



BANKING ON CANADIAN ENTREPRENEURS  
LA BANQUE QUI MISE SUR LES ENTREPRENEURS CANADIENS

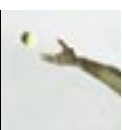
# fall profits 2006

Essential information for entrepreneurs



PM40068971

Successful  
Transitions



Management  
Buyouts



Small Business  
Week® 2006

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1 888 INFO-BDC www.bdc.ca Vol. 26 No. 2

## Thinking of retiring?

Don't just do it—make a plan.

Secure the value  
of your retirement asset.

Increase the long-term viability  
of your business, after your exit.

*Come to BDC. We will help you make  
your Business Transition Plan.*



**Len Thomson**  
President

**Kevin Thomson**  
Vice President, Operations

### PARADISE ISLAND FOODS

When the founder of Paradise Island Foods, George Thomson, was thinking about passing the torch, he had no intention of just handing the company over to his two sons, Len and Kevin. Instead, he asked them to first prove that they would be assets to the business.

"He wanted us to gain hands-on experience in the food industry and learn how to work for other people, too," recalls Len Thomson, now President of the Nanaimo, B.C.-based company, which manufactures and distributes quality cheese, cheese alternatives and other wholesale food products.

"My father is a businessman and he was doing what was good for the business," explains Len, who runs the firm with

his brother Kevin, Vice President, Operations. After learning the ropes in grocery retailing in other companies and then moving up the ladder at Paradise Island Foods, he and his brother finally took over their father's enterprise in 2003, which marked the company's 25<sup>th</sup> anniversary. Today, they've proven themselves highly capable as owners. "We both bring different strengths to the table. I'm a natural for sales development, while my brother is more focused on the production side of business. We challenge each other and that's important to help our company evolve."

#### Making the deal

To help them through the business transition, Len says the company worked closely with a chartered accountant and lawyer to structure the succession plan. "One of the more complex matters is tax planning, so we got the experts working on that," says Len.

## Business transition: a real taste of success

"We also made the transition over a three-year period, so we could reach our comfort level first and make adjustments." As well, Len went to BDC to finance a part of the acquisition with a term loan. "We had borrowed from BDC for our new building, so it was a natural step for us," he says. "That money gave us a lump sum for payment to our father and then we were also able to negotiate an accessible payment plan with him," he adds.

Another key factor in the success of the business transition, says Len, was communicating effectively to customers, suppliers and employees in advance. "You don't want surprises for your employees. We spoke to our senior management team six months in advance so everybody would be prepared," he stresses. "For us, communicating to customers and suppliers was crucial because my father had built a strong rapport with them. We wanted to be sure that his departure wasn't viewed as something negative."

Clearly, the new owners have seen highly positive results since taking over. "We're achieving steady growth, so we're definitely headed in the right direction," Len says. Although some founders like to keep their finger in the pie, he says his father decided to no longer be involved in the company. "He's happily retired in Arizona and taking advantage of his succession plan," he concludes.



**Small  
Business  
Week®**

**Small Business Week® has something  
for every entrepreneur.**

From October 15 to 21, 2006, a variety of activities  
will be held throughout Canada.

Entrepreneurs will have an opportunity to participate  
in various events and forums where they can network  
and exchange ideas.

www.bdc.ca



Jean-René Halde

President and CEO  
BDC

# Retiring entrepreneurs: BDC is here to help

If you are like a majority of entrepreneurs who are approaching retirement age, you don’t have a plan for transferring the leadership and ownership of your business. A recent study by the Canadian Federation of Independent Business found that over 70 percent of Canada’s entrepreneurs plan to retire in the next 10 years, yet less than half of them have planned what to do with their businesses.

BDC is working to improve these statistics, one entrepreneur at a time.

We believe it is important that you safeguard the value of your business, which is quite often your main retirement asset. It is important that you get full value for the goodwill portion of the business. A precise, well-considered plan will help you maximize retirement savings. It will also give you more time to find a buyer with whom you will have a relationship of trust. Finally, it will allow you to plan your company’s future—and, maybe, your future role in it.

