

Business Planning and Execution for Canadian Entrepreneurs

Course: APS1088H Fall 2019

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COURSE DESCRIPTION

Overview:

APS1088 is a course on how to start and run a successful Canadian business. The course was developed and is taught by successful Canadian entrepreneurs who imagined, built and later sold their successful businesses. The course materials, lectures, and assignments are based on our personal experiences and published best practices. The course and materials provides students with a toolkit for starting and running a business, and through the course project an exercise in how to do it. The key to entrepreneurial success is focused execution of a great business plan. APS1088 teaches aspiring entrepreneurs how to start a business in Canada. That business could be a start-up, a franchise, or an acquired or inherited business. The business could be for profit or non-profit. Each lecture focusses on an important aspect of starting and running a business, and supports a component of the business plan that students write as the course project. Start-up financing taught addresses all forms from [bootstrapping](#) to seeking funding from VCs and Angel investors.

If you already have a business idea the course will assist you in making that business idea a success. If you don't have an idea you may work with other students in a group or the course will teach you how to find and develop a business idea. .

Challenge Business Problem:

Another alternative will be for students groups to work on a challenge business problem for a real start-up. Students will be given a package describing the basic opportunity and they may choose to develop a business plan for this.

There is no final exam.

The lecturers who present this course have all started and sold at least one successful business and have contributed their experience to the class notes. Interestingly, we are all immigrants to Canada like the majority of our students and that fact strongly influences the course material and our approach to teaching. At strategic points during the course subject matter experts are invited to address the students in their area of specialty such as marketing strategy, sales, finance & accounting and law.

The instructors may introduce students with exceptionally good business plans to [The Hatchery](#), or one of the many incubators on campus, or even operating businesses that might be interested in their idea.

Taking Notes:

APS1088 Entrepreneurship is unique in content and structure. All of the lecture notes used in the classroom are available to you on your Quercus Class website. We provide the entire lecture series' notes and handouts used in the classroom so that you will not need to take detailed notes.

Recommended Reading:

Hurdle: The Book of Business Planning

Tim Berry, Palo Alto Software, ISBN 0-9712185-0-1

Small Business Management - Launching and Growing New Ventures

5th Edition by Justin Longenecker - Baylor University, Leo B. Donlevy - Haskayne School of Business University of Calgary, Terri Champion - Niagara College, Carlos W. Moore - Baylor University, J. William Petty - Baylor University, Leslie E. Palich - Baylor University. ISBN-10: 0176503900 ISBN-13: 9780176503901 608 Pages © 2013 Published.

Lecture Hours:

Monday: 6:00 – 9:00 pm in MY360, beginning Sept 9, 2019

Details

The course is on Quercus, so you should sign in as soon as possible and read the handouts. We will post on Quercus all handouts as the course unfolds on the dates shown in this document – so visit often.

Individual Student Assignment

Business Press Review

As part of your class participation mark you are expected to read an appropriate article from a reliable business publication (Globe and Mail ROB, National Post – Financial Section, Financial Times, Canadian Business, etc.) and prepare a written *half page* report.

Submit your report by midnight of the day *before every lecture*. Submit on Quercus and do not forget to reference the article you are reporting on.

Your report should be about economic, political or personal issues *affecting small businesses*. These may be: a drop (or rise) in interest rates; recently released trade figures; import/export news; currency issues; government actions; approvals of financing; bankruptcies; tax matters, entrepreneurs, success stories, etc., etc. We expect you to write a thoughtful report on the meaning of the issue, not a précis of the article.

At the start of each lecture, up to 5 students will be asked to make a 60-second oral presentation of their report (a printout of your report will be provided).

Successful business people read the financial news every day! This assignment is meant to help you understand the importance for entrepreneurs of “keeping on top of the business news” and to help you hone your speaking skills.

What is your business idea?

New business ideas tend to be the result of the recognition of a market opportunity by the entrepreneur, but there are many ways to come up with an idea for a business. The best place to start is to share ideas with family and friends. Sharing ideas and observations will lead you into hypotheses of what the value proposition of your start up should be. See the "**Pre-course information**" document on Quercus for more details – this has also been e-mailed to you prior to the first class. **Remember to bring this document with you to the first lecture because we will use it to brainstorm your business idea!! If you don't have one this will be the start of finding one to work on with a team during the course, or choosing one of the business challenge ideas that Prof. Treiber will introduce at the first two classes.**

There is also a Business Ideation document that shows how to develop a business idea. This tool is available for you on Quercus and will help you choose an idea through a brainstorming exercise. If you already have an idea this exercise can help you test your idea.

Student Team Assignments

All work associated with developing the business plan will be done in teams. Students will organize themselves into teams of two to four students. At the start of the second lecture students will submit the names of their proposed team to Professor Treiber for approval. All team assignments will be marked as a team mark. A student may opt to work alone but must get permission from Professor Treiber.

