



SASKATCHEWAN

SPRING 2019 ISSUE 1 VOL. 3

Industry West

industrywestmagazine.com



A CONVERSATION WITH... SASKATCHEWAN'S TECH SECTOR

GET DOWN TO BUSINESS: ATTRACTING INVESTMENT
MAKING THE BIG SALE—SELLING YOUR BUSINESS
THINKING ABOUT AN MBA?
TECH SUPPORT: SKILLED LABOUR IN DEMAND
WHAT EMPLOYEES WANT—
THINKING OUTSIDE THE PAYCHEQUE
YOU'RE ALL INVITED:
EVENT ATTRACTION IN SASKATCHEWAN






UNITED STEELWORKERS
USW
UNITY AND STRENGTH FOR WORKERS
5890





PROTECT OUR JOBS



The unity and strength of our workers is under threat by the trade war developing with the United States. United Steelworkers 5890 is working hard to promote the value of the steel industry in Canada and the ways it can protect Canada's economy from outside threats. By building pipelines and bolstering our trade infrastructure, USW 5890 is helping to keep jobs in Canada and the country's economy on firm ground.



We're helping Western Pizza stand out.

Meet Spiro. His Dad started Western Pizza back in '76. Since then, the legendary sauce recipe hasn't changed much, but marketing has. Spiro got us to revamp his website, provide ongoing content for Facebook and Twitter and take care of the restaurant's online reputation. Now their image is always as fresh as their pizza. Talk to us about how we can help you stand out too.

directwest.com

directwest —



WELCOME

WITH **INDUSTRY WEST** PUBLISHER, PAUL HUBER

It has to be said...thank goodness winter is over! But...this is Saskatchewan. A shock blizzard rolling in mid-June still wouldn't surprise me. This winter was especially hard though, breaking records as the coldest February in recorded history. In the midst of all this, I encountered some car trouble. I was travelling our country roads when my car was rendered useless, but I managed to make it to the town of Vonda. I wanted to share this story because it's a great example of how willing people in our great province are to help out somebody in need.

I rolled into the local gas station and had three people on their phones calling the mechanic, getting a tow, and looking under the hood. A town worker came and towed my car to J2 Auto Inc. where owners Jordan and Jason sorted out my issues and worries promptly. Turned out it was only a faulty rad cap! I also have to thank our business development manager, Bert Sutherland for dropping what he was doing to drive out and make sure that I wasn't stranded. Here's a heartfelt thank you to everybody for their help!

Moving on, our editor Brook Thalgott had a great idea to showcase our tech edition by bringing together some of the movers and shakers in Saskatoon's tech community. We sat them down for a roundtable conversation on the opportunities, challenges and the future of the sector in Saskatchewan. What came together was an incredibly interesting discussion that exhibits the growing importance of tech in the province. You can see the entire roundtable and highlights on our new YouTube channel @iwmediagroup.

Have a wonderful spring, and we'll see you in July with our summer issue.

Paul

iw Industry West

INDUSTRYWESTMAGAZINE.COM
VOLUME 3, ISSUE 1 – SPRING 2019

PUBLISHER

Paul Huber

EDITOR

Brook Thalgott

ART DIRECTOR

Kailey Pirlot

COVER PHOTOGRAPHY

Shane Luhning

PHOTOGRAPHY

Ron Coutts

Chet Neufeld

Shane Luhning

CONTRIBUTORS

Paul Burch

Marci Elliott

Joseph A. Gill

Erin Legg

Pam Marriott

Phil Symchych

Jennifer Toews

Saskatchewan Construction
Safety Association

ADVERTISING

Paul Huber

306.551.6632

paul.huber@iwmediagroup.com

Bert Sutherland

Suite Business Services

306.230.8652

bert.sutherland@industrywestmagazine.com

SUBSCRIPTIONS

industrywestmagazine.com/subscribe

PRINTING

TC Transcontinental Printing

COMMENTS, INQUIRIES AND LETTERS

info@industrywestmagazine.com

SOCIAL

 Indwestmag

 Industry West Magazine

 @IndWestMag

 @iwmediagroup

Industry West Magazine is published by Industry West Publishing and is independently owned. Opinions expressed in *Industry West* are those of the authors and do not necessarily reflect the views of the publisher or advertisers. *Industry West* does not assume liability for content. All rights reserved. Reproduction in whole or in part without permission is prohibited. For reproduction requests, please call 306.551.6632.

Canada Post Publications Number: 4009036

Contributors



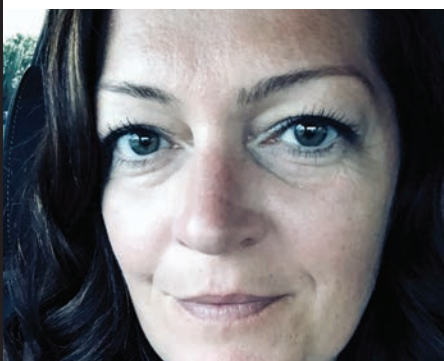
PAUL BURCH

Paul Burch is a co-owner of OmniOnline Inc, a Regina-based web solution company serving customers across Canada. He is a consultant, writer, entrepreneur, and retired rugby coach. He's deeply involved in the digital/interactive media industry as an owner at OmniOnline, the president of Sask Interactive, and co-founder of a Saskatchewan start-up company, EchoLotto.com. (He's also a shameless self promoter and loves writing about himself in the third person.)



SHANE LUHNING

Shane Luhning graduated from the University of Regina's Film and Video program in 2005, and has worked as a freelance videographer and photographer over the last decade. He has collaborated on a wide variety of projects with the Government of Canada, the Government of Saskatchewan, First Nations University of Canada and many other Saskatchewan-based small businesses and individuals.



ERIN LEGG

Erin has been storytelling for a variety of audiences for the past 15 years. She works with various organizations, publications and individuals using different media to spread messages of information and pure entertainment. When she's not working with words, Erin enjoys a good cup of coffee and a great book.



PAM MARRIOTT

Pam Marriott is the Marketing Manager of Digital Development at Directwest. Based in Regina, she spends most of her professional time focused on enhancing the experience on the Mysask411 website and app, digging deep into data, and working closely with her Marketing colleagues on everything in between. Outside of work you can catch her chasing after her two young kids (literally), spending time with her husband and friends, and running on some of Regina's great pathways.



PHIL SYMCHYCH

Phil Symchych CPA, CA, MBA, ICD.D is the president and founder of SME Business Wealth Builder Corporation. He provides strategic growth, consulting CFO, and M&A services to privately-held companies.

"WE NEEDED THE MOST DEPENDABLE NETWORK AND THE FASTEST
INTERNET – AND SASKTEL DELIVERED." NOLAN TABASHNIUK



INFINET

Nolan Tabashniuk is the Chief Operating Officer at Century 21 Dome Realty. With the real estate industry relying so heavily on technology for access to information, he turned to SaskTel and the inFINET 300 service. "It's allowed us to be able to transfer data back and forth from the cloud in a much more efficient manner," says Nolan. "It's actually a step toward going to a paper-free environment."

Nolan chose a solution from SaskTel that gave his business access to more high-performance service options including higher speeds, advanced features and functionality, and higher service reliability.

COVER

- 18** A Conversation with...the Saskatchewan Tech Sector

FEATURES

- 10** You're All Invited: Event Attraction in Saskatchewan
15 Tech Support: Skilled Labour in Demand
26 Get Down to Business: Attracting Investment
70 It's That Time Again: Make Your Voice Heard

DEPARTMENTS

- 32** **Pitch:** Final Analysis—3 Easy Ways to Make Sense of Your Google Analytics Data
34 **Legal:** Key Legal Issues for Tech Startups
38 **Tech:** Get in the Game—Game Development Holds Promise for the Saskatchewan Tech Sector
44 **Outlook:** Technology in Saskatchewan
46 **Future:** Reality Check—Virtual and Augmented Reality are Changing Marketing Strategy
52 **People:** What Employees Want—Thinking Outside the Paycheque
54 **Start:** A Start-up Story: Call The Shot
58 **Small:** Making the Big Sale—Selling Your Business
62 **Give:** Coding Community—The North Central Hacker Dojo is Changing Lives
66 **Life:** Embracing Saskatchewan's Natural Beauty
68 **Learn:** Thinking About An MBA?

PROFILES

- 30** Cross Borders Drilling: It's Not About Ideas. It's About Making Ideas Happen.
36 Directwest: The Right Data at the Right Time to Make the Right Decisions
42 North Saskatoon Business Association: They Speak Business.
50 Saskatchewan Construction Safety Association: Real Safety
51 Merit Contractors Association: The Benefits of Merit

THE LAST PAGE

- 74** Brendan King, CEO of Vendasta Technologies Inc., answers our Industry West Proust-style questionnaire



A CONVERSATION WITH...THE SASKATCHEWAN TECH SECTOR



GET DOWN TO BUSINESS: ATTRACTING INVESTMENT



EMBRACING SASKATCHEWAN'S NATURAL BEAUTY



Train the workers you need

Receive up to \$10,000 per trainee.

The Canada-Saskatchewan Job Grant provides employers with funding to train new or existing employees to meet the skill requirements for available jobs. The program helps ensure employees are being trained in high-demand fields.

Creative Options Regina is a non-profit organization that has used the Job Grant to customize training opportunities for its future leaders.

To learn how to apply visit:
saskatchewan.ca/job-grant

“The Canada-Saskatchewan Job Grant is definitely not just for the trades.”

- Michael Lavis,
Creative Options Regina

Canada 

Funding provided by the Government of Canada through the Canada Job Grant

Saskatchewan 



GUNS N' ROSES
CONCERT
2017, MOSAIC
STADIUM,
PHOTO
PROVIDED
BY THE REGINA
EXHIBITION
ASSOCIATION
LIMITED

YOU'RE ALL INVITED

EVENT ATTRACTION IN SASKATCHEWAN

BY ERIN LEGG



MICHAEL BUBLE HOSTS THE 2013 JUNOS IN REGINA
PHOTO PROVIDED BY TOURISM REGINA.

On February 21, 2019 the Canadian Football League announced the Saskatchewan Roughriders will host the 2020 Grey Cup. Rider Nation rejoiced—not only do we (un)officially declare ourselves the face of Canadian football, but this will be the first Grey Cup to take place at the world-class, open-ai red Mosaic Stadium, and yet another well-deserved notch in the belt that is Saskatchewan hospitality.

On the heels of this announcement came another equally exciting reveal: the 2020 JUNO celebrations will be hosted by Saskatoon. This week-long celebration will include numerous musical and cultural



2013 JUNOS AT THE BRANDT CENTRE. PHOTO PROVIDED BY TOURISM REGINA

events throughout the city, bringing musicians, celebrities and everyday Joes to the streets.

The JUNOs first came to the province in 2007. Saskatoon was the first “small” city to host the event, and boy, did we have a party. Regina had its turn in 2013, and the capital city did more than just embrace the festivities—one could say the numerous volunteers and committees it took to host the event set a new standard going forward. With the JUNOs returning to Saskatoon, the head of the Canadian Academy of Recording Artists (CARA) described the city as having an “incredible cultural scene, and an incredible music scene.”

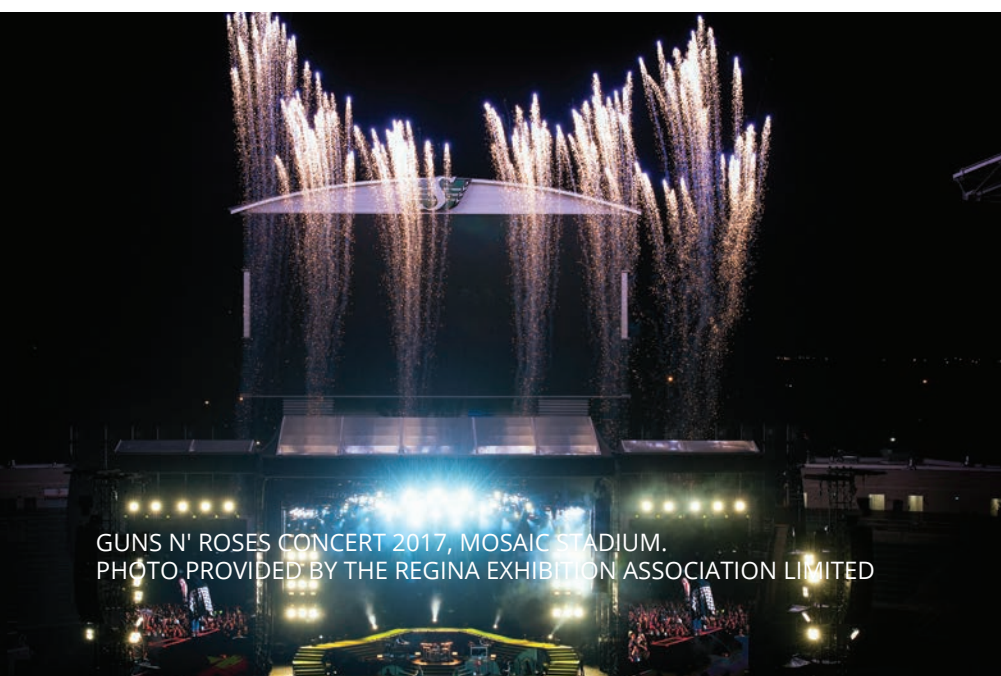


2013 GREY CUP RIDER RALLY. PHOTO PROVIDED BY TOURISM REGINA

For some of us who can remember a time in Saskatchewan history when events of this magnitude just did not take place, we embrace the “about time!” feeling brought by the dedicated individuals and organizations who work endlessly to ensure our hospitality is recognized around the world.

So, what is it about the province that attracts large scale national and even international events?

The province’s central location is desirable. It’s easy to get to from any part of Canada or North America. Saskatoon’s and Regina’s international airports welcomed 1,518,180 and 1,238,239 guests last year, respectively. Getting downtown from the airport is quick and easy—especially now with the welcoming of rideshare companies. The number of hotel rooms available in each city has increased dramatically in recent years—more than 4,500 in Saskatoon and 3,900 in Regina—which helps attract the larger events to the regions. Saskatoon’s inventory of world class event space comes in around 800,000 square feet, providing ample space for whatever event imaginable.



GUNS N' ROSES CONCERT 2017, MOSAIC STADIUM. PHOTO PROVIDED BY THE REGINA EXHIBITION ASSOCIATION LIMITED

Regina’s Evraz Place is a 100-acre “campus” for sports, business and entertainment productions operated by the Regina Exhibition Association Limited (REAL). Tim Reid, REAL CEO, says Evraz Place has created “a catalyst for economic

SCHEDULE OF EVENTS

TUESDAY JUNE 4TH

EXHIBITOR GOLF TOURNAMENT

6:30 AM Morning golf registration and breakfast (exhibitors)

7:30 AM Shot Gun Start - Morning Flight

12:00 PM Exhibitors Brunch & Registration

1:00 PM Shot Gun Start - Afternoon Flight

2019 MEET & GREET KICK-OFF SUPPER

7:00 PM Steak and Lobster Dinner

11:00 PM - GROUNDS CLOSE

WEDNESDAY JUNE 5TH

9:45 AM Opening ceremonies / chain cutting with City of Weyburn Mayor Marcel Roy - Show Open

10:00 AM - SHOW OPEN

12:00 PM Luncheon

12:15 PM Premiere Scott Moe

12:30 PM 2019 Saskatchewan Oil & Gas Recognition Awards

2:00 PM Guest Speaker Vivian Krause

7:00 PM Prime Rib Dinner

8:30 PM Awards Ceremony (Sask & SE Oilman of the Year)

11:00 PM - GROUNDS CLOSE

THURSDAY JUNE 6TH

9:00 AM Show Opening

12:00 PM Industry Luncheon

12:30 PM Guest Speaker Rex Murphy

3:30 PM - GROUNDS CLOSE

GUEST SPEAKERS



REX MURPHY

Rex Murphy will be at the Saskatchewan Oil & Gas Show as a guest speaker and will highlighting the importance of the resource industries to this country's economy and society. Rex argues that we need to have a more balanced view on the resource industries, a domain which provides the essential elements of civilization!

VIVIAN KRAUSE

Krause's biography notes she gives a compelling presentation in which she makes the case that the energy industry is the target of a multi-million dollar campaign that explicitly aims to "land-lock" Canadian oil and gas, keeping Canada out of overseas markets. Vivian provides a practical, constructive roadmap for how industry can deal with the activism against it.



