

100 Adlers Road
Claremont WA 6010
M: 0419 765 121
E: j_smithers@iinet.net.au

13 October 2011

Attn: Austrade

Re: Trade Commissioners

Dear Sir/Madam,

The purpose of this letter is to request to be considered a candidate for Trade Commissioner in the preferred postings at Istanbul, Madrid, Warsaw and Santiago, as recently advertised on www.austrade.gov.au.

As further detailed in my attached resume, I have gained a wealth of commercial experience, achievement and success across a range of industries including defence, automotive, food and beverage, franchising, retail and manufacturing over the past 30 years.

Confident I would make a valuable contribution as Trade Commissioner, I have acquired relevant experience in export development and business expansions into Indonesia, South Africa and North America whilst involved as Director of the Aquinas Foundation, Managing Director of Worldmark Pty Ltd (Tint-a-Car) and Chairman of Abuzz Solutions. Having acquired a wealth of relevant leadership and management experience spanning 30 years in the corporate, government and not-for-profit sectors,

I have personally conducted and led four unrelated Management Buy Outs (MBO) totally over \$50m debt and equity financing, for businesses with a combined turnover of over \$100m operating in three continents. I have then successfully exited three of these businesses and provided stellar shareholder returns. Moreover I now provide governance and strategic guidance to diverse ASX and not for profit businesses with a combined turnover of \$150m. I am financially literate and extremely comfortable with structuring project finance and offshore contractual negotiations, and relish the stated longer-term goal of the new reforms to focus on inward investment opportunities.

Whilst not in the direct employ of the APS, I was employed in Defence and the NSW Public Service; moreover I understand and have adhered to the APS Values and APS Code of Conduct in my working life as a dedicated team member with a strong community focus.

I welcome the opportunity to assume responsibility for the development of market strategies and the achievement of trade, investment and international education outcomes and the day to day management of the post, including consular affairs where applicable. A results-orientated, community focused and socially conscious individual,

I look forward to the possibility of representing the Australian Government as the senior government trade representative, most especially within the new framework of the 'maximizing our value' reforms in Austrade.

Throughout my career, the strand of public and community service has been a constant and far more fulfilling than commercial advancement. Financially secure I wish to totally re-commit the next stage of my working life to a long term career with Austrade, hopefully as a Senior Trade Commissioner. I find the challenge of trade development within a distinct country setting, extremely attractive and I relish the opportunity to be in public service again.

Find attached my résumé that outlines my relevant skills, attributes, experience, work ethic, strengths and suitability for this challenging opportunity. Thank you for your time and consideration. Should you have any further questions, please don't hesitate to contact me on 0419 765 121 or via email at j_smithers@iinet.net.au.

Yours sincerely,

John Smithers

Selection Criteria

Trade Commissioner - Austrade

Applicant: John Smithers

Shapes Strategic Thinking

- Inspires a sense of purpose and direction
- Focuses strategically in both the short and long term
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense

Over the past 10+ years I have assumed roles as Leader or Director of business enterprises and organisations with an annual turnover of AUD \$7m to \$70m. I have developed short and long term strategies to foster sustained growth and development including the authoring of five strategic plans for submission to key stakeholders and facilitated 15 strategic planning conferences for a diverse range of ASX, private and 'not for profit' organisations. I employ a mix of key strategic planning tools especially the Argenti method, Ansoff's growth model or the Harvard Three Horizons approach. End results achieved include the distilling of key market drivers of value, leading to 3-5 critical success factors that become the focus for in-depth action plans. I also clarify in fine detail the Vision, Purpose and measurable Key Objectives moving forward.

The most valuable strategic plans I have developed and implemented reflect brevity, sharp language and clearly define the boundaries and horizons of future action – yet also imply what a business should not be doing. Hence I find it critical to assess the context of problems and the audience for the plan including their appetite for risk and change. My approach is to collect as much open source data as possible then interview stakeholders on a 'one on one' basis. Several key under-currents normally emerge such as issues with structure, resourcing or a personality conflict between a key person or persons. Following this consultation, I aggregate the interview themes and coalesce the key issues and then prepare for the planning conference. The strategic planning workshops I have facilitated over the past two decades have been challenging, sometimes confronting and involved compressing the collective discussions of 5-15 people ordinarily held over 12-15 months into a short period such as one to two days, with mapped out and agreed accountable future milestones

