

CURRICULUM VITAE

1. Family name: **Ivey**
2. First names: Ian David
3. Date and place of birth of Birth: 15th December 1948 in Lower Hutt, New Zealand
4. Nationality: New Zealand
5. Civil Status: Married
6. **Education:**

Institution: Date from – Date to	Degree (s) or Diploma (s) obtained:
Migros Schule, Thun, Switzerland 1990-1991	German language studies <ul style="list-style-type: none"> ▪ Completed 4 adult immersion language learning modules in Hoch-Deutsch (standard German).
Massey University, Palmerston North, New Zealand 1973-1974	M. Sc. Hons. 1 (cum laude) <ul style="list-style-type: none"> ▪ Thesis and papers focused on sustainable growing systems and plant/environmental interactions.
Massey University, Palmerston North, New Zealand 1968-1971	B. Hort. Sc. <ul style="list-style-type: none"> ▪ Included production systems, economics, management, environmental factors, technology, plant pathology, statistics, etc.

7. **Language skills:** Competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

Language	Reading	Speaking	Writing
English	Mother tongue	Mother tongue	Mother tongue
German	1	1	1
French	3	5	5

8. **Other skills:**
 - Business and trade development.
 - Business and project management.

- Network development and management, including social media.
- Strategic foresight processes, tools, and planning.
- Facilitation, stakeholder engagement and public presentation skills.
- Computer literate.
- Extensive writing, editing, and publishing experience in both hard copy and electronic formats.
- International projects and collaboration.

9. Present positions:

- Managing Partner - Strive Partnership (New Zealand); Alliance Partner - DPM International (Jamaica); Associate – Navigator (New Zealand); Business Partner – Callaghan Innovation/NZTE; Strategist - Marcollie Blue (The Bahamas); Network Facilitator - Shaping Tomorrow (Australasia), Mentor – Rongoa Na Papatuanuku (2015) Ltd.

10. Years of professional experience:

- Over 40 years

11. Key qualifications:

Capable, experienced and insightful Project Director, Consultant and Businessman with particular depth in strategic foresight, strategic planning, business development, re-conceiving businesses, people management and consensus building, culture change, market channels, and entrepreneurship and innovation:

- Over 40 years of experience in both public and private sector development with clients in over 40 countries, both as a consultant and a private sector business executive.
- Senior executive experience (MD and GM positions) in the commercial sector with an international business focus.
- Extensive international experience in a range of sectors with a strong emphasis on market research and consumer foresight.
- Extensive experience in re-conceiving businesses and organisations, business restructuring, business and strategic planning, commercial tendering and contracts, staff employment, financial management, and logistics at an international level.
- Experience with national economic development and strategic planning, priority setting, and aligning people and resources towards a common long-term goal through National Growth and Innovation Strategies and Frameworks.
- Considerable involvement with developing business investment cases and pursuing their commercialisation as both a consultant and businessman in a range of sectors.
- Extensive experience in the area of international marketing.
- A specialist in small country economic development in both the South Pacific and Caribbean regions.
- A specialist in identifying niche high value propositions associated with indigenous or country specific resources and heritages.
- 16 years' experience working in the field of business strategic foresight.
- Strong skills in networking, network development, and network management, including social networks.
- Strong skills in project management leading teams ranging from a few people to over 200 team members, often operating in multiple international locations.
- Considerable experience from SME level through to large multi-national corporations and large government and non-governmental organisations.
- Considerable experience with business incubation and acceleration programme design and practical delivery in small country environments.
- A designer and co-designer of a number of highly innovative tools, processes and facilitation frameworks that are used exclusively under the NEXT brand umbrella.
- A highly regarded facilitator and public speaker with excellent skills in facilitating consensus building and achieving stakeholder 'buy in'.
- Considerable experience with projects involving public private partnerships.
- Involvement in many culture change focussed projects for government agencies and major corporate groups.
- Considerable experience in working effectively with people from different ethnic and cultural backgrounds.
- Highly experienced in issues relating to ethnic, cultural, youth and gender equality.
- Respected by clients for on-time delivery and achieving high quality outcomes.

12. Personal Website

<http://www.ianiveynz.com>

13. Australasian and International Projects

Country	Organisation	Date	Position	Description
New Zealand	NZTE / Callaghan	Aug 2017 – (ongoing)	Business coach	Contracted to provide business coaching services using our in-house designed 'Business Hatchery' process to two start-up businesses in the Far North of New Zealand
New Zealand	NDHB	Aug – Sep 2017	Facilitator	Design and facilitate a high level executive leadership team annual planning session in advance of development of their next strategic plan and finalise an outputs report
New Zealand	DBPI	Aug 2017 – (ongoing)	Facilitator	Set up and facilitate a Facebook page and associated social network to promote the Doubtless Bay region as a visitor and tourist destination (Link)
New Zealand	Navigator	May 2017 – (ongoing)	Consultant	Developing agency service maps for an iwi group in the Manawatu as part of an improved agency/whanau outcomes project
New Zealand	Navigator	May – Jul 2017	Facilitator	Contractor to facilitate two strategic planning sessions and the development of a board charter for a charitable trust in South Auckland
New Zealand	ACC	Mar – Aug 2017	Business mentor	Contracted to provide business mentoring and coaching services for a Far North ACC client with a contracting business
New Zealand	Bioregen	2016 - (ongoing)	Partner	Evaluation of innovative businesses for investment, preparation of investment proposals, and assistance with finalising investment deals. Currently working on the sale of a European developed online interactive platform to a major social networking group
New Zealand	Navigator	Sept – Dec 2016	Facilitator	Facilitated two vision development, strategic planning and governance workshops and completed follow up work in the areas of socio-economic development for a Maori iwi Trust
New Zealand	NDHB	Sep 2016	Facilitator	Designed, facilitated and produced the output report for a 5 year strategy planning workshop in Northland.
New Zealand	Navigator	Aug-Sep 2016	Consultant	Completion of an organisational review for a primary health organisation in the north of New Zealand
New Zealand	Navigator	June 2016 – March 2017	Consultant	Completed a series of workshops, engagement processes and research to help develop a vision, strategic goals and implementation processes to enhance a collaborative approach by two organisations operating in the primary health sector in the north of New Zealand
Germany	Attlington Investments	2016 – (ongoing)	Associate	Assisting with the development of German-based online business portals from an Australasian perspective. This is a progression of a 20 year relationship with the entrepreneur behind the project
New Zealand	Blue Room	Dec 2015	Facilitator	Facilitated a strategic planning session for this marketing and promotion business with the owner and key staff.
New Zealand	Ringa Atawhai Maturanga Limited	2015	Consultant	Contracted to help develop a proposal for funding of NZQA Accredited Level 4 Hauora health and wellness and related training courses that the company delivers in the Northland region.

