

PROFILE

Ian has worked as a senior executive and marketing officer with privately-owned companies and major public corporations based in New South Wales, Victoria and Tasmania. These organisations have included sporting and regional bodies, manufacturers of foods and beverages and processors of horticulture and aquaculture produce for supply to regional, national and international markets.

In Australia, Ian has a diverse and experienced knowledge of States' production, manufacturing, services and tourism sectors, their delivery channels to local and off-shore markets and the manner in which industry interacts with all tiers of government, agencies, peak organisations and educational providers.

From a marketing perspective, having travelled extensively, Ian has significant supply-chain and value-chain experience with new and mature brands that seek to establish competitive advantage in retail and food service channels in Australia's key domestic and export markets. In particular, he has strong abilities in taking new projects/concepts to market.

Ian has an excellent understanding of major retailers in supermarket, convenience, hypermarket, independent, discount and membership warehouse stores in Australia and abroad. In NPD, Ian has developed campaign themes, identified channels to market and scheduled above and below the line advertising and promotion.

Ian has undertaken consultancy projects in Australia and abroad targeting new product development, value adding and growing business efficiencies through international expansion. Consequently, he has a broad and respectable range of contacts in government, public and private networks nationally and overseas.

In raising recognition and funding for sporting and service organisations Ian uses educational and aspirational drivers with campaigns based on distinction, connection, tangibility, brand perception and value. Ian has developed innovative funding streams along with sponsor and member packages that deliver demonstrable benefits and appeal.

Ian holds an MBA with majors in Entrepreneurship, Strategic management and Organisational Behaviour.

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## IAN G. LOCKE – Curriculum Vitae

### 1. RÉSUMÉ

#### VITAL FACT

Ian has excellent management and marketing credentials with F&B (niche/FMCG) products with specialist skills in taking new and established products and services to wholesale, food service and retail channels in Australia and overseas.

#### KEY ATTRIBUTES

Adds senior management principles to intellectual knowledge.  
Proven ability to identify and take new products to all markets.  
Practical knowledge of campaigns for turning labels into brands.  
Diversified project management and opportunity cost modelling.  
"Stepback & Deliver" strategies to ensure win-win-win outcomes.  
First-hand experience building competitive advantage value.  
Strong knowledge of Continuous Improvement and benchmarking.  
Robust human capital knowledge of Australian F&B industry.  
Considerable experience selling FMCG to major retailer accounts.  
Extensive supply chains skill to multinational retail channels.  
Advocate of "Think Customer" ethos to minimise service gaps.  
Builder of aspirational brands and marketing campaigns.  
The ability to weld knowledge and experience for the future benefit of others through incentive, innovation and entrepreneurship.

#### EDUCATION:

Master of Business Administration (2005)

#### AWARDS:

Honorary Member Rotary International (2005)  
Tsuneichi Fujii Overseas Fellowship (2000)  
Australian Agricultural Exporter of the Year (1995)  
Tasmanian Agricultural Exporter of the Year (1995)  
Austrade Asia Pacific Fellowship (1993)

2 CAREER ACHIEVEMENTS:

**AVID Group** Working with partner IQ Agribusiness, was contracted by DAFF to co-author the Vegvision 2020 Foundation Project which addressed how best to implement Continuous Improvement for Australian vegetable growers and producers to remain competitive in domestic and export markets.

**Peonies Tasmania** Undertook investigation and preparation of an Export Preparation Plan to assist management to assess and develop exports of fresh cut flowers to markets in Asia and Europe.  
Recently visited and assessed markets in South Korea and Taiwan.

**Whisky Tasmania** Launched their label "Hellyers Road" single malt whisky and cold grain vodka in the Tasmanian, Australian and international markets and built it into the largest selling brand of Australian single malt whisky.

Key retail channels listed included BWS, Dan Murphy's, Park 'n Shop, Wellcome and the Independents; as well as numerous on-premise outlets in Australia and abroad.

Global responsibilities included integrated market research, economic modelling based on quanti/qualitative data, teaming regional distributors, agency campaign strategies, above & below the line A&P, managing super-premium brands, codes & trends, and customer service.

