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# Curriculum Vitae

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***MEGAN E. O'DONNELL***

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## Personal Statement

An economic development consultant with thirteen years experience working with firms and entrepreneurs to explore new market opportunities and develop businesses. Recent assignments completed in Tanzania, Nicaragua, Mongolia, and Saint Lucia. Strong writing, presentation and communication skills. Master's and bachelor's degree in Economics from Stanford University. Fluent French. US Citizen.

**EDUCATION**            **MA, International Development Economics, Stanford University, Stanford, CA, 1996**

**BA, Economics, Stanford University, Stanford, CA, 1995**

## PROFESSIONAL HISTORY

**2009**            **Economic Development Consultant**, New York, NY. Performing consultancies for international and domestic clients.

- **Tanzania Competitiveness Project, Value Chain Assessment.** (World Bank)  
Performed value chain assessment of eight sectors, specifically focusing on industry productivity, access to export markets, quality control and upgrading, workforce development, supporting services and the general business environment. Identified the highest value opportunities to enhance economic growth. Conducted one-on-one interviews with business, public sector and civil society leaders. Hosted stakeholder workshops to develop industry strategic objectives and solutions to build trade linkages and exports. Client: JE Austin Associates, 2009.
- **Gambia Investment Promotion and Free Zone Agency.** (World Bank)  
Performed various consultancies to support organizational development, strategic planning and monitoring and evaluation objectives. Developed a strategy and implementation plan to promote new investment, streamline the facilitation process and optimize management of the Free Economic Zone. Assessed human, financial and IT resources, linking outputs and

performance to specific goals and building a model for the agency's long term financial sustainability. Performing sectoral studies to guide promotion and marketing strategy. Client: Dexis Consulting, 2007-2009.

**2008-2009 Business Strategist, Rockwell Group**, Real Estate Development Firm, New York, New York. Main responsibilities in business strategy consulting for international clients.

- **Master Planning for Safliyeh Island, Qatar.** Developed business plan for revenue models related to the development of an eco-luxury resort on Safliyeh Island off the coast of Doha, Qatar for the United Development Company, a public-private partnership whose mission is to identify and invest in long-term projects that contribute to Qatar's economic growth.
- **Branding and Strategy Development, Orange Investments, Monterrey, Mexico.** Led team of business consultants and graphics designers to develop strategy for a mixed-used real estate site including office, residential, retail and hotel properties. Strategized how to best fit this sophisticated offering within the context of the recent burgeoning economic growth in the region of Monterrey, Mexico. Applied knowledge and experience of international markets to recommend revenue models and operating partners.
- **Strategy Development, Strategic Hotel Group, International.** Performed analysis of trends in sustainable technology and design and drafted corporate strategy for this real estate investment trust. SHG owns 21 high-end hotels and resorts internationally, with brands under management including the Four Seasons, Ritz-Carlton, Intercontinental and Hyatt.

**2004-2008 Business Strategy Consultant**, Dexis Consulting Group, Washington, DC. Duties included conducting technical assignments in the area of investment promotion.

- **ProNicaragua Investment Promotion Agency, Nicaragua.** (UNDP) Assessed impact of ProNicaragua's programs which promote and integrate foreign investment into the country on economic growth, productivity, regional distribution. Performed interviews with companies, institutions and other local stakeholders, supported by desktop research. Results presented in roundtable discussions informed ProNicaragua's strategic planning and monitoring and evaluation systems. 2008
- **Foundation for Investment Promotion and Export Development, Honduras.** (World Bank) Performed organizational assessment and determined performance benchmarks for implementation of FIDE's strategic plan. Advised on framework for new investor services programs. Developed a monitoring and evaluation system integrated into the institution's operations. Implemented and trained staff on method to improve FIDE's overall investment promotion and facilitation processes. 2007
- **Saint Lucia National Development Corporation.** (OAS) Drafted three year business plan for the agency detailing operations, internal functions and a

monitoring and evaluation program. Met with public and private sector stakeholders to determine appropriate organizational priorities. Analyzed strengths and weaknesses of the NDC and recommended courses for improvement, including schedule of trainings staff.

