



INNOVATION

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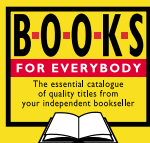
Canadian leadership from Java to Jurassic Park

By Leonard Brody, Wendy Cukier, Ken Grant, Matt Holland,
Catherine Middleton, and Denise Shortt

MARKETING CAMPAIGN

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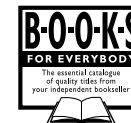
MATT HOLLAND

CATHERINE MIDDLETON

DENISE SHORTT

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**THE 30 CANADIAN LEADERS PROFILED
IN THE UPCOMING INNOVATION NATION:
CANADIAN LEADERSHIP FROM JAVA
TO JURASSIC PARK**

Glenn Ballman, Onvia.com

Founder of Canada's most successful dot com export

Jim Balsillie and Michael Lazaridis,

Research In Motion Ltd. (RIM)

Developed Blackberry, the world's leading handheld wireless e-mail device

Tim Bray, Antartici.ca Systems Inc.

Creator of XML, the leading mobile language standard

Rob Burgess, Macromedia/Shockwave

Founder of Shockwave

Paul Chen and John Eckert FloNetworks

Founders of FloNetworks, a direct e-mail marketing firm recently sold to Doubleclick

Evan Chrapko, Shane Chrapko, and

Val Pappes The DocSpace Company

Sold his startup, The Docspace Company, only 19 months after launch, for U.S. \$568 million. Still one of the biggest Internet deals in Canadian history

Dr. Gururaj "Desh" Deshpande,

Sycamore Networks

A leader in high-tech startups

Brian Edwards, BCE Emergis

CEO of BCE Emergis, the largest ebusiness venture in Canada

Norm Francis, Pivotal

Canadian software pioneer and creator of ACCPAC

Michael Furdyk, Buybuddy.com

Recognized as one of Canada's leading youth entrepreneurs

Dan Gelbart, CREO Inc.

Co-Founder, Chief Technology Officer and President of CREO Inc., a leader in electronics research and manufacturing.

James Gosling, Sun Microsystems

Creator of Java

Rubin Gruber, Sonus Networks

Founder and CEO of Sonus Networks, a provider of voice infrastructure products for public works

**Austin Hill, Hamnett Hill, and Hammie Hill,
Zero Knowledge**

Founders of Zero Knowledge, Providers of Integrated solutions for Internet privacy to larger corporations

Dr. Julia Levy, QLT

A biotech pioneer

Don Matrick, Electronic Arts

Vice-President of Electronic Arts, the world's largest interactive entertainment software company

Jean Monty, Bell Canada Enterprises

Former CEO, he reshaped BCE to be the leader in virtually every segment of the telecom service market

Antoine Paquin, Bitflash

One of Canada's most successful software entrepreneurs

Jesse Rasche, InQuent Technologies Inc.

Founder of InQuent Technologies Inc. and web hosting pioneer

Andrea Reisman Johnson, Petopia.com

Founder and CEO of Petopia.com (later bought by Petco)

Emad Rizkalla, Zedd-comm

Founder of one of North America's most successful IT consulting firms

Ted Rogers, Rogers Communications Inc.

Creator, President and CEO of Rogers Communications Inc., one of the largest media and communications companies in North America

Ellie Rubin, The Bulldog Group

Co-Founder of The Bulldog Group, the world's leading support of content asset management software

Jonathon Seelig, Akamai Technologies

Co-Founder of Akamai Technologies

Gerri Sinclair, Ncompass Labs

Founder of software firm just sold to Microsoft

Sukhinder Singh, Yodlee.com

Founder of world leading account aggregation software firm

Mark Skapinker Rick Nathan and

Tony Davis, Brightspark

Founders and creators of Delrina, Delano, and Backweb

Carole Stephenson, Lucent Technologies

President and CEO of Lucent Technologies

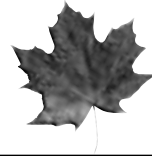
Sandra Wear, Tykra Inc. And The

DocSpace Company

Founder and CEO of Tykra Inc and Co-founder of The DocSpace Company

Bob Young, Red Hat

One of the world's most successful Linux companies



CANADA — AN UNTOLD STORY

INTRODUCTION

The profiles that make up this collection bear a powerful message—that Canada has quietly played, and continues to play, a major role amongst the technological elite of the global marketplace. The purpose of sharing these stories is twofold: to chronicle and document what until now has been a largely untold story; and to serve as the foundation for a more accurate positioning of Canada, and Canadians, as a nation of technology leaders and champions—an “Innovation Nation.”

