

B A K E R C O N S U L T I N G

company | profile

T H E

people.

T H E

work.

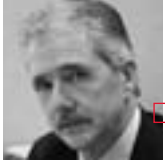
T H E

results.

# the people.

First, because of the way we work together, your Baker Consulting team will always exceed the sum of its parts. That's what we mean by "team". Second, we will customize our team to fit your needs. We know where the best people are. Some of them work with us all the time, some on a project basis. Some live nearby, some not.

Core team members are introduced here:



## ■ Don Baker, Company President

Founded Baker Consulting in 1992 after a successful career in government. The plan was to develop an Island-based professional management consulting firm that would provide business advisory, strategic planning, human resource planning, meeting facilitation and marketing services to private and public sector organizations. Baker Consulting is now recognized as one of the province's leading purveyors of reliable, efficient and effective business solutions.



## ■ David Knight, BBA

Serves a broad range of clients, building on 15 years experience in marketing, market research, and business management in both large and small business environments. A highly experienced consultant in the field of research, situation analyses and planning with an established reputation for authoring reports that are well researched and evidence-based.



## ■ Charlotte Murray, MBA

Brings to the firm strengths in organization, communication, and problem solving, as well as a solid track record in business planning, community economic development, and program management.



## ■ Alison MacDougall, BBA

Since joining Baker Consulting Inc. in 1999, Alison has provided account management, market research, media planning, and communication coordination for various clients of the firm.



## ■ Eric Riordon, B. Sc.

Became an Islander by choice nine years ago, after successful careers in Montreal and Toronto, running one of Canada's top advertising agencies, then a marketing consulting firm. Now with colleagues at Baker Consulting in Charlottetown, Eric continues to do what he's always done; solve problems through imaginative marketing strategy. Then when the time comes, Eric is equipped to manage implementation of marketing and communication strategy from top to bottom.

## ■ Corkum & Associates Chartered Accountants

Co-located with Baker Consulting, Blair Corkum and his associates have experience consulting to private and public sector companies and organizations in the areas of public accounting and audit, business planning, and income and sales taxes. The firm has a diverse client base of its own and frequently works with Baker Consulting on joint projects.

## ■ The Sharp Group

Available when marketing communication execution becomes part of the mix. When this happens, Don Baker and Eric Riordon call on their colleague, Dean Johnstone, third partner in The Sharp Group. Combining the talented print and digital designers at Dean's Graphic Communications shop with innovative strategic thinking, the outcome tends to be marketing communication programs that deliver on strategy and produce results.

## ■ Specialist Resources

Your Baker Consulting team will have the qualifications and expertise that together we have agreed are needed to get the job done. We know where to find the best people who can bring specialized perspective and expertise to an assignment. By way of example, recent client assignments have seen us working with the country's leading arts fund-raisers, a provincial health care expert, a national authority on post-secondary education, spatial planning and conceptual designers, creative directors of international reputation, human resource planners, labour market specialists and the list goes on ...

# the work.

## STRATEGIC AND ORGANIZATIONAL PLANNING ■

Because of our backgrounds and our collective experience, we are able to function with equal insight in both the private and public sectors. In addition to private businesses, we have undertaken strategic planning for governments at all three levels, as well as para-public and not-for-profit organizations.

## business planning ■

We have assisted numerous businesses in situation analyses, feasibility studies, and business plans covering all facets of the business spectrum, including strategic planning, marketing, operations, management, finance, and human resources.

## Management and Business Reviews ■

We have been asked to evaluate management competencies and effectiveness in both existing and proposed enterprises.

## Research ■

Research services cover qualitative and quantitative methods, ranging from design and field work for assessment of market demand and business potential to the measurement and interpretation of customer perception and attitudes.

## Marketing communication ■

We conceive marketing strategy and branding for all manner of products, services and causes; developing marketing plans, communication plans, and social marketing initiatives. Our capability spans the gamut from advertising and promotion to public relations and event management. And with our associates in The Sharp Group, we are equipped to execute any or all of it.

## public sector planning & evaluation ■

We have conducted strategic, formative and summative reviews for a variety of federal, provincial and municipal government departments.

