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## About us

**Strategic Networks Group, Inc.**

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# The firm

## Broadband econometrics leader

**Strategic Networks Group (SNG)** is a consulting firm with offices across Canada and in Paris, France. The firm was formed in 1998 and is federally incorporated in Canada, with headquarters in Ottawa.

SNG represents the forefront in economic planning, facilitating the implementation of broadband connectivity and accelerating the uptake of Information & Communication Technology (ICT) services for communities and regions globally. The president, **Mr. Michael Curri**, has been profiled by Canada's pre-eminent national newspaper, The Globe and Mail where his work is described as "ground-breaking".

Whether SNG is formulating a new business case for a community connectivity project, facilitating the deployment broadband services, or evaluating the benefits of existing IT investments – it is critical to recognize the local demand for services and integrate proven techniques to accelerate the uptake of ICT applications and services.

For the public sector SNG identifies the economic and social benefits from ICT services to help optimally balance the requirements for IT investment and leverage funds. For the private sector SNG quantifies market opportunities in communities and regions to advance the focus of marketing efforts and potential for networking technology deployments. SNG increases the opportunities for new revenues, jobs, and efficient use of available resources. SNG helps remove the guesswork from ICT planning, enabling decisions based on facts.

## Our clients

**SNG's clients include:** FedNor; Industry Canada; Ministry of Economic Development and Trade; Ministry of Government Services; Ontario Management Board Secretariat; Human Resources Development Canada; Conference Board of Canada; IBM; Nortel Italia; Department of Trade and Industry, United Kingdom; Department of Department of Broadband, Communications and the Digital Economy, Government of Australia, OneCommunity, and the Knight Center of Digital Excellence.

# What we offer

Our team brings together subject matter experts who will offer their extensive project experience in program evaluation, technology impact measurement, regional economic development analysis, and hands-on experience, with particular focus on the needs and challenges for rural and remote communities.

- ❑ Breadth and depth of experience with regional economic development and stakeholder engagement in strategic broadband and ICT planning at local, regional, national and international levels;
- ❑ Field-tested methodologies and online tools that effectively and cost-efficiently collect usable data from businesses, organizations and stakeholders, with access to SNG proprietary database;
- ❑ Direct experience in broadband and ICT initiatives targeted at communities and working directly with stakeholders at all levels.
- ❑ A team of industry experts without the overhead of larger consulting firms. We believe this allows us to help clients fast-track projects to success while offering our clients the best value for their money.

## Skills & experience

Our team brings together subject matter experts who will offer their extensive project experience in program evaluation, technology impact measurement, regional economic development analysis, and hands-on experience, with particular focus on the needs and challenges for rural and remote communities.

We have worked together on related projects and bring to this assignment a high quality, proven methodology and collective skills in:

- ❑ Experience working with community partnerships and particularly with the municipal sector;
- ❑ Community and regional economic development policy and strategy;
- ❑ e-government, ICT and broadband policy planning and implementation;
- ❑ Technology infrastructure selection and implementation;
- ❑ A variety of research techniques, such as: primary research, survey design, economic analysis, impact analysis, and program evaluation;
- ❑ Experts in GIS mapping

Effective survey techniques and online tools are required to collect relevant and usable data on specific research questions, or where research has a certain scope and/or time span that cannot be

sourced through existing national or international statistical databases. It is for this very reason that SNG has been conducting primary research on broadband and ICT usage since 2001. Through numerous studies SNG has amassed proprietary data on broadband and ICT usage, e-solutions take-up, and the resulting impacts, including new revenues, costs savings, and new jobs. This data can also be cross-tabulated on a sectoral basis, by type of Internet access (e.g. broadband vs. non-broadband) or by business size (number of employees).

# Senior consultant profiles

## Michael Curri

Michael Curri is one of the world's leading broadband economists who has a proven track record in targeting opportunities for growth and regional economic development from the usage of broadband and e-solutions. He has been recognized across North America and internationally for his economic impact analyses, where he has developed methodologies and tools for quantifying local economic impacts by collecting key data from individual businesses and organizations. As the founder and President of SNG, Mr. Curri has worked with government and economic development agencies at local, regional, federal levels internationally, as well as academic institutions (MIT, Carnegie Mellon University), and international agencies (e.g. World Bank). One of his key areas of expertise is benchmarking demand for broadband and e-solutions to identify opportunities that have the most immediate and significant socio-economic impacts, as well as shortening the pay-back period for broadband infrastructure investments. Michael has a B.Sc. in Economics from Dalhousie University and a Master's in Economics from the University of Waterloo.

