Draft Proposal – Moengo Science Park

Business Case Analysis

SOIL and Trust Bank, Suriname
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Glossary:

DUT Delft University of Technology
GoS Government of Suriname
IASP International Association of Science Parks
IsDB Islamic Development bank
MGP Marowijne Green Port
MSP Moengo Science Park
PI Pivotal International
SOIL Suriname Development of Innovative Agriculture
SURALCO Suriname Aluminium Company LLC
TB Trust Bank, Suriname

description of change | originator | rev | approval | date
--- | --- | --- | --- | ---
Initial Release | Paul Ryan | | Caimin Jones | December 2017
1. **Introduction**

Suriname is synonymous with bauxite mining and alumina production and is home to some richest deposits in the world. Along with Bauxite and Alumina, Oil and Gold dominate the country's mineral and quarrying sector. As a result, the Suriname economy is closely linked to the country's mineral industry through royalties, dividends and taxes.

However, Government of Suriname (GoS) revenue from the mining sector, as a percentage of the GDP, has been decreasing over the past number of years and this is projected to continue into the near future owing to depressed commodity prices, increasing production costs, and depletion of resources.

While mineral exports, like Bauxite, Gold and Oil, are likely to continue to dominate Suriname's international trade, there is a growing realisation that there is a need to diversify the economy particularly, in areas where commercial mining and quarrying are no longer viable.

Several bauxite mines have already been depleted in the past few years, and some exploration projects to locate and develop new resources have been put on hold. After operating in Suriname for nearly 100 years, the Suriname Aluminium Company LLC (Suralco), a subsidiary of Alcoa is divesting its presence in the country and has already closed quarrying operations in locations like Marowijne and production facilities in Paranam.

Suralco/Alcoa has made a decision to reduce their presence in Suriname. However, their contract with the GoS required that they dismantle the assets and remediate the sites. As a result, there should be real opportunities to build on the infrastructure such companies will leave behind to develop new incremental economic activity in Suriname.

2. **Marowijne District and Economic Development**

Marowijne is a municipal district located on the north-east coast (Population 20,250), some 100 Km from Paramaribo, the capital city of Suriname. The district’s main population centre is Albina, with other principal centres including Moengo and Wanhatti. Marowijne borders the Atlantic Ocean to the north, French Guiana to the east, the Surinamese district of Sipaliwini to the south, and the Surinamese districts of Commewijne and Para to the west.

While Marowijne has a tourism industry base and is the location of a number of oceanfront resorts, its economic lifeblood was always the mining of bauxite. In this regard, the town of Moengo was at the centre of Suralco’s bauxite extraction activities for almost 100 years, with the bauxite being shipped by river to Paranam for processing and export.

Suralco have depleted the bauxite resources in Moengo and have ceased operations with the loss of over 1,250 direct jobs. In the absence of large scale mining, the economy of Marowijne has suffered and economic development have diminished. Marowijne doesn’t have any other large-scale companies to provide alternative employment on the scale provide by Suralco. While there may be other mineral extraction opportunities, they are likely to be of a smaller scale and short lived.

3. **The Greenport Marowijne and the Moengo Science Park**

Marowijne District has been examining new and alternative approaches to stimulate economic development and provide direct and indirect employment for its young and growing population base. Following intensive research led by the SOIL (Suriname Development of Innovative Agriculture) and Delft University of Technology, a new strategy was developed and agreed with Marowijne District to drive its future economic development needs.

This new strategy GreenPort Marowijne centres on sustainable social and economic development and on the creation of new alternative economy around Marowijne’s natural assets including agriculture,
food, craft and tourism. In addition to SOIL and DUT, other partners to the strategy include Anton de Kom University of Suriname and University of Antwerp.

GreenPort Marowijne’s focus is on helping the district and its people to help themselves thorough developing an entrepreneurship culture, supported by research and education.

The potential opportunities include:

**Agriculture / Food Opportunities**

- Modernises farming techniques
- Have the district become a surplus producer
- Add value locally through raw material processing

**Tourism Opportunities**

- Build on existing tourism experience base
- Maximise the potential on the investment by Suralco in infrastructure that can be used for tourism
- Develop new tourism products e.g. – adventure sports; trekking, safaris
- Find way to market the region internally
- Develop tourism support infrastructure
- Develop tourism training centre

**Culture Opportunities**

- Build on the authentic maroon, Javanese, indigenous and other Surinamese tradition cultural traditions particularly in crafts and arts
- Develop new arts and cultural events programme
- Marowijne’s assets for a creativity economy will derive from further
- Develop and build on existing art activities e.g. Marowijne Art Park, Moengo Festival of Theatre and Dance.

**Moengo Science Park (MSP)**

Moengo was the centre of Suralco’s activities in Marowijne, which is reflected in the existing infrastructure that remains in the town – e.g. building and facilities including the former Suralco Staff Village.

It is proposed that as part of the MGP project, that Moengo will be developed as a science park, which will have the potential to become not only a vital centre for research, development and education, with laboratories, lecture and seminar rooms, and training facilities, but will also provide accommodation for new business start-ups and expansions.

The AdeK, UA and Delft universities, along with partners, would be enabled to develop outreach centres in Moengo Science Park (MSP) - a concept which would be unique to Suriname and, moreover, essential to Marowijne’s development and would an example to other regions in Suriname.

It was initially envisaged that the existing Suralco facilities would be used as a base for the MSP, but as this option is no longer available, it is proposed to develop the Park on a greenfield site close to the town. This will require substantial initial investment if the Science Park is to be developed as one of the key pillars of the MGP strategy.
Trustbank with the aid of the Islamic Development bank (IsDB) and other partners is willing to support the Moengo Science Park on the condition that there is a viable business plan and business model.

4. **Science Parks**

The concept of science parks has been around for over 50 years. A simple definition is that such parks are areas devoted to scientific research or the development of science-based or technological industries.

However, the he official definition adopted by the International Association of Science Parks (IASP) in February 2002.

“A science park is an organization managed by specialised professionals, whose main aim is to increase the wealth of its community by promoting the culture of innovation and the competitiveness of its associated businesses and knowledge-based institutions. To enable these goals to be met, a science park stimulates and manages the flow of knowledge and technology amongst universities, R&D institutions, companies and markets; it facilitates the creation and growth of innovation-based companies through incubation and spin-off processes; and provides other value-added services together with high quality space and facilities."

IASP’s definition also goes on to say that the expression “science park” may be replaced in this definition by the expressions “technology park”, “technopole” or “research park”.

**Key Features of the Science / Technology Park Concept**

Regardless of where they are located around the world, Science and Technology Parks have been developed as an important mechanism for:

- economic development and job creation.
- improving links between academia and industry.
- encouraging innovation.
- promoting the formation of new technology industry.
- attracting mobile technology-based industry.

Such developments have now become an important part of the innovation infrastructure within regions and a mechanism for focusing energy by various local partners around the process of technology based economic activity.

Differing terms have been used to describe local initiatives to stimulate investment in technology based enterprise, to foster technology transfer between research entities and enterprise and to generate employment through spatial concentration of technology based organisations. It is clear that definitions of the term Science/Technology Park vary throughout the world. The broad concept is one of a spatial development where the interface of research with industry and enterprise is actively promoted. The essential components in such developments are:

- A property based initiative with high quality buildings, services and surroundings.
- Formal operation links with a university or higher education entity (HEI).
- A facility to incubate and grow new technology companies.
- A management entity to co-ordinate the development and actively manage the innovation process.
In our experience the property component is essential but the incubation element and active on-site management of the links between education and enterprise are crucial factors. Setting up a science or technology park involves much more than property acquisition, development and marketing of the site.

