



CV ROBERTO BALLESTEROS OLIVERA

SUMMARIZED CV

After initial studies with focus on Research (at University of Extremadura-Spain and Utah State University- USA), I developed my professional career and experience in the Agri-Food and Environmental R&D business sectors for about 15 years (1985-1999): 5 years in public (Extremadura Regional Government, Spain) as well as for about 10 years in the business sector (Nestlé Group).

From 2000-2018, acting as Independent Executive Consultant in a range of projects linked to multi-sector business innovation, where I concentrated my consulting activities on business excellence and competitiveness in SMEs. Training Workshops, Debate Groups and Personalized Mentorships were the tools most frequently used to reinforce the managing skills of decision makers, entrepreneurs and high-level professionals in small businesses and government Organizations in Extremadura (Spain). During this period, I complemented my initial academic background acquiring know-how and expertise in international marketing, strategic intelligence and monitoring, business communication and skills in coaching and management.

From February 2018 to February 2019), I fully committed setting up Sementes Vivas/Semillas Vivas (www.sementesvivas.bio) business model in Spain, dedicated to the production and commercialization of organic and biodynamic seeds.

From February 1st, retaking my consultancy activity, under "Sudoeste Recursos" brand, mostly focussed on sustainable agri-food projects and SMEs initiatives dealing with:

- **Corporate Strategic Planning:** according to the available resources and priorities, this overall and practical managerial tool defines the most feasible action plan and follow-up.
- **Corporate or Project Interim management:** from an existing strategic plan, experienced outsourcing services are made available to minimize long-term commitments and fixed costs. This global support could be activated at the starting-up or consolidation stages.
- **Functional Strategic Planning:** strategic planning applied to specific functional areas, mostly focussed on innovation and internationalization processes
- **Feasibility Reports:** customized reports on market, innovation or internationalization aspects to support the corporate decision-making processes

Available for collaborations in Spanish, Portuguese or English.

DETAILED CV:

➤ CONTACT:

- **Surnames / First name:** Ballesteros Olivera / Roberto
- **Address :** Edificio PCTEX (Campus Uex); Avda Elvas s/n; 06006 Badajoz (Spain)
- **Email:** roberto@sudoesterecursos.com
- **Telephone:** + (34) 630 871 228
- **Skype:** roberto-sudoeste1

➤ SUMMARIZED WORK EXPERIENCE:

Dates:	February 2019- Present
Occupation or position held:	Executive consultant under Sudoeste Recursos Brandname (promoter): www.sudoesterecursos.com
Main activities and responsibilities:	Executive Consultancy; Technical Coordination of Business Innovation Projects in a multisectorial environment (see in annexes: "LIST OF MAIN PROJECTS DEVELOPED: 2000-2018"). Pag. 6
Name and address of employer:	Edificio PCTEX (Campus Unversitario UEX); Avda Elvas s/n; E06006 Badajoz; Spain
Main activities:	Support the management of agri-food organisations -mainly SMEs and micro-SMEs- committed to the circular economy, sustainable development and solutions to rural depopulation, by means of: <ul style="list-style-type: none"> - Elaboration of feasibility reports - Elaboration of Strategic Plannig - Interling Management

Dates:	February 2018 - January 2019
Name and address of employer:	Living Seeds Sementes Vivas, S.A. LIVING SEEDS SEMENTES VIVAS, S.A. Centro Empresarial Zona Industrial 6060-182 Idanha-a-Nova, Portugal
Type of business or sectors:	Organic and biodynamic Seeds
Occupation or position held:	Country Manager (Spain)
Main activities and responsibilities:	General management for the project setting up in Spain, developing the following tasks: legal, administrative aspects, Design of overall commercial strategy in Spain; selection and training of contracted human resources; organic and biodynamic certification procedures; suppliers' selection, including farmer for seed multiplication; sectorial memberships; R&D partnerships and collaborations.