At BDC, we have strengthened our services that focus on business transition. Our consulting group, BDC Consulting, works with entrepreneurs to help them design and implement transition plans. We help them work with accountants, lawyers and tax experts to find the best possible solutions.

We also help with financing. This takes the form of term loans and subordinate financing. These products often exceed the level of risk that more conventional financial institutions consider acceptable and range in value from \$10,000 to \$10 million.

Our approach is to find a balanced financial structure that protects your firm’s long-term viability and that integrates the human and financial aspects of the transition. To support you, we will ensure that your personal objectives and business continuity are dual, prime considerations throughout the process.

To conclude, I encourage you to take part in Small Business Week® from October 15 to 21. During that week, in Moncton, New Brunswick, we will present the CFIB Business Transition Award.

# News Briefs\*

Did you know? As a voluntary, non-political association, the Canadian Chamber of Commerce represents 170,000 members through a network of more than 350 community, provincial and territorial chambers of commerce from all regions of Canada and all sectors of our economy. We play a key role in promoting public policies that are beneficial to the Canadian businesses that we represent. Find out more about our services by visiting our Web site at [www.chamber.ca](http://www.chamber.ca).



The Canadian Federation of Independent Business is celebrating 35 years of providing a big voice for small business. As part of the festivities, CFIB is offering its members an opportunity to win a trip to Parliament Hill to join President Catherine Swift in lobbying the federal government. Visit [www.cfib.ca/35th/](http://www.cfib.ca/35th/) for more details.



Export Development Canada (EDC) has launched a program that helps small and medium-sized Canadian exporters manage contracts negotiated in foreign currencies. The Foreign Exchange Facility Guarantee (FXG) can guarantee up to the 15-percent collateral that many financial institutions require on forward contracts. By returning this collateral to the exporter, the program allows exporters to better manage their cash flow. For details, visit [www.edc.ca/english/bonding.htm](http://www.edc.ca/english/bonding.htm).



The QuickBooks community is booming in Canada! In addition to creating leading business, financial and tax management products, Intuit Canada provides a range of resources for its QuickBooks users: tips, video seminars, guides, small business references, industry experts, and a user community where small business owners connect with other QuickBooks users and experts. Visit [www.quickbooks.ca](http://www.quickbooks.ca).



Rogers believes that in order to run a small business to its full potential, you have to make the most of your time. Rogers customers get key advantages: Canada’s clearest wireless network; voice and e-mail global roaming; and specialized technical support, 24/7. You save time. You take care of your business, whenever you want, wherever you are.



Small business is the engine of Canada’s Western economy. To fuel this valuable source of economic growth, Western Economic Diversification Canada (WD) and its Western Canada Business Service Network are providing information and services. With more than 100 offices in communities throughout Western Canada, WD’s Business Service Network is helping small businesses grow.



This year, WestJet is celebrating its 10<sup>th</sup> anniversary as Canada’s leading low-cost airline. WestJet offers scheduled service throughout its 33-city North American network. To find out more about the success story of this airline and its employees, visit [www.westjet.com](http://www.westjet.com).



\*Sponsors of Small Business Week® have full responsibility for news brief copy.

## Ask a professional

### This month’s theme: Production planning

Go to [www.bdc.ca/ask](http://www.bdc.ca/ask), where a BDC Consulting business advisor will answer your questions.

# profits\$

Canada



*Profit\$®* is published by BDC. Its purpose is to provide small and medium-sized businesses with information of interest and to inform them about BDC products and services.

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Sylvain Coulombe  
President

# How a balloon soars after acquisitions

## GROUPE BLC INTERNATIONAL

Tread carefully and get an expert opinion before buying an existing business.

Those are words of wisdom from Sylvain Coulombe, President of Groupe BLC International, a wholesaler and distributor of balloons and party accessories that caters to a lucrative recreational niche market. “It’s crucial to get an objective evaluation of a company before you put money on the table. It’s a make-or-break factor for success in business transition,” says Coulombe, who speaks from firsthand experience.