Country	Organisation	Date	Position	Description
New Zealand	Rongoa Na Papatuanuku	2015 (ongoing)	Strategist / Mentor	Developed optimistic and conservative five year financial scenarios and 2 year business plan as a basis for developing Rongoa Na Papatuanuku (2015) Ltd. into a commercial operation. Initiated and facilitate the company's Facebook page (Link). Working with third parties outside the region to define product and market opportunities and helping structure the business and marketing strategy.
New Zealand	Te Houtaewa Maori Charitable Trust	2015 (ongoing)	Advisor	Assisting the Trust Board to formalise their operational model and separate business interests from Trust interests. As a result three companies have been registered to focus on (a) consulting and training (b) Rongoa health and wellness products and services (c) and the Te Houtaewa 90 Mile Beach Race.
International	Shaping Tomorrow	2015 (ongoing)	Facilitator	Facilitator of the http://aus.shapingtomorrow.com strategic foresight network
New Zealand	Cambridge Community Group	2014 - 2015	Consultant	External consultant to a process engaging a wide range of stakeholders in the Waikato town of Cambridge to develop a long term community driven strategic plan that embraces preservation and enhancement of uniqueness, diversity (economic and social), the environment and a broad spectrum of demographic groups – youth to the elderly.
International	Marcollie Blue / Premier Boards	2014 (ongoing)	Strategist	Part of a team, including a successful businesswoman in the Bahamas/Australia and a business ICT specialist, developing a 'smart' online portal in the business support services area. Also producing blog content for the www.marcollieblue.com website as well as facilitating the associated Facebook area (Link) on a regular basis.
New Zealand / Jamaica	PSTU / MSTEM	2014 – 2016	Consultant	A comprehensive audit of the assets (human, physical, financial) at nine research institutions at Hope Gardens in Kingston, Jamaica, with the aim of identifying areas where resource use efficiency can be improved significantly. My role is as a New Zealand-based consultant contributing best practice experience and audit process guidance.
International	WAITRO	2014 (Mar)	Co-Author and Presenter	Presenter at an international meeting of the World Association of Technology and Research Organisations (WAITRO) in Trinidad and Tobago to an audience of 300+ with the theme 'Extracting Value from Indigenous Resources'. Co-authored with Dr Max Kennedy, MBIE, New Zealand
International	Country Strategic	2013 - 2014	Consultant	Trinidad and Tobago country strategy project, in association with Milena Golda of MGA, Poland, for US-based 'Foreign Affairs' and the Council of Foreign Relations.
International	Shaping Tomorrow	2011 (ongoing)	Business Development Associate	One of a group of 6 foresight professionals based in the UK, South Africa, USA, and Singapore and the Caribbean expanding the activities and consulting opportunities for the global 'Shaping Tomorrow' network – www.shapingtomorrow.com .

Country	Organisation	Date	Position	Description
New Zealand	KEA	2012 - (ongoing)	Participant	Participant in online groups which include leading business persons, a senior national economist, and business development specialists, both in NZ and the ex-pat community, that discusses ways to assist business development in New Zealand and leverage ex-pat networks.
Various	IFOK / Meister Consulting	2012 - 2013	Associate	Worked on a number of project and collaborative proposals in the renewable energy, sustainability, strategic foresight, and youth development areas in various countries.
New Zealand / Trinidad & Tobago	NEDCO / The Icehouse	2012	Facilitated	Secured a contract for Ken Erskine from the Icehouse Business Incubator to visit T&T and assess the country's design, implementation and management of the national IBIS business incubation project in association with the National Entrepreneurship Development Company (NEDCO).
Australia	Thiess Services	2010 - 2012	Contractor	Completed medium-term research projects into factors shaping the waste, energy and water sectors and identify specific opportunity areas and alliance partners as part of a strategic planning project with this large engineering services and project management group.
The Americas	OAS	2009	Contractor	To develop and deliver two interactive sessions at the Youth Summit of the Americas run in conjunction with the Summit of the Americas in Trinidad and Tobago.
Australia	Leighton Contractors	2006 – 2012	Contractor and Facilitator	Developing and managing the 'Leighton Future Thinking' virtual network. Leighton Contractors is Australia's largest contracting group with an annual turnover of AU\$ 10 billion. This project involved monitoring and reporting developments monthly in 13 key strategic interest areas including energy, business models and sector transitions on a secure online portal accessible only by 75 top executives. This monthly process was complemented by market research into specific emerging business opportunity areas and the development of scenarios for strategic planning.
New Zealand / Trinidad & Tobago	Ministry of Information and Public Administration / The Icehouse	2008	Facilitator	This project involved two roles: Presenting an overview of how to implement ICT policies and strategies at the official launch of the Ministry's ICT strategy and organising and supporting the participation of Mr Andrew Hamilton, CEO of The Icehouse incubator based in Auckland, New Zealand, at the T&T National ICT Symposium in October, 2008. This symposium was attended by over 150 high level stakeholders, including top public servants, ICT sector leaders, and several government Ministers.
Australia	Leighton Contractors – Western Australia	2008	Contractor	Undertake research and assist with the development of four alternative future scenarios for this regional branch of the larger national Leighton Contractors Group. The particular focus was on emerging potential strong growth opportunities in the non-mining sector as this branch had a heavy reliance (and resulting vulnerability) on mining sector clients.
Hong Kong	Leighton Asia	2008	Contractor	Research and develop a medium-term market assessment in specific focus areas and associated opportunities and risks in 10 key markets in Asia and the Pacific including Vietnam, Laos, Mongolia, China, Korea, Taiwan, Hong Kong, the Philippines, Guam, and Thailand. This included a strong focus on future energy sector opportunities.

Country	Organisation	Date	Position	Description
New Zealand	Fitzroy Engineering	2006 - 2007	Project Team Member / Facilitator	Assist with the development of a new strategic direction for a traditional engineering company with a large stake in the oil and gas sector in New Zealand and Australia. This included identifying opportunities in the marine and renewable energy sectors and developing a transitional strategic plan in association with a key group of staff. Included co-facilitation of a workshop of senior executives at a Tarawera Lodge retreat.
New Zealand	e-Centre	2006 - 2007	Consultative group member	A joint process between NEXT and the e-Centre, a Massey university owned business incubator unit, to develop a strategic positioning for the entity that balanced both public good and commercial objectives.
New Zealand / Trinidad & Tobago	NIHERST	2006 - 2007	Main Contractor supported by a team of NZ specialists	Sector foresight 'best bet' investment case development project. 16 business investment cases in 5 different priority sectors, including the creative sector, were developed through a facilitated consensus building process in five sectors. This was part of an initiative to develop a focus for implementing part of T&T's 'Vision 2020'. These cases have been and continue to be used to pursue commercialisation opportunities. Numerous workshops and stakeholder engagement sessions were part of the process followed to develop and refine each of the final 16 business investment cases..
Germany / New Zealand	Attlington Investments / Bluescope Steel	2006	Consultant	Managed the negotiating process between Attlington Investments based in Germany and Bluescope Steel in Australia and New Zealand for the licensing of a new patented innovative energy efficient joining technology.
New Zealand	Genesis Energy	2006	Researcher	Working in partnership with Dr Nick Marsh to explore future business scenarios for the Genesis Energy, an energy generation, distribution and retailing business.
Australia	Australia/NZ Water Leaders	2006	Researcher	Researched and developed a power point presentation focusing on future water scenarios for Australia delivered by Dr Nick Marsh of NEXT at a regional conference.
Australia	Maunsell Consultants	2006	Designer / Co-Facilitator	Designed and helped facilitate a custom designed FutureSim™ session with senior executives of the Maunsell Consulting Group in Melbourne, Australia as part of a strategic planning process.
Australia	Monadelphous Group	2006	Contractor	Contracted to develop a ten year forward-looking 'think piece' which examined future trends, discontinuities and uncertainties that could impact upon a number of business areas in which the client was active, including the energy sector. This was some preliminary research work used to develop long-term strategic positioning scenarios.
New Zealand	5 Mile University	2006	Researcher	Contracted to provide research material to support a major property development planned for Queenstown in the South Island of New Zealand that was to be centred round a state of the art leading edge university.
New Zealand	McConnell Properties	2006	Consultant	A project to identify new strategic opportunities within a ten year forward planning horizon with a small group of senior executives within the group that would maintain and improve their competitive advantage.