Dates:	January 2000- January 2018
Occupation or position held:	Founding Partner and CEO
Main activities and responsibilities:	General Management; Executive Consultancy; Technical Coordination of Business Innovation Projects in a multisectorial environment (see in annexes: "LIST OF MAIN PROJECTS DEVELOPED: 2000-2018"). Pag. 6
Name and address of employer:	Sudoeste Recursos Consultores, S.L. (www.sudoesterecursos.com); Edificio PCTEX (Campus Universitario UEX); Avda Elvas s/n; E06006 Badajoz; Spain
Type of business or sectors:	Consultancy and Training in Strategic Planning Innovation

Dates:	1997 - 2000
Name and address of employer:	Nestlé R&D Center; Badajoz: Spain (at present: www.ctaex.com)
Type of business or sectors:	Research and Development
Occupation or position held:	Technical Adviser
Main activities and responsibilities:	Feasibility studies carried out "in-situ", in an international context, to select potential areas for hazelnut production: Argentina, Chile, Morocco, Turkey, Italy, France, Portugal and Spain.

Dates:	1995-1997
Name and address of employer:	Nestlé Industrial e Comercial Ltd. (Brasil)
Type of business or sectors:	Research and Development
Occupation or position held:	Managing-Director of "TAT Agrícola" (Petrolina, Pernambuco, Brasil)
Main activities and responsibilities:	General Management; Technical Coordination of production and experimentation activities developed in a 500-ha industrial tomato area; Feasibility studies on the potentiality of Petrolina area as a strategic tomato supplier for Nestlé Brazil.

Dates:	1990 - 1995
Name and address of employer:	Nestlé R&D Center; Badajoz: Spain (at present: www.ctaex.com)
Type of business or sectors:	Research and Development
Occupation or position held:	Project Manager
Main activities and responsibilities:	Technical Direction in R&D Projects related to comparative studies on Conventional, Integrated and Organic Agricultural Production Systems

Dates:	1985 -1990
Name and address of employer:	Finca La Orden; Agricultural Research Services of the Regional Government of Extremadura; At present: http://cicytex.juntaex.es/es
Type of business or sectors:	Research and Development
Occupation or position held:	Research Assistant
Main activities and responsibilities:	Developing projects related to Biological Nitrogen Fixation at the Pasture and Rangeland Department

Dates:	1982 - 1985
Name and address of employer:	Botanical and Animal Physiology Department of the University of Extremadura (Badajoz, Spain; www.unex.es) and The Fisheries Research Center: http://pescayrios.juntaextremadura.es/pescayrios/web/guest/centro-acuicultura-vegas-guadiana)
Type of business or sectors:	Research
Occupation or position held:	Research Assistant (as "GraduateTrainee")
Main activities and responsibilities:	Laboratory and Field Work Activities

➤ **EDUCATION AND TRAINING:**

○ **Education:**

Dates	1986 - 1989
Title of qualification awarded	Master of Science in Plant Physiology
Principal subjects/occupational skills covered	Report Title: "Plant Adaptation to Drought: Subterranean Clover in Southwest Spain". Principal subjects: Soil Agriculture; Soil Microbiology; Plant Physiology; Statistics; Experimental Designs; Plant Genetics; Rangeland Management; Scientific Methodology
Name and type of organisation	Utah State University (Logan, Utah, USA; www.usu.edu)
Level of national or international classification	ISCED6
Dates	1977 - 1982
Title of qualification awarded	Bachelor of Biological Sciences
Principal subjects/occupational skills covered	Fundamental Biology: Biochemistry; Microbiology; Genetics; Animal and Plant Physiology; Zoology; Botany; Ecology
Name and type of organisation	Universidad de Extremadura (Badajoz, Spain; www.unex.es)
Level of national or international classification	ISCED5