Why, until now, has Canada’s success story been untold? There are three main reasons: first, the geographic position of Canada as the northern neighbor, and sometime stepchild, to the economic powerhouse that is the United States; second, the innate modesty embedded in Canada’s political culture, which prevents most of us from blowing our own horns (even when it is more than appropriate to do so); third, and perhaps most important, the prevailing image of our country, coloured by stereotypes that no longer apply. Many people envision the “Old Canada”: a business community more akin to “hewers of wood and drawers of water”; a government that supports high taxes and a protectionist approach that constrains wealth creation; a nation that, in the early 1990s, was written off by the foreign financial community as hopeless. Indeed, many Canadians living abroad who immigrated in the early ’90s may continue to hold this image of

Canada. The combination of these factors has resulted in a series of misconceptions—and a huge underestimation—of Canada’s place in the history and future of technological innovation.

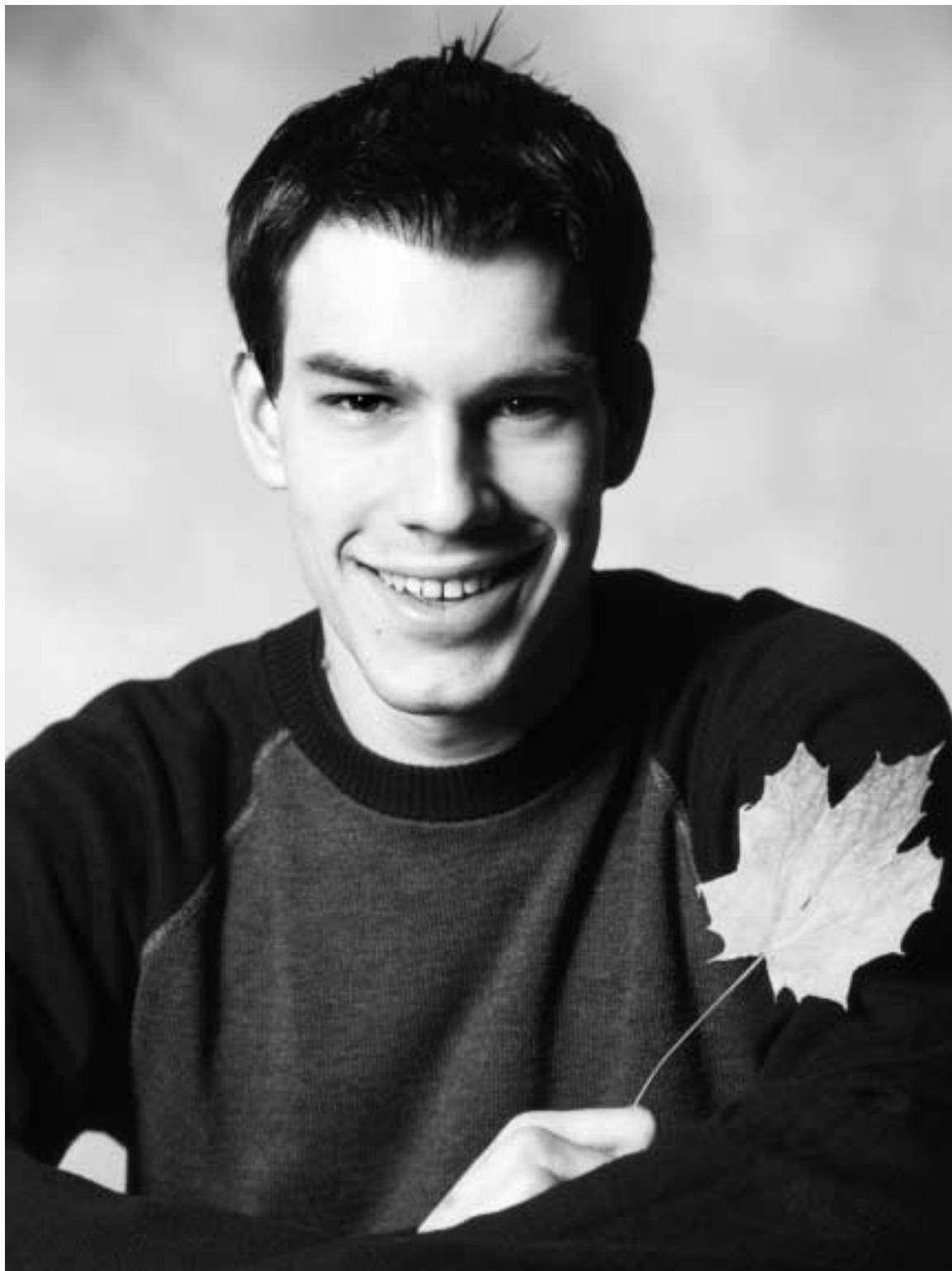
In reality, the Canada of today is quite different. The “New Canada” has made remarkable progress on technology-friendly tax policies—with corporate and capital gains taxes dropping to levels equal to or even lower than those in the U.S. The “New Canada” encourages trade and helps local companies gain access to foreign markets. The “New Canada” also provides opportunities for Canadian entrepreneurs to build their businesses at home by leveraging new high-tech clusters with experienced serial entrepreneurs and a venture capital community that has finally come of age.