Classification of Initiatives

The following broad classifications have been generally used to outline the key features of STP initiatives:

**Research/ Science Parks**

These terms are normally used to describe developments which accommodate research-based and R&D activities and where manufacturing or production activity is precluded.

**Technology Parks**

Technology Parks also accommodate R&D activity but have more flexible criteria with regard to eligible tenants. They allow manufacturing and production activities on their sites, but adopt clearly defined Tenant Eligibility Criteria in relation to the specific activities allowed.

**Business Parks**

These are usually high-quality business environments, which need not have any link to an academic institution or any mechanism for generating new technology companies.

The following table sets out and compares the key features and strengths and weaknesses of the different options ranging from a pure Science / Research Park through to an open to all Business Park or Industrial Estate.
Classification and Features of Science, Technology and Business Parks

<table>
<thead>
<tr>
<th>Development Type</th>
<th>Features</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science / Research Park</td>
<td>• Tight entry criteria</td>
<td>• Clear image</td>
<td>• Seen as elitist</td>
</tr>
<tr>
<td></td>
<td>• Focus on R&amp;D intensive activity</td>
<td>• Links to University mission</td>
<td>• Slow growth rate</td>
</tr>
<tr>
<td></td>
<td>• High rents</td>
<td></td>
<td>• Low economic impact</td>
</tr>
<tr>
<td></td>
<td>• Often owned by a University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology Park</td>
<td>• Restricted entry/flexibly applied</td>
<td>• High Tech Image</td>
<td>• Need to work on keeping clear identity;</td>
</tr>
<tr>
<td></td>
<td>• Manufacturing not prohibited</td>
<td>• Higher economic impact</td>
<td>• Higher costs of quality environment</td>
</tr>
<tr>
<td></td>
<td>• Distinctive image</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Park/Industrial Estate</td>
<td>• Open to all/no entry criteria</td>
<td>• Faster rate of growth</td>
<td>• Commodity product</td>
</tr>
<tr>
<td></td>
<td>• Maximisation of activity and rental income</td>
<td>• All enquiries acceptable</td>
<td>• Lots of competition</td>
</tr>
<tr>
<td></td>
<td>as driving force</td>
<td>• Meets needs of all industries</td>
<td>• No clear identity</td>
</tr>
</tbody>
</table>

The pure Science or Research Park, while desirable and important, is more likely to be found in well-established centres of economic activity which have world class universities and many years of continuous growth and development on which they can build.

The Moengo Science Park (MSP)

Science Parks are, as the strategy and definition imply, aimed at building wealth and creating employment for a region or district such as in Marowijne. However, as outlined above while they are desirable and important, they are in their purest form associated with well-established economic centres.

PI believe that what is proposed for Moengo can potentially meet the criteria for such as Science Parks, but should be extended to include not only the development of research and local entrepreneurship but could be extended to attract targeted mobile foreign direct or inward investment (i.e. from elsewhere in Suriname or the region).

We also see that the approach is productive and realistic approach given the focus on local resources and comparative advantage that MSP could potentially develop and offer.

The focus for MSP should be:

- improving links between academia and the local population.
- encouraging innovation and entrepreneurship.
- promoting the formation of new natural resource based businesses.
- attracting mobile technology and food based industry.

While the concept of the GreenPort and the Moengo Science Park have been the delivered and there is activity on the ground, there is substantial work programme to bring the MSP from a concept to a fully working economic development solution.
Among the key questions to be addressed are:

- Where will the skills base for the new businesses come from?
- Where will the markets be and how easy/difficult will it be to deliver the final product to these locations?
- How will it be financed and what is the likely?

5. Elements of the Work Programme to be completed

Based on our analysis to date the elements of the work programme to be completed include:

5.1 Rationale, Operating and Ownership Model

1. What is the rationale for development of the MSP and what economic benefit is envisaged?
2. Proposed Operating Structure – options and recommendations
3. Proposed Procure Process – options and recommendations
4. Proposed Oversight Structure – options and recommendations

5.2 The Market and the Value Proposition

1. Who is the target market – entrepreneurs; established companies; inward investment and Foreign Direct Investment or a combination of the above?
2. What are the target sectors and sub sectors?
3. What is the geographic target market – domestic, regional e.g. Brazil or international – USA, China, Europe?
4. What elements of the value chain?
5. What are the target markets for the finished products/services and how will they be served?
6. What is the unique offer – physical and service?
7. How does the MSP Value Proposition fit with the existing value proposition for Indigenous Entrepreneurship and FDI and Inward Investment (local) investors in Suriname?
8. How can the MSP help potential clients in this market?
9. Who are the competitors and how does MSP stack-up against these competing locations (benchmarking)?
10. What gaps exist and how can MSP and the SOIL identify key features to close these gaps?
11. What is the market strategy?

5.3 The Proposed Property Solution

1. The MSP:
   - What land, masterplan and services?
   - What is the indicative additional cost of developing the land in Moengo?
   - What is the cost of delivery?
2. The proposed MSP property offering:
   - The type of Business incubator
   - What labs
   - Will there be advance buildings?
   - What is the optimum plot size?
   - Will land be sold or leased?
3. What are the alternative property offers available in Suriname and the Region and how do they compare to MSP?
4. What is the property strategy?
5. What will the pricing strategy look like?
5.4 The Proposed Services Solution

1. Understand how Suriname business policy and legal environment stack up against successful regional industrial regimes
2. Review gap between current Suriname business environment and market needs/best practice
3. What services do Entrepreneurs require?
4. What is the MSP proposing to offer?
5. Understand how MSP can close this gap?
6. Identify key stakeholders with roles relating to key business barriers
7. Develop action plan

5.5 Organisational and Management Structure

1. Identify and agree all the services that will need to be delivered to the MSP clients
2. Document which roles and responsibilities will be provided by the MSP operating entity and the process by which they will be transferred?
3. Are there key roles and responsibilities which can’t be transferred and how and who will deliver same?
4. Identify and flowchart key business processes for delivery
5. Identify resource requirements
6. Develop key performance indicators and system for monitoring and review

5.6 Financial Model

1. What at the key assumptions to underpin financial plans and projections including pricing strategy
2. Prepare financial plans and projections with Trust Bank

6. PI's MSP Proposal

The work programme outlined above would represent a substantial investment in the MSP project by Trust Bank and the key stakeholders and there may be elements of the work programme identified above that may already be underway or completed.

From our initial discussion with Trust Bank it is clear that from a financial engineering perspective a bankable business plan is a pre-requisite. This would require addressing the issues outlined identified above.

Identifying and agreeing what’s already been achieved, what needs to be done and how it is going to be done will be critical. PI propose that this exercise would be facilitated by our team (2) on one week visit to Suriname. PI would undertake:

1. A review of progress and achievements to date
2. Meet with the relevant stakeholders – including Trust Bank, SOIL and GoS (see 5.1 – Proposed Meetings)
3. Meet a number of potential investors (see 5.1 – Proposed Meetings)
4. Visit the Physical site
5. Map progress against the plan
6. Lead a workshop between all the key stakeholders to map goals and objectives and identify priority works streams and agree on who will be responsible for delivery.
7. The workshop will also reach agreement on – the Rationale, the Operating and Ownership Model, the Oversight Model and key Value Proposition elements

The output from this short engagement will be a roadmap prepared by PI showing the priority Workstreams that need to be completed to finish the Feasibility Study and to provide a robust Business Case. This will include specific deliverables and the identified stakeholder who will responsible for delivery.