○ **Complementary Training:**

1999: ICEX/ EOI (www.icex.es; www.eoi.es): International Business Management (500 hours).
2001: FUNDECYT (www.fundecyt.es): European Project Management applied to Information Society (20 hours).
2002: ITAE (www.itae.es): Development of General Managing Skills, D.H.D. (60 hours).
2002: CDTI (www.cdti.es) + FUNDECYT (www.fundecyt): XI Seminar on European Project Adviser (20 hours).
2004: CDE (www.cde.es): Technological Surveillance and Competitive Intelligence (20 hours).
2005-2008: Infocenter (www.infocenter.es): Seminars on Surveillance and Competitive Inteligence (250 hours).
2007-2008: Universidad Nebrija (www.nebrija.com): Management of Business Communication and Publicity (300 hours).
2008: The International School of Coaching (www.tisoc.es): Seminar on the process of Coaching (24 hours)
2013: Sustainable Rural Tourism in Extremadura (SOSTUR PROJECT): The R&D and the Environment: on-line training course organized by the " Fundación Biodiversidad - del Mº Agricultura, Alimentación y Medio Ambiente" (80 hours)
2019: LIFE-CYCLE OF PRODUCTS AND SERVICES, ACV: environment Sustainability as strategy to increase competitiveness. Degren-Interreg Project managed by Fundecyt-PCTEX Degren Interreg; (20 hours).

➤ **LANGUAGES:**

- Mother tongue: Spanish
- Other languages:

European level (*)	Understanding		Speaking		Writing
	Listening	Reading	Spoken interaction	Spoken production	
English	C1 Proficient user	C1 Proficient user	C1 Proficient user	C1 Proficient user	C1 Proficient user
Portuguese	C1 Proficient user	C1 Proficient user	C1 Proficient user	C1 Proficient user	C1 Proficient user
French	B1 Basic user	B1 Basic user	A1 Basic user	A1 Basic user	A1 Basic user

(*) Common European Framework of Reference for Languages

➤ **GRANTS AND PROFESSIONAL CERTIFICATIONS**

- 1986-89: Grant (scholarship granted by the "Spanish-American Committee for Scientific and Technological Cooperation"), supported between the USDA and the Spanish Government (INIA) within research Project reference CA 83/142.
- 2011: Teaching/training certification by EOI (www.eoi.es)
- 2014: InnoCámaras Program by Spanish Chamber of Commerce (www.camara.es)
- 2015: EBRD (European Bank for Restructuration and Development (www.ebrd.com))
- 2019: EUREKA Expert Community (www.eurekanetwork.org) to participate as an evaluator on technical and business ideas

➤ **LIST OF MAIN PROJECTS AND ACTIVITIES DEVELOPED (2.000 – 2.020):**

- **2019:** EUROACE_LERA, EP-INTERREG V A Spain-Portugal (POCTEP): Round Table on "The Value Chain of Iberian Merino Wool at EURACE Region"
 - **Client:** Gestiona Global (www.gestionaglobal.es)
 - **Contact:** Patricia Mora (patriciamora@gestionaglobal.es)
 - **Objectives:**
 - To identify opportunities and key agents involved in Value Chain of Iberian Merino Wool at EURACE Region.
 - To diagnose the merino wool sector
 - To debate and reflect about challenges and opportunities
 - To promote connections among participants, based on their synergies for them to establish connections for future collaborations.
 - **Activities:** Key agent identification, management of event dissemination, audio-visual providers, round table moderator and report elaboration.
- **2019:** FORMACOEX 2019: COMPLEMENTARY TRAINING ACTIVITY ON INTERNATIONAL STRATEGIC PLANNING
 - **Client:** Extremadura Avante Servicios Avanzados a Pymes, S.L.U. (Commercialization and Internationalization Department)
 - **Contact:** Cristina Fernández Gallardo (cristina.fernandez@extremaduraavante.es)
 - **Objective:** to provide on key methodology aspects to a group of 28 trainees to enable them to carry out an international marketing plan to be implemented into the companies where they are completing the training period.
 - **Activities:** content elaboration, Webinar delivery (1,5 hours each); practical exercises management and overall evaluation of the student's performance.
- **2019:** INNOWWIDE Viability Assessment Projects (VAPs)
 - **Client:** INNOWWIDE (<https://innowwide.eu>)
 - **Contact:** experts@eurekanetwork.org
 - **Objective:** to analyse the overall feasibility of an Innowwide application submitted by a seed Company in order to support Innowwide Managing Team to decide on the application financial support
 - **Activities:** Feasibility Assessment.
- **2019:** Programme INTERREG V-A Spain – Portugal (POCTEP) 2014-2020 (Project ProDehesa/Montado (<http://prodehesamontado.eu/>);
 - **Client:** Gestiona Global (www.gestionaglobal.es)
 - **Contact:** Patricia Mora (patriciamora@gestionaglobal.es)
 - **Objective:** Report Elaboration on the Value Chain of Iberian Merino Wool: present situation and recommendations on business models and commercial strategies
 - **Activities:** documentary search, interviews, information analysis, report elaboration.
- **2019:** Project EUROACELERA (EP-INTERREG V A España-Portugal POCTEP)
 - **Client:** Fundecyt-Pctex (www.fundecyt-pctex.es)
 - **Contact:** Milagros Cristóbal (mila.cristobal@fundecyt-pctex.es)
 - **Objective:** to generate professional connections among research groups, SMEs and entrepreneurs involved with the Green and Circular Economy
 - **Activities:** key agent identification, planning and development of the debate session, report elaboration on the conclusions