## Gary Dunmore

Gary Dunmore is Vice President of Operations for Strategic Networks Group. Gary is an engineer and market analyst with extensive experience in the telecommunications industry. Since 1998 Gary has been working with telecom service providers across North America developing network solutions and supporting business cases for the introduction of new revenue generating services. He has helped clients leverage their existing network infrastructure to create new revenue opportunities both within and outside their service area. Gary brings a wealth of project management discipline from managing multiple client projects. Prior to joining Strategic Networks Group, Gary spent over 20 years in a variety of roles at Nortel Networks, including international Product Management, Strategic Marketing, and Product Engineering. He has experience in both voice telecommunications networks and emerging IP-based services for both North American and international markets. Gary has an Electrical Engineering degree from the University of British Columbia.

## Thomas McGuire

Thomas McGuire, M.A. (Econ.), is Vice President of North America for Strategic Networks Group. Thomas specializes in economic analysis, public sector program analysis and evaluation, and socio-economic impact studies. Thomas has worked on diverse projects spanning sectors in health, environment, port management, labour economics, publishing, waste management, textiles, fisheries, tourism, pharmaceutical, education, heavy industry, manufacturing, petroleum, broadband and ICT, business service, and transportation. Thomas is skilled in program evaluation, survey design and analysis, primary research, public consultation, statistical software applications and analysis, and impact modeling. Thomas has a Bachelor's Degree and a Master's Degree in economics from Dalhousie University. where he concentrated in labour economics.

## Derek Murphy

Derek Murphy has over twenty-five years in community and economic development. With postgraduate training in economic development and community planning, Derek has undertaken or participated in numerous initiatives for rural economic diversification including applied research, strategic planning, and capacity development across North America. A specialist in community processes, Derek has extensive experience in facilitation and strategic planning at the community and organizational levels. Derek also provides training in governance and has sat on or chaired a number of Boards. Derek has spent the last ten years working on initiatives promoting regional economic diversification and innovation, especially through the usage of broadband and e-solutions.

## Mitch Shapiro

SNG has the experience, methodologies and tools which we have developed over the last decade to be recognized as world leading track record in conducting primary research and collecting usable data from individual businesses and organizations. A core competence of SNG has been a focus on broadband infrastructure investment to help communities and regions leverage the benefits of broadband for economic and social development. Our tools and methodologies therefore have broad applicability for economic analysis and impact assessment across all fields where primary data collection and economic impact analysis are priorities. We provide our clients with a better understanding of the enabling and economic development opportunities with a goal to assist clients move more effectively from intent to action.

# Past projects

Our team members have worked with public and private sector clients and are known to local, federal agencies across North America and internationally.

Our team members offer the following examples of our work:

- ❑ Strategic Research and Impact Analysis – Program Evaluation Services for Rural Connections (June 2009) for the Ontario Ministry of Consumer and Government Services
- ❑ Environmental Scan of ICT in Northern and Rural Ontario (March 2009) for FedNor, Industry Canada
- ❑ Digital Economy Benchmarking of Australia (December 2008) for Department of Broadband, Communications and the Digital Economy, Australia
- ❑ Community Broadband Benchmarking Tool (March 2007) for Ministry of Government Services, Government of Ontario
- ❑ Measuring the Impacts of Fibre to the Home (July 2007) for Fibre to the Home Council, U.S.
- ❑ Review of Community Broadband Pilot Projects in Ontario (November 2006) for Ministry of Government Services, Government of Ontario
- ❑ Information Technology Skills Workplace Assessment in the Industrial-Commercial-Institutional Construction Industry (2006)
- ❑ Coordination and Support for Community Broadband Pilot Projects in Ontario (2005) for Management Board Secretariat, Government of Ontario
- ❑ Readiness Framework and Sustainability Model for Broadband (March 2005) for Ministry of Government Services, Government of Ontario and Industry Canada
- ❑ ROI Framework for Broadband (March 2005) for Ministry of Government Services, Government of Ontario
- ❑ Kawartha Lakes Tourism Study: Economic linkages and the Role of ICT (2005) for Management Board Secretariat and Ministry of Economic Development and Trade, Government of Ontario
- ❑ Industry Canada Broadband Economic Impact Study – Impacts of broadband in Churchill, Manitoba, and Parrsboro, Nova Scotia (2005) for Industry Canada, Ottawa, Canada
- ❑ Promoting the Use of IT and Broadband in Elgin County (2004) for Management Board Secretariat, Toronto, and Elgin Community Futures Development Corporation, Ontario

For more details, visit: <http://www.sngroup.com/sngprojects>.

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