**Foster's Lager** In partnership with Kollaras Group, established retail alliances and built new FMCG business in Taiwan and Japan for "Foster's Lager" through retailers such as Wellcome, Costco, RT Mart and Jusco.

In FY05 & FY06 (and ongoing), sales of "Foster's Lager" & "Biere Larue" increased substantially through value-chain & brand management.

**Harvest Moon** Built and expanded exports, established new footprints and markets in Asia and Europe utilising brand profiling and senior marketing expertise in packaging, FMCG and global retail channel management.  
Export profile rose to account for 1/3-rd of turnover.

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- Cradle Coast**                      Analysed the infrastructure and needs of the regional food industry, identified options to stimulate innovation and recommended business cases to direct the multi-million dollar investment of Government and private funds into industry, cooperative research and education channels.
- High-level public and private relationships were utilised to deliver to regional participants successful outcomes based on the facilitation of high-value B2B and B2C product opportunities corner-stoned with advancements in packaging and transport.
- Motorsports Tas.**                      Redefined corporate marketing, raising the profile to the business community and modelled business plans to take to Government for Procar and V8 Supercars events that generated significant profits.
- As a footnote: Subsequent Foster's involvement included *Formula 1* motor racing exposure.
- Vecon**                                      Introduced the "Vecon" label to become the largest brand in Asia for Australian vegetables sold to supermarkets in Japan, Singapore, Malaysia, Indonesia, Taiwan, Hong Kong, etc.
- Negotiated direct call liner shipping to Tasmanian ports (including charters) with Cosco, Baltic and MSC.
- Identified, scoped and established Koyo Nego carrot industry in Tasmania and following that success, in Australasia; achieving production of 25,000-tonnes and creating high-value exports of AUD20-million.
- Winner of Tasmanian and Australian agricultural "Exporter of the Year".

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### **Vecon Japan**

In the 1990s Vecon Japan became Australia's largest producer and exporter of Asian Vegetables to Japan.

Instituted marketing footprints in Asia and Europe, targeted retail alliances and grew business revenue by 25%, transforming core business via NPD, production scaling, ISO 9000 and supply / value chain management efficiencies. Profits increased by substantially.

Through the Vecon period, considerable experience was gained in trade shows and exhibitions, niche and commodity trading, public relations and iconic branding.

### 3 CAREER OVERVIEW

Ian has held senior management & marketing roles with reputable public and private companies operating in high volume and niche sectors of FMCG that includes a strong business development focus for Australian agrifood in Asia and Europe.

Specifically, Ian has been making significant contributions to corporations as a result of his wealth of diversified experience in Australian and global food markets, his innovative strategies to identify smarter approaches to managing existing business and market expansion through new product development. As he took businesses to market, his creative solutions were recognised as having positive influences on their results and he left a legacy of accomplishments. These missions addressed short, medium & long term social, environmental, governance and financial goals / priorities / outcomes for small, medium and large organisations.

Additional to bottom-line accountability, Ian has undertaken key roles that sought to: (i) research new opportunities and go-to-market strategies, (ii) establish new industries, (iii) transfer new technology, (iv) introduce innovation, (v) value-add up & downstream, (vi) identify market expansion, (vii) develop pack/price/brand opportunities, (viii) remove costs in value-chains, (ix) analyse and report market shifts, (x) establish "direct exports to retailers" via door-to-door supply, (xi) model short & long term channel plans based on opportunity cost, and (xii) manage change to drive corporations into higher profits.

With commanding strategic talents and attributes in regional, national and international business and efficient consumer response, Ian tactically meshed these abilities to ensure that market competitiveness was ingeniously achieved, leapfrogged competitors and provided high-level results that delivered maximised returns and outcomes.

Ian has an enormous wealth of pragmatic experience trading into culturally-diverse off-shore key-accounts, maximising supply chains to identify & deliver value, influencing skills, delivering major outcomes to diverse stakeholders, consulting to agencies and industry, and building strategic, enduring alliances with all direct-interest contributors. Supporting these activities is a record of innovative and entrepreneurial strategies for the establishment, expansion and maintenance of markets globally.