- **2018-2019: COUNTRY MANAGER (SPAIN)**
 - Client: Living Seeds Sementes Vivas S.A
 - Contact: stefan.doeblin@sementesvivas.bio
 - Objective: Business model start up in Spain
 - Activities: legal and administrative management, definition of commercial and marketing strategies, selection and training of human resources, organic and biodynamic certification processes, sectorial memberships, R&D collaborations, farmer selection and follow up for the seed multiplication.
- **2017-2018: CHEESE TOURISTIC ROUTE OF EXTREMADURA (SPAIN)**
 - Client: SITY, Turismo e Innovación S.L.; José Antonio Varas Pérez (javaras@sityconsultores.com)
 - Objective: Diagnosis and membership enlargement into the "Cheese Touristic Route of Extremadura Region (Spain)"
 - Activities: In situ diagnosis and report elaboration
- **2017: FEASIBILITY REPORT: "PLUS 360 Servicios Estratégicos Integrales"**
 - Cliente: Innizia Consultores; celina@innizia.com
 - Objective: Global Feasibility Analysis of a shared Business Model offered by 4 companies and to be developed into the EUROACE Region (Extremadura, Alentejo, Central Portuguese Region)
 - Activities: Internal Documentary Analysis and Market Research; Feasibility Report Elaboration
- **2017: CORPORATE STRATEGIC PLAN**
 - Cliente: Nutrición y Gestión S.L; Fernando Montero (fmontero@nugest.es)
 - Objective: Strategic Tool Development as a tool for the Company General Management and General Board support on the decision-making process
 - Activities: Existing Business Model Analysis; Mission, Vision and Values statement, Diagnosis, General and Specific Objectives statement, Strategy Selection, Action and Monitoring Plan
- **2016-2018: INTRA PROJECT (Interreg Europe)**
 - Client: Fundecyt-Pctex (www.fundecyt-pctex.es); Lucila Castro (lucila.castro@fundecyt-pctex.es)
 - Objective: specialised consultancy on the analysis of international good practices (SMES) and International public policies involved on the SMES internationalization processes of different European Regions: Alentejo (Portugal), Extremadura (Spain), Coventry (UK), Maribor (Slovenia), Abruzzo (Italy), Varna (Bulgaria)
 - Activities: In-situ Analysis and validation of preselected Good Practices
- **2016: INTERNACIONAL MARKETING PLAN FOR FUNDATIA-PRO (MOLDOVA)**
 - Client: European Bank for Restructuration and Development (www.ebrd.com); Yekaterina Chertova (ChertovY@ebrd.com)
 - Objective: Specialised consultancy focussed on the internationalization process of the walnut production of a Moldovan Company assisted by EBRD (<http://fundatia-prod.md>) to the European Union
 - Activities: Marking Plan Elaboration, Skype meetings and in-situ training sessions (Chisinau, Moldova).
- **2015: ONION INTERNATIONAL MARKET RESEARCH**
 - Client: VEGENAT S.A; José Burguillo Macías (jbarguillos@vegenat.es)
 - Objective: identification of main onion market treats and opportunities existing in Europe
 - Activities: documentary research and report elaboration
- **2015: SAVORY INSTITUTE: STRATEGIC DOCUMENT FOR ENTERING AS THE IBERIAN PENINSULA HUB**
 - Client: María Catalán Balmaseda
<https://formacion.bbbfarming.net/user/profile.php?id=32>
 - Objective: Savory Institute Application
 - Activities: Workshop and strategic report elaboration
- **2015: R&D PROPOSAL: SUSTAINABLE NUTRITIONAL STRATEGY FOR ORGANIC FISH (TINCH) FARMING**
 - Client: Regional Government of Extremadura (Dirección General de Agricultura y Ganadería)
 - Contact: cesar.falloa@gobex.es
 - Objective: to get funds to carry out a R&D Project about organic fish farming.
 - Activities: Collaboration on the elaboration of the R&D proposal.

