

QuantumShift

Two Decades of Transforming Canada's
Entrepreneurial Ecosystem

COLLABORATION PROGRAM



Executive Summary

QuantumShift, a pioneering initiative by KPMG Private Enterprise and Ivey Business School, has significantly influenced Canada's entrepreneurial landscape over the past 20 years.

Designed to address critical growth challenges, the program harnesses KPMG's vast business insights and Ivey's academic excellence, offering an unparalleled learning experience for high-potential entrepreneurs.

THE CHALLENGE:



Entrepreneurs at the expansion stage, requiring scaling, innovation, and leadership shifts.

THE STRATEGIC COLLABORATION:



Combines KPMG Private Enterprise's industry acumen and Ivey Business School leadership education expertise.

THE INNOVATIVE PROGRAM DESIGN:



A 5-day intensive experience featuring case studies, peer learning, and expert guidance, focusing on real-world application and community sustainment.

THE REMARKABLE IMPACT:



- Successfully engaged over 840 entrepreneurs, fostering a community of leaders committed to growth and innovation.
- Enhanced leadership capabilities and strategic decision-making among participants.
- Facilitated notable business transformations, with alumni reporting increased profitability, strategic clarity, and market expansion post-program.
- Expansion into complementary programs like FamilyShift, QuantumShift Senior Executive Program, and CommunityShift, addressing broader entrepreneurial and societal needs.

Introduction

For 20 years, QuantumShift has been a game-changer for Canadian entrepreneurs, driven by a dynamic long-term collaboration between KPMG Private Enterprise and Ivey Business School.

In 2003, KPMG Private Enterprise set a bold strategic priority: to make its mark on entrepreneurship in Canada. They saw an opportunity to dive in and make a real difference, using their financial and consulting expertise to help businesses grow and scale. On the other side, Ivey Business School, known for its top-tier executive education offerings, saw potential to shape entrepreneurial leaders and grow a vital segment of the Canadian economy. Canada is a nation of entrepreneurs; small and mid-sized businesses account for 90% of all private-sector employment, employ 10.7 million Canadians, and contribute \$1 trillion to Canada's GDP.¹

¹ A Nation of Entrepreneurs, **Business Development Bank of Canada**, October 2019.

KPMG PRIVATE ENTERPRISE



KPMG Private Enterprise is committed to supporting the success of high-growth entrepreneurial companies.

Their advisors in member firms around the world work with diverse entrepreneurs and their businesses, no matter where they are in their growth journey. These leaders face various challenges including scaling up, embracing new technology, planning for a sale or acquisition, or managing the transition of leadership to the next generation. QuantumShift is one of the flagship programs at KPMG Private Enterprise, bringing together innovators and business leaders to gain insights and make connections with KPMG advisors, influencers, and other top industry leaders.

IVEY BUSINESS SCHOOL



The Ivey Academy at Ivey Business School is Canada's leading institute

for management education and professional development. We work with organizations globally to build leadership capacity, share insights on critical business issues, and drive real-world strategic impact through learning. Our approach blends contemporary research with innovative teaching methods to create a social, interactive, inclusive environment for professional growth. Ivey's mission is to develop leaders who think globally, act strategically, and address critical issues facing organizations and society, through impactful research and transformative learning experiences.





The Challenge

The two collaborators initially formulated the QuantumShift initiative as a strategic response to a triad of challenges identified within the Canadian entrepreneurial landscape. Firstly, there was a discernible need for a program that could assist established entrepreneurs in scaling their businesses effectively. Secondly, the program sought to bridge the gap between academic insight and practical, strategic application in the realm of business growth. Lastly, it aimed to cultivate a robust network of business leaders who could drive economic growth and innovation across industries.