Canada conjures up many images in the minds of outsiders. They think of a nation of “eh-sayers,” snow and hockey, the maple leaf and beer. One thing people don’t usually think of when they hear “Canada” is a technology powerhouse—but the evidence is overwhelming, and we hope this book will have a small part to play in changing that perception.

SUGAR RAY CANADA

No matter how you think innovation should be measured, Canada is a leader. Canada has been consistently punching above its weight. And when you do, remember that Canada’s population was just some 30 million in 2001—about one-tenth that of the United States, half that of the next smallest G-7 member, or about thirty-fifth in world population size.

We hope this book makes it clear that Canada’s impact on the “new” economy has been out of proportion to the nation’s modest size. Canadians were instrumental in developing Java and the Blackberry, defining the specifications for XML and inventing the Canadarm for the space shuttle. Canadians have founded some of the most revolutionary companies of the new economy, including Inktomi, Akamai, RIM, Red Hat, and Pivotal. Canadians have also risen to the top of the largest technology companies in the United States, providing a CEO for Yahoo! (Jeff Mallet) and eBay’s first president (Jeff Skoll).



MICHAEL FURDYK Quote_ "Instead of focusing on how we can extract every single cent of revenue from the site, we focused on actually creating something that people would find useful. In doing so, we built a much more user-friendly product that was more focused on the experience for the person who was visiting it, instead of just on the bottom line."

THE NEXT GENERATION OF TECH TALENT

INNOVATOR_ MICHAEL FURDYK CURRENTLY_ FOUNDER OF BUYBUDDY.COM, A GLOBAL PROVIDER OF COMMUNITY-DRIVEN COMMERCE SERVICES ACHIEVEMENT_ LAUNCH, DEVELOPMENT, AND ULTIMATE SALE OF MYDESKTOP.COM FOR OVER \$1 MILLION INNOVATION_ HE STARTED WHEN HE WAS 13

Most 13-year-old kids think entrepreneurial experience means setting up a roadside lemonade stand or delivering newspapers. At 13, Mike Furdyk did something a little bit different. He built an Internet enterprise. Now, at age 19, Furdyk is a seasoned entrepreneur and working hard at growing his third business. And when he's not incubating the next great startup, you might find Furdyk travelling around Canada to share his entrepreneurial insights, or in Redmond, Washington, telling the world's largest software company how to run its business. Microsoft hired Furdyk to give them a head start on how to reach the next generation of knowledge workers and consumers. He advises them on upcoming trends and product innovations, as well as on youth opinions and perspectives.

The Internet enterprise he launched when he was 13 was a website called Internet Exposed. Launched in 1995, in the early days of the Web, Furdyk's site helped its two or three thousand visitors per month understand this unfamiliar invention, called the Internet. The budding entrepreneur struck up an online friendship with an Australian counterpart, Michael Hayman, and the two tech-teen-wunderkinds developed an innovative online technology community called MyDesktop.com.

The new site quickly found an audience. Soon Furdyk went from being a kid who liked computers to being a kid who was getting big checks; he began to rake in as much as \$20,000 per month in advertising revenue. By 1999, he and his partners (including 20-something tech entrepreneur Albert Lai) were able to sell MyDesktop.com for over \$1 million to a U.S.-based dot-com, and Canada's *Profit* magazine named Furdyk one of the top 10 entrepreneurs who had "shaped the year."

