

NEW AND MODERN BUSINESS

3
TIPS



WISE WORDS FROM A FORMER DRAGON

W. Brett Wilson teaches entrepreneurs to speak up
and **communicate effectively**

PHOTO: JASON STANG

Mapping it out
Why a business
plan is vital to
startup survival



Figure out financing
Know the
difference between
sweat and debt



CHALLENGES



TIP

1

USE YOUR
BUSINESS PLAN
AS A RESUME
FOR POTENTIAL
INVESTORS



WE RECOMMEND



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Thinking it through
How a business plan can ensure your startup survival.

“Being an entrepreneur is more than just a technical skill. It involves knowing how to promote your skill.”

The pros of franchising p. 6
The benefits of taking the tried-and-true route.

Figuring out financing p. 7
Funding opportunities can take many forms.

Be your own boss. It’s an ideal contemplated by many. However, the chance to call the shots is coupled with **extensive financial responsibility**—do you have what it takes to venture off on your own?

The DNA of an entrepreneur

Entrepreneurship is first and foremost a “state of mind.” It is less of something that can be taught than it is a core personality trait buried deep inside one’s soul, a drive, a hunger to succeed, a never ending feeling of dissatisfaction, sensing the necessity to do things differently and make things better.

I think entrepreneurship is part of a person’s DNA, providing them with the capability to execute on a vision, like writing an award-winning book, starting from a blank page. The startup tech entrepreneur has the ability to “pick-up” on industry needs, on market trends, identify user pains points and find ways to deliver on those needs by building great products and great businesses.

Are you an entrepreneur? Want to build a successful business from scratch? Then this is for you.

All or nothing

All-in! An entrepreneur must first believe that he is addressing an untapped opportunity and that he has the willingness, drive and passion to go “all-in”. If you aren’t ready to jump, then don’t jump—get a job!

Connectedness! Be connected and stay connected. One of the most important qualities of an entrepreneur is to surround himself with amazing people. Always aim for the best

when seeking co-founders, employees, board members, partners, clients and even investors. It takes time to build real relationships. And every successful entrepreneur I know has built amazing networks they then converted into relationships, which thereafter often becomes one of the enabling factors of their successes.

Get funded! Attract the right type of financing at the right time—as little as possible early on, in order to validate the product, business model and market demand. It is as critical to choose the right source of capital, as it is to choose the right amount needed at the right stage. Be aware that Venture Capital is made for a certain category of technology companies, tailored for certain stages of growth and is likely the most expensive capital an entrepreneur can attract. Take time to get to know your investors, their interest, their focus, their timelines and investment objectives before accepting any capital.

Build a great product! If you build something that is amazing (think RIM, Taleo, Softimage, iStockPhoto, Fixmo, ...) people will adopt it. Think user interface, community virality, focus on customer pains and keep the number of features at a minimum. If you build something that is just “good to have” then your customers will have too many reasons not to select your product. Think “must have” clearly addressable needs and your customer base will thrive.



Chris Arsenault
Board Member,
Canadian Venture Capitalists Association

“Entrepreneurs across Canada have access to all the resources needed to succeed in building competitive global economies.”

Don’t wait! Fast iteration provides the best possible results. It’s like continuous improvement, not just of your product but also of your team, your marketing plan and your business development efforts. Once you’ve decided to go a certain way, then go really fast. If something gets in your way ... turn.

Use your resources

“If everything seems under control, you’re just not going fast enough.”—famous words from Mario Andretti, world champion racing driver.

The efforts and steps required to take an idea and develop it into a successful business often seem endless and painful. But the satisfaction for an entrepreneur to have built a successful business is so unique, so intense, that many can’t resist but go back to square one to do it all over again, and again.

Entrepreneurs across Canada have access to all the resources needed to succeed in building competitive global companies. The Canadian economy is vibrant, has one of the best-educated workforce in the world, a deep research infrastructure across the country, an active venture capital and private equity community and our government is providing support by acting as a catalyst in the commercialization of innovation.

So what are you waiting for? Go out and show the world what you can do!

Planning for business prodigies

Many factors will contribute to the success of a new business, but two things are absolutely critical.

First, a sound business plan will give your company a strong foundation today and carry it into the future. Second, a dedicated mentor will guide you through the start-up process, provide advice and help you and your business succeed.

