



# Best in Class 3<sup>rd</sup> Annual Invitational Case Competition

November 7/8, 2008

## Judges Panel

### ***Semi Final Competition:***

**Christian Bellavance**  
**Editor-in-Chief**  
**CA Magazine**

Christian Bellavance is Editor-in-chief of award winning *CA Magazine*, published by the Canadian Institute of Chartered Accountants.

A past president of the National Magazine Awards Foundation, Christian has been involved in various capacities in finance and business journalism for the last 25 years with organization such as Radio-Canada, *Le Devoir*, and *Magazine PME*.

M. Bellavance holds a Bachelor of Arts in Translation from Université de Montréal.

**Shirley Dawe**  
**Director, National Bank of Canada**  
**President , Shirley Dawe Associates Inc.**

Shirley Dawe has more than three decades of business experience as a senior executive, consultant and corporate director to leading retailers and marketers of branded consumer goods. Shirley rose to the position of National General Manager of The Hudson's Bay Company, responsible for the marketing, merchandising and procurement for the six Soft Goods divisions across Canada.

In 1986 she went on to build a retail management consulting practice, Shirley Dawe Associates Inc., and since then she has served on the Board of Directors of thirteen corporations and seven 'not-for-profit' organizations.

Currently, Shirley serves on the board of three public companies:

National Bank of Canada, Montreal  
Birks & Mayors Inc., Montreal  
Bon-Ton Stores, Inc., Pennsylvania

Some of her former Corporate Board appointments include: Oshkosh B'Gosh Inc., Moore Corporation Ltd., Silcorp Ltd., Dominion Textile Inc., Loeb Inc., Gilmore Brothers Inc., Loeb Inc., Bargain Harold's, C B Pak Inc., and General Foods Canada Inc.,

She has also been on the advisory boards of numerous not-for-profit organizations, including: International Women's Forum of Canada, Ontario Development Corporation, C. D. Howe Institute Policy Action Committee; Mount St. Vincent University, Business School, Ryerson Polytechnic University School of Fashion, Matinee Ltd. Fashion Foundation, and The Fashion Group International.

Born and raised in Vancouver, Shirley studied Economics at the University of British Columbia and at McGill University in Montreal.

**David R. Kennedy, CA, CBV**  
**Partner, Transaction Advisory Services, Calgary**  
**Deputy Business Unit leader, Advisory – Greater Toronto Area**  
**KPMG**

Dave Kennedy is a partner in KPMG LLP and a Senior Vice President & Director of KPMG Corporate Finance Inc., KPMG's OSC-registered limited market dealer. He provides objective advice and transaction management services to public and private companies, crown corporations and private equity funds involved in evaluating and executing significant corporate transactions, principally divestitures, mergers, acquisitions, financing transactions and reorganizations.

Dave has recently relocated to Toronto from Calgary where he lead KPMG's Advisory business in Western Canada for the last four years. In addition to transaction work, KPMG's Advisory team supports corporate clients in improving their financial risk management environment, with IT projects, in investigating fraud and unusual transactions, in reorganizations, refinancing, corporate valuation matters and due diligence.

Dave is a Chartered Accountant and recognized specialist in Corporate Finance (CA-CF). Dave is also a Chartered Business Valuator with 20 years experience rendering valuation analysis and opinions, principally in the context of proposed or completed corporate transactions. David Kennedy is a graduate of the University of Toronto.

Dave is a member of the Institute of Corporate Directors, FEI Canada, and co-founded the Calgary chapter of the Association for Corporate Growth.

**James J. Lawson**  
**President & CEO**  
**Westerkirk Capital Inc.**

Jim Lawson is President & CEO of Westerkirk Capital, a Toronto based private investment firm with a current portfolio that includes substantial holdings in the manufacturing, hospitality, aviation, and real estate sectors.

Prior to joining Westerkirk, Mr. Lawson was one of Canada's leading commercial lawyers. Most recently a Partner at Torys LLP, he has served over the course of his career as a Partner at Davies, Ward & Beck, and as the Senior Vice President of XO Communications Canada.

Mr. Lawson is a Director of a number of companies including Zargon Energy Trust (TSX listed with oil and natural gas operations in Alberta, Saskatchewan, Manitoba and North Dakota) Cosmetica Laboratories of Toronto, Viking Air of Victoria, BC, and Woodbine Entertainment Group of Toronto, and also sits on the Board of Stewards of the Jockey Club of Canada.