Country	Organisation	Date	Position	Description
New Zealand	Vector Gas	2006	Researcher	Working in partnership with Dr Nick Marsh to explore future business scenarios for the Vector Gas wholesale and retail operations.
New Zealand	Hawkins Construction	2006	Consultant	A project to develop a new strategic direction for one of New Zealand's leading construction and project management companies. It involved identifying best bet investment opportunity areas and developing a strategic plan.
New Zealand / Australia	Cadmus Technologies	2005 - 2007	Contractor	Four projects over the two years to inform a strategic re-positioning process for the company. The contracts included market research to identify key trends reshaping the electronic payments technology sector, the associated threats and opportunities, identifying suppliers of innovative payment technologies in Europe, Asia, and the USA and facilitating negotiations for access and technology transfer.
New Zealand	Christchurch City Arts Precinct	2006	Consultant	A project to totally reconceive the structure and function of the Arts Precinct to turn it into an interactive urban village environment with modern innovative ICT supported linkages nationally and internationally.
New Zealand	CSP Pacific	2005 - 2006	Project leader / Facilitator	A project with a large engineering products company to help restructure their operations and transition their business away from a dependence upon products which faced increasing competition from cheaper Chinese imports. The project involved working with a team of senior executives and selected key staff members to develop a higher value proposition based strategic plan that would reposition the business in less competitive niches.
New Zealand	Christchurch City	2005 - 2006	Consultant / Co-Facilitator	A major project that developed a ten year vision for the city and ten strategic project areas that included everything from infrastructure, operational structure, experiential components and attractions, resourcing, and transitional models and processes. Included a number of facilitated sessions with Councillors and Senior Council Executives.
New Zealand	Christchurch City Holdings Ltd.	2005 - 2006	Project Partner / Co-Facilitator	A project to totally re-conceive this city owned corporation which oversaw and managed a range of subsidiary operations including a port company, a bus company, an airport company, a water company, a forestry business, an energy utility (Orion) and a business development company. This was a year-long project that including developing a completely new business model for the entire group and a priority decision-making matrix.
New Zealand	Auckland City	2005 - 2006	Consultant / Co-Facilitator	A large project that developed a base case situation for all the main areas managed by the city and developed strategic plans within a three horizons context (10 year +, 3 – 5 year and 1 – 2 year) for each. This included urban villages, central city vibrancy, major sporting and entertainment venues and events (including the America's Cup, World Rugby Cup, international artists, the city cultural festival, the Chinese Lantern Festival, Christmas in the Park, infrastructure such as parking buildings, educational centres, the port, and transport structures etc.). Included a number of workshop, individual and group sessions with Councillors and senior Council Staff.

Country	Organisation	Date	Position	Description
Australia	Ingal EPS	2005	Project leader / Co-Facilitator	A project to re-conceive the business direction for this AU\$ 60 million turnover company that specialised in poles and ancillary equipment. A strategic plan to restructure and reposition the business was developed using a collaborative process with the CEO, senior executives and key staff members.
New Zealand	Frucor	2005	Researcher	A project to identify key trends shaping the future market spaces for the beverage sector.
Australia	Seasol	2005	Project leader / Facilitator	A project to work with the CEO and key staff members to re-conceive the entire business and develop a strategic plan that provided strong future growth opportunities for this highly innovative niche business which started in the liquid fertiliser business and aimed to become a domestic and commercial solutions provider in specific opportunity areas.
Indonesia	BHP	2005	Consultant	Contribution to the development of four detailed long-term scenarios for a proposed large coal-mining project in Indonesia. Following consideration of the possible scenario outcomes and risks involved the project was shelved.
New Zealand	Brightstar	2004 - 2006	Facilitator	Designed and delivered several foresight workshops in Auckland and Wellington to examine the changing shape of marketing and media channels and identify future threats and opportunities.
Australia / New Zealand	FMCG sector	2004 - 2005	Facilitator	Facilitated a number of workshops in Australia and New Zealand to identify future 'best bet' opportunity investment areas for FMCG sector companies. This included a FutureSim™ session with 150 FMCG sector participants in a 1 day conference organised by the Australian Marketing Institute in Melbourne in 2005 and a FutureSim™ session with around 100 FMCG sector representatives in Auckland in November 2004.
UK / Germany	Energy Institute	2004	Contractor	Translation and conversion of 30 comprehensive German developed energy technology and energy efficiency training modules into a suitable English format for use by the UK-based Energy Institute.
New Zealand	Carter Holt Harvey	2004	Translator	A \$40,000 contract to translate a series of highly technical handbooks for a large printing machine purchased second hand from Germany. All the handbooks were in German and no English versions available. This was an urgent job completed in a month.
New Zealand	National Speakers Association	2004	Facilitator	A workshop session to identify the future channels that people who make a living out of public speaking may have to consider as delivery vehicles if they wish to retain a leading position in the market. Around 20 participants.
New Zealand	Metrowater	2003 - 2004	Researcher / Co-Facilitator	A project to re-conceive the strategic direction and operations of this city-owned water services corporation and position it to become a highly efficient least cost business. Included a number of workshops and engagement sessions with around 30 participants throughout the process.

Country	Organisation	Date	Position	Description
New Zealand	Meat New Zealand	2003 - 2005	Consultant	A contract to support the development of applications for research funding from the Foundation of Research Science and Technology public funding pool through the setting up of public private consortia as part of research funding priority setting under the National Growth & Innovation Framework.
New Zealand	COMET	2003	Researcher	A project to assess the 'Youth at Risk' situation in Manukau City, determine the costs of young people 'going off the rails' to society and the proportion of 'investment' from state and support agencies being directed towards 'cure' (ambulance at the bottom of the cliff) and 'prevention. Presented the results at a large community workshop in Manukau City.
International	International Meat Secretariat	2002 - 2003	Developer / Facilitator	Set up and manage an international online network that focused on innovation in the lamb meat product development and marketing sector. Participating countries included France, Uruguay, Australia, New Zealand, Ireland, the UK, Argentina and the USA.
New Zealand	ICT and Biotech Sector Task Forces	2001 - 2004	Consultant	Worked with Dr Nick Marsh to help develop strategic plans and implementation processes for these two sector task forces that were set up under the country's National Growth and Innovation Framework.
Germany / New Zealand	Perobe GmbH	2001 - 2007	Agent	Acted as an intermediary agent for market development and overseeing export consignments of energy efficient Perobe GmbH heating products from Germany to commercial distributors and retailers in New Zealand
Germany / New Zealand	BENZL	2001 - 2004	Consultant	Researching opportunities for new channels and product applications in the food sector and facilitating the connection of the New Zealand client with German companies that offered new opportunities. The focus was on strategic re-positioning of BENZL to generate greater value from overseas markets, in particular within Germany.
Australia	Grey Global	2001 - 2002	Researcher	Market research to examine future opportunities for the advertising and marketing agency sector.
Australia	Diners Club International	2001	Researcher	An analysis of the trends shaping the future of the banking and financial sector from technology, demographic, and lifestyle perspectives
Australia	Australian Sports Foundation	2001	Researcher	Research into future opportunity areas for the Australian sports sector including virtual sports, athletic performance enhancement, and the impacts of technology
Germany / New Zealand	Bayerische Landesbank	2000	Contractor	Market research for this German bank to look at prospects for the bank in the New Zealand market.
Australia	South Australia Health Authority	2001	Researcher	A research project to identify the key trends that were shaping the future of the health and wellness sector on a global scale over a 10 – 15 year forward timeframe and utilising this to contribute towards the strategic development processes of this body.

