

Professional Qualifications

Donald Shiner, Ph.D., CD, CPSM
DV Shiner Consulting Inc.

Dr. Shiner provides professional services in the following areas:

- Marketing, an expert in all areas of marketing including new product/market feasibility studies, market planning, research and analysis, demand forecasting, marketing strategy development.
- Strategic Management, strategic business plans, business case development, business development planning, performance measurement and improvement, leadership mentoring;
- Special Studies – tackling those difficult, often complex and ill-defined challenges and issues many leaders frequently face.

Background

Dr. Shiner has extensive experience in matching products and services with markets and customer needs and a proven ability as a strategic planner. He has extensive experience in both the public and private sectors. Dr. Shiner is an Associate Professor of Marketing at Mount Saint Vincent University. He completed his MBA in 1980 at Dalhousie University and his Ph.D. at the University of Bradford, England in 1989. For nine years he worked as an associate of KPMG Consulting, Canada's largest professional firm and in 1998 joined the Novus Consulting Group.

An experienced educator he has designed and delivered marketing seminars on a wide range of topics and has been a keynote speaker at local, regional, national and international meetings and conventions. His marketing seminars are always based on the practical knowledge managers need to implement marketing actions. He is a contributing editor of four chapters in the recently published marketing textbook "Marketing Today" and served on the founding editorial board of the "Journal of Strategic Marketing" published in England. He has published a number of articles on the practice of marketing.

Dr. Shiner was the marketing columnist for CBC Radio One's national program the Business Network for three years and speaks regularly on the impact of marketing on everyday Canadian life.

In his consulting practice Don has completed over 40 feasibility studies that included an assessment of market potential and forecasts of likely demand. These studies have included a range of food products and food production equipment, the feasibility of building senior's assisted living accommodation, the establishment of high technology incubators, and the location of fast-food franchises. In almost all cases these studies have incorporated an international market assessment.

Work Experience

1998 - present Management Consultant

Principal of the Novus Consulting Group Limited

1989 - 1998 Management Consultant

Senior Marketing Consultant with KPMG Management Consultants and predecessor organizations

1980 - 1984 Director, Marketing and Business Development Bell Canada International

Sector Experience

Clients represent small, medium and large companies and public organizations in sectors that include:

- Federal, Provincial and Municipal Government
- Health Care
- Transportation
- Manufacturing and Fabrication
- Food/fish Processing
- Education
- Not-for-profit Organizations
- Professional Organizations
- Travel & Tourism

Recent Projects

Wentworth Nova Scotia Community Development Study and Plan (2009)

Vision Lands Moncton NB retained advisor on land development strategy (2009)

Nova Scotia Homeowner Protection Review, Service Nova Scotia and Municipal Relations (2008)

Atlantic Cultural Media Group Development Plan, Atlantic Film Festival (2008)

Canadian Off-Highway Vehicle Distributors Council study of the use of share-use trails in Canada (2008)

Assisted Living Feasibility Study (2008) Baddeck, NS

Geomatics Industry Assessment and Research (2008) for ACOA

EastMed (Feb 2007) focus group research taking the Uresta™

Department of Health Promotion and Protection (Feb 2007) Developing a strategy and policy for Sports Hosting for NS

Feasibility study for forming a Nova Scotia Education and Training Association (2007)

Gem Health Care (Jan 2007) assistance with the preparation of an RFP for Continuing Care NS.

Dalhousie University Food Science Program-Department of Process Engineering and Applied Science (2006) prepared a marketing plan for the Food Science Degree program.

AVIDE/Co-Op Atlantic (Sept 2006) Strategic planning assistance for apartment developments in Fredericton area

Nova Scotia Department of Agriculture and Fisheries (July 2005) Preparation of investment prospectus as follows:

- Agriculture investment
- Apple Industry Renewal investment
- Value-added Seafood industry investment

AVIDE/Co-Op Atlantic (Apr 2005) Strategic planning assistance for housing developments in Moncton area

Agri-Tech Business Park (Apr 2005) Preparation of a feasibility study and go-forward plan for a Commercial Kitchen Incubator

Jacques Whitford-ACOA (Mar 2005) Mentoring to develop an international marketing plan

Events Halifax (Dec 2004) Preparation of a Community Investment Prospectus-Major Event Hosting for Nova Scotia

Emery Smith Fisheries Ltd. (Nov 2004) Preparation of an export-marketing plan for salt fish and lobster. ACOA assisted.