PI will also highlight gaps or areas where we could add value and the cost/time required to undertake the elements identified.
6.1 Proposed Meetings

While in Suriname some of the proposed meetings PI could undertake might include:

1. SOIL
2. DUT
3. Trust Bank
4. GoS
5. Ministry of Education, Science and Culture
6. Ministry of Trade and Industry
7. The Suriname Investment and Development Corporation
8. National Institute for Environment and Development
9. Planning Authority
10. Other Key Stakeholders
11. Potential tenants
12. Site visit

7. Pivotal International

Pivotal International (PI) is an organisation owned by four independent and successful consultancy companies headquartered in Ireland with local offices in Riyadh and Jeddah. The company has worked over the last seven years on a number of Saudi projects with local firm Solaiman A. Elkhereiji (SAK).

By working together, Pivotal International can offer a “turnkey” project development product that includes all aspects of architecture, engineering services (structural; civil, mechanical and electrical), Project Management and Quantity Surveying) and Economic Development Consultancy backed by over 150 professionals between the four firms.

7.1 Pivotal International’s USP

PI’s Unique Selling Proposition – USP is that in addition to construction related services – the company provides Economic Development Consultancy services with a proven track record of delivery in over 60 countries in Middle-East; Africa; Asia, South America and central and eastern Europe.

PI’s economic development services are delivered through Shannon International Development Consultants Ltd. (SIDC), a sister company of Garland, one of the Pivotal International founding partners.
To date SIDC has worked with a broad range of clients from Donor Organisations such as the World Bank, IBRD; IFC, a range of United Nations Agencies and EU and with Irish Aid in the provision of technical assistance to developing countries. SIDC has also worked directly, for National and Regional governments and extensively for the private sector.

SIDC range of Economic Development solutions include:

- Zone Development; including master planning and detailed design
- Special Economic Zone Development
- SME Development – including business incubation; entrepreneurship and linking SMEs to FDI
- Special Economic Zone Development; including analysis of investments, planning, land and leasing arrangements, etc.
- Tourism and Rural Development
- Industrial, Business, and Technology Park Development; including analysis of supply structure and potential market opportunities
- Business and Economic Infrastructure Development;
- Regional Planning;
- Foreign Direct Investment; including design of concession bidding process, concession agreements and investment strategies
- Economic Development Training.

SIDC has access to a large team from the Shannon Region and the wider Irish economy. The team have extensive experience in the CIS, East and Central Europe, Africa, Asia including the Middle East, Central and South America, and the South Seas on both long and short-term assignments.

SIDC’s core strength is that all of our team have practical economic development experience – as a result SIDC are “implementers” able to turn strategy and ambition into practical deliverables. We pride ourselves on our ability through practical partnership with our clients to make economic development happen on the ground.

7.2 Pivotal Paranam Project Team

Pivotal International are recommending that a 2-person team will undertake this assignment - Kevin Thompstone and Paul Ryan. Their skills and knowledge are complimentary and together they have a range of national and international expertise which matches the requirements of the project – Full CVs are included in Section 9.