**Valleyview
Petroleum**

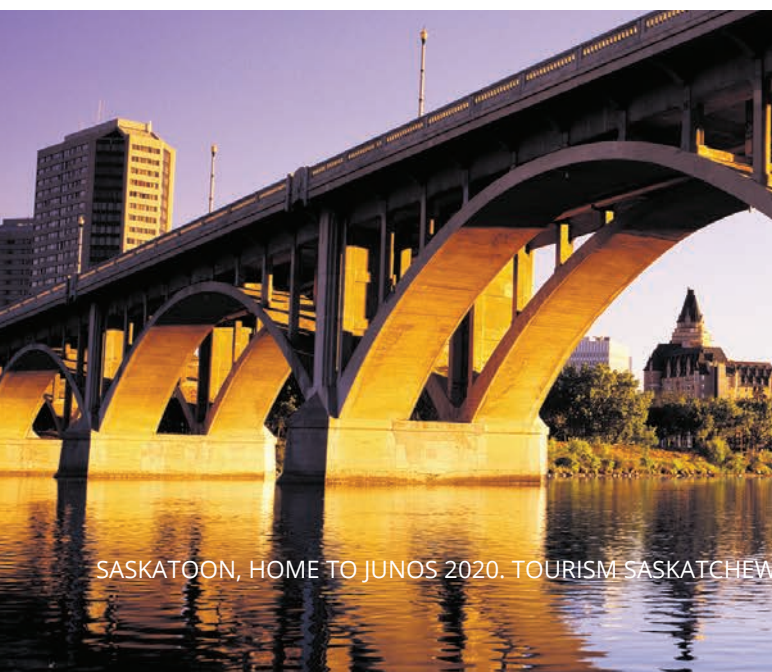




2013 GREY CUP RIDER RALLY.
PHOTO PROVIDED BY TOURISM REGINA



INTERNATIONAL TRADE CENTRE, EVRAZ PLACE.
PHOTO PROVIDED BY THE REGINA EXHIBITION
ASSOCIATION LIMITED



SASKATOON, HOME TO JUNOS 2020. TOURISM SASKATCHEWAN - DOUGLAS E. WALKER

development and an impact for tourism." More than 3.5 million people visit Evraz Place each year. Roughly one in 40 jobs in Regina are because of the campus, and it's got a \$425 million impact on the province's GDP.

The economic impact of sports, business and entertainment productions is impressive. More than two million visitors flock to Saskatoon each year, dropping up to \$600 million in the local economy. The bid to attract the 2020 JUNOs was a \$1.7 million fee paid to CARA, of which \$350,000 came as a grant from the City of Saskatoon. After the festivities, the city should see between \$10 to \$12 million in economic spinoff.

The amount of planning that goes into events such as Grey Cup and the JUNOs is long, but worth it. The work of every volunteer who contributes time and energy into pre-event and post-event activities is a contributing factor as to why this province is attracting more and bigger events each year. Reid points out, "We have a remarkable volunteer base. When we can get people to our city, we can tell a really strong story, as we witnessed with the LPGA, the Memorial Cup, or the Brier or how we're going to see with the Heritage Classic™ coming this year and the Grey Cup coming in 2020."

Later this year—October 26, to be exact—the Queen City is bringing the 2019 Tim Hortons NHL Heritage Classic™ to Mosaic Stadium at Evraz Place. Reid says, "This opportunity will have four hours of live international television coverage to four to eight million viewers. Having those eyes on our community and the value of having the opportunity to tell our story the right way creates a level of awareness that only major events can do."

It's not just the large-scale, world-class events that drive the Saskatchewan hospitality industry. Let's not forget about the regional and city-based events that take place year after year, with faithful attendees scheduling time in their calendars to take part. Farmer's markets have dedicated clientele. The corner pubs host local bands and their fans. Community centres are booked with everything from job fairs to craft shows. It's pretty safe to say that Saskatchewan is a social province that never turns down a chance to throw a party.

What does all of this "eyes-on-us" attention mean for the big picture? "[These events] afford us to create great awareness around our province, our region, and our city," says Reid. "Discussions around major events, they're all conversations about revealing yourself on a regional, national and international stage."

Revealed ... check. Delivered ... you bet. The rest is up to us to sit back and enjoy the party. **iw**

**With 40
units in
inventory,
we have
what you
need.**



**Help explore new
wildcat wells with
minimal setup costs.**

Thank you to our customers for the past five years.
We look forward to serving you for many more.

Serving both light and heavy oil customers, our tank has allowed producers the flexibility needed for today's containment regulations. We can help keep your costs down on setups on flow lined wells. With two tank volumes available in 800 and 1200 BBL configurations we have a tank for your needs.

VIRO

RENTALS

780.808.4104 www.viorentals.com



TECH SUPPORT

SKILLED LABOUR IN DEMAND IN SASKATCHEWAN
BY PAUL BURCH

When people think about business in Saskatchewan, they think agriculture, mining and energy. These industries play a vital role in our economy but are susceptible to volatility due to fluctuating commodity prices, trade wars and tariffs. These swings between prosperity and hardship are part of a resource-based economy. However, there are people in Saskatchewan working to add another economic engine to Saskatchewan—one less reliant on outside forces and complementary to our existing industries.

Technology finds a home in Saskatchewan.

That engine is technology, and leading the way is SaskTech. SaskTech is an association of tech sector businesses looking for a unified voice to strengthen their industry. As the president of SaskTech, Dr. Aaron Genest has been busy since the group was formed two years ago and officially founded last year. "Government came to the industry and asked for a common voice ... they liked that it (tech) wasn't linked to the boom-bust cycle of the resource industry and were hoping tech could be another pillar," says Genest.

SaskTech—with a membership of recognizable industry names like 7shifts, Vendasta, Zu, Coconut Software and GasBuddy, and several up-and-coming names such as MyComply, Ora, Carma and Sherpa—set out to help lead the technology industry into a sustainable period of growth. With such a wide variety of companies, it was tough to find a single focus that could drive the industry forward. "The only thing we actually agreed on was that labour was the primary choke point," says Genest. SaskTech recognized that there were a lot of opportunities being missed because businesses simply didn't have the people to do the work. They have set out to fix that.

Immigration and education can be solutions.

"We addressed the immediate need through immigration—or at least migration—into Saskatchewan from elsewhere. The government supported this through

ThinkSask.ca and the Saskatchewan Immigrant Nominee Program. This is a short-term solution to try and fill the immediate need for 'medium- experienced' people. We're a pretty young industry here and there's not enough people with that level of experience," says Genest.

For a medium-term solution, SaskTech wanted to look internally to ensure a steady stream of qualified workers. They looked to grow via the provincial education system by trying to tweak existing programs within existing budgets. The results have been positive so far. "There are four new faculty positions at the University of Regina and four new positions in the University of Saskatchewan in tech," says Genest. The education sector has realized the need to shift technology to the forefront and help ensure students are employable upon graduation.

However, that won't be enough. "We need more students interested in tech coming out of high school," says Genest. SaskTech has been working with the Saskatchewan Ministry of Education to develop a robotics and coding program in the practical and applied arts. In addition to industrial arts and cooking, students will be able to take robotics as an option. "That's a very positive step forward and happened very quickly for the Ministry of Education," says Genest.

What else can be done to fill the labour shortage? Inclusivity. SaskTech works whenever they can to put female engineers and

Save a Piece of Your Pie

Save up to **4** %

annually on your energy costs

A deliciously tempting offer.

SaskEnergy Commercial HVAC and Boiler Programs

Installing high efficiency natural gas equipment provides you with long-term savings, lower maintenance costs, and increased overall building comfort.

Whether you are a **pizza place or a burger joint**, incentives and leasing options are available to help you purchase qualifying energy efficient equipment for your commercial building.

Visit saskenergy.com for more information or to find a local participating **SaskEnergy Network Member**.



computer scientists in front of students. “The challenge is to find women in tech, who are vastly underrepresented in this field. In fact, if we had representative numbers of women and representative numbers of First Nations and Métis in Saskatchewan in our technology programs we wouldn’t have a labour problem—that’s how big a deal it is,” explains Genest.

Investment is required for growth.

Investing in a vibrant, growing ecosystem, where people can move back and forth relatively freely and is attractive to outsiders is an initiative for SaskTech. Saskatchewan was one of the last provinces to offer a tax incentive to investors putting money into technology. With a new tax incentive, investors are encouraged to put money into Saskatchewan they may have placed elsewhere.

“We haven’t been asking for government money from Saskatchewan. We’d prefer to look for targeted places where existing programs can be tweaked and managed. A small exception would be working with Innovation Saskatchewan to develop the Saskatchewan Technology Startup Incentive (STSI). We worked to help align that. It was quite important to us,” says Genest.

“One of the things that will help a great deal is a lively ecosystem. When we try and attract people ... we’re talking to people who live in Vienna, Munich or Silicon Valley and when they hear about Saskatoon or Regina they think we (Mentor Graphics, Genest’s employer) might be the only company there. We want to be able to point to a hundred other companies they could move to if they come in and it doesn’t work out with us,” says Genest. “So that investment tax credit is a very big deal in that sense.”

Let’s grow the industry together.

“We’re a small piece of the economy relative to mining. We’re growing very rapidly. We’re on a hockey stick right now and we want to sustain that as long as possible to make the tech industry a



DR. AARON GENEST - PRESIDENT, SASKTECH. PHOTO BY DANGER DYNAMITE

viable part of the economy but there’s no sense in asking for investments that are out of scale,” he says.


That ecosystem Genest talks about is growing. A large community has developed over the last two years in Saskatchewan.

It’s not just SaskTech, either. “We’ve seen Economic Development Regina step in and form a technology working group. We’ve seen the Conexus Cultivator, Innovation Saskatchewan and Co.Labs developing strong communities,” says Genest. “SaskInteractive is growing their membership companies significantly and they’re doing a very good job of connecting those companies to each other and within the tech community.” Innovation Saskatchewan—true to their name— is innovative in how they approach supporting tech in the province.

It doesn’t hurt that there has been a surge in technology investment. “The sudden shift in venture capital investment and the connections being made are really great,” says Genest.

“We have many advantages. We’ve got a great province, a great community, a rapidly growing sector. Attractive cities, fantastic work places. But the labour shortage is really, really, awful. It is striking that across 17 companies, we can fill 220 jobs and still have 76 open.”

For a company like Mentor Graphics with a dedicated HR department it can take months to fill a skilled tech position and the minute one is filled, they open a new one. “And even worse,” says Genest, “Is the small companies, the the startups looking for their first or second person. They’re relying on that to fuel their core innovation and to get the company off the ground and if they must wait four months to find that person it’s really stifling.”

Talent and investment exist here in Saskatchewan. Now it’s time to bring it together, cultivate it and let it grow. “It behooves us all to find good solutions to this. It’s better for everybody in the province,” says Genest. 



BACK ROW (LEFT TO RIGHT): MIKE WESOLOWSKI (LUXSONIC), SHEILA MAITHEL (BRILLIST), GREG SUTTON (TINYEYE), NEIL ANDERSON (SKILLSHARK), JACKIE MARTIN (THE DALMATION | VIKING INNOVATIONS LTD.)
FRONT ROW (LEFT TO RIGHT): JORDAN BOESCH (7SHIFTS), ALICIA SOULIER (SALONSCALE), HEATHER ABBEY (INDIG INC), BRENDAN KING (VENDASTA), IAN MEIER (AGRIMATICS)



A CONVERSATION WITH... THE SASKATCHEWAN TECH SECTOR

BY PAUL BURCH PHOTOS AND VIDEO BY SHANE LUHNING
AUDIO SERVICES BY SASKATOON AUDIO VISUAL

In our Feature Series "A Conversation With..." we sit down with Saskatchewan entrepreneurs to talk about doing business in the province, its challenges and opportunities, and to get their thoughts on how to succeed in today's business world. Writer Paul Burch moderated a roundtable discussion with ten entrepreneurs working in tech on April 2, 2019. Meet Heather Abbey (Indig Inc.), Neil Anderson (SkillShark Athlete Evaluations), Jordan Boesch (7shifts), Brendan King (Vendasta Technologies), Ian Meier (Agrimatics), Sheila Maithel (Brillist Better Projects), Jackie Martin (The Dalmatian | Viking Innovations Ltd.), Alicia Soulier (SalonScale), Greg Sutton (TinyEYE Therapy Services) and Mike Wesolowski (Luxsonic Technologies). For the full roundtable video and highlights, visit our YouTube channel, @iwmediagroup.

On a crisp spring day in the heart of Saskatoon's downtown business district, eleven people sat at an antique boardroom table on the top floor of the restored Avenue Building. Greeted by the energy and atmosphere you would expect to see in a Silicon Valley office space, the group had gathered to discuss entrepreneurship and the challenges of starting, establishing and scaling a technology company on the Canadian prairies.

It was apparent that around the table was a collection of doers, makers, and visionaries looking to solve problems and finding success in providing those solutions.



BRENDAN KING (VENDASTA TECHNOLOGIES)



THE ROUNDTABLE WAS HELD ON APRIL 2, 2019
IN SASKATOON AT VENDASTA TECHNOLOGIES INC.

The Challenges

We asked Brendan King, co-founder and CEO at Vendasta Technologies Inc. and our host for the day, what challenges tech entrepreneurs face in Saskatchewan.

"To start with, we don't have the ecosystem that is present in other places like in the Valley or even in Vancouver, Montreal or Toronto or Ottawa," says King. "But we do have some great people and some smart people. So, the challenges really are building that culture—we have to develop and build out that ecosystem."

"Another problem would be fundraising ... but I think that's getting somewhat better," King continues. He's referring to the growing number of sizeable

investments in the tech industry from outside the province, and the improvements in government programs that help entrepreneurs get more out of their money. In recent years, there have been tax credits created that help startups go further with their dollars and encourage outside investment. One thing that continues to be an issue though is the physical logistics.

"Travelling to see your customers can be a challenge when everything is three connections instead of one," explains King. "I remember talking to a VC (venture capitalist) once from Boston that was going to come see us, tried to book a flight, phoned back and said 'it's not going to work out.'"

The Benefits

However, the challenges of being in Saskatchewan also come with unique benefits.

"It's a small community, so all of us have met each other before—everyone's met everyone around the table, we can all mentor each other, help each other," says Greg Sutton, co-founder and CEO at TinyEYE Therapy Services. His company provides therapy to school aged children, with a team of speech language pathologists and mental health professionals delivering more than half a million sessions to over 20,000 kids around the world. "It's much easier to get noticed here," he says.

That tight community helps when companies are also trying to keep a lower profile. "It's also easier to hide in the weeds if you're trying to launch and test out your stuff ... you can run some really good trial runs here. It's a strong and diverse business community so you can test a lot of products ... before taking them to the world," says Sutton. That diversity has strength.

"That's something that we've really believed strongly in over at Indig Inc.," says Heather Abbey, co-founder and CEO. The company is an online business platform and marketplace for Indigenous artisans. "Showing youth, showing students, that



GREG SUTTON (TINYEYE THERAPY SERVICES)



HEATHER ABBEY (INDIG INC), ALICIA SOULIER (SALONSCALE),
SHEILA MAITHEL (BRILLIST)



IAN MEIER (AGRIMATICS)



ALLIED
PRINTERS & PROMOTIONS

**YOUR LOGO'S
BEST FRIEND**

**APPAREL SCREEN PRINTING, DTG & VINYL,
THOUSANDS OF PROMOTIONAL ITEMS,
TRADITIONAL & SPECIALTY PRINTING!**

(306) 522.1681
1775 PARK STREET
REGINA, SK

it's possible—that Indigenous tech founders exist, and that it's a viable option to grow. A lot of the schools we go to in First Nations communities—they've never seen it—they've never seen a First Nations tech founder, much less a female one. And so just showing future generations that it's possible and that it's being done is something that's really, really strong and that really makes a difference," says Abbey.

The Advantages

The ability to stand out or keep a low profile based on your needs is a unique advantage in Saskatchewan, even if you sometimes end up taking a flight from Winnipeg to Regina with a short stopover in Calgary. And, when the time comes for expansion, Saskatchewan has some advantages as well.

Agrimatics' customers are all over Canada, the U.S. and Australia, and for Ian Meier, Agrimatics co-founder and CEO, it doesn't matter where they are. "We focus in our business on post-harvest data collection and management so farmers can easily gather their grain production and inventory data," says Meier.

Skillshark Athlete Evaluations founder Neil Anderson agrees. With customers around the globe—including Germany, the United Kingdom and the United States—his company allows coaches in any sport to get away from pen, paper and clipboards and use mobile devices to gather data on athlete performance. Where that happens doesn't matter to them—so being in Saskatchewan wasn't a defining metric.

"Being in Saskatchewan is a footnote," says Brillist CEO, Sheila Maithel. "It was 'what can you do for us' and once they get that they're really eager." She does add though, that the size of the market place here can make it less forgiving. "You're forced here to go find something valuable, find people to buy it and go and bootstrap it a bit more than other markets where there are other options," she explains. The smaller ecosystem can kill a company early if it's not solid, which is unfortunate—but it also means the companies have to focus on fundamentals early, setting a better foundation for long-term success.

The Return

Many Saskatchewan entrepreneurs reach a ceiling because of the population size, the geography and the experience pool. "I had to do the Cambridges, the Bostons, the Kitcheners, and so on," says Abbey, "But I think that something really strong about our tech entrepreneurs here in Saskatchewan is that we come home. We bring that knowledge back. We bring those connections back. That's a critical component—that coming back."