Map out your goals

A business plan is an integral part of launching and sustaining your new business. Not only does it act as the “resume” for your business when reaching out to potential investors and strategic partners, your plan is a channel for communicating your vision and the steps you will take to accomplish



“A business plan is an integral part of launching and sustaining your new business.”

Vivian Prokop
CEO,
Canadian Youth Business Foundation

your goals.

When writing your business plan, it is important to illustrate what you are trying to accomplish, how you will do this, the impact of your actions and contingency plans in case things do not go the way you anticipate. Your plan must demonstrate that you have a solid understanding of all aspects of the business and a firm grasp on reality.

Take advantage of expert advice

A knowledgeable, experienced and dedicated mentor is the other crucial element for you as a new business owner. A mentor can provide guidance and advice, act as the critical voice, refer you to customers and strategic partners and give you feedback on new ideas.

A mentor differs from other business contacts you have because he

or she has a personal interest in your future and that of your business. A mentor is willing to make a long-term commitment to you and he or she should have invaluable experience that can benefit your business. Most importantly, you and your mentor both benefit from the relationship and you share mutual respect for each other.

At the Canadian Youth Business Foundation (CYBF), we help young entrepreneurs between 18 and 34 develop sound business plans and connect them with experienced mentors. We also provide other services to support young entrepreneurs such as financing, learning resources, specialized programs and more. To contact the Canadian Youth Business Foundation and learn more about our services, please visit www.cybf.ca or call 1-800-464-2923.

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DID YOU KNOW?

What is a business plan?

The vitals

1 A business plan is a written document that describes your business. It requires critical analysis and forecasts where the business is headed.

Ask for a second opinion

2 A business plan should be written by the entrepreneur or small business owner. However, don’t hesitate to seek outside professional advice.

Don’t rush

3 Take the time to research your business plan. While sample plans are useful, don’t copy whole chunks out of them. Your business plan should not be disjointed and have conflicting statements. It should read smoothly, like a well-written story.

In retrospect

4 While a business plan should be written before a business is established, it is never too late to write one.

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INSPIRATION



Entrepreneur and former host of the “Dragons’ Den” **Brett Wilson** made a living from giving great business advice. His first point of order? Clean up that **business communication!**

Wise words say it all

LEADER TO LEADER

In 1946, the English writer George Orwell predicted that the dismal state of the English language would ultimately have political and economic consequences.

The English language, Orwell lamented, had become ugly and inaccurate because our thoughts had become “foolish.”

More than 60 years later, Calgary entrepreneur and philanthropist W. Brett Wilson finds himself in agreement with Orwell, even though he does not level the charge of foolishness at anybody. But it rankles him that business communication has become clumsy, when it needn't be so.

Legendary for his business acumen and for his philanthropic generosity in Calgary, the former “Dragon’s Den” co-host and star of the upcoming TV series “Risky Business,” stresses that effective, clear, communication is the hallmark of a good leader.

“There are so many levels to communication, but few businesses have mastered the art of communicating their message effectively,” he says.

Good communication is short and clear

“There are so many ways a business can communicate with its employees—weekly meetings, properly-crafted emails. I am a huge fan of social media and email. The trouble is, we have got so sloppy with emails that we are not using it effectively. Emails make it easy to be sloppy.”

Simplicity and brevity are the way to go, says Wilson. However, just because the communication is via email doesn't mean it has to be banal or toneless. “I like to see people having fun, and their personality coming through the email. Simple things like signing off with ‘have a great day’, rather than ‘regards’. These are simple things we can all do.”

Effective communication also comes into its own in a company's business plan. While a 20-page business plan is impressive and is a good start for an entrepreneur, an even better idea is for the entrepreneur to condense the salient points of that plan onto one page. “If you cannot make an impact in one page, you aren't going to do it in 20 pages,” he points out, citing the example of the British wartime Prime Minister Winston Churchill, who demanded

PROFILE



Brett Wilson

■ **Position:** Entrepreneur, Philanthropist, Adventurer
 ■ **Education:** Graduated from The University of Saskatchewan & The University of Calgary. Honorary Doctor of Laws, Royal Roads University
 ■ **Next up:** Host of a new Entrepreneurship themed show called “Risky Business”, Fall 2011.

that all communication with him be on one page, “and in the morning.”

The power of memorable marketing

Our every effort should count for something, otherwise why bother doing it, Wilson ponders. Nowhere is this more important than in the area of advertising and marketing. Unfortunately, marketing and advertising campaigns are pretty run-of-the-mill affairs and are usually quite ineffective.