Eric Holmes Fisheries Ltd. (May 2004) Preparation of an export-marketing plan for lobster. ACOA assisted.

Ocean Organic Ltd. (March 2004) Preparation of an export-marketing plan for smoked fish. ACOA

assisted.

Dalhousie University School of Occupational Therapy (March 2004) Market feasibility assessment of the opportunity to establish an OT Clinic.

Scotia Nursing Homes Ltd. (April 2004) Feasibility of building affordable seniors apartments.

Design in Business NS (April 2004) Create and deliver series of marketing skills seminars for designers.

Trade Centre Ltd. (March 2004) Facilitation of the strategic plan and annual business plan.

Allendale Electronics Ltd. (November 2003) Export marketing mentoring for ten months.

Scotia Nursing Homes Ltd. (April 2004) Feasibility of developing an adult lifestyle community based on manufactured housing.

Pastaman Ltd. (July 2003) Preparation of an export-marketing plan for pasta chips. ACOA assisted.

Allendale Electronic Ltd. (March 2003) Preparation of an export-marketing plan for printed circuit board assembly. ACOA assisted.

Lunenburg, Harbour View Haven (November 2002) Feasibility of developing an assisted living senior's complex.

Matrix Food Equipment Ltd. (November 2002) assessment of the global market potential for a new salmon smoking process.

Pinehill Deer Farms (October 2002) Feasibility of establishing a commercial deer butchering facility. ACOA assisted.

The following is a sample of relevant projects reflecting experience in:

Business & Strategic Planning, Marketing Project Management

- ACOA E-Bus Pilot Project (2002)
- Oakwood Terrace-Market Feasibility Study for An Assisted Living Residence (2002)
- EastMed Inc., -A new Pessary Device (2002)
- Dalhousie University-Maritime School of Social Work (2002)
- Humber Economic Development Authority and Humber Educational Alliance (2001)
- Dalhousie University – Maritime School of Social Work (2000)
- Eastlink (2000)
- Market Potential Study for a new milk based health drink (1997)

Consulting Project Experience – Feasibility Studies

- Feasibility investigation of a Seniors Assisted Living complexes in Dartmouth NS, Lunenburg NS and Yarmouth NS (2002/03)
- Feasibility investigation of the global market potential for a smoked salmon processing system (2002)
- Feasibility Study for a Shared Commercial Kitchen (2000)
- Feasibility Assessment of A Planned Attraction–Charlottetown, PEI (1993)
- A Review, feasibility and strategic plan for the New Brunswick Botanical Garden — Edmundston (1995)
- Feasibility Study for a Culinary Centre (1998)
- Feasibility Study and Market Plan for the Corner Brook Civic Centre (1993)
- Feasibility Study and Business Plan for a Dairy Queen Franchise Outlet (1996)
- Feasibility of Establishing an Incubator Facility for Downtown Halifax (1999)
- Feasibility Study for the establishment of an Atlantic Canada Direct Mail Catalogue Operation (1992)
- Feasibility of Ferry/Cruise Service - Nova Scotia to New England (1990)
- Feasibility of a Garden-Based Tourism Attraction (1991)
- Marketing Strategy for the Sale of Beer, Wine and Spirits by Grocery Stores in New Brunswick
- Assessing the marketing activities of a full-service wholesaler
- Cape Breton Regional Municipality - Centre 200
- Cape Breton Regional Municipality - Nine Civic Arenas