- **General Directorate for Foreign Investment, Turkey** (World Bank-MIGA). Performed needs assessment of institutional capacity for the GDFI, Turkey's investment promotion center. Made recommendations on requirements for the installation of a new information technology system to manage communications with potential investors.
- **Grenada Industrial Development Corporation.** (OAS) Developed operations manual for Grenada Industrial Development Corporation focused on attracting foreign investment into Grenada. Made recommendations on streamlining the investment process, as well as GIDC's position among institutional counterparts. Based upon this work an investment law was drafted and presentation to key government decision makers in Grenada.
- **Iraq Business Promotion Strategy.** (USAID) Developed a strategic plan for business promotion in Iraq under Iraq's Private Sector Growth & Employment Generation project. Performed research and analysis of Iraqi industries, business conditions and implications for key economic sectors. Provided tiered action plan at the policy, legal and regulatory level.
- **Mongolia Cashmere Industry Organization Development and Market Research.** (USAID) Drafted business and financial plan for the Mongolian Fibermark Society, the cashmere industry's business association. Consulted with management of the Society to re-organize administrative structure, develop marketing plan and identify industry-level priorities. Proposed future cashmere industry activities for USAID's Mongolia Economic Policy Reform and Competitiveness Project to ensure sustainability of the business model. Met with cashmere business leaders and hosted a workshop to mobilize active support across the industry for the strategic plan.
- **Value Chain Analysis for High-Value Agriculture, Ghana.** (USAID) Drafted analysis of current economic environment for growth of Ghana's high-value agriculture industries as part of USAID/Ghana's Trade and Investment Program for a Competitive Export Economy (TIPCEE). Prepared value chain assessment focused on key players including SMEs, business service providers and other partners. Sectors included pineapple, papaya, mango, and fresh vegetables. Worked with stakeholders to understand the international market and suggest methods for growth at the industry level, and to empower the program to obtain the greatest impact and measurable results. 2005-7
- **Business Cost Benchmarking Analysis, Africa.** (World Bank) Performed research and analysis for the Global Enterprise Benchmarking Project for 17 countries in Africa as input to a regional benchmarking initiative by the World Bank Group. Objective was to help policymakers diagnose the quality

of business climate with a view towards business climate reform. Examined factors for sustaining a competitive business and investment environment.

- 2003-2004**     **Manager**, Chemonics International, Washington, DC. Main responsibilities in technical analysis and proposal development.
- **MCC Research and Development, USAID/DC.** Performed analysis that examined consultative mechanisms, current economic growth competitiveness programs in target countries related to the formation of the Millennium Challenge Corporation.
  - **Public-Private Partnership Promotion, USAID.** Strategized and pursued private sector partnerships with multinational corporations to enhance impact of Chemonics project results.
  - **Proposal Development.** Executed intelligence gathering trips for USAID bids in Kosovo, the Philippines and Indonesia. Managed teams of 10-15 people to prepare proposals for USAID bids. In Kosovo, performed intelligence gathering and recruitment for economic growth proposals: analyzed export potential industries and agricultural projection; interviewed industry associations, entrepreneurs, academic sources and government leaders.
- 2003**     **Venture Capital Associate**, NewMarket Global Technology Fund, Washington, DC. Researched new markets for potential technology investments.
- Drafted business plans and prepared investor presentations for portfolio companies to facilitate venture capital financing. Consulted on financial positioning of client firms.
  - Managed due diligence procedure to prepare companies for investment and execution of business plans. Prepared reports to Board of Directors and current investors to document the status and value of their investments.
- 2000-2001**     **Investor Relations Manager**, Assertion Ltd., Oxford, UK. Start-up technology company which developed an algorithm to track digital music on the Internet.
- Wrote business plan and prepared financial presentations and reports to re-position business strategy involving updating target markets and milestones.
  - Successfully raised second-round funding, negotiated terms including valuation and equity share for venture capital investors.
- 1997-1999**     **Venture Capital Analyst**, GE Capital Ventures/Prime Capital Management, New York, NY. The Ventures Group identifies and evaluates strategic investments complementary to GE businesses.
- Analyzed financial statements, business plans to determine strategic and financial investment potential. Researched new markets and emerging technology investment opportunities in the power systems, medical, telecommunications and information systems industries. Prepared written analysis of new markets and investment opportunities to present to investors.

- Drafted business plans and financial projections for technology companies to facilitate the closing of equity placements. Coordinated communications between small business and GE businesses to facilitate the deal making process. Performed company valuations utilizing discounted cash flow methods and comparable firm ratio analysis. 12 investments were completed ranging from \$1-10 million.

**LANGUAGES**      French, basic Spanish, intermediate Italian.

**PERSONAL**      United States citizen