Market Research Assignment

Conducting Market Research is absolutely necessary in order to understand whether or not your business is likely to be successful. This assignment was designed to help you get started on the Market Research portion of your final Business Plan.

During the class at which this assignment is due each team will make a brief(up to five minute) presentation about their market research. The objective of market research at this stage is to determine if there is a business to made of the business idea.

Business Canvas/Business Plan Proposal

Once your team has come up with an idea for your Business Plan, you must submit the idea to Professor Treiber for approval as soon as possible. While this is not a "marked" assignment, you must have this approved before you proceed with your Business Canvas/Plan.

Milestones in the Business Canvas Progress Report

The business canvas is a tool that will help you define your start up and its business model. We want to define a business model and how your start-up creates value for itself (generates profit) while delivering products or services for its customers. During this course you will have the unique opportunity to develop the different sections of the canvas and use them as the building blocks to create your final Business Plan. The term project is a full Business Plan and it is intended to give you "hands on" experience in developing a document that is *absolutely essential* if you ever get into business for yourself.

Preparing a Business Plan is not a simple exercise. We start with the Business Canvas – See the document on Quercus that describes this process in detail. The Business Canvas is a Progress Report is on what you are planning in your Business Plan to which the Canvas will lead. This is to ensure that you get started early.

Milestone #1 will be reached by the 4th lecture of the course. We expect you to have fully developed

Sections 1, 2, 3 and 4 of the Canvas and there are marks for this document. This will be essential for your Business Plan's success.

During the class at which this assignment is due each team will make a brief(up to five minute) presentation about their Canvas. The objective of the Canvas at this stage is to identify any holes in the analysis of the business opportunity.

Milestone #2 will have all the Sections 1 to 9 inclusive completed. Marks will be assessed for the entire canvas and it will be due on the 8th lecture of the term.

During the class at which this assignment is due each team will make a brief(up to five minute) presentation about their Canvas. The objective of the Canvas at this stage is to identify any holes in their analysis of the business opportunity.

Final Business Plan

The final term project involves the preparation of a *full and complete Business Plan* for a company you selected as “Your Business” and of course this will be on the idea that you brought to the first lecture (or another approved) you worked on in the canvas and the materials you developed there. The Business Plan, on the average, should be 15-25 pages (cover page, table of contents, appendices etc. are not included in the count) typed, single-spaced. For details, see the handout on Quercus.

The creation of your business plan will be an organic process once you have completed all the elements of your business canvas. The comments you receive on your Progress Reports will guide you to validate your hypothesis and value proposition. There is also a lot of help available on the Internet, so please feel free to use any/all such assistance – but make sure you give credit by citing your sources.

Keep in mind that this is a business document – not a novel. Good communication is essential, so keep your language short and to the point. Always proof read to ensure accuracy of facts and language – *do not just rely on spell check!*

In-Class Presentations

Each student will have the opportunity to make individual and team presentations during the term. The first presentation will be a 90 second “elevator pitch”. An elevator pitch is a 90 second or less sales pitch that will get an important person whom you happen to meet and you want him/her to agree to a longer meeting that will last up to an hour where they will hear in detail why your business idea is the huge opportunity for them to make money on or improve their business. Beginning at lecture 9 students will have an opportunity to make their elevator pitch. At lecture 12 all student teams will make up to a 10 minute business plan presentation describing why their businesses are a great opportunity to create value for their clients and investors. More details will be provided on these presentations during the course of the term but obviously they are directly related to the Term Project, the Business Plan.

ASSIGNMENT DUE DATES

	Report or Assignment	Due
1	Business Canvas Progress Report # 1	Oct 14
2	Market Research Assignment	Oct 28
3	Business Canvas Progress Report # 2	Nov 11
4	The Business Plan – due no later than 6:10 p.m.	Dec 2

Please respect the fact that we will enforce these dates. Do not make any excuses because we will not be *sympathetic!* If you encounter any problems we will always try to help you just set up an

appointment and we will make time for you. **There will be a 40% discount** on the mark if an assignment is handed in late, but we will not accept assignments handed in after we have returned that marked assignment to the class and you will get ZERO for that assignment.

MARKING SCHEME

Class Participation (includes Business Press reviews)	10%
Market Research Assignment/Presentation	10%
Elevator Pitch	10%
Progress Report #1 – Canvas I/Presentation	10%
Progress Report #2 – Canvas II/Presentation	10%
Finance Class Workshop	10%
Negotiate a Contract	10%
Business Plan Presentation	10%
Final Business Plan	20%

ADDITIONAL RESOURCES

Hatchery Speaker Series

Entrepreneurs and subject matter experts from the business community (even past students who started successful businesses) speak for 45-50 minutes about their business, life, experiences, successes and failures. Because this course deals with practical concepts and real events these guests are invaluable in adding a real-life dimension to the course as they have, “been there and done it all.”