Jim holds an LL.B. from the University of Western Ontario, and an A.B. (Economics, magna cum laude) from Brown University.

Following his success with the Brown University hockey team, Jim was drafted by the Montreal Canadiens and played professionally in their organization in 1980-82.

**Janet Martin**  
**President & CEO**  
**PMI Mortgage Insurance Company Canada**

Janet Martin is responsible for the overall leadership of PMI Canada, including developing and implementing the business plan to establish and grow the business in Canada.

Ms. Martin has more than 20 years experience in business and financial services. Prior to joining PMI, she was Chief Executive Officer of Toronto-based Dexit Inc., which facilitates electronic prepaid payment services for consumers. Martin spent much of her career with CIBC, one of Canada's leading financial institutions. Beginning in 1988 she held a series of progressively more responsible roles, ranging from Personal and Commercial

banking to strategy. As Executive Vice President of Retail Banking from 1999 to 2001, she led a very successful division encompassing more than 1,100 branches and 17,000 staff. She has also worked for a variety of other leading companies and institutions, including National Trust and the Economic Council of Canada.

She is past President of The Smile Theatre Company, which takes professional theatre to 40,000 seniors in nursing homes, community centres, and hospitals each year.

Ms. Martin holds an Honours Bachelor of Mathematics from the University of Waterloo and a Master of Business Administration from the University of Toronto.

**Andrew Pickersgill**  
**Principal**  
**McKinsey & Company**

Andrew Pickersgill is a Principal in McKinsey & Company's Toronto office.

Mr. Pickersgill is a leader in McKinsey & Company's North American Technology and Telecom Practice as well as its North American Marketing Practice.

Andrew has advised clients in the telecommunications, software, and logistics industries on a broad range of corporate strategy, marketing, and performance improvement issues.

Prior to joining McKinsey & Company, he spent several years as an investment banker in Canada and Europe. He also worked for a manufacturer structuring joint ventures in Russia and Kazakhstan.

Andrew holds an honors BA in economics from Queen's University, and an MBA from the Harvard Business School.

## ***Final Competition:***

### **Nora Aufreiter Director McKinsey & Company**

Nora Aufreiter is a Director based in McKinsey & Company's Toronto office, which she also manages. Nora was one of the founders of the Canadian Public Sector Practice and is a leader of the Global Public Sector Practice.

Ms. Aufreiter heads the Consumer Practice in Canada and has been a leader of the North American Marketing and Retailing Practices for many years.

During her 21 years with McKinsey, she has worked extensively in the United States, Canada, and internationally.

Today, Ms. Aufreiter works with Crown corporations and government leaders to help them resolve productivity, capability building, and performance management issues. She also serves major retailers on brand portfolio strategy, change management, and performance improvement engagements.

Before joining McKinsey, Nora spent several years in the financial services industry working in corporate finance and investment banking. She holds an Honours BA, Business Administration, from the University of Western Ontario and an MBA from the Harvard Business School.

### **David A. Brown, Q.C. Counsel, Davies Ward Phillips & Vineberg, LLP Former Chairman, Ontario Securities Commission**

David Brown has recently returned to Davies Ward Phillips & Vineberg LLP following seven years as the Chairman and Chief Executive Officer of the Ontario Securities Commission.

During his tenure as Chairman and CEO, the OSC moved from a government agency to a self-funded Crown Corporation with a renewed mandate to provide effective protection to investors while maintaining strong, efficient capital markets in Canada.

David has played a significant role in national and international regulatory bodies as the founding chair of the Council of Governors for the Canadian Public Accountability Board, and as a member of the Audit and Assurances Standards Oversight Council.

Internationally, he is a past chair of the Technical Committee and a member of the Executive Committee of the International Organization of Securities Commission. He is currently a member of the Public Interest Oversight Board, a new body formed by international regulatory and supervisory bodies to oversee the standards-setting and other public interest activities of the International Federation of Accountants.

In 2007 he undertook an independent investigation into the RCMP pension and insurance plans, and delivered his report "A Matter of Trust" to the Minister of Public Safety and to the President of the Treasury Board of Canada. He was subsequently appointed chair of the task force to examine of governance and culture with the RCMP, which reported to the Minister of Public Safety and to the President of the Treasury Board in 2007.