- **2015:** BUSINESS PLAN ELABORATION ELABORACIÓN DE UN PLAN DE NEGOCIO,
 - Client: European Bank for Restructuration and Development (www.ebrd.com); Yekaterina Chertova (ChertovY@ebrd.com)
 - Objective: Global feasibility analysis of a walnut production and processing project managed by <http://fundatia-prod.md/>
 - Activities: business plan elaboration

- **2015:** TRAINING WORKSHOPS ON INNOVATION PLANING AND MANAGEMENT
 - Client: www.adalidextremadura.com; info@agallegoperezglobal.es; www.innode.es
 - Contact: fnaranjo@adalidextremadura.com
 - Objective: Foster competences on innovation and internationalization management of SMES
 - Activities: training workshops

- **2014-2015:** INN CÁMARAS 2015 (WWW.INNOCAMARAS.ORG)
 - Client: www.innocamaras.org (CÁMARA DE COMERCIO DE BADAJOZ); Isabel Balbontín (emprende@camarabadajoz.org)
 - Objective: feasibility analysis on different SMES business models (Phase II)
 - Activities: Innovation Strategic Plans

- **2014-2015:** ORGANIC FISHFARMING (TINCH): LEGAL AND TECHNICAL GUIDLINE
 - Client: Regional Government of Extremadura (Dirección General de Agricultura y Ganadería)
 - Contact: cesar.fallola@gobex.es
 - Objective: sectorial support
 - Activities: collaboration on the guideline elaboration together with Juana Labrador (Extremadura University).

- **2014:** KEYS ON HOW TO MAKE BUSSINESS WITH PORTUGAL
 - Client: Proyecto CAVATRANS (Dirección General de Empresa y Actividad Emprendedora del Gobierno de Extremadura); Juan Ramón Zamora (juanramon.zamora@gobex.es)
 - Objective: provide clues on social-cultural as well as business aspects to SMES interested to carry out business in Portugal
 - Activities: collaboration on the technical coordination of the publication.

- **2014:** TRAINING WORKSHOP ABOUT INTERNATIONAL MARKETS SELECTION
 - Client: Extremadura Avante (www.extremaduraavante.es)
 - Contact: Cristina Yárritu Manso (cristina.yarritu@extremaduraavante.es)
 - Objective: provide mythological clues to the audience in order to carry out a international market selection on a personalized way.
 - Activities: concepts and mythology description; real case development with 23 participants.

- **2013:** TRAINING NEEDS AND INTERNATIONAL POTENTIAL ANALYSIS OF A GROUP OF ENTERPRISES IN EXTREMADURA REGION (SPAIN)
 - Client: Extremadura Avante (www.extremaduraavante.es)
 - Contact: Cristina Yárritu Manso (cristina.yarritu@extremaduraavante.es)
 - Objective: to update the analysis about the present training skills and needs on international of enterprises under the support of "Extremadura Avante" (the Regional Governmental Agency for International support).
 - Activities: diagnosis and reports elaboration for 155 enterprise established in the Extremadura Region (Spain).

- **2013:** TAEJO INTERNACIONAL
 - Client: Diputación de Cáceres/Proyecto Transfronterizo POCTED Taejo Internacional II
 - Contact: Ana Flores (amflores@dip-caceres.es)
 - Objective: improvement of the competitiveness of the Natural Park (Taejo Internacional) and the enterprises established within.
 - Activities: workshops and individual mentoring meetings with 16 participants.

