

## CV Olivier van Lieshout

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Year of birth	1958
Education	Marketing and Development Economics, 1984 Agricultural University of Wageningen (MSc.)

### Key qualifications

Specialization: Business creation specialist; business planning; financial engineering; match making; market research; locating subsidies and grants.

### Summary

After graduation in 1984 as an agricultural engineer (marketing and development economics), I have lived and worked long-term in Europe (5 years), Africa (4 years), Latin America (3 years), South East Asia (2 years) and recently Central Asia (9 years). I have been working closely to agriculture, agricultural processing and food marketing with side steps to waste paper (export to India) and software (Promes).

As demonstrated by my working experience, my best talent is initiating new businesses, mostly in or related with developing countries. In doing this, I try to be honest, sometimes at the expense of short-term profitability. I try to shorten the learning curve and bring in relevant know how as early as possible to avoid mistakes others have made before. I keep an eye on the cash flow: the one financial parameter that makes or breaks growing businesses. Finally, I commit fully and in quite some cases put up venture capital myself: to demonstrate that I believe in what I am doing together with my clients.

In 1996, I founded Global Facts, a consulting company in the field of agribusiness, specialized in business creation: setting up companies from scratch, find interesting products for specific markets; find interesting entrepreneurs and financiers; matchmaking: link entrepreneurs, financiers with local entrepreneurs; business planning: write bankable proposals using grants where possible.

In 1998, I took over ACC Business Creation BV. ACC carries out management and training contracts for client companies in developing countries, using FMO grant money where possible. ACC participates with equity capital, but only as minority shareholder. For dedicated clients, ACC implements supply contracts: sourcing of equipment, seeking finance, delivery and payment.

Through ACC I currently participate as shareholder in five companies: UzDutch Cheese Company (dairy farm and milk processing), Tashflora (landscape design and greenery projects), InvestAgro (rose farm), Marvel Juice (fruit processing and juice making), Promes Monitoring (M&E software).

In 2003, ACC registered a new trade name: ACC FLORA. This reflects the importance of flower and plant business. ACC participates in farming of floricultural products in Central Asia. ACC FLORA exports pot plants and seeds from Holland and imports rose rootstocks and exotic pot plants from Uzbekistan.

To consolidate its experience in fruit and milk processing in emerging markets, ACC, VMEngineering BV (Netherlands) and De Bie BvBA (Belgium) formed a new company called Liquid Food Initiatives BV. LFI' business is to build and operate complete dairy and fruit processing chains in countries with emerging markets. If LFI participates as a shareholder, it does so for a limited period of time, after which it transfers its ownership to local investors. LFI's first project is Fruit Kin Concentrates; a chain for deep frozen passion fruit concentrate from Tanzania to Europe.