“All great advertising is both memorable and effective. Advertising has to evoke memory. If an advertisement is not done well, it's just a waste of money,” he emphasizes.

Wilson, who graduated from the University of Saskatchewan with a Bachelor of Science in civil engineering, says that the most valuable course he took at university was a marketing-related course, called Consumer and Buyer Behaviour.

“I just don't think that people study marketing enough,” he states bluntly. While organizations may make a big fuss of the fact that they have market-

ing departments, these people have an uphill battle trying to push things through, because people outside marketing departments do not have a clue about what is required.

So, are marketing people made or born? A bit of both, says Wilson. “But all of us really can learn more [about marketing],” he says.

Richard Branson, the consummate marketer

But then again, it seems that once in a generation, along comes an individual with a sharp business acumen and an outrageous marketing soul—Wilson is a huge fan of the flamboyant, larger-than-life British entrepreneur Richard Branson who has the reputation of being open and accessible to his employees yet is still a hard-nosed businessman.

“I love the simplicity with which he applies his branding because it is so effective. He communicates fun, adventure. His brand is all about life.”

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INSPIRATION



5

BRETT'S TIPS

Say it right, the first time

Be clear

1 It does not matter what form of communication you use—ensure that your message is clear. Don't be lazy in your use of language.

Condense

2 Try to keep communication short. If it is a print-out, keep it to one page if possible. If it was good enough for Winston Churchill, it's good enough for you.

Be regular

3 Set up a schedule for regular communication internally, and stick to it. Ensure you have your staff on board.

Be lively

4 Inject some life into your emails. We can't all be Oscar Wildes, but we can work at livelier writing. Ditch the "regards" at the end of emails. It appears on too many emails. Put some thought into your sign offs.

Study marketing

5 The power of marketing isn't well-understood by many businesses. Give yourself an edge and study this area as much as you can. You can't be too much of an expert.

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1. Wilson acted as host on "Dragons' Den" from seasons three to five.
2. Wilson's home office.

PHOTOS: 1. JASON STANG; 2. CYNTHIA ROBINSON
OPPOSITE PAGE: JASON STANG

Top 10 tips for getting the capital you need

What makes a borrower smart and successful in the quest for capital? Drawing on our experience with thousands of borrowers, GE Capital provides 10 tips to help you get the capital you need.

■ Reach out early
The best time to approach a lender is before you need capital. Build a relationship and educate the lender about your business. If you wait until you need money, you limit your options.

■ Treat your lender as a partner
Come to the table with an understanding of the lender's perspective. Be flexible and open-minded and look for mutually beneficial solutions.

■ Truth trumps: Be transparent
The real deal-killer isn't negative in-

formation or past financial setbacks. It's having the lender invest time and resources only to find out you've provided information that is materially different from what surfaces during the underwriting process.

■ Tell a compelling story
Tell your story in a way that highlights successes and market knowledge and demonstrates how you've solved problems. Lenders need to see how you've overcome obstacles. Also, craft a forward-looking business plan, and be sure the financial information aligns with the narrative.

■ Sweat the details
Mistakes, even if they seem inconsequential, can cause a lender to lose confidence. Also, understand the key terms in your contracts and credit documents. Include a single document that specifies obligations and key

dates.
■ Find a lender who knows your industry
An industry-savvy lender will fully understand your business plan, competitive position and challenges, and can be invaluable.

■ Ongoing communication is critical
From day-to-day details to big changes, keep your lender informed. If an unexpected event occurs, contact your lender immediately to discuss how your ability to meet your obligations may be affected.

■ Understand the process
Reputable lenders won't cut corners during the process, so don't ask for things on short notice or expect them to diverge from their established protocols.

■ Know your peers' financing structures
By taking the time to learn about the financing structures of industry peers, you can improve the likelihood of creating a workable financing solution and demonstrate important industry knowledge.

■ Optimize cash flow
Cash flow is king. Your lender needs to understand your cash flows as well as your payment history—and that of your customers. Show your lender exactly how you intend to increase cash management efficiencies. Your lender also wants to see that you have sufficient cash to cover unexpected expenses or unforeseen events.

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BUSINESS PLANNING



SAGE ADVICE
Seeking out a second opinion from a business advisor is wise when developing a business plan.



DON'T MISS!



