

Curriculum Vitae

1. **Last Name:** Meijer
2. **First Name:** Nick (N.B.X.P.M.)
3. **Nationality:** Dutch
4. **Civil Status** Married



5. Education:

Institution	Subjects
High school In The Netherlands	French, German, English, Dutch, Mathematics, History, Geography, economics, accounting, business administration
Ecole Superieure de Commerce - Neuchatel - Switzerland	French, History, Geography, economics, accounting, business administration
Hochschule f.d. Welthandel, Vienna - Austria	German, economics, Business administration, Foreign trade, International relations
Rotterdam School of Management - Erasmus University, Rotterdam	MSc. Business Administration, major in Management Consultancy and Change Management
Stanford University	Post graduate course in Organizational Analysis
Apprenticeships	Main tasks
International Trading company in Hamburg/Germany (agricultural and food products)	International logistics, insurance and claim handling, contracts, import and export procedures; 1 day a week and 2 evenings further theoretical training
Import/agency company Brussels Technical products	Trade fair participation, sales promotion, order processing, customs and clearing of consignments.
Shipping company London	Calculating freight rates, insurance matters, administrative process of cargo handling

6 Language Skills:

Language	Reading	Speaking	Writing
Dutch	Native	Native	Native
English	5	5	5
German	5	4	3
French	4	3	2
Spanish	Very, very basic - Still learning		

5 is high – 1 is low

7 Membership of prof. Bodies

- Chamber of Commerce, Breda – The Netherlands
- NVO2, the professional organization of trainers, coaches and HRD professionals in The Netherlands
- AIB, The Academy of International Business, the leading association of scholars and specialists in the field of international business – Michigan State University
- The Strategic Management Society - the leading professional association with a vast network of the field's leading academics, business practitioners and consultants from over 50 countries around the world.

8. Key Qualifications:

Human resource development	Course development, conducting seminars and workshops, Managing cultural differences, special programs for Commercial attaché's and brainstorming sessions for ambassadors, ministers and director's general of ministries development of evaluation systems for projects. 25 years of teaching skills on all levels
SME development	Training courses and coaching of SME companies. Special programs to enhance competitiveness and creative, innovative thinking.
Support to business support organizations	Turnaround assignments for BSO's operating at meso level. Development of programs and support activities for micro, small and medium sized companies, feasibility studies, Increase effectiveness and efficiency of BSO operations.
Strategy development	Development of Strategies on national level, meso and micro level for Governments, BSO's and companies
Development of operational plans	Operational plans on Macro and meso level – training on planning processes for micro level companies The OTISM planning model – the complete business plan on one single page.
Export and export coaching & Export Auditing	Diagnose threats and obstacles in the export process, develop curative measures and interventions, coach the implementation process. Develop export and investment promotion projects. Facilitate the establishment of (small scale) export clusters. Market entry activities. Market access requirements programs.
Financial aspects	Identifying the possibilities of obtaining financial and practical support from donor organizations.
Management consultancy and change management	Identifying weaknesses, problems and deficiencies in organizations, and developing curative interventions.

Present position: Senior Partner Meijer & Associates
Years of professional experience: 45 years
Years within the firm: 30

9- a non-exhaustive list of experience obtained in permanent employment:

Country	Position	Activities/Experience
The Netherlands	Regional manager	Regional manager for the Middle East of a Multi National Company in the field of raw materials for soap, candles, cosmetics, pharmaceuticals, etc
Ghana	General Manager	General management of a Dutch import-export company employing 60+ Ghanaian employees and 6 to 8 Europeans
Egypt	Resident delegate of a Dutch group with investments in Egypt	Identifying export products, develop strategies, start up and manage export clusters, manage import and export transactions
The Netherlands	Lecturer Amsterdam school of Economics	Teaching international marketing and management. Coaching of internships. Coaching young lecturers.
The Netherlands	General Manager of a trading company in chemicals	Trading pharmaceutical raw materials, import from East Europe, USA and Japan – export to European countries, Japan, East Europe.

10- Examples of some typical projects. A more exhaustive list is available on demand.