## Long-term assignments

- 2000 - onwards
- UZBEKISTAN (FMO IPTA-TAEM)**  
**Management contracts.** Assisting local companies with management and training, where possible subsidized by grant monies from FMO. We cover all areas in agriculture from input procurement, processing, to sale of output. Current contracts (July 2004): Marvel Juice and Andijon Durdonasi (fruit concentrates and juices), InvestAgro (rose root-stock exports), CASC (cotton ginning and delinting).
- 1998 - onwards
- UZBEKISTAN (Global Facts; ACC Business Creation BV)**  
**Business Creation.** Start up of new companies in the field of farming and agro processing. Participate in the share capital of Uzbek companies: UzDutch Cheese Company (Gouda cheese), Tashflora (landscape architecture, import bulbs, seed), InvestAgro (rose farming), Andijon Durdonasi Company (fruit processing and juice making), Andijon Durdonasi (fruit processing and juice making).
- 1996 - onwards
- UZBEKISTAN (World Bank - several missions)**  
**Matchmaking Cotton Industry.** Advising Government on improving investment climate and simultaneously finding suitable foreign partners to invest in Uzbekistan's cotton sector, take the investors by the hand and establish joint-ventures. Currently, three JV are working and a fourth company is under construction. Total investment: US\$ 35 million.
- 1995-1996
- NETHERLANDS (Royal Tropical Institute -Amsterdam)**  
**Monitoring and evaluation**  
Responsible for evaluation of KIT projects abroad. See short-term consultancies below.
- 1992-1994
- EL SALVADOR (Planet Consultants BV, European Union - FOMMI Programa de Fomento para la Microempresa)**  
**Expert in training.** To set up a Marketing and Counseling Service: train small-scale lenders and other entrepreneurs, development of training material, training of counselors. Set up an evaluation system for lenders of micro credits: performance indicators, impact level indicators, employment generation.
- 1990-1992
- INDONESIA (DGIS, Lembang)**  
**Market researcher.** Carry out consumer-oriented quality research for agricultural products and formulate a technical product profile reflecting consumer preferences. The results of this research have been published in the international scientific journal "Euphitica", nr.71 (3), 1993.
- 1987-1990
- ZAMBIA (FAO, Choma)**  
**Marketing economist.** Restructure the cooperative input distribution and maize collection system of SPCMU in Southern Province.
- 1985-1987
- NETHERLANDS (Indo-Dutch Trading House, Dongen)**  
**Owner/director** Purchase and sales of waste paper and chemical raw material in India; responsible for shipments and finance, letters of credit, foreign exchange transactions.

- 1984-1985                   **NETHERLANDS** (Simaxy Group BV, Etten-Leur)  
**Purchaser:** Purchase of waste paper in Holland, France, Belgium and England for recycling in India; responsible for all logistics.
- 1981-1982                   **KENYA** (Training Project In Pedology, Kilifi)  
**Researcher:** fanning systems research among 1500 farmers in settlement schemes near Kilifi.
- 1976-1977                   **BRAZIL** (Arthur Lange S.A., Pelotas RG)  
**a. Assistant farm manager** on a cattle ranch near Brasilia  
**b. Assistant plant manager** on a tannery near Pelotas with a production capacity of 4000 skins a day.

### Short-term assignments

- 2004 - 4 weeks           **RUSSIA/MORDOVIA** (Global Facts - FFC - EVD-PESP)  
**Chain for high quality Limousin beef.** Assist Dutch and Russian investors to form a joint venture, work out a business model and a marketing strategy.
- 2004 - 1 week           **TANZANIA** (ACC - LFI)  
**Chain for passion fruit concentrate.** Assist Dutch, Tanzanian and third party investors to form a joint venture, work out a joint venture agreement and get contracts signed.
- 2004 - 4 weeks           **KYRGYZSTAN / TAJIKISTAN** (Global Facts - FAO-EBRD)  
**Identification of Investment opportunities.** Find suitable investors and projects in agriculture with minimum project cost of €1,000,000.
- 2004 - 3 weeks           **UZBEKISTAN** (ACC - EVD-PESP)  
**Feasibility study for Fruit of Fergana.** Coordinate the feasibility team, responsible for bankable proposal.
- 2004 - 1 week           **BULGARIA** (ACC - FMO)  
**Bankable proposal for Leja-Brit.** Make financial plan for rose packing station and obtain IFOM loan from FMO.
- 2003 - 4 weeks           **ARGENTINA** (ACC - SENTER-PESP)  
**Feasibility study for PROIN S.A.** Coordinate the feasibility team, responsible for bankable proposal.
- 2003 - 5 weeks           **MOLDOVA** (Global Facts - IFAD)  
**Appraisal Agricultural Revitalization Project.** Write the project document for the Moldavian Government sponsored by IFAD.
- 2003 - 1 week           **TRINIDAD & TOBAGO** (PROMES)  
**Distribution & training.** Negotiate dealership for regional distribution of Promes software in the Caribbean. Train local sales staff.
- 2002 - 1 week           **ZAMBIA** (PROMES-IFAD)  
**Distribution & training.** Presenting Promes on the IFAD sponsored conference on Monitoring and Evaluation (Lusaka 13-18 October 2002).

