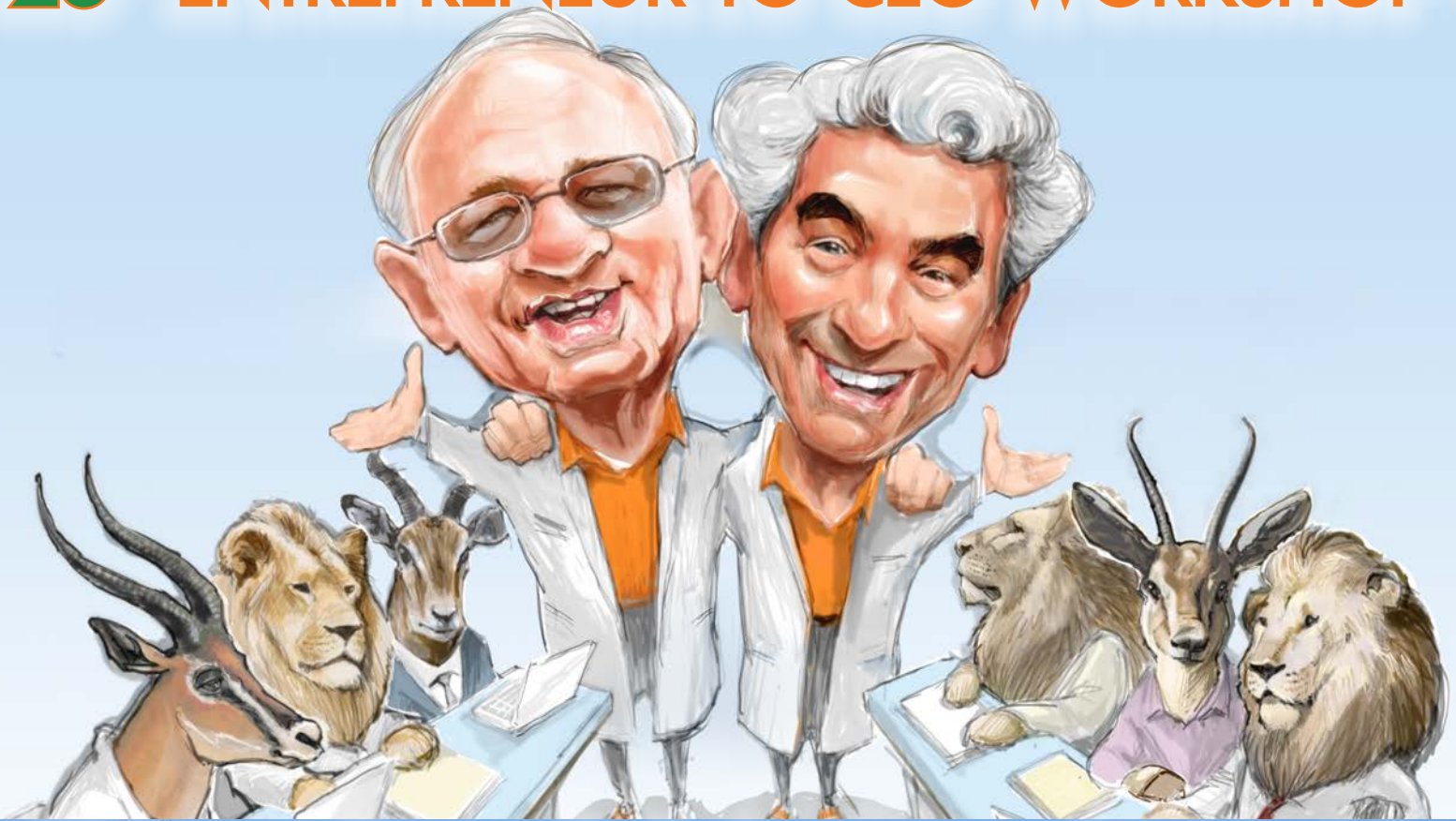


25TH ENTREPRENEUR TO CEO WORKSHOP



Whether you are a lion or a gazelle...when the sun comes up, you better start running!



APRIL 30 - MAY 4, 2023

BANFF CENTRE FOR ARTS AND CREATIVITY | BANFF, ALBERTA



CETAC-WEST

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2023 Entrepreneur to CEO Workshop™

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2023 THEME: CELEBRATING SUCCESS

	Sunday Apr 30	Monday May 1	Tuesday May 2	Wednesday May 3	Thursday May 4
6:00 AM		Soar with the Eagles	Soar with the Eagles	Soar with the Eagles	Soar with the Eagles
7:00 AM		Breakfast & Prep-time 7:00 to 8:30	Breakfast & Prep-time 7:00 to 8:30	Breakfast & Prep-time 7:00 to 8:30	Breakfast and Check Out 7:00 to 8:30
8:00 AM		Program Overview INTRODUCTIONS	Business Strategy Takeaways	Market Strat. Takeaways + Vital Signs	Value Proposition Challenge
9:00 AM					
10:00 AM		BUSINESS STRATEGY Innovation and Commercialization	MARKET AND SALES	USE OF FINANCIAL INFORMATION	VALUE OF MENTORS AND ADVISORY BOARDS
11:00 AM					
12:00 PM		Lunch 12:00 to 1:00	Lunch 12:00 to 1:00	Lunch 12:15 to 1:15	GROWING AND PROTECTING THE VALUE OF YOUR BUSINESS
1:00 PM		iTime 1:00 - 1:30	iTime 1:00 to 2:00	iTime 1:45 to 2:00	
2:00 PM	Registration 2:00 to 3:45 (PDC)	BUSINESS FUNDAMENTALS Innovation and Commercialization	BUSINESS CASE PRESENTATIONS	BUSINESS CASE PRESENTATIONS	BUSINESS CASE PRESENTATIONS
3:00 PM					
4:00 PM	Opening Session Rm 303 Kinnear	BUSINESS CASE PRESENTATIONS 3:30 to 5:30	2:00 to 5:30	2:00 to 5:30	2:00 to 5:30
5:00 PM					
6:00 PM	GROUP PHOTO Supper 6:00 to 7:00	Supper 5:30 to 7:00	Supper 5:30 to 7:00	Supper 5:30 to 7:00	Supper 5:30 to 7:00
7:00 PM					
8:00 PM	Entrepreneur Interview	Value Proposition Group Discussion 7:00 to 9:00	Value Proposition Group Discussion 7:00 to 9:00	Value Proposition Group Discussion 7:00 to 9:00	Value Proposition Group Discussion 7:00 to 9:00
9:00 PM					
10:00 PM	Curfew!	Reflections & Mentor's Corner "Hoot with the Owls"	Reflections & Mentor's Corner "Hoot with the Owls"	Reflections & Mentor's Corner "Hoot with the Owls"	Reflections & Mentor's Corner "Hoot with the Owls"
		Curfew!	Curfew!	Curfew!	Curfew!