... A CORE

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## ■ STRATEGIC AND ORGANIZATIONAL PLANNING

### **Confederation Centre of the Arts**

#### *Strategic Plan*

In association with Genovese, Vanderhoof Associates of Toronto, and Corkum & Crozier Chartered Accountants, Baker Consulting completed a strategic planning assignment for Confederation Centre. The scope of this project included public, government and industry consultation on PEI and across Canada, and an environmental scan of best practices across North America. Strategic planning addressed the Centre's values and mandate for the future, results-based management and accountability, and funding sources that will provide for the sustainable delivery of renewed mandate and programming.

### **Holland College**

#### *Ten-Year Strategic Plan*

Developed a 10-year strategic direction for Holland College that addressed regional positioning in post-secondary education, excellence in educational learning across a wide variety of client needs and interests, infrastructure refreshing, and renewal and financial sustainability through a diverse stream of student, private sector, public sector and philanthropic revenue streams.

...QUANTIFIABLE

OBJECTIVES

AND

WAYS TO

MEASURE

SUCCESS...

## ■ business planning

### **Capital Development Committee**

#### *Charlottetown Economic Development Action Plan*

Worked with a committee appointed by the City of Charlottetown to develop an economic development action plan. Scope of work included external research, situation analyses and authoring of the action plan. Also facilitated the Mayor's Economic Development Forum that led to the formation of the committee and development of the plan.

### **Strategic Business Plan: Miramichi Open River Museum**

#### *City of Miramichi/Atlantic Canada Opportunities Agency*

This assignment involved strategic planning and the development of a business plan for an eco-museum concept in Miramichi. Eco-museums are an emerging tourism product based on the idea of experiencing nature, culture and history at the place where key events occur or occurred in a way that minimizes "bricks and mortar" infrastructure; thus the description of an eco-museum as a "museum without walls." The eco-museum concept emphasizes interaction between nature and people and the network of participating sites are marketed under one umbrella brand: **Miramichi Open River Museum...Lives and Legends of the Mighty Miramichi**. The scope of the assignment involved integrating and positioning eleven inaugural sites under one network and umbrella brand; updating and confirming \$10-million in capital projects; development of a governance and administration model; development of umbrella administration and marketing budgets; and preparation of post commercialization direct revenue, operating cost and economic impact estimates.

## Management and business reviews ■

### Operational Review: Workers Compensation Board of Prince Edward Island

*Workers Compensation Board of Prince Edward Island*

In conjunction with four consulting teams specializing in human resources, workers' compensation programs, financial management and information technology systems,

Baker Consulting was the lead consultant in an overall operational review of the workings of the Workers Compensation Board of Prince Edward Island. The fundamental purpose of the review was to identify opportunities to improve operations, both in terms of efficiency and effectiveness. Scope of work included extensive consultations with stakeholders, authoring of a key factors report identifying operational strengths and weaknesses, and the authoring of an action plan addressing the key factors report.

### Diagnostic Assessments

*Atlantic Canada Opportunities Agency*

For many years, Baker Consulting has been on ACOA's standing offer list under the agency's Consultant Advisory Services program (CASP) and has conducted numerous diagnostic assessments. These assignments generally involve a thorough review of all aspects of a business in order to provide an objective assessment of current performance, key issues and future prospects, providing recommendations on the most appropriate measures to strengthen the business and how to implement.

### Signature Attractions of Atlantic Canada

*Market Readiness - Mentoring & Mystery Shopping*

Baker Consulting worked with partners in Halifax, Summerside and St John's, NL, in a project to analyze the mission and measure service delivery for each of Atlantic Canada's top twenty cultural and heritage tourism attractions. Mentoring and detailed, high end mystery shopping activities were undertaken during the 2003 season, tailored to the needs of each individual attraction. The outcome was an analysis of strengths and weaknesses for each of the attractions, extending from initial contact with the customer to marketing and delivery of the guest experience. Resulting from our work with each individual attraction, a compendium of best practices was made available to the management of all twenty sites. (2003)

YOUR BAKER

CONSULTING

TEAM WILL

ALWAYS EXCEED

THE SUM OF

ITS PARTS.