With senior relationship networks at all management levels (including strong and enduring associations with top-50 global retailers) Ian has market-entry strategies in complex sales environments that have raised brand awareness, expanded production and presented strong international reputations for quality, reliability and performance.

#### 4 CAREER EXPERIENCE

Ian's experience has encompassed both senior management and senior marketing roles in the food industry; particularly in fresh and time-sensitive sectors (fruit & vegetables; aquaculture & fish; beer, wine & spirits). Pivotal to these roles is the ability to operate in highly perishable and competitive environments where product differentiation is achieved through innovative presentation, product development and exceptional customer service.

Ian has directed companies and business units through line management responsibility ranging up to more than 100-persons, matching strategy with pragmatic implementation timelines to achieve success whilst coordinating multitask outcomes with other internal / external team members and business units. These roles have been undertaken in many areas of domestic and export markets channels.

His corporate viewpoint is to "walk-the-talk" – that is - get out into the work and market place – "think consumer" - and deliver policies that are in line with a corporation's vision, mission statement and ambitions. In each instance, companies that Ian has worked with have been leaders in their field whether by size, turnover or market share. Roles include:

- National, international and global marketing
- Division, product and line management
- Brand development and performance
- Multiple region/s management
- Building relationships with international clients
- Product conflict negotiation and resolution
- Senior executive leadership
- Managing off-shore teams
- Trade Fair presentations
- New product development
- Overseeing cultural diversity
- Team and peer mentoring

Additionally, each of these employers has had diverse and successful exposures as:

- Major regional growers and producers
- Distributors, wholesalers and exporters
- Iconic brands owners
- Non-price marketers
- National Export Award winners
- Regional Development Authorities
- Government Businesses
- Manufacturers
- Retail chain suppliers
- Agency regulators
- Industry leaders
- Utility suppliers
- Major Event promoters
- Highly successful achievers

Contributing to his knowledge are various consultancies he undertook for corporations, agencies and authorities in Australia and overseas evaluating the establishment of new businesses based on opportunity cost opportunities.

5. CAREER HISTORY

2008                      **Ian Locke Consulting**                      **Principal**

**Key Roles**

**Vegetable Industry Continuous Improvement Project**

This AVIDG Foundation project was to design a framework/tool/checklist that individual vegetable production businesses can use to identify those business processes and practices that represent the greatest opportunities for improvement in their business performance

**Peonies from Tasmania**

Export Preparation Plan to identify and deliver a strategy and process to export fresh cut flowers to Asia, the United Kingdom and Scandinavia. Subsequently visited North Asian markets to establish market entry supply chains.

2006 - 2007                      **Whisky Tasmania Pty Ltd**                      **Chief Marketing Officer**

**Key Roles**

Plan and implement domestic and international strategies.  
Undertake sales roles to national and overseas markets.  
Secure and execute listing processes with major retailers.  
Deliver advertising and public relations to support the marketing.  
Develop and benefit relations with all tiers of government agencies.  
Design and participate in Trade shows and tasting events.

1997 – 2006                      **Ian Locke Consulting**                      **Principal**

**Roles included:**

2003 – 2006                      **Kollaras Group**                      **Manager – Asia Region**

Seconded to:

**Foster's Retail Alliance**                      **Manager - IBD**

**Key Roles:**

Research, identify & deliver strategic business plan for Asia.  
Categorize major Asian retailers in Japan, Taiwan, etc for Fosters.  
Extend range into other premium beers, wines and spirits.  
"Go-to-market" strategies including pack/price/brand opportunities.

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2001 -2004

**Consultant to Food, Beverage & Sporting industries**

**Clients include** Cradle Coast Authority.  
Motorsports Tasmania.  
Cradle Coast Water.  
Eden Foods.  
Private consultancies to industry.

1997 – 2001

**Forth Farm Produce**

**Global Marketing Manger**

**Key Roles:**

Senior Executive and Marketing Manager.  
International marketing team responsibility.  
Lead new Australia/New Zealand exports to Asia and Europe.  
Short and long-term channel plans to global retailers.  
Domestic / international logistics and supply chain.

