

## **Organization Name and Profile**

MacArthur Group Inc. is a management consulting firm that has undertaken many arts, culture, and heritage projects. Until recently, the firm has operated from PEI, with a full-service office in Charlottetown, PEI, and half time, year round representatives in both Toronto and Ottawa. Since February 2003, Jeff MacArthur, son of the firm's President, has been managing MacArthur Group activities in Halifax. The Halifax office specializes in The Business of Arts, Culture, and Heritage, an increasingly important sector for the firm, and one in which Jeff MacArthur brings strong credentials.

Our firm is committed to delivering top quality product, providing exceptional value for money, and ensuring the client's satisfaction. For further information on MacArthur Group Inc., background, and other areas of expertise, please visit our website at <http://www.macarthurgroupinc.com> or feel free to contact us directly.

## **Areas of Expertise**

For arts, culture, and heritage projects, MacArthur Group Inc. offers expertise in the following business areas:

- Financial Management
- Trade/Export Readiness
- Production Methods/Technologies
- Human Resource Development
- Online Development (ICEWebs)
- Production Development
- Market Strategies
- Business Plan Development
- Market Research
- Fundraising/Access to Investment Funds

Additionally, we have experience in the following arts, culture, and heritage subsectors:

- Visual arts and crafts
- Music and sound recording
- Film and television
- Performing arts (e.g. theatre, dance, etc.)
- Literary arts
- Heritage attractions
- Festivals and events
- New media, internet, and related technologies

## **Description of Prior Work**

Following are several recent examples of work done by MacArthur Group Inc. in the Arts, Culture, and Heritage sector:

- **Current:** awarded *Standing Offer* through the *Cape Breton Growth Fund's Arts & Culture Development Program*;
- **Current:** completing *5 year Cultural Strategy* for PEI, which builds upon our focus in this sector as well as on past strategic plans we have completed (e.g. *Southeast PEI Tourism Strategy*, *5 year Sport Strategy*, and *5 year Arts and Heritage Stabilization Strategy* for Bronfman Foundation, Canadian Heritage, ACOA, and other stakeholders);
- **2003:** *evaluation* of Charlottetown community *Arts Guild* building, including investigation into the development of a "House of the Arts" that would serve as, among other things, a business, workshop, and performance/display/sales venue;
- **2003:** second opinion on *Summerside's Harbourfront Jubilee Theatre Business Plan* for PEI *Community & Cultural Affairs*, to support the theatre's request for government support;
- **2002:** *PEI Next Steps Arts & Heritage Stabilization Program* for Bronfman Foundation, Canadian Heritage, and ACOA, involving financial management, market strategies and research, human resource development, and fundraising;
- **2002:** *Southeast PEI Nature & Cultural Tourism Strategy* for PEI Department of Development & Technology and ACOA, providing services in financial management, trade/export readiness, market research, human resources development, market strategies, and product development;
- **2002:** *Gourmet and Folk Arts Festival Feasibility Study* for private client, involving services related to financial management, trade/export readiness, market research, market strategies, product development, production methods/technologies, and business plan development;
- Many prior consulting projects over the years, including:
  - *Sound Ventures Recording Studio feasibility study*, which was implemented;
  - organization and delivery of many *seminars and conferences*;
  - *project work in more than 40 countries* worldwide focusing on trade/export readiness.

Consultant experience can be found in the Project Team section below, and information on additional projects can be located through the MacArthur Group Inc. website.

## **Proposed Methodologies**

Our workflow is based on strong communication and the core procedures of: Understanding, Analyzing/Assessing, Reporting, and Assisting. For specific projects, the following is a description of these principal components of our methodology:

- At the outset we ensure we have a good understanding of what is to be accomplished, how frequent and timely communications will be maintained, timing, etc.
- Our analysis will typically address strengths, weaknesses, opportunities, threats, and all other aspects necessary to assess viability and likely success of the initiative.
- Throughout the assignment, we document information in the form of discussion papers, interim reports, draft and final reports, and these are received by the client well in advance of meetings with the client.
- Frequent written reporting can avoid misunderstandings, can contribute to optimum direction from the client, and can logically “build” a report.
- All relevant information is directed back to the client in a timely and well-documented fashion. Whether it be a trade/export readiness assessment, a market research report, e-commerce website, or a fundraising strategy, the information is provided to the client for feedback to ensure a common understanding and agreement of what is being done, and that the outputs fully meet the client’s expectations.
- In addition to our Final Reports being of high quality content, they will also be presented in a visually pleasing format with colour graphics and other attractive features.
- Finally, after a report is presented and accepted, our firm is prepared to assist with the transition from planning to implementation at no additional cost to the client (within reasonable timeframes). We believe we have a responsibility to assist this transition stage, and we regularly do so, at no additional cost.