Prior to purchasing the Boucherville, Quebec-based company and signing the deal, he initially sought the advice of an experienced consultant. “You need an unbiased point of view. You want to know objectively that the business that you’re buying is financially viable, has a good customer base and is ultimately profitable,” he emphasizes. Typically, entrepreneurs can expect an external advisor such as BDC Consulting to help appraise the business, conduct due diligence and evaluate the risks involved. “A consultant can help you get the most value for your dollar. After all, it’s one of the most important business investments that you’ll ever make,” he says.

### Making the company your own

As a previous employee, Coulombe already had an in-depth knowledge of Groupe BLC International, which was helpful in assessing the company’s potential. “When you’re buying, it’s a good idea to stick to an industry that you know best. I was confident because I had worked in every aspect of this business, including product development, accounting and human resources management,” he adds.

As part of the business transition, Coulombe also developed a key strategy to ensure that Groupe BLC International was maximizing productivity. “I had to first make sure that the company would fit my vision of how a business should be run,” he says. “A major step for us was restructuring the organization to be as efficient as possible with fewer employees,” he stresses. “I would highly recommend that buyers plan carefully for the transition of employees. You have to be sure that you’re respecting labour laws and making the transition as smooth as possible for everybody involved,” he says.

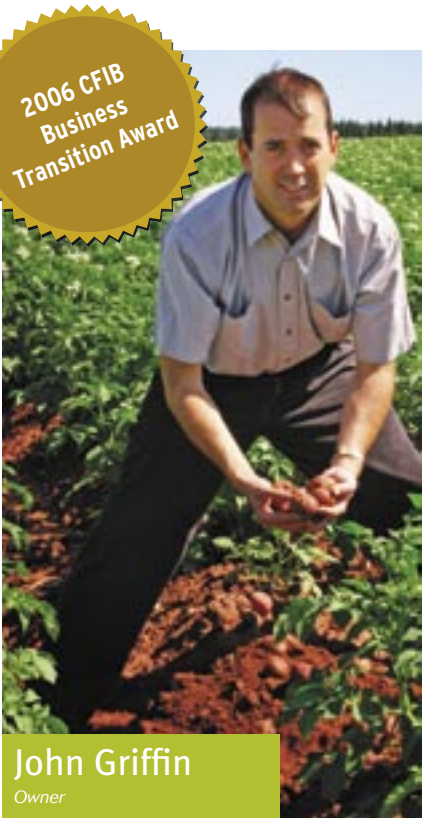
Once aboard, Coulombe also simplified the company’s product line to take full advantage of its unique niche. “I could see that additional gift lines weren’t so profitable, so we decided to concentrate on those where we could see growth potential,” he says. After a successful business transition, today, Groupe BLC International is already seeing healthy revenue growth and has just begun to tackle the international market with sales in the West Indies. “Given the Canadian dollar, it made good business sense for us to start exporting outside the U.S. market. We definitely see a bright future ahead,” he concludes.

GROUPE BLC INTERNATIONAL		
Year of transition	2003	
President	Sylvain Coulombe	
Sector	Distributor of balloons and party accessories	
Web site	www.blcinter.com	

# All in the family

## W.P. GRIFFIN INC.

When your family business has roots that go back over half a century, you have a vested interest in keeping your company healthy and growing.



John Griffin  
Owner

And that’s certainly the case with W.P. Griffin Inc., a family-owned and -operated, multifaceted farming and potato packaging business located in western Prince Edward Island. The company’s founder Wilfred Griffin, now deceased, started working in the potato industry in 1947 at the age of 19. Today, his sons John and Peter have transformed what began as a modest mom-and-pop farm into a state-of-the-art and diversified company that employs up to 50 people throughout the year.

“Even in their day, my parents had an informal succession plan and established a trust for us, so I think our family has always been on top of this issue,” says John Griffin, President and General Manager of the company, who started working in the family business in the 1980s with his brother Peter Griffin, Vice President, Operations.

The management duo decided to make significant improvements to the business, which would help W.P. Griffin maintain steady and sustainable growth. “At the time, my father had established his own ways of running his company. Of course, we wanted to expand our capabilities and become more competitive, too,” he emphasizes. In 1989 and 1995, John spearheaded the company’s first two major upgrades of its packaging division. In 2004, the company expanded its packaging plant in Elmsdale and in 2005 installed the first optical potato sorting technology in North America. W.P. Griffin Inc. is now also HACCP certified and has recently implemented lean manufacturing with the help of BDC Consulting.