The link between these business challenges and each collaborator's strategic objectives was clear and intentional. For KPMG Private Enterprise, QuantumShift would be a platform to not only reinforce its reputation as a thought leader in entrepreneurship but also expand its influence and equip clients with the leadership

tools necessary for substantial growth. This aligned with KPMG's broader strategic objective of fostering deeper client relationships and expanding its market share by providing value beyond traditional accounting and financial services. For Ivey Business School, the program was a strategic conduit to translate academic research and leadership development into tangible business successes, thereby solidifying its standing as a premier learning destination and partner to Canada's entrepreneurial community.

The desired impact of QuantumShift, as formulated from the outset, was multifaceted. It aimed to generate a direct and significant impact on the growth trajectories of participating companies. By equipping leaders with insights into scaling operations, diversifying offerings, and exploring new markets, the program sought to directly influence the revenue growth, market

share expansion, and operational efficiency of these enterprises. Furthermore, it aimed to foster a culture of innovation within these companies, encouraging them to overcome inertia, embrace calculated risk, and drive strategic innovation from within. Through Ivey's deliberate approach to learning and impact evaluation, the effectiveness of QuantumShift in achieving these goals has become evident over 20 years.

Beyond the immediate business growth, QuantumShift was also designed to have a broader socio-economic impact. By creating a network of strategically savvy and growth-oriented leaders, the initiative anticipated a ripple effect—whereby these leaders would contribute to job creation, community development, and the overall competitiveness of the Canadian economy on the global stage.

The Commitment

The collaboration began with a deep analysis of necessary factors to achieve the desired impact, under direction from Dr. Eric Morse, Professor of Entrepreneurship at Ivey Business School and the founder and Program Director of QuantumShift.

The design thesis revolved around a common progression that most businesses experience as they evolve and grow. The QuantumShift program would cater to entrepreneurs at the critical expansion stage, where entrepreneurs have moved past the start-up phase and have established successful businesses. At this expansion stage, the main challenges for entrepreneurs are scaling operations effectively, diversifying product lines and services, and tapping into new markets that offer potential for growth. This stage demands a shift in leadership mentality from hands-on involvement to a more strategic perspective, where the art of delegation becomes key to success. The name 'QuantumShift' was inspired by the large and complex shift that entrepreneurs need to execute at this stage to sustain growth.



SCALING FOR GROWTH

Scaling businesses is a significant hurdle for Canadian entrepreneurs moving from small or medium-sized enterprises to larger market players. A report by Innovation, Science and Economic Development Canada highlights that only 0.3% of businesses grow beyond the medium-size threshold due to scaling challenges.² Entrepreneurs often struggle with **structuring their organizations to foster growth, requiring strategies that encourage growth-seeking initiatives.**

STRATEGIC INNOVATION

Staying ahead in a rapidly evolving market demands more than incremental improvements; it calls for strategic innovation that redefines markets. Entrepreneurs face challenges in **fostering a culture that encourages risk-taking and exploring new ideas, alongside developing capabilities to outperform competitors in innovation.**

LEADING THROUGH PEOPLE

As businesses expand, managing a growing team becomes increasingly complex. Transitioning to a strategic leadership role poses challenges, with ineffective leadership leading to disengaged employees and stifled growth. Entrepreneurs at the expansion stage need to **adapt their leadership approach to facilitate growth.**



"The primary goal of QuantumShift, consistent from our initial discussions 22 years ago, is to support, nurture, and give a voice to entrepreneurship in Canada. Our aim was to empower entrepreneurs, a mission that remains our tagline today: QuantumShift, Empowering Entrepreneurs."

PAT MADDEN
(KPMG Private Enterprise),
February 2024

The initial commitment from KPMG

Private Enterprise involved financial support for QuantumShift, ensuring it would be affordable for participants. Both organizations jointly planned and designed the program, launching it in 2004. As QuantumShift grew in prestige, more sponsors joined. Both Ivey Academy and KPMG Private Enterprise have realized extensive benefits, solidifying their ongoing commitment.