1997

**Costa's Fresh**

**Divisional Manager – Exports**

**Key Roles:**

Divisional line management responsibility.  
Perishable fruit & vegetable exports to Asia/Europe.  
Strategic planning and change management.  
Logistics, supply chain interaction & management.  
Developing a range of revenue generating strategies.

1996 – 1997

**Webster Ltd**

**Marketing Manager Horticulture**

**Key Roles:**

Senior Executive member and Corporate Marketing Manager.  
Contract negotiation / delivery to global markets.  
Utilisation / development of sales networks, contacts.  
Domestic & international sales / marketing.  
Logistics, supply chain ISO management.  
Transition and change mentoring/management.

1993 – 1996

**Vecon Japan**

**Chief Executive Officer**

**Key Roles:**

Senior Managing Partner & Corporate Manager; leading new  
International business development with significant outcomes.  
Development & transition management.  
Sales & Marketing to wholesale, retail and food service.  
Group marketing, training & logistics management.

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1990 – 1996

**Vecon Pty Ltd**

**Chief Marketing Officer**

**Key Roles:**

Senior Executive Member & Corporate Manager; building sales to be 45% of Australia's fresh vegetable exports to Japan.

Managed their global marketing team.

Targeted and secured direct sales to retailers in Australia and major northern hemisphere markets.

Identification and development of new product sales to all markets.

Manager multimedia and international A&P.

Widespread interaction in dealing direct with retailers in Australia and overseas

1983 – 1990

**OysTas Pty Ltd**

**Managing Director and CEO**

**Key Roles:**

Established Company; with management and financial controls.

Oyster processing (20-staff).

Identified & developed export markets for Tasmanian shellfish.

National marketing distribution network (6-offices).

China Sister State MOU and development of SEZ contract business.

International shellfish consultancies (5-countries).

Sole Australian licensee USFDA SSCP MOU (live, fresh and frozen).

**6 CAREER COMPETENCIES**

- "Stepback & deliver" strategic evaluation, stakeholder identification, business unit formation; with skills in budgets, forecasting and financial development.
- Embracing challenges "hands-on", pursuing objectives, taking the "knocks" and delivering "win-win-win" outcomes despite adversity.
- Proactive research, multifaceted analysis & economic modelling, decision-making skills through strategic management of process, content and context.
- Strong networking capabilities for building relationships and identifying future opportunities for establishing beneficial, value-chain alliances in all markets.
- Energetic endorsement of corporate visions, objectives and values to support, respect and enhance team vitalities in all organisations.
- Creating opportunities for the building of long-standing relationships based on trust, panache, superior communication, honesty & strong personality.
- Leadership flair, a willingness to foster and direct cohesive, results-orientated teams, to accept accountability and achieve agreed outcomes.
- The energy and persistence required in achieving success through innovation for companies functioning in high-pressure national and global agrifood environments.
- Undertaking critical BD leadership roles to deliver predetermined outcomes.
- Sensing and responding to consumer needs through customer-pull activities.
- Identify, implement and direct horticultural cropping for sale to overseas markets.
- Vigorous, competent, result-proven CMO skills in Asian and global markets.
- Functioning effectively in complex, professional team environments.
- Superior levels of verbal, written and cultural communication proficiencies.
- Leading new international business development with significant outcomes.
- Retail channel marketing throughout Australia, Asia, Europe, UK & America.
- Identified objectives, defined strategies, implemented plans & grown markets.
- Employment in FMCG, F&B, sport management and consultancy sectors.
- Directed downstream operations & managed business through to customers.
- Analysed value chains from raw materials to consumers in overseas markets.
- Established relationships with all tiers of Government to achieve objectives.
- Operated autonomously while reporting vertically and horizontally.
- Successfully developed & managed brands in Australia and internationally.
- Anchored and led business teams off-shore to cultivate new markets.
- Managed the diversities and relationships of cultures, customs and languages.
- Major Event management with direct responsibility for F&B service to 3000-diners.