



Curriculum Vitae Olivier van Lieshout



- Personal:** Olivier van Lieshout, 1958, Dutch Nationality
- Education:** Marketing Economist, Master of Science of University of Wageningen, the Netherlands, 1978-1984
- Key areas** Business Creation, Agro-processing, Business & Strategy planning; Financial Engineering; Cost price calculations; Operational monitoring & evaluation systems.

Olivier van Lieshout is an all-round business creation and enterprise development specialist with over 30 years of experience. He has worked as consultant and entrepreneur in food processing industries in developing countries in Asia, Africa, the Caribbean and Latin America, often in cooperation with international institutions (FAO, World Bank, ITC, EBRD, IFC, CFC, GiZ, CBI). His broad expertise covers the entire business cycle: from needs assessments and feasibility studies, through operational implementation, marketing, financial services and M&E.

He is also an accomplished facilitator/trainer and a sound developer of methodologies. He is the inventor of the Cigar Box Method® a simple, but accurate tool to make business decisions easier. His dynamic and enthusiastic manner, his analytical mind and his strong language and interpersonal skills make him a much-asked-for consultant.

Language skills: (1 = basic to 5 = high for competence)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English, Dutch	5	5	5
German, French	4	4	4
Portuguese, Italian, Spanish	4	4	4
Indonesian, Russian	1	2	1

Professional Experience Record (short version – list of other short-term missions available on request):

<i>Date:</i>	1996 – to date
<i>Company:</i>	Global Facts (www.globalfacts.nl)
<i>Location:</i>	Worldwide
<i>Position:</i>	Owner, Business Consultant
<i>Description:</i>	Assisting company owners and management in emerging markets with start-up and expansion of commercial activities. Notably in the agro-processing sector.

<i>Date:</i>	2004 – to date
<i>Company:</i>	Bakery Initiatives BV (www.bakery-initatives.com)
<i>Location:</i>	Worldwide
<i>Position:</i>	Founding partner
<i>Description:</i>	a) Selling bakery profit b) Setting up local offices, with local partners c) Assist investors and company owners to write business plans, carry out financial due diligence and valuations. Making sure that investments lead bakery profit. d) Market research, customer satisfaction research.



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<i>Date:</i>	2015-2016
<i>Location:</i>	Ukraine
<i>Company:</i>	ITC, Geneva (consultant)
<i>Position:</i>	Strategic planning specialist
<i>Description:</i>	Help national stakeholders to develop a business development strategy for fruits & vegetables.

<i>Date:</i>	2011 – to date
<i>Company:</i>	EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD)
<i>Location:</i>	Ukraine, Bosnia, Albania, Morocco, Egypt, Montenegro
<i>Position:</i>	Coaching management of food processing companies
<i>Description:</i>	<u>Assisting CEO/CFO</u> of bakeries and fruit processing companies to a) establish operational monitoring systems to control costs and KPI's by introduction of the Cigar Box Method in existing bookkeeping and ERP systems; b) lead-client sales monitoring; c) systematic customer satisfaction research.

<i>Date:</i>	2011 – 2012
<i>Location:</i>	Peru
<i>Company:</i>	CBI, Netherlands (export coach)
<i>Position:</i>	Coaching for export to EU
<i>Description:</i>	Coaching local exports of the Lima Chamber of Commerce (LCC) to become export coaches in: a) household textiles for carpets, furniture, curtains, b) fruit & vegetables. Training objectives: EU market entry requirements, EU buyer identification (use of Kompass), market entry coaching (taking selected companies on study visit, trade fair/show room participation), dispatch of sample orders.

<i>Date:</i>	2010 – 2012
<i>Location:</i>	Afghanistan, Tajikistan
<i>Company:</i>	GIZ-AFCI, Germany (export coach)
<i>Position:</i>	Coaching for export
<i>Description:</i>	<u>Afghanistan</u> : Coaching staff of Export Promotion Agency of Afghanistan (EPAA) to become export coaches in two sectors: a) carpet value chain (wool to market), b) spices & herbs <u>Tajikistan</u> : Training local consultants in Cigar Box methodology aiming to increase profitability of F&V processing companies.

<i>Date:</i>	2009 – 2011
<i>Location:</i>	Jamaica, West-Africa (ECOWAS)
<i>Company:</i>	ITC, Geneva (consultant)
<i>Position:</i>	Strategic planning specialist
<i>Description:</i>	Help national stakeholders to develop a business development strategy for specific commodities in a participatory way. Jamaica (ackee); ECOWAS (mango, palm oil, cotton).