Outside experience returning is good news for a growing tech sector, and Luxsonic Technologies founder and CEO Mike Wesolowski is predicting a continuing trend. "Growth. I think we've seen the creation of Co.Labs within the last two years, the Cultivator that just opened in Regina ... the support structures that we have are also growing. We've got government involved more in supporting the ecosystem, and I think events like this



resortatcypresshills.ca
(306) 662 4477
info@resortatcypresshills.ca
facebook.com/TheResortCH
@TheResortCH

**Let the relaxation begin.
Unwind at the Perfect Spot.**

(roundtable discussion) shows that there's also support amongst entrepreneurs to grow this ecosystem."

The Successes

Each founder agrees that you're never really done and you never stop moving. However, it's important to pause and take note of those successes in your company. For Maithel, it was a customer revealing to her that Brillist was their secret weapon. For Skillshark, it can be traced down to the day—June 16, 2017—when they got a call from the Arizona Diamondbacks. "Two weeks later, I'm in their boardroom," says Anderson.

Even for a person who's been in the game a bit longer, the message doesn't change much. "I think with all entrepreneurs, you have to have that feeling all the time," says King. "Otherwise, it's pretty hopeless. You know we've had four major pivots with what we're doing and I think with all of the companies here you will find that it is a series of 'aha moments.' I hope that happens to all of you."

The Advice

When asked about the single most important piece of advice for a new startup in Saskatchewan, Jackie Martin, co-founder at Viking Innovations Ltd. expands on Brendan's earlier thoughts on staying motivated. "It's a roller coaster starting any new company—for us, we're a safety company. I don't think we really appreciated how difficult that was going to be—but certainly when we sell to a multi-family building and have repeat customers doing that and we know that there's families that are a little bit safer now—that keeps us going."

In addition to staying motivated, Wesolowski offers a critical piece of advice: "Before you write a line of code, validate your market. Go out. Find the people. Just go with the idea and find the people that are going to buy it. Don't write a line of code without doing that, you're going to save yourself a lot of misery," he says. The chorus of agreement echoes this sentiment.



NEIL ANDERSON (SKILLSHARK)



SHEILA MAITHEL (BRILLIST)



MIKE WESOLOWSKI (LUXSONIC TECHNOLOGIES)



JACKIE MARTIN (THE DALMATIAN | VIKING INNOVATIONS LTD.)



PAUL BURCH (MODERATOR) AND JORDAN BOESCH (7SHIFTS)

Meier adds, “A lot of people want to keep everything hush-hush, and they don’t want to tell anyone anything until they have the product fully done—but if you build the wrong product, there’s not a lot of point to that!”

It won’t just validate your product or service—it can help you qualify yourself. “Get out of Saskatchewan, go spend time in an ecosystem where you’re literally nothing,” says Jordan Boesch, CEO at 7shifts. “If it demoralizes you then great, you figured that out super early! But if it excites you, if you want to dive deeper and build a really big company—you now have a better idea of the scale in which you’re trying to operate at.”

“Fall in love with the customers problems, not the technology,” says King. “If you’re solving a problem for somebody, then you can keep going. It’s as simple as that.”

As simple as that—and as difficult. It’s a common fear that entrepreneurs have to overcome the exposure of their idea, losing some competitive edge by releasing their idea to the wild. Is keeping your idea to yourself protecting your company? “That’s like

the worst thing to do. When people are like ‘man, I have this sweet idea, don’t tell anyone.’ I’m like ‘good luck,’” sighs Boesch.

Maithel relates her crash course in exposing the company to potential investors. “I remember a long time ago thinking ‘Oh well if I talk to a potential investor, I’m going to get them to sign an NDA.’ I got a flat ‘we never do, don’t even try,’” she laughs, and again, you can see this is not an uncommon reaction from the heads nodding around the table. She goes on, “This is not an academic exercise, you’re not going off to a corner to sell things by yourself. You’re trying to build a business—this thing is not a business if people are not buying from you—so you’d better talk to them to be sure it’s something they actually want.”

The Opportunity

So where do the opportunities lie for tech startups in Saskatchewan? Abbey thinks it’s about marketplaces and data. “It’s all about things that take information from people and turn that into data—turn it into usable data, that contribute to (solving) problems,” says Abbey.

Alicia Soulier, founder at SalonScale, adds that “You’re not going to know all the answers. I’ve been listening to incredible people over the last year, having started a tech company being a non-tech founder—it’s quite daunting if you think about it. But that passion that we just talked about is really what made me stand up and do that.”

“It doesn’t get easier, but you get better,” says Sutton. “The more challenges you have, the stronger you get, the more able you are to deal with the unknown and the less it worries you, the less daunting it becomes.”

The group agrees you also have to take care of yourself to take care of your company. “Every night I have a hard stop,” says Abbey. “As founders, as entrepreneurs—your mind doesn’t turn off. The problems don’t go away. But there comes a point where I am like ‘okay, it’s 10:30, that’s it, I’ve done all I can do. Today might have been a good day, it



JORDAN BOESCH (7SHIFTS), GREG SUTTON (TINYEYE THERAPY SERVICES), JACKIE MARTIN (THE DALMATIAN | VIKING INNOVATIONS LTD.), MIKE WESOLOWSKI (LUXSONIC TECHNOLOGIES)

might have been a bad day but when it all comes down to it you get another chance, another kick at the can tomorrow.”

It’s the sort of resilient sentiment the people of Saskatchewan easily understand. Part of what makes the founders here unique, and the ecosystem what it is.

The Future

Brendan King concludes the discussion with a friendly request to the founders around the table.

“Don’t leave. Help build the ecosystem. And don’t sell too soon ... let’s try and build something a little bit bigger here in Saskatchewan, together.” **iw**

EYESAFE

The Prescription Safety Eyewear Program



KEEP SAFETY IN SIGHT



Saskatchewan
Association of
Optometrists

Eyesafe is a program with a commitment to the eye health and safety of Saskatchewan's workforce. Eye injuries are common in many industries and our goal is to help eliminate these while offering preferential pricing on all products to our clients.

ENROLL TODAY
www.eyesafesk.ca
 306.652.2069
 1.877.660.3937



GET DOWN TO BUSINESS

ATTRACTING INVESTMENT
IN SASKATCHEWAN

BY ERIN LEGG





SREDA's January 2019 economic outlook for Saskatchewan projected GDP growth for the year at 1.6 per cent, with 1.8 per cent for 2020—modest in comparison to previous years, but can we call it “bad?” Saskatchewan's economic growth is inhibited by decreases in commodity prices, but competition remains alive and well in certain industries such as agriculture, technology, science and innovation.

“The good news is, we have one of North America's diversified economies,” says David Froh, Vice President of Economic Development Regina. “Relatively speaking, we're stable, and our population is one of the fastest growing and youngest in the country. We're operating from a position of strength.”

With \$151 billion in new investments since 2008 according to Statistics Canada, what makes Saskatchewan attractive for investors?

Steve McLellan, CEO of Saskatchewan Chamber of Commerce, points to three major factors. “We have the right resources,” he says. “Saskatchewan has the most amazing resource capacities in the world. We have abundance in raw product.”

The second feature he points at is the Saskatchewan people. “We have people who will partner, who want to partner, with you. The human factor consists of expertise in everything from accounting to the legal perspective. And our municipalities are extremely investment friendly.”

The last indicator Saskatchewan is great for investment? The regulatory environment. McLellan says the past 10 years have been period of transformation, making it easy to do business here. “We're not perfect yet, but Saskatchewan is a good environment for investment.”

Saskatchewan is rife with lucrative industries. Mining and energy. Agriculture. Construction. Manufacturing. Retail and wholesale. Biosciences and technology. International companies that have made recent investments or established operations in Saskatchewan include BHP, K+S Potash, Glencore, AREVA, Yara International and BASF. McLellan points to ag-related investments where he predicts a lot of growth over the next few years, such as Protein Industries Canada, the prairie-based agri-food technology group taking advantage of the province's agricultural bounty.

Froh agrees that ag-technology is an economic sector still progressing through this period of slower growth. He also notes that entrepreneurialism remains high and will continue to drive this forward. Path Cowork in Regina houses numerous technology, agriculture, oil and gas startups, and Protein Industries Canada. He expects a surge of employment and capital investment to come from these innovative entrepreneurial businesses.

Froh points out two key factors to why this province is an investor's best choice. The quality of life here can't be found elsewhere. “Regina is an affordable place to live. The average cost of homeownership is 28 per cent. It's one of the best in Canada to find a home and a job. We cannot underestimate the importance of that.”

He, like McLellan, points to the Saskatchewan population as a driver. “The best way to reposition ourselves for the future is partnerships with Indigenous people and



Virtual Reality Training Solutions

VIRTUAL REALITY IS **HERE**

*Fire Extinguisher VR Training



Custom Safety/Procedural VR



Procedural Training



Nursing VR Suture Training



VR Fall Safety

Bring virtual reality into your company and make your training more immersive, more realistic and more retainable than ever before.

VRTS creates cutting-edge virtual and augmented courses for business and industry that will revolutionize your company training program.

CONTACT US TODAY.

www.vrts.ca

(306) 359-1666

newcomers to Canada. We have a young, diverse population committed to partnering with investments made here. Let's harness the talent of our young people."

Going forward, Froh says, "Youth, reconciliation and a commitment to move up the value chain will provide optimism for investors. We're focused on long-term competitiveness; we have world class infrastructure and industrial land development."

McLellan points to the large labour force in Saskatchewan and from that the interest in partnerships because money isn't tied up elsewhere. He notes that the political turmoil on the provincial, federal and even global stage act as a distortion for investors, but predicts period of "cooling-down" where we can get back to business. The challenge of global competition will remain, but he doesn't see it fazing the province too much. "The world is so vast with opportunity," he says. "This will always be a challenge, but Saskatchewan will always be working hard at gaining the attention of investors." **iw**

OPEN FOR BUSINESS: WHY DO BUSINESS AND LIVE IN SASKATCHEWAN?

- The central time zone makes it easy to do business, no matter where investors are in North America.
- Central location in Canada allows for easy distribution throughout the country and North America.
- Corporate income tax on manufacturing and processing profits as low as 10 per cent. And scientific research and development is eligible for a refundable 10 per cent tax credit.
- Commercial, industrial and residential real estate markets are highly competitive in comparison with other major Canadian centres such as Vancouver, Toronto or Calgary.



K+S POTASH CANADA BETHUNE MINE





IT'S NOT ABOUT IDEAS. IT'S ABOUT MAKING IDEAS HAPPEN.

CROSS BORDERS DRILLING BREAKS STEREOTYPES TO GET AHEAD

For more than a decade, Saskatchewan's Cross Borders Drilling has been embracing innovation in an effort to forge ahead the energy industry. With a team of 150 people, Cross Borders recognizes that to be a leader, you must start on the inside. "Within the past five years, we have been relentless in the commitment to developing a culture that inspires and motivates our people both inside and outside the workplace," says Jared Mills, President. "Over the past two years, Cross Borders has made a significant commitment to building their team up from all angles through an intensive leadership program based in Seattle called 21st Century Leadership. It is not your typical leadership course. There is a tremendous amount of time dedicated to self-reflection and self-ownership. Participants identify what they want out of life and learn to hold themselves accountable for their successes and failures. Cross Borders has invested more than \$200,000 and sent 15 staff members to the seven-day course. It's paying off. "Our people are coming back with a better sense of not only who they are at work, but in their personal lives as well," says Mills.

The company has been through other training programs before, but after a while the principles learned tended to slide. With 21st Century, it's not just a course. It's something the Cross Borders team live every day and it's almost become a way of life. "I believe that when people have good lives outside work, they are far more likely to bring the best version of themselves to the job,"

says Mills. "In turn, when they have a good working environment, they bring positivity back into the home."

Since the company began in 2006, they have worked hard to defy the industry stereotype. Cross Borders knows there are bright spots in the oil patch, and they like to think they are one of them. Cross Borders is not your average drilling company. There is a lot of ownership and commitment from the team that makes them who they are. Cross Borders wants the team to be happy and productive, offering perks like yoga at lunch, encourages physical fitness and good nutrition, and helps people get the personal financial advice they need. "A good workplace is more than a good paycheck. There is a stereotype in our industry that people are hard living, big spenders. We're breaking that mold and giving people the tools, needed to be healthy in all aspects of their lives," says Mills. "It's the right thing to do, and it pays off. We lead from within."

Cross Borders is innovative. The leadership team sees the value of cultivating good ideas to make work more efficient. "We're always looking for ways to be better and stand out in our field," says Mills. "When our team has an idea to improve our work, we engineer it to life." In order to stay focused on innovation in an arena where survival is key, Cross Borders has created an internal innovation committee. This innovation team is made up of operational employees giving people a voice in the company



TYLER MILLS, OPERATIONS MANAGER
AND JARED MILLS, PRESIDENT

and to better their work environment. Recently, one of their drillers invented mechanical tubular handling equipment in an effort to prevent Carpel Tunnel Syndrome.

Innovation allows Cross Borders to attract and retain quality staff to their industry. The company believes that people want to be a part of something that is directly making their career easier, or more stimulating. Over the years, they have innovated drilling rigs to be more efficient, safe, and less manual. Cross Borders has engineered their coring rigs to be set up to the same standard so no matter which one an employee is working on, they're all the same, and know their way around it. "They are engineered with hydraulic stairs, hydraulic catwalks, and hydraulic floors minimizing the risk of injury and allowing for faster production times," says Mills. "We are always looking for new ways to do business and welcome all of the feedback we can get, both internally from our people, and externally from our customers."

Leadership, culture and innovation drives Cross Borders Drilling to be the best in their industry. Providing safe, professional drilling and exploration services throughout Western Canada, the Cross Borders team can handle it. Learn more at crossborders.ca and see what they can do for you.

Cross Borders Drilling

Box 509
Pilot Butte
1 (866) 788-3380
crossborders.ca

FINAL ANALYSIS

3 EASY WAYS TO MAKE SENSE OF YOUR GOOGLE ANALYTICS DATA

BY PAM MARRIOTT

Google Analytics is a great tool. It can help you track visits, bounce rates and behaviours of users who come to your website. You can filter, splice, chart, and compare your data in so many ways it can be hard to know where to start (and stop!). With all this information at our fingertips, sometimes the answer for understanding it lies in the easiest, most underutilized tools at your disposal.

1. Campaign URL Builder: Understanding how users get to your site and access different pages is truly critical in assessing your marketing efforts. The Campaign URL Builder allows you to easily add parameters to a website link so that you can better understand how it impacts your traffic, and should be used whenever a link to your site is distributed or published.

Let's say your marketing team has sent out an email campaign promoting a few services your company offers. In the email, each link should be tagged with a custom URL. Then by reviewing the Source/Medium dimensions, you can easily see which links are getting the most clicks, and how those users are converting. This can result in better targeting and fine-tuned copy for future campaigns.

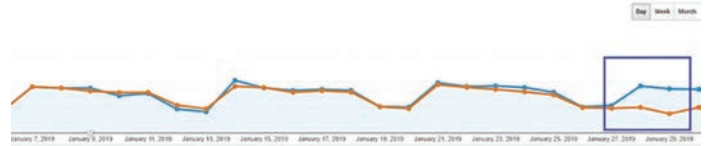
2. Segments: If you have a defined target audience, this one couldn't be easier. By creating a segment using detailed information about your target audience, you will be able to quickly assess how well you're doing with your targeting efforts by simply flipping on that segment and see how it performs against your total traffic. Feeding that information back into your operations is a simple way to have greater impact.

For example, let's say in reviewing different pages on your website with your newly created segment compared to all traffic, you see a much higher bounce rate from your target audience on several pages. Looking closer, you can see that most of your target audience is coming to those pages organically through a search then leaving. Reviewing the keywords that brought those users to your site against the copy on those landing pages may present an opportunity to closer align to their expectations.






3. 'Compare to' function: Comparing one period of time to another is a given, but did you know that adjusting it to ensure the start and end day of each are the same day of the week will allow you to very quickly see both trends and anomalies? Once you see a peak or valley in the chart, my favourite trick is to just click through all the available reports until you have found the one that most likely explains the variance.



Imagine seeing a large variance during the last three days of a time period, but when flipping through the reports you see that traffic from Social Media was down at that time as well. After a quick chat with your social team you found out that there were fewer social posts at that time, and the difference is easily explained.

No one said understanding your website data is easy, but by incorporating these simple tools and techniques into your analysis, you may find it becomes easier to use the results as a tool to drive and adapt your digital strategy. 