## **Project Team, Background, and Skills**

Douglas MacArthur, with 25 years experience in management consulting and a background in economics and marketing, would typically act as Project Manager and Principal Consultant for larger and/or multi-disciplinary projects. Jeff MacArthur has strong creative and technical skills in key areas of arts/culture, as well as technology and business skills. He would normally be responsible for the creative, technical, and technology aspects of larger, multi-disciplinary projects, and could also lead/complete smaller, or more technical, assignments. As Jeff MacArthur acquires more consulting experience within the firm, it is intended that he will increasingly play the lead role in company projects relating to arts, culture, and heritage projects.

### **Douglas MacArthur**

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Douglas MacArthur’s work background is focused on finance, economics, and marketing, both domestic and international. He also has an interest and credentials relating to the arts and culture going back to his music promotion partnership with Brookes Diamond in the early 1970’s (produced as many as 20 performances a week in peak season, including Stampede, Ryan’s Fancy, Bruce Cochburn, etc.), to his involvement today in the development and culture of islands around the world. From 1995-2000, Doug was involved mainly in the Japan marketplace, the most demanding market in the world. This period taught him how to deliver world-class service and quality in all work performed by the company.

The skills Doug MacArthur brings to a project are a strong background in the business side (e.g. financing, marketing, economics, organizational structure, role of technology) of the arts and culture; strong communications skills and a commitment to keep the client well and regularly informed so there are no surprises; ability to absorb and synthesize large amounts of information; excellent networks within Atlantic Canada and beyond; ability to write well; and a commitment to provide outstanding quality at lowest possible cost to the client.

### **Education**

1974 - Dalhousie University, Halifax, NS  
Enrolled in Ph.D. program at before leaving to join DREE.

1974 - McMaster University, Hamilton, ON  
**Honours Masters in Economics** program completed expect one course.

1973 - University of Prince Edward Island, Charlottetown, PE  
**Bachelor of Arts in Economics.**

### **Employment**

**1978-2003** – MacArthur Group Inc., Charlottetown, PE  
*Position: President and Principal Consultant*

**1974-1978** – Government of Canada's Department of Regional Economic Expansion (DREE), Charlottetown, PE  
*Position: Development Officer*  
Responsible for the Community Development and Manpower Development sectors of the \$500-million fifteen year PEI Comprehensive Development Plan. Seconded for one year to develop Cardio-Vascular Disease Information Centre on behalf of DREE, Department of Communications, and National Health and Welfare. Resigned from DREE to form family consulting business.

**1966-1970** – Royal Bank of Canada, Main Branch, Halifax, NS  
*Position: Small Business and Personal Loans Officer*

### **Jeff MacArthur**

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Jeff has completed a graduate program in Business Administration, Bachelor's and Master's degrees in Computer Science, and has extensive experience working in arts and entertainment production and business. He has organized and completed many large-scale projects involving the Internet, music, television & film, new media, and video games. In addition to having both a technical and business background, he possesses exceptional organizational and communication skills, as well as proven leadership ability.

Jeff MacArthur's life has revolved around the arts. His personal interests, his education, and his work have provided him with excellent creative and technical skills in the arts and culture sector. He knows virtually all aspects of music, from song writing, to performing, to recording, to marketing the finished product. However, his background and skills go well beyond music to include animation, film, dance, and virtually all performing arts. While Jeff MacArthur has a strong background and skills on the creative and technical side of the arts, he has an equally strong business understanding of entertainment, arts, and culture. He has a Graduate Diploma in Business Administration, which is the core of an MBA, and additional experience in financial management, electronic commerce, market strategies, product development, and technology were central to his Sight and Sound Enterprises business in Vancouver, and to prior part-time work with Atlantic Canada Home and ABS Ventures in the late 1990's.