Country	Organisation	Date	Position	Description
Germany	Jürgen Stau & Co	1999 – 2013	Contractor / Associate	Completed a market research project and assisted with developing links to facilitate trading relationships between Jürgen Stau & Co. and businesses based in Australia and New Zealand operating in the energy sector. Over the years the relationship has continued and a number of possible opportunities in the traditional and renewable energy sectors explored.
Germany	Projects On-Line & ETA Consulting	1999 - 2007	Contractor and Associate	Involvement in a number of virtual projects revolving around renewable energy and energy efficiency. These included technology transfer, identifying business opportunities and forming alliances, and converting large quantities of German language material into English for commercial, training, and educational purposes in various EU, Asian and South Pacific countries.
Germany / New Zealand	NZGBA	1999 - 2004	Contractor	Identifying suitable business partners and supporting the development of trading relations between businesses in Germany seeking to establish a presence in New Zealand and vice versa under contract to the New Zealand German Business Association. This also included completing assignments for companies based in Singapore, Italy, Spain and the USA.
International	Meat New Zealand	1999 - 2003	Project Team Member	This was a multi-stage project to develop new marketing strategies for the lamb meat marketing sector in New Zealand and in eight partner countries and involved developing new positioning strategies in key international markets that would generate greater value adding. The project also included a focus on developing bioactive derivatives from abattoir waste streams, an area which has now become a multi-million dollar business for New Zealand.
New Zealand / International	Environmental Control Services Ltd	1995-96	Managing Director	Assessed the practicality and commercial possibilities for an oil contamination polishing unit developed using an innovative new technology throughout Asia (in Singapore, Thailand, Malaysia, Taiwan, The Philippines, Indonesia) and Australasia
New Zealand	FRENZ	1994-95	Contract Manager	Business restructuring to transition the operation from a loss-making position to one that was profitable and putting into place a reliable quality control and assurance system for New Zealand's largest cut flower growing export company with Japan being a key market.
Switzerland	Various private sector groups	1991-92	Contractor	Market research projects for New Zealand companies interested in exporting to Germany, Italy, and Switzerland.

Country	Organisation	Date	Position	Description
New Zealand / international	Contract Resources Ltd	1991 - 1998	Various roles including General Manager	A project manager for refinery and petrochemical plant maintenance shutdowns in Singapore, Saudi Arabia, Sweden, and New Zealand. Contract negotiations and tendering in Singapore, Malaysia, Thailand, Taiwan, New Zealand and Australia with large groups such as Shell, Mobil, Berol Nobel, and Petronas. General Manager of the group which had bases in New Zealand, Australia, Singapore, Malaysia, Thailand and Taiwan. This role included developing a strategic direction for the company that enhanced the company's profitability and focused on new niche opportunity areas where there were no major competitors e.g. generating \$1 million of new business in the specialist reactor maintenance area in the fertiliser production sector.
New Zealand / Australia	Francis Allison Symes / The Willow Park Group	1986 - 1990	Investment Analyst and Portfolio Manager	A contract position to identify and assess a number of potential business investment propositions, determine their restricting requirements over a five year timeframe, and rank them using internal rate of return analyses. A portfolio of six businesses in Australia and New Zealand was selected. My responsibility was to oversee the management of all six businesses, the implementation of restructuring plans which I developed, and the achievement of the targets set. This was done in collaboration with the business managers and their senior staff, some of whom were chosen for the positions through a selection process which I jointly facilitated and managed.

14. Caribbean Region Projects (2007 – 2015)

Country	Organisation	Date	Position	Description
Trinidad & Tobago	Vice Versa/SKED	2015 - 2016	Mentor	Acting as a virtual business mentor for the entrepreneurs behind two small businesses that graduated from the Caribbean Industrial Research Institute (CARIRI) Centre for Enterprise Development (CED) business hatchery/incubation/acceleration programmes in 2014/2015.
Regional	CICMC	2014 (Oct)	Guest speaker and panellist	Demonstrating how Caribbean consultants can generate real value and success stories for small and medium size entrepreneurs at the 2014 regional conference for the Caribbean Institute of Certified Management Consultants.
Regional	World Bank/CIDA	2014 (Sep)	Guest speaker	Guest speaker at a session for awardees in the Caribbean Climate Innovation Centre focusing on the challenges for emerging businesses in the Clean Tech sector at the Centre for Enterprise Development, Freeport, Trinidad and Tobago.
Trinidad & Tobago	CED/CARIRI	2014 (Aug)	Guest Speaker	Addressing a group of entrepreneurs and business people to discuss business incubation and acceleration programmes and their benefits.
Regional	CCST / NIHERST	2014 (Aug)	Designer / Facilitator	Designed and facilitated two NEXT FutureSims™ for around 250 senior students from around the Caribbean. The sessions focused on future sustainable business models, the impacts on various stakeholders, and the development of innovative solutions and alliances to deliver positive outcomes within a prescribed future scenario context.
Trinidad & Tobago	IICA	2014 (May)	Guest speaker	Guest Speaker at a seminar organised by the Inter-American Institute for Cooperation in Agriculture (IICA) with a focus on business development support options for small agro-business enterprise owners.
Trinidad & Tobago	CARIRI	2014 – 2016	Lead Consultant / Project Manager	To design, set up and implement a 3 month business 'HATCHERY' programme that includes a proof of marketability project for aspiring entrepreneurs. The first cohort has completed the programme and rated it highly. 3 more cohorts have since entered the programme and I continue to act in an external advisory role.
The Bahamas	3 Global Connect	2014	Consultant	To assist the business owner identify new niche market opportunities in the global ICT and related sectors.
Trinidad & Tobago	CARIRI	2014	Project Manager	To undertake a 'business future fitness' survey of 40 medium size and large businesses in T&T using a unique analytical tool developed by Ian Ivey of NEXT in association with the Wuppertal Institute in Germany. 20 were assessed against a 2012 benchmark and 20 new companies added to the previous data pool.
Trinidad & Tobago	CARIRI/CCI	2014	Consultant	To develop a model for a private sector funded and managed Competitiveness Institute in Trinidad and Tobago.