### Generations to come

John and Peter both have children, so the next step in their business transition plan is assessing the needs of the upcoming generation. “We’ve got the dynamics of two families with two sets of spouses, so planning is definitely a little more complex,” he says. To help them through the process, the Griffins are working with an external consultant to find the best possible solution. “It’s good to get the advice of at least a couple of consultants first, so that you can choose the best option for your family,” recommends John. Family-run business owners can expect advisors such as BDC Consulting to assist in key areas such as business appraisal, successor coaching, and legal and tax issues, as well as setting up trusts and establishing family councils to oversee the transition.

As a last piece of advice, John Griffin points out that it’s never too early for entrepreneurs to start planning ahead. “We’ve been working on our plan for two years because it’s always a little more complex than you think. But I know in the end, we’ll have everything in place to ensure our business continues to prosper,” he concludes.

W.P. GRIFFIN INC.		
Year of transition	2001	
Owner	John Griffin	
Sector	Grower, packer and shipper of potatoes	
Web site	www.wpgriffin.com	



Whether you're buying or selling a business today, your sale will inevitably involve more than hard assets, such as buildings, land and equipment. The value of intangibles, such as brand equity, client lists, employee skills and management team expertise, is equally important.

When it comes to financing a business transition, a first rule of thumb is to find an institution that will leverage unsecured assets in the deal. BDC, for example, offers financing solutions that can be customized to your needs, whether it's a term loan secured by fixed assets or an unsecured loan.

Another challenge facing entrepreneurs who seek financing is the current shift from family succession to selling to external buyers. Factors such as better-

## WHAT NOT TO DO

COMPANY B is a successful software supplier with a solid client base, a strong track record for sales performance and a unique technology. Not surprisingly, the young firm is coveted by a multinational that is hungry for its business and expertise.

Sales discussions get off to a good start because the multinational team is eager to purchase. Feeling confident, the owner of COMPANY B decides to handle the negotiations himself because he thinks he has enough experience with previous deals. However, he immediately makes an error in judgment. During the period of the deal negotiation, he doesn't tell his employees what's going on.

### MAKING THE DEAL

# Financing your business transition

educated children and a decreasing population mean that businesses often seek to sell to people outside their immediate circles. As these are arm's length transactions, the likelihood of getting the transaction financed entirely by the vendor is significantly lower than in the case of family transitions.

#### Know your options

If your company is growing but lacks the security required by conventional lenders, there are other alternatives available. BDC offers specialized transition financing, which is essentially a term loan to cover unsecured intangible assets. As a financial institution

Another key challenge for entrepreneurs is finding the right financing deal structure.

that takes higher risks to support SMEs, BDC can also provide you with specialized solutions such as subordinate financing. In general, this type of financing is based on risk- and benefit-sharing. Subordinate financing mimics debt financing in that you are obliged to repay the loan. However, there are additional costs in the form of a fixed interest coupon, a provision for stock options or royalties on future sales. Subordinate financing also shares some

characteristics of equity financing in that it is subordinated to secured lenders. Finally, repayment is based on cash flow rather than on the value of your depreciating company assets.

#### Deal structure is paramount

Another key challenge is to find the right financing deal structure. Simply put, if you're selling the business, you have to consider how the buyer will pay you. If you're buying, you need to know how you will pay the debt and still invest in your company.

Typically, entrepreneurs can expect three sources of financing in a deal: what you invest, the balance of the sale from the seller, also known as a vendor take-back, and the financing from your institution. From a vendor's perspective, you may have to partly finance the transaction, especially if there is only one buyer involved, to ensure the continuity of the business. From the buyer's perspective, you don't want to suffocate your company by being just able to manage your debt. You'll need cash to fuel your business growth. BDC can provide entrepreneurs a higher percentage of financing on fixed assets to free up working capital that covers such costs as human resources planning, management coaching and consulting fees.

For more information, see [www.bdc.ca/transition](http://www.bdc.ca/transition).