OVERVIEW

THE ESSENCE OF THE RETREAT

ENTREPRENEURS **LEARN** COMMERCIALIZATION AND BUSINESS SKILLS FROM OTHER ENTREPRENEURS.

ENTREPRENEURS REACH OUT AND **SHARE** THEIR TRIALS, TRIBULATIONS, SUCCESSES AND FAILURES AND LEARN FROM THE EXPERIENCES OF OTHERS.

ENTREPRENEURS **REFLECT** ON THEIR OWN BUSINESSES AND SEEK TO IMPROVE THEIR COMMERCIALIZATION STRATEGIES.

ENTREPRENEURS GAIN ACCESS TO A LARGE **NETWORK** OF EXPERIENCED ENTREPRENEURS.



THE **CETAC-WEST ENTREPRENEUR TO CEO WORKSHOP** PROVIDES ENVIRONMENTAL AND CLEAN TECHNOLOGY INNOVATORS WITH A FRESH PERSPECTIVE ON THEIR

BUSINESS CHALLENGES AND COMMERCIALIZATION STRATEGIES. BY SHARING EXPERIENCES, ENTREPRENEURS CAN REDUCE THE TIME IT TAKES TO SUCCESSFULLY BUILD

A BUSINESS, REDUCE THE AMOUNT OF CAPITAL REQUIRED, AND INCREASE THE PROBABILITY OF SUCCESS. OVER THE COURSE OF THE FIVE INFORMATION-

PACKED DAYS, OFTEN RUNNING 12 TO 14 HOURS, ENTREPRENEURS, MENTORS AND ALUMNI TAKE PART IN A POWERFUL NETWORKING AND PEER-TO-PEER LEARNING EXPERIENCE.

Day One

OPENING SESSION

In The Spirit Of Celebrating Entrepreneurial Success In Alberta And Western Canada, CETAC-WEST Honours Deserving Entrepreneurs, Organizations And Small To Medium-Sized Businesses With The Following Awards:

APPRECIATION AWARD



The CETAC-West Environmental SME Alumni Recognize The National Research Council - Industrial Research Assistance Program For Their Dedicated And Thoughtful Support Of The Environmental And Clean Technology SME Community Who NRC-IRAP Has Empowered To Develop New Innovative Technologies And Services For A Cleaner Environment.

ENTREPRENEUR EXTRAORDINAIRE AWARD

FOR EXEMPLIFYING THE TRUE SPIRIT OF ENTREPRENEURSHIP
THROUGH THE DEMONSTRATION OF VISION, FOCUS, CREATIVITY,
LEADERSHIP AND ACCOUNTABILITY AND FOR MAKING A SUBSTANTIAL
CONTRIBUTION TOWARDS THE BETTERMENT OF THE ENVIRONMENT.



Phyllis Day Chief AdvancedAg

AdvancedAg's proprietary technology enables them to selectively grow, blend, and stabilize individual strains of bacteria into biologically active products. Founder Dr. Phyllis Day Chief had an illustrious career teaching at Lethbridge College before starting AdvancedAg, where her entrepreneurial spirit, expertise in technical writing and passion for her family became the cornerstones of the company. Her current role on the management team is to provide vision and mentor team members.



Justin Riemer Emissions Reduction Alberta

An Albertan through and through, Justin Riemer has dedicated his career to strengthening the province he loves. Now the Chief Executive Officer of Emissions Reduction Alberta (ERA), Justin leads a team dedicated to advancing innovations that are reducing Alberta's greenhouse gas emissions and diversifying its economy.

For more than 25 years, he has achieved results in economic development, industry expansion, investment attraction, and innovation. Before joining ERA, he led the Alberta Region of Prairies Economic Development Canada, supporting economic development across the province. Prior to that, he held several senior positions focused on innovation and investment attraction with the Government of Alberta.

CLEAN TECHNOLOGY INNOVATION AWARD

*FOR GROUNDBREAKING ENTERPRISE CONTRIBUTION TO THE GLOBAL
GREEN TECHNOLOGY MARKETPLACE, AND FOR ADVOCATING THE
ECONOMIC POTENTIAL THAT WILL ENSURE CANADA'S PLACE IN THE
EVOLVING CLEANTECH INDUSTRY.*

Amanda Hall **Summit Nanotech**

Summit Nanotech is evolving today's lithium mines by extracting more high-purity lithium from natural resources faster and more sustainably to support the global electric vehicle demand.

Amanda Hall is the CEO and Founder of Summit Nanotech. Amanda spent years in the oil and gas industry and identified the opportunity to make a significant impact with clean energy.

She has a passion for the environment. She is a graduate of the University of Toronto - Trinity College with a BSc Biology major and a double minor in Physics and English. She later graduated from the University of Calgary with a BSc Geophysics.



Joshua Anhalt **Greenpath Energy**

Joshua Anhalt started GreenPath Energy Ltd. in 2007 with a vision to make the oil and gas industry more efficient. GreenPath provides fugitive emission services including detection, quantification, and elimination solutions for oil and gas producers. Josh's strength over the past 15+ years has been his ability to build industry wide relationships with customers, competitors, and regulators.