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<i>Date:</i>	2007 – 2011
<i>Location:</i>	Jamaica, West-Africa, Central Asia, Bangladesh, Samoa
<i>Company:</i>	ITC, Geneva (consultant)
<i>Position:</i>	Agribusiness creation specialist
<i>Description:</i>	Assist owners of agricultural processing companies to become more export-oriented; introduce cost price calculation (Cigar Box [®] methodology, see www.en.wikipedia.org/wiki/Cigar_Box_Method); improve supply of raw material; improve factory operations; introduce customer satisfaction systems.

<i>Date:</i>	2006 – 2010
<i>Location:</i>	West Africa, East Africa
<i>Company:</i>	CFC, Amsterdam (consultant)
<i>Position:</i>	Marketing economist
<i>Description:</i>	Formulate projects according to CFC methodology. Projects successfully formulated: Banana drinks project (Tanzania, Uganda); Cassava project (Tanzania, Zambia, Madagascar); Délicio juice project (Burkina Faso); Dried paprika project (Burkina Faso); Flower export project (Burundi).

<i>Date:</i>	2009 – 2011
<i>Location:</i>	ETC / WBC, West Africa
<i>Company:</i>	FAO/EBRD; KIT Amsterdam
<i>Position:</i>	Fruit processing specialist
<i>Description:</i>	<ol style="list-style-type: none">1. Advise Government of Serbia to expand the EBRD-sponsored Warehouse Receipt Systems to frozen fruit and vegetables, notably raspberry 'malina'.2. Update agro-processing website for bankers interested in the EastAgri region (ETC and WBC): www.eastagri.org/sectors.asp3. Write handbook on fruit & vegetable processing in CIS countries for EBRD bankers: www.globalfacts.nl/documents/Fruitandvegetablebooklet2009.pdf4. Contribute to Strategy study dried mango in West Africa: www.globalfacts.nl/documents/FINALREPORTWorldBankRapportMangue.pdf

<i>Date:</i>	2008 – 2009
<i>Location:</i>	Central Asia, East Africa
<i>Company:</i>	IFC, Washington (consultant)
<i>Position:</i>	Marketing economist
<i>Description:</i>	<ul style="list-style-type: none">• Assist Sugd Agro Service (SAS) a cooperative of cotton farmers to produce better quality cotton with higher profitability through cooperative action in the fields of input purchasing, agricultural credit and joint sale of fibre and cotton seeds.• Organize system of warehouse receipts for post harvest cotton crop finance.• Evaluate World Bank project in Kenya (farm level impact study on cotton, coffee and pyrethrum).



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<i>Date:</i>	2008 – 2009
<i>Location:</i>	Central Asia
<i>Company:</i>	FAO, Rome (consultant)
<i>Position:</i>	Business creation specialist
<i>Description:</i>	Assist owners of agricultural processing companies to become export-oriented; introduce cost price calculation (Cigar Box [®] methodology); improve supply of raw material; improve factory operations; introduce customer satisfaction improvement systems.

<i>Date:</i>	2006 – 2008
<i>Location:</i>	Armenia
<i>Company:</i>	EBRD, London / Tamara Fruit Company
<i>Position:</i>	External Member of the Board
<i>Description:</i>	Representing EBRD in Board of Directors with special responsibility for a) introducing modern corporate governance, and b) developing export of organic juices and jams into the European market.

<i>Date:</i>	2006 – 2008
<i>Location:</i>	Romania
<i>Company:</i>	Bakery Initiatives / SPICUL Bread Company
<i>Position:</i>	Interim Marketing Manager
<i>Description:</i>	Assisting the owner of SPICUL to create a new marketing and sales organisation: A) select, train and guide local marketing staff; develop and implement the market strategy, B) select, train and guide sales agents, distributors and push agents; set up distribution policy and network.

<i>Date:</i>	2005 – 2006
<i>Location:</i>	Tanzania / Zimbabwe
<i>Company:</i>	Trans Zambezi Industries
<i>Position:</i>	External Member of the Board
<i>Description:</i>	Representing TZI Holland BV in Board of Directors. Specific responsibility to develop new markets, and distribution outlets in Europe for freshly grown vegetables and flowers from Zimbabwe and South Africa through Johannesburg Airport.