I have developed many successful in-house strategic plans and have provided this service on consultation basis through Intellek as indicated in my résumé. In a recent case a not-for-profit respite care facility operating in the Princess Margaret Children's Hospital lost funding of \$250k+ and faced closure. The future challenge was to source corporate income or private donations – a major cultural change due to the organisation's restrictive long-standing constitution and governance structure. Using the above process I steered the governing body to elect to reform itself and appoint a Business Development Officer. I also assisting them to commercialise a selection of their key services such as operating respite weekend camps for mothers of disabled children on behalf of other organisations. Positive outcomes were achieved following my assistance as the charity is now conducting an EGM to change the structure of its board and moving to a more diverse funding base. My expert advice is often also sort in Perth on suitable board candidates for various profit and community organisations.

Similarly upon acquiring the Tintacar group in mid 1999 for \$18m, I was quickly faced with the introduction of the GST, which had an unintended detrimental immediate effect on new car sales resulting in a decrease in wholesale sales of 25% in 2000-1. I needed to quickly respond to the changing circumstance. I disseminated a paper outlining the key influences and consulted widely. Over three months working with shareholders, managers and US suppliers I forged an alternative strategy to focus on higher margin used car retail business plus tinted window films for homes, which was becoming more fashionable. Our advertising focus, sales structure and product range changed. The business thrived when car sales returned to their normal trajectory in 2002/3, but now with a more diverse base.

Achieves Results

- Builds organisational capability and responsiveness
- Marshals professional expertise
- Steers and implements change and deals with uncertainty
- Ensures closure and delivers on intended results

The Private Equity business model in which I operate, has an industry benchmark Internal Rate of Return (IRR) of at least 25%. Having created and executed four management buyouts in the Automotive, Manufacturing and Food & Beverage industries, the returns exceeded 45% IRR and all bank debt was discharged well ahead of schedule.

Often in the circumstances of my acquisitions, the seller had owned the businesses over a long period, virtually as a cash cow debt free fiefdom. Due to the much greater external scrutiny I faced as a small investor employing substantial bank debt and private equity it was necessary to achieve results on an agreed performance plan. The key was to rapidly unlock the value drivers in the business and build organisational integrity amongst the key staff. Often changes were opposed by the 'old guard' however through careful discussion and consultation remarkable changes could occur, most often when wider powers were devolved and greater freedoms of decision-making fostered. Non-financial results are also critical and were maintained alongside the above results.

Work safety, IT systems and reporting was improved and organisational capability was developed such that future acquirers proceeded with the transaction after only limited due diligence.

Shortly after I acquired Parkside Towbars in 2006 for \$3m, Western Australia experienced a resources boom, which 'sucked' skilled metal workers away to much higher paying jobs in the north. I had 55 employees and lost 6 key welding staff within the first 6 months, moreover the remainder requested pay rises to stay with the company! The likely result was a future profit slump driven by higher overheads. I had financed the acquisition using a mix of senior and mezzanine debt, with severe penalties for breached profit covenants. I successfully rearranged work practices in the factory to reduce the wastage and down time, plus reduced the inventory significantly. I organised for six 457 Visa welders from offshore to replace those who had resigned and negotiated better terms with my raw material providers. I instituted weekly meetings with management and monthly meetings with all the workers where major changes were discussed and other improvements were volunteered by the staff. For example we instituted a 9-day fortnight by slightly extending the day shifts, providing staff with an alternate long weekend. The impact was significant with an improvement in profit and higher productivity. A US based competitor acquired the business for \$4.5m within 14 months of my initial purchase, which provided excellent returns to the co-investors. The factory successfully operates to this day.

Cultivates Productive Working Relationships

- Nurtures internal and external relationships
- Facilitates cooperation and partnerships
- Values individual differences and diversity
- Guides, mentors and develops people

Demonstrating myself to be an active team member and leader, I have been instrumental in contributing to "exceptional teams" working in a fast paced environments where I superseded previous performance levels with a track history of cultivating relationships and removing obstacles to build trust and generate and enhance productivity. I have been successful in the more formal board structure as Chairman and Director for over 12 years, attending hundreds of board meetings. Yet equally numerous and just as vital has been informal team building with senior executive and direct reports, where relationships have been developed in a collective and individual sense.