When more stringent emission regulations were announced in Alberta and across Canada, GreenPath was ready to meet customer and regulator needs.



ALUMNI ACHIEVEMENT AWARD

FOR DEMONSTRATING VISION, PERSEVERANCE, AND COURAGE AND IN RECOGNITION OF THE CONTRIBUTION MADE IN DEVELOPING AN INNOVATIVE AND UNIQUE ENVIRONMENTAL SOLUTION.



Michael Beck Surface Solutions Inc.

Michael has spent over 25 years building relationships and developing a large network in the oil and gas sector. He founded Grande Prairie based Surface Solutions Inc. (SSI) in 1999 to provide oil and gas optimization services across Western Canada. Over the past 20+ years Surface Solutions has weathered many market fluctuations and has continued to show a profit while incurring minimal debt. Since 2016, Michael has been developing a device that will allow end users to advance their ESG sustainability by supporting their reduction strategies.

ALUMNI ACHIEVEMENT AWARD

FOR DEMONSTRATING VISION, PERSEVERANCE, AND COURAGE AND IN RECOGNITION OF THE CONTRIBUTION MADE IN DEVELOPING AN INNOVATIVE AND UNIQUE ENVIRONMENTAL SOLUTION.

Jennifer Massig **MAGNA Engineering**

Jennifer Massig is a civil engineer who spent the better part of her career getting a good understanding of the intricacies of municipalities by working as a Senior Project Manager for Stantec Consulting, Senior Engineering Consultant for the City of Chestermere and as a councillor for the City of Chestermere.

With a vision to make the world better by creating unique stormwater management solutions, she launched MAGNA to give extraordinary minds an amazing place to work (and play!). As the CEO of a bustling 20-plus member team, Jennifer strives to provide unique and innovative solutions to her clients.



David Cramer **Sparrow Downhole Tools**

David Cramer has spent over 25 years of his career working with and developing downhole tools. He was the Vice President for a company that developed and sold a downhole tool, the manager of a research and development department, and an MWD field operator at the start of his career. David started Sparrow Downhole Tools to develop, sell, and rent rotary steerable drilling devices.

In the past 5 years the company has made some significant progress with clients and in the development, field trials and commercialization of its first rotary steerable tool.



ROCKY ROAD AWARD

*FOR AN UNDIVIDED AND UNSHAKEABLE DETERMINATION IN THE FACE OF MANY
HIGHS AND LOWS, CHALLENGES AND PAINFUL UNFORESEEN CIRCUMSTANCES
TO STAY THE COURSE AND FOLLOW THE VISION TO BUILD A HOME-GROWN
ENTERPRISE TO BENEFIT THEIR EMPLOYEES AND FAMILIES AND TO FOLLOW THE
CANADIAN WAY.*



Peter Dufresne **EPT Clean Oil**

EPT has worked for over 25 years to advance the science of lubrication maintenance and reliability for critical applications, such as power generation, manufacturing, and heavy industry. EPT specializes in turbine and compressor lubricant and EHC (electro-hydraulic control) fluid maintenance.

Peter Dufresne is the CEO of EPT Clean Oil. Peter has worked with a number of the largest power stations in the world to help resolve turbine lubricant and EHC fluid problems. Peter has participated in hundreds of power plant site assessments and direct changes that have resulted in millions of dollars of revenue for these companies.



Brian Rosentreter **Global Analyzer Systems**

Global Analyzer Systems Ltd. provides complete turn-key Continuous Emissions Monitoring Systems (CEMS) and supports all aspects of compliance with the Alberta CEMS regulations. This covers repair and maintenance, performance evaluations, technical assessments, system modifications, quality assurance plans, audits, regulatory support, documentation, and reporting.

Brian joined Global in 2003 and began his career working with Global's founder, Glenn Sabo. When the founder of the company suddenly passed away in 2007, Brian became the President of Global Analyzer Systems and more recently he's transitioned to CEO and CTO role.

ENTREPRENEUR OF THE YEAR AWARD

*FOR EXEMPLIFYING THE TRUE SPIRIT OF ENTREPRENEURSHIP
THROUGH THE DEMONSTRATION OF VISION, FOCUS,
CREATIVITY, RESOURCEFULNESS AND MAKING A SUBSTANTIAL
CONTRIBUTION TOWARDS THE BETTERMENT OF THE ENVIRONMENT.*

Doug Rae **Linewise Aerial Solutions**

Linewise Aerial Solutions is North America's premiere transmission line aerial inspection company. Linewise reports and maps threats to transmission and distribution lines, giving utility companies the power to cut expenses and deliver efficiently.

Doug is the founder of Linewise Aerial which he started in 2016 after a successful 15+ year career as a project manager working for major telecommunication projects and EPC firms. He came up with the idea to start Linewise as he was working on large powerline construction projects.



Connor O'Shea & Ben Klepaki **Westgen Technologies Inc.**



Westgen has developed a patent pending modular power generation and air compression offering called the EPOD to enable power generation on remote wellsites. This product eliminates methane venting to help producers to comply with new and emerging methane regulations.

Connor and Ben, founders of Westgen, are both Mechanical Engineers with over 15 years of experience in the upstream oil and gas industry.



ENTREPRENEUR INTERVIEW

With Doug Rae, CEO of Linewise Aerial



"Culture is just values in action. Our employees don't have to call me to make a decision on doing the right thing, they just do the right thing."

"They didn't hire us to do 99% of the job, they hired us to do 100%."

"We have been able to maintain a competitive advantage not because of the technology, but because of the process we used to deliver with our technology and our people."

"Hard working employees are hardworking employees. Money doesn't necessarily motivate them, it's just a reward, and you can never motivate someone with more money to become something they are not."

"Price based on value, not hours."

"Stop pricing cost up, you need to price market down."

"Are we selling a vitamin or a pain killer? We were selling vitamins because we didn't know how to market it and value it as a pain killer."

"We gained credibility and are known for good quality. We are charging 10x what the main competitor is charging. We say 'A good inspection from us costs a lot of money, but a poor inspection will cost you even more in the long run'. Know your value!"