- 2002 - 1 week  
**CROATIA (PROMES-World Bank)**  
**Distribution & training.** Presenting Promes on the World Bank sponsored conference on Monitoring and Evaluation of Competitive Grant Programs (Rovinj 9-14 September 2002).
- 2002 - 3 weeks  
**MOLDOVA (Global Facts - IFAD)**  
**Pre-appraisal Agricultural Revitalization Project.** Design a five-year project for the Moldavian Government sponsored by IFAD.
- 2002 - 3 weeks  
**UZBEKISTAN (Global Facts - FMO)**  
**Strategic Plan.** Design a five-year strategy for Promkartontorg, a large-scale cotton box producer. Corrugated boxes, tissue paper, duplex board.
- 2002 - 2 weeks  
**Poland (PROMES)**  
**Training.** To assist the Ministry of Labor and Social Policy to design realistic, task-based work plans and related budgets within the context of Promes Planning and Monitoring Software. Training in the use of Promes
- 2002 - 1 week  
**USA - Boston (PROMES)**  
**Training.** To assist the Management Service for Health (an NGO working in the field of Health Projects) to design realistic, task-based work plans and related budgets within the context of Promes Planning and Monitoring Software. Training in the use of Promes
- 2002 - 3 weeks  
**UZBEKISTAN (Global Facts - FMO)**  
**Marketing Plan.** Design a marketing strategy for Tip-Top juices and a medium term market research plan, train the marketing staff.
- 2001 - 4 weeks  
**RUSSIA (Global Facts - IFC)**  
**Financial Monitoring.** To further develop the FarmFacts software package for financial monitoring of farms in Russia (i.e. to include gross margin analysis, liquidity planning, activity optimization). The software is patented.
- 2001 - 3 weeks  
**HOLLAND (Global Facts)**  
**Training.** To make a training course in Business Planning and Financial Management for corporate staff of Cebeco and training staff of IAC. Steps in business planning, use of spreadsheets, exercises and theory.
- 2001 - 1 week  
**FRANCE (Global Facts - Govt. of Rwanda - World Bank)**  
**Work Plans and Budgets.** To assist the Ministry of Local Administration to design realistic, task-based work plans and related budgets within the context of Promes Planning and Monitoring Software. This mission will be followed up with full installation and implementation of Promes in 11 districts in Rwanda in January 2002.
- 2001 - 8 weeks  
**UZBEKISTAN (Global Facts - SENTER- PESP)**  
**Business Plan.** To make a feasibility survey for UzBroiler on the establishment of an integrated chicken farm and slaughterhouse for broilers.