David serves on a number of boards and advisory committees including as Director and member of the Funds Advisory Boards for the AIM Trimark group of mutual funds, as a Senior Advisors to the Auditor General of Canada, the Investment Advisory Board of Westerkirk Capital Inc., and the advisory board for Q4 Web Systems Inc,

David also is an active volunteer. He is the Deputy Chair of the Board of Trustees of the University Health Network and a Director and Chair of the Governance and Nominating Committee of Cancer Care Ontario. He is the Chair of the Public Policy Forum, the Chair of the Governance and Leadership Council of the Ontario Hospital Association and a member of the Dean's Advisory Council for Osgoode Hall Law School and The Dean's Advisory Council for the Wilfrid Laurier University School of Business and Economics. He is also a past

director of the Royal Agricultural Winter Fair, the Princess Margaret Hospital Foundation, and a past director and President of the Granite Club.

Mr. Brown holds a Bachelor's degree in Civil Engineering from Carleton University, an LL.B. from the University of Toronto, and an honorary Doctorate of Laws from McMaster University. He was appointed Queen's Counsel in 1984.

**Robert J. Deluce**  
**President & CEO**  
**Porter Aviation Holdings**

Robert Deluce is one of Canada's most knowledgeable and respected airline owners and operators. He brings to the industry over 50 years of Deluce family experience in successfully owning, financing, restructuring, operating and managing a number of regional airlines in Canada.

His involvement in the aviation industry includes White River Air Services, norOntario, Austin Airways, Air Creebec, Air Ontario, Air Manitoba, Air Alliance and Canada 300 Airlines.

He has been President of Deluce Capital Corp. since 1987, and is currently President and CEO of both Porter Aviation Holdings and its wholly owned subsidiary Porter Airlines Inc.

**John B. MacIntyre**  
**Partner**  
**Birch Hill Equity Partners**

John MacIntyre is a partner at Birch Hill Equity Partners, which has C\$1.7 billion in capital under management, 21 partner companies and 22 fully realized investments since 1994.

Mr. MacIntyre has over 29 years of experience in private equity and investment banking. From 1995 to 2000, he was head of TD's Global Private Equity business as President of TD Capital. From 2002 to 2004, Mr. MacIntyre served as a Senior Advisor to TD Capital and was an active member of the advisory committee of TD CPEP, Birch Hill's predecessor company. He was also on the advisory committee of other alternative investment funds within TD Capital, including TD Capital Private Equity Investors, TD Capital Technology Ventures and TD Capital Mezzanine Partners.

From 1987 to 1994 and from 2000 to 2002, Mr. MacIntyre was with TD Securities, most recently as Vice Chair and Global Head, Investment Banking. Prior to joining TD Securities in 1987, Mr. MacIntyre practiced with Ernst & Young LLP.

Mr. MacIntyre is a Chartered Accountant, a Chartered Business Valuator and holds a B. Comm. (Honours) from Queen's University.

**Brendan Moore**  
**President & CEO**  
**Brendan Moore & Associates**

Brendan Moore & Associates Ltd., headquartered in Oakville, Ontario, is a firm of accounting professionals dedicated exclusively to providing Canadian sales tax solutions to North America's premier organizations through the use of leading edge technology, technical expertise and seasoned business and audit experience.

As President and Chief Executive Officer, Brendan is responsible for the business vision, strategic growth, profitability, marketing, client service and operations of the firm. He is involved in every aspect of the business, ensuring that the firm's culture of excellence, scrupulous attention to detail and congeniality is strengthened by example and remains without compromise. Prior to establishing the firm, Brendan was involved for numerous years in the financial services industry where he facilitated the strategic financing of various business ventures.

Brendan is a member of the Upper Canada Chapter of the Young Presidents' Organization. He is also involved with the United Way of Oakville, having served on their Campaign Cabinet in each of the 2003, 2004 and 2005 campaign years.

**David Thomas**  
**Deputy Editor, Report on Business**  
**Globe & Mail**

David Thomas is Deputy Editor at the Globe and Mail's Report on Business, where he manages the assignment of reporters and columnists for the newspaper.

He was formerly Managing Editor and Investment Editor of the Financial Post at the National Post, after working as a reporter and freelance writer covering markets, the economy and general subjects for newspapers, magazines, radio and TV.

A native of Vancouver, BC, Mr. Thomas is a graduate of the University of British Columbia.