"Businesses are not sold, they are bought."



"You need to have sufficient gross margin on your jobs to sustain the jobs that don't go very well."

"If you want to be in business next year, you need to make sure you make enough money to be in business next year."

"If you can spend the client's money with the same diligence you spend your own money, you get a client for life."

"Money is not the goal, money is an outcome."

"Your gross margin is a reflection of your competitive advantage."

"When do I invest in equipment or people? If the decision seems hard, maybe the timing is not right. Your customers will tell you through market pull."

"Never do pilot projects for free. If a big business is willing to take it for free, is that the kind of client you really want? They have pain, you have a potential way of solving the pain, there is value there. There are no free lunches!"

"We did a good job at chasing clients that can be considered "squirrels", "rabbits", or sometimes "deer". We only spent 10% of our efforts chasing "elephants", because they are hard to get and when you do get them they use all your resources."

"Every company has to stay in business long enough to catch the odd "unicorn". These are special projects where you make really good margins and it changes your business in terms of technology or approach to business."



Day Two

BUSINESS STRATEGY & FUNDAMENTALS

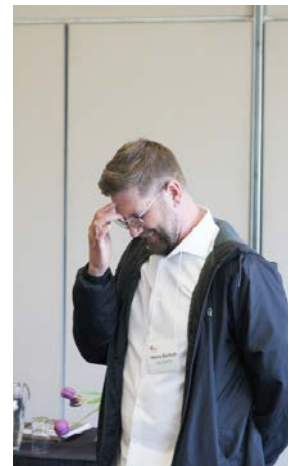
*Out of Cash,
Out of Business*

*Entrepreneurism is
Taking Risks*

*What Business
are you in?*

*is your business...
...a hobby?
...a lifestyle?
...or a business?*

Listen to Your Customer



PANEL DISCUSSION

Innovation & Commercialization



BILLY RIDEOUT
Exergy Solutions

"It's all about our people. You can build a great race car, but without the right people you're going to stall it coming out of the gate. If you have great people and put them in a crappy car, they will figure out how to win the race."

- Shawn Beamish

"I have never promoted anything that I wouldn't buy. The biggest person that you must convince is you. The second you have confidence in what you do, everyone else is coming with you."

- Shawn Beamish



SHAWN WEDEWER
NRC-IRAP

"Owners all have the same vision, which they communicate to the department heads, managers and so on. When that vision trickles down to the most junior people, that's when you know you have a great culture."

- Kurt Horner

"What I value more than anything else is my relationships."

- Doug Lee



SCOTT VAN VLIET
Sheppard Creek Cattle Co.

PANEL DISCUSSION

Innovation & Commercialization



DOUG LEE
Flathead Equity



JENNIFER MASSIG
MAGNA Engineering



SHAWN BEAMISH
CMSI Group

"You can be on the right track. But if you're not moving, you'll get run over."

- Shawn Beamish

"A" players attract "A" players. You have to be an "A" player, then the rest of the "A" players will want to come along with you. You have to look in the mirror and be that every day!

- Shawn Beamish

"Failures are where we connected with our customers because it was my chance to prove that my values were aligned."

- Doug Lee

"I have the product. But the reality is, that's no good unless I can commercialize it, so I had to understand the pain."

- Jennifer Massig

"It doesn't matter who will benefit, but who is willing to pay for it."

- Jennifer Massig



BLAINE LEE



KURT HORNER
Fortress Engineering

PANEL DISCUSSION

Innovation & Commercialization

Read the Market; Lead the Market; Educate the Market.



"If you don't have competitors, you don't have a market."

- Brent Zettl

"Do I have enough feedback to know that that my product was right?"

- Doug Lee

"Your patent is only as good as your ability to protect it".

- Shawn Beamish

"I use government funding or investment dollars as a way to take care of my uncertainties, as risk management."

- Jennifer Massig

"I hold true to my values, goals, and the outcome I'm trying to deliver, but I'm going to be really flexible on how I get there."

- Doug Lee

"We built strong relationships with the customers and the regulators."

- Jennifer Massig

In strategy formation, check and keep checking your assumptions.

If the client wins, I win. If the client loses, I lose.

- Unknown



BUSINESS CASE PRESENTATIONS

AdvancedAg Inc.

**Joshua Day Chief &
Ashley Day Chief Wevers**

AdvancedAg is an Indigenous family-owned, Alberta-based company with over 20 years of leading-edge, award-winning biotech research. AdvancedAg's proprietary technology enables them to selectively grow, blend, and stabilize individual strains of bacteria into biologically active products. This technology is now used across Canada on a multitude of crops, as well as retail spaces for lawn and garden applications.



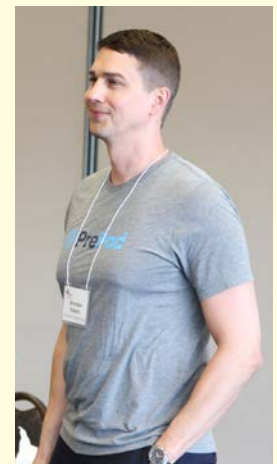
Tartan Academy Bill Chu

Each course in Tartan Academy is fully animated, professionally scripted, and narrated. The courses consist of numerous hours of animated video, quizzes, exams, 3D interactive models and a live interactive "Ask an Expert" chat box with industry experts. Their courses are created by technical experts with tailored content for engineer operators with real-life applied science and technical knowledge.



First Step Analytics Sean Hervo & Brandon Eidson

First Step Analytics is a software company focused on helping customers discover new pathways to capital efficiency and emissions reduction. For shale oil and gas customers, First Step aims to reduce emissions and increase capital efficiency through their PrePad software. PrePad reduces well pad planning from months to minutes with the industry's only drilling and completions simulator.



BUSINESS CASE PRESENTATIONS



TRIUM Environmental

Oskar Pula

A remediation technology service provider offering turn-key solutions for contaminated site management and regulatory closure. They are focused on the development, integration, and execution of unique environmental remediation strategies. TRIUM's products and service offerings include chemical and bioremediation technology, consultancy services, and remedial options design.