The most challenging example of developing productive working relationships occurred when I completed a merger of Tintacar and Ming Australia in 2001-2. The merged entity had a combined turnover of \$60m. The Board on my recommendation agreed to transfer the head office from Perth to the newly acquired rival HQ in Melbourne. It was extremely delicate to manage the merger of the two companies, which had formerly been fierce competitors, most especially the rival sales forces, who only months before had been in battle for key accounts in the automotive sector. Through a series of team and individual processes I merged the two teams. It was challenging and I didn't succeed on all levels, however within 6 months the businesses were operating as one entity. It was also difficult as there were large redundancies of key staff that were surplus to requirements, especially in the former Perth Head Office. I was determined to be open and consultative with these staff and provided an alternative channel of dialogue for our people who were understandably distressed due to the circumstances.

Exemplifies Personal Drive and Integrity

- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Displays resilience
- Demonstrates self-awareness and a commitment to personal development

I assume personal responsibility for the accurate completion of work within timeframes and quality requirements, taking the initiative to progress work as required. Despite employing hundreds of employees in four businesses I have never been called to legal account for the mistreatment or misdealing an employee, supplier, customer or franchisee.

I thrive in learning situations and enjoy forums and conferences where ideas are shared and developed. While not a current member of the APS I share its values in my work life such as remaining positive and truthful often in difficult circumstances. I always provide impartial and forthright advice and also commit to collective decisions, even when results may not be to my preference.

Earlier in my career, I was placed in a very difficult professional situation when I was managing the Capital Foundation at a low fee Catholic boys school where I was a former student. For over 80 years the school had been run on the goodwill and labours of a dedicated religious order but their numbers had dwindled. The school fees had not kept up with the market, enrolments were dropping and assets were in disrepair. Despite my respect for the order, I felt it was necessary to energise the community, the board, staff, parents and alumni to strategically reform the school finances, which ultimately meant much higher fees. The Community was divided and my own ethics were brought to account. I convinced the principal, board and order to convene a strategic meeting of the key stakeholders using an independent facilitator where all the issues and opinions could be aired and respectfully discussed. The result was a finance renewal plan that also incorporated future safeguards to enshrine the values of the order. A decade on the school is now thriving and growing with its core values stronger than ever.

Communicates With Influence

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates persuasively

A confident and experienced communicator, I have been responsible for influencing or informing an audience from a quarterly report to my bankers or a weekly newsletter to staff. I am very comfortable with all forms of delivery including speaking at large public events and writing to individuals. I also believe that one of the critical challenges of modern communication is to balance the benefits of modern mass digital methods versus the personal approach. Whilst tech savvy, I remain a strong believer that the traditional well worded and timed letter retains special value to win effect in selective business communications. I often rehearse my oral delivery and seek opinion of others to review important written work, ensuring it addresses the message. In every working week, I am engaged in communicating to influence behavior or actions. I lecture at the UWA business school, attend and speak at monthly board meetings, draft succinct contractual correspondence and engage in lively 'coffee' table debate with staff on site selection for new stores at Croissant Express.

In 2004 when I acquired Croissant Express there were only a small number of CBD Franchisees therefore we had no need for a promotional fund. By 2010 we had tripled the number of metro franchisees and clearly needed brand advertising. The franchise agreement provided the legal right to apply a 3% marketing royalty, however I hoped to influence the franchisees to *willingly* support the new levy. Through a series of key oral and written presentations, we won support for the introduction of the levy, which was designed to deliver direct measurable benefits to each store. This proved successful as the franchises generated additional sales based on the new advertising that warranted the 3% marketing royalty.

Technical Proficiency

- Sound understanding of market dynamics and the key sectors relevant to the market
- Significant experience in international trade and investment, including demonstrated experience as an international manager

Keen to make a valuable contribution at Austrade, I have gained a strong understanding of market dynamics and the key sectors relevant to the market through my extensive experience in the Australian and international corporate, government, defence and not-for-profit sectors. In essence this opportunity leverages both my 15 year careers - military and civil – firstly, the collection, evaluation and dissemination of target/market intelligence and second, the commercialisation of a market opening to achieve a significant return on investment.

In the markets that I have indicated a preference, I commend the new Austrade operating model in its focus on prioritising different activities in various markets. I understand the dynamics of what it takes to grow a domestic and export market with a proven track record of this function across key sectors such as automotive, education and food & beverage. The creative energy that I wish to bring and what has attracted me to this opportunity is to match the comparative advantages of Australian firms with key strategic high value segments in the designated market.