A strong communications plan prepared by a consultant would have ensured the company's messages were clear to employees and the public.

Lesson learned: a third-party expert might have prevented this disaster from happening by including a clause in the deal that employees could not work for competitors for a set period of time. A strong communications plan prepared by a consultant would have ensured the company's messages were clear to employees and the public.

# 3

### Business Transition:

## Three reasons you should plan it

Managed well, business transitions can ensure that your company continues to prosper.

1. A plan will have a positive impact on the sale price and the long-term viability of the business. This is an important factor because the business is often your main retirement asset. The hard part is to obtain a fair price for goodwill and turn this significant, hard-to-quantify value into dollars in the seller's pocket. This takes proper planning, time and skillful execution.
2. A thoughtful transition plan can enable both buyer and seller to arrange the transaction to their optimal mutual benefit, tax-wise.
3. The further ahead you plan, the more options you will have—both for the business's future and for your future role in it. If you do it in a planned, unhurried way, you will more likely find a buyer with whom you can develop a relationship of trust.

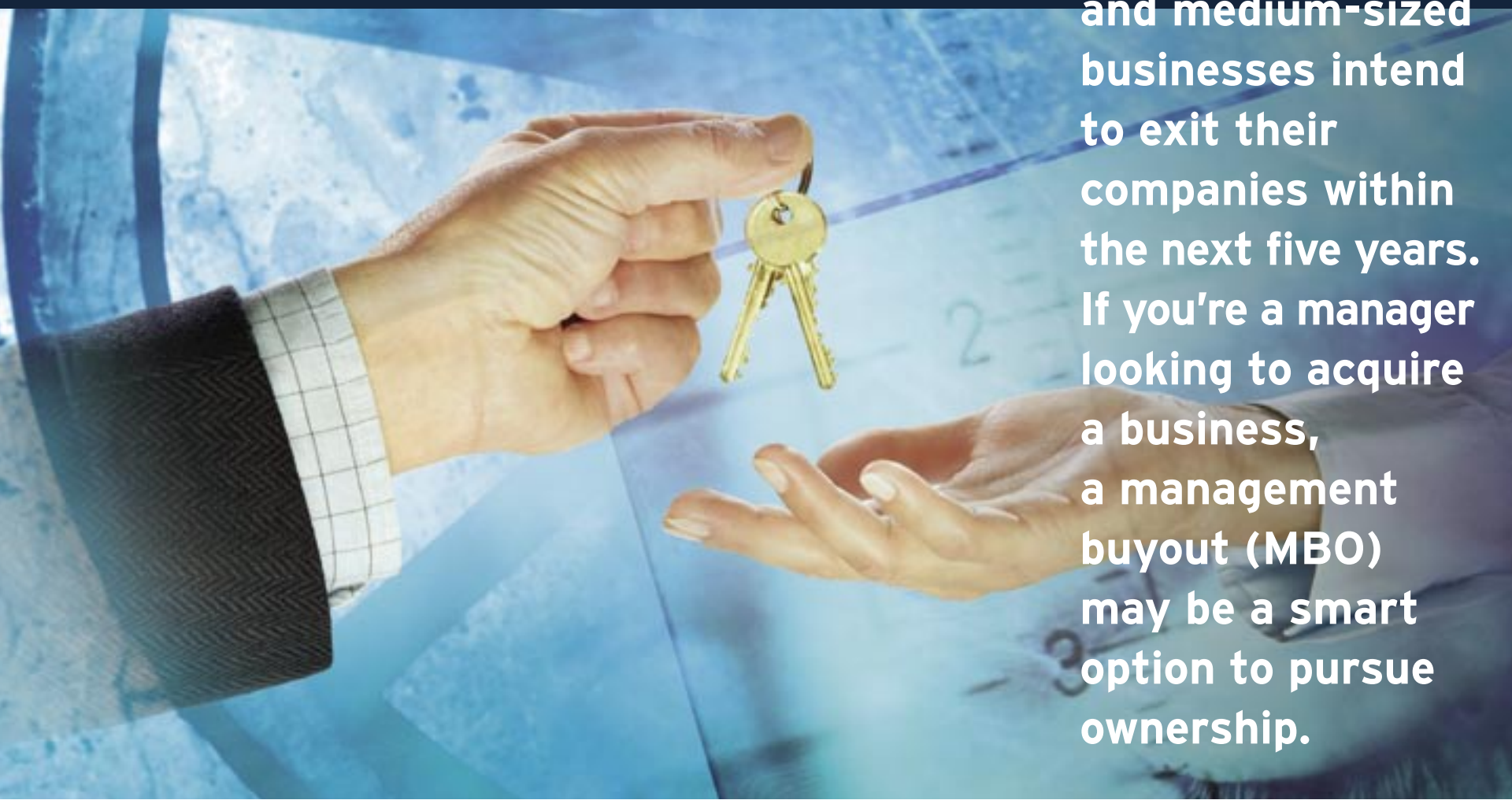
Many entrepreneurs find it very difficult to see their business—their “baby,” which they have worked hard to raise,—go to someone they do not know. They fear the new owner may only want to keep part of it, or may feel no obligation toward the entrepreneur's former colleagues and employees and the blood, sweat and tears he or she has put into the business.