TRAD Worm Industries

Roxanne Doerksen

A commercial worm farm that utilizes organic waste from local businesses as a food source for worms. The castings are harvested and sold as a natural organic soil amendment. Densely packed with active biology and nutrients, castings provide a one size fits all soil amendment that can be used for all indoor and outdoor plants. Worm castings are 100% natural and can be applied through granular or liquid method.



SUCCESS STORY ENTREPRENEUR

Gradient Thermal

Cameron Doepker

Cameron founded Gradient Thermal in 2011 with the goal of becoming a leading innovator in the development of integrated, modular heating products. Assembled in Calgary, products greatly simplify design, delivery and installation processes for heating contractors and lowers energy bills for homeowners.

Day Three

MARKET AND SALES



On the African Savanna,
Whether You're the Lion or the Gazelle,
When the Sun Rises in the Morning,
You Better be Running!!!



CETAC and some clients wear orange running shoes at the Workshop as a reminder that business is competitive. Like life on the savanna, if you want to survive in business you need to work for it.



PANEL DISCUSSION

Market and Sales



KURT HORNER
Fortress Engineering

"Cash is King and Cash relates directly to Sales."

"As the CEO, I go out of my way to tell people I'm the salesperson."

"Nothing happens inside the company until the sales takes place."

"Through some of our incentive programs we created a culture of 'doers' and it tends to filter out the 'non-doers'."



GREG SUTTON
TinyEYE Therapy

"Is this one person's problem or is it an industry problem?"

"Sell on Relationships. Find the motivations for your buyers."

"If you nail your hiring process, the rest of your job is so much easier as a CEO!"

"Hire when it hurts."

"We had seven days to death." - How many days/weeks/months do you have before you are out of business?



NATASHA VANDENHURK
Three Farmers

"Telling the story of your product will sell your product."

"You need to have productive paranoia. You need to be worried about things and strategize all the time."

"Know when it's time to cut ties and move on. Every time you grow your business to the next level, it can be very hard to bridge existing people to the next level."

"Learning from other peoples' mistakes and experiences gets you further ahead faster because you don't have to make those mistakes."

PANEL DISCUSSION

Market and Sales



GREG SUTTON
TinyEYE Therapy



NATASHA VANDENHURK
Three Farmers



KURT HORNER
Fortress Engineering

"You are in the business of people."

- Natasha Vandenhurk

"If you want to have a business, you need to learn to sell. You have to sell your business to employees, bankers, customers."

- Greg Sutton

"When you want to grow your business, you need a structure around your sales program; you need to build a sales organization to get money in the door."

- Greg Sutton

Develop the "Culture of Accountability" amongst all of your people.

-Kurt Horner

"Hi my name is Greg, and we've never met. We specialize in helping schools with hard to fill speech therapy needs. Do you have challenges filling your speech therapy jobs?"

- Greg Sutton



BUSINESS CASE PRESENTATIONS



Titan Exteriors

Ava & Henry Bartsch

An exterior renovation company specializing in siding, cladding, gutters, soffit, fascia & roofing for residential, commercial and condominiums. The combination of quality work and materials makes the difference between lasting armor and a temporary barrier. They offer a complete home exterior protection package. Titan also custom bends all trims and accessories for exterior cladding projects.



Carbon OxyTech Inc.

Abdallah Manasrah

OxyTech provides new innovative and clean technologies for converting carbon-based materials into value-added products. OxyTech's proprietary technologies use domestic residual feedstocks such as coal and biomass to produce high-quality humic substances. The goal is to convert solid waste hydrocarbons, which are abundantly available materials in Canada into humic/fulvic acids.



cōchu chocolatier

Anne Sellmer

Anne Sellmer officially launched cōchu chocolatier in 2017 and has since been recognized from San Francisco to London to Florence with 86 local, national, and international awards. These include 52 World Final Medals, being named a 6-star Grand Master Chocolatier and one of the Top 10 Chocolatiers and Confectioners in North America.

BUSINESS CASE PRESENTATIONS

Home Team Live Logan Fraser

An AI powered sports streaming hardware and software solution that provides broadcast-quality video for amateur sports allowing parents, family, coaches, athletes, fans and scouts the ability to log in and watch an event from anywhere in the world. HomeTeam Live delivers professional sports production at a fraction of the cost, unlocking new opportunities for youth, high school, college, and professional sports.



Mead Colin Picard

Colin Picard, a recent graduate of the University of Alberta's Chemical Engineering program, has been recreationally brewing and bottling his own mead for years. As a surprise addition to the business case line up, Colin introduced his fellow attendees to his vision for a meadery. He chose to test his product with some of the entrepreneurs and mentors in attendance from which he received glowing reviews.



Rainforest Algae Corp. Stan Pankratz

Rainforest Algae Corp. is on a mission to use algae to help affordably feed a hungry planet while mitigating the environmental effects of climate change. Their primary focus has been on two key algae species, spirulina platensis and chlorella vulgaris both having a high protein concentration and approved for the use as a food source.



BUSINESS CASE PRESENTATIONS



EMS Inc.

Steven Siciliano

EMS designs and delivers customized engineering solutions and technology to solve environmental challenges, leveraging world-class expertise in soil microbiology, soil chemistry, and chemical engineering. The EMS team is composed of recognized scientific and business leaders in Western Canada with a proven history of success in industrial technology development and demonstration in Alberta, Saskatchewan, and Manitoba.



Genesis Data Solutions

Tesfa Haile

A data-centric decision-making consultancy and clean technology development company, Genesis Data Solutions collects, manipulates, and examines clients' data to help solve technical challenges and improve processes and operations. They enable their clients to get deep insight and make well-versed business decisions using a state-of-the-art data science and machine-learning platform.



SUCCESS STORY ENTREPRENEUR

Exergy Solutions

Billy Rideout

Billy holds a degree in Chemical Engineering from the University of New Brunswick. He has over 20 years of experience in the oil sands industry in the areas of extraction, utilities, upgrading and SAGD. Billy is the President of Exergy Solutions, an organization driven to revolutionize the energy industry with practical solutions leveraging disruptive technologies.