- **Halifax Regional Municipality - Three Facility Study**

Marketing Planning Studies

- Nova Scotia Power Inc.- Heat Pumps
- Market Planning for a new Fish Processing Facility
- New Product Market Potential Study For Scotian Gold
- Understanding the Market for Bread Machines and Bread Mixes
- Evaluation of A New High Technology Product Opportunity
- Study of the Nova Scotia School Milk Program
- Study of the Food Service Industry of Nova Scotia
- An Agriculture Quality Identification Program for Nova Scotian Products
- A Pricing Policy for the New Brunswick Geographic Information Corporation
- Strategic Marketing Framework for a Start-up High Technology Company
- VIOTEL—Review of Distributor strategy and agreement and development of an R&D plan
- Marketing Plan for LEFAR Health Associates
- Marketing Plan for an Environmental Services Laboratory
- Marketing Plan for the Architectural and Engineering Group of Public Works Canada, Atlantic Region
- A Strategic Plan for the Art Gallery of Nova Scotia
- A Cultural Policy Framework for NS
- NS Film and Television Producers Association
- Understanding the Evolving Need for Retirement Homes
- Building Market Potential Estimates for New Extended Care Facilities
- Strategic Plan for the Future of Golf Development on PEI
- Business Plan Assessment—Green Gables, PEI
- Strategic planning for Atlantic Region, Canadian Parks Service
- Strategic Review of the PEI Food Technology Centre (1996)
- A Strategic Plan for World Trade Centre Limited
- A Golf Strategy for Nova Scotia
- Business Plan Assessment—Halifax Citadel, Nova Scotia

Consulting Project Experience – Other Projects

- Credit Union Central of Nova Scotia (2001)
- Brightwood Golf and Country Club (2001)
- Graybar Canada (2001)
- Trade Center Limited (2000)
- EastLink (1998-2000)
- Marketing seminars, Atlantic Region Architectural & Engineering Services, Public Works Canada
- Study of the Options for the Distribution of Market Intelligence Information for Atlantic Canada Opportunities Agency (ACOA)
- Market assessment of a new hotel
- Study of the perceptions and attitudes of tourists to the "Taste of Nova Scotia" restaurant program

Appendix3 Standard Terms

Contractual arrangements - At a minimum, we require an assignment engagement letter is signed, which formally authorises The Novus Consulting Group Limited (Novus) to proceed with the engagement in accordance with the terms, work plan, arrangements and conditions described in our proposal document to the client.

Termination of contract – Clients may terminate an assignment at any time by giving written notice subject only to payment of fees and expenses incurred to the time such notice is received by Novus.

Basis of professional fees - Our fees for consultants are based on an hourly rate and should not normally exceed 37.5 hours in any week unless previously agreed with the client. Fees are quoted on the basis that they will be reviewed if the assignment lasts for more than one year.

Fees do not cover the cost of travelling, accommodation, communications, clerical and production costs for preparing reports, and other out-of-pocket expenses incurred in connection with the client's business. The actual expenses incurred on behalf of the client are billed at cost. HST (or Goods and Services Taxes or provincial taxes where applicable) on our fees and expenses are shown separately and invoiced in addition.

Limitation of liability - Our financial liability to the client is limited to the fee value of the project for which we have been engaged.

Invoicing and payment arrangements - Fees and expenses are invoiced weekly, semi-monthly or monthly as agreed with the client and are payable upon receipt. Payment is expected within 15 calendar days. Interest will be billed and payable on accounts not paid within 30 calendar days at the rate of 1.5% per month.

A retainer of up to 30% of the quoted cost of the assignment may be invoiced and payable at the commencement of the assignment, and if so, will be credited against subsequent invoices for work incurred on the job.

A personal guarantee for the payment of our fees may be required on some assignments.

Professionalism and confidentiality of client data - Our firm fully subscribes to the professional objectives and code of ethics of the Institutes of Certified Management Consultants constituted in the provinces/regions across Canada and abroad. Members of our firm are pledged to keep as confidential all client information received in the course of an assignment. To maintain objectivity, our consultants will not deal in the stock of client companies.

Offers of employment - Assignments are undertaken on the mutual understanding that clients will not offer employment to our consultants, and that we on our part, will not induce client staff to seek employment with or through us.

Work Facilities - Experience has shown that it is in the best interest of the client to provide our consultants with the accommodation, facilities and secretarial assistance normally available to the client's own senior executives.