The guest speaker’s talk is followed by a lunch, Q and A’s and an opportunity to network, which you should take advantage of. You will find the guest lectures at the Hatchery website <http://hatchery.engineering.utoronto.ca/calender/>.

The Hatchery

The University of Toronto is dedicated to supporting entrepreneurship. Besides this course one of the ways it is supported in the Faculty of Engineering is through The Hatchery. If you have the entrepreneurial spirit or an entrepreneurial idea, The Hatchery will provide you with the tools and resources to take you to the next level. This course is the perfect place for you to start. Visit: <http://hatchery.engineering.utoronto.ca/>

HELPFUL HINTS

A word about course management

In the business world, deadlines are very important and missing them usually costs a firm dearly. For example, if you are bidding on a contract or tender, missing the deadline by even one minute can result in **your bid not being considered at all**. Similarly, in this course, missing deadlines will cost you. In any case, if you hand in anything **after we handed the marked material back** to the other students, we will not accept it at all!!

WHY TAKE THIS COURSE

In today’s economy the most successful people are those who have entrepreneurial skills. Whether you wish to, “do your own thing,” or you decide to work for a large or medium sized corporation you will find this course invaluable. In fact today organizations actively search for *intrapreneurs* (an entrepreneurial individual who prefers to work within a larger firm rather than start their own). So, if you have the

"talent" for business or if you can hardly wait to leave university to pursue a career in business, whether you start it yourself, or aspire to lead in a larger firm, this course is for you.

Our approach to teaching this course is based on real-life business experiences and years of successful practice of "what we preach." The course contains very little theoretical material or academic approaches. It is designed to familiarize you with the kinds of opportunities (problems) likely to be encountered in an entrepreneurial career.

If you want to lead an entrepreneurial lifestyle and are prepared to work hard, we will provide you with the practical knowledge and technical skills required to pursue this kind of career. We believe that an entrepreneurial lifestyle is not only a reasonable career alternative, but the most exciting career possible. We speak from experience; each one of the professors teaching this course is or has been a successful entrepreneur.

Becoming a successful businessperson is not inherently limited to a select few. While the spirit may be inborn in some individuals, most people can learn and develop the necessary entrepreneurial skills and knowledge. As you are about to take this course, you should realise that by the time you finish it, you may conclude that entrepreneurship is not for you, but on the other hand, you may find that you just cannot wait to start! We have had dozens of students who did start businesses, some even while they were completing their degrees and a number are very successful today.

Everything changes rapidly in today's society whether we examine the legal, international, financial or Canadian business environments. Clearly, the end of the 20th Century went down in history as the decade of the "Great Restructuring" of the modern World's trade and business environments; the maturing of the Internet and e-Commerce and the pervasive presence of Social Media and many other events. Canadians are not immune to these changes and must adapt in order to prosper. The formation of a small business is perhaps the only real opportunity in the 21st Century for future successes for many of you!

2019 LECTURE SCHEDULE

APS1088

<u>Week</u>	<u>Date</u>	<u>Text-Chapter</u>	<u>Topics</u> <u>Milestones</u>	<u>Assignments & Project</u>
1	Sept 9	1 + 2 handouts	Organizational meeting The Canadian Entrepreneur and the Business Canvas - Introduction to the “Entrepreneur” - The Business Canvas – its role and value	<i>Bus Canvas Assn. handed out</i>
2	Sept 16	5	Business Plan and Finding a Business Idea - Business Canvas/Plan - Business Idea Brainstorming - Business Challenge Ideas	
3	Sept 23	6 +notes	Market Research - Source of data	
4	Sept 30	7 and 8	Marketing Strategies Promotion and Pricing - Pricing and costing <i>Market Research Assignment handed out</i>	
5	Oct 14	7 and 8	Sales - Sales people and managing them, - Distribution channels and Global marketing	<i>Canvas Progress Report #1 due</i>
6	Nov 4	A13, 14	Accounting, Financing and Analysis - Sources of funding - Accounting and controls - What you need for the Business Plan	
7	Oct 21	N/A	Legal issues - Legal forms of a business - Taxation and other matters - Intellectual Property protection	<i>Market Research due</i>
8	Oct 28		How to Negotiate a Contract - Negotiation Role Play	
9	Nov 11	9	Managing People - Recruiting and hiring - Legal issues in employment and HR <i>Canvas Progress Report #2 due</i>	
10	Nov 18	11, 12	Risk Management & the Exit - Exiting the business and succession - Selling out	

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| 11 | Nov 25 | 10 | Buying a Business, Franchising,
Taking over a Family Business
- Buying a business and Franchising
- Succession in a Family Business |
| 12 | Dec 2 | 11, 12 | Business Plan Presentation (10 minutes each)
<i>Business Plan due 6:10 pm - <u>(No Extensions)</u></i> |

Resumé

Steven Treiber, Ph.D., P.Eng

Steve Treiber was born in a refugee camp in post-world war II Europe and emigrated to Canada as a child with his parents. His background gave him a perspective on success that is common to recent immigrants to Canada and provided a unique advantage in entrepreneurial endeavour. He brings that experience and point of view to teaching.