Like the reforms imply, there is now a need for a proactive focused approach. A passive or reactive approach will not suffice. I need to conduct a detailed but not lengthy study of the relative comparative market advantages and identify perhaps 3-5 strategic high value opportunities, then as I have always done, *create the opportunity*. I believe an effective Trade Commissioner also needs to be very well informed on the capabilities of Australian businesses in order 'match make' customers in the the target market For instance, what consumer demands are not being satisfied, in what sector and to what extent can Australian firms plug this gap, and even if they could, would they be profitable or sustainable? What regulatory hurdles do I need to understand? Will the Australian exporter need to adjust their product to be attractive, like I indicate in the example below? How does the ground need to be prepared? Who are the key players? Who is the competition?

The reforms also direct Trade Commissioners to identify the reasons for market failure. In Turkey, Spain or Poland, these could be a range of issues, regulatory or perhaps cultural, the key is identifying the blockages and create 'work arounds' for Australian business. In essence this has been what I have been doing in business for over a decade such as the GST example with Tintacar or the skilled shortages in Parkside.

The new strategy rightfully also implies a focus on larger scale projects which is likely needed to build a sustainable market. More depth than width seems to be implied in the strategy and this is one of the key reasons I am attracted, as the challenge is now more targeted and realistic. Integral to this is the renewed focus on capturing online the capacity of Australian businesses and better-targeted promotions.

In terms of the Consular functions of the Istanbul office, I would revel in this role with a high level of confidence in my ability to perform all duties including the protection and welfare of Australians abroad through responsive consular and passport services, representing the Australian Government as the senior government representative, managing the Australian government mission per the Prime Minister's directive, managing passport and consular services and manage attached agency staff hosted in the consulate.

I believe the opportunity to represent the wider interests of Australia as highly attractive, especially with the forthcoming centenary of ANZAC in 2015. I have visited the battlefields many times, and as early as this year, and understand the deep cultural sensitivities that will come with the celebrations and the large increase in visitor numbers that will likely occur.

My most significant international experience was the decision to export the Tintacar business into South Africa in 2001. In the space of 12 months we had extended our network to 12 stores in all major SA cities. I sourced a local JV partner and dispatched a trusted manager to work alongside them, both of whom had extensive auto dealer relationships. We adjusted our product delivery to clear anti hijacking auto security films, rather than the traditional tinted anti glare Australian product. Within 18 months we had displaced 3M as the market leader in the auto segment. Interestingly the programme was so successful, that a major SA finance house acquired the entire AUST/NZ and SA network, which led me to exit the sector.

As Trade Commissioner, I welcome the opportunity to focus service delivery on firms who are internationally ready and provide services where there is market failure and a clear role for the government, offering a wealth of knowledge, commitment to achieve desired results, passion for representing the Australian Government and a genuine interest in making a positive difference.

John Smithers

100 Adlers Road
 Claremont WA 6010
 M: 0419 765 121
 E: j_smithers@inet.net.au

Career Objective

To undertake a challenging new career opportunity as a **Trade Commissioner** at The Australian Trade Commission with a particular interest in postings at Istanbul, Madrid, Warsaw and Santiago. Having acquired a wealth of relevant leadership and management experience spanning 30 years in the corporate, government and not-for-profit sectors, I welcome the opportunity to assume responsibility for the development of market strategies and the achievement of trade, investment and international education outcomes and the day to day management of the post. A results-orientated, community focused and socially conscious individual, I look forward to the possibility of representing the Australian Government as the senior government trade representative.

Education & Training

1994	Master of Business University of Technology, Sydney
1980 - 1983	Bachelor of Arts University of New South Wales, Sydney

Memberships & Associations

- Australian Institute of Company Directors | www.companydirectors.com.au
- Franchising Council of Australia | www.franchise.org.au