CREATING A CO-OP IS NOW EASIER



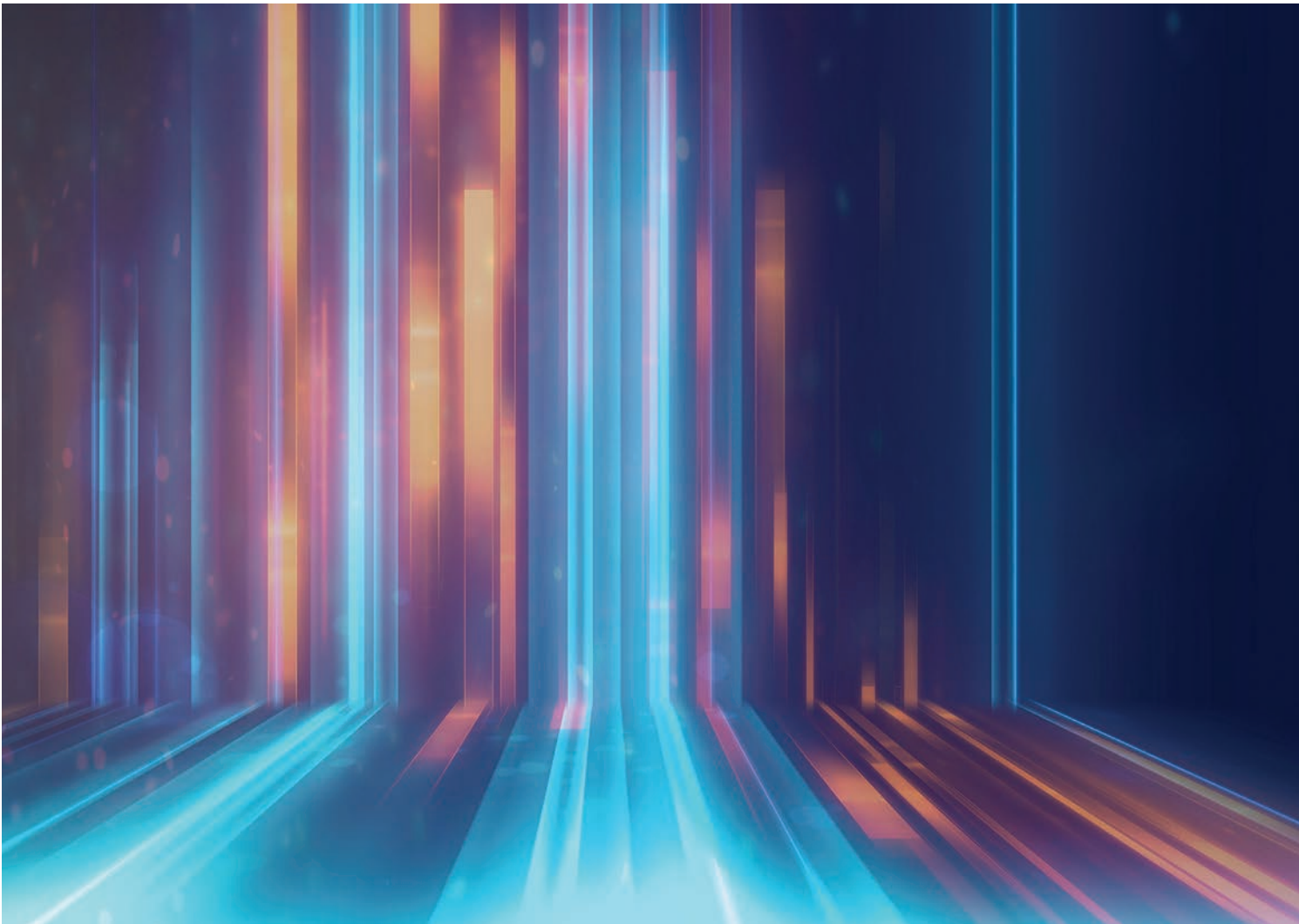
Starting a co-op? There's a lot to consider. Co-op Creator is the most straight-forward resource to get your idea up and running. And it's free.

Visit coopcreator.ca to get started.



POWERED BY
 co-operatives first

PROFESSIONAL PERSPECTIVES: KEY LEGAL ISSUES FOR TECH STARTUPS



By some numbers, private sector investment in the Saskatchewan tech sector in the 18 months leading up to January of 2019 is upwards of \$13 million (with notable exits and Series “A” raises in the tens and hundreds of millions of dollars). Furthermore, Saskatchewan’s two technology business incubators, Co. Labs (in Saskatoon) and Cultivator (in Regina), are providing accelerator programs and mentorship to tech startups. Despite all this support, tech startups still encounter innumerable legal issues. Set out below are the top legal issues that our firm has dealt with on behalf of Saskatchewan tech startups:

(1) Founder Arrangements

For any startup with more than one founder, a unanimous shareholders’ agreement (USA) (or partnership agreement if you are a partnership) is a must. Startups should consider this like a “corporate prenup” as it touches on the fundamentals of the relationship among the founders (and investors). A USA is almost always a requirement by investors (whether angel, private equity, or venture capital). Key things that need to be addressed in any USA:

- Who gets to appoint directors (e.g. every shareholder having more than 10% of the shares)

- Rights of first refusal if a shareholder wants to sell its interest in the startup (e.g. shareholder must first offer its shares to other shareholders before looking to a third-party sale)
- Pre-emptive rights for certain shareholders (e.g. founders, strategic investors) to acquire shares as part of future equity raises
- “Drag-along” rights to force shareholders into an acquisition transaction where several other shareholders agree with that transaction (e.g. 75% of shareholders agree so the other 25% get “dragged along”)

(2) Planning For and Accessing Capital

Preparing a proper capitalization table is key for a tech startup (check out www.captable.io as one example). You need a firm understanding of how the ownership of your startup will change with each equity raise (i.e. what are you as the founder willing to give up to bring in new investment). You'll also want to pay attention to:

- *Type of Security* - Are you going to offer common equity, preferred equity, convertible notes, simple agreements for future equity (SAFE), cryptocurrency, or something else? For a primer on this (and template documents), be sure to check out the National Angel Capital Organization's website: www.nacocanada.com/cpages/common-docs.
- *Investors* - Aside from good old-fashioned bootstrapping, startups are generally limited to raising capital from (i) friends, family, and close friends or close business associates, and (ii) accredited investors. For the former, watch out for stretching too far what a “close friend” or “close business associate” is. For the latter, you'll be looking for people who either (i) make \$200,000 annually (or \$300,000 when combined with a spouse), or (ii) have over \$1,000,000 in liquid financial assets or over \$5,000,000 in net assets.
- *Government Funding* - There are a host of provincial and federal programs that startups can access. Be sure to check out the Innovation Saskatchewan website for a running list of most of the big programs: <https://innovationsask.ca/technology/funding-options-for-technology-companies->

(3) Employees and Contractors


The key here is documenting the terms of employment or engagement (or you risk a dispute later on). This is especially critical if you are coaxing the person into your startup by way of stock options. Be clear about responsibilities, deliverables, work hours, etc.

In addition, beware the trap of claiming everyone on your team is a contractor. The reality is that most team members that the founders direct or control are legally employees. Failing to realize someone is an employee can cause employment standards as well as tax problems for the startup. A proper legal analysis of the individual's job as well as written documentation is the best approach to avoid this pitfall.

(4) Intellectual Property (IP)

Aside from exploring whether trademark and/or patent protections should be pursued for your startup, you should ensure that:

- founders and other key individuals forming the “brain trust” of the startup are assigning all their IP rights over to the startup
- employees and contractors are disclaiming all IP rights in the deliverables they create for the startup
- partners and other collaborators are signing non-disclosure agreements that protect any IP that the startup passes to the potential partner

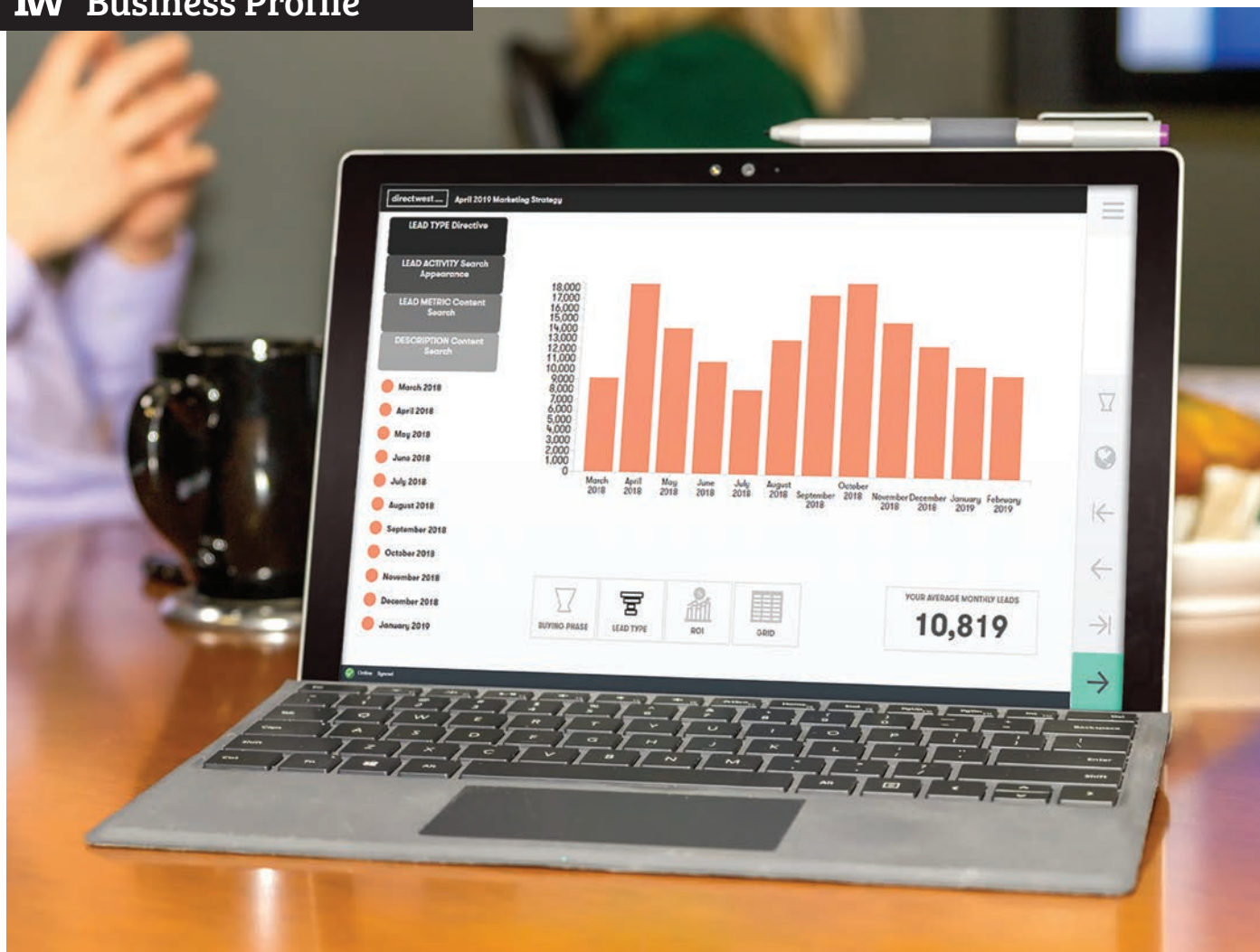
At McKercher, we have groups of lawyers focused on startups and entrepreneurs in the Saskatchewan tech ecosystem. We have assisted tech startups with everything from initial incorporation through seed round and series financing and finally to exit transactions. We are also proud to offer fixed-fee solutions to help keep costs in check during the critical start-up phase of a business.. 



McKERCHER LLP

Joseph A. Gill
McKercher LLP

374 Third Avenue South, Saskatoon, SK
(306) 653-2000
info@mckercher.ca
www.mckercher.ca



THE RIGHT DATA AT THE RIGHT TIME TO MAKE THE RIGHT DECISIONS

DIRECTWEST CAN HELP YOU NAVIGATE YOUR BUSINESS TO SUCCESS

Data. Today, we're swimming in it. Any business with a website and a social media presence has access to reams of data about who is looking for them, how long they are staying and what they are looking for. However, many business owners don't have the time or perhaps the know-how to best use this data to grow their companies. Fear not—Directwest can help.

can provide much needed information about its customers. Entrepreneurs just need to know how to use it." Directwest, with its decades of experience in data management, can do just that. Not only does the company build websites and manage social media platforms for its customers, it can also help customers use their data to better market their companies, products and services.

"Technology drives business today," says Andrew Clarke, Vice-President of Brand, Digital Platforms, and Technology at Directwest. "At a minimum, a small business's website


Directwest takes the data provided by the backend of customer websites and social media accounts and creates reports that show their customers what's working and what's not. The



company's custom-built software brings together media channels and provides easy-to-understand data analysis that can be used to manage a company's marketing strategy. "With our reporting, our customers can get a concise view of how they're doing, and how their investments in marketing are paying off," says Clarke. "We can literally calculate your return on investment for marketing tactics, and help you decide where best to spend your money."

Business owners can use their data to find out everything from how they're being found online, where their website ranks in searches and how potential customers are engaging online. Clarke likens it to the workings of a clock, where the gears are moving together. "The smaller gears move the larger, and they work together driving your marketing strategy," says Clarke. "We help you analyze each 'gear' to make sure it's working with all the others." The result of this is always to drive conversion and determine if your strategy is resulting in phone calls, appointments, emails or whatever your call-to-action is.

With its humble beginnings as the phone book company, Directwest now employs digital marketing expertise and data management to help your business succeed. And, every Directwest customer has their own local advisor, that works with their budget to find the marketing strategy that will work for their company. "We know small business owners are busy, and we can help manage the marketing workload," says Clarke. "Our data analysis and our team of advisors can take your data and make it manageable, usable and profitable."

Directwest can help your company cut through the data to make the right decisions for you. With more than one hundred years of Saskatchewan-based experience, Directwest is ready when you are. Learn more at directwest.com or call 1-800-667-8201 to talk to an advisor today. 




Directwest

355 Longman Crescent

Regina

1-800-667-8201

Directwest.com

   @directwest

GET IN THE GAME

GAME DEVELOPMENT HOLDS PROMISE FOR THE SASKATCHEWAN TECH SECTOR
BY BROOK THALGOTT

ABOVE PHOTO: REGINA'S GLOBAL GAME JAM 2019

As Saskatchewan's tech sector heats up, entrepreneurs are looking for their opportunity to cash in. Tech startups here are shaking up industries from healthcare to microbrewing, marketing to staff scheduling, food delivery to sports management and everything in between. There is another segment in the province's tech sector looking for its day in the sun—video and mobile game development.

In 2018, the global video game market was expected to be worth approximately US\$115 billion and projections see industry revenues passing \$138 billion by 2021.¹ According to the Entertainment Software Association of Canada, the gaming industry adds a whopping \$3.7 billion to Canada's GDP annually.² Across the country, there are 596 active studios producing games providing 21,700 direct jobs.³ Canada is home to many well-known game publishers and studios, including Electronic Arts, Gameloft, Relic Entertainment,

QUEEN CITY ANIFEST IN 2018



Microsoft, Nintendo and Sony Interactive Entertainment. Edmonton is home to BioWare, and Winnipeg recently saw the opening of Ubisoft's newest studio. So, how can Saskatchewan entrepreneurs join this fast-growing, lucrative industry?

Kai Hutchence has much to say on the subject. Hutchence hails from Saskatchewan, and spent many years working in game development in Ontario. He is now back in Regina, and ready to build the game tech industry locally. "Gaming is a talent-driven industry, and Saskatchewan has the raw talent needed for it," says Hutchence. "The trick is finding people with industry experience to guide young companies, and build the infrastructure needed to grow and sustain the industry long-term." He says that the industry needs experienced project leads that have worked in game studios to help guide local talent from their idea through to commercialization. "There are many people working in their basements on their own game ideas," says Hutchence. "What they need now is experienced people to help them polish the idea and take it to market."

Hutchence is working hard to build the industry and cultivating the local talent. He's launched his own gaming company—Massive Corporation Games Studio—and has organized events around Regina for aspiring game developers to network and learn. He sees opportunities for many different people in the industry—programmers, artists, musicians and project managers. "A successful game needs more than just a developer," says Hutchence. "It needs great artwork, great sound, and someone leading the project to make sure it all comes together." He sees the need for a non-profit association to give the industry a voice, and to represent entrepreneurs and talent in the space. "We see the beginnings of a gaming hub here, with my company, Bitcutter Studios here in Regina, and Noodlecake in Saskatoon. The talent exists. Now we just need to harness it and push it forward together," says Hutchence.