The pros of franchising

There are over 78,000 franchise locations operating under the banners of over 1,200 franchise systems in Canada.

As a whole, the Canadian franchise industry employs over a million people. And every year, thousands of Canadians turn to franchising as a way to be in business for themselves.

"When you invest in a franchise, you're investing in a concept that has been developed and tested," says Lorraine McLachlan, president and CEO of the Canadian Franchise Association (CFA), Canada's national trade association for franchising. "For Canadians who want to own a business, franchising can be a wonderful means of being in business for themselves with the support and guidance of the franchisor."

A pre-blazed trail

A hallmark of the franchise business model is a tried and true formula for replicating success. Any business that can be exactly replicated can be a franchise, which means franchise opportunities can be found in nearly every industry from automotive to beauty to retail. Not only is there a wide range of businesses being franchised, there is also great diversity in investment levels making it possible for almost anyone to go into business for themselves.

Franchisees often enjoy instant brand recognition, which brings many advantages such as an established consumer-base and a stronger position when applying for a business loan. Franchisees receive training on how to run the business and have access to ongoing training after they're up and running. Most importantly, franchisees are part of a network of fellow business owners and can rely on and draw on the strengths, successes and ideas of others in the system.

Do your research

Before investing in a franchise, it is essential that you investigate every opportunity thoroughly and conduct the proper due diligence. "It's important to remember that you will be investing in a long-term business relationship," McLachlan adds. "You're investing a significant amount of money, time, energy and effort. Do your research and understand what you're getting into. Talk to existing franchisees and an experienced franchise lawyer. Take the time to find a franchise you're going to love and enjoy building your new business."

The Canadian Franchise Association (CFA) promotes excellence in franchising and educates Canadians about franchising, specific franchise opportunities and proper due diligence. The CFA website (www.cfa.ca) contains a wealth of resources including checklists, tutorials, articles and a searchable database of CFA member franchises.

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The value of thinking things through

Question: Why is a business plan important?

Answer: It helps the owner focus on the specific requirements of the business.

The owners of a food business were keen to sell their high-end food products, but they located themselves in an unsuitable plaza frequented by a clientele which were only interested in basic food stuffs.

The business struggled and the owners had to close shop.

"If they had had a proper business plan, they would have been able to target their customers better or, secure a different location for their business," comments Don de los Santos, small business coordinator at the Markham Small Business Centre in Ontario.

Far from being a tedious docu-



"Being an entrepreneur is more than just a technical skill. It involves knowing how to promote your skill."

Don de los Santos
Small Business Coordinator
Markham Small Business Centre

ment that a business owner has to submit to their bank manager, a business plan helps form the backbone of the business, says de los Santos. It requires a business owner to identify their target market, and plan how to promote their product or service to that segment. It also helps determine if the business requires a special permit, like a food business or a mechanic's garage.

Getting specific

Everybody is focused on the ser-

vice or product they can provide but it is surprising how many individuals say their product is for "everybody." "This is way too broad. It's not something you can work with," he says.

A business plan would also require owners and entrepreneurs to have a defined process for book-keeping and financial records. "Many entrepreneurs do not keep on top of this. It is only when they are filing their tax returns that they think about those things. Even a shoe box is a start!"

Knowing where to look

Start by contacting your local small business enterprise centre, says de los Santos. These services are offered by local municipalities and the Government of Ontario.

The Government of Canada provides extensive information on setting up a business, business planning and exiting a business on www.canadabusiness.ca/ontario. The public library also offers sample business plans and business research assistance.

"Being an entrepreneur is more than just the technical skill. It involves knowing how to promote your skill. Many people undervalue the importance of sales skill, but you need to educate yourself.

"Attend relevant workshops, training courses and networking events," de los Santos advises.

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Understanding the motives of Angels

One of the most important qualities found in successful startup entrepreneurs is the unique ability of making things happen—making everybody around you "work for you" including your capital.

Very often, Venture Capital ("VC") and Angel financing are well known for their role in accelerating technological and commercial developments, and this is especially true for technology companies with unusually high growth rates (in the order of 100 percent or more of year-over-year growth).

Interesting to note that Angels invest over \$1.9 billion per year in companies in all stages and industries across Canada, while VC invest-

ments was just over \$1.1 billion last year, according to the "Venture Capital" report by Allan Ridding, CVCA and Thomson Reuters. Angel investments aren't easily tracked, and most of the capital goes into non-high technology companies, while a vast majority of VC investments are done within the high tech sectors, and are easily tracked, such as all of the 354 Canadian companies that received VC funding in 2010.