The essential question is of legacy. What do you want to leave behind? What should you do to preserve your legacy? Plan the transfer of the ownership of your business.

# Management Buyouts:

# An entry strategy for potential entrepreneurs

**According to a study by the Canadian Federation of Independent Business, over 41 percent of owners of small and medium-sized businesses intend to exit their companies within the next five years. If you're a manager looking to acquire a business, a management buyout (MBO) may be a smart option to pursue ownership.**



**F**or novices, an MBO involves a group of managers buying part or all of a business that they work in from the existing owners. A key feature of all MBOs is that members of the team put in some of their own personal money in return for a stake in the business.

By launching an MBO, you first gain by taking less risk because you're dealing with familiar territory. As well, you have access to an existing team of experts and a roster of clients and business partners. The company can also be transferred more smoothly and rapidly since you have experience under your belt. However, despite the dis-

tinct advantages, you want to be sure that you're not acquiring somebody else's problems. Here are a few helpful pointers.

- Be certain that the initiative is viable. MBOs require substantial financing, which can affect the company's cash flow. You can work with experts such as BDC to do a comprehensive financial analysis and handle other due diligence activities.
- Work with a third party to structure the deal and work out the details. Your focus should be on getting the best possible price and conditions.
- Assess the existing customer base to be sure that the relationships are solid. A substantial client list doesn't mean that they pay the bills.
- Existing managers can provide a good base of company knowledge. However, be sure that you closely evaluate the team's skills to ensure that you're not missing important competencies. Training can be a costly venture.
- When you're seeking financing, get a sound business plan in place that reinforces your credibility. Keep in mind that MBOs generally require more capital than a start-up or expansion.

- You'll be taking over a company with its own culture and existing management style. If you make changes, have a strategy in place to ensure the transition is smooth.
- Keep up a positive rapport with the seller. If the MBO fails, you may end up working with the same people.

# EDC Helps Entrepreneurs Open Up to New Markets

Export Development Canada (EDC) has helped countless entrepreneurs expand their business in the U.S. and globally, often in countries they never thought possible. Have you explored how EDC can help you reduce your risks and open up to new markets?

Whether you are a brand-new entrepreneur or the owner of a successful small or mid-sized business, you may want to increase your product or service sales across the border or in riskier markets abroad. You can protect your business from foreign customers who fail to pay their bills with EDC's credit insurance, and you can usually get more working capital from your

bank if your sales receipts are insured. If you sell capital goods and related services, EDC can provide a direct loan to your qualified foreign customer; EDC then assumes the repayment risk. EDC also offers inexpensive online services that make it easy to check whether a potential customer is insurable and to buy insurance for a specific foreign transaction.

To encourage more entrepreneurs to discover the benefits of these and other services, EDC will present the EDC Export Excellence Award to an innovative young entrepreneur at the BDC Young Entrepreneur Awards ceremony.