KAI HUTCHENCE TEACHING A CODING WORKSHOP FOR KIDS CODE JEUNESSE AT WHITE BEAR RESERVE



**2019-2020
SEASON TICKETS
STARTING AT \$246**

***THE PERFECT INCENTIVE FOR
STAFF AND CLIENTS!***

**RECEIVE A FREE
5TH ANNIVERSARY
JERSEY PER TICKET
PURCHASED!**

**VISIT SASKRUSH.COM
CALL OR TEXT 306.978.7874**



**ONE JERSEY
ONE SEAT**



GOLF BLITZ BY NOODLECAKE GAMES



Noodlecake Studios in Saskatoon also has a lot to say about the video and mobile game industry in the province. The independent game studio got its start in 2011 and found success with its first game, Super Stickman Golf. It was acquired by a Chinese firm—ZPlay—in 2017 and continues creating and publishing games on multiple platforms today. The company has had many offers to move to a larger centre—Vancouver, Toronto, Montreal and California—but has chosen to remain where it began eight years ago. Their success hasn't come without facing some challenges, however.




"One of the biggest challenges we face is provincial support in what we are doing," says Ryan Holowaty, Head of Marketing and Business Development at Noodlecake. "There are some programs on a federal level to assist in game development but if you look across Canada, most provinces offer grants and incentives for game development." The game development industry requires travelling to conferences and showcasing at various events like PAX or e3. Holowaty says that without financial aid, these things can become extremely costly. Also, the development itself is risky. "It is a very high-risk industry that is more in line with film than it is with traditional tech development and as such finding aid to hedge those bets is hard," he says.

However, Holowaty sees opportunity for the industry to grow in Saskatchewan. There are benefits to be found in the province. "Cost of living and access to talent easily stand out. In today's digital age, there is no requirement to be in the (Silicon) Valley anymore when it comes to working in tech," says Holowaty. "I can easily hop on Skype and have a meeting with someone in San Francisco and not have to worry about trying to keep up with the insane rent costs. As well, the University of Saskatchewan has some great



computer science programs, some of which are specifically tailored to game development and the quality of programmers available is top notch.”

For aspiring local game developers, Holowaty has some advice. “Just make something and release it. Then do it again. And again, and again,” he says. “Most studios never have a hit with their first title. Launching a game and having a failure is ok and to be expected. Most studios that come out of nowhere with a big hit have been making games for five to 10 years. You just never heard of them until now.” He also says that new game studios should focus on new markets. “Mobile game development has become crowded and if you do not have that locked in, you might be underwater before you get going,” says Holowaty. “However, markets like Nintendo Switch or even some of the newly announced platforms like Snap Games or WeChat Mini games have much less competition and is where a lot of indie developers are headed.” Plus, game developers need not focus on just the Canadian market. Noodlecake’s largest player base is in China, followed by the United States. “Canada represents a small percentage of our players, maybe less than five per cent,” he says.

Like Hutchence, Holowaty sees the need for this small industry and its aspiring talent to come together. “Meet ups and game jams are a great way. Sometimes people have no idea the cool things that are being done in our province because everyone is too humble to talk about them,” he says. “And, lobby your local politicians and join the various tech advocate groups in the province. Hopefully one day the local governments will realize how much revenue games can bring into the economy and start to support it more.” Holowaty knows the potential found in Saskatchewan. “It would be great to establish more studios working on cool projects to make the province more of a hub for games and not just a flyover province to get to B.C. or Quebec. As game development tools become more and more accessible and students go through the programs at the university, hopefully that will create a wave of new developers looking to build games and studios,” he says. 

References

¹Value of the global video games market from 2012 to 2021, Statista, <https://www.statista.com/statistics/246888/value-of-the-global-video-game-market/>

^{2,3}Strong Video Game Industry Central to Canadian Tech Ecosystem – New Report, Entertainment Software Association of Canada (ESAC), <http://theesa.ca/2017/11/01/strong-video-game-new-report/>

COMMON FOOD, — DONE — UNCOMMONLY WELL.



FREE BIRD
• EST 19 •

240 JAMES STREET
LUMSDEN, SK



THEY SPEAK BUSINESS GET TO KNOW THE NSBA



What do you do if you're a business owner who needs your unheard concerns represented to City Hall, the Provincial Legislature or even the House of Commons? Well, nowadays you'd call the NSBA.

But more than 50 years ago, there was no NSBA to speak of. So a small group of committed entrepreneurs in Saskatoon's north end rolled up their sleeves and took it upon themselves to make their voices heard, filling a void and finding a niche in the advocacy world.

Today, the NSBA still displays the same renegade DNA of its founders but has grown to represent over 750 businesses throughout the city and beyond. In addition to going to bat for its members to all levels of government, the NSBA also excels in providing networking, education, and community building opportunities for all its members.

Advocacy is where the NSBA got its start, and it remains central to the association today. "The NSBA is an active advocate for our members, lobbying government about issues important to our business community," says Keith Moen, Executive Director. "We consistently punch above our weight in delivering results for our membership on issues big and small. Our members drive our policy positions, and we want our members' voices heard."

What sets the NSBA apart is the "NSBA DNA," the indefinable quality that inspired its founders to represent themselves to the city and continues to this day



These events allow members of the business community a chance to rub elbows outside of the boardroom and celebrate success. “Our events have become known as the ‘can’t-miss’ dates on the business community social calendar,” says Moen. “We pride ourselves on creating quality networking opportunities for our members, providing quality content, and, perhaps most importantly, starting and finishing on time!”

As an NSBA member, you belong to the NSBA and the NSBA belongs to you! Member involvement on one of the NSBA’s various policy committees—with an arm’s length, yet direct connection—is what enables the NSBA to be more outspoken, critical, or even complimentary of any particular government in comparison to other business organizations.

Ready to see what the NSBA DNA is all about? Learn more about the benefits of membership at nsbasask.com. **iw**

as arguably the most welcoming and supportive business community in the province. NSBA members recognize the benefits of networking, collaboration, and continuous learning; they are constantly looking to help others recognize this value as well and create mutually beneficial partnerships.

The NSBA DNA is on display at dynamic, entertaining events such as the Popcorn and Entrepreneurship Series, presented by EY, or the annual Business Builder Awards, presented by Nutrien.



NSBA

#9-1724 Quebec Avenue
Saskatoon
nsbasask.com

TECH IN SASKATCHEWAN

SASKTECH
REPRESENTS
SASKATCHEWAN'S
GROWING TECH
SECTOR...

● SaskTech has more than
53 member
companies across the province.

● The member companies support over
2,000 jobs.

● SaskTech is forecasting
220+ potential
openings by the end of 2019.

● SaskTech companies averaged
100 per cent
year-over-year growth in 2018.

THE SECTOR
IS GROWING
BY LEAPS AND
BOUNDS...

- Innovation Saskatchewan announced the Saskatchewan Technology Startup Incentive (STSI), a tax incentive to encourage investment in early-stage start-ups, in October 2018.
- In November 2018, Vendasta received over \$3.3 million from Western Economic Diversification Canada through the Western Innovation Initiative (WINN) towards exporting their service to new international markets.
- Calian Group acquired Regina-based Intragrain Technologies in November 2018. Intragrain will report into Calian's Saskatoon-based SED Systems, who will be a manufacturing partner to Intragrain for five years.
- In January 2019, SkillShark Athlete Evaluations was accepted into the Future of Sport Lab Incubator in Toronto, funded by Maple Leaf Sports and Entertainment and Ryerson University.
- Saskatoon's 7shifts raised \$10 million in Series A funding in January 2019. 7shifts has scheduled nearly 100 million shifts for the 16 million restaurant workers in the U.S., and collectively saved restaurateurs over \$200 million in labor costs.

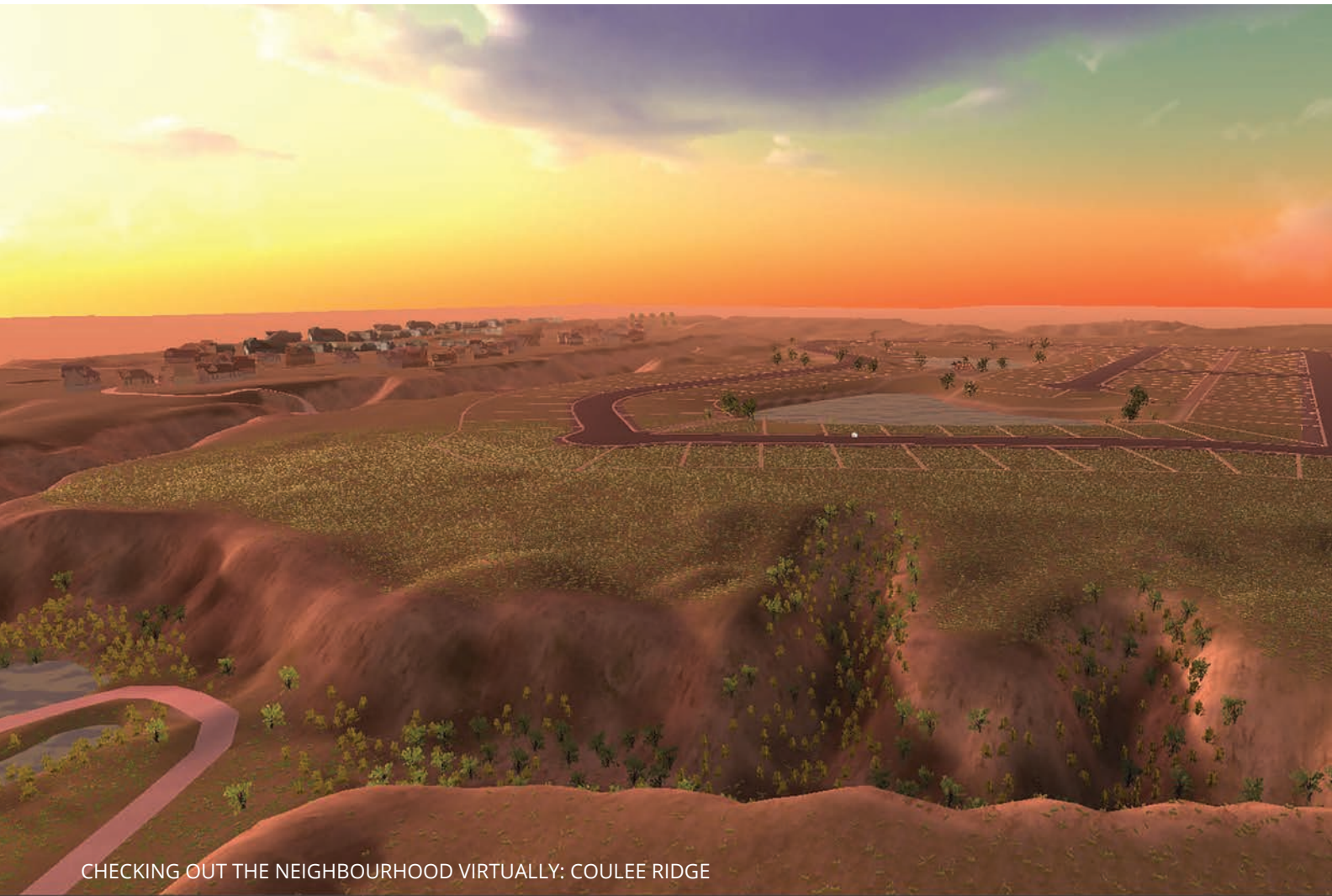
Reference:
SaskTech and Innovation Saskatchewan

REALITY CHECK

VIRTUAL AND AUGMENTED REALITY ARE CHANGING MARKETING STRATEGY

BY INDUSTRY WEST STAFF

PHOTO AND IMAGES PROVIDED BY MELCHER STUDIOS



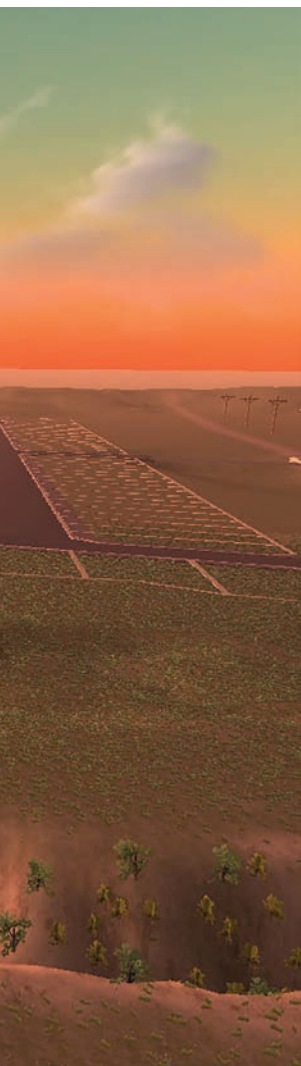
CHECKING OUT THE NEIGHBOURHOOD VIRTUALLY: COULEE RIDGE

In the world of marketing, nothing stays the same for long. There is always something new coming to engage with prospects and customers. Virtual reality and augmented technology (VR/AR) have arrived to shake up the digital marketing game, just like social media did just a few short years ago. VR/AR is being adopted quickly by major brands to give customers an immersive, interactive experience they have never had before. The time is now to consider how VR/AR can

jumpstart your digital marketing strategy. Let's look at some successful examples of how VR/AR can take marketing to a new level.

Lowe's

Lowe's, the home improvement retail behemoth, developed a 'Holeroom' that allows customers to see what their home will look like after a home renovation. The company built a virtual reality kitchen design experience that uses a Microsoft



Hololens headset. Customers stand in a showroom kitchen, and virtually build their dream kitchen by choosing design features including cabinetry, hardware, countertops and appliances. They have also developed VR projects for do-it-yourself skills, like tiling and using power tools. The sensory engagement customers experience in virtual reality has led to 36 per cent better recall for the steps they have learned, and increased product confidence by 127 percent.¹

The company is also converting its physical product catalogue into a 3D content library. This will allow customers to view products from all sides, provide better colour matching and help them see how the product will look in their home. Lowe's has learned through their 3D pilot project that they get a 10 to 50 per cent conversion lift in sales when 3D content is available.²

Ikea

Ikea has embraced VR/AR over the last few years. In 2017, they launched an AR game for new store openings, that gave customers in an immersive Ikea store experience.³ They could play games like a virtual pillow toss and hang out with a virtual panda.⁴ Customers spent an average three to five minutes playing games, examining furniture or learning about design.⁵ The company also developed an AR mobile app, which allows customers to see how potential purchases would look in their homes.⁶ For larger purchases like furniture, an AR app that lets customers experience the product before taking it home is a marketer's dream. It can eliminate returns



GABRIEL DUMONT INSTITUTE
TRAINING & EMPLOYMENT

PATHWAYS for ENTREPRENEURSHIP

***With unique supports
for Métis Entrepreneurs:***

- ∞ SELF-EMPLOYMENT TRANSITION ALLOWANCE ∞
- ∞ BUSINESS PLAN REIMBURSEMENT ∞
- ∞ PROFESSIONAL SERVICES ∞
- ∞ FUNDING FOR TRAINING ∞
- ∞ WORKFORCE TRAINING ∞
- ∞ MILESTONE BONUSES ∞
- ∞ WORKSHOPS ∞
- ∞ MENTORSHIP ∞



1-877-488-6888
entrepreneurship@gdins.org
gdins.org/entrepreneurship





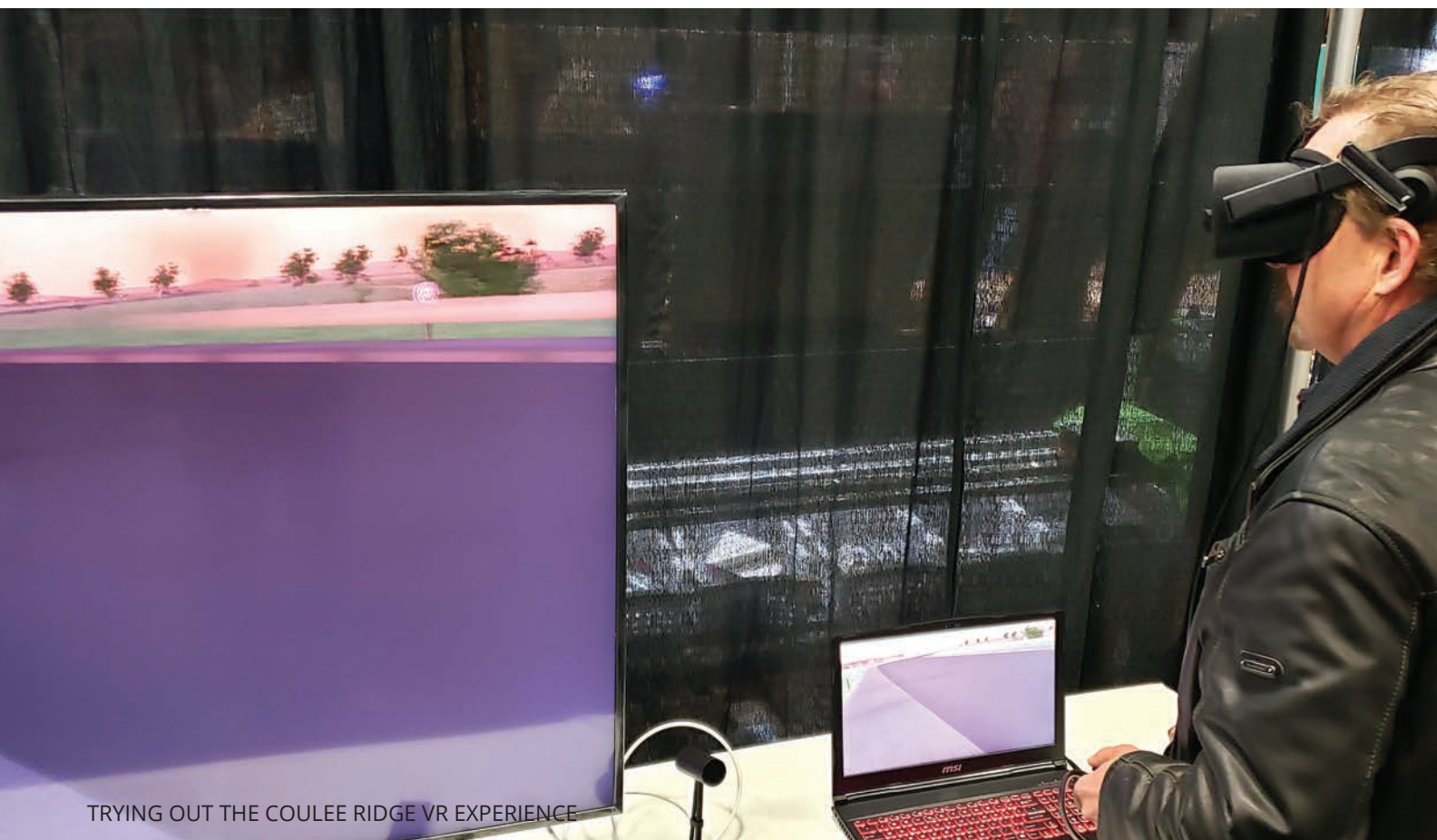
Western Economic
Diversification Canada

Diversification de l'économie
de l'Ouest Canada





A VIEW TO A FUTURE HOME, COMPLETE WITH PLAYGROUND FOR THE KIDS



TRYING OUT THE COULEE RIDGE VR EXPERIENCE




and increases conversions from customers that had previously been unsure because they couldn't visualize how the purchase would fit into their space or their life.

