; it is not as cutthroat as many other businesses. This may stem partly from the fact that it is a small industry and everybody knows everybody else and usually has for many years.

So that takes us to about 1981, which is the first twenty-five years of the company. These years featured periods of uncertainty along with periods of extreme growth and prosperity. The first twenty-five years would prove to be the springboard for the growth the company has experienced since. In these years, many policies would be formulated that distanced Long and Mcquade from the competition.

So the question remains: why has Long and Mcquade been so successful in its first twenty-five years while other companies in the industry have folded? This is a complicated question because the music industry is quite unique. The market is vast and diverse and you are selling to very different types of

customers. A music store must cater to everyone from a beginner guitar player to a professional recording engineer. Products range from a twenty-five cent guitar pick to a twenty-five thousand dollar recording console. Also, total sales for the music industry in Canada are somewhere between seven hundred and fifty million and one billion dollars a year. This makes it a small industry with a vast and diverse product to sell. As such, a market like this is too large for most retailers to attack. But through Long and Mcquade's policies and loyal customer base they have succeeded where others have failed. One of the reasons for their success is the professionalism of their staff. While many stores in the industry have staff dressed in jeans and a t-shirt; all Long and Mcquade staff wear dress pants, dress shirts and ties. This shows that the staff are serious about what they do. Most musicians find that Long and Mcquade has the most helpful and knowledgeable staff in the industry. The staff at the stores are also non-commissioned which makes customers feel more relaxed in the store. IBM's marketing vice president Francis Rodgers once commented that, "It's a shame that, in so many companies, whenever you get good service, it's an exception." This is not so at the best-run companies and Long and Mcquade realizes that through a strong staff, you can create loyal customers who will come back. In the music industry, there is a high incidence of repeat customers, even for high ticket items so getting that customer to come back is essential. Long and Mcquade has also done a great job of training their staff. In the music retail industry, products are technically complex and there are great product-to-product differences. For many of the customers, music is a career or a serious hobby.

Therefore many of them have a lot of product knowledge and the staff must be able to deal with them at their level. The various training tools the company utilizes has helped prepare the staff for this. Along with training, the company instituted various policies for employees very early. Long feels that many small businesses do not institute policies at such an early time and it is what gave his company relative stability throughout their early years.

Another way Long and Mcquade has thrived is through their many services to customers. The company has a very lenient financing program and it is very easy to get credit to purchase items since they do the financing themselves, as opposed to going through a bank or private company. Although this has sometimes put a strain on the company because of the capital it ties up; in the long run the financing policy has attracted customers and kept them coming back. "It is really about doing the things that the market needs, even if it's hard to do," Fred Theriault claimed of the company's early rental and financing policies. The rental department that exists in all stores is also vital to the company. Long and Mcquade has the least expensive rentals rates of any store and this generates much income. Items can be rented over and over again and then sold off after a few years at a discounted price. This is a great service to the customers but is also very profitable for the company. Long says of these policies, "It worked really well for us, financing and rentals were the two things that put us on the map." When rock music started getting big in the 1960's, nobody else was offering the kind of services that Long and Mcquade was and this gave them a distinct advantage over the competition.

There is also one other advantage that Long and Mcquade had over the competition in the first twenty-five years and that is the leadership of Jack Long. Long works extremely hard and said, "I don't consider that I was all that bright through that period because I was trying to learn a lot of things I didn't know and probably wouldn't have done these things if I would have known, but I sure did work hard." Long even used to have the store phone hooked up to his house so that if someone called when the store closed and needed something, he would meet them at the store. His dedication is not lost on his peers either. Harvey Levy, the president of Levy's Leather, a company that makes guitar straps, once said that if Long "had gone to law school, instead of fiddling around with the trumpet, he'd be a Supreme Court Judge today." And Howard Kalisky, the president of one of Canada's largest musical equipment distributors, EfKay, said that Long is "a very hard working, straightforward, honest man with tons of integrity who loves what he's doing. I hope retirement is the farthest thing from his mind." This respect from his peers was also vital to the early success of the company because both he and Mcquade were well-respected musicians around town. While such a large company is not built by only one man, Jack Long has had an overarching influence over almost everything that has happened in the company's history.