QuantumShift was meant to be sustained over years, not as a one-off project. **The focus on sustainable outcomes has been paramount,** with the program evolving over time to remain viable and effective for all involved.

The impact of QuantumShift lies in its

curriculum, designed to challenge and refine the strategic thinking of business leaders. The program leverages case studies, peer interaction, and expert-led sessions to mirror the multifaceted nature of running a large-scale enterprise.

The scale of the initiative is ambitious,

targeting a yearly cohort of 40 of Canada's top entrepreneurs, handpicked for their potential to drive significant impact within their industries. The program draws participants from a diverse array of industries and backgrounds from across the country. It embodies a microcosm of the Canadian business landscape, with each cohort representing a cross-section of the nation's economic drivers.

² Key Small Business Statistics, Innovation, Science and Economic Development Canada, February 2024

The L&D Initiative

To achieve these outcomes, the Ivey faculty, with input from KPMG Private Enterprise, **designed a 5 day in-person program with a multifaceted learning methodology** tailored to the unique challenges faced by entrepreneurs at the expansion stage. The program's approach is notably case-based, with a mix of lectures, discussions, role plays, exercises, presentations, videos, and structured debates. This diverse methodology is designed to engage participants actively in the learning process, allowing them to step into the role of decision-makers dealing with real-life business situations.

This aligns with the Ivey approach to learning, which is focused on case method. Ivey Publishing is one of the world's foremost publishers of business cases, meaning that many of the sessions selected for the program were based on original research and business examples from the Canadian entrepreneurial landscape.

QuantumShift also fosters lasting relationships between participants. According to Eric Morse, the Alumni network must be considered as an integral part of the QuantumShift program. During the program, time and space are provided to emphasize peer-to-peer learning driven by the needs of participants through approaches like "hear me out - help me out" and "need lead" sessions, ensuring that the educational experience is both relevant and impactful. Consistent alumni events are considered core post-program benefits of the program and part of the impact strategy, facilitating ongoing learning and networking opportunities. Annual alumni events are attended by long-time graduates of the program year-over-year who seek continual opportunities to engage with the broader community.

"Being an entrepreneur is a lonely job, facing major problems without being able to share with employees or even at home. It often feels like you're on an island. This is where having a peer group of people who have been there and done that becomes incredibly cathartic and beneficial. Twenty years ago, when we started QuantumShift, there weren't many peer-to-peer groups. Now, they've grown significantly, creating a safe place for entrepreneurs to discuss challenges they might not share with anyone else. These connections not only offer support but also concrete business opportunities and expertise. For instance, we've seen QuantumShift companies help each other through serious business disputes to successful resolutions, relying on this network for both support and tangible business advantages."

ERIC MORSE
(The Ivey Academy)

February 2024.

The Program

In the 5-day program, specific cases and topics may change every year with the evolving needs of entrepreneurs, but the big themes and learning methods have remained the same through the years.

Even though the QuantumShift curriculum has evolved over the years, **the intended learning outcomes have remained consistent.**

By attending the QuantumShift program, participants are better able to:

- Guide their organization through effective change.
- Use creative strategies to accelerate their company's growth while building long-term value in their business.
- Cultivate winning talent throughout their organization by focusing on motivation, attraction, evaluation and retention of great employees.
- Lead their business through rapid growth, expansion, and sustainable success through innovation.
- Manage change and build commitment to new strategic directions within their organization.