Coulee Ridge

Closer to home, Medicine Hat real estate development company Coulee Ridge has created a 3D/VR experience for potential buyers to experience the land before purchasing. "We knew we needed a experiential immersive experience and virtual reality would do just that. From our first event it worked extremely well; we were able to make specific sales based on the VR experience," says Don Sandford at Coulee Ridge Development Inc. Created by Regina's Melcher Studios, the experience lets users view lots, explore the development's walkways and take a tour of the lake. "A VR experience like the one we created for Coulee Ridge lets users really feel what their new property will be like," says Dwayne Melcher, president of Melcher Studios. "Coulee Ridge wanted an experience that would wow potential customers, and this VR experience did just that."

Convert

By offering prospects and customers a chance to try VR/AR, companies are allowing them to connect with a product, service or brand in a new way. No matter the experience, VR/AR immerses their audience into something greater than a webpage or a store shelf. VR/AR can create a more personal experience for prospects, that can readily give customers the information and confidence needed to drive their decision making and ultimately, conversions. "As the industry grows and hardware becomes more accessible, VR/AR will naturally become part of the digital marketing world," says Melcher. "Experiential VR can give a positive uplift to any buying experience, which is great for the bottom line." 

References

^{1,2}Putting AR/VR To Work: Taking the Complexity Out Of Home Improvement <http://www.lowesinnovationlabs.com/updates/2018/11/6/putting-arvr-to-work-taking-the-complexity-out-of-home-improvement>

^{3,4,5,6}Ikea Is Stepping Into Virtual Reality by Creating a Game for New Store Openings <https://www.adweek.com/digital/ikea-is-stepping-into-virtual-reality-by-creating-a-game-for-new-store-openings/>



Today, threats to public safety loom larger than ever before. Leaders must manage the intensity of crisis chaos as well as plan for the unforeseen.

With a Levene MBA in Public Safety Management, you'll gain fundamental business knowledge while integrating planning and management skills with public safety experience.

Discover your unlimited career potential with a Levene MBA in Public Safety Management. Register for an information session at:

levenegsb.ca

Features: Flexible study schedules and formats, pay-as-you-go structure, mid-career admission option and more!

levene | gsb
Kenneth Levene
University of Regina
School of Business



The power of
an MBA in Public
Safety Mgmt.

REAL SAFETY

**IT'S OUR REALITY: FIRST OF ITS KIND HAZARD ID VR
BY SCSA STAFF**

After months of planning, development and testing, the Saskatchewan Construction Safety Association (SCSA) is proud to announce that the Hazard Identification (ID) virtual reality (VR) training tool developed in partnership with White Rabbit VR, a division of Twisted Pair Productions, is being made available to member companies through demonstrations and in the classroom. SCSA members and students now have the opportunity to be enveloped in a realistic, 360 degree alternate reality for workplace training. This training tool allows users to spot hazards more effectively and in a variety of scenarios that wouldn't be as readily available within the confines of traditional classroom training. The Hazard ID VR is one of the first of its kind for the Saskatchewan construction industry.



ABOVE: STUDENTS OF WALTER MURRAY COLLEGIATE IN SASKATOON EXPLORE HAZARDS ON A VIRTUAL CONSTRUCTION SITE.

"This changes the game for us in so far as building stronger impressions in learning. It gives the user experience in navigating dangerous situations and understanding safety management in a safe way. We are particularly excited about the implications of this technology for young and new workers. The sad reality is that 25 per cent of the injury claims in our industry, involve a young worker under the age of 25 and the SCSA has a key role to play in supporting business owners and leaders in their injury prevention efforts for this demographic," explains, Collin Pullar, president of the SCSA.

Through the use of technology, modernizing product and service delivery has been a major strategic focus of the SCSA over the last year. A new mobile Hazard Assessment Tool and ten additional safety topics were added to the already popular SCSA's Guide to Occupational Health and Safety (OHS) Legislation mobile app, which has tracked more than 4,000 user downloads since its launch in September of 2017. Inside the SCSA classrooms, projects introducing tablet devices and virtual reality (VR) training tools are taking the delivery of safety training and information retention to a whole new level.

"The secret of the success of Hazard ID VR has been the partnership business model between White Rabbit VR and SCSA. We know virtual reality. SCSA knows safety. Together, we've created a marketable, state-of-the-art training tool that will help improve safety training, not only for SCSA, but for construction companies and training institutions across Saskatchewan and Canada," said Mike MacNaughton, president and CEO of Twisted Pair/White Rabbit VR.

"We believe that the vast majority of injuries are preventable but we have learned over the years that telling people how to stay safe isn't enough to overhaul a culture that has historically struggled with safety. Anything that is going to affect a change in an organization and a province has to be done at the leadership level. Our mission, *Constructing Safety Leadership*, is entirely about supporting leaders and the Hazard ID VR tool is just one of several technological investments that enables us to do that," says Pullar.

About the Saskatchewan Construction Safety Association

The Saskatchewan Construction Safety Association (SCSA) is an industry-funded, membership-based, non-profit organization that provides cost-effective, accessible safety training and advice to employers and employees in the construction industry throughout the province to reduce the human and financial losses associated with injuries. Registered March 22, 1995 the SCSA is, and has been since inception, committed to injury prevention. Serving almost 10,000 member companies, the major business units of the association are Advisory Services, Business Development, Corporate Services, Program Services and Training Services. The mission of the SCSA is constructing safety leadership and the vision is to create the safest construction environment in Canada. For more information visit, www.scsaonline.ca **iW**



THE BENEFITS OF **MERIT**

**MERIT CONTRACTORS ASSOCIATION HAS BEEN
SUPPORTING CONSTRUCTION FOR 3 DECADES**

31 years ago, Saskatchewan's Merit Contractors Association was launched to support Saskatchewan's open-shop construction sector with workplace services and industry advocacy. Today, the association represents the interests of most construction and related trades companies working in the province. "We serve the majority of the construction sector here in Saskatchewan," says Karen Low, President. "We offer exclusive services to the industry that are designed to meet their specific needs."

Merit Saskatchewan's workplace benefits plan is by far its most popular and unique offering. The plan uses the power of pooling to give Saskatchewan's construction sector employees access to health care and life insurance coverage that follows them throughout their career. "By working together with the industry, we're able to offer benefits coverage that is affordable and stable," says Low. "Our hour bank plan addresses the seasonality of construction work, and the mobility of construction staff." The coverage follows employees when they move from one company to another, and allows them to "bank" their benefits so they're covered all year-round. "It's a seamless process for both employer and employee," says Low. "We understand the nature of construction work, and the hours bank plan does too."

Merit Saskatchewan also conducts leadership and management training for the important soft skills needed to run a company successfully. "Tradespeople are very good at their respective trades, but often need help with the skills to lead and manage

people," says Low. "We offer courses that teach tradespeople how to be good supervisors, which will make them and our industry more successful."

The association also understands the importance of recognizing the work done by the industry's labour force. Every year, Merit Saskatchewan celebrates the Merit Awards of Excellence where construction employees come together to acknowledge their achievements. "The awards are a wonderful way to celebrate good work," says Low. "We hand out nine awards at a dinner and reception in Saskatoon every May."

Merit Saskatchewan is committed to not only representing and supporting the industry through services and advocacy, but also to safety in the sector. A long-time member of the Saskatchewan Construction Safety Association, Merit is pleased to partner with the SCSA on their new Hazard VR safety training. "We know that our industry is filled with kinesthetic learners—people who learn by doing," says Low. "This new virtual reality training tool will allow construction workers and tradespeople to learn safety skills in a powerful new way." The tool will roll out to member organizations this spring. "We're proud to work with them on such an exciting new project," says Low. "The SCSA is a valued partner to Merit and its members and an important service provider to the industry." **iW**



Merit Contractors Association

#62 17th Street West

Prince Albert

(306) 764-4380

1-844-MERIT4U

meritsask.com

WHAT EMPLOYEES WANT

THINKING OUTSIDE THE PAYCHEQUE

BY INDUSTRY WEST STAFF



Companies are thinking of new and innovative ways to attract and retain employees. From fun offerings like Friday beers or allowing pets at the office, to incentives to improve work/life balance like flexible work hours, most employers know they need to offer more than just a paycheck.

But what are employees really looking for?

"When we talk to possible candidates, we talk about fit and culture," said Tracy Arno, CEO of Essence Talent Solutions in Saskatoon. "It's not about if they can do the job, it's if they want to do the job."

Before employers can create a compensation package, they need to make an honest assessment of what their workplace culture is and what their employees want it to be. "It's really an employee driven culture. Where companies are failing is when the leaders are not getting behind this philosophy," says Arno. Company leaders also need to understand that compensation packages can include things like flexible hours, educational opportunities or wellness packages.

When employers listen to what their employees are looking for, and provide it, they develop a partnership with transparent communication. "The traditional workplace where it's kind of a top-down managed organization is not the ideal workplace any longer," says Arno.

She also stresses the importance of ongoing feedback and recognition that is immediate, not just part of an annual review process. "Employees want to know how they're doing; they want to know where they can grow and where they can have impacts within the organization," says Arno.

To retain employees, companies need to deliver on the expectations they set. When employees feel they are a valued member of the team and are provided the work environment they were promised, they want to stay.

iQmetrix, a technology company with an office in Regina, offers some innovative perks such as company trips, a paid sabbatical after seven years, flexible hours and no cap on sick leave.

"It's the culture that ultimately attracts and retains employees," says Alicia Thayer, Director of People & Culture at iQMetrix. "We find that the overall work environment is what has the most impact on recruitment and retention. Employees want meaning in their work and to see the impact that they are having."

The company also gives employees a sense of ownership in the role they play for the company and their clients. "We have a self-managed work environment where employees are the owners of how they get their work done and have a voice in decision-making ... this gives a more direct view to how their decisions affect the company's success," she says.



They also recognize the value of ongoing feedback. iQmetrix has moved away from annual reviews to 'contribution snapshots,' a summary of the employee's contributions and growth opportunities. They also have a peer program where employees can send feedback to a colleague or another employee's lead at any time.

The company's benefits package was determined by asking employees what they wanted, and the package is reviewed regularly, says Thayer. "One of our principles is around providing employees what they need to be successful at both work and home, so we always review our benefit offerings through this lens."

So, what can employers do to attract employees? They can certainly continue offering incentives like casual dress codes, social activities and a fridge stocked with pop and juice. But if they don't provide ongoing feedback and a feeling that employees fit well and are making a difference, those perks wear thin. **iw**

Contigo
Solutions

Benefits
Pension
RRSPs



Your Best Resource For Group Benefits



"Our benefits plans help to build your business' workplace culture, allows your team to realize their desired career paths and creates an environment for your business to prosper."

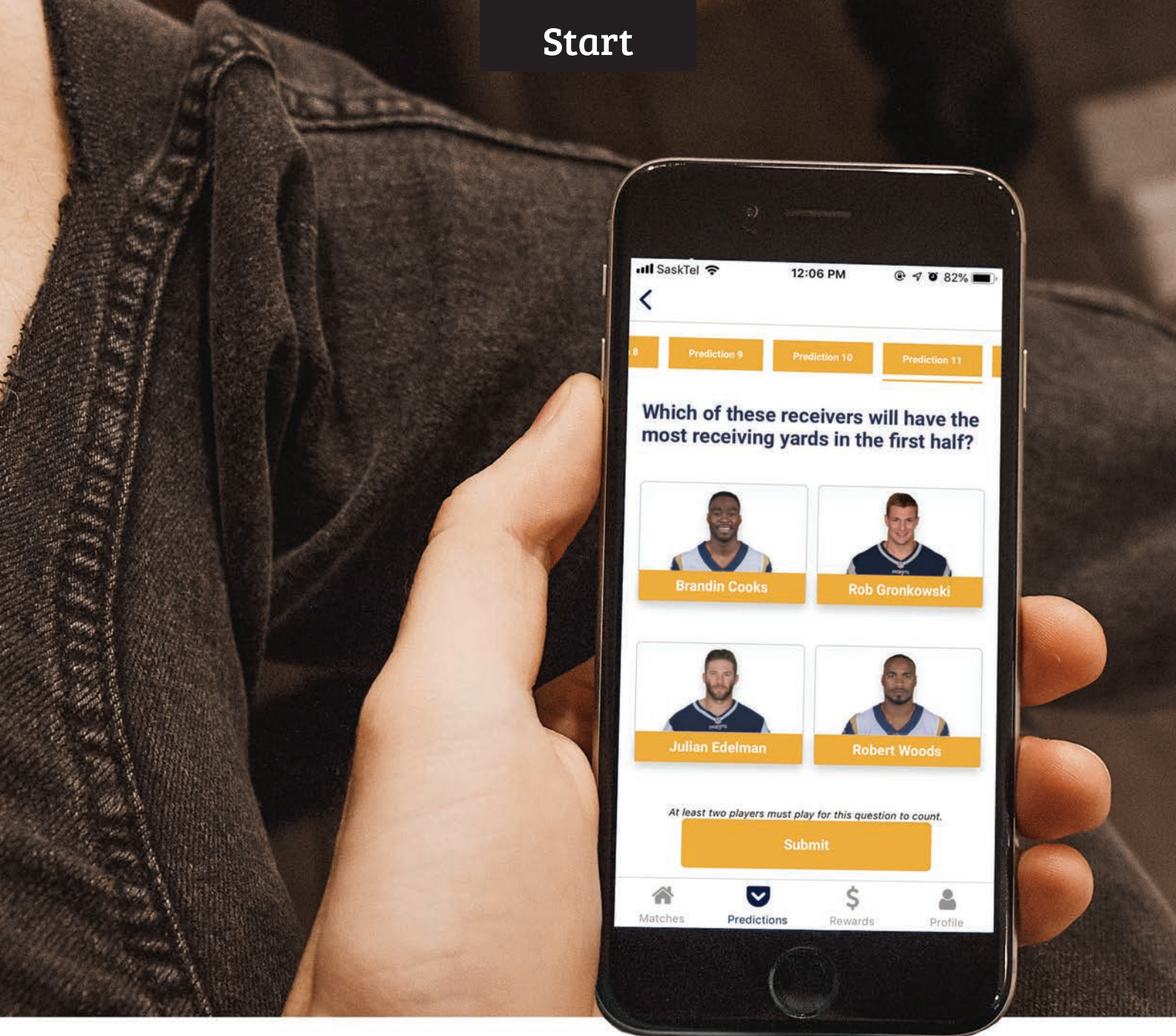
Contigo Solutions is a group benefits specialist providing expert services and advice to employers requiring group benefits and group RRSPs. Our name is very important to us. Contigo is a Spanish word meaning "with you". It was chosen because the name reflects our values and approach; once you become a Contigo client our support is with you every step of the way.



