

## SKILLS

**Through an innovative and strategic approach** builds brands and expands businesses by aligning organisations with identified customer segments and their value drivers

**Accelerates brand value by creating innovative momentum** by harmonising company ethos and strategy with the intensity of global marketing to deliver successful outcomes in multifarious cultures

**Delivers measurable and profitable results**, pushes boundaries through structured supply chain alliances and establishes value chain partnerships amongst stakeholders

**Understands the diversity and complexity of environmental sustainability** and provides leadership to align profit-centre growth with a water and carbon conserving world

**Significant experience in global marketing of iconic businesses and brands**, managing local and international teams, analysing trends and undertaking comprehensive research for new product development

## RECENT CAREER HIGHLIGHTS

**Strategic Advisor – EPS Inc.** Authored and drove the "**Expanding Horizons**" Project which included SWOT analysis, setting of Mission and Vision statements, reviewed and identified key issues for a national special-interest body. Amongst other key topics included the realignment of member funding, CEO position description, industry training, leadership programs and stakeholder lobbying

**Director - eco 6 Project.** The design of a strategic business plan for a campaign strategy calculated to positively influence a greater acceptance of polystyrene packaging in Australia with an industry-specific focus on Australia's major supermarket chains

**Consultant – Continuous Improvement Model, Australian Vegetable Industry.** This initiative arose from the realisation that the Australian vegetable industry is falling behind its international competitors, jeopardising the long term sustainability of the industry and threatening Australia's self-sufficiency in food production

**Chief Marketing Officer – Hellyers Road Distillery.** Launched the "Hellyers Road" single malt whisky in domestic and international markets and built it into the largest selling premium brand of Australian single malt whisky. Activities included above and below the line advertising and promotion

**Business Development Manager - North Asia, Foster's Retail Alliance.** Established direct supply retail alliances and built new FMCG business in Hong Kong, Taiwan and Japan for "Foster's Lager" through retailers such as Wellcome, Costco, 7/11, RT Mart and Jusco

**Consultant – Food Industry Value Adding, Cradle Coast Authority.** Analysed the infrastructure and needs of the region's food industry, identified options to stimulate innovation and recommended business cases to direct the multi-million dollar investment of Government and private funds into the food industry, into cooperative research and the education channels

**Global Marketing Manager – Forth Farm Produce.** Built and expanded exports, established new footprints and markets in Asia and Europe utilising brand profiling and provided senior marketing expertise in packaging and logistics, marketing FMCG and global retail channel management

## CAREER SNAPSHOT

In 1990 Ian established Ian Locke Consulting. Since that time Ian has been employed on goal-specific projects that had clear milestones and completion dates. The purpose of discussing these projects is to demonstrate the significant breadth of Ian's experience – and knowledge – and the attribute to both identify new business opportunities [product focus] and deliver successful outcomes [customer focus].

In most roles Ian travelled extensively throughout Asian and northern hemisphere markets including managing projects in Saudi Arabia, Egypt, China, Japan, West Europe and the US. Consequently he has become well-versed on the need to negotiate profitable outcomes in diverse business arenas and cultures. His maturity provides high-levels of commonsense and tact under pressure.

Most of the objectives were for products that required high levels of capital investment in infrastructure and consequently were dependent on profitable sales; despite being seasonal or cyclical in nature. In particular, Ian is highly experienced with the alignment of theory and practise in supply chain alliances and value chain partnerships; and their contribution to building strong and iconic brands.

His depth of knowledge enables him to make significant contributions to team development and act as a mentor to his peers and through training briefs with young leaders. As would be expected Ian has excellent network credentials to all tiers of government, agencies and industries.

The key roles were:

1990 – 2010	Principal, Ian Locke Consulting
2010	Strategic Advisor – Expanding Horizons Project, Expanded Polystyrene Australia Inc.
2009 – 2010	Director – eco'6 Project, Plastic and Chemical industries Association, Melbourne
2009	Consultant, Vegetable Industry Continuous Improvement Project, AVIDG, Canberra
2006 – 2007	Chief Marketing Officer, Hellyers Road Distillery, Tasmania
2003 – 2006	Manager, North Asia – Foster's Retail Alliance, Foster's Group, Melbourne
2003	Consultant – Food Industry Value Adding Project, Cradle Coast Authority, Burnie
2000 – 2002	Wide-ranging short term consultancies, Australia
1997 – 2000	Global Marketing Manager, Forth Farm Produce, Forth
1997	Export Market Development Consultant, Costa Fresh Group, Geelong
1990 – 1997	Director – Marketing, Vecon Pty Ltd, Webster Fresh Limited, Devonport
1983 – 1990	Managing Director, OysTas Pty Ltd, Hobart

## CREDENTIALS

<b>PhD Researcher</b> , Institute of Regional Development, University of Tasmania	[Ongoing]
<b>Masters of Business Administration</b> , University of Tasmania	[2006]
<b>Tsuneichi Fujii Overseas Fellowship</b> , Tasmania	[2000]
<b>Agricultural Exporter of the Year</b> , Tasmania	[1995]
<b>Agricultural Exporter of the Year</b> , Australia	[1995]

## KNOWLEDGE AND EXPERIENCE

- ✓ As a global marketing manager Ian has developed strategies to deliver high volume goods to complementary northern hemisphere markets within volatility dynamics driven by supply and demand change metrics.
- ✓ Diverse, practical understanding of brand marketing, iconic promotion, sponsorship and major events, advertising and public relations, and channel distribution options to national and international markets. Projects have included Vecon, Foster's Larger, Harvest Moon, Formula 1 and Hawthornfc
- ✓ Skilled approach to managing elements of risk through market scrutiny, currency and price analysis and validation of quantitative and qualitative data; together with strong expertise in supply chain and value chain management.
- ✓ Fosters high-level collaboration and communication between marketing and operations to ensure all negotiations are transparent and focused to deliver positive outcomes to parties; including interaction with all tiers of government, their agencies, regulators, and peak-industry organisations.
- ✓ Management processes reflect the importance of strategy, creativity and leadership to identify and develop business opportunities that offer the most value for greater returns and deliver organisational objectives.
- ✓ Respected experience in the Australian perishable food industry, 'direct supply' to retail channels here and overseas, strong experience in identifying and developing partnerships between supplier, packaging, storage and transport providers and their alliances with retailers and consumers
- ✓ Direct experience with road, air and sea freight movements in Australia, Asia and Europe, including negotiating direct calls with shipping companies, shipper-alignment and destination intermodal providers in Australia and overseas.
- ✓ Managed local and international teams of sales professionals delivering finely tuned leadership, communication and negotiation skills in countries with differing cultures, traditions, customs and business practices.
- ✓ Skilled knowledge of the principles of project management [scope/ transformational/transactional] and management practices; including those of continuous improvement, sustainability, carbon footprint, input validation and life cycle analysis.
- ✓ Holds an MBA with majors in Entrepreneurship, Strategic Management and Organisational Behaviour; coupled with research experience that delivers high levels of conceptual, analytical and problem solving skills. Now aligning his experience in regional, global and iconic Brand Management with the formal structure of University curricula.