Sample 5-day Schedule

Day	Learning Activities
DAY 0 (Half Day)	Orientation Introduction to Case Method and Journals Networking event
DAY 1	Leadership (I) People - Growth And Development Communicating Value Networking event
DAY 2	Strategy - Growth Issues Leadership (II) Hear Me Out – Help Me Out Networking event
DAY 3	Leading Change in Your Organization Rethinking Your Organization (I) – Discussion Groups <ul style="list-style-type: none"> • Themes of interest: Varies each cohort (e.g. AI, cyber security, ESG, EDI, mental health) Need Lead Networking Event
DAY 4	People - Motivation And Commitment From Value To Values - Perspectives On Financing Growth And Planning Transitions Networking Event
DAY 5 (Half Day)	Wrap-up Learning Consolidation Rethinking Your Organization (II) – Guest Speakers <ul style="list-style-type: none"> • Themes of interest: Varies each cohort (e.g. AI, cyber security, ESG, EDI, mental health) Welcome to the Alumni Network

Program Success

1. THE PARTICIPANTS

- Experienced
- Varied personal backgrounds
- Varied industry backgrounds
- The real strength of the program

2. THE FACULTY

- Carefully chosen, from within Ivey Business School
- Content and subject matter experts
- Supported by KPMG Private Enterprise insights

4 COMPONENTS FOR PROGRAM SUCCESS

3. THE DESIGN

- 5 days of in-person, immersive experience
- Case method, with carefully selected cases and materials
- Peer learning embedded throughout the program and beyond

4. THE STAFF

- Ivey Academy and KPMG Private Enterprise
- Experienced and committed to selecting the right mix of participants
- Ensure a smooth and focused experience

The Selection Process

In the QuantumShift participant selection methodology, KPMG Private Enterprise plays a pivotal role, overseeing the application and attraction of potential participants. According to Pat Madden from KPMG Private Enterprise, the effort to identify and attract applicants is largely managed through KPMG's extensive network, with a significant contribution from partners across Canada. This network includes both existing clients and individuals KPMG is interested in engaging with, alongside referrals from various sources, including QuantumShift alumni.

"One of the cornerstones of QuantumShift is bringing through the most topical issues for entrepreneurs, which requires a careful selection process to ensure there's enough commonality in the room to make progress quickly. [The selection] criteria help us ensure that the issues we deal with are common to the participants and that mature companies in the room are at a stage where they're looking for what's next—be it a new market, product, exit from the business, or succession to the next generation. We had to come up with a group that shares some common characteristics to facilitate deep, meaningful discussions and progress during the intense, five-day program."

PAT MADDEN
(KPMG Private Enterprise)
February 2024

Once potential candidates are identified, KPMG Private Enterprise undertakes a rigorous application management process, emphasizing quality control to ensure applicants meet the program's specific criteria, which are made public to participants:

ENTREPRENEURS – PRESIDENTS / CEOs WHO:

- Are high-potential individuals who are eager to learn and develop
- Are leaders in their industry or community
- Are ready and willing to contribute to the learning of their peers
- The program is intended for entrepreneurs who are past start-up.

THEY ARE RUNNING SUCCESSFUL HIGH-POTENTIAL BUSINESSES THAT:

- Have an innovative business or business model
- Have annual revenue over \$10 million
- Are poised to move to the next level of success
- Preference is given to leaders with substantial ownership.

Following this review, KPMG sends the vetted candidates to the Ivey program faculty, who then make the final decisions on participant admission. This process is intentionally designed to uphold the academic integrity of the program, mirroring the university's standards for accepting students into any of its offerings.



"QuantumShift was the first time I ever sat in a room, looked around and realized I was in a room of people like me. It empowered me to reach out to more networks afterwards and find some great supporters & friends who I can relate to. As a result of this, my imposter syndrome faded away and I was able to embrace my life as an entrepreneur."

**QUANTUMSHIFT
ALUMNUS, 2024**

The Impact

Because the overarching goal of the program was to help entrepreneurs at the expansion stage succeed in growing their businesses, **the approach to learning measurement prioritized practical, hands-on evaluations that were seamlessly integrated into classroom activities.** QuantumShift uses an ungraded approach that does not track individual progress, but rather cohort-wide progress indicators. QuantumShift requires deep preparation from participants and active engagement during class. These are some of the inherent aspects of the method that QuantumShift faculty use as progress indicators:

- Pre-work completion rate (only since 2018): Measured by the number of participants that complete pre-work in the Learning Management System. Ensuring a high pre-work completion rate generates richer and deeper discussions during the program.
- Participation rate: Measured by the number of different learners who participate in the learning activities. QuantumShift faculty ensure that class participation is varied and that everyone's opinions are welcome.
- Learner satisfaction: Measured by participants' ratings of the class environment, sense of belonging, relevance of the activities, overall rating, and Net Promoter Score (NPS).