Jason Beaumont

Phone: 306 550 9991
Fax: 306 569 7081
Email: jason@contigosolutions.ca
Web: contigosolutions.ca

Start



A START-UP STORY: CALL THE SHOT

BY INDUSTRY WEST STAFF PHOTOS PROVIDED BY CALL THE SHOT

In our series, "A Start-up Story," Industry West talks to Saskatchewan start-ups and their journey to entrepreneurship. Meet founders Zac Friesen, Ryan Donohue, and Patrick Ullrich, and their venture: Call The Shot.



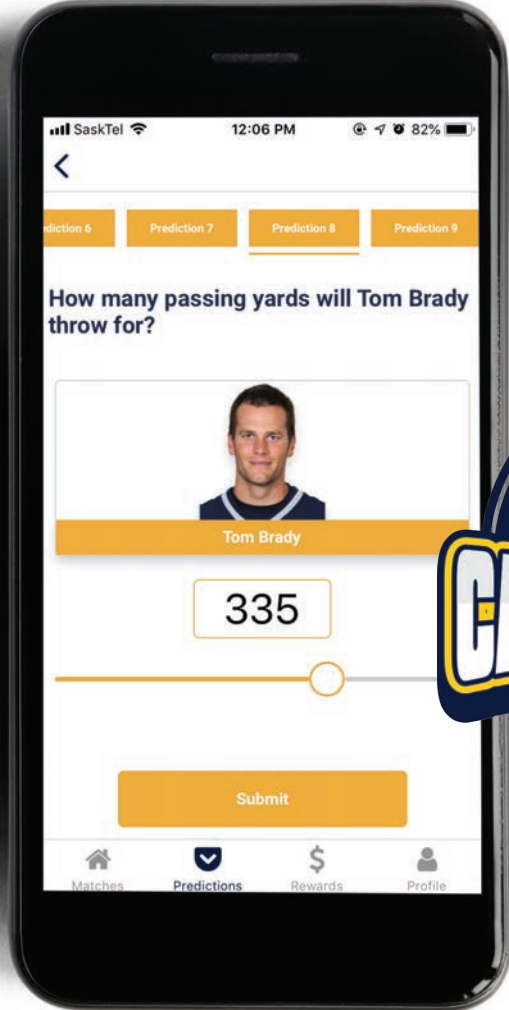
Regina's Zac Friesen is a big sports fan. Not only does he like watching sports, he's also active in fantasy leagues which adds to his engagement with sports teams. One day at a football game, Friesen's team was losing early on, and he got to thinking about how he and fans like him could get more from a game even when their team was losing. "I figured there had to be a way that fans could have even more fun at a game, similar to the engagement fans get from fantasy leagues," says Friesen. "I was thinking about some sort of app."

His app idea led him to a 24-hour start-up event at the Conexus Cultivator business incubator in 2018. Zac and his idea won second place in the competition and set Friesen on a path to develop his idea into something that could be commercialized. He was joined by developers Ryan Donohue and Patrick Ullrich and their company and their app, named Call The Shot, were created.

Call The Shot is a fan engagement app, designed for fans to "play along" while watching their favourite team sport. "The app is designed to give fans a stake in the game, beyond just viewing," says Friesen. "Fans log in during the game and make predictions on the game itself." Sports fans can play along with other fans, earning points and winning prizes, by guessing on things like which team will score first, what players will do and more. Sports teams can encourage fans to play along wherever they are—in the stands, at their local bar or at home.



LEFT TO RIGHT: ZAC FRIESEN, RYAN DONOHUE AND PATRICK ULLRICH



Friesen tested the app during the 2018 Super Bowl at Victoria's Tavern and got excellent feedback on how to make the app better. The Call The Shot team took their idea forward again by applying to the Co.Launch program at the Co.Labs Incubator in Saskatoon. They were accepted, and are about halfway through their residency. "We're moving into a larger test phase this summer, working with the Regina Thunder," says Friesen. "We're also working with some local bars to test the app with their customers watching sports and exploring a partnership with the Casino Regina Show Lounge to test with UFC fans."

As the Call The Shot team tests and perfects the app, Friesen is planning how to engage with sports teams to make their fan experience even more immersive and fun. "As fantasy leagues and sports betting shows, fans want to be close to the action," says Friesen. "Call The Shot gives fans a richer experience, and provides teams with another way to engage with their customers." **iw**

Learn more about Call The Shot at calltheshot.io.



Affinity Credit Union Business Member
Bodhi Tree Yoga

Do what you love.

We'll help keep your business in great shape.

Your time is precious - spend it on your business, not your banking. Let us take care of all your financial needs so you can focus on doing what you love!



1.866.863.6237 | affinitycu.ca

Affinity
Credit Union



Need help building your safety program?

Try our online safety tool



- Download free, customizable forms for hazard assessment and inspections
- Check legislation • Take online training



Safety Pillars

Download the **NEW** Pillars App!



Check it out now at

www.worksafesask.ca or pillars.worksafesask.ca



WorkSafe[™]
SASKATCHEWAN

Work to live.

MAKING THE BIG SALE

Selling Your Business

BY PHIL SYMCHYCH

Is your business your most valuable retirement asset...on paper? How do you convert this paper value into cash?

Eventually, you may need to sell your business or transition management to someone else while you retain ownership. Here are the stories of two successful Saskatchewan entrepreneurs who recently sold their businesses. They contain great advice, even if you want to step back and retain ownership.

Ron Coutts and his wife Sheila started Coutts Courier in 1983. They grew it from hard work and long hours to become one of the largest private courier companies in southern Saskatchewan with a stellar client list. Ron and Sheila were thinking about retirement and travelling more. Since their family didn't want to buy the business, Ron was open to offers.

We approached a strategic buyer: a larger transportation company who was also their customer. There was a foundation of familiarity and trust, so that accelerated the process. We aligned the deal structure on both parties' interests. Selling your business is part art, part science, part psychological, and part financial.

A Letter of Intent was obtained from the potential buyer, due diligence was performed, and the legal chess of back and forth offer agreements started. The business was sold, from initial contact to final closing, within five months. That's quick for a sale.

If you're thinking of selling your business, Ron's advice is simply: "Don't do it yourself. Hire a professional you trust to broker the deal."

Larry Hilworth and his partners owned Maple Farm Equipment in Yorkton. They were approached by the one and only Jim Pattison, a Canadian entrepreneurial legend, to be acquired. Larry is a former banker, and he ran a tight ship. Even though there were over 2,100 emails exchanged during the sale process, Larry also kept his business operating at full speed, and the sale was successful.

Larry's advice for selling your business covers all the areas that a buyer needs in a deal, including:

1. Financial: Always be ready to be an acquirer or to be acquired. That means cleaning up the clutter (just as if you were selling your house) and making sure your "balance sheet is bullet proof." That includes strong working capital, current ratios, and debt to equity ratios.
2. People: "Invest in your people and have fun with your team." This will help to grow and develop your people and increase their loyalty. "Especially important is leadership training and development for the present and future leaders of your company."
3. Plan: "Involve your team in strategic planning activities. Continually test your vision and mission. And never compromise on your core values."
4. Sale Process: "Work with good M&A specialists, tax, and legal advisors who can guide you through the process, whether you're buying or selling. They're expensive but worth every penny."

Larry's philosophy is simply this: "Winners make it happen while losers let it happen." Take control of your selling process because it's more complex and more emotional than the everyday running of your business.



PHOTO COUTTS COURIER. BY RON COUTTS

STEPS TO SELL YOUR BUSINESS

Team

M&A • TAX • LEGAL



Optimize

- REFINE STRATEGY
- CLEAN UP BALANCE SHEET
- INCREASE EARNINGS
- REDUCE CLUTTER




Sell

- EMPLOYEES/FAMILY
- FINANCIAL BUYER
- STRATEGIC BUYER

Here are the high-level steps to selling your business. The more you plan and prepare, the more valuable your business will be, and the faster the transaction can go.

The main steps in selling your business include:

1. Building your team of advisors—M&A, tax, legal—so they can ensure your valuation is maximized, your structure is optimized for tax, and your company is attractive to a potential acquirer. It might take two years to clean up your tax structure so start now.
2. Optimizing the valuation and attractiveness of your business to an ideal buyer. The more time you have, the more you can increase the valuation by:
 - a. Refining strategies to create a sustainable competitive advantage,
 - b. Increasing operational effectiveness to increase capacity, and
 - c. Improving financial results that drive EBITDA and free cash flow.
 - d. Remember, an accountant's valuation is the price floor in a sale to a third party, not the ceiling. A buyer always prepares their own valuation that also includes their upside from integration and not just your historical results.
 - e. Do not automatically assume your business is only worth a multiple of several years historical earnings before interest, tax, depreciation and amortization (EBITDA), although that may be the formula to a financial buyer who focuses on the past. Your value will likely be worth much more to a strategic buyer who focuses on the future.
3. Determining who to sell to, because you've got options. The list includes:
 - a. Your family and employees. They know your customers and the business, but don't have deep pockets, and you'll likely need to finance them, so you give up control but still have risk.
 - b. Financial buyers such as PFM Capital (pfm.ca), Westcap (westcapmgt.ca) or Westbridge Capital (westbridgecapital.ca) or others in Saskatchewan. They will leave management in place, they can fund a partial or full exit, support a management buyout, provide working capital, and enhance governance and strategy. However, they may want to exit in a few years, so you'll need to find another buyer.
 - c. Strategic buyers such as major customers or larger competitors. They have deep pockets and are often willing to pay more because they will gain more, they may or may not need all your executive team, they may change the culture, and you may not like working for someone, although it's temporary.

You only sell your business once. It's a complex and emotional process. Therefore, take control, plan ahead and work with experts who will help you to optimize the value of your business and achieve a successful sale. And one final note: the terms and conditions are always more important than the price. 

Eat. Shop. Live. Love Local

SUNNY & BRIGHT

Merry & Bright
Saskatchewan's Local Holiday Guide



Reach Saskatchewan's consumers where they are and showcase your local business. Contact us today for your spot in our popular consumer guides. Don't wait – space is filling fast!

**WATCH YOUR MAILBOX AND YOUR FAVOURITE LOCAL BUSINESSES
FOR SUNNY & BRIGHT 2019 – COMING THIS MAY!**

(306) 551-6632 sales@iwmediagroup.com

Give

NORTH CENTRAL HACKER DOJO

NORTH
CENTRAL
HACKER DOJO

CODING COMMUNITY

THE NORTH CENTRAL HACKER
DOJO IS CHANGING LIVES, ONE
LINE OF CODE AT A TIME

BY BROOK THALGOTT PHOTOS PROVIDED BY
NORTH CENTRAL HACKER DOJO

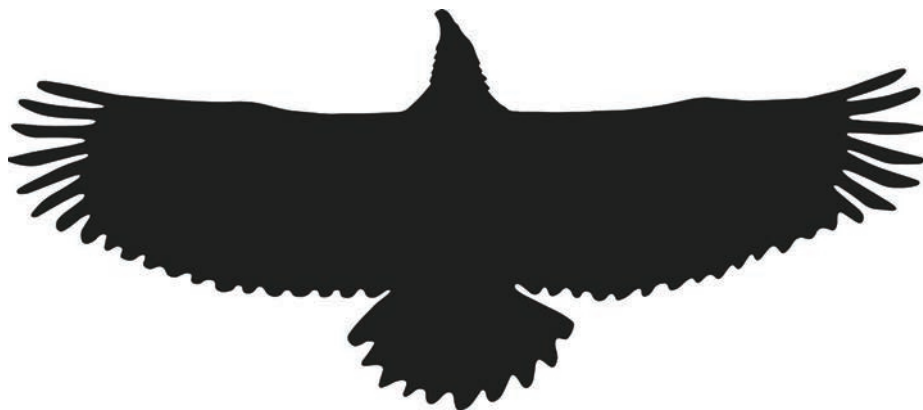


Just over a year ago, Aaron Hampton was driving through North Central Regina with his real estate agent when he spotted a “For Lease” sign in a window. Hampton, a passionate advocate for the technology sector in Regina, had an idea to create a community space for people to learn skills in tech. “I wanted to create a place where people would have access to free computer resources and see what they could learn,” says Hampton. He set to work in the space at 2911 5th Avenue in Regina, and the North Central Hacker Dojo was born.

The non-profit organization is now open to the public from 3.30 to 6.30 pm Monday to Thursday, and is busy building relationships in the North Central community with the schools

in the area. “We have reached out to schools to find students interested in learning about technology,” says Hampton. “We want to find kids to become members of the Dojo and help them find a path.” While anyone can join the Dojo, the programs are focused on youth from ages 12 through 24. There are currently 12 members active in the Dojo, with more interest developing as school outreach grows.

“We’re still renovating our space and installing equipment,” says Rene Dufour-Contreras, Project Sensei. “Soon, we’ll be able to offer not only informal training, but also workshops and training for certifications in IT.” The Dojo focuses on weekly themes, and introduces members to tech of all kinds. Members can learn





LEFT TO RIGHT - KAI HUTCHENCE, RENE DUFOUR-CONTRERAS AND AARON HAMPTON

about everything from programming to 3D printing, graphic design to machine learning, web development to gaming and much more.

The Dojo is working with North Central youth to not only engage them in tech, but also to help change their lives. "This neighbourhood has a sad reputation," says Jan Morier, Dojo board member. "There has traditionally been a lack of opportunity in this area, and this is a tremendous opportunity to make connections, build relationships and provide a bright future for the youth here." Not only does the outreach get kids doing something in a safe place off the street, it can also provide a future career path. "Kids often decide by around age 14 what doesn't interest them in terms of a career," says Kai Hutchence, Dojo volunteer. "By starting early, we can show kids what technology can offer them now and in the future. We can build a talent pool by investing and engaging the young."

It's still early days at the North Central Hacker Dojo, but the business community can certainly help the Dojo with its mission. "Sponsorships are greatly appreciated," says Hampton. "We're self-funded now and applying for grants, but every dollar helps." The North Central neighbourhood is not a wealthy one, so the Dojo is free to its members. "Sponsoring a member or purchasing technology are great ways to get involved," says Dufour-Contreras. And, you can always donate your time, too. "Engaging with our youth at the Dojo is not only fun, it's rewarding. Everyone in our community benefits when we help a young person find their path to a bright future," says Hampton.

iw

To learn more about the North Central Hacker Dojo and how you can help, visit thehackerdojo.com.



PRINT ENGAGES. PRINT INFORMS. PRINT WORKS. PRINT AND DIGITAL WORK BETTER TOGETHER.

Add Industry West to your marketing strategy.
Contact us today for your space today.

(306) 551-6632 paul.huber@iwmediagroup.com

Our Summer 2019 issue arrives in July, taking a look
at entrepreneurship and Indigenous business.
Book your space today!

BLACK-EYED SUSAN (*RATIBIDA COLUMNIFERA*)WESTERN CANADA
VIOLET (*VIOLA*
CANADENSIS)

EMBRACE SASKATCHEWAN'S NATURAL BEAUTY

BY JENNIFER TOEWS PHOTOS BY CHET NEUFELD

Much like the people who live in Saskatchewan, the plants that have evolved in the province can handle anything Mother Nature throws at them.

"Native plants are cold-hardy, wet-hardy and drought-hardy, so they're locally adapted to our climate," says Renny Grilz from Blazing Star Wildflower Seed Company in Aberdeen.

Native plants—that is plants that were growing here before European settlement—have become increasingly popular with gardeners in the province. Some want to try something new, while others have heard about the environmental benefits.

There are quite a few good reasons to plant native plants according to Chet Neufeld, Executive Director of the Native Plant Society of Saskatchewan (NPSS). They can thrive off whatever rain falls. They don't generally require pesticides or fertilizers to grow. Having lots of green in your yard can even reflect the light, lowering the cooling costs for your house.

Of particular interest for many gardeners, the blooms attract pollinators like bees, butterflies and birds, bringing a variety of local wildlife into their backyards.

Native plants are also easy to grow. Even an inexperienced gardener can successfully introduce new plants with ease. Many can be seeded directly into the ground, but you can also purchase seedlings if you don't have the greenest of thumbs.

Before introducing native plants to your garden, you'll need to do some homework. Find out what the plant needs, how tall it will get and what it grows well with. Make sure what you are planting is truly native to Saskatchewan—many stores sell generic wildflower mixes that might contain invasive species. Attend workshops, tours and local events like farmers markets and Seedy Saturdays to speak directly with the people collecting and selling the seeds. Visit the NPSS website for more information and a list of native plant sellers.



WILD COLUMBINE (*AQUILEGIA CANADENSIS*)

Start with a small section of your yard and select one or two plants that should grow well in the location. Don't be afraid to make mistakes—if something doesn't work, try a different plant or a new location.

The most important thing is to be patient, says Grilz. "They're perennials and it takes a long time for them to get established." It can take two or three years before a plant blooms. The results will be worth the wait.

Ready to add native plants to your garden? Here are six Neufeld recommends for beginners:


Prairie Coneflower: Full sun, all soil types. A knee-high flower that grows well with other plants and self seeds.