Now it is important to analyze some of the external factors that helped the company grow during the first twenty-five years. The first big change was the rise in use of electric instruments, mainly guitar and bass. Gibson (currently distributed by Yorkville Sound in Canada) and Fender produced two solid-body



rock guitars known as the Gibson Les Paul and the Fender Stratocaster. These came out in 1952 and 1954 respectively. Luckily, Long and McQuade jumped on these products very early and the company was even one of Fender's first Canadian retailers. This sudden popularity of electric instruments, specifically solid-body electric guitars and basses, would lead to a change in the music industry. "The rise of electric instruments was significant because it made playing instruments more fun and less work. People could make a lot of noise and not be particularly good at playing and still have fun. It went from people playing for other people to people playing for themselves," Long commented on the change in the industry. This opened up the music retail industry to a new type of customer, the keen hobbyist. This type of player has more money to spend and more leisure time to devote to playing. In the 1960's and 1970's, the Baby Boom generation dominated society and this group of younger people had been exposed to music their whole lives. They are also a group who had more leisure time than any generation before them. This leisure time could be spent playing instruments.

The post-WW2 period was one focused on consumption and increased time for leisure. Leisure became a time when commodities were purchased and consumed. The cult of the teenager in the 1950's learned the nature of consumption trends and easily assimilated the whole apparatus of the new material culture from their parents. Young people were assumed to have more leisure than anyone else because they were not constrained by economic obligations and they did not have to keep a family. Also, the expansion of

compulsory school attendance laws had extended the age of adolescence and in the 1960's people were marrying later, which extended the free, leisure-filled life. So in the 1960's there exists a young society that has more money, more free time and a new interest in music. This led to an upsurge in the purchase of musical instruments, especially with Long and Mcquade. Leisure in the 1950's and 1960's, to scholar Simon Frith, had become, "the only setting for the experience of self, for the exploration of one's own skills and capacities, and for creative relations with other people." As instruments became electric, easier to use and seen as fun, more people spent their leisure time playing instruments. Many young people would form bands as an outlet of creative expression. So while many youth were spending their free time listening to rock music, there was also a group that was using their time to play the instruments and form rock groups.

The upsurge in rock music in the early and mid-1960's was great for Long and Mcquade and coincided with a huge period of growth for the company. But not all music stores in the Toronto area prospered from this. "People look back and say that we got into the business at the right time, but there were many stores around at that time and where are they now," Long said of his competition. So while for Long and Mcquade, it was a boom period, it was not the same for everyone in the industry. Very few stores thrived and it was the store's policies that allowed them to become the dominant store in the scene. To point out how unstable the industry was, Long points out to the fact that when his company Yorkville Sound went to the National Association of Music Merchants (NAMM)

trade show in California in 1981, Yorkville was the only surviving company that had not changed hands since the first show they went to in 1968. This shows that retailers, along with manufacturers, were not all profiting from the supposed boom period. Many of the other stores that were in Toronto had been around for many years and had their way of doing things, which they did not want to change. They mostly concentrated on band instruments, repairs, sheet music and drums. Many of these stores saw the rock bands that were starting up in many of the high schools as more of a threat to their way of doing things than as an opportunity. Since Long and Mcquade had nothing to lose, they put much of their efforts into working with this new kind of customer. Long and Mcquade's financing program during this period is one reason why it was ahead of the competition. As mentioned above, teenagers were pivotal in the rock movement. Many teenagers did not have a lot of money to spend, but Long and Mcquade had no qualms about financing to kids and generally treated their younger customers the same way they treated adults. In 1966, due to the Baby Boom, half of the Canadian population was made up of people under the age of twenty-one. Through Long and Mcquade's credit policy, many young musicians in Toronto came to the store to buy their goods. It is likely, that many of these people are still customers of the company because of how they were treated forty years ago. The company was also renting out Yorkville amplifiers and speaker columns to aspiring musicians that wanted to play shows. So while many of the other stores in town stayed with their formula, Long and Mcquade catered to their customers and it led to great success. By trusting and listening to their

customers, Long and McQuade has built a Canadian musical empire.