Learning and community sustainment: Measured by attendance at QuantumShift alumni events. The more participants attend the yearly events, the more they can maintain the network and benefit from content refreshers and new updates on relevant topics for entrepreneurs.

The Ivey Academy has measured the impact of QuantumShift at three stages, with **different impact indicators** in each stage.

Immediate Impact:

Measured immediately after the program.

- Satisfaction with the program (Quantitative)
- Increase in Confidence in Learning Goals (Quantitative)
- Expected Outcomes (Qualitative)
- Commitment to apply learning (Quantitative)

Mid-Term Impact:

Measured 6 months after the program.

- Learning Application (Quantitative)
- Observed positive results (Quantitative + Qualitative)
- Expected positive results in the future (Quantitative)

Long-Term Impact:

Measured by surveying program Alumni who completed QuantumShift at any time in the past 20 years.

- Alumni Growth as Entrepreneurs (Quantitative)
- Reported Business Growth (Quantitative)
- Changes from QuantumShift learning (Qualitative)
- Changes from the QuantumShift Alumni Network (Qualitative)

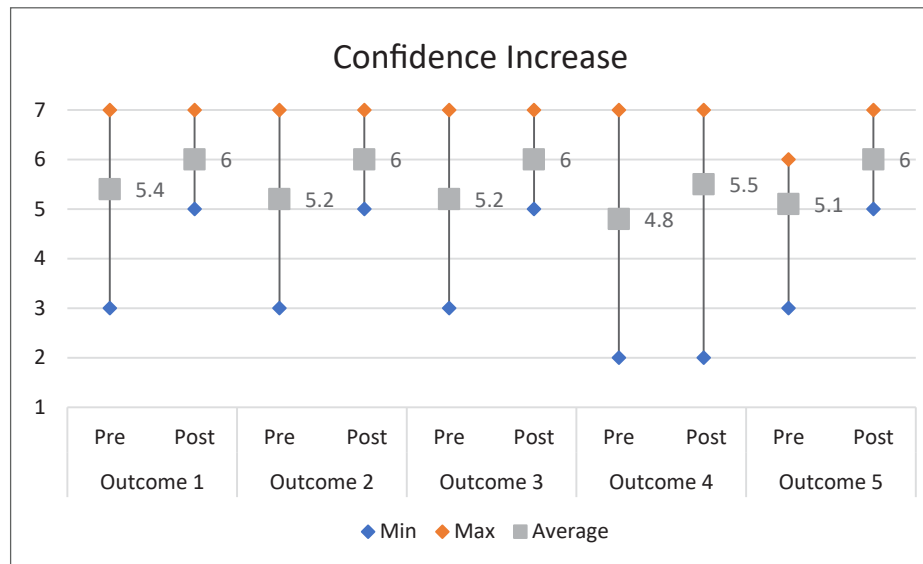
Immediate Impact

Results in this section were obtained from the Post-Program Survey from the latest cohort of QuantumShift in May 2023, with a 63% response rate (n=25).

While the values of the program emphasize tangible impact, impact is part of a chain that begins satisfaction and enjoyment during the learning experience. In this sense, QuantumShift has historically rated extremely high in satisfaction measures; the latest cohort scored the program with an overall rating of 7 out of 7, and Net Promoter Score of 100.