Wild Bergamot: Full sun to part shade, all soil types as long as there is some moisture. A knee-high edible plant pollinators love.

Blue-eyed Grass: Full sun, all soil types including rock gardens. This tiny iris is tricky to start from seed, so try seedlings.

Black-eyed Susan: Full sun, all soil types. Pollinators love this flower, which looks lovely in bouquets.

Western Canada Violet: Part shade to full shade, all soil types. This low-growing flower forms mats, making an excellent ground cover.

Wild Columbine: part shade to full shade, all soils. This flower is popular among pollinators and is easy to grow from seed. 



PRAIRIE CONEFLOWER (*RATIBIDA COLUMNIFERA*)

THINKING ABOUT AN MBA?

EMPLOYERS AND EMPLOYEES BENEFIT FROM GRADUATE EDUCATION

BY MARCI ELLIOTT

Employers have much to gain by encouraging and supporting employees undertaking graduate business education and in particular, an Executive MBA. While the programs can be demanding, the benefits include bolstered employee engagement, productivity and morale; retention and refreshment of institutional knowledge; and an archive of research or consultancy projects directly related to solving your business issues. Often, what isn't appreciated is enhancement to company brand in the marketplace and to clients.


Invest Your Time & Money

It's a demanding investment because it requires time and money. However, the resulting benefits far exceed the costs of investment. Many employers support prospects with direct financial assistance covering most or all tuition costs. Other employers choose to support prospects indirectly by giving them time off with pay to attend classes so employees don't have to use vacation time. Some employees even choose to take program courses while away from work on maternity or parental leave. This helps keep their minds actively engaged while at home with their newborns. Most EMBA programs are designed with full-time working professionals in mind. Many programs offer courses in varied formats such as intensive condensed one-week or weekend classes, evening classes, and online or streamed formats.

Change Your Life

Deciding to pursue an Executive MBA is a life changing decision, both personally and professionally. Studying alongside like-minded seasoned professionals with a broad set of knowledge, skills, and academic and professional experience will result in fresh thinking, broader perspectives and new ideas. Prospective MBAs and employers should be prepared to embrace change and be realistic in their expectations about what that degree





will do for career trajectory, salary, business and clients. As an Executive MBA graduate, you will think differently, and lead others (and yourself) differently.

What You'll Learn

As expected, an EMBA education covers the core fundamentals of business such as finance, accounting, marketing, human resource management, organizational behaviour, operations, ethics, and strategy. The curriculum also includes important courses on leadership, change management, global business, and critical and creative thinking. Executive MBA programs build personal and professional confidence and presence, hone analytical and presentation skills, and employ experiential learning to apply fundamentals in a fail-safe learning environment. Further, EMBA programs help build networks and lifelong relationships with your program peers—a network of rising business professionals who will undoubtedly provide support, insights, counsel and advice throughout your career journey.

Your Support System

Family, friends and employers are important support systems. Prospects should talk with each of those support systems so all are aware and clearly understand they will be busier than usual. Household chores may have to be reassigned, and entertaining and attending social events will need to be reconsidered depending on where and when they fall within a semester.

The good news is that all Executive MBA students are in the same situation and it's a great opportunity to share time-saving, time-management, efficiency-coping mechanisms with each other. Peers are valuable resources and can offer creative solutions to like challenges.

Take The Plunge

Today's business world continues to evolve thanks to technology. Business moves quickly, across broader and multiple geographies, complex cultural norms, currencies and governments. Executive MBA programs deliver a deeper understanding of leadership and the multi-perspective lens required to be an effective inspired executive. They equip businesses, industries and senior leaders aspiring to achieve greater goals and meet the demands of business today. They no longer are a 'nice-to-have' but rather a smart, necessary investment. **iw**



IT'S THAT TIME AGAIN MAKE YOUR VOICE HEARD

BY PAUL HUBER

PHOTO BY JOISEYSHOWAA FROM FREEHOLD, NJ, USA [CC BY-SA 2.0 ([HTTPS://CREATIVECOMMONS.ORG/LICENSES/BY-SA/2.0](https://creativecommons.org/licenses/by-sa/2.0/))]

Another election year is upon us in Canada. To many, this brings out eyerolls and exhaustion. It means that we're going to be inundated with political ads and rhetoric that will often leave our collective heads spinning. A famous quote about democracy attributed to British Prime Minister Winston Churchill states: "Democracy is the worst form of government, except for all the others." It's important to remember this as we head into this rather distasteful of civic seasons. The democratic process can be rather uncomfortable, but you should thank your lucky stars that you're free to participate in it.

I'd like to break down some important aspects about democracy that I hope will provide you with a new attitude towards this civic responsibility. To begin, despite what you might think, your vote is valuable. Too often, people write off their political viewpoint as irrelevant because they aren't fervent followers of all things related to politics, economics and foreign affairs. The truth is that if you cast your vote based on one single issue that concerns you, that ballot carries as much weight as any other.

So, let us now state for the sake of this argument, that the act of casting a vote is your highest democratic right. This is a fair



standard to set. It is a common rallying cry in democratic nations where you see “get out the vote” campaigns. In 2015, Elections Canada reported an increase in voter turnout for eligible electors to 66.1 per cent from 58.5 per cent in 2011.¹ A higher voter turnout is considered favourable for obvious reasons, especially if it is free and genuine. Despite the value and importance of voting, there is another side of the electoral process that is sadly lacking. This we can call “the follow-up.”

Out of those 66.1 per cent of eligible voters that voted in Canada’s 2015 federal election, how many of them have done

any follow-up with their elected representative? This is the real crux of democracy. It’s following up with elected officials and holding them accountable for the reasons you voted for them. It’s important to remember that these people are public servants. They serve your interests as best they can and you have every right to share your thoughts, concerns and criticisms with them. They should listen to you because they want your vote, they want your family’s votes, and they want your friends’ votes. Don’t ever underestimate your power as a voting citizen in this country.

This is where the true power of democracy lies. Democracy originated in ancient Greece and the word literally means “rule by the people”. Politicians, despite their great attempts to show that they, and their respective political parties, are the answer to all things legislative in society, are simply individuals. They have limited understanding and perspectives. The true power of a democratic system is when the insights of society effectively flow through its elected representatives. When electors participate and fulfill their roles passing on their ideas, hopes, concerns, and criticism to their elected officials, that is democracy at work.

One of the important realities to accept about democracy is that it is slow. Painfully slow. Despite your first inclinations, you actually want this. You want a system that serves you on the basis of fairness. Name one dictatorship, one authoritarian regime, one king or queen that governs with true and fair stewardship. I will show you why they pale in comparison to a democratic state. The collective consciousness of a people will always know better than a single ruler or a ruling class. It’s difficult to argue this rationale but it is, on the other hand, very easy to argue the efficiencies of the two systems. Democracies are frustratingly slow, but this is needed to produce governance that is fair and just—something you have to come to appreciate.


There’s a great story that will help put your voting responsibilities in a positive frame of mind. I’d like to frame it in a way that will likely appeal to the entrepreneurs reading this article. Think of our democracy in the same way you think of your business. It’s not just a static thing that exists. Instead, it’s a project that is in need of constant development. It’s built on a foundation that needs to be reinforced from time to time. The reality is that the work will never end. As long as you have your business, you will work to keep it functioning. It’s important to think of our democracy in the same way.

When thinking about democracy and voting, also consider the Greek myth of Sisyphus.² He was the king of Ephyra and he was punished by Zeus for deceiving the gods. His punishment was to roll an immense boulder up a hill. However, the boulder could never make it, and would roll back down as it neared the top. Sisyphus was doomed to repeat this action for all eternity. Greek myths are symbolic of life and the story of Sisyphus is an allegory for the human condition—being tasked with repeating futile tasks. In his essay, *The Myth of Sisyphus*, Albert Camus compared



the punishment to humanity's futile search for meaning and truth in a meaningless and indifferent universe. However, instead of despairing, Camus imaged Sisyphus not as a victim, but rather a defier. So, even when our struggles—whether they are at work or through civic engagement—seem repetitive and futile, they are ours and they hold value.

Our democracy has institutions, processes, norms and standards that have been developed over hundreds of years. There are also the shared experiences of democracies the world over. When you put them together, it's amazing to think about. So much trial and error, competition, war and strife has gone into creating a society that serves the many and not the few. Even with that, the system remains delicate. Democracy has been developing and evolving now for over 2,500 years. In Canada, we are quite fortunate to have inherited one of the oldest and established democratic structures from Great Britain. Our power comes from the pencil we use to mark a ballot and the phone call we make to our elected representatives. Own this responsibility and make our democratic system more effective, producing a better society for all.

So, as we head into a federal election this fall and a provincial election next spring, vote. Make your voice heard, and continue to do so when you have concerns about how your Member of Parliament or Member of the Legislative Assembly is representing you. We should be grateful we have the power to choose, and the ability to speak truth to power. That is democracy. 

Reference

¹Estimation of Voter Turnout by Age Group and Gender at the 2015 General Election, Elections Canada. <http://www.elections.ca/content.aspx?section=res&dir=rec/part/estim/42ge&document=p1&lang=e#a>

²The Myth of Sisyphus - Alex Gendler, <https://www.youtube.com/watch?v=q4pDUxth5fQ>

SHORT-TERM TRAINING



Get on the job fast with applied certificates and fast-track programs at Sask Polytech.

- Applied Project Management
- Electrician
- Emergency Communications
- Leadership and Coaching Development
- Library Clerk
- Plumbing and Pipefitting

Apply now for fall 2019!

saskpolytech.ca/short-training



OUTSASKATOON

We're gearing up for
Pride!



For OUT's FULL calender
of Pride events visit
outsaskatoon.ca/calender

*Need Professional Diversity
Training For Your Business?*

OUTSaskatoon has you covered,
email education@outsaskatoon.ca to set up a
time today.

52%

OF LGBTQ2S EMPLOYEES
hide their identity in their workplace

47%

OF LGBTQ2S EMPLOYEES
experience workplace discrimination

OUTSaskatoon provides training to over
4,000 professionals every year!

320 21st ST W
Saskatoon, Sk
hello@outsaskatoon.ca
outsaskatoon.ca

OUT
SASKATOON

BRENDAN KING,

CO-FOUNDER AND CEO OF VENDASTA TECHNOLOGIES INC. IN SASKATOON

On the last page of every issue of *Industry West*, we find a Saskatchewan business person or leader to answer our version of the Proust Questionnaire. Marcel Proust made the questionnaire famous, believing that 35 specific questions could reveal a person's true nature. We grabbed this idea—you've probably seen it in *Vanity Fair*—and made our own version. The first five questions are ours, and then we ask our subject to pick their favourite Proust questions to answer.

Meet Brendan King, co-founder and CEO of Vendasta Technologies Inc. in Saskatoon.

1. WHERE ARE YOU FROM?

Moose Jaw.

2. WHERE DID YOU ATTEND SCHOOL AND WHAT DID YOU STUDY?

I have degrees in Physics and Geophysics from the University of Saskatchewan.

3. WHAT IS YOUR CAREER HISTORY?

1987 Entrepreneur (clothing store during University), 1988-1989 Eldorado Nuclear (now Cameco), 1990-1995 Delron (Started a Computer Store), 1995-1999 Compusmart (turned Delron into a franchise), 2000-2007 Point2 as COO turning them from heavy equipment into Real Estate, and Co-founder/CEO 2008 till present at Vendasta.

4. WHAT'S THE BEST PIECE OF BUSINESS OR CAREER ADVICE YOU HAVE OR HAVE BEEN GIVEN?

"Being challenged in life is unavoidable, being defeated is optional."

5. WHAT'S YOUR FAVOURITE THING ABOUT SASKATCHEWAN?

The people.

6. WHAT IS THE TRAIT YOU MOST DEPLORE IN OTHERS?

Pessimism leading to fatalism and inaction.

7. WHAT IS YOUR GREATEST EXTRAVAGANCE?

It's close. Either my first car—a '69 Beaumont—or my massive collection of Robert Graham shirts.

8. WHAT IS YOUR CURRENT STATE OF MIND?

Having fun and driving hard.

9. WHAT DO YOU REGARD AS THE LOWEST DEPTH OF MISERY?

Existing without a dream, a vision, and a plan to make it a reality.

10. WHO ARE YOUR FAVORITE WRITERS?

Stephen King, Jim Collins, Clayton Christensen, John Doerr, and Daniel Kahneman.

iw



The best partner for your business



At Conexus, we are here to help you succeed. Your business is important to you, which is why you're more than just a number at Conexus. Our Commercial Business Advisors are always on the look out to find ways we can partner with you to find a solution that works for you and your business.

Our decisions are made right here in Saskatchewan, by people who live and work where you do. We are dedicated to supporting the businesses and communities in which we operate.

1.800.667.7477
conexus.ca

Right advice, right solutions, right here.

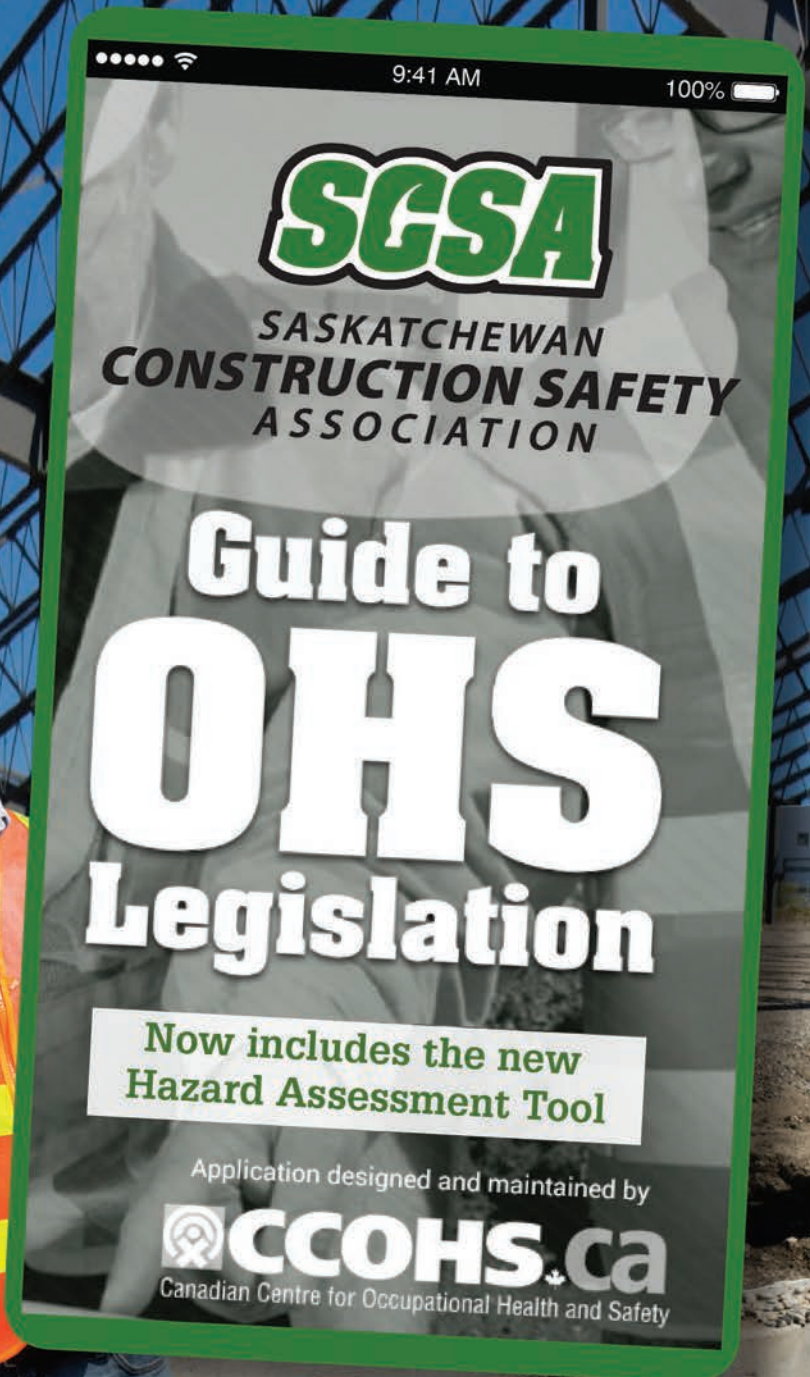
conexus
Credit Union

There's an App for That

Download the app from
either the Apple or
Google app stores



*(simply search SCSA using
each store's search tool)*



Constructing
Safety
Leadership



**SASKATCHEWAN
CONSTRUCTION SAFETY
ASSOCIATION**



SCSAONLINE.CA

REGINA | 498 HENDERSON DRIVE | S4N 6E3 | T: 306.525.0175 | F: 306.525.1542
SASKATOON | 2606 KOYL AVENUE | S7L 5X9 | T: 306.652.0907 | F: 306.652.0923 | 1.800.817.2079