- **2013:** "TU COMARCA, TU FUTURO"
 - Client: CEDER Zafra-Rio Bodión (<http://www.cederzafrabodion.org>)
 - Contact: José Eduardo Luque (cederzafrabodion@gmail.com)
 - Objective: competitiveness improvement of a group of enterprises as well as improvement of the employability of a group of unemployed established in the "Zafra-Rio Bodión" County (Extremadura, Spain).
 - Activities: workshops and individual mentoring meetings with 20 enterprises, 33 unemployed.

- **2012:** ANALYSIS OF THE INTERNATIONALIZATION POTENTIAL
 - Client: Extremadura Avante (www.extremaduraavante.es)
 - Contact: Adriana Gragera Silker (Adriana.gragera@extremaduraavante.es)
 - Objective: to update the analysis about the international potential of enterprises under the support of "Extremadura Avante" (the Regional Governmental Agency for International support).
 - Activities: diagnosis and reports elaboration for 115 enterprise established in the Extremadura Region (Spain).

- **2012:** STRATEGIC PLANNING TRAINING PROGRAMME
 - Client: Extremadura Avante (www.extremaduraavante.es)
 - Contact: Cristina Yárritu Manso (cristina.yarritu@extremaduraavante.es)
 - Objective: Incorporate practical Knowledge and skills on Strategic Planning into a group of 20 SME of The Extremadura Region, operating on an international context.
 - Activities: 5 workshops and 5 consultancy individual sessions
- **2011-2012:** RIS PROJECT (REGIONAL INNOVATION STRATEGY)
 - Client: Fundecyt (www.fundecyt-pctex.es)
 - Contact: Patricia da Costa Felix (patricia@fundecyt-pctex.es)
 - Objective: Design and planning of a Regional Innovation Strategy adapted to the "Libertador Bernardo de O'Higgins Region" (Chile).
 - Activities: Strategic Diagnosis: interviews, information research and report elaboration on the existing I+D+I agent inside and outside the Region but having an influence on the Regional Business Competitiveness
- **2011:** P.I.C (Investment and business consolidation Programme)
 - Client: <http://www.dip-badajoz.es/diputacion/delegaciones/dlocal/index.php>
 - Objective: improvement the competitiveness of SME operating within different counties of Badajoz province (Extremadura, Spain)
 - Activities: technical assistant on business innovation to 30 SME; organization and development of strategic working groups including governmental and private agents; designing and elaboration of a "on-line platform" as support for a Territorial Strategic Surveillance System to be applied on Local Development.
- **2010:** STRATEGIC PLANIFICATION WORKSHOPS
 - Client: www.fomentomercados.com
 - Objective: improvement skills on the methodology of Marketing Plan Elaboration
 - Activities: development of workshops and tutorial sessions with the marketing department of 5 clusters of Extremadura: www.clusterturismoextremadura.es; www.textilextremadura.com; www.asecor.com; www.clusterenergex.org; www.clusterticex.es
- **2010:** STRATEGIC AUDITING
 - Client: www.fundecyt-pctex.es
 - Objective: to evaluate the accomplishment of the annual objective and strategies of the non-profit organization: www.cidetys.org.pa
 - Activities: "in-situ" (Panamá) internal analyses and elaboration of report
- **2009-2010:** FORMA20 (Training Programme for young entrepreneurs)
 - Client: <http://www.dip-badajoz.es/diputacion/delegaciones/dlocal/index.php>
 - Objective: improve technical skills of 20 young entrepreneurs through a training approach (theoretical and practical approach).
 - Activities: candidate-entrepreneur's selection; support on the general management and monitoring of the project; technical advisement; teaching (training seminars on the methodology for Marketing Plans elaboration).
- **2009-2010:** ASESORA20 (Technical Assistance Programme for Business Advising)
 - Client: <http://www.dip-badajoz.es/diputacion/delegaciones/dlocal/index.php>
 - Objective: competitiveness improvement of 20 SME and autonomous workers of Badajoz province (Spain)
 - Activities: SME diagnoses; support on the general management and monitoring of the project; technical advisement; teaching (training seminars on the methodology for Marketing Plans elaboration).
- **2009:** SURVEILLANCE SYSTEMS OF EXTREMADURA (SPAIN)
 - Client: Innovation General Direction of the Regional Government of Extremadura (Spain): www.gobex.es
 - Objective: early anticipation of business threats and opportunities
 - Activities: support to Infocenter (www.infocenter.es) on the development of the regional sectorial observatories (metal-mechanics; ornamental stones; packaging; textile; fruits; energy; civil construction).
- **2002-2009** (9 editions): PIMEX (Programme for the Internationalization of companies from Extremadura region)
 - Client: Fomento de Mercados Exteriores, at present: www.extremaduraavante.es
 - Objective: development of international export plans for approximately 250 different SME companies from Extremadura
 - Activities: feasibility diagnoses; Support on the general management and monitoring of the project; Technical advisement; Teaching (training seminars on the methodology for the elaboration of International Marketing Plans).