2000 - 12 weeks	<p><b>HOLLAND</b> (Global Facts - ACC/Testwinkel Holding)  <b>Business Planning.</b> To make a feasibility survey for the establishment of an e-business aimed at selling psychological tests online: ITCS.</p>
2000 - 4 weeks	<p><b>RUSSIA</b> (Global Facts - IFC)  <b>Business Planning.</b> To make a feasibility survey on the establishment of 15 service centers for agricultural equipment all over Russia.</p>
2000 - 4 weeks	<p><b>RUSSIA</b> (Global Facts - IFC)  <b>Financial Monitoring.</b> To develop a software package for financial monitoring of kolkhozes and to carry out gross margin analyses and investment proposals on 4 large scale farms supply milk to Campina's yogurt factory near Stupino.</p>
2000 - 4 weeks	<p><b>UZBEKISTAN</b> (Global Facts - SENTER- PESP)  <b>Business Plan.</b> To make a feasibility survey on the establishment of an ecological dairy factory and farm: Eco-Chorvador.</p>
1999 - 4 weeks	<p><b>CROATIA</b> (Global Facts - World Bank)  <b>Work Plans and Budgets.</b> To assist the Ministry of Agriculture to write a realistic, task-based work plan and related budget for each of the seven components of the Farmer Support Services Projects. These task-based task plans are currently used for project evaluation and progress monitoring.</p>
1997 - 6 weeks	<p><b>UZBEKISTAN</b> (M&amp;W Handelsonderneming BV, PESP)  <b>Business planning.</b> Making a bankable proposal for ELMA Cheese factory ltd. to be financed by IFC Washington. Market research, investment search and partnership formation were key elements of the plan.</p>
1996 - 3 weeks	<p><b>MALAWI</b> (KIT, DGIS, RNE Lusaka)  <b>Evaluation.</b> Making an evaluation of existing sources of information from Central Bureau of Statistics, FEWS Early Warning Project and others and reviewing their potential for establishing a Livelihood Information System.</p>
1996 - 3 weeks	<p><b>INDIA</b> (KIT, DGIS, Gujarat Department of Minor Irrigation).  <b>Evaluation.</b> Evaluation of rehabilitation project for minor irrigation with farmers' participation.</p>
1995 - 3 weeks	<p><b>ZAMBIA</b> (KIT, DGIS, Provincial Planning Unit)  <b>Appraisal.</b> Project Appraisal of Information Centers making existing databases from different sources accessible to planners, researchers and investors.</p>
1995 - 8 weeks	<p><b>ZAMBIA</b> (KIT, DGIS, Farming Systems Research Team).  <b>Planning.</b> Feasibility and macro-economic policy formulation, based on an assessment of development potential of the Western Province.</p>
1995 - 5 weeks	<p><b>PAKISTAN</b> (KIT, ODA/AKF, AKRSP, Gilgit)  <b>Evaluation.</b> Carry out a macro-economic survey in the Northern Areas and develop a five year plan for development.</p>

- 1994 - 3 weeks                   **NICARAGUA** (DGIS, PAMIC, Managua)  
**Evaluation.** Carrying out an evaluation mission for the national credit program supporting Micro and Small Enterprises (PAMIC), financed by the Dutch Ministry of Cooperation.
- 1994 - 3 weeks                   **NICARAGUA** (DGIS, PAMIC, Managua)  
**Planning.** Assist PAMIC management to introduce systematic planning with the Logical Framework.
- 1994 - 1 week                   **COSTA RICA** (EU, DRIP, Puntarenas)  
**Consultant.** Advise a group of local fruit producers (mango, papaya) on the feasibility of a fruit pulp processing plant for export to the USA.
- 1992 - 2 weeks                   **INDONESIA/ HOLLAND** (The British Institute, Bandung).  
**Consultant.** Carrying out market research for TBI. Advise management on the feasibility of two language training institutes in Jakarta and in Amsterdam.
- 1987 - 3 months                   **UNITED KINGDOM** (Keltonstone Ltd., Willesden, London)  
**Consultant.** Assist management to take over all Indo Dutch Trading House activities.
- 1986 - 1 week                   **INDIA** (Ashanti Paper Mills, Bombay).  
**Consultant.** Advising management of Ashanti how to set up a computerized import documentation system.
- 1984 - 2 months                   **PORTUGAL** (Sedental Grossista de Cerveja Ltda.)  
**Consultant.** Carrying out market research for Sedental. Advise management how to introduce a new marketing mix and how to reposition their beers, lemonades, wines and spirits.
- 1983 - 3 months                   **ITALY** (CRESM, Napoli)  
**Consultant.** Carrying out market research for the Dutch Dairy Union. The aim was to introduce a new, local brand of UHT-milk as well as to investigate the feasibility of a dairy plant.

#### Languages

English (+++), Portuguese (++) , Spanish (++) , French (++) , German (++) , Italian (+) , Russian (+/-) , Bahasa Indonesia (+/-)

(+++) Very good, (++) good, (+) fair, (+/-) slight