## research ■

### Holland College

*PEI Young Adult Research*

The purpose of this research was to gain quantitative insights into post-secondary education activity among young adults aged 18 to 25 and the perceptions of this cohort towards post-secondary education options. The methodology was a by-telephone survey with a stratified, non-proportional random sample. Scope of work included: research instrument design and pilot testing; data collection coordination; data analysis and interpretation of 685 completes; and reporting.

### Information Technologies Association of PEI

*Prince Edward Island Information Technology Labour Market Research*

Conducted quantitative telephone research and qualitative focus group research among residents of PEI who were recent graduates of Information Technology programs. The purpose of the research was to gain insights into: IT education; employment status; primary job responsibilities; job satisfaction; barriers to obtaining IT employment in PEI; and perceptions of future opportunities in IT in PEI.

**Tourism PEI**

*Economic Impact: Tourism*

Economic Impact: Tourism is Tourism PEI’s annual report on visitations, visitor profiles and visitor expenditures for the mid-May to end of October tourism season. Scope of work included statistical analysis of research data from three visitor survey projects, development of weighting formulas, interpretation, and reporting including extensive graphing. Baker Consulting was also responsible for all aspects of field work and data collection for the PEI Survey from 1997 to 2003.

■ **marketing communication**

**Downtown Charlottetown Inc.**

*My Charlottetown... Make it your own.*

Similar to downtown initiatives successfully launched in Canadian cities like Halifax, Victoria and Kingston, we are working with Downtown Charlottetown Inc. on creative strategy to help reinvigorate the downtown area as a place to live, work and play. Early in this process, a statement was recommended and agreed upon, positioning Downtown Charlottetown as “the active, living core of Prince Edward Island’s capital city, a place that’s big enough to have it all and small enough that you know you’re valued.” Then building on this, we have developed and executed an integrated marketing communication program across all media from television and radio to print, co-op programs and street signage.

**Rodd Hotels and Resorts**

*Chain-Wide Re-Branding*

Researched, developed, pre-tested and implemented a comprehensive re-branding program for the twelve Rodd properties throughout Atlantic Canada. This program was designed to differentiate between the two basic levels of service provided by Rodd’s. After site visits and consultation with general managers at each property, two discrete but related branding propositions were created and tested among Rodd customers; one look for the six premium properties (Rodd Signature Resorts / Rodd Signature Hotels) and a second for the six value priced offerings (Rodd Inns).

**Career KnowHow.pe.ca – Integrated Social Marketing Program**

*It’s not what you think. It’s what you know.*

Having authored a marketing plan to mitigate anticipated shortages in health care and trades on PEI, Baker Consulting was then asked to implement the plan. This three-year effort aims to create respect and interest in health and trade careers, promote career planning and change attitudes over time. All communications are designed to drive traffic to the website, from media advertising and collateral material, to live presentations in schools and communities, and fulfilment operations. Tourism and aerospace were added to the program in 2004. After two years, our tracking study shows unaided advertising awareness at 50%, aided brand awareness at 71%, and significant movement in attitudinal data. (2002 – 2005).

**Aerospace-PEI.com - Industry Awareness / Career Promotion**

*The sky is no limit*

We are working with this seven-company consortium to dramatically raise awareness of the industry on Prince Edward Island and create interest among youth audiences in potential careers. Phase 1 campaign ran for four weeks in May in television, radio and print with accompanying website, electronic and print collateral materials. Intended to roll out over a period of two to three years, initial branding and creative approaches were successfully pre-tested in student and parent focus groups. Baker Consulting is responsible for all aspects of the campaign, from branding and creative to media and fulfilment. (2005 - )

WE WANT TO

SEE OUR

RECOMMENDATIONS

TRANSLATED INTO

ACTIONS THAT

HELP OUR CLIENTS

ACHIEVE THEIR

OBJECTIVES.

## public sector planning & evaluation ■

### Department of Health and Social Services, Province of Prince Edward Island,

#### *Dental Public Health Review*

Identified and analysed strategic options for three Dental Public Health programs to maintain or improve oral health outcomes for PEI children while keeping annual program expenditure increases below government's ceiling. Scope of work included one-to-one and small group interviews with program administrators, senior government management, dental public health dentists and dental hygienists and private sector dentists, extensive database analysis and cost impact modelling.