Day Four

MANAGING FINANCES

The most important responsibility of a CEO is to understand financials and use them on a monthly basis to run the business.

Your Business is a Living Breathing Organism

It lives
It breathes
It has a pulse
It has a temperature
It has moods
It has ups and downs
It is You



YOUR BUSINESS "VITAL SIGNS"

Income Statement (P&L) *Pulse*

How is the Pulse of Your Business?

Gross Margin (GM) *Temperature*

How is Your Product/Service Valued by Your Clients?

Balance Sheet *Blood Pressure*

The Stability of Your Business

Cash Flow *Lucidity (O₂)*

How is Your Cash Position Going Forward?

Backlog *Respiration*

What is Your Staying Power?

PANEL DISCUSSION

Use of Financial Information



PETER DUFRESNE
EPT Clean Oil



ALAN SWANSON
Shiny Top Consulting

"If you can't understand what your numbers say, you can't manage your business."

- Peter Dufresne

"You need to have enough gross margin, so that you can have good people. If you have good people, then the business will take life."

- Peter Dufresne

"Revenue is the fuel for every business."

- Alan Swanson

"You can't make decisions on pricing unless you have accurate financial statements."

- Peter Dufresne

"What kind of revenue does your company need? Once you know this number, go back to your revenue/sales funnel."

"Revenue / Sales Funnel statistics – 100 contacts - 20 quotes - 8 jobs"

- Alan Swanson

"If you don't believe your value proposition to it's fundamental core, you're not going to be confident enough to sell the product for what it's worth."

- Peter Dufresne



NATASHA VANDENHURK
Three Farmers

PANEL DISCUSSION

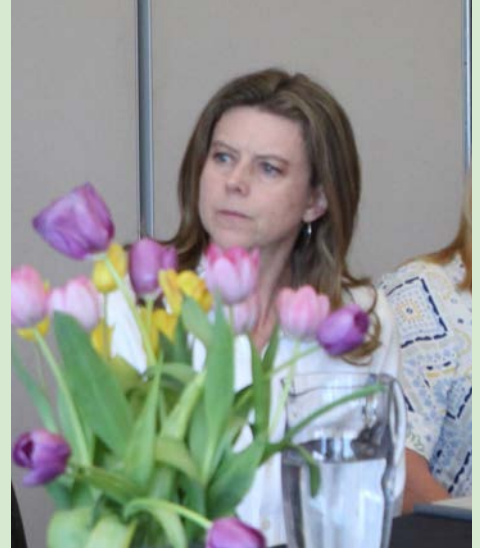
Leveraging Your Financial Resources



MIKE DIXON
Synauta



JULIE KENNETT
NRC - IRAP



AMANDA HALL
Summit Nanotech

"Don't build your business around government programs."

- Julie Kennett

"Don't ask for money, ask for help."

"We put a lot of effort into creating trust with government programs representatives."

- Mike Dixon

"We made our customers into partners by having them walk the commercialization journey with us and sharing some of the risk and cost of development."

"We treat investors, clients, and government programs as project partners that can help us with much more than just money."

- Amanda Hall



BRUCE MACARTHUR
Tesera Systems

SCOTT VAN VLIET
Sheppard Creek Cattle Co.

GREG SUTTON
TinyEYE Therapy

ALAN SWANSON
Shiny Top Consulting

BUSINESS CASE PRESENTATIONS



Thom's Funeral Home

Jennifer Thom

In addition to the core offering of funeral services including pre-planning, traditional funerals, cremation, and memorial services, Jennifer is commercializing an innovative cremation unit. Their project plan is to commercialize the innovative cremation unit in Canada, the United States, and internationally.



Surface Solutions

Michael Beck

Founded in 1999, Surface Solutions Inc. has become one of Western Canada's premier oil and gas service companies. Surface Solutions is developing a device that will allow end users to advance their ESG sustainability by supporting their reduction strategies. Surface Solutions works for nearly 100 oil & gas producers and has worked in every province in Western Canada and the Northwest Territories.



Elkan Environmental

Rhonda Hewko

Elkan Environmental Engineering was founded in 2010 as a consulting company providing environmental and waste engineering services in Western Canada. Areas of specialty include focus on remote sewage effluent design, design of small wastewater treatment plants, wastewater research, contaminated site work, site assessment, pathway exclusions, guideline modifications, remediation, monitoring, reclamation, as well as landfill design and industrial hygiene.

BUSINESS CASE PRESENTATIONS

MAGNA Engineering

Jennifer Massig & Anton Skorobogatov

A collaborative nature-based approach in innovative civil engineering solutions that benefits the community, with a focus on naturalized treatment in the fields of stormwater and wastewater management. MAGNA strives to be on the cutting edge of innovative infrastructure offering that provides naturalized, cost-effective solutions to managing water quantity and quality.



Sparrow Downhole Tools

David Cramer

Sparrow Downhole Tools has developed, sells, and rents Rotary Steerable Drilling Devices. This is a technology that aids the drilling of earthen wellbores for either oil & gas or utility work. While it is available from larger vendors, Sparrow Downhole Tools has developed competing technology that is less expensive and easier to operate.



Wave9 Technology

Ian Cunningham & Joanne Cunningham

Wave9 Technology, founded in 2018, offers a technology platform that automates production site and facility inspection processes resulting in improvements to safety and ESG, with significant reduction in cost of inspection. The cloud-native platform uses artificial intelligence and other software to review photos and process sensor data such as power and pressure.



BUSINESS CASE PRESENTATIONS



“Simple”

Sean Picard

Sean is developing a product that he claims is “so simple, he cannot believe that there is not already an existing product.” While technical details were kept confidential, Sean presented an interesting case. His proposed product will need to hit the market fast and hard due to the fear of knockoffs flooding the market.



