

Curriculum Vitae - Duncan Shand

Personal Details

Address: 9 Edgars Road, Westmere, Auckland
Telephone: Home 09 963 2953
Business 0800 467 468
Mobile 021 447 775
Email: duncan.shand@inside-out.co.nz
Nationality: New Zealander

Education

Secondary: Wanganui Collegiate 1982-1985

1985 'A' Bursary completed in sixth form

Tertiary: University of Auckland

1989 Bcom - Economics (awarded Senior Prize in Economics)

1990 DipCom - Accounting & Finance, Management Studies,

1995 DipBus - Marketing

Experience

Sales: International distribution management, account management, sales strategy, segmentation, portfolio planning, pricing, telesales, resellers

Marketing: Strategy, brand development, advertising (TV, print, radio, direct), online marketing, product development, design – (packaging, print, product, architecture), loyalty programmes, research, customer relations

Finance: Budget management, business case evaluations, management accounting, advanced financial analysis, business reengineering

Technology: Internet / intranet development, systems scoping & evaluation, systems implementation

Management: director, senior manager, strategic development, staff management, project management, team building

Sectors: Transportation, Tourism, Biotechnology, IT, Telecommunications, Manufacturing, Exporting

Work History

May 2003 - Current

InsideOut *September 2004 –*

Director

Established InsideOut 2004 Ltd as a Growth Consultancy focused on developing businesses through the application of Strategic Marketing, Online Business, Sales and Finance expertise in addition to general management skills. Work extensively with various advertising agencies and web-developers to deliver results for clients. For more information visit www.inside-out.co.nz.

Current Clients;

House of Travel – advisor to the Executive team working at both corporate and outlet level (85 owner operated retail outlets)

PriceWaterhouseCoopers – advisor to Sven Hansen and the resilience practice.

Hawkes Bay Longrun – privately owned roofing manufacturing business.

ISM Solutions – commercial electrical business.

Higbee-Schaffler – professional services firm.

Teknatool International – export business manufacturing tooling equipment.

Ruby – Small women's fashion retail chain – 3 stores across Auckland and Wellington.

Dawnfinder – Tourism start-up.

Planet Wine – start-up online wine store.

MoveEzy – start-up utility service business.

eBus – start-up electronic supply chain business.

ihug *May 2003 – July 2004*

GM Sales & Marketing

Reporting to the Chief Executive this position was responsible for the management of all sales and marketing. The key challenges were to introduce a more customer oriented, relationship management approach to managing the existing customer base and to introduce new initiatives to increase revenue growth. Responsibility for up to 60 staff, a budget of \$3.2m and revenue of \$36m.

Key achievements:

- Reviewed current positioning which resulted in a change of branding
- Introduced new communications channels to the existing customers – including; DM, improved billing, new website, monthly email newsletters
- Restructured, sales, business development and telemarketers to improve quantity and quality of sales
- Increased revenue growth from 5% per annum to 14% per annum
- Launched new advertising campaign which increased leads by 40%

Work History

November 2000 – May 2003

ICPbio *June 2001 – May 2003*

Sales & Marketing Manager

Reporting to the Chief Executive this position was responsible for the sales, marketing and customer service management for the business. The position, previously managed by one of the partners of the business, was tasked with introducing a more disciplined, accountable, implementation focused approach. Key challenges have included developing strategies to significantly improve sales results.

Key achievements:

- Reviewed corporate and product branding which resulted in the business changing its name and a complete rebranding implementation
- Reviewed and implemented new Website and small business CRM solution
- Managed a network of global distribution partners
- Managed exhibitions at several international conferences
- Implemented a pricing review and price increases (the first in over five years)
- Reviewed the order-despatch process and implemented a new process to streamline and improve our on-time despatch performance
- Introduced products with significantly improved profitability and customer benefits
- Worked on information memorandum for capital raising

Air New Zealand

November 2000 – May 2001

Business Development Manager – New Zealand

Reporting to the New Zealand Regional Manager, responsible for managing a sales team of seven and an external telesales call centre. Key objectives were to improve the New Zealand market performance by developing and assisting with the implementation of the sales strategy for both commercial accounts and business travellers. Focused on enabling the region to deliver its profitability targets through the achievement of a \$1b revenue target as well as, cost of sale and customer satisfaction targets.