Country	ORGANISATION	Position	Job Description
Colombia	VARIOUS	Consultant	As Consultant of CBI (Dutch Government) regular assignments have been executed for Proexport. Mostly trainings for exporters to prepare them for the European market. A training need assessment was made. For members of Inex Moda (Medellin) an informative workshop was held about the diversity of the European markets. On request of the Colombian Ambassador in The Netherlands, I was keynote speaker during a large event organized by the Chamber of Commerce in Bogotá.
Colombia	EAFIT University	Guest lecturer & consultant	Teaching at the faculty of International Business and EMBA in Medellin, Bogotá, Pereira and Armenia. . Coaching consultants of the university's consultancy dept.
South Africa	Agricultural Academy	consultant	Preparing less privileged SME's for export, including the initiation of export clusters. Coach brainstorm sessions on the cross border trade of agricultural products and develop in a dialogue the solutions for the connected problems.
El Salvador	USAID	Team leader	The development of the National Export Strategy. Identify and categorize all stakeholders in the export process. Propose interventions in the field of national laws and regulations, incentives and support measures. Propose an export support infrastructure in El Salvador. Identify the common ground of all supporting stakeholders and develop a constructive environment for cooperation. Prepare the complete export Development plan for a period of 5 years.
Ecuador	Netherlands Ministry of Foreign Affairs	Team leader/organizer	A 5 day brainstorming type of workshop for the executives of all supporting stakeholders in the export process. Participants were Ministers, Ambassadors, Directors General of Ministries, CEO's of Chambers of Commerce, Associations and some NGO's. The purpose was to identify impediments and obstacles that aggravate the export process, encourage all stakeholders to cooperate constructively, and identify/develop instruments that will improve the export position of the country.
World Wide	AgentschapNL Dutch Ministry of Economic affairs.	Free lance consultant – framework contract	Matchmaking program. Linking entrepreneurs from Developing countries with counterparts in the Netherlands with the objective to bond long term relationships. Companies from Peru, Ecuador, Colombia, Bolivia, El Salvador, India, Sri Lanka, Armenia, Macedonia, and Egypt were successfully matched.
World Wide	AgentschapNL Dutch Ministry of Economic affairs.	Free lance consultant – framework contract	PSI program. Prepare project documents and coach companies from developing countries and their Dutch partners. Under specific conditions the Dutch Government can grant a 50% subsidy on an investment made by a Dutch company.
In over 50 developing countries	Dutch Government, EU, ITC, USAID, BID	Main contractor, workshop developer, trainer	Development and execution of workshop in the field of <ul style="list-style-type: none"> - SME development - BSO development - Marketing - Train the trainers - Internationalization - Value chain management - enhanced competitiveness - Innovative entrepreneurship - Strategy development - C S R - Clustering for export

Netherlands	Ministry of Foreign affairs	Management consultant/ coach	Consultant/Coach to the directors of the European trade offices of Pakistan, Thailand, Indonesia, Philippines and Sri Lanka. Capacity building, HRD, help to develop export initiatives for their exporters, Link exporters with importers, etc.
Netherlands	Cultural Centre	Management Consultant	Introduction of a bottom-up strategy development system and the OTISM business plan (strategic plan on one page) Reporting and control system based on KPI's. Adapting management systems
Mexico	Bancomext	Team leader	Developing recommendations and interventions for the state Governments and their agencies in the field of SME development and the supply chain.
Egypt	Biotechical production company	Management Consultant	Development of vision and strategic plans. Introduction of an innovative new value chain process that made the company more competitive and agile
Egypt	Medical supplies	Coordinating consultant	Export auditing: Assessing the capabilities and weaknesses of the sector in terms of exporting. Preparing the participating companies for the export process. Help them to prepare export strategies.
Thailand	Fruits and vegetable export co.	Management consultant / GM a.i.	Reorganize an ailing export company. Develop long term vision and business plans. Manage the company until the company got in smooth waters
Burkina Faso	Port Authorities of Las Palmas	Consultant / trainer	Brainstorming and training session on the logistic problems of landlocked countries and their operational relation with neighbouring countries with sea harbours. Addressing the issue of official and unofficial border trade of the formal and informal part of the economies.
Central and East Europe	exporters from developing countries	Initiator / director	Developing export strategies, linking exporters with distributors and monitoring the export process and intervening if objectives are not met.
Guatemala	GTZ / Centromype	consultant	Introduction of a cross border clustering program for Guatemala, El Salvador, Honduras and Nicaragua. Developing financial instruments to finance these initiatives and identify possible sources for funding.
Ecuador	European Union	Consortium member & consultant	Coaching the process of making export audits for 80 companies, developing export strategies and business plans and organizing TA for problem areas. Preparing companies for certification (ISO, HACCP, EurepGap, OHSAS). Local consultants who were trained by me in 2002-2003 were hired for the job and coached
Mexico	EU	consultant	Training of exporters and potential exporters parallel to a Train-the-Trainers program whereby Mexican consultants/trainers were prepared to take over the task of preparing companies for export.
Mexico	Bancomext	Consultant	Training and coaching managers stationed in Europe. Develop and coordinate a system whereby the 8 European offices cooperate and activities aligned.
Ghana	World Bank IDA	Main contractor/ team leader	Train the trainers program for bankers, and BSO staff in the field of SME development and export promotion. Special attention was given to developing financial instruments for SME's to support their export plans
Ghana	GEPC	Consultant	Diagnose the organization, the tasks and the processes and recommend the required interventions
Pakistan	European Commission	Main contractor/ Team leader	Identification of exportable products, market research for these products in Europe, organisation of large-scale workshops in Pakistan preparing the Exporters for

