
Professional Qualifications

Robert W. Jolliffe, MBA, B. Comm., FCMC

Novus Consulting Group Ltd.

Mr. Jolliffe provides professional services in the following areas:

- **Strategic Management**, strategic business plans, business case development, performance measurement and improvement, organizational and human resources development, and safety program management;
- **Productivity and Quality Improvement**, including organization-wide diagnostic assessments, total quality management, performance evaluation, business process re-design, and corporate turn around;
- **Marketing**, including market research, project feasibility and marketing plans;
- **Operational Planning and Budgeting**, linking strategic objectives to functional and individual objectives, plans and budgets.

Background

Prior to receiving his MBA in marketing and finance from Queens University in 1972 and then entering the consulting profession with the Coopers & Lybrand Consulting Group, Bob worked one year with Continental Can Company and then seven years with Du Pont of Canada's NYLON Plant. During that time he was engaged in both line management and staff positions that involved:

- Production planning and management;
- Product and process assessment, engineering, development and control;
- Maintenance coordination and planning;
- Team based productivity and quality improvement;
- Training, staff development and HR policy and safety program upgrading and application;
- Coordination of marketing/sales plans with product distribution;
- Project feasibility studies; and
- Warehousing and distribution management.

Since entering the management consulting profession in 1972, managing his own firm since 1984, and then co-founding The Novus Consulting Group Limited in 1997, Bob expanded the depth and breadth of his consulting expertise and experience in:

- Strategic and business planning;
- Performance measurement and evaluation systems;
- Marketing research and detailed marketing plans;
- Organizational assessment, restructuring and development, and human resources leadership;
- TQM: productivity/quality improvement, including Business Process Re-engineering;
- Operational planning, including financing and budgeting and ABC/M;
- Diagnostic services; and
- General business management and planning.

Education and Professional Development:

- MBA, (Finance & Marketing), Queens University (1972)
- B. Comm., Sir George William's University (1964)
- 2 years Engineering; McGill University (1962)
- Certified Management Consultant, (1975)
- TQM/ISO courses at Technical University of Nova Scotia
- TQM/ISO program certificate from the Quality Productivity Initiative of InNOVAcorp.

Mr. Jolliffe was awarded the *Queen Elizabeth II Medal for the Export of Technology* for his work in introducing priority planning and budgeting (ZBB) to Australia - Unilever International Pty. Ltd., and to England - British Oxygen. He is a Fellow Certified Management Consultant. The Institute of Certified Management Consultants of Atlantic Canada (ICMCAC) elected him to the fellowship honour for his service to the Profession, Institute and community. Bob is also a founding director and former president of ICMCAC. The ICMCAC certifies management consultants who have met rigorous education, examination and professional practice standards. As a CMC, Bob adheres to the Institute's strict Code of Professional Conduct.

Bob also served on the Halifax Metro Area United Way Cabinet committee, as a Team Leader for the Nova Scotia Lung Association campaign, and 15 years as a volunteer in the Canadian Ski Patrol System.

Work Experience

1984 – present	Principal	The Novus Consulting Group Ltd. and Jolliffe Management Consultants
1972 – 1984	Manager	Coopers & Lybrand Consulting Group
1964 – 1971	Production Manager	Du Pont of Canada's NYLON Plant
1960 – 1961	Quality Control	Continental Can Company

Sector Experience

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

Electronics	Construction	Four Levels of Government
Structural Steel	Metal Fabrication	Mining/milling/smelting
Food Processing	Integrated Petroleum Industry	Textiles
Machine Shops	Hospital Equipment	Light & Heavy Manufacturing
Government Agencies	Electric Utilities	Pulp & Paper
Telecommunications	Not for Profit Groups	Economic Development
Education	Health Care	Transportation
Tourism	Software	Pharmaceuticals

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

- **Strategic & Business Planning And General Management**
- **Market Research/Marketing Studies And Plans**
- **Performance Measurement & Organizational Development**
- **Total Quality Management, Productivity/Quality**
- **E-business & Business Process Re-Engineering**
- **Economic Development**

Feasibility study for forming a Nova Scotia Education and Training Association. Reviewed previous reports on the results of a pilot project involving the post secondary education institutions in the province to seek and secure a greater share of the international education and training market. Interviewed a wide range of officials from both the public and private education and training institutions/firms, and government and agency representatives. Developed and evaluated several strategic scenarios, and recommended a most likely approach and a management and governance structure.

Prepared a Boatbuilding Sector Strategic Plan. The work involved reviewing past Boatbuilding Association plans, interviewing a sample of stakeholders in the industry and government, and developing a three-year industry strategy and financial forecast.

For ACOA, Halifax, acted as project manager to lead consultant on a Pilot Program to assist SMEs to enhance export trade capacity using e-business tools. Our mandate was to design the program, participate in selecting 8 firms for the Pilot Program and to lead the implementation process. Work included coordinating the input of TTNS consultants from Industry Canada, Agriculture Canada, ACOA and NSBI. Our consultants provided customized, one on one counsel to the participating firms to assess their e-business and export trade readiness, identify export market interests, and to set strategies and plans to address upgraded and/or updated export and e-business initiatives.