The Team is organised as set out in the following diagram:

```
Kevin Thompstone
Team Leader and Strategist

Paul Ryan
Marketing and Business Planning
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7.3 The Role of SOIL and Trust Bank

In preparing this proposal Pivotal is cognisant of the active role that SOIL and Trust Bank will play in the successful delivery of the project, which will include the provision of:

- A team to work with their counterparts in the Pivotal International team
- Access to relevant information and data necessary for the Pivotal International Team to perform our obligations under the form of Agreement and Scope of Service including any existing feasibility studies output.
- Arranging programme of meetings to optimise the time spent in Suriname.

8. Financial Proposal

The total cost of consultancy element of the assignment will be €18,000. All expenses will be covered by the client(s) – air travel, accommodation, ground transport and subsistence.

The assignment is expected to be delivered over 4 weeks – with the two team members spending 5-7 days in Suriname.

- The fees indicated are net fees to Pivotal International with any local taxes accounted for by Client
- 20% of the fee is payable on signing the contract
- 50% is payable at the completion of the Suriname Visit
- The balance, 30% payable when the Final Report is issued
9. Previous Projects

For reference purposes, four previous projects have been added to the proposal.

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<td>Tom Kelleher: Project Director</td>
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<td>Kevin Thompstone: Project Leader</td>
<td></td>
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<td>Paul Sheane: Key Expert</td>
<td></td>
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**Narrative Description of the Project**

King Abdullah Economic City (KAEC) is one of four Economic Cities which are under development in the Kingdom of Saudi Arabia. The purpose of the project was to provide a strategy and implementation plan for a Bonded and Re-Export Zone in the new King Abdullah Economic City and port on the west coast of the country.

- The key analysis performed included:
- The rationale for development
- The target market
- Attracting potential clients
- Internal and country regulations
- Value Proposition
- Strategy and implementation plan

**Description of Actual Services Provided by Your Staff:**

- Provision of advice and guidance in clarifying the Project,
- Market Research and Analysis,
- Customs Solutions,
- Property Solutions,
- Services Solutions,
- Management Structures,
- Financial Analysis,
- Preparing Reports.
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<td>2338 - BayLaSun - Juman Street Unit No. 1 King Abdullah Economic City, Makkah 23964-6992 Saudi Arabia</td>
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<td>Paul Sheane: Project Leader</td>
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<td>Paul Ryan: Key Consultant</td>
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**Narrative Description of the Project**

King Abdullah Economic City (KAEC) is one of four Economic Cities which are under development in the Kingdom of Saudi Arabia. The purpose of the project was to look at the feasibility of expanding the development to include an Islamic Trade Zone, which would complement the existing Port, Industrial Valley and Bonded and Re-Export Zone.

The key analysis performed included:
- Definition and Zone parameters
- Potential market opportunities
- Additional components required
- Value Proposition
- Strategy and Vision

**Description of Actual Services Provided by Your Staff:**

- Provision of advice and guidance in clarifying the project
- Market Research and analysis
- Property solutions
- Services solutions
- Preparing reports
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<td>3</td>
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<tr>
<td><strong>Architect:</strong></td>
<td>None</td>
<td><strong>Team Leader:</strong></td>
<td>Tom Kelleher</td>
</tr>
<tr>
<td><strong>Name of Associated Consultants, If Any:</strong></td>
<td>N/a</td>
<td><strong>Referee:</strong></td>
<td>Anoush Yedigaryan, AED (Yerevan)</td>
</tr>
<tr>
<td><strong>Start Date (Month/Year):</strong></td>
<td>Phase 1: August 08  Phase 2: May 10  Phase 3: September 16</td>
<td><strong>Completion Date (Month/Year):</strong></td>
<td>Phase 1: December 08  Phase 2: November 10  Phase 3: December 10</td>
</tr>
<tr>
<td><strong>Name of Senior Staff (Project Director/ Co-ordinator, Team Leader) Involved and Functions Performed:</strong></td>
<td>Tom Kelleher, Team Leader.  Kevin Thompstone, Key Expert</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Description of the Project:**
The Government of Armenia proposed an ambitious plan for accelerating the development of an information technology cluster in Gyumri, Armenia’s second largest city. SIDC was invited by the Government to develop a roadmap for the concept and outline the resources, policies, facilities, infrastructure, support services and incentives necessary to foster the concept.

SIDC was subsequently invited to support the Ministry of Economy in implementing the strategic roadmap which included the development of a micro enterprise centre, an industrial park for general industrial and logistics sectors, a business incubator for high quality flexible business ventures, a techno park with strong management and emphasises on development and commercialisation of new technologies, Education and research centres to meet the needs of business oriented graduate/ post graduate training and applied research.

**Description of the Services Provided:**
- Analysis of the situation  
- Proposals for development  
- Training  
- Workshops during visits to Armenia  
- Supporting documentation
### Assignment Name:
Provision of technical expertise and capacity building support to the Dept of Trade and Industry (DTi) to enable the DTi to contribute to the successful establishment of Special Economic Zones (SEZs) in South Africa

### Country:
South Africa

<table>
<thead>
<tr>
<th>Location within Country: Pretoria</th>
<th>Professional Staff Provided by Your Firm/Entity(Profiles): 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name of Client:</strong> Irish Department of Foreign Affairs, (Irish Embassy in Pretoria)</td>
<td><strong>Nº of Staff:</strong> 3</td>
</tr>
<tr>
<td><strong>Address:</strong> Embassy of Ireland, ParkDev Building – 2nd Floor, Brooklyn Bridge Office Park, 570 Fehrsen Street, Brooklyn Circle, Pretoria, South Africa.</td>
<td><strong>Nº of Staff-Months:</strong> 15</td>
</tr>
<tr>
<td><strong>Start Date (Month/Year):</strong> March 2012</td>
<td><strong>Completion Date (Month/Year):</strong> March 2013</td>
</tr>
<tr>
<td><strong>Name of Senior Staff (Project Director/Co-ordinator, Team Leader) Involved and Functions Performed:</strong> Tom Kelleher: Project Director, Brian Cogan: Team Leader, Farannan Tannam: Key Expert</td>
<td><strong>Approx. Value of Services provided:</strong> €263,000</td>
</tr>
<tr>
<td><strong>Name of Associated Consultants, If Any:</strong> None</td>
<td><strong>Nº of Months of Professional Staff Provided by Associated Consultants:</strong> N/a</td>
</tr>
</tbody>
</table>

### Narrative Description of the Project:
The purpose of the project is (i) to provide advice, direction, and strategic input in relation to the development, rollout, implementation, and performance monitoring of an enhanced SEZ strategy and (ii) Develop the technical expertise and capacity of the Responsible Unit within the DTi including the identification of training requirements and suitable interventions, to enable the Unit to develop a successful SEZ programme and interface effectively with all stakeholders. During the Inception phase the emphasis is on evaluation and assessment – of the track record of existing Industrial Development Zones (IDZs), of South Africa as a location for foreign Direct Investment, of the policy development capability within the DTi.

In the second phase the emphasis is on development:
- of a SEZ development strategy, of an organisational structure to implement the strategy,
- of Board and operational guidelines,
- of new marketing structures,
- of an incentive package compatible with WTO obligations,
- of Key Performance Indicators,
- of funding requirements,
- of training requirements,
- of agreement on stakeholder co-ordination.

### Description of Actual Services Provided by Your Staff:
- Provision of advice and guidance to DTi personnel
- Evaluating performance of IDZs
- Assessing South Africa as a location for FDI
- Researching relevant to MSPs
- Preparing position papers for discussion e.g. on incentives or marketing the zones
10. Project Team CVs

CURRICULUM VITAE FOR MR. KEVIN THOMPSTONE

1. **Family Name:** Thompson
2. **First Name:** Kevin
3. **Date of Birth:** 8th June 1958
4. **Nationality:** Born in the Gambia, West Africa Citizen
5. **Civil Status:** Married to Ann, 2 children Shane (25) & Paul (23)
   Living in Shannon, County Clare, Ireland

6. **Education:**

<table>
<thead>
<tr>
<th>Institution</th>
<th>University of Limerick</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date:</strong></td>
<td>1981</td>
</tr>
<tr>
<td><strong>Degree/ Diploma</strong></td>
<td>B.A. (First Class Honours)</td>
</tr>
<tr>
<td>Institution</td>
<td>University of Limerick</td>
</tr>
<tr>
<td>Date</td>
<td>1984</td>
</tr>
<tr>
<td>Degree/ Diploma</td>
<td>M.A. (First Class Honours)</td>
</tr>
</tbody>
</table>

7. **Language Skills:**
   English (native); Good verbal and written skills in French; basic conversational skills in Portuguese.

8. **Present Position:**
   Thompson Group (www.thompstonegroup.com)

9. **Years with the Firm:**
   Established 2008

10. **Accreditation:**
    Member Institute of Management Consultants & Advisers (IMCA);