Demonstrated Skills & Abilities

- Lead, manage, supervise, train and mentor staff to achieve organisational goals and performance objectives.
- Work closely with senior management team to devise strategies in all areas from operations management, marketing, sales optimisation and profitability to team performance, customer service and product development.
- Design and deliver business plans including appropriate strategies and promotional activities within budgets.
- Develop and deliver international marketing plans.
- Develop and foster international JV and partnering arrangements.
- Understand the legal framework of business, including cross border contractual arrangements.
- Develop and implement budgets, forecasts and financial projections, maximise growth and analyse cashflow.
- Lead from the front and encourage from the rear.
- Demonstrated high level communication, interpersonal and negotiation skills, building and sustaining effective relationships with staff and management at all levels, suppliers, clients and external parties.
- Develop short to long-term financial models based upon flexible assumptions.
- Ensure that goals are achieved, striving to reach compromises with employees by conducting meetings, listening to the issues and concerns of all departments and leading by example.
- Autonomously plan, manage and improve business operations and performance.
- Interpret and apply various relevant legislation, policies and procedures.
- Ensure changes to strategy, policy, programs are effectively communicated and implemented.
- Work collaboratively as part of a team upholding the APS Values and Code of Conduct and OH&S principles.
- Conduct risk and safety inspections of work sites, discussing safety issues or potential problems.

Employment History

Nov 2004 - Current

CROISSANT EXPRESS | www.croissantexpress.com.au
Perth, Western Australia

Managing Director

Organisational Profile:

- Croissant Express operates 24 Outlets (3 corporate and 21 franchised stores) in the Perth CBD, Metro and Brisbane CBD area with a system turnover of \$22m and 120+ staff.

Key Duties & Achievements:

- Invested \$3.9m and successfully executed the acquisition of the business from the founders in November 2004 who had run the business since its inception in 1987.
- Following a transitional period, successfully established the business on a sustainable post acquisition footing, whilst retaining the strong staff 'can do' culture and customer focus of the business.

Jul 1998 - Mar 2003

WORLDMARK PTY LTD (TINT-A-CAR) | www.worldmark.com.au
Canterbury, Victoria

Managing Director

Organisational Profile:

- WorldMark (Tint-a-Car) is Australasia's leader of aftermarket car care products to motor dealers with an annual turnover of \$75m, 350 staff and 190 outlets. 85% of all dealers use the WorldMark products which comprise tinting, rust protection, immobilisers, extended warranties and fuel additives. Numerous brands such as Ming, Tintacar and Waxguard are employed to maximize sales opportunities and suit local market needs.

Key Duties & Achievements:

- Invested \$18m + \$12m (2 tranches) and within 3 years transformed the business from a 'Perth centric' family business into a mainstream private corporation encompassing New Zealand and South Africa.
- In 2001 achieved a second acquisition of MotorOne® (privately owned installer of paint glazing and automotive window film products for car dealers) with car dealers representing 80%+ of all sales.
- Successfully sold the business for \$60m (SAF Trade Sale) in 2003.

Jul 1995 - Jul 1998

AQUINAS COLLEGE FOUNDATION | www.aquinas.wa.edu.au
Perth, Western Australia

Executive Officer

Organisational Profile:

- The Aquinas College Foundation exists under the auspices of the Christian Brothers and has as its primary focus fundraising and fund management with an annual turnover of \$13m. The Foundation operates independently of the Aquinas College Board to secure a sound financial future for the College.

Key Duties & Achievements:

- Assume responsibility for capital fund raising, advanced philanthropy including public relations, donor research and "friend raising" amongst the Aquinas and wider community.
- Coordinate and conduct offshore recruitment and vetting of 50-60 students per annum, mainly from Indonesia.

Dec 1992 - Jan 1995

ROYAL DEFENCE INTELLIGENCE & SECURITY COLLEGE
Ashford, Kent, United Kingdom

Australian Intelligence Exchange Officer

Key Duties & Achievements:

- Organise and facilitate intelligence training for junior and middle ranking officers in the British Army.
- Develop and review training programs that carefully considered the employment of the British Army in Northern Ireland, Bosnia, Hong Kong, Europe and the United Kingdom.

Jan 1991 - Nov 1992

AUSTRALIAN ARMY LEADERSHIP & SIMULATION CENTRE
Mosman, New South Wales

Supervisor, Training & Development

Key Duties & Achievements:

- Manage, supervise and coordinate the maintenance and development of simulation based military training systems designed to challenge junior and middle managers in critical decision-making.

Employment History

May 1988 - May 1989

OFFICE OF THE NSW MINISTER OF TOURISM

Sydney, New South Wales

Private Secretary

Key Duties:

- Provide accurate and timely administrative support to the Minister including diary management, scheduling of appointments, computer operation, record keeping and coordination of meetings and events.