Steve has always had an interest in business. Although he started out working for others, he always had an eye on "doing his own thing" – and he did that after just 7 years in the corporate world. So, in 1984, after an engineering career in the pulp and paper and oil industries with Scott Paper and Shell Oil, respectively, he started his own software and engineering firm in Toronto and later Houston, TX. Treiber Controls Inc. developed process control and real-time optimisation software and applications for the oil, petrochemical, pulp and paper and other process industries. In 1998 he sold his company to a NASDAQ listed competitor, Aspen Technologies, and served in various senior management roles.

He left Aspen in 2002 to launch a new business start-up – the entrepreneurial drive was still there. He continues to work with technology start-up companies to apply his knowledge and experience in engineering and business. He is now President of [Manufacturing Technology Network, Inc.](#)

After receiving a Bachelor of Engineering from McGill University he volunteered to work as a high school teacher in Uganda from 1969-1971. He also holds a Master of Applied Science from the University of Toronto, and a PhD from McGill University, all in Chemical Engineering. He has published over 40 papers in the fields of process control and optimisation, and is an author of 6 patents in the same field. See his profile on [linkedin](#).

Resumé

Joseph C. Paradi, Ph.D., P.Eng., FCAE

Since his childhood in Budapest, Hungary, and immigrating to Canada as a youngster, Dr. Paradi has spent the past almost 5 decades always "building" something - first, an education. He completed high school in Toronto, then attended the University of Toronto where he obtained a degree in Chemical Engineering, followed by M.A.Sc., and Ph.D. degrees. He is a member of the Professional Engineers of Ontario and a Fellow of the Canadian Academy of Engineers.

Even before completing his final degree, he started his second "building" project, Dataline Inc. Dr. Paradi was the founder of Dataline Inc. in 1968. The company was financed with a \$2.7 million dollar public underwriting of shares (March 1969). The Company grew to a 25 million dollar, large Canadian Computer Services Company. Over 180 professionals distributed Dataline's service offerings across Canada and in most other major financial centres around the globe. The international network supported over 5,500 real time terminals using virtually all types of communication services including leased lines, Satellite and dial-up services. The system and network delivered sub-second response to stock traders, bankers, investment managers and others who needed instant information. Dr. Paradi sold the company to a U.S. firm in late 1987 and left in January 1989 after 20 years at the helm.

While still very much involved in Dataline, Dr. Paradi started his third "building" project at the University of Toronto in the Faculty of Applied Science and Engineering. This project started during the early 1980's when the first lectures in "Innovation and Entrepreneurship" were delivered. Today, he is the Executive Director of the Centre for Management of Technology and Entrepreneurship, and a Professor in Chemical Engineering and Applied Chemistry. He teaches graduate level Management Information Systems and Management of Technology courses as well as undergraduate courses in Entrepreneurship and Business, Engineering Economics and Small Business management. Part of his research activities include the supervision of a group of 5 - 10 graduate students working on their Masters and Doctorates in Engineering. There is a long list of academic accomplishments also, including well over 40 graduates, papers published and presented and conference contributions. More information is on the Web: www.cmt.e.utoronto.ca. He is the past Speaker of the Faculty Council and the Chair holder in Information Engineering.

The fourth "building" project was Parcorp Ltd., a company started for the purpose of investing in, nurturing and facilitating the growth of small Canadian high tech companies. He has also started several other companies: a specialised technology consulting firm (ProdActivity Associates Inc.); two firms based on intellectual properties developed at the University of Toronto (DesignCo Inc. and Translucent Technologies Inc.); and a joint venture in Hungary. He is the director and part owner of other high tech firms as well.

Dr. Paradi has always been very active in industry affairs and in the community. He was a member of the Board of Directors of CADAPSO (the Canadian Association of Data Processing Organisations) for 15 years, its Chairman twice (three years in total) and Chairman of most of its subcommittees at one time or another. He was active in the Information Industry Association of the U.S. He is also member of IIE, INFORMS, IEEE and PARN. Community activities have included coaching Minor Hockey for 15 years; he was a senior instructor in the National Coaching Certification Program for over 10 years. He coached Lacrosse and organized golf for kids. He participated in a number of community fundraisers as well. Dr. Paradi is a member of the Mississauga Golf and Country Club, The Palm Beach Polo Club, The National Club and The Metropolitan Toronto Board of Trade.