<i>Date:</i>	2005 – 2010
<i>Location:</i>	West Africa, East Africa
<i>Company:</i>	Liquid Food Initiatives (LFI)
<i>Position:</i>	Liquid food specialist
<i>Description:</i>	<ul style="list-style-type: none">• Develop passion fruit processing plant near Dar es Salaam, Tanzania.• Develop organic mango pulp processing plant in Malindi Kenya using BOT methodology.• Expand juice factory near Ouagadougou, Burkina Faso.• Expand juice factory in Kagera, Tanzania



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<i>Date:</i>	2001 – 2005
<i>Location:</i>	Uzbekistan
<i>Company:</i>	Marvel Juice , Andijon Durdonasi, Invest Agro, CASC, ACC
<i>Position:</i>	Management consultant
<i>Description:</i>	Assisting local companies with management and training covering farming (horticulture and cotton), fruit processing, and sales.

<i>Date:</i>	1998 – 2000
<i>Location:</i>	Uzbekistan
<i>Company:</i>	UzDutch Cheese Company , Tashflora, Invest Agro
<i>Position:</i>	Business creation
<i>Description:</i>	Start up of new companies in farming and agro processing with participation in share capital for cheese, landscape architecture, roses, fruit processing. Export of garden roses from East Uzbekistan to Holland, Switzerland and France.

<i>Date:</i>	1998-1999
<i>Location:</i>	Uzbekistan / Argentina
<i>Company:</i>	Rabobank (consultant)
<i>Position:</i>	Crop Valuation Specialist
<i>Description:</i>	Carry out pre-harvest in-field crop yield assessments to predict size of harvest to calculate Rabobank's post harvest finance requirements. Identify bonded warehouses to store and finance harvested produce using warrants (in Uzbekistan: cotton, in Argentina: apples/pears)

<i>Date:</i>	1996-2000
<i>Location:</i>	Uzbekistan
<i>Company:</i>	World Bank (consultant)
<i>Position:</i>	Matchmaker Cotton Value Chain
<i>Description:</i>	Building value chains between cotton growers, gins and clean seed manufacturers. Improving investment climate for cotton industry and finding suitable foreign investors. Four joint ventures are operational.

<i>Date:</i>	1995-1996
<i>Location:</i>	Amsterdam
<i>Company:</i>	Royal Tropical Institute
<i>Position:</i>	Economist
<i>Description:</i>	Monitoring and evaluation of KIT projects in Zambia, Malawi, Pakistan (AKRSP) and India



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<i>Date:</i>	1992-1994
<i>Location:</i>	El Salvador
<i>Company:</i>	EU- Programa de Fomento para la Microempresa
<i>Position:</i>	Economist
<i>Description:</i>	Training expert for the Marketing and Counselling Service for FOMMI, an institution for reintegration of ex-combatants. Job creation through 'maquiladoras' large textile factories situated in free export zones, manufacturing clothing for the export market. Business planning, cost price analysis, market entry studies in USA.

<i>Date:</i>	1990-1992
<i>Location:</i>	Indonesia
<i>Company:</i>	DGIS / Dutch Government
<i>Position:</i>	Market researcher
<i>Description:</i>	Consumer oriented quality research for agricultural products and production of technical product profiles. Publication in Euphitica www.globalfacts.nl/documents/ConsumerorientedqualityimprovementoftomatoesinIndonesia.pdf

<i>Date:</i>	1987-1990
<i>Location:</i>	Zambia
<i>Company:</i>	FAO
<i>Position:</i>	Marketing economist (APO)
<i>Description:</i>	Restructure the co-operative input distribution and maize collection system in Southern Province.

<i>Date:</i>	1985-1987
<i>Location:</i>	Netherlands, UK, India
<i>Company:</i>	Indo-Dutch Trading House
<i>Position:</i>	Trader
<i>Description:</i>	Procurement of waste paper in Holland, Belgium and the UK for export to India. Letters of credit, export documentation.

<i>Date:</i>	1984-1985
<i>Location:</i>	EU
<i>Company:</i>	Euroskin BV, EuroJute BV (family owned business)
<i>Position:</i>	Trader/apprentice
<i>Description:</i>	<ol style="list-style-type: none">1. Procurement of leather clothing, mostly jackets for men in Malta, emphasis on in-factory quality control and timely shipment.2. Selling recycled jute for carpet backing to carpet industry in Holland, Belgium and Germany.3. Product development: new jute mats for reinforcing sand dunes and dikes.