Key responsibilities:

- Development of the commercial sales strategy
- Development of segment sales and servicing plans
- Commercial account planning (including e-Accounts)
- Proposal development and negotiation of key accounts
- Development of commercial tools and products

Work History

December 1996 - November 2000

June 1998 to November 2000

Group Brand Manager – International Airline

Reporting to the General Manager - Commercial, responsible for the overall product development process and overall management of the customer experience.

Key responsibilities:

- Managed a team of five Brand Managers responsible for the management of the First, Business and Economy Class brands, lounges, inflight entertainment, and onboard sales
- Budget responsibility for \$2.8m of net revenue and expenditure of \$10.5m
- Managed all product development evaluations and business cases through to Board level. Total capital investment in excess of \$250m
- Represented Air NZ on the Star Alliance Product Development Committee

Key achievements:

- Concept development and business case for new First Class seating, new Business Class concept and Economy Class inflight entertainment system
- Concept, business case and implementation of new lounge design
- Delivered a major business advertising campaign
- Assisted with Masterbrand campaign
- Managed the communication launch of the GlobalPlus credit card - a \$4 million TV, print and DM campaign, in a joint venture with Telecom and the BNZ. This resulted in over 40,000 cards being issued in the first six months of the program
- Developed a marketing intranet site
- Launched the new Pacific Wave magazine

December 1996 to June 1998

Premium Brand Manager - International Airline

Responsible for service, brand and business development for First & Business Class. One direct report and a \$450k budget. Developed 3-year brand plan and managed brand performance and key brand projects.

Key achievements:

- Relunched the First Class service resulting in a 25% increase in traffic
- New Business Class product, resulting in revenue increase of 26% pa
- Managed the development of the new Auckland International Lounge as a joint project with United Airlines
- Introduced new performance monitoring reporting for the product brands – balanced scorecard of customer, operational and financial reporting

Work History

December 1990 - November 1996

August 1996 to November 1996

Project Save Team Member

One of 12 Air New Zealand managers chosen to work on a company wide re-engineering project with consultants Ferrier Hodgson to save \$100 million. A full time project role assigned to re-engineering the Engineering Business Unit.

Key responsibilities:

- Interviewed senior management and staff to identify saving opportunities
- Analysed and modelled financial data
- Completion of a written report detailing recommendations

Key achievement:

- Identified and recommended savings of \$12 million, the majority of which were implemented

July 1995 to July 1996

Service Development Manager – International Airline

Within the Product Marketing Group focused on product development and working with operations to implement new products and services.

Key achievements:

Contributed to the Airline's 1996 Pacific Wave relaunch. This consisted of three major projects;

1. Seat Development Project: Managed a cross-functional team to select and negotiated a \$15 million contract for the supply of aircraft seating
2. Corporate Identity Development: Member of the team responsible for developing the company's new identity.
3. Reconfiguration Project: Managed the analysis and interior layout of the International fleet to maximise the Airline's revenue

June 1994 to July 1995

Customer Relations and Research Manager – International

Developed and managed the Customer Relations Department (5 Staff). Established and managed new service standards and processes. Managed the customer satisfaction research programme

March 1993 to June 1994

Management Accountant – International Airline

December 1990 to March 1993

NCR NZ Ltd, Financial Planning Analyst - **October 1991 to March 1993**

NCR NZ Ltd, Pricing Analyst - **December 1990 to October 1991**

Ongoing Education

2007	NZ Venture Capital Association Conference
2006	NZ Venture Capital Association Conference
2006	Strategic Marketing Conference
2006	Usability Training Course
2005	Better By Design – Foundation Course
2005	Go Global (EMA Exporting) Conference
2005	Introduction to Directorships
2005	Better By Design Conference
2003	Innovation Conference
2001	Sales Management – Air New Zealand
1999	Negotiating for Commercial Advantage – Air New Zealand
1998	Alliance Management - Star Alliance management development programme
1997	Building and Managing Brand Equity for Profit – University of NSW Leadership Program
1996	Performance Management – Air New Zealand Negotiation – Air New Zealand
1994	Executive Development – Darden University (USA)
1992	MS Excel, MS Word, MS Project
1991	Quality Process - NCR Project Management - NCR

Memberships & Community

Institute of Directors
Sales & Marketing Institute
Business Mentors New Zealand
Spark - University of Auckland (2007, 2006 Judge and 2005 Mentor)

Interests

Business, design, technology, music, travel, skiing, tramping, reading, cooking.

Referees

Details available on request