The associated costs

Be aware that Venture Capital is structured for a certain category of technology companies, tailored for certain stages of growth and is likely the most expensive capital an entrepreneur can attract. VC investments are most often done in straight

equity, which by default requires pricing of the Company and dilution of shareholders. The more VC money is needed early on, the more the dilution and the higher the revenue targets and growth expectations must be. VC's as well as Angels eventually need an "exit", which is usually planned for within five to 10 years of the initial investment and is typically done in the form of an acquisition of the company or a public offering.

Understanding motives

It's important to understand your financial needs and get to know your potential investors interest, focus, timelines and investment objectives, before accepting any capital into your company. Once you marry into an Angel or VC, it's very hard to

divorce! Choose your investor wisely. Not one Canadian VC compares to another: iNovia Capital, Rho Canada, Vanedge, Yaletown, W Media, Real Ventures, Blackberry Venture Partners, Novacap, Telesystem. One of these investors is a perfect fit for a specific type of opportunity and entrepreneur.

To learn more about the Venture Capital industry, sources of funding, who are the most active Canadian investment firms and who are getting funded, check out the CVCA.

INSIGHT

TIP
3
 WEIGH YOUR OPTIONS CAREFULLY

You've figured out your **startup strategy**. Now, you need to breathe life—and funding—into your fledgling business. Let the **bootstrapping** begin!

Figuring out financing

Once you've developed a business plan and financial projections for your entrepreneurial idea, you'll be ready to take your venture to the next level. This requires financing.

Financing comes in many forms, including founders' equity, government programs and debt. Most entrepreneurs use a combination of different types of financing over the lives of their businesses—each type of financing has its own benefits and risks.

The finance file

Founders' equity is the initial cash you and your team, family and friends invest, as well as the time you and key employees spend working on the business in exchange for ownership (also known as sweat equity).

This financing source on its own is called "bootstrapping".

When you bootstrap, you maintain a larger ownership position in your business; however, your business' growth may be slow and it can be difficult to ensure that your business keeps sufficient cash flow. Bootstrapping is not for the faint-of-heart—you may need to use your personal assets or credit cards to cover short-term cash requirements.

Governments, depending on your location and sector, may offer programs to help build your business. These programs are often linked to technology transfer objectives and regional or sector-specific job creation goals. For example, Ontario offers investment through the Investment Accelerator Fund (IAF), administered by the MaRS Discovery District. The IAF invests up to \$500,000 in early-stage technology companies that meet certain eligibility criteria.

Government programs offer grants, loans, equity or tax cred-

INSIGHT

"Most entrepreneurs use a combination of different types of financing over the lives of their businesses."



Kerri Golden
 Advisor,
 MaRS Capital

its and are best considered as part of a financing plan. As a key qualifier, many programs ask businesses to provide matching funds of up to 50 percent of total funding. You will need to consider your cash flow with respect to program application approval timelines and reimbursement processes, as well as the impact of geographic restrictions on business operation, future funding and the sale of your business.

Debt is the money that you or your business borrows. It must be repaid in full, usually in installment payments with interest, by a fixed due date.

Loans, such as credit cards or lines of credit, may be available at your local bank or credit union, but they are usually restricted to businesses with an operating track record of at least two years. Lenders generally take collateral in business or personal assets to secure a loan.

Loans are usually not available to cover initial start-up loss-

es. Business Development Canada does offer start-up loans, subject to a personal guarantee from the business owner and other specific criteria. Young entrepreneurs ages 18-34 may find assistance through the Canadian Youth Business Foundation.

Debt details

The main advantage of debt is that it does not reduce your ownership position in your business. The disadvantages of debt emerge if your business does not grow as planned and you cannot repay the loan by the scheduled due date. The lender may have rights to operate your business for the purpose of recovering their loan, or the lender may choose to sell the secured assets (your business or personal property) to generate cash to repay the loan.

For more information and resources on how to finance your business, please visit <http://www.marsdd.com/entrepreneurs-toolkit>.

CHECK IT OUT ONLINE

SEVEN COMMON QUESTIONS ASKED BY ENTREPRENEURS

A Mediaplanet first! BlackBerry Partners Fund has the answers to entrepreneurs' frequently asked questions—and you can find them online.