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Caribbean Region	Shaping Tomorrow	2013 - 2015	Network Facilitator	Facilitator of a regional Caribbean foresight network as part of the larger global Shaping Tomorrow network. http://caribbean.shapingtomorrow.com/
Caribbean Region	CTA/CARDI/ EU	2013	Co-designer / Facilitator / Rapporteur	Co-designer, facilitator, rapporteur, and project consultant – Caribbean Coconut Industry Roadmap Project (CTA/CARDI) and compilation of a comprehensive outcomes report and 5 year sector national and regional roadmap. Held in Guyana.
Trinidad & Tobago	YBTT/GEW	2013	Guest Presenter	Guest Presenter at the launch of the T&T component of Global Entrepreneurship Week.
Caribbean Region	Caribbean Credit Union Assn.	2013	Guest Presenter	Presented an overview of the major trends reshaping the global financial sector and how it may impact in few on traditional Credit Unions and their existing business models in Suriname.
Trinidad & Tobago	Bespoke Compounders Ltd	2013 - (ongoing)	Investor	Investor in this small 100% organic luxury body care products business developed by a qualified pharmacist. The 'Svarasa' product line price point is in the top 10% in world markets. Also helped developed the business plan and introduce funders.
Caribbean Region / Germany	CARIRI/ Fraunhofer Institute	2013	Consultant	Exploration of a basis for jointly establishing a biomass / biogas renewable energy demonstration unit in a selected Caribbean island nation that has good biomass resources and high current energy costs,
Regional	CCST / NIHERST	2013	Designer / Facilitator	Designer and Facilitator of two NEXT FutureSims™ for around 250 students from around the Caribbean. The sessions focused on developing a sustainable future marketplace, the impacts on various stakeholders, and the development of innovative solutions.
Trinidad & Tobago	Arthur Lok Jack GSB	2013	Lecturer	Contracted to design and deliver 10 six hour lecture and interactive learning sessions in the field of renewable energy and energy efficiency for MBA Sustainable Management course participants. Rated as the best lecturer with the best support material at ALJ in 2013 by the course participants.
Trinidad & Tobago	The Energy Chamber	2013	Facilitator	Facilitated an interactive session with a panel of experts on renewable energy, energy efficiency and 'green-tech' at the T&T Energy Conference on January 30, 2013.
Trinidad & Tobago	Sugar Island.com	2013	Consultant	Contracted to develop a business investment case to attract an investor or investors to support a new innovative international Carnival-related online business which is now operating successfully internationally.
Trinidad & Tobago	CARIRI	2013	Facilitator	A contract to facilitate the largest Caribbean social network of young entrepreneurs that evolved out of the NIHERST Gen. Y project. The Trinidad and Tobago Entrepreneurship & Innovation Club (TTEIC) now has over 1,650 members, is growing steadily, and is a highly interactive online business entrepreneur network (Link).

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Trinidad & Tobago	CARIRI	2013 - 2014	Project Manager	Conduct a follow up survey with the 31 large and medium size businesses which participated in the 2012 Innovation Survey to identify actions taken and interventions required to improve the innovation status of these companies.
Caribbean Region	Meister Group (USA)	2012-2013	Consultant	Assistance with several renewable energy projects including a feed-in tariff policy for Trinidad and Tobago and funding sources for renewable energy in Jamaica.
Trinidad & Tobago	CARIRI	2012 - Dec 2014	Consultant	Contracted to design, help establish and operate the CARIRI Business Incubator including the development of mentor networks, staffing, facilities and virtual networks, collaborative partnerships, and candidate selection as well as the structure and function of complementary 'ideas to business' and ICT/mobile app development units at the new state of the art Freeport based CED.
Trinidad & Tobago	CARIRI / CCI	2013	Facilitator	To organise and facilitate three workshops that connected active social network participants in the Trinidad and Tobago Foresight and Innovation (TTFI) and Trinidad and Tobago Entrepreneurship and Innovation Club (TTEIC) networks with a sub-committee of the Council for Competitiveness and Innovation to develop a go-forward engagement strategy.
Caribbean Region	CIDA/World Bank	2012 - 2013	Contractor	A contract to assist the World Bank set up a Climate Innovation Centre business incubator – both physical and virtual, in the Caribbean region (CCIC). The contract involved research, stakeholder engagement in various regional locations (face-to-face and virtual), host organisation assessment, and business plan development. A comprehensive database of clean-tech sector stakeholders in the Caribbean region – public, private and institutional – was developed as none existed previously.
Caribbean Region	CIDA/World Bank	2012 - 2013	Stakeholder / Adviser	Involved as a stakeholder and adviser in the World Bank mobile innovation ('mInnovation') business incubation project in the Caribbean region.
Jamaica	PSTU/CIDA/M STEM	2012	Project Manager	A contract to undertake an initial audit five research facilities at Hope Gardens, assess the Human Employment and Resource Training Trust (HEART) innovation education programmes and finalise a TOR for first stage implementation of a National Science, Technology and Innovation (STI) sector roadmap.
Jamaica	PSTU / SRC / MSTEM	2012	Consultant and Facilitator	Several projects including the national STI rationalisation project and an organisational 'strategic foresight' planning initiative. This included workshops and facilitated sessions engaging numerous stakeholders. It also required completion of a comprehensive international STI sector best practice desk top research project. The deliverables included development and submission of a comprehensive National Science, Technology and Innovation Sector Roadmap.
Trinidad & Tobago	YBTT/GEW	2012	Guest Presenter	Guest Presenter at the launch of the T&T component of Global Entrepreneurship Week.

Country	Organisation	Date	Position	Description
Trinidad & Tobago	CARIRI	2012	Presenter	Presented the findings of the 2012 CARIRI Business Future Fitness Survey to an audience of national stakeholders including Government Ministers, senior business people, top level public servants and representatives of business associations.
Caribbean Region	CTA/CCST	2012	Consultant / Facilitator	A project to research and compile a paper examining the impact of state marketing agencies on agricultural development in the Caribbean and compare to the impact of private sector entrepreneurs. This required numerous stakeholder interviews to be completed. The project also included assisting with designing a 3 day stakeholder workshop on value adding as a tool for regional food and nutrition security, to facilitate the workshop, and to design and facilitate a one day cassava value chain workshop in Jamaica.
Regional	CCST / NIHERST	2012	Designer / Facilitator	Designed and facilitated two NEXT FutureSims™ for around 250 students from around the Caribbean. The sessions focused on 'future water', the impacts on various stakeholders and the development of innovative solutions.
Trinidad & Tobago	NIHERST / BDC	2012	Consultant / Facilitator	A joint project to initiate a health and wellness sector project to commercialise the NEXT/ National Institute for Higher Education, Research, Science and Technology (NIHERST) 'Caribbean Wellness Spa Best Bet Investment Opportunity'.
Trinidad & Tobago	NIHERST	2012 - 2013	Consultant / Facilitator	To develop 6 monthly foresight horizon scanning reports in five key areas and deliver the outcomes in partnership with agencies including Evolving Technologies (e-Teck) and the Trinidad and Tobago Manufacturers Association (TTMA).
Trinidad & Tobago	Arthur Lok Jack	2012	Presenter / Facilitator	Facilitated a 4 hour business innovation session for MBA students who were all business owners or aspiring business owners to help refine their commercial offers. Also presented a separate session on clean-tech developments to Masters in Renewable Energy students.
Trinidad & Tobago	CARIRI	2012 – 2013	Contractor	A contract to develop a proposal for establishing and running a world class public private sector backed technology focused business incubator linked to an applied technical and industrial research institute in T&T that leveraged CARIRI's resources and expertise in association with key alliance partners.
Trinidad & Tobago	Arthur Lok Jack GSB	2012	Contractor	A contract to develop a proposal and secure stakeholder support for establishing and running a world class tertiary institute linked public private sector backed business incubator in T&T at the Arthur Lok Jack (ALJ) Graduate School of Business (GSB). This included presenting to an audience of over 120 high level attendees at the official launch of their 'Biz Booster' Business Incubator.
Trinidad & Tobago	CARIRI	2012	Contractor	Contracted to undertake an initial 'business future fitness' survey of 31 medium and large size businesses in T&T using a unique analytical tool developed by NEXT, in association with the Wuppertal Institute in Germany, and present the results.

