



## Briefing Document

# The Ontario Research and Innovation Optical Network



## Director, Business Development and Strategic Alliances

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## About ORION

The Ontario Research and Innovation Optical Network (ORION) is an advanced technology, "ultra-fast" fibre optic network, owned and operated by a not-for-profit organization dedicated to supporting and advancing research, learning and innovation. ORION connects all of Ontario's universities, most colleges, several teaching hospitals, other public research facilities and a growing number of school boards to one another and to the global grid of research and education (R&E) networks.

As Ontario's advanced R&E network, ORION is a critical tool that supports and facilitates research, education, collaboration and innovation benefitting Ontario's researchers, educators and learners. Stretching 5,800 kilometres, it is one of the largest R&E networks in the world.

ORION's mandate is to link researchers, educators, scientists and learners in Ontario to one another and colleagues around the world, and to facilitate network resources, services and support so that they can advance research, innovation, learning, knowledge, technology development, creativity and scientific discovery.

ORION has been operating since 2002 and is a relatively small organization, currently with 17 positions, all located in Toronto, Ontario. The staff complement reflects a range of requirements, including approximately one-third with engineering and technical expertise, one-third with business development expertise, and one-third with project and general management, finance, administration, governance, and public relations expertise.

ORION is operationally self-sustaining based mainly on fees from connected institutions and entities. ORION does not receive government funding for ongoing operations.

For additional information on ORION, visit [www.orion.on.ca](http://www.orion.on.ca).

## Milestones

In six short years, ORION milestones paint a picture of a made-in-Ontario success story:

- ORION recently upgraded from 10G to 100G in key parts of the network, making it the first 100G R&E network in the world
- Supporting more than 1.8 million users throughout Ontario
- 5,800 kilometers of fibre optic network with 22 access points across Ontario
- With some 100 universities, colleges, research / teaching hospitals, school boards, culture institutions and research facilities connected to ORION
- Connecting Ontario research institutions to one another and around the world at ultra high speeds ranging from 10 to 100 times the speed of commercially available high-speed Internet access



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# Supporting the Research and Education Needs of Tomorrow

Ontario's research, innovation and learning communities must fully integrate emerging new technologies into their work to remain globally competitive.

Today, research spans the globe and researchers access facilities and resources no matter where they are located. Researchers operate in real-time, across disciplines and institutions, and increasingly rely on the application of sophisticated information and communications technologies. Ontario's researchers and educators must continue to have access to world-class communications enabling infrastructure to maintain their competitive advantage. Global "big science" initiatives generating staggering quantities of data are raising the bar to participation for most jurisdictions and institutions.

ORION provides a world-leading research and education platform that will continue to help Ontario and its partners to implement Ontario's innovation goals, economic plan and sector priorities such as bio-economy/clean technology, advanced health technologies, automotive design, digital media, information and communication technologies, among many others.

## Director, Business Development and Strategic Alliances

**Reports to:** President/CEO

### POSITION SUMMARY

As Ontario's backbone of innovation ORION has a unique mandate that bridges public and private sector interests through its operation of Ontario's advanced research, education and innovation network. ORION is dedicated exclusively to supporting and enhancing the collaboration and innovation capabilities of Ontario's researchers, educators, scientists, innovators and learners. This means working with a broad range of people and groups in universities, colleges, research labs and institutes, hospitals and health research facilities, innovation support organizations, school boards, government, and private companies and having to understand and manage a diversity of viewpoints, positions and interests.

This position will require a strong ability to build and maintain collaborative relationships with this broad array of stakeholders to achieve ORION's goals and priorities in partnership with others. A good understanding of key technology trends and business strategies in information and communications technologies (ICT) is an important asset. Experience in cloud services is key as ORION builds a unique set of value-added capabilities and services to meet the demands of our diverse set of stakeholders.

Reporting to the President/CEO, the incumbent will establish and manage a portfolio of high priority relationships that will help ORION grow its business and add value for its customers and key stakeholders.



The Director will also develop, implement and maintain an outcome oriented business development and strategic alliance strategy for ORION. This strategy will focus on:

- building the customer base through defined proactive measures;
- identifying and assessing needs, and developing plans to implement a variety of services (an ORION “Cloud”) required by customers and stakeholders;
- increasing the number and scope of high-value collaborations and initiatives over the ORION network to add value for network users and connected entities;
- establishing and maintaining strategic alliances with public and private sector entities to achieve common objectives; and,
- strengthening relationship management practices with our customers and key stakeholders.

As well as being an individual contributor, the Director will establish, lead and manage the business development and strategic partnerships unit.

As a member of the senior management team, the incumbent will work closely and collaboratively with other ORION functional areas in developing initiatives and/or concluding arrangements with organizations/institutions that have an impact on those areas.

## FIRST YEAR PRIORITIES:

- 1) Expand core membership: expand ORION’s membership base in the research and education space. ORION currently has established relationships with half of the school boards in Ontario. There is \$3M in revenue potential in this sector, especially in the French school board sector which they have yet to tap into. The new Director should also be looking at increasing memberships in the incubator space, including organizations like Communitech, OCE, LHIN, MaRS, etc.
- 2) Promote collaboration tools: promote ORION’s O3 Collaboration tool, a virtual space where members share knowledge, connect with peers and collaborate privately with a powerful suite of tools and resources.
- 3) Acquire new vendors and offer new services: proactively and strategically target new vendors to provide services to the membership, which will increase the value-add of ORION. This is an important foundation of growing a major “cloud-based” revenue stream for ORION.

