

# **Business Planning and Execution for Canadian Entrepreneurs**

## **Course: APS1088H Fall 2020**

**Delivery: On-line, Aynchronous & Synchronous Webinar**

**Instructor: Professor Steve Treiber**  
meeting by appointment only  
Phone: 416-725-1774  
e-mail: [steve.treiber@utoronto.ca](mailto:steve.treiber@utoronto.ca)  
See his Bio at the end of this document.

**Course Coordinator: Professor Joseph C. Paradi**  
Phone: 416-978-6924 ext. 1

### **COURSE DESCRIPTION**

#### **Overview:**

[APS1088](#) a course on how to start and run a successful Canadian business that is profitable on day one. That business could be a start-up from scratch, a franchise, or an acquired or inherited 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 personal experience and published best practices. Using a real start-up as an example, 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. 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. 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 the course will teach you how to find and develop a business idea. .

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. All lectures are pre-recorded and available on Quercus but live(synchronous) participation is recommended and required for assignment presentation.

## Recommended Reading:

*Hurdle: The Book of Business Planning*

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

*The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It*

Michael E. Gerber, Harper Collins e-Books

## Lecture Hours:

Mondays: 9:10am – 12:00 pm via ZOOM, beginning Sept 14, 2020

## Guest Speakers during class hours:

Sept 21, 11am-12pm	Mr. Vikram Chopra, Co-founder & CEO, <a href="#">Gift Jeenie</a>	Cryptocurrency and Startups
Oct 5, 11am-12pm	Dr. Carling Hay, Chief Scientist, <a href="#">Risq, Inc.</a>	Strategy Workshop
Oct 26, 11am-12pm	<a href="#">Mr. Ranier Sandoval Padilla, CDL Toronto</a>	Environmental Risk Mitigation
Nov 2, 11am-12pm	Dr. Ajay Singh, CEO, <a href="#">Fairom Inc.</a>	Distributed Ledger
Nov 16, 11am-12pm	<a href="#">Mr. Harpreet Geekee</a> , CTO and Co-Founder, <a href="#">Highmark Global</a>	Blockchain and Medtech

## Details

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

## Assignments

### 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, a few 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 during the course.**

## **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 will help you find the data that you will need for your Business Model Canvas.

During the class at which this assignment is due each student 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 be made from the business idea.

## **Business Canvas/Business Plan Proposal**

Once you have come up with an idea for your Business Plan, you should 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 Model Canvas is a tool that will help you define your start up and its business strategy. The Business Model Canvas is a visualization tool of how your business will create value for it's customers and therefore for you. 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* to get into business for yourself.

In this course we use the Business Model Canvas assignments as a progress report is on what you are planning in your Business Plan and which allows for professor feedback and guidance.

**Milestone #1** will be reached by the 8<sup>th</sup> lecture of the course. You will have fully developed Sections 0,1,2,3 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 student 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 0 to 9 inclusive completed. Marks will be assessed for the entire canvas and it will be due on the 10<sup>th</sup> lecture of the term.

During the class at which this assignment is due each student 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 10-20 pages (cover page, table of contents, appendices etc. are not included in the count), for details, see the assignment rubric in 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 a presentation 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 students 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**

	<b>Report or Assignment</b>	<b>Due</b>
1	Market Research Assignment	Oct 18
2	Business Canvas Progress Report # 1	Nov 08
3	Business Canvas Progress Report # 2	Nov 22
4	The Business Plan.	Dec 06

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	20%
Elevator Pitch	10%
Progress Report #1 – Canvas I/Presentation	10%
Progress Report #2 – Canvas II/Presentation	10%
Finance Class Workshop	10%
Business Plan Presentation	10%
Final Business Plan	20%

### 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. All assignments are due on Quercus by the appointed time. Email submissions will not be accepted.

### WHY TAKE THIS COURSE

Things change rapidly in the world's economy and Covid 19 is definitely a game changer in work and education. In recognition of this I have pre-recorded every lecture and broken those recordings into a maximum length of 30 minute segments. Also, we have regularly scheduled live classes which will be delivered as webinars and workshops so that we can discuss the important parts of the videos and lecture notes and their relevance to your term project and so students can make presentations on their assignments to the class, and get feedback from professor and classmates. All of the live sessions will also be recorded and available to students.

In today's economy the most successful people are those who have entrepreneurial skills. Whether you wish to be your own boss 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.

### 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.

The guest speaker's talk is followed by a lunch, Q & 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/>

## APS1088, Lecture Schedule

<u>Week</u>	<u>Date</u>	<u>Topics</u>	<u>Assignments</u>
1	14-Sep	<b>Organizational meeting</b> <b>The Canadian Entrepreneur and the Business Model Canvas</b> - Introduction to the “Entrepreneur” - The Business Model Canvas – its role and value	
2	21-Sep	<b>Business Plan and Finding a Business</b> - Business Model Canvas/Plan - Business Idea Brainstorming	
3	28-Sep	<b>Market Research</b>	
4	5-Oct	<b>Marketing Strategies</b>	
5	19-Oct	<b>Sales</b>	<b>Market Research Due</b>
6	26-Oct	<b>Accounting, Financing and Analysis</b>	
7	2-Nov	<b>Business &amp; the Law</b>	
8	9-Nov	<b>Negotiation</b>	<b>Canvas Report #1 due</b>
9	16-Nov	<b>Managing People</b>	
10	23-Nov	<b>Risk Management &amp; the Exit</b>	<b>Canvas Report #2 due</b>
11	30-Nov	<b>Buy/Sell/Franchise</b>	
12	7-Dec	<b>Business Plan Presentation</b>	<b>Final Business Plan due</b>

# 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.