			subsidized trade fair participation.
The Netherlands	Cultural Centre	Consultant	Introduce a new system whereby department managers become budget responsible for their own strategic plans
The Netherlands	Training institute	Consultant	Design training modules specifically for Business support organizations in developing countries
Central America	Industrial companies	consultant	Construction of cross border joint ventures involving partners from three different countries
various	NGO's, minis tries, meso organizations	Management consultant	Identify problem areas and help companies to become better equipped to support their (exporting) industries.

11- Special projects/methodologies developed by me

- 1- The "OTISM Canvas", which is a complete Business planning system on 1 single page as the last step in the integrated management chain that includes company auditing, innovative entrepreneurship, and advanced Business modelling
- 2- A training module (3 to 5 working days) aiming at making companies and/or NGO's more innovative, more competitive and better equipped for the market they are operating in.
- 3- Fully integrated company coaching programme that may last a year or longer. This programme consists of a number of workshops, individual coaching and support on factory floor as well as board room level, product development, internal organization, management skills, etc. In this projects a number of short term specialists will be active (in the field of production, designers, quality systems, management, logistics, export, finance, etc.)
- 4- Research is done at present in the field vision-mission-core and/or shared values-objectives as a preparatory phase of strategic thinking.

12- Developing countries where consultancy work has been undertaken

Namibia	Pakistan	Turkey	USA	Colombia	Romania
South Africa	India	Jordan	Mexico	Surinam	Poland
Zimbabwe	Sri Lanka	Egypt	Guatemala	Bolivia	Bulgaria
Zambia	Thailand	Syria	El Salvador	Ecuador	Macedonia
Kenya	Malaysia	Israel	Nicaragua	Peru	Georgia
Uganda	Myanmar	Libya	Costa Rica	Argentina	Bosnia & Herzegovina
Ghana	Indonesia	Morocco	Panama		Serbia
Nigeria	Vietnam		Honduras	Bahamas	
Togo	Bangladesh			Dominican Rep.	
Sierra Leone	Philippines			Cuba	
Benin	P.R. China			Trinidad & Tobago	
Burkina Faso	Nepal			Jamaica	

12- Clients:

European Commission	USAID	BID, Inter American Development Bank
Chambers of Commerce	World Bank/IDA	Colleague consultants
Bancomext	NGO's	Groups of exporters
Dutch Government	International Banks	ITC
Universities	Business Support Organizations	
Private sector companies	ESCAP (Economic and social committee for Asia and the Pacific)	

13- Sector experience

Textiles	Processed food	Engineering products
Garments	Food ingredients	Automotive spare parts
Leather products	Spices and herbs	Chemicals
Furniture	Agricultural commodities	Pharmaceutical
Other wood products	Carpets and kelims	Stationary / school supplies
toys	Rubber articles	Home decoration products
Garden tools	Agricultural implements	Seeds and rooted cuttings
Flowers and plants	Contemporary art	Packaging materials
Fruits and vegetables	Tools and building mat.	services