Country	Organisation	Date	Position	Description
Trinidad & Tobago	BDC	2012	Presenter	Feature speaker on innovation at the Business Development Company (BDC) youth 'Spirit of Innovation' Awards Ceremony at Claxton Bay. Over 150 participants.
Regional	IICA - CaRAPN	2012	Consultant	A contract to research and compile an 'outside the box' thinking concept paper focusing on policy development and stakeholder engagement as both relate to food and nutrition security issues for the Inter-American Institute for Cooperation on Agriculture (IICA).
Trinidad & Tobago	Toco Foundation	2011-2012	Consultant	The development of a modern IT-based communications and engagement strategy following the completion of a comprehensive key stakeholder survey and interviews with representatives a number of alliance partners – social and entrepreneurial.
Trinidad & Tobago	Michael Als	2011	Consultant	Develop an e-book marketing strategy that would enable T&T author Michael Als' books to be accessed by a wider offshore audience. The project including researching the best channels and models available, building social networks and defining two options that could be pursued.
Trinidad & Tobago	BDC	2011	Facilitator	Preparation and facilitation of 2 one day investment opportunity workshops focusing on NEXT 'best bets' developed for the biotechnology and niche-manufacturing sectors.
Trinidad & Tobago	YTEPP	2011	Presenter	Preparation and delivery of a presentation on 'how to become a successful entrepreneur' to over 600 participants in the Youth Training and Employment Preparation Programme (YTEPP) at two separate sessions and locations.
St. Vincent & the Grenadines	ProInvest (EU)	2011	Contractor / Facilitator	Design, facilitate and deliver a branding and marketing workshop for businesses in association with the SVG Chamber of Industry & Commerce.
Trinidad & Tobago	UWI	2011	Contractor / Facilitator	The development of a workshop format and engagement approach to enable a range of senior academic staff with diverse agendas to develop a consensus view regarding 5 key priority research areas the University of the West Indies (UWI) should pursue and then facilitate the workshop.
Trinidad & Tobago	Arthur Lok Jack GSB	2011	Facilitator	To prepare and deliver a ½ day session focusing on foresight, entrepreneurship and innovation for a group of 22 entrepreneurship course participants.
Trinidad & Tobago	Ministry of Labour	2011	Presenter / Facilitator	Design, present and facilitate a half day workshop focusing on developing a go-forward strategy for the T&T fashion sector. Around 100 participants including the Minister of Labour and high level national stakeholders.
Caribbean Region	ACP/CTA/ CIMH	2011	Contractor / Facilitator	Facilitation of sessions at a Technical Centre for Agricultural and Rural Cooperation (CTA) funded workshop run by the Caribbean Institute for Meteorology and Hydrology (CIMH) in Barbados as part of the regional Caribbean Agrometeorological Initiative (CAMI) project and later contracted to complete a mid-term review of the project.

Country	Organisation	Date	Position	Description
Trinidad & Tobago	Ministry of Labour	2011	Consultant	A project which surveyed stakeholders involved in business development and incubation to develop a base case view of what is currently available in T&T, compare with international best practice, undertake a gap analysis, and develop the national Integrated Business Incubation System (IBIS) implementation plan with a particular emphasis on assisting the less advantaged.
Regional	CCST / NIHERST	2011	Designer / Facilitator	Design and facilitate two NEXT FutureSims™ for nearly 300 students from around the Caribbean. The sessions focused on 'future water' and impacts on stakeholders.
Barbados	BIDC	2011	Designer / Facilitator	A combined sector foresight workshop in Barbados for the fashion, woodworking and condiments sectors commissioned by the Business and Industrial Development Company (BIDC).
Trinidad & Tobago	UWI	2011	Facilitator	Facilitator of a foresight workshop with senior UWI staff as a precursor to the university's next 10 year regional strategic planning exercise.
Trinidad & Tobago	BDC	2010 - 2012	Contractor / Facilitator	Development and facilitation of a number of foresight-focussed entrepreneurship and innovation workshops and seminars as part of the BDC's 'Instil Innovation' project. The project involved working with four existing commercial enterprises to develop new business areas that would strengthen their competitive position in future years in partnership with an Irish consulting group.
Trinidad & Tobago	NIHERST	2010 - 2011	Project Manager / Facilitator	To research and develop quarterly sector foresight reports in 5 priority sectors for the future of T&T - namely fashion, health and wellness, biotechnology, renewable energy and new niche business models. The project included a number of stakeholder engagement workshops and the development of a business foresight toolkit.
Trinidad & Tobago	Ministry of Planning and Economic Restructuring	2010 - 2011	Guest Presenter	Keynote presenter at four regional consultation processes (Port of Spain, Chaguanas, San Fernando and Tobago) to support Minister of Planning and the legitimisation the T&T Government's proposed National Innovation System.
Barbados	BIDC	2010	Programme Developer / Facilitator	To develop and facilitate a 3-day workshop designed to assist the development of nine SME businesses in the BIDC business incubation programme. This was an innovative initiative which included business plan development and a 'Dragon's Den' type session on the final day where each business had to make a 'pitch' to a panel of bankers and investors to see if they could attract investment for their businesses.
St. Lucia	Sequa GmbH (EU)	2010	Contractor / Facilitator	Development and delivery of a 2 day 'foresight breakthrough' workshop for St. Lucian business owners and representatives of business development groups from Grenada, Dominica and St. Vincent and the Grenadines.