Jan 1984 - Apr 1990

DEPARTMENT OF DEFENCE, AUSTRALIAN ARMY

Brisbane, Queensland & Sydney, New South Wales

Infantry Platoon Commander, Intelligence Analyst & Aide De Camp to Major General

Key Duties:

- Collect, process and disseminate analytical products including threat assessments and regional forecasts using advanced oral and written communication skills contributing in a high-pressure environment.
- Assume role as Aide De Camp to Major General Jeffrey AO MC as Land Commander in 1986-88 which involved conducting the beginnings of a new regional engagement exchange with the Indonesian Army (ABRI).

Governance Experience

Apr 2010 - Current

COMMUNITY FIRST INTERNATIONAL | www.cfi.net.au

Rockingham, Western Australia

Non Executive Director

Organisational Profile:

- CFI is WA's leading provider of Jobseeker services for the long term unemployed and disabled. Having acquired Federal and State long term contracts, CFI has developed intellectual property to manage the job searching and training process with outlets throughout South West Metro and the Great Southern. CFI is a not for profit charity run along commercial lines to achieve positive outcomes for clients with the majority from disadvantaged or marginalized communities.

Apr 2011 - Current

KRESTA LIMITED (ASX) | www.kresta.com.au

Malaga, Western Australia

Non Executive Director

Organisational Profile:

- Kresta is Australasia's largest manufacturer of blinds, curtains and shades with an annual turnover of \$116 million and 850 staff. Kresta operates 90+ retail outlets across 4 brands together with an extensive measure and quote home service network. The company sources product from overseas and via its domestic manufacturing facility in Malaga, Western Australia.

Oct 2008 - Jun 2010

ABUZZ SOLUTIONS | www.abuzz.com.au

Chippendale, New South Wales

Non Executive Chairman

Organisational Profile:

- Abuzz Solutions is a market leader in the design, manufacture and post installation support of digital kiosks and e-directories mostly located in shopping centres, banks and universities with an annual turnover of \$1.5m and 12 staff. Company products provide touch screen guidance to users in unfamiliar environments, often for the first time such as public hospitals. Abuzz has acquired major contracts with Westfield's, Lendlease and numerous smaller property trusts, including overseas malls and shopping centres especially in North America.

Governance Experience Cont'd ...

Sep 2006 - Jun 2008

PARKSIDE TOWBARS | www.parksidetowbars.com.au
Welshpool, Western Australia

Non Executive Chairman

Organisational Profile:

- Parkside Towbars is the second largest Australian manufacture of towbars and the largest aftermarket retailer and distributor in Western Australia with an annual turnover of \$6m and 45 staff.

Key Duties & Achievements:

- After purchasing the business from its founders investing \$2.3m, implemented rapid corporate modernisation and advanced sales and marketing actions to improve margins and turnover.
- In mid 2007 TriMas (USA) made an approach to purchase the business, which was completed in Feb 2008 achieving an exit of \$3m + \$3.5m earn out (US Trade Sale).

Jun 1997 - Sep 2011

INTELLEK CONSULTING
North Perth, Western Australia

Director

Organisational Profile:

- Intellek is a specialist consultancy providing strategic marketing intelligence to business and government in Western Australia. Main services provided are demographic mapping, profiling, flagging and targeting.

Key Duties & Achievements:

- Secure business contracts using a self developed brand of Intellek Consulting servicing corporate clients assuming responsibility for developing innovative and effective strategic business plans including strategic plans. Mission statements, action plans, marketing plans and risk management plans..
- Develop and create a Vision, Mission and Corporate Objective for key clients such as RACWA, Wolf Minerals Ltd, Princess Margaret Hospital, LifeLink, Crime Stoppers WA, Dr LeWin's Private Formula and Paraplegic Benefit Fund.

Professional & Personal Milestones

2006 - 2008	Acquisition and then exit of Parkside Towbars
2005	Ascended Mt Pico Aneto, Spanish Pyrenees
2004	Acquisition of Croissant Express
2002	Ascended Mt Kinabalu, Borneo
2001	Merger/Acquisition of MotorOne® and Tintacar
1999	Management Buy Out of Tintacar®
1999	Ascended Mt Kilimanjaro, Tanzania
1983	Graduated Royal Military College, Duntroon
1978	Western Australian Youth of the Year

Personal Details

Health:	Excellent, non-smoker
Nationality:	Australian
Interests:	High altitude trekking, political and military history
Security Clearance:	Previous Top Secret Clearance (Whilst employed by the Department of Defence)

Referees Available on Request