For LakeCity Woodworkers, completed an internal assessment, external market evaluation, and new product feasibility assessments, and worked with the management team of to develop a growth strategy, including an export marketing element, web upgrades, and three-year financial forecast and work plans.

Capacity utilisation of the machining, precision machining, and welding industry sector. On behalf of ACOA, the project involved interviewing a significant proportion of firm owner managers to determine available capacity and to identify key plans including expected future capacity, numbers of hires, and whether new technology equipment was to be acquired to improve productivity.

Served as project manager and lead consultant in developing a comprehensive strategic plan and financial forecast for marketing educational products and services internationally. An educational Strategic Alliance of public and private sector colleges and the district school board in the Humber Region of Newfoundland sought to expand their operations by attracting foreign students to the area. Working with the Alliance members, we developed vision and mission statements, strategic objectives, evaluated best recruiting practices from around the world, assessed world-wide market trends and opportunities, identified niches to match the region's product attributes, and developed a full featured strategic and implementation plan and financial forecasts. We concluded by recommending a governance and management structure.

Conducted a strategic planning and management structure process for the Nova Scotia Branch of Canadian Parents for French: A significant aspect of the work required the development of business cases, and three-year plans and budgets, and management structure for their operation to support the application for a significant increase in funding, which was successful.

Evaluated the state of strategic planning, and the governance, management structures, policies and processes for the Cosmetology Association of Nova Scotia. Identified several improvement opportunities to differentiate the governance and management processes, and to save considerable time and money. The Board of Directors accepted our recommendations and engaged us for the implementation stage. Facilitated workshop sessions to define new policies, revise the Board structure, segregate management tasks to the office, upgrade the Board election process, and devise a code of ethics.

Led the management team of Argo Protective Coatings Inc. to develop vision and mission statements and strategic priorities and objectives. Assisted them update their marketing plan and assess their readiness to adopt an e-business model.

Participated in an export trade seminar sponsored by the Business Development Bank of Canada. Led session over a two-day period that dealt with the steps to becoming prepared for exporting, sourcing information and following best practices employed by successful exporters.

Managed the financial feasibility and appropriate governance and management structure study of a mixed-use Halifax Harbour waterfront development - Alderney Landing: Directed this multi-disciplinary assignment on behalf of the Halifax Regional Municipality to conduct the evaluation. A central element of the engagement was to assess the optimum mix of attractions, develop traffic, revenue and cost forecasts, and develop and evaluate options for governing and managing the complex.

Developed a detailed strategic and business plan, budgets and corporate policies, which were in advance of what resulted in a successful start up for a new metal processing company.

Directed an organization study for the Nova Scotia Housing Commission: The three objectives were to determine the most appropriate organizational form to carry out government's housing objectives, to develop appropriate organizational arrangements, and to identify management systems improvements. The four-member Cabinet Committee accepted our recommendations to adopt a government Department structure.

Directed the research to determine the feasibility of establishing an oil seed processing industry in the province on behalf of a Maritime provincial government. This involved assessing the overall world market, the adaptability of provincial farming operations to produce the appropriate crops, and the cost-effectiveness of establishing a processing plant in the province.

Trained and helped several clients' managers and staff to implement Total Quality Management. These engagements involved establishing quality and productivity improvement objectives, coaching task force teams of managers and operators in work process analysis, problem solving, and work flow charting and implementation techniques. Assisted in the implementation and in monitoring the results.

Business/Work Process Redesign: For a newly amalgamated company, trained a team of management, sales and shop staff in Business Process Reengineering techniques and facilitated the initial analysis and problem solving meetings of the team. The president extended the process with success.

Conducted several management and operations diagnoses for companies including a battery manufacturer, a structural steel fabricator, parking control systems manufacturer, ship repair yard, a sign manufacturer, a toy manufacturer, and a supplier of manufactured and stock material for the shipping, mining and construction industries. In all cases some short term improvements were made and recommendations and plans were developed to address several problems in areas that ranged from product quality and manufacturing productivity, to information flow, management practices and production and process planning and control.

Implemented several service improvement and cost reduction projects for a mining, milling and smelting operation. For example, by having the surface rail system manager's customers plan their work and give advance notice to the rail operators, two engines were eliminated for a cost saving of over \$275,000 per year.

Conducted a diagnosis of the operations of a survival gear manufacturer. The work led to establishing a staff-employer cooperative approach to productivity and quality improvement that employed TQM techniques. Team driven improvement projects resulted in a reduction in the unit production time of over 25% and a substantial reduction in reworked units.

In summary, the key features of Bob's management consulting practice and experience include:

- A broad spectrum, general management approach supported by;
- Expertise in several key areas of the management process which is;
- Backed by a breadth and depth of experience in a wide variety of client organizations and situations; and founded on
- Eight years experience in industry prior to becoming a consultant.