    Certified Management Consultant (CMC);
    Member Institute of Directors (M.Inst.D)

12. **Key Qualifications:**

    Spent 23 years with Shannon Development, the semi-state economic development company for Ireland’s Shannon Region, where he was CEO from 2000 – 2008. Now operating as self-employed economic development consultant based on experience in strategic planning, investment promotion & appraisal, property development, knowledge economy, tourism development, organizational structuring, and project management/delivery. He has a track record in:

    - Directing and managing a diverse range of functions and activities (investment promotion, enterprise, property and tourism development, commercial operations) in order to secure mobile investment and deliver national economic policy goals
    - Use of property assets and commercial real estate to generate public/private projects which drive economic activity (e.g. Special Economic Zone (SEZ), Shannon Free Zone)
    - Joint ventures, technology parks and ICT clusters, large scale land transactions for foreign direct investment (FDI))
    - Setting strategic direction in order to anticipate and respond to changing market and policy conditions (e.g. Free Zone de-regulation, EU State Aids rules, liberalisation of aviation services, changing investor demands, corporate governance and compliance requirements)
    - Creatively leading the development and delivery of new products and services (e.g. Knowledge Network, InnovationWorks, e-towns, Shannon Broadband) to deliver a world class location for ICT and Knowledge economy investors.
    - Balancing commercial needs and public sector policy constraints in order to deliver a sustainable self-financing business model for a public company
    - Achieving integration of activity within a complex organisation, and with a range of external partners and stakeholders, in order to maximise the impact of scarce resources
Clearly communicating with key stakeholders in private and public fora and in print and broadcast media in order to build and secure support for the company and its objectives.

Advising government, investment agency and commercial clients on economic development projects in Armenia, Jordan, the Gaza Strip, the Lebanon, Slovenia, Slovakia, Uganda, the United Arab Emirates, USA, the Gambia, Saudi Arabia, Qatar and Kazakhstan.

Leading Economic Development assignments for Pivotal International and Shannon International Development Consultants in the Middle East, Africa and Central Europe.

Served on a range of special purpose boards such as: IDA Ireland Investment Approvals’ Board; Shannon Broadband Ltd (Chairman); National Technological Park Plassey Ltd (Chairman); ICT Ireland R&D Advisory Board; Atlantic Technology Corridor Advisory Board; National Tourism Council; Kemmy Business School (University of Limerick) Advisory Board; Shannon Heritage. He is also past President of Shannon Chamber of Commerce. These bodies include public and private sector CEO’s, venture capitalists, and senior government leaders.

Has recently been advising government, investment agency and commercial clients on special economic zone and investment promotion projects in Asia, Africa and the Middle East.

Experience in corporate leadership, strategic planning and delivery of a complex range of projects and investment transactions provides a unique mix of policy and practice.

13. Professional Experience Record:

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thompson Group</td>
<td>Operating as free-lance management consultant drawing on 30 years’ experience and track record as practitioner in economic development. Particular expertise in investment promotion and design and delivery of strategic plans and projects related to special economic zones and knowledge economy – e.g. economic cities, technology parks, knowledge network, e-towns, broadband infrastructure … Experienced and respected leader of cross-functional and multi-organisational teams and recognized for effectiveness in client engagement, strategy and implementation.</td>
</tr>
<tr>
<td>Shannon Free Airport Development Company Ltd (trading as Shannon Development)</td>
<td>Responsible to the Board for the total management of the affairs of the Company in accordance with any mandate given by the Government of Ireland or any other Minister of the Government. At that time the Shannon Development Group (including subsidiaries) employed 390 people, had turnover of €40m+ and managed fixed assets of €200m (historic cost). The company used the asset base to generate the capital and revenue required to develop and deliver a range of initiatives designed to maximize the economic development potential of Ireland and its regions. During time as CEO successfully led the company and its staff through an extensive period of change management while also delivering significant mobile international investment, a network of new technology parks, broadband infrastructure and new tourism products.</td>
</tr>
<tr>
<td>Shannon Development</td>
<td>Responsible for all of the Company’s economic development activities</td>
</tr>
</tbody>
</table>
and core businesses in the investment promotion area - industry, tourism, air traffic and rural/area development, including the strategic direction and future development of the Shannon Free Zone and the National Technological Park adjacent to the University of Limerick and a new initiative to develop Technology Parks in Tralee in Co. Kerry and Thurles, Co. Tipperary designed to attract mobile high technology investment and employment creating industries.

Company: Shannon Development
Location: Shannon, Ireland
Date: 1989 – 1992
Position Group Director – Planning and Development
Description Responsible for developing long term planning strategies for the Company's range of activities. Also Responsible for six regional offices, Information Systems and Corporate Planning, Personnel functions and EU Affairs. Special responsibility from February 1992 for restructuring of subsidiary Shannon Castle Banquets Ltd.

Company: Shannon Development
Location: Shannon, Ireland
Date: 1988 – 1989
Position Manager – International Industrial Promotion.
Description Responsible for promotion of inward investment to the Shannon Region and the Shannon Free Zone and for a network of 7 overseas offices.

Company: Shannon Development
Location: Shannon, Ireland
Date: 1986 – 1988
Position Market Research and Information Manager (Industry)
Description Responsible for undertaking market research on foreign direct investment opportunities and designing programmes to target industrial sectors. Also for providing regular information and statistical analysis of investment performance and employment trends.

Company: Shannon Development
Location: Shannon, Ireland
Date: 1985 – 1986
Position Industrial Projects Executive
Description Responsible for managing a portfolio of new and existing industrial projects in the Shannon Region, and assisting in startup, expansion and development plans, including securing State supports, allocation of industrial buildings and providing an aftercare service.

Company: Social Research Centre (University of Limerick)
Location: Limerick, Ireland
Date: 1982 – 1985
Description Research Administrator responsible for all elements of the research process including research design, data collection and analysis, report writing and presentation on a range of projects undertaken by the Centre.

Company: University of Limerick
Location: Limerick, Ireland
Date: 1981 – 1982
Position Research Fellow
### 14. International Consultancy Experience:

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>KINGDOM OF SAUDI ARABIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>2017</td>
</tr>
<tr>
<td>Assignment:</td>
<td>Project Director of multidisciplinary team providing technical assistance to recently established Saudi authority for SME development. Worked with client team in development of a range of interventions to assist SME start-ups, development and growth. This included entrepreneurship and business incubation; SME financing; SME supports; regional and sectoral initiatives. Also provided organisational and performance management support.</td>
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<tr>
<th>COUNTRY</th>
<th>QATAR</th>
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<tbody>
<tr>
<td>Date:</td>
<td>2017</td>
</tr>
<tr>
<td>Assignment:</td>
<td>Project Director of assignment to assist Qatar Financial Centre (QFC) with practical approach to targeting of mobile investors in the professional and business services sector. Developed strategy, value proposition, business opportunity details and back up material for the business development team. Engaged with internal and external stakeholders and delivered workshops and board presentations.</td>
</tr>
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<thead>
<tr>
<th>COUNTRY</th>
<th>MAURITIUS</th>
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</thead>
<tbody>
<tr>
<td>Date:</td>
<td>2016</td>
</tr>
<tr>
<td>Assignment:</td>
<td>Advisor to the Board of Investment of Mauritius on plans to transition from a Freeport to a Free Zone regime. Prepared review of international examples, led workshop with key stakeholders and set out steps to future strategy.</td>
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<thead>
<tr>
<th>COUNTRY</th>
<th>KAZAKHSTAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>2015/2016</td>
</tr>
<tr>
<td>Assignment:</td>
<td>Project Director of a multi-disciplinary team charged with responsibility for assessment of the SEZ programme across ten locations in Kazakhstan. Led the development of the strategy and implementation plan for a new central agency which would take responsibility for ensuring that the SEZs contribute to the country’s economic and industrial policy goals. Presented to and engaged with Government leaders on the new strategy and plan.</td>