## KEY RESPONSIBILITIES

- Establishing, implementing and maintaining an outcome oriented business development and strategic partnership strategy to meet ORION’s business plan commitments;

- Developing and leading a highly professional Business Development and Strategic Partnerships unit to deliver on the business development and partnerships strategy;
- Implementing a detailed plan to grow the customer base through proven sales and marketing techniques ranging from identifying prospects to closing the deal;
- Aggressively identifying, prioritizing and managing relationships with a targeted set of strategic partners;
- Growing the user base of research, education and innovation institutions connected to ORION and using its services.
- Building and maintaining strong, lasting relationships with current and prospective ORION network users, and their institutions and associations, to understand their needs and business objectives and assess whether and how their needs can be met and new needs integrated into ORION's ongoing planning;
- Building effective relationships with public/private sector research and development interests and associations to ensure that ORION is seen as a key partner in collaborative initiatives, including those with significant commercial potential;
- Identifying, assessing and developing proposals for implementing potential new services to be made available over ORION, either by ORION or a partner entity, to enhance the value of participating in ORION for users and their connected institutions and organizations (that is, building and maintaining vendor relationships of those in ORION's "Cloud");
- Seeking out opportunities and initiating discussions with potential partners (public and private sector) for future business ventures, research projects and partnerships and evaluating, prioritizing and carrying through on priority initiatives in the context of ORION's overall goals and priorities;
- Leading and participating in the preparation of proposals/business plans to obtain contract and grant funding;
- Continually assessing market and competitive factors; information and communications technology trends; key developments, initiatives and trends in the research and education communities in Ontario, across Canada and around the world; and, overall business trends, to provide effective input into the ongoing review of ORION's business models, revenue streams, plan commitments, priorities and directions;
- Participating as an active, engaged member of the ORION senior management team with a view to enhancing cooperation and open dialogue, promoting corporate values across the organization, and contributing to the overall directions and priorities of ORION;
- Preparing regular reports and projections, and other management reports as needed.



## QUALIFICATIONS

- Minimum 10 years in ICT management and business areas (such as sales, marketing, business strategy, vendor relationships, etc.) with an additional solid understanding of the research and research sector
- Five or more years of progressively more senior experience in providing strategic guidance and operational oversight in the business development/partnership area, and related functions.
- Ability to interact effectively at all levels of an organization and be a leader and role model in the continued development of the creative and collaborative culture both external to and internally within ORION.
- An understanding of the broader communities within which ORION works: e.g. the national/international research and education network community, the postsecondary sector, the advanced research communities in Canada and around the world in multiple sectors, the broader education and learning community, the information and communications technology sector, and government.
- Proven leadership capabilities to guide and ensure growth of the “value-add” services side of the ORION organization.
- High degree of personal integrity and strong ability to work collaboratively and effectively in a fast-paced, flexible, team based environment.
- Motivated and proactive in taking the initiative to deliver on team and business plan commitments, and move the corporate agenda forward.
- Strong ability to prioritize key initiatives, to prepare business cases, and to identify business alignment opportunities with private/public sector entities.
- Demonstrated ability to listen to customers' needs, develop solutions to meet their requirements, and build trust and respect.
- Establishing credibility with stakeholders regarding your experience and understanding of the sectors and their requirements.
- Experience in influencing and negotiating at the highest levels and ability to drive deals and decisions to conclusion with strong negotiation, analytical problem-solving, and deal structuring skills.
- ICT and business savvy with a good understanding of technologies and applications and an ability to interface with technical teams on proposals and implementations.
- Track record of recruiting, motivating, developing, managing and retaining professional staff.
- Strong communication skills, written and oral, and the ability to listen exceptionally well and synthesize and communicate complex issues, delivering points crisply and convincingly.
- Education: Ideal – M.B.A; Minimal – Bachelors Degree in business or technology



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# Etiquette Regarding an Offer

## Warranties

If this position is offered to you, we would like to know that you will honour two standards of professionalism:

- First, that you will treat the offer in confidence (with the exception of discussing it with members of your immediate family), until the timing of an announcement has been mutually agreed.
- Second that, if you accept the offer, your word is your bond and we can count on the fact that you will be joining our client. We understand that candidates can sometimes have doubts and second thoughts after making the decision to make a major career change. These feelings are quite common, and you are wise to anticipate that they may arise. On the other hand, we want to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel the offer.

*If either of these conditions is unacceptable to you, please inform us immediately. We will do our best to keep you informed throughout the process.*

## Confidentiality

Odgers Berndtson respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act ("PIPEDA"), a copy of our Privacy Policy is available for your review on our website at:

<http://www.odgersberndtson.ca/privacy>

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Thank you for considering this important opportunity. This document is intended to provide the reader with information and is not a contractual document. Some of the material therefore may be subject to change. Please feel free to contact us should you have any questions.