CarboMat

Shabab Saad

CarboMat is developing an innovative non-combustion application of Alberta asphaltenes to produce high value carbon fibers for widespread applications in composite markets. CarboMat’s asphaltene-derived carbon fibers can reduce carbon fiber production cost by 60% and reduce the associated carbon emissions by 59%, compared to the conventional PAN-based carbon fiber technology in market.



SUCCESS STORY ENTREPRENEUR

Synauta

Mike Dixon

Mike Dixon is a global expert in desalination and water treatment technology working with membrane and thermal technologies in Australia, North America, the Middle East, the Caribbean, and Asia. Mike is the CEO and Founder of Synauta Inc, a cleantech startup working with desalination innovators with a goal to reduce energy and chemical use through data science and machine learning.

Day Five

MANAGING GROWTH



PANEL DISCUSSION

Value of Mentors and Advisory Boards



GREG SUTTON

TinyEYE Therapy

BRIAN ROSENTRER

Global Analyzer Systems

JENNIFER MASSIG

MAGNA Engineering

SHAWN ABBOTT

iNovia Capital

"If you can't be vulnerable, then you can't give up control in the partnership which a functioning board requires."

- Shawn Abbott

"Have a plan to exit board members before they enter."

- Greg Sutton

The art/skill of a great coach is knowing how to frame the content. Sometimes it's an intervention of experts that are going to tell you what to do. Sometimes it's a reflective panel of experience to support you in thinking differently."

- Shawn Abbott

"I surrounded myself with people that could challenge me and that I could learn from so I didn't have to make all the same mistakes."

- Brian Rosentreter

"If you want to have the flexibility and freedom to do what you want to do with your life, make yourself invaluable."

- Jennifer Massig

I'm not asking mentors to solve the problem for me, I'm looking for their experience so I can formulate how I approach the problem."

- Brian Rosentreter



PANEL DISCUSSION

Growing and Protecting the Value of Your Business

"You need to understand why the buyer is interested in your company."

Three things I ask potential buyers to make the process fast and easy:

High and low range of your offer?

What do you see as the differentiating factors?

What are the terms of the close?

- Greg Sutton



"Start meeting with the potential buyers and build relationships of trust. So whether it's 5 years or 10 years from now, you already know the person that would potentially be a home for your business."

"If you're not getting one of those calls [potential acquisition/partnership], every quarter, then you may be the only person that thinks your baby is beautiful."

- Shawn Abbott



"Run your company like you were going to sell it tomorrow."

- Joe Lukacs

"We documented our systems that we can easily describe the business to the next ownership group."

- Kurt Horner

"The board is a reflection of the quality of the company."

"What is their next best alternative? Are they going to buy it or build it? You need to make it easier to buy this than to build it themselves."

- Doug Lee

"The ultimate outcome, success or failure, and end price, is as much, and sometimes more, about how well you run the process than it is about the value of your asset."

- Shawn Abbott



VALUE PROPOSITION PEER REVIEW



RHONDA HEWKO
Elkan Environmental

In smaller groups, attendees worked on defining and succinctly communicating their Value Proposition. This exercise offered attendees frank and honest feedback and a few outside perspectives from peers and mentors.

At the end of the week, attendees were nominated from each of the four groups to share their initial draft Value Proposition and their final Value Proposition. The groups voted on who had the Most Improved Value Proposition and who had the Best Value Proposition.

The Best Value Proposition was awarded to Rhonda Hewko with Elkan Environmental Engineering.

The Most Improved Value Proposition was awarded to Jennifer Thom with Thom's Funeral Home.

CONGRATULATIONS RHONDA HEWKO! BEST VALUE PROPOSITION ELKAN ENVIRONMENTAL ENGINEERING



HENRY BARTSCH
Titan Exteriors

COLIN PICARD
Clearstone

RHONDA HEWKO
Elkan Environmental

BILL CHU
Tartan Academy

“Clarity in your Value Proposition will help you to focus your energy and your efforts.”

VALUE PROPOSITION PEER REVIEW

CONGRATULATIONS
JENNIFER THOM!

MOST IMPROVED
VALUE PROPOSITION

THOM'S FUNERAL HOME



JENNIFER THOM
Thom's Funeral Home

RUNNER UP:
MOST IMPROVED
VALUE PROPOSITION

ABDALLAH MANASRAH

CARBON OXYTECH INC.



ABDALLAH MANASRAH
Carbon OxyTech



TESFA HAILE
Genesis Data

ABDALLAH MANASRAH
Carbon OxyTech

ANNE SELLMER
cochu chocolatier

JENNIFER THOM
Thom's Funeral Home

SPECIAL HIGHLIGHTS

SOAR WITH THE EAGLES MORNING WALK



In 2013 an attendee from Ottawa made the trip out to Banff expecting a relaxing retreat with plenty of time to visit Banff. Once he realized that the Workshop does not offer much spare time during the day, or at night, this attendee decided to wake up at 6:00 AM to squeeze in a morning walk before the first session. As a member of the “Slow Learners Club”, this attendee returned to the Workshop year after year and his popularity grew as the word spread; with more and more people joining every morning, a new tradition was born.

The 6:00 AM walk made its way into the official program and took on the name, “Hoot with the Owls; Soar with the Eagles”. To some dismay, many participants were up late after evening sessions had ceased, hooting with the owls, yet still prompt for these early morning exercise and networking sessions. It is expected that these motivational and invigorating walks will be carried on for many years to come.



WORKSHOP SHERIFFS

Each year, Workshop Sheriffs take an oath to enforce Workshop law over the course of the week. Fines are given to attendees for coming in late or for allowing their phone to ring. This year, Sheriffs raised \$400 from offenders which will be donated to charity.

SPECIAL HIGHLIGHTS

**AT THE END OF
THE WEEK,
CETAC-WEST
RECOGNIZED SOME
OUTSTANDING
CONTRIBUTIONS
MADE BY
ATTENDEES.**



SPECIAL HIGHLIGHTS



THE GAZELLES



THE LIONS

SPECIAL HIGHLIGHTS



THE ANTELOPES



THE TIGERS

SUGGESTED READING LIST

The Leadership Contract. Vince Molinaro. 2016.