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<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>ARMENIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>2015</td>
</tr>
<tr>
<td>Assignment:</td>
<td>Conducted a review of developments in Gyumri since the 2010 project and presented an assessment of the impact of the Gyumri Technopark on Armenian government, municipality and partners efforts toward development of the ICT sector in the city.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>KINGDOM OF SAUDI ARABIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>2015</td>
</tr>
<tr>
<td>Assignment:</td>
<td>Acted as strategic adviser to team of experienced international consultants preparing a pre-feasibility study for the development of an Islamic bonded and re-export zone at King Abdullah Economic City (KAEC). Also conducted research and developed business case for the development of a multi-country Red Sea trade area centred at KAEC.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>QATAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>2014/2015</td>
</tr>
<tr>
<td>Assignment:</td>
<td>Led a team of experienced advisors in the development and delivery of a strategy and implementation plan for three new special economic zones in Qatar. Provided strategic advice to the economic zones authority charged by the government of Qatar with the task of delivering world class property and business solutions to foreign and domestic investors in a number of greenfield developments adjacent to the new Doha international airport and port.</td>
</tr>
<tr>
<td>COUNTRY</td>
<td>KINGDOM OF SAUDI ARABIA</td>
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</tr>
<tr>
<td>Assignment</td>
<td>King Abdullah Economic City (KAEC): Led the development of the strategy and implementation plan for the creation of a bonded and re-export zone at KAEC, a new Economic City being developed in Saudi Arabia. Developed project methodology and led multi-disciplinary team in delivery of key work streams (strategic context, market focus, property solution, services solution, management framework and financial plan); used iterative approach and regular workshops to ensure client engagement, understanding and agreement with approach and outputs.</td>
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<thead>
<tr>
<th>COUNTRY</th>
<th>THE GAMBIA</th>
<th>Date:</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment</td>
<td>Gambia Investment and Export Promotion Agency (GIEPA): Conducted investment promotion assignment to develop the strategies, plans, tools and capacity that would enable GIEPA to optimally carry out its mission in promoting investments and exports, and supporting micro, small and medium sized enterprises. Devised a five-year Strategic and Business Plan for GIEPA; identified a Customer Relationship Management (CRM) system to track, follow up and report on investment leads and investors’ concerns; devised capacity building strategies for GIEPA staff on core promotion and support competencies; prepared operations manual for investment promotion team.</td>
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<thead>
<tr>
<th>COUNTRY</th>
<th>KINGDOM OF SAUDI ARABIA</th>
<th>Date:</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment</td>
<td>Acted as economic development adviser to a Saudi based engineering, architectural and project management services business during a series of engagements with development agencies, financial institutions and private developers in KSA.</td>
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<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>UNITED ARAB EMIRATES</th>
<th>Date:</th>
<th>March/July 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment</td>
<td>New Investment Promotion Agency: Team Leader of project to deliver strategy and implementation plan for new Investment Promotion Agency for the Emirate of Abu Dhabi. Project managed multi-disciplinary team and relationship with client (Department of Economic Development). Developed the strategy for the new agency and a detailed implementation plan in the form of a step by step operational manual, project and financial plan. Delivered workshops throughout the project to secure client understanding and ownership of the strategy and plan.</td>
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</table>

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>ARMENIA</th>
<th>Date:</th>
<th>June/September 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment</td>
<td>Gyumri Technopark Implementation: Appointed to assist the Ministry of Economy in implementing the strategic plan for Gyumri Technopark developed during a previous assignment in 2008. Delivered technical assistance in institution development and reviewed physical development plans for business incubators and technology parks in relation to their suitability for investment promotion.</td>
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<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>UNITED ARAB EMIRATES</th>
<th>Date:</th>
<th>October 2009/April 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment</td>
<td>New Multi-modal Industrial and Economic Zone: Advisor to state-owned company ADPC charged with the responsibility for planning, developing and delivering a large-scale (420km²) multi-modal industrial zone designed to play a key role in the diversification of the economy. Provided hands on support to delivery team. Reviewed existing plans and worked with the team to resolve practical issues and to map the steps and actions required to move from vision to</td>
<td></td>
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</tbody>
</table>
strategy to implementation of a complex project. Project is now known as the Khalifa Industrial Zone Abu Dhabi (KIZAD).

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>Assignment</th>
<th>Date</th>
<th>Country</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>UGANDA</td>
<td>Kampala Industrial and Business Park: Advised the Uganda Investment Authority on the implementation of plans to develop a new world class industrial park in the capital city, Kampala. Worked as institutional/management specialist with the team responsible for implementing the project providing practical experience, guidance and on-the-job training.</td>
<td>September/December 2009</td>
<td>ARMENIA</td>
<td>Gyumri Techno Park: Examined the feasibility of developing a Techno Park in Gyumri and developed a strategic roadmap and series of recommendations for implementing the project. During the course of the assignment prepared and delivered presentations to the Ministry of Economy and to a roundtable of key stakeholders.</td>
</tr>
<tr>
<td>NEW ZEALAND</td>
<td>Key Note speaker at conferences on Sustainable Enterprise, and Enterprise and Innovation organized by the University of Waikato. Delivered a series of workshops and presentations to key audiences in New Zealand on Shannon Development's approach to economic development and contribution to Irish economic growth. Particular focus on technology parks and link between third level education and attraction of mobile investment.</td>
<td>2003 &amp; 2005</td>
<td>SLOVAKIA</td>
<td>Review of Slovakia as a location for foreign direct investment compared to other CEE countries Poland, Czech Republic and Hungary. Particular focus on the use of property related investment incentives. Delivered a series of workshops and presentations to key audiences throughout Slovakia.</td>
</tr>
<tr>
<td>SLOVENIA</td>
<td>EU funded project to benchmark Slovenia as a location for foreign direct investment against neighbouring countries Poland, Czech Republic and Hungary. Made recommendations on remedial actions with particular reference to the use of property related investment incentives. Delivered a series of workshops and presentations to key audiences throughout Slovenia.</td>
<td>1999/2000</td>
<td>USA</td>
<td>Prepared module for MIGA, division of International Finance Corporation in Washington, on use of partnership as a vehicle for product development, marketing and client services in investment promotion. This module is used by the Investment Marketing Services Unit of MIGA in its toolkit on best practice for Investment Promotion Agencies in the developing world.</td>
</tr>
<tr>
<td>Aqaba, JORDAN</td>
<td>Lead Shannon Development team member in a major regional development project to develop the area of southern Jordan around the port of Aqaba as a Special Economic Zone. Researched, developed and documented the investment promotion strategy for the</td>
<td>1998</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Undertook an assignment to assess the strategic development options for the next phases of the Gaza Industrial Estate on behalf of the International Finance Corporation in Washington and the European Investment Bank in Luxembourg. The assignment also included the preparation and agreement of a working strategic partnership between the project promoters and Shannon Development. The final report addressed the following areas - project background, physical infrastructure, an assessment of the GIE business infrastructure, and a framework for the preparation of the strategic partnership.

Completed an assignment involving a number of missions to Beirut to advise on the preparation of a management bid with a consortium of private sector international investors, for the development of Beirut International Airport Free Economic Zone, in collaboration with Aer Rianta International Ltd., Ireland.

15. Communications:

- Has prepared and delivered (in Ireland and overseas) a range of conference papers, submissions to government working groups and articles for relevant publications on regional economic development strategies, foreign direct investment, SME and enterprise development in Ireland.