Visit www.facebook.com/MediaplanetCA and www.twitter.com/MediaplanetCA to get the expert advice needed to achieve success.

In today's competitive market, it

takes more than just an idea to be successful. Among other things, entrepreneurs must be willing to take risks, recognize the importance of setting goals, and acknowledge their strengths and weaknesses if they want to get ahead. They should also be willing to ask questions, and seek out knowledgeable resources they can trust to provide the right answers.

Toronto-based BlackBerry Part-

ners Fund is an international venture capital firm focused exclusively on mobile computing. The Fund meets with entrepreneurs around the globe, providing answers to a number of frequently asked questions:

- What do I need to do before I can raise capital?
- How much capital should I



raise?

- When is the best time to raise capital?
- What is the value add I can expect to receive from a venture capital firm?
- How will I know when and if to pivot my business plan?

■ How do I sell to a specific customer segment?

■ When should I make my first hire?

Check out Mediaplanet on Facebook and Twitter today for the answers!

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CHALLENGING the CONVENTIONAL

In today's changing market, conventional thinking does not yield results.



Members of the CVCA, Canada's Venture Capital and Private Equity Association, challenge the conventional every day. Whether it be funding new companies, growing emerging firms or reinvigorating established ones, our members think outside the box as they bring capital and, just as importantly, business expertise in operations, marketing and finance. The CVCA is a member-based organization consisting of firms which manage pools of risk capital designated to be committed to venture capital and private equity investment. Our membership is comprised of over 1,800 individual members who collectively manage over \$75 billion. Visit cvca.ca for more information.



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(416) 657-4400

Uptown Communications

2200 Yonge St.

(416) 322-9079

4905 Yonge St.

(416) 640-2815

9A Yorkville Ave.

(416) 921-7559

Wireless Communications Plus

525 University Ave.

(416) 640-5998

AJAX

Lifestyle Communications

105 Bayley St. W

(905) 686-8061

BOLTON

Global Wireless

12612 Hwy. 50

(905) 857-1204

COBourg

Lifestyle Communications

975 Elgin St. W

(905) 377-1444

ETOBICOKE

Cellcom Wireless

25 The West Mall

(416) 626-7260

MAPLE

Cellcom Wireless

2943 Major Mackenzie Dr.

(905) 832-7103

MILTON

AML Communications

439 Main St. E

(905) 875-1446

MARKHAM

Am-Call Wireless Inc.

4300 Steeles Ave. E

(905) 305-0088

3255 Hwy. 7 E

(905) 513-0800

More Wireless

4300 Steeles Ave. E

(905) 943-9432

Moteyo Inc.

505 Hood Rd.

(905) 470-2868

7780 Woodbine Ave.

(905) 475-7101

MISSISSAUGA

AML Communications

100 City Centre Dr.

(905) 272-9899

Cellworks

6325 Dixie Rd.

(905) 670-1980

Lifestyle Communications

25 Watline Ave.

(905) 507-2088

808 Britannia Rd. W

(905) 542-2800

NORTH YORK

Cellcom Wireless

10 Clock Tower Rd.

(416) 385-1002

Lifestyle Communications

1905 Avenue Rd.

(416) 784-9400

Uptown Communications

1800 Sheppard Ave. E

(416) 492-8800

5815 Yonge St.

(416) 250-8800

OAKVILLE

Complete Communication

1027 Speers Rd.

(905) 842-4280

RICHMOND HILL

Uptown Communications

9350 Yonge St.

(905) 770-4433

Wireless Communications Plus

10720 Yonge St.

(905) 884-9558

1480 Major Mackenzie Dr.

(905) 737-4545

SCARBOROUGH

Uptown Communications

1291 Kennedy Rd.

(416) 752-9655

THORNHILL

No Wires Direct

1 Promenade Circle

(905) 482-2733

31 Disera Dr.

(905) 882-9777

WHITBY

No Wires Direct

25 Thicksn Rd. N

(905) 433-0701

WILLOWDALE

Uptown Communications

6236 Yonge St.

(416) 512-8800



Type of company: *Industrial Designer*

Owner: *Jack W.*

of employees: *34*

Business challenge: *I'm a designer,*

not an I.T. specialist. You have

to be a technical wizard to

keep up with all the latest stuff.

How can I get up to speed on

what my team needs?

SMALL BUSINESS CASE #406

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