Beyond satisfaction measures, participants also experienced an increase in confidence in QuantumShift's learning outcomes:

Learning Outcome	Confidence Increase
Guide their organization through effective change.	13%
Use creative strategies to accelerate their company's growth while building long-term value in their business.	15.38%
Cultivate winning talent throughout their organization by focusing on motivation, attraction, evaluation and retention of great employees.	15.38%
Lead their business through rapid growth, expansion and sustainable success through innovation.	14.58%
Manage change and build commitment to new strategic directions within their organization.	19.61%





Immediately after the program, participants also identify specific outcomes that they want to achieve in their business by applying what they learned. The main themes and approximate proportions of participants who set an outcome within that theme are:

Leadership Development:	35%
Strategic Planning and Decision Making:	20%
Operational Efficiency and Innovation:	15%
Alignment with Values and Culture:	10%
Employee Engagement and Mental Health:	10%
Organizational Resilience and Disaster Preparedness:	10%

These estimates are then combined with the participants' commitment to apply learning back on the job. In this metric, participants rated their commitment at an average of 6.7/7. When taken together, the results from QuantumShift's learning outcomes demonstrate that, after completing the program, QuantumShift participants possess the necessary intention, confidence, and clarity of vision essential for entrepreneurs aiming to expand their businesses.

"I have a task list a page long of achievable items to delegate or explore further that will have an immediate and lasting impact on my business."

QUANTUMSHIFT PARTICIPANT, 2023

Mid-Term Impact

Results in this section were obtained from the Impact Survey from the latest cohort of QuantumShift in November 2023, 6 months after the program, with a response rate of 48% (n=19). After only 6 months:

- 94% of surveyed alumni reported to have applied learning from QuantumShift.
- 67% of surveyed alumni have adopted new tools, processes, practices, models, or mindsets directly learned from QuantumShift.
- 85% of surveyed alumni reported having already seen positive results from the program.
- 100% of surveyed alumni reported expecting positive results from the program in the future.

Additionally, The Ivey Academy analyzed the positive results expressed by participants, based on the outcomes identified by the same individuals immediately after the program. These were the approximate proportions of participants that expressed observing results related to each theme:

Leadership Development:	35%.
Strategic Planning and Decision Making:	14%.
Operational Efficiency and Innovation:	7%
Alignment with Values and Culture:	7%
Employee Engagement and Mental Health:	21%

“I’m now thinking and operating at a more strategic level which is driving better execution by my team and more focused decision making.”

**QUANTUMSHIFT ALUMNUS,
2023**



Long-Term Impact

Results in this section were obtained from the Impact from the latest QuantumShift Alumni Survey in February 2024, sent to all QuantumShift Alumni, with a response rate of 12%.

It is important to note that the survey asks participants to identify and describe the **changes they attribute to their participation in the QuantumShift program, alumni network, and events.**

Percentage of surveyed QuantumShift alumni who have experienced growth as entrepreneurs:

80.39%	expanded their networks
73.47%	found solutions to specific challenges faced as entrepreneurs.
92.16%	felt more confident in their leadership role
86.27%	changed their approach as leaders for the better

Percentage of surveyed QuantumShift businesses that have experienced growth and community impact:

56.86%	increased their market share
70.59%	saw an increase in employee well-being
62.74%	saw a revenue increase
56.86%	had growth in number of employees
45.10%	increased their community impact



Categories of Impact

The Ivey Academy also analyzed alumni examples of positive results to identify the **prominent areas of change**:

Enhanced Leadership and Management: Improvements in their leadership and management approaches, including being more decisive, understanding their core values, and changing their management style to foster greater autonomy and accountability within their teams.

"My approach to leadership and management changed dramatically. We provided relative autonomy and drove decision making downward in the organization."

Improved Organizational Culture and Employee Engagement: Newfound emphasis on aligning company culture with core values and actively promoting mental wellness.

"I have been more aware of and focused more on the mental health of our team members - which has, I believe, delivered benefit in terms of employee engagement."

