

# Focus on Leadership

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## Think outside the office

Teletrips helps businesses cut costs, improve employee value proposition, and enhance environmental performance

The nature of work has changed, and more than 13 million knowledge workers across Canada are undergoing a fundamental shift in how, when and where they work, and Teletrips is showing them the way.

This work shift is being fuelled by rapid advancements in information and telecommunications, says Scott Fleming, founder and senior vice-president of business development for Teletrips.

"Employees now have the ability to access the data, applications, reports and transactional systems that they need to do their jobs from just about anywhere and at any time."

Fleming says organizations that effectively manage this shift are saving millions in real estate costs, strengthening their relationship with key employees and enhancing their environmental performance — "something we call the triple bottom line."

Headquartered in Calgary, Teletrips provides software-as-a-service tools that help organizations understand the business implications created by this work shift, and make the necessary adjustments to their infrastructures and operating models.

Teletrips Intelligent Enterprise System incorporates 15 years of best practice and applied research to help customers gather workforce data, build the business case for change, identify the required work environment enablers, launch a telework pilot and measure the financial, environmental and societal impacts. Using this one-stop shop, Teletrips' customers are able to accelerate the realization of their key triple-bottom-line benefits.

Fleming adds the benefits of telework are plentiful and go well beyond the operational metrics utilized by conventional employers.

According to research conducted



Wil Andruschak photos

**The Greater Calgary Region is an ideal environment to implement telework because of its tech-savvy workforce, says Scott Fleming, founder and senior vice-president of business development for Calgary-based Teletrips.**

by Alain Vebeke, McCaig chair at the Haskayne School of Business in Calgary using data from 14 Calgary companies, teleworkers were found to be more productive (by 20 to 50 per cent) when working from home, in comparison to non-teleworking employees in similar jobs.

Of those surveyed, 11 senior managers found teleworkers to be more productive, while two of the companies reported equal productivity and one company reported a net five to 10 per cent loss of productivity, likely due to co-ordination issues, says Vebeke who also wrote *Growing the Virtual Workplace: The Integrative Value Proposition for Telework*.

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tivity and one company reported a net five to 10 per cent loss of productivity, likely due to co-ordination issues.

And the benefits of telework reach far beyond employers and employees engaged in telework programs. In fact, they extend to all Calgarians, and Fleming says the time has come for us to take a leadership role in driving awareness and adoption.

"It is very timely that Calgary is showing leadership in becoming the best energy stewards per capita by reduced commutes and smaller office footprints" says Fleming.

If one-quarter of Calgary commuters worked from home one out of every five days, there would be 700,000 fewer kilometres driven on the city's roads each week, says Calgary Economic Development

research.

This would result in significant reductions in rush-hour traffic, roadway congestion and vehicle emissions.

And Teletrips has found a partner with a shared vision for the future of telework in Calgary.

Calgary Economic Development's WORKshift initiative ([www.workshiftcalgary.com](http://www.workshiftcalgary.com)) promotes, educates and accelerates the adoption of telework in the business community by providing businesses in the Calgary region with the tools, best practices and resources to assess and implement telework programs.

"The Greater Calgary Region is an ideal environment for businesses to leverage telework given the technology-savvy workforce and world leading information technology backbone," says Fleming.

## Gowlings: Its focus is innovation

Legal issues may be complicated, but the solution can be creative if Gowlings is at the table.

The legal services firm has been operating locally for almost 40 years, and Gowlings maintains offices in six other Canadian cities as well as Moscow and London.

"We have been a trusted business partner to many of Canada's largest national organizations for over a century, and have built a solid reputation for delivering creative, effective and valuable solutions to complex business matters," says Ken Warren, managing partner at Gowlings Calgary.

"We have been leaders in innovation, using technology to provide legal services more cost-effectively."

Gowlings differentiates itself in the market by using a strategic, service-driven, team-based approach to the delivery of client service.

"As practical, legal problem-solvers with subject-matter experience, we provide clients with innovative solutions to help them achieve success in the market," says Warren.

"We want to be recognized as a leading national and international law firm, as trusted advisers to our clients and as a great workplace for high-performing professionals and other staff delivering outstanding legal services."

Gowlings was recently recognized as one of the country's best employers in a national survey conducted by Aon Hewitt, which uses feedback from employees to formulate its rankings.

"Though we have only recently become an Action Calgary partner, we are already seeing the benefits of aligning our priorities with the projects that Action Calgary is investing in," says Warren.