The Leadership Contract is the modern leader's handbook for organizational renewal. Leaders are no longer "rulers," nor are they accidental—in today's business climate, leadership is both a trait and a specific set of skills. It's about trust, commitment, communication, and drive. This book shows you how to become the leader your organization needs.

The Mirror Test. Jeffrey W. Hayzlett. 2011.

Recommended by Garnette Weber

Hayzlett has built his career on having the ability to get his people to look up and pay attention to the problems at hand. THE MIRROR TEST will teach readers -- through entertaining and timely anecdotes -- how to thoughtfully yet aggressively evaluate, deconstruct, and then reconstruct one's business...

Start with Why. Simon Sinek. 2009.

Recommended by CETAC

START WITH WHY shows that the leaders who've had the greatest influence in the world all think, act, and communicate the same way -- and it's the opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with WHY.

Good to Great. Jim Collins. 2001.

Recommended by CETAC and endorsed by Shawn Beamish

The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice.

Great by Choice. Jim Collins. 2011.

Recommended by Shawn Beamish

Ten years after the worldwide bestseller Good to Great, Jim Collins returns with another groundbreaking work, this time to ask: why do some companies thrive in uncertainty, even chaos, and others do not?

Blue Ocean Strategy. W. Chan Kim and Renee Mauborgne. 2005.

Recommended by CETAC

"Challenges companies to break out of the red ocean of bloody competition by creating uncontested market space that makes the competition irrelevant."

Creators Code. Amy Wilkinson. 2016.

Recommended by Blaine Lee

For the key to being a successful entrepreneur isn't necessarily about being 'first', it is about being the 'only' one, and devising a new formula where none previously existed. Above all, these stories show how - if you follow the right steps - anyone can become a successful entrepreneur.

SUGGESTED READING LIST

A More Beautiful Question. Warren Berger. 2014.

Recommended by CETAC

Critical to learning, innovation, success, even to happiness-yet often discouraged in our schools and workplaces-it can unlock new business opportunities and reinvent industries, spark creative insights at many levels, and provide a transformative new outlook on life. It is the ability to question-and to do so deeply, imaginatively, and "beautifully."

Business Diagnostics. Mimick, Thompson and Rachwalski. 2015.

Recommended by CETAC

Business Diagnostics has been written to overcome a significant challenge facing today's business owners and students, specifically the time constraints in acquiring business management skills. The authors have designed Business Diagnostics to address these concerns by developing a valuable reference book that can be easily read over a weekend or a few weekday evenings.

Shoe Dog: A Memoir by the Creator of NIKE. Phil Knight. 2016.

Recommended by CETAC

In this candid and riveting memoir, for the first time ever, Nike founder and CEO Phil Knight shares the inside story of the company's early days as an intrepid start-up and its evolution into one of the world's most iconic, game-changing, and profitable brands.

Financing New Ventures. Geoffrey Gregson. 2013.

Recommended by CETAC

Many business ventures today are looking to attract external financing, with an emphasis on business angel investment. Inside this text, the author incorporates the views of business angels, venture capitalists, entrepreneurs, and legal advisors; and draws upon the latest academic thinking on financing new ventures, providing comparisons between business angel and venture capital investing to further inform the reader.

No asshole rule. Robert Sutton. 2010.

Recommended by Alan Swanson

In this groundbreaking book, Stanford University professor Robert I. Sutton builds on his acclaimed Harvard Business Review article to show you the best ways to deal with assholes... and why they can be so destructive to your company.

Never Split the Difference. Chris Voss. 2016.

Recommended by Bruce MacArthur

Life is a series of negotiations you should be prepared for: buying a car, negotiating a salary, buying a home, renegotiating rent, deliberating with your partner. Taking emotional intelligence and intuition to the next level, Never Split the Difference gives you the competitive edge in any discussion.

SUGGESTED READING LIST

Principles. Ray Dalio. 2017.

Recommended by Shawn Beamish

Ray Dalio, one of the world's most successful investors and entrepreneurs, shares the unconventional principles that he's developed, refined, and used over the past forty years to create unique results in both life and business—and which any person or organization can adopt to help achieve their goals.

The Five Dysfunctions of a Team. Patrick Lencioni. 2002.

Recommended by Greg Sutton

Throughout the book, Lencioni reveals the five dysfunctions which go to the very heart of why teams - even the best ones - often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team.

The Great Game of Business. Jack Stack. 2013.

Recommended by Bruce MacArthur

The Great Game of Business lays out an entirely different way of running a company. It wasn't dreamed up in an executive think tank or an Ivy League business school or around the conference table by big-time consultants. It was forged on the factory floors of the heartland by ordinary folks hoping to figure out how to save their jobs when their parent company, International Harvester, went down the tubes.

The 7 Habits of Highly Effective People. Stephen Covey. 1989.

Recommended by Greg Sutton

One of the most inspiring and impactful books ever written, The 7 Habits of Highly Effective People has captivated readers for 25 years. It has transformed the lives of Presidents and CEOs, educators and parents— in short, millions of people of all ages and occupations.

Making Technology Happen. Denzil Doyle. Sixth Edition.

Recommended by CETAC

Making Technology Happen (MTH) describes in detail the techniques used to identify and exploit technology and how to build and manage a technology-intensive company around that technology. It covers such activities as 'go-to market' strategy development, general management, investment analysis, organizational development, and competitive market analysis – all from the perspective of a technology-intensive enterprise. It is used by governments and technology transfer professionals across North America, as well as by entrepreneurs and business executives.

25th Entrepreneur

to CEO Workshop



Whether you are a lion or a gazelle...when the sun comes up, you better start running!

THANK YOU NRC-IRAP!

We would like to thank the National Research Council - Industrial Research Assistance Program for 25 years of thoughtful support of the CETAC efforts to continue serving the environmental and clean technology SME community.



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THANK YOU Alberta!

We would like to thank the Alberta Government and Alberta Innovates for 25 years of steady support of CETAC's mission to enhance the culture and business knowhow of Alberta's environmental and SME community.