### Formative Agreements Review

#### *Technology PEI Inc.*

Conducted a formative review of two industrial development agreements at the half-way point of a four-year term. The purpose of the review was to provide an opinion on the effectiveness to date of the achievement of stated goals and make recommendations on how the implementation of the agreements could be improved.

### Provincial Strategy for Entrepreneurship and Business Skills Development

#### *Atlantic Canada Opportunities Agency*

Conducted a strategic review to gain knowledge and insight into what was needed to foster a higher rate of entrepreneurship and business success in Prince Edward Island, and to allow for informed advocacy and proactive developmental activities.

### Human Resources Development Canada / PEI Dept. of Development

#### *Labour Market Development Agreement*

Worked with HRDC and the Department of Development on the Labour Market Development Agreement Management Plan for 2002-2004. Baker Consulting had previously authored the 2000-2001 LMDA Management Plan. In this work, an exhaustive process of consultations with public and private sector leaders was undertaken in all of the major social and economic sectors on Prince Edward Island.

### Formative Evaluation: Disability Support Program

#### *Department of Health and Social Services*

Eighteen months after the program's implementation, Baker Consulting was retained to conduct a major progress evaluation. Scope of work included: development of an evaluation framework; data collection utilizing expert and key informant interviews, staff and stakeholder focus groups, public forums, a document review, case audits, a literature review, and a comprehensive telephone survey of 1,200 program participants; data synthesis and a strengths and weaknesses analysis; and reporting.

## the results.

If this were a report from Baker Consulting, you should not expect to search for it deep in a filing cabinet or gathering dust on a shelf at the back of the office.

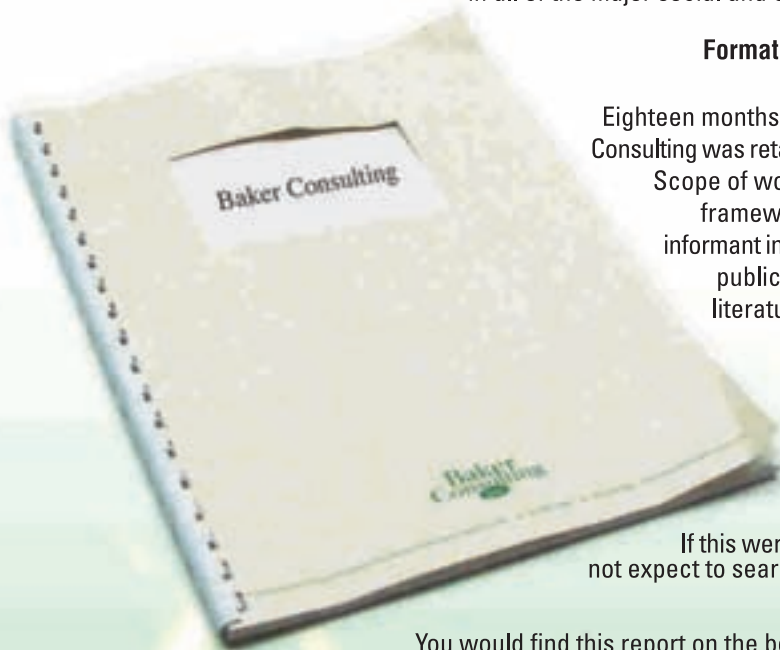
You would find this report on the boardroom table, near the top of the agenda. You might see it in the senior manager's in-basket, sometimes out on the shop floor.

### We want to see the report dog-eared, not dust-covered.

What drives us at Baker Consulting is results. Results for our clients and because of them ... results for us. We want to see our recommendations translated into actions that help our clients achieve their objectives. We have the experience in private and public sectors to know what works. We construct recommendations in practical terms with "How to Get There" roadmaps.

### More "common sense" than buzz words.

That, along with perceptive analysis of the business situation, quantifiable objectives and ways to measure success, is what you would expect to find in a Baker Consulting report.





Baker Consulting Inc. was founded in 1992 and provides a variety of management consulting services to its clients from the company's base in Prince Edward Island. One of the company's strengths is that all senior consultants of the firm have had extensive experience in both consulting and management positions.

Building on this experience and expertise, the firm works to the philosophy that a core outcome of any consulting assignment must be practical and results-oriented solutions.

**Baker Consulting Inc.**

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