- Recognised as strong communicator with excellent presentation skills
- Extensive experience with all elements of the print and broadcast media in Ireland and internationally – interviews, press conferences, live radio and television, opinion pieces
- As CEO, and Accounting Officer, of a state-owned company has appeared before a number of Government committees to account for the company’s investments and activities.

14. Boards/Directorships:

Extensive experience as Chairman and Director on a range of Boards during career to date:

**Strategy and Governance**

- **Shannon Free Airport Development Company Ltd 17351**: As CEO attended and participated in monthly board meetings and accounted for direction and performance of semi-state company with turnover of €40m, 390 staff and extensive range of assets and activities.
- **Shannon Development Executive Committee (Chairman)**: Responsible for operational activities of the company and exercise of powers delegated by the Board (e.g. disposal and acquisition of property, award of contracts, financial and business management and review, …).

**Business Development and Appraisal**

- **Shannon Development Investments Committee (Chairman)**: Responsible for appraisal and approval of grant and equity investments in Irish and Foreign owned manufacturing and international service companies throughout the Shannon Region.
- **IDA Ireland Investment Approval’s Board**: Responsible for appraisal and approval of grants in Irish and Foreign owned manufacturing and international service companies throughout the country.
- **Shannon Broadband Ltd 367329(Chairman)**: Formed with five local authorities in the Shannon Region to develop and implement a strategic approach to the provision of broadband infrastructure throughout the region; invested €18.5m in high speed fibre optic networks.
- **The National Technological Park Plassey Ltd159340 (Chairman)**: Joint venture with the University of Limerick to foster education/enterprise links to generate knowledge based businesses at Ireland’s first science and technology park.
- **Chairman of the Kerry Technology Park, Tipperary Technology Park, Birr Technology Centre and Ennis Information Age Town Industry Working Groups**: Joint ventures with higher education
institutions to develop a network of business friendly education/enterprise environments with business incubators and facilities for start-up and developing companies.

- **Shannon Estuary Development Ltd 271015**: Partnership vehicle with local authorities, port companies, private businesses and semi-state companies to develop a coherent vision and strategy for the development of the Shannon Estuary.

- **Shannon Ventures Ltd 188192**: Joint venture with private sector investors to provide small scale seed capital fund for emerging high technology companies.

- **Grangegreen Ltd Reg in UK**: special purpose vehicle set up with fellow investors of Shannon Development in restructuring of aircraft leasing group GPA; led Shannon Development team which invested $12m in the restructuring, generating a return of $18m in two years and continuing operation of aircraft leasing and maintenance activity in Shannon (GECAS, Aircap, Lufthansa Technik) to the present day.

- **ICT Ireland R&D Advisory Committee**: Special purpose group established by IBEC, consisting of CEO’s of technology companies (e.g. HP, IBM, Google, Iona, ...), Secretary Generals of Government Departments (Enterprise, Education, ..), Semi-state agencies (IDA, Enterprise Ireland, ..) to drive development of ICT sector in Ireland.

- **Atlantic Technology Corridor Advisory Board**: Formed by CEO’s of technology companies in the Galway to Shannon corridor (Boston Scientific, Intel, ...) to develop and drive long term vision for emerging cluster of technology companies in the West of Ireland.

### Tourism and Aviation Related

- **Shannon Castle Banquets and Heritage Ltd 115397**: wholly owned subsidiary of Shannon Development responsible for a portfolio of day visitor and night time entertainment attractions throughout the Shannon Region (e.g. Bunratty Castle and Folk Park, mediaeval banquets, ...); turnover >€10m and annual visitor numbers >500,000, operated as a commercial venture.

- **South West Ireland Golf (SWING) Ltd 118225**: formed by leading golf courses in South West Ireland (e.g. Ballybunion, Lahinch, Killarney, ...) to promote the development of inbound golf tourism and to provide a visitor friendly and commercially viable tee-time reservation service.

- **The National Tourism Council**: advisory group to Minister for Tourism made up of leaders of tourism businesses throughout Ireland.

- **Shannon Airport Marketing Consultative Committee**: advisory group established by government to develop strategic and focused approach to the marketing of Shannon International Airport.

### Pro Bono

- **Kemmy Business School (University of Limerick) International Advisory Board**: provides strategic advice and guidance to the Dean and Faculty Members of the University of Limerick’s Business School.

- **Shannon Swimming & Leisure Centre Ltd 190142**: develops and operates a portfolio of leisure products (swimming pool, gym, sports hall, skate park, children’s playground, tennis courts) for the community of Shannon and surrounding areas.

- **Island Theatre Company Ltd. 161198**: professional theatre company based in Limerick; orderly wind up (with small surplus) by the directors on a voluntary basis in 2008 due to difficulties in securing Arts Council funding.

- **Alumni Ltd 119540**: founder director of this company which acts as the graduates association for the University of Limerick.

- **The Shannon Venue Ltd 531378**: founder director of not-for-profit company formed to plan, develop, finance, deliver and operate a multi-functional arts/civic centre for Shannon and the surrounding areas.

- **Shannon Chamber of Commerce**: President of business body affiliated to Chambers Ireland.

- **Irish Film Board**: member of the audit committee of the state agency responsible for promoting the international development of Ireland’s film industry.

### Hobbies/Interests:

- Enjoys travelling with family and close friends.
- Golf, rugby, running
- Plays guitar and keyboards for relaxation.
Curriculum Vitae Paul Ryan

Name: Paul Ryan
Profession: International Tourism/ Business Development & Foreign Direct Investment Executive
Years’ experience: 39
Position: Business Development Manager
Nationality: Irish
Position on Project Team: Business Planning and Marketing Manager

Education:

<table>
<thead>
<tr>
<th>Institution, Date</th>
<th>Degree(s) or Diploma(s) obtained:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institute of Project Management, 2002</td>
<td>Diploma in Project Management</td>
</tr>
<tr>
<td>University of Limerick, 1985</td>
<td>Degree in Business Studies</td>
</tr>
<tr>
<td>University of Limerick, 1981</td>
<td>Diploma in Small Business Management</td>
</tr>
</tbody>
</table>

Membership of Professional Associations:

- Member of Institute of Project Management Ireland – 2000

Key Qualifications:

- Business Development Director and Project Team Leader for Pivotal International. Completed project delivery in Middle East; Africa and EU.
- Tourism Regional Marketing Management in Shannon Development responsible for developing, planning and implementing the Shannon Region Tourism marketing strategy to deliver c. €450m in revenue and c. 1.8 million visitors annually. He was responsible for all international and domestic sales, marketing campaigns and programmes across all mediums (above and below line) in support of the above
- Results orientated international Foreign Direct Investment (FDI), Business Development and Tourism executive and with a significant track record of delivery in FDI, Indigenous and Tourism investment.
- Experience includes all aspects of Foreign Direct Investment and Tourism marketing and management, including 4 years in the US representing both Shannon Development and IDA Ireland.
- In addition, has project led teams to develop new capital projects including turnkey call centres, technology parks and E-Towns, Ireland’s first Live/ Work Development. First-hand experience in developing marketing strategy and in devising and implementing marketing and sales programmes in Europe, the UK and North America.
- Participated in and led consultancy assignments in more than 12 countries, including Ireland delivering training, feasibility, business strategy and new marketing programmes.

International Consultancy Experience:

<table>
<thead>
<tr>
<th>Date</th>
<th>Country</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-2014</td>
<td>Ireland</td>
<td>Bi-annual contributor to IDI's International Training Programmes on FDI and Export Processing Zones</td>
</tr>
<tr>
<td>2016</td>
<td>Ireland</td>
<td>Team Leader on feasibility study on a new Yeats Attraction in Sligo</td>
</tr>
<tr>
<td>2015/16</td>
<td>Ireland</td>
<td>Team Leader on a feasibility study to develop an Athletics Hub in Newcastlewest, Co. Limerick</td>
</tr>
<tr>
<td>2105</td>
<td>Myanmar</td>
<td>Responsible for the appraisal of the proposed business plan and operating model for the proposed site 1800ha Special Economic Zone at Ponnagyun on the west coast of Myanmar. Also, responsible for the preparation of a preliminary implementation plan.</td>
</tr>
<tr>
<td>2015</td>
<td>KSA</td>
<td>Marketing Advisor on team carrying out feasibility study on developing an Islamic Trade Zone in King Abdullah Economic City</td>
</tr>
<tr>
<td>Year</td>
<td>Country</td>
<td>Description</td>
</tr>
<tr>
<td>------</td>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>2014</td>
<td>KSA</td>
<td>Marketing Advisor on a team developing an implementation strategy and plan for the Saudi Investment Promotion Authority in KSA including analysis of establishment and One Stop Shop Process.</td>
</tr>
<tr>
<td>2014</td>
<td>Qatar</td>