EDC is Canada's export credit agency, offering innovative commercial solutions to help Canadian exporters and investors expand their international business. EDC's knowledge and partnerships are used by 7,000 Canadian companies and their global customers in up to 200 markets worldwide each year. More than 90 percent of EDC's customers are small and medium-sized enterprises. To reach EDC, contact 1-866-297-1255 or visit [www.edc.ca/smallbusiness](http://www.edc.ca/smallbusiness).



## The merging of strong fundamentals, innovation and adaptability

WestJet began operations with service to five cities, a staff of 220 employees and a fleet of three aircraft. Today, WestJet serves 33 destinations throughout North America, employs more than 5,000 people and operates 59 planes.

WestJet is a no-frills carrier offering free light snacks and beverages. Originally, the airline offered little else in terms of perks, relying instead on low fares and its unique brand of service to entice people to fly.

Today, WestJet is still focused on customer service, but it has also improved its product. While maintaining a focus on low costs, the airline has added new planes with more legroom, leather seats and live seatback satellite television.

But how is the airline able to continue to offer low fares while adding such perks as leather seats, new jets and live TV?

Well, leather seats, for instance, are more expensive than cloth seats at the outset, but because they are easier to clean and last longer than cloth seats, over the long run, WestJet will save money by using a richer seat. And new jets are more expensive than older planes; however, the airline realizes approximately 30 percent in fuel savings on its new planes compared with their older counterparts.

Finally, seatback television is another investment the airline expects will lower costs. WestJet believes its live television product will increase demand, which translates into more paying passengers on each flight. As such, the costs of operating flights will decrease on a per-passenger basis.

With its low-cost structure and high-value service, WestJet is poised to continue carrying travellers throughout North America far into the future. Why do WestJetters care so much? Because they're also WestJet owners!



## The Canadian Chamber of Commerce and BDC are a natural fit

**In 1979, a partnership between the Canadian Chamber of Commerce and BDC to launch the first Small Business Week® was a brilliant idea. Helping to develop the Canadian economy, which grows largely as a result of the dynamism of entrepreneurs and the businesses they start, is a common objective of BDC and the Canadian Chamber of Commerce and its 350 member chambers across the country.**

"A world without boundaries, open to new markets" is the theme of Small Business Week® 2006. It goes perfectly with the message we want to send our entrepreneurs: to think big, and bigger still!

Since 1925, the Canadian Chamber of Commerce has been the largest and most influential advocate for business in Canada. The Canadian Chamber of Commerce plays a key role in promoting public policies that are beneficial to Canadian businesses. Our mission is to foster a strong and competitive economic environment that benefits Canada, as well as all Canadians.

We are *The Voice of Canadian Business*. Find out how we can make you grow by visiting our Web site at [www.chamber.ca](http://www.chamber.ca).



### Erratum

The last issue of Profit\$ contained an error. On page 4, the photo caption for Bouctouche Bay Industries Ltd. should have read as follows: Martin Savoie and Rhéal Savoie.

# LIMITLESSgrowth opportunities

Western Economic Diversification Canada (WD) supports small businesses to help them expand local economies and compete and prosper in the global marketplace.

As a partner it collaborates through a network of community-based organizations that provide information, advice and financing for Western Canadian entrepreneurs eager to broaden their reach. As this year's Small Business Week® theme says, it really is "a world without boundaries, open to new markets" and WD is committed to helping small business stretch to its potential.

Through the Western Canada Business Service Network, entrepreneurs in cities and rural communities have access to a wealth of resources and friendly, knowledgeable staff keen to support innovative and creative ideas. The activities of small



businesses are the cornerstone of the West's success and WD is committed to strengthening and expanding this important asset.

For more than a decade, WD has been opening new doors to business opportunities for a range of local businesses. Whether you need information, technical support, business advice or a loan, WD is ready to help.

### Maximize your potential

During Small Business Week®, WD invites entrepreneurs to learn more about the federal government department responsible for strengthening business opportunities.

We salute Western Canada's entrepreneurs—businesspeople whose passion, talents, determination and ingenuity have made small business the driving force of the Western economy. Together, we are creating new jobs and new opportunities—building a stronger West and a stronger Canada.