"Specifically, the energy and financial services industry development projects and the international focus are natural connections for Gowlings. Gowlings' strength in the oil and gas, oil sands, banking and corporate finance areas and our international scope lends itself well to Action Calgary and supporting the growth of Calgary."

## CAPP embraces non-traditional leadership role

Whether it's the high-powered multinational CEO responsible for a billion-dollar budget or the ambitious entrepreneur in oilfield services who is one of about 275,000 Albertans either directly or indirectly employed by the oil and gas industry, this is the organization that stands behind them.

Members of the Canadian Association of Petroleum Producers (CAPP) produce about 90 per cent of Canada's natural gas and crude oil, and associate members provide a wide range of services that support the upstream crude oil and natural gas industry.

CAPP is the organization that brings many of them together, all working toward the goal of enhancing the economic sustainability of the Canadian upstream petroleum industry in a safe and environmentally and socially responsible manner.

"Overall, our offering is unique," says Janet Annesley, CAPP vice-president of communications.

"CAPP provides business, economic and policy analysis of key upstream oil and gas issues. For our industry, CAPP committees remain the unparalleled discussion groups on issues ranging

from taxation to environmental performance. Our annual CAPP Investment Symposium provides our industry with a platform to discuss our economic contribution to Canada and our members with the opportunity to meet a broader range of investors."

She says CAPP's annual Responsible Canadian Energy awards recognize and celebrate continuous — as well as breakthrough — environmental performance improvements among its member companies.

CAPP's staff also fosters and maintains important relationships with policy-makers, media, NGOs and other key influencers, so that the industry has the opportunity to engage in the public discourse, both listening and responding.

"We do this all so our members can focus more on what they do best — produce responsible energy that contributes value to their shareholders and back to Alberta, or wherever they operate," says Annesley.

She says CAPP's leadership role is "non-traditional," respecting that its members are all leading companies in their own right, and so CAPP's role is to simply create and foster an environment

where a diverse group of industry members can come together to collaborate.

"Nelson Mandela calls this kind of role 'leading from behind,'" says Annesley.

"The metaphor he uses is a shepherd caring for the flock, making sure it's healthy and happy, but also keeping the flock together. CAPP's leadership role in business is largely attributable to the business power of our members. Association leadership means working very hard and staying very agile to keep up with both our members as well as the rapidly changing external environment."

Calgary Economic Development is a valued partner for CAPP because both groups share similar goals in many respects, she says.

"Action Calgary's focus on workforce development and productivity, industry development and diversification and extending our international reach — especially attracting investment, are important to CAPP's members," says Annesley. "Canada's upstream oil and gas industry has a lot invested in Calgary and vice versa. A strong community can only make our industry stronger."



Estelle Besserer photo

**CAPP vice-president of communications Janet Annesley,**

## Quintaro unveils the beauty of business with creative graphics

Art happens everywhere, and Quintaro Imaging believes it can and should.

Quintaro Imaging is a Calgary-based graphics and art production facility working with interior designers, architects, retailers and the hospitality industry to create beautiful and unique site-specific graphics, with materials that don't inhibit or limit the possibilities.

"We do graphics for commercial clients, including signage, wallpapers, banners, panels and window coverings, but we use very unique materials, such as mirrors, leather,

tiles, glass, acrylics and metals to really make distinctive products created specifically to meet a client's needs," says Heather Lawton, client services and operation manager of the 33-year-old family-run business that now employs 12.

The client list and the projects are diverse.

Quintaro is currently producing acrylic artwork across North America for Marriott hotels through Farmboy Fine arts. The project is a two-year roll-out.

Other clients include Shaw Communications and Farmboy Fine Arts. In addition,

Quintaro's art reproductions hang in Las Vegas, Hong Kong and other places around the world.

"We have a five-year plan to focus on U.S. and international markets, and we're building a database of imagery for metals, acrylics, glass and other materials where we will provide 20,000-plus images of any size to any material," says Lawton.

"We believe it's really going to help put Canadian artists on the map, while providing a truly unique service to international markets."

Partnering with Calgary Economic Development is an excellent way for a small business to improve its exposure in the market, she says, because it builds credibility and develops relationships with potential clients.

"The networking events, as an Action Calgary partner, have been tremendous. There have been times when we have met someone at an event and set up a meeting with them the very next day," says Lawton.

"Becoming an Action Calgary partner has been an invaluable asset to our business' strategy for growth."

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