Country	Organisation	Date	Position	Description
Caribbean Region	CTA	2010	Facilitator	To facilitate a 2 day climate change workshop of key stakeholders from around the region focusing on future impacts upon the region's agricultural sector.
Trinidad & Tobago	NIHERST / CCST	2010	Supervisor	For a young business graduate working with three groups in T&T and Dominica to advance the commercialisation of three sector 'best bet' investment opportunity cases that focus on solar energy, 'bois bande' derived products and leveraging business opportunities associated with T&T's Carnival specialists.
Region	CCST / NIHERST	2010	Designer / Facilitator	Design a NEXT FutureSim™ and facilitate a one day workshop session with 250 young people (15 – 18 years old) from around the region. The focus was on developing innovative future 'new' energy solutions for small Caribbean countries.
Trinidad & Tobago	Heather Jones Designs Ltd	2010	Project leader	To develop a comprehensive 3 year forward business plan and internationally appropriate business model within a longer term 5 year strategic planning context for one of T&T's leading fashion designers who uses Caribbean themes and materials to create innovative and unique designs and garments. To develop a professional Business Investment Proposition for a large offshore investor potentially interested in assisting the business 'go global'.
Jamaica	DPM International / VM Group	2010	Consultant	To develop a 10 year forward view of the trends that are shaping the future of the international banking and finance sector and the potential ramifications and help shape the strategic planning options for a major financial institution based in Jamaica.
Caribbean Region	CAIC	2010	Project leader / Facilitator	To develop a 3 year forward business plan and an innovative leading edge strategic plan and business model within a longer term 5 year context for the Caribbean Association of Industry and Commerce (CAIC), the region's only private sector representative body. Both were developed through a facilitated mutual consensus building process.
Trinidad & Tobago	NIHERST	2009 - 2010	Project leader / Facilitator	To develop 3 detailed 'best bet' investment opportunity cases based upon high value market niche opportunities in the fashion sector (combining indigenous regional unique components such as Sea Island cotton with high tech functions), the region's unique Trinitario cocoa, and a specialist international engineering services portal focusing on natural gas (from both finite and sustainable sources), green buildings, and sustainable engineering solutions. Involved extensive stakeholder engagement processes and building the final business cases.
Trinidad & Tobago	CDA / TVAEL	2009 - 2010	Project leader / Facilitator	Using a process of extensive stakeholder engagement tTo develop a 3 year forward strategic business plan, financial scenario planning model and new business model within a longer term 5 year context for Tucker Valley Agricultural Enterprises Ltd (TVAEL), the country's first state-backed mega-farm development project. This included identifying the best value propositions and crop selections that would ensure a viable outcome for the mega-farm medium to long term.

Country	Organisation	Date	Position	Description
Caribbean Region	CTA/CCST	2009 - 2014	Contractor / Facilitator	To set up a Caribbean R&D knowledge sharing social network that included all the CARIFORUM countries. The www.rienet.net was set up in 2009 and reached over 500 members, 50% from the private sector. During 2013 the CTA provided additional funding to extend the network's activities in the region. The network now operates through the amalgamated LaunchRokit community (Link).
Caribbean region	NIHERST / CYSF	2009	Designer / Facilitator	Design and facilitate a NEXT FutureSim™ session for over 200 participants at the 2009 Caribbean Youth Science Forum which focused on identifying innovative ways of developing a sustainable energy future for the region
Caribbean Region	IADB	2009	Contractor	Develop a portfolio of 25 entrepreneurship and innovation business success stories, analyse national priority sector selection processes in the region, and provide a database and overview of sector business cluster developments in the 15 CARIFORUM countries, in association with DPM International, for the Inter-American Development Bank (IADB).
Caribbean region	CARDI	2009	Facilitator	The facilitation of a 3-day strategic planning workshop with around 80 Caribbean Agricultural and Research Development Institute (CARDI) staff from around the region as a precursor to developing the agency's next strategic plan.
Trinidad & Tobago	UWI	2009	Lecturer	Develop and deliver a series of lectures focusing on how Caribbean entrepreneurs use innovation to be successful and how they manage risk.
Trinidad & Tobago	UTT	2009	Lecturer / Judge	This project involved three components: <ul style="list-style-type: none"> • Developing, delivering and facilitating a session on Caribbean entrepreneurship and innovation for Master's Degree students. • Developing, delivering and facilitating a session with the participants in the joint UTT/e-Teck business incubator. • Being a judge in final session of the 2009 Business Plan of the Year competition. • This resulted in a longer-term mentoring role with the winner, Heaven's Gate Enterprises, which became a BDC client.
Trinidad & Tobago	American Chamber of Commerce	2009 – 2014	Project Leader	Set up a private sector business incubator in association with AmCham. The Chamber began supporting and mentoring 3 emerging young entrepreneurs selected using a panel-based 'Dragon's Den' style selection process. This was an innovative initiative which was a first for T&T as it was 100% private sector driven.
Caribbean region	CTU	2009	Facilitator	Design and facilitate a workshop session for the Caribbean Telecommunications Union (CTU) focusing on the future of the telecommunications and ICT sectors and introduce the views of young entrepreneurs achieving success in this field in the region. Those attending included Ministers of Telecommunications and ICT as well as senior executives of associated organisations.

Country	Organisation	Date	Position	Description
Caribbean	OAS / CCST	2008 - 2014	Contractor	To interview successful entrepreneurs in 11 Caribbean countries and develop an initial portfolio of 30 entrepreneurship and innovation success stories. A collection of over 200 regional success stories was compiled between 2008 and 2014.
Caribbean Region	CAIC / CARICOM	2008 - 2010	Contractor	Strategic planning project for the Caribbean Association of Industry and Commerce (CAIC) in a CARICOM funded project.
Barbados	NCST	2008 - 2009	Project leader	Develop, facilitate and manage 3 sector projects to identify business investment options in three sectors within a 10 year forward strategic foresight context in association with key stakeholders. The 3 sectors included agriculture, health and wellness and ICTs (including 'smart energy').
Caribbean Region	OAS / CCST	2008 - 2009	Contractor / Facilitator	Develop/deliver business entrepreneurship and innovation training workshops in 11 Caribbean countries. Over 400 stakeholders in total participated in the region.
Trinidad & Tobago	Ministry of Planning, Housing and the Environment	2008 - 2009	Project Leader / Facilitator	A community foresight project that involved meeting with a group of key stakeholders ranging in age from 16 years to over 70 years in the community of Cedros in South West Trinidad, facilitating a workshop session, and choosing three areas that would provide future opportunities in a community that faces an uncertain future. Three specific unique opportunity areas were identified and business cases developed.
Caribbean	CAIC	2008 - 2010	Process Designer / Facilitator	Using foresight processes and tools to develop a new 10 year strategic plan for the CAIC that would enable the organisation to better meet changing current and future stakeholder needs.
Trinidad & Tobago	NIHERST	2008	Project Leader	An advanced sector foresight 'best bet' investment case development project for the renewable energy sector with a focus on what might be appropriate for T&T. Involved extensive sector stakeholder engagement.
Trinidad & Tobago	NIHERST / Ministry of Planning	2008	Project Leader / Facilitator	'Vision 2020. Developing Innovative People'. Using foresight and best practice international models and National Innovation Systems to initiate new thinking in the approach to education and business innovation in T&T. Included facilitating a workshop with around 60 high level public servants.
Caribbean	CARICOM	2008	Contractor / Presenter	Contracted to build a portfolio of business success stories and consensus-developed 'best bet' investment opportunity cases associated with the Caribbean agricultural sector for presentation to financiers and financial institutions in June in Guyana to encourage greater investment into the sector.
Barbados	CDB	2007-2008	Contractor / Facilitator	Strategic planning for the Caribbean Development Bank (CDB) in a 15 year forward horizon. Process design, facilitation, and strategic planning support document preparation for two 2 day regional planning sessions at the senior executive and regional manager and analyst levels. Over 150 CDB staff participated in the processes.