Although many music retail stores did not prosper in the 1960s, many other businesses in Canada did. The 1960s were a big boom period for Canadian business and by 1967 Canada was riding the longest sustained boom in its history, surpassing even the headiest of the Laurier boom years. It is also in this period that a new sense of potentiality and power, largely due to years of growth and affluence, began to affect Canadians and their institutions.

Canadians knew that economic growth fostered freedom, because it increased an individual's range of choices and opportunities. This new mindset led to a change in the way many businesses were being run. Michael Bliss, in his book *Northern Enterprise*, talks of a new ambitious, talented businessman that rose to prominence in the 1960s. Bliss would probably classify Jack Long as one of these people. Not held back by fears of failure, Long slowly built up his company and the growth was just fast enough to stay at the top of the market. Canadian capitalism gained a newfound freedom in the post-WW2 period and it allowed companies like Long and McQuade to grow without putting a huge capital-strain on the company. In the 1960's, many Canadian companies came out of their conservative shell and began to rapidly expand. Companies like Massey-Ferguson and Noranda became huge global corporations that showed the world what Canadian firms were capable of. These companies were only content when growth was achieved and were constantly moving forward. Although, Long and McQuade was just a small business, this new Canadian business attitude may have been transferred to the company and led it to where it is today.

So where does Long and Mcquade fit into the spirit of Canadian capitalism? It can be seen through many class discussions that there is a difference between Canadian and American firms. Many people see Canadian companies as more passive, ethical, honest and friendlier whereas we see American companies as face-less, machine-like organizations that just care about the bottom line. While these comparisons are always not fair, when Long and Mcquade is compared to its competition in the United States it would seem that way. Guitar Center is the largest American musical instrument retailer. For the past twenty-five years, they have steamrolled the competition. While Long and Mcquade has also become the dominant store in Canada in this period, their growth has been much different. Long and Mcquade will rarely open a new store due to respect for the other retailers and their Yorkville situation, whereas Guitar Center has no qualms about destroying the competition and utilizes a Wal-Mart strategy for their business. Also, Guitar Center offers very few of the customer services that Long and Mcquade offers such as rentals and reasonable financing rates. Guitar Center is a publicly traded company whose goal is to make money for its stockholders. For Jack Long, money is just a by-product of the business and he never got into business to make a lot of money. (For example, he still lives in the same house that he bought in the 1950's) Long wants to own a secure business that has steady growth and will continue to serve the Canadian public for decades after he is gone.

The surge of rock music, the increase of leisure time and the increasing use of electric instruments are some important external factors that allowed Long

and Mcquade to grow in the first twenty-five years of the company. These years helped springboard the company to the success it is experiencing now. Long and Mcquade will have thirty-seven stores as of May 1, 2007 (the company recently purchased a nine-store chain in the Maritimes) and Yorkville Sound products are sold all across the world. Nobody saw this success coming, not even Jack Long. Long even has a hard time pinning down what made his store so successful compared to the dozens of stores that have closed down. But when looking over the company philosophy it is easy to determine why they have become Canada's number one music retailer. They are an ethical, honest, customer-oriented, music company and these values are not lost by the industry. Maybe the key is that the company was never trying to earn huge profits. Jack Long believes that money is just a by-product of the business and he never got into business to make a lot of money. Values like these are seldom seen in business and maybe that is what makes him so successful. Long believes his company has one of the better models in the business and he says, "If I didn't, I would try to change it." For Long it is not just about giving customers what they ask for, but identifying their evolving needs ensuring they continue to fill them promptly. This allows Long and Mcquade to be ready for changes in the industry and to combat the competition because they are always one step ahead. For the past fifty years there have been many changes in the economy and the music industry and Long and Mcquade has always managed to grow through these periods. The next fifty years should prove no different for the company.

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