Western Economic Diversification Canada is a department of the Government of Canada. [www.wd.gc.ca](http://www.wd.gc.ca).

 Western Economic Diversification Canada Diversification de l'économie de l'Ouest Canada

## Increasing opportunities for small business

Every year brings increasing opportunities for small business owners. Advances in technology and communications have meant that entrepreneurs are able to compete with large corporations or integrated supply chains on the global stage.

Research from the Canadian Federation of Independent Business (CFIB) has shown that instead of the traditional pattern of starting a business, establishing it locally and then branching out into foreign markets, an increasing number of business start-ups are active internationally from the get-go.

Less encouraging are the domestic demographic trends. It's no secret that Canada has an aging population. In the realm of public policy, governments are looking at the oncoming wave of baby boomer retirements and focusing on how they will affect programs such as health care, pensions, education and so on. One area that has received less attention is the fact that a generation of entrepreneurs is getting set to retire. How their exits from their businesses are handled could have a significant impact on the Canadian economy.

If the transition from founders to successors is not successful, as many as 2 million jobs could be in play in communities across the country. However, if proper planning is done, the years ahead could present a lot of exciting opportunities for retiring business owners, new entrepreneurs, and their families and employees. That is why CFIB is very pleased to be sponsoring the CFIB Business Transition Award as part of this year's Small Business Week® activities. In honouring a truly successful business transition we hold up an example for other business owners to emulate. It could be the beginning of a positive new trend.



## Time is crucial

At Rogers, we know making the most of your time is crucial to achieving your full potential when running a small business. We understand that in each business day, every minute counts when you are juggling priorities, performing multiple tasks and managing clients, staff and suppliers.

From making or receiving that important phone call to accessing critical e-mail on the go, in today's business world, wireless connectivity is key to getting the job done regardless of where your business takes you—here in Canada, the U.S. or overseas. This is especially true now with new opportunities in emerging markets requiring even greater connectivity than ever before. Only Rogers can offer you both voice and e-mail access on your wireless device from more than 90 countries around the world. And with our exclusive over the air diagnostic service, Rogers can send software upgrades and solve a customer's device and service issues through real-time remote access to almost anywhere in the world.

Rogers offers three key advantages to businesses: Canada's clearest wireless network; voice and e-mail global roaming; and specialized technical support, 24/7. Knowing you can take care of business from wherever you are can help you save time so you can focus more energy on making your business the success you want it to be.

To learn more about what Rogers can offer your business, visit [www.rogers.com/business](http://www.rogers.com/business).



With the increase in communications and technology, Canadian entrepreneurial aspirations have begun to spread from down the street, to the next province and across the globe. Small businesses are no longer content to focus exclusively on the local market.

With more than 90 percent of Canada's businesses being small to medium-sized businesses, global aspirations are no longer unique to big business.

Intuit Canada, a leading provider of business, financial and tax management solutions, proudly supports Small Business Week® and other programs across the country because small businesses are critical to Canada's economy.

Entrepreneurs who have taken a good idea beyond the local market are the owners of Bulldog Interactive Fitness of Dartmouth, N.S. They are battling childhood and adolescent obesity by blending physical activity with one of the most popular pastimes today,



video gaming. As their business grows, Bulldog's owners use Intuit Canada's QuickBooks to track profit and loss and generate profitability reports to support their financial planning. They also use QuickBooks Payroll to add new employees, enter their hours and issue

paycheques. Bulldog has met with a great deal of enthusiasm, memberships are through the roof and the company is expanding into other markets.

Intuit Canada has gained a deep understanding and expertise by working alongside small business owners. Through maintaining a continual dialogue with our clients, we better understand the challenges many small businesses face across Canada. Entrepreneurs use our made-in-Canada finance products, such as QuickTax Business and QuickBooks, and take advantage of the complete range of services within Intuit Canada and the greater entrepreneur community. To learn more about QuickBooks, QuickTax Business and our other tools and resources for small business, please visit [www.quickbooks.ca/profit](http://www.quickbooks.ca/profit).



For a complete list of Small Business Week® events in your area, contact your BDC branch or visit [www.bdc.ca](http://www.bdc.ca).