Country	Organisation	Date	Position	Description
Trinidad & Tobago	NIHERST	2007 – 2008	Project Leader	An advanced sector foresight ‘best bet’ investment case development project for the biotechnology and fashion sectors based around local differentiators. The biotechnology project included a focus on emerging renewable energy options.
Trinidad & Tobago	NIHERST	2007 – 2012	Project Leader / Facilitator	‘Generation Y’. A project which involved a number of workshops as well as interviewing individually 200+ young people to determine what they needed to achieve their aspirations. As a result, two sets of 2.5 hour basic and advanced workshop modules (Y-Vision and Wired) were developed, tested with a range of young stakeholders (including inmates at the Arouca Youth Detention Centre), and trainers trained to deliver them. In addition a virtual Entrepreneurship and Innovation Club on Facebook (TTEIC) was set up in 2010 and now has over 4,000 active members in the amalgamated LaunchRocket community (Link).
Dominica, Grenada, St Lucia, St Vincent & the Grenadines	OAS/CCST	2007 - 2008	Project Leader / Facilitator	Completing a global foresight sector analysis for the agricultural, creative and tourism sectors, assessing the local capability and enabler status in the four countries, and facilitating the development of 10 comprehensive ‘best bet’ investment proposals to encourage commercialisation of ‘local uniqueness’. This included interviewing over a hundred key stakeholders in the four island states as well as facilitating workshops and building the final ‘best bet’ investment cases.
St Vincent & the Grenadines	SVG Government / EDF	2007	Process Designer / Facilitator	Facilitating groups of local public and private sector stakeholders to develop business investment opportunity cases within a foresight context in the agricultural, food and beverage, ICT, creative, niche manufacturing, and tourism sectors. The cases were also priority ranked with regard to practicality and potential value adding. All focused on leveraging local resources and uniqueness.
Caribbean Region	OAS / CCST	2007	Process Designer / Facilitator	Sensitising regional research personnel to foresight tools and processes to identify global sector opportunity areas and research priorities in a range of sectors.
Grenada	NCST / ARD	2007	Process Designer / Facilitator	Sensitising local public and private sector stakeholders to foresight tools and processes to identify global sector opportunity areas and associated opportunities for new business development in Grenada.
Barbados	NCST	2007	Project Leader / Facilitator	Interviewing a range of public and private sector stakeholders to establish an overview of the capability and enabler situation in Barbados. Sensitising local public and private sector stakeholders to foresight tools and processes to identify global sector opportunity areas and for new businesses in Barbados at a key workshop. Around 25 participants in the workshop.

Country	Organisation	Date	Position	Description
Caribbean	CARICOM	2007	Presenter	A presentation on the use of foresight for determining strategic priorities in the economic and social spheres within the evolving CSME (Caribbean Single Market and Economy) process. Around 60 people present including government Ministers, senior public servants, top business persons and high level academics.
St Vincent & the Grenadines	OAS / CCST	2007	Process designer / Facilitator	Sensitising regional research personnel to foresight tools and processes to develop and understanding global sector growth opportunity areas and how these relate to current research priorities and policies in the region. Around 30 participants in a 2 day workshop.
Grenada	CCST / CTA	2007	Presenter	Using science, technology and innovation as a major driver to reposition Caribbean agriculture and take advantage of growth global niche opportunities identified using foresight processes and tools. Around 35 regional stakeholders participated.
Trinidad & Tobago	InvesTT / NIHERST / NEXT/CARIRI	2006- (on-going)	Network facilitator and manager	Set up and facilitated the Trinidad and Tobago Foresight and Innovation Network, a virtual community that grew to embrace over 600 stakeholders from the public, private and NGO sectors. All were passionate about seeing T&T achieve its long-term aspirations (www.tffi.net). Now maintained on Facebook as part of the amalgamated LaunchRocket community (Link)

15. Membership of professional bodies:

- World Future Society (www.wfs.org)
- The Foresight Network (www.shapingtomorrow.com)
- The AmCham Business Incubator Committee (Trinidad and Tobago)
- The Kiwi Expat Association – KEA (www.keanewzealand.com/)
- LinkedIn (https://www.linkedin.com/home?trk=nav_responsive_tab_home)

16. Other Relevant Information

- Author of numerous articles in professional publications, newspapers and online.
- Researcher, developer, author of online content and facilitator of numerous social networks and communities of interest online in New Zealand, Australia, the Caribbean and internationally.
- A strong online profile internationally including on 'Facebook', 'LinkedIn' (over 1,190 connections), The Shaping Tomorrow Network (over 3,200 members globally), Twitter and various dedicated blog areas. Also highly networked with over 3000 key personal contacts in many parts of the world, in addition to the networks mentioned previously.
- Highly collaborative and involved in numerous alliances and partnerships including with DPM International in Jamaica, Marcollie Blue in The Bahamas, Te Houtaewa Trust in Kaitaia, Ringa Atawhai Matauranga Limited in Whangarei, and the networks mentioned previously.
- Designer and co-designer of numerous business tools and processes including:
 - 'Personal Assessment of Future Fitness' tool – to assess the 'future fitness' characteristics of executives and individuals.
 - 'The Best Bets Business Investment Opportunity Development Tool'
 - 'FutureSim™' – a simulated future market place game that has been used in more than 70 different projects as a strategic planning tool.
 - An Excel-based 'Future Fitness Assessment Tool' for medium to large companies.
 - 5 and 10 year Excel- based Financial Scenario Development tools.
- Involved in the ISO 9001 registration process for Contract Resources (GSR) Ltd.
- An active business mentor in both face to face and virtual roles in New Zealand and internationally.
- A past executive member of the Export Institute of New Zealand and the New Zealand German Business Association.
- An investor and shareholder in several companies - Designovators Limited, Bespoke Compounders Limited and Marcollie Blue.
- Vast personal project support and research resources built through extensive electronic archives, international electronic network subscriptions, key site monitoring, selected publications, personal interview databases, project documents, as well as a personal portfolio of over 70,000 digital images taken in many parts of the world.
- Well connected with a number of business development programmes and incubators including 'The Icehouse', 'The e-Centre', Spark (Auckland University), the AmCham Business incubator and the CARIRI Business Hatchery/Incubator and overall Centre for Enterprise Development (<http://www.cedcariri.com/index.php/about>) – both in Trinidad and Tobago, and a number of others in the USA, Germany and the Caribbean.
- Worked on contracts and with clients in over 45 different countries over the past 20 years including Sweden, Germany, Italy, Holland, Spain, Malta, the UK, Ireland, Scotland, France, Switzerland, Saudi Arabia, Dubai, South Korea, China, Japan, The Philippines, Taiwan, Thailand, Malaysia, Hong Kong, Indonesia, Singapore, New Zealand, Australia, the USA, Canada, Jamaica, Guyana, St. Vincent and the Grenadines, St. Lucia, St. Kitts and Nevis, Suriname, Trinidad and Tobago, Dominica, Grenada, Barbados, The Bahamas, Chile and Uruguay