Strategic Thinking and Planning: Application of strategic thinking and planning skills learned during the program to navigate uncertainty, leverage strengths, and make more intentional decisions about their company's future.

"Learning to lead going into uncertainty. We used to react too conservatively to market conditions, now we leverage our strengths - building them up intentionally and push into challenging situations."

Personal Growth and Resilience: Personal transformation and strengthened ability to navigate challenges that participants attribute to their QuantumShift experience.

"Many things but I will choose Resilience. I have been able to navigate my business through many challenges... I believe my confidence as a QS alum helped me."



Specific themes on the **change from participating in the QuantumShift Alumni Network** were also identified:

Business Opportunities:
Leveraged their QuantumShift connections to create new business opportunities, facilitating growth and expansion through valuable collaborations.

Meaningful Relationships:
Formed exceptional, deep, and meaningful relationships with peers, discussing both life and business, which has enriched their personal and professional lives.

Peer Learning and Benchmarking:
Benchmark their businesses, share experiences, and set more informed growth strategies through peer learning.

Support in Decision Making:
Support system for entrepreneurs facing challenges, allowing them to make better, faster decisions and not feel alone during tough times.

Diversity of Perspectives and Industries:
Broadened participants' perspectives, providing insights into different business operations and fostering a culture of learning and adaptation.

The Quantum Shift network has my back. As I have had difficult challenges I have been able to pick up the phone and work through these issues and have made better, faster decisions because of it. I don't feel alone in those tough times.

**QUANTUMSHIFT
ALUMNUS, 2024**

Impact and Outcomes

The organizational impact for KPMG and Ivey Business School has been significant.

As a program deeply intertwined with the ethos of KPMG Private Enterprise, QuantumShift has been instrumental in fostering a strong community of entrepreneur alumni, numbering around 840, whose businesses collectively contribute to Canada's GDP and employment landscape. This community's growth and success have directly benefited KPMG by facilitating the formation and strengthening of numerous beneficial business relationships. Furthermore, the reciprocal nature of these successes—whereby the achievements of QuantumShift participants feed back into KPMG's success—highlights the symbiotic relationship between the program and the firm.

On the other hand, QuantumShift has had a substantial impact on Ivey. This flagship program has not only solidified The Ivey Academy's reputation in supporting high-growth entrepreneurs but also led to the

development of complementary programs catering to a broader audience.

- FamilyShift was introduced to address the unique challenges faced by entrepreneurial family businesses, ensuring that the legacy and dynamics of family-run ventures are strengthened and sustained.
- CommunityShift was created to empower leaders within non-profit organizations, applying the principles of entrepreneurship and innovation to the non-profit sector.
- The QuantumShift Senior Executive Program was exclusively designed for the senior executive teams of QuantumShift alumni companies, aiming to extend the program's transformative impact beyond the individual to the entire leadership team.

One of the alumni I spoke to recently highlighted the significant growth his company experienced immediately after participating in QuantumShift, indicating a pivotal moment that led his company down a path to becoming significantly larger and more profitable. As the program and its alumni network have grown, it has created a cycle of success: referrals from alumni bring in new participants, which benefits everyone involved—KPMG gains more opportunities, the entrepreneurs' businesses improve, and the QuantumShift program and the Ivey Academy strengthen. Everyone benefits from the effort and the mission that went into this.

PAT MADDEN
(KPMG Private Enterprise)
February 2024

CONCLUDING REMARKS

Over two decades, QuantumShift has been established as a cornerstone of Canada's entrepreneurial ecosystem, significantly impacting the personal and professional growth of its participants. The collaboration between KPMG Private Enterprise and Ivey Business School has not only led to the development of a vibrant community of business leaders but also inspired the creation of additional programs like FamilyShift, QuantumShift Senior Executive Program, and CommunityShift. These initiatives reflect the program's enduring legacy of empowering entrepreneurs, underscoring its role in shaping the future of Canadian business innovation and leadership.