<td>Marketing Advisor on a team developing an implementation strategy and plan for the development of Economic Zones in Qatar.</td>
</tr>
<tr>
<td>2014</td>
<td>Nigeria</td>
<td>Provide technical assistance and training to the Board and Management executive team of a publicly quoted Nigerian company on the development, implementation and management of a new privately funded Free Zone at Murtala Mohammed International Airport, Lagos.</td>
</tr>
<tr>
<td>2104</td>
<td>KSA</td>
<td>Marketing Advisor on a team developing a strategy and implementation plan for a Bonded and Re-Export Zone in the new King Abdullah Economic City and port on the west coast of the Kingdom of Saudi Arabia.</td>
</tr>
<tr>
<td>2009</td>
<td>Sudan</td>
<td>Developed and implemented a training and development programme for the executives of the Sudanese Free Zone Markets Company on all aspects of Free Zone Management.</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Croatia</td>
<td>Under EU CARDS Programme provide training to Free Zone Managers on Marketing and Project development.</td>
</tr>
<tr>
<td>2004</td>
<td>Hungary</td>
<td>Under EU Programme provide technical assistance on licensing and state aid programmes.</td>
</tr>
<tr>
<td>2002</td>
<td>Cyprus</td>
<td>EU MEDA programme provide technical assistance to the Cypriot Department of Industry on alternative inward investment strategies.</td>
</tr>
<tr>
<td>2001-2003</td>
<td>Slovenia</td>
<td>EU PHARE programme to establish a Regional Development Structure in the Primorska Region of Slovenia.</td>
</tr>
<tr>
<td>1999-2000</td>
<td>Palestine</td>
<td>IFC funded project to develop Phase II of the Gaza Industrial Estate project, including the development of promotional programmes, property development and property management.</td>
</tr>
<tr>
<td>1999</td>
<td>Swaziland</td>
<td>EU funded initiative to provide Technical Assistance and Training in Direct Foreign Investment best practice to staff and management of SIPA - the Swaziland Investment Promotion Agency.</td>
</tr>
<tr>
<td>1997</td>
<td>Palestine</td>
<td>IFC funded project to assess the needs and strategy of PIEDCo the Palestinian Investment Company, to manage and develop the Industrial Estate at Gaza.</td>
</tr>
<tr>
<td>1996</td>
<td>Russia</td>
<td>Member of a Danish/Irish team, which undertook a study into the formation of a Regional Development Agency for the city of Voronezh.</td>
</tr>
<tr>
<td>1987</td>
<td>Bahrain</td>
<td>Feasibility study for the development of Export Processing Zone in Bahrain.</td>
</tr>
</tbody>
</table>

**Employment Record**

**July 2014 to date** | **Garland/ Shannon International Development Consultants | Pivotal International Ltd. | Business Development Director**

Responsponsible for initiating, developing, planning and implementing Garland/ SIDC’s business development strategy, client management. In addition to securing new business Paul works as Team Leader or marketing specialist on SIDC project teams. Work completed since 2014 includes Market, Analysis, Foreign Direct Investment Strategy and Tourism Product Development.

**July 2013 to date** | **PAR Solutions, Ireland | Owner/ Consultant**

In June 2013 Paul availed of an opportunity following the Government decision to downsize Shannon Development to establish PAR Solutions to provide a range of consultancy services based on my experience in International Tourism, Foreign Direct Investment and Indigenous Industry investment delivery.
April 2009 to June 2013 | Shannon Development, Ireland | Tourism & Corporate Marketing Manager

Duties:
- Marketing Manager responsible for developing, planning and implementing the Shannon Region Tourism marketing strategy to deliver c. €450m in revenue and c. 1.8 million visitors annually.
- Responsible for all international and domestic sales, marketing campaigns and programmes across all mediums (above and below line) in support of the above.
- Responsible for overseeing the development and implementation of Shannon Development's Corporate Marketing strategy for core business activities – including branding and the migration of Shannon Development's marketing approach to an e-marketing platform.
- Management responsibility for 9 specialist marketing staff across international and domestic markets.

Achievements:
- Rolled out unique direct sales model for national and international markets leading to over 45 new/ significant sales and marketing deal flows with airlines, airline vacation companies, tour operators, travel consortia and individual corporates.
- Built new co-funding/risk sharing model for attracting new and established international events to the Shannon Region now being implemented nationally – e.g. E-Tape Hibernia 10,000 visitors and Rugby League World Cup 2013 - 20,000 visitors.
- Secured state aid approval for a new regional airline fund to support the growth of Shannon Airport now being implemented by the new Airport Company.
- Redesigned, negotiated and launched new strategy around joint venturing with the tourism trade on delivering on key regional tourism targets.
- Developed, implemented and delivered a new sales blitz strategy for Shannon Region Trade to key international markets in the UK, Europe, the US and Canada.

May 2006 to March 2009 | Shannon Development, Ireland | Regional Marketing Manager

Duties:
- Marketing Manager responsible for initiating, developing and implementing programmes and initiatives to deliver positive growth in new inward investment activity throughout the Shannon Region.
- Responsible for a marketing a large-scale network of 57 technology and business parks, incubation and enterprise centres with a team of 7 executives.

Achievements:
- Delivered the €6m E-Towns Live/ Work in the Shannon Region delivering economic development and jobs in Miltown Malbay Co. Clare and Tarbert in Co. Kerry.
- Delivered a new integrated approach to the marketing and sales of Shannon Development property across the Shannon Region.
- Delivered the strategy for the development of a new €4m technology park in Ennis, Co. Clare – Information Age Park Ennis.

September 1996 to April 2006 | Shannon Development, Ireland | Programme Development Manager

Duties:
- Responsible for maintaining the uniqueness and advantage of the Shannon Free Zone and the Region as a premier location for Foreign Investment in Ireland and Europe. This involved the identification, research, market testing, implementation and delivery of new marketing programmes and investment opportunities.

Achievements:
- Led the successful implementation of Ireland’s 1st turnkey call centres in Shannon – which included fully equipped and networked buildings attracted over 800 jobs alone from GE to the Shannon Free Zone and established the location as one of Ireland’s leading customer service centres.
• Initiated and led with Clare County Council a new development framework for Ennis - “Industry Ennis” a Private Public Partnership (PPP) to attract new investment to the town building on Ennis as Ireland’s 1st Information Age Town.
• Delivered new programmes to attract new business sectors to the Region including Intellectual Property Rights Management and Media Centres.

January 1992 to August 1996 | Shannon Development, Ireland | Marketing Executive
Duties:
• Senior Marketing Executive responsible for the initiation, development and implementation of marketing programmes to attract international service activities to the Shannon Free Zone.
• Marketed Shannon/Ireland as an investment location for Financial, Aviation and Distribution activities and negotiated business proposals/plans with North American, European and UK industrialists.

Achievements:
• Planned and executed UK/European Marketing Campaigns involving innovative profiling, networking, exhibiting and promotions that attracted c. 10 new projects to the Shannon Free Zone.
• Among the initiatives developed was the direct marketing sector, which was the platform that successfully expanded the Free Zone’s promotional reach into new product areas including the Call Centre business.

March 1988 to January 1992 | Shannon Development, Ireland | Marketing Executive
Duties:
• Shannon Development and IDA Ireland Corporate representative in the Southern United States responsible for delivering new US FDI to Ireland and the Shannon Region.

Achievements:
• Established new offices in both Atlanta, Georgia and Dallas, Texas.
• Built high visibility for Ireland in both territories utilising the international business community and local key influencers.
• Delivered over 40 itineraries into Ireland and the Shannon Region.

June 1986 to February 1988 | Shannon Development, Ireland | New Services Project Executive
Duties & Achievements:
• Responsible for the identification, negotiation and establishment of new international service industry projects for the Shannon Free Zone.
• Negotiated more than 20 international service projects for the Shannon Free Zone from both U.S. and Europe. Projects included Digital Communications Associates, Hippo, Chase Manhattan, PARC and UPS
• Assisted in the Development of new corporate policy in the international services sector.
• Formulated and implemented promotional programmes in Europe and the U.S. for attracting International Services to Shannon.

Duties & Achievements:
• Primarily responsible for the Shannon Free Zone established industry programme and worked with a large portfolio (50+ Companies).
• Negotiated a range of expansion and R & D projects for the Shannon Free Zone.
• Implemented programmes aimed at project development through the establishment of vertical integration.

March 1978 to May 1980 | Shannon Development, Ireland | SME Marketing Officer
Duties & Achievements:
• Assisted in the development and implementation of marketing strategies or the Shannon Development’s fledgling indigenous industry programme. This included advertising, brochure production and the preparation of market research material.