Not content to rest on their successes, Furdyk and Hayman went on to create BuyBuddy.com. The new company is a provider of comparison-shopping infrastructure to Web portals and wireless carriers, and has already closed \$4.5 million of second-round funding from leading Canadian venture capitalists XDL Invest. But, for someone who made his first million before he was old enough to drive, Furdyk has never named moneymaking as a prime motivator. The mature teen and self-proclaimed "Conjuror of Wireless and Web Innovation" says he prefers to place an emphasis on finding value for his customers. The partners recognized that "online consumers required services and technology that would help them navigate the vast reaches of the Internet and choose intelligently from the infinite number of merchants and products available." Furdyk thinks of his latest corporate site as a prototype of "community-enabled commerce" and a "pioneer of B2B2C commerce." With this latest endeavor, aimed at empowering partners to create sophisticated, knowledgeable consumers, he hopes to lead the way in encouraging future entrepreneurs to develop responsible businesses.

Heralded as a role model for the youth movement by *FastCompany* magazine, Furdyk takes his real-life responsibilities very seriously and has set the pace for the next

generation of global leaders. He now travels the world to cultivate the next generation of talent in the technology sector. Acting as an ambassador, he was recently invited by the Canadian government to tell the tale of his entrepreneurial success to every high school and college student in the Yukon. Furdyk welcomed the government's educational agenda and agreed to motivate rural youth by "getting them engaged and interested in using technology, especially because many are so isolated from traditional kinds of business." Articulate and confident beyond his years, Furdyk is calmly championing the youth perspective and in doing so has become a role model for the next generation of ingenuity.

The commitment to make change by inspiring a community of young people was also the impetus for Furdyk's latest philanthropic project. Along with partner Jennifer Corriero (another rising star in the Canadian technology youth movement), Furdyk has founded *TakingITglobal.org*, a nonprofit organization that aims to be a virtual community center for young people to "hang out" and share experiences and insights that matter to them— especially around the potential of technology. Furdyk and Corriero say the site is designed to give youth a voice and a creative place where they can discover their talent as leaders, entrepreneurs, or artists.

The resulting Web-based effort to promote positive change is now being funded by two Fortune 500 companies and the Royal Bank of Canada, and boasts members from 150 countries. Furdyk says he hopes the site, which includes a global youth events and scholarship database, an art gallery, and discussion groups, will "inspire people to be innovators of technology and to promote dialogue and debate of future technology issues."

Although he's already proven he's a staunch advocate for the power of youth, Furdyk admits that his age can still get in the way of success. When he decided to teach for the Toronto District School Board, he was forced to undertake a rigorous examination and interview process, because he was younger than most of his students. However, the rising entrepreneur, activist, and educator has proven that he can take the limitations of his youth in stride. With his considerable and noteworthy early success, Furdyk is one teen who has made good on Canada's promise to deliver a new generation of top technology talent.

ABOUT THE AUTHORS

Leonard Brody is recognized as one of Canada's young entrepreneurial leaders. He is currently CEO of Ipreo, a new private equity research company which assists the financial community in pricing and valuing private companies. Previously, Leonard was VP of Corporate Development at Onvia.com (Canada's largest DotCom IPO) and oversaw its Canadian operations. Leonard is also a member of the Board of Directors of the Information Technology Association of Canada and the Canadian Ebusiness Opportunities Roundtable.

Wendy Cukier is recognized as one of Canada's leading authorities on emerging technologies and has over 20 years experience as a consultant to industry and government. She is currently a Professor and Associate Director of the Information Technology Management School at Ryerson University. Professor Cukier has presented and published over 100 papers and articles and is a regular contributor to *The Globe and Mail's* Report on Business.

Ken Grant is the Director of the new School of Information Technology at Ryerson University, where he is responsible for the establishment and supervision of the School's administrative and academic operations.

Matt Holland is a VP of The Boston Consulting Group and manages the Canadian practice. He has helped many major multinationals channel innovation into sustainable new business. Matt is the captain of the International Branding Team for the Canadian E-Business Opportunities Roundtable.

Catherine Middleton is Coordinator of the e-Business Minor within the Faculty of Business at Ryerson University and an Assistant Professor in Ryerson's School of Information Technology Management.

Denise Shortt is a Harvard educated writer and consultant. She recently joined the faculty at Ryerson University's School of Information Technology Management as a Research Associate. Denise is a contributor to the business anthology, *From the Trenches: Strategies From Industry Leaders on the New E-economy* (John Wiley & Sons, 2001) and the co-author of *Technology with Curves: Women Reshaping the Digital Landscape* (HarperCollins 2000).