Jeff has some functionality in both French and German, and has travelled much of the world. Finally, he has strong research and analytical skills and understands the importance of quality and service.

### **Education**

2001-2002 – Simon Fraser University, Vancouver, BC

**Graduate Diploma in Business Administration** (core of MBA) while employed full-time with Electronic Arts.  
*Completed all eight MBA level courses required for the Graduate Diploma, including Human Resource Management, Marketing, Economics, Business Methods, Information Systems, Finance, and Accounting, with high standing. Major projects including: E-Commerce Marketing Plan, Human Resources Study for Electronic Arts, Financial Analysis, and various other real world business studies.*

1997-2000 – Simon Fraser University, Vancouver, BC

#### **Masters of Computing Science**

*Assisted in the instruction and design of university courses in Computer Graphics, User Interfaces, and Artificial Intelligence. Major projects including: Visualization of Music thesis, interacting intelligent agents AI project, educational Java applications, and other computer graphics related projects.*

1993-1996 – McGill University, Montreal, QC

#### **Bachelor of Arts in Computer Science and Mathematics.**

*Graduated with distinction. Major projects including: Hypercube (Director game that allowed navigation through a four dimensional maze), Fractal Morphing (rendering and manipulation of fractals of interpolated equations), and various other applications.*

Also .. 2000-2001

**Vancouver Film School**, Vancouver, BC, courses in Filmmaking and Animation.

**Conference/Seminars:** Film Design (Nilo Rodis – Empire Strikes Back); Vancouver Effects and Animation Festival (Vancouver); the Art of Sound (Dane Davis – the Matrix); Human Interface Technology Conference (University of Washington); Emergent Authorship: Player as Co-creator (Celia Pearce); Art Fundamentals (Bob Nicoll).

### **Employment**

**February 2003-present** – MacArthur Group Inc., Halifax, NS

*Position: Management Consultant*

**September 2001–January 2003** – Electronic Arts Canada, Burnaby, BC

Electronic Arts is the world's leading independent developer of interactive entertainment software.

*Position: Software Engineer*

Projects: SSX3 (snowboarding game), Kranked (mountain biking game)

Led development of interdepartmental WorldPainter project.

Developed and implemented technical and creative methodologies to improve the use of music, speech, and sound effects within the game.

**June 2000-December 2002** – Sight & Sound Enterprises, Vancouver, BC

Sight & Sound Enterprises (SASE) managed a roster of over a dozen musicians and coordinated local production and performances including the Vancouver International Jazz Fest and industry events.

*Position: President/Owner*

Projects: Into the Groove (music album), Solcola (soul/funk sextet), JMQ (jazz quintet)

Produced and led creation and distribution of Into the Groove album.

Marketed and managed diverse groups of five or more performers in Solcola, JMQ, and other groups.

Managed all staff and company resources.

**May 2000-August 2001** – Mainframe Entertainment, Inc., Vancouver, BC

Creators of Reboot, Mainframe is a pioneer of CGI animation and has been inducted into the Smithsonian Institute.

*Position: Software Developer*

Projects: Gulliver's Travels (IMAX film), Barbie in the Nutcracker (film), Max Steel/Heavy Gear (television)

Led development of proprietary crowd animation system.

Tasks included meeting with production teams, technical and creative implementation, and guiding instruction for the system's use.

**1996-2000** – ABS Ventures/Atlantic Canada Home Inc., Charlottetown, PE

ABS Ventures and ACH are marketers and exporters of building products, primarily to Japan.

*Position: Online/Multimedia Development Manager (part-time while attending university)*

Led team for Internet marketing and electronic visibility initiatives.

Managed development of large bilingual (Japanese and English) website which included information for over fifty member companies.

Pursued various approaches to enhance company promotional materials using QuickTimeVR, Macromedia Director, and other applications

### **Other**

#### **Computer Skills**

- Developed/coded on Windows, Macintosh, and Unix platforms using Java, C++, HTML, Python, and many other programming and scripting languages.
- Worked with MS Office (Word, Excel, Power Point), MS Project, ProTools, Dreamweaver, Adobe Premiere/Photoshop, SoftImage, and much other software.

**Languages** English; studied French and German through high school and university.

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