- **2004-2009** (6 editions): "EXPORTING CONSOLIDATION PLAN" (Programme for the International Export Consolidation of companies from the Extremadura region)
 - Client: Fomento de Mercados Exteriores, at present: www.extremaduraavante.es
 - Objective: Consolidation and professionalization of the commercial departments of 90 SME companies from Extremadura region
 - Activities: SME diagnoses; support on the general management and monitoring of the project; technical advisement; teaching (training seminars on the methodology for International Marketing Plans elaboration)
- **2007-2008**: ELABORATION OF STRATEGIC TOOLS FOR BUSINESS MANAGEMENT
 - Client: Gabinete de Iniciativa Joven, at present: www.gobex.es
 - Objective: Improve competitiveness of new innovative companies
 - Activities: elaboration of Strategic Plans, Business Plans and Communication Plans for the following companies
- **2007-2008**: Title Report: "RAISING PURE BREED SPANISH HORSES IN EXTREMADURA: origin, present situation and future perspectives"
 - Client: AECCPRE (www.extremadurapre.com)
 - Objective: commercial promotion of the horses raised by the Regional Association of Pure Breed Spanish Horse Association (AECCPRE)
 - Activities: documentation analyses and report elaboration.
- **2007**: STRATEGIC REPORT on the Organic Agriculture Sector in Extremadura
 - Client: Commerce General Direction of The Regional Government of Extremadura (Spain): www.gobex.es
 - Objective: Analysis, Diagnosis and recommended strategies for the Organic Agriculture Sector in Extremadura
 - Activities: General coordination on the development of the study in collaboration with Extremadura University (www.uex.es)
- **2007-2009**: "PLANADO Programme": Programme for the Protected Designation of Origin in Extremadura
 - Client: Fomento de Mercados Exteriores, at present: www.extremaduraavante.es
 - Objective: Market Positioning Improvement
 - Activities: Technical commercial support on the development of Marketing Plans for 12 DOP/ IGP
- **2005-2006**: EUROPEAN INICIATIVE INTERREG ("Floresta Project")
 - Client: www.asecor.com
 - Objective: improvement of the managerial skills of the cork producing participating SME into the programme
 - Activities: SME diagnoses; support on the general management and monitoring of the project; technical advisement; teaching (training seminars on the methodology for International Marketing Plans elaboration).
- **2004-2005**: EUROPEAN INICIATIVE INTERREG ("Corchiça Project")
 - Client: www.asecor.com
 - Objective: to update the Sectorial Strategic Plan of the Cork business sector in Extremadura.
 - Activities: elaboration of an International Market Study applied to the interest of the Extremadura Cork Association ()
- **2003**: BUSINESS SECTORIAL REPORTS of the interest for Extremadura region
 - Client: www.ctaex.com
 - Objective: to provide reference information about the present situation of strategic agrifood sectors in the Extremadura region.
 - Activities: elaboration of sectorial reports: tomato, meet products, olive oil, precooked dishes, fruit and vegetables, natural wild products and organic products
- **2002-2003**: MARKETING PLAN
 - Client: www.maimona.org
 - Objective: development of a commercial tool able to help a local olive oil cooperative ("Cooperativa "Virgen de la Estrella de Los Santos de Maimona, Badajoz, Spain") to plan its commercial Management
 - Activities: internal and external analyses, diagnosis, objective statements, Strategies and action plan selection, focused on the communication area.

- **2000-2001:** EUROPEAN INICIATIVE INTERREG II Cooperative Programme "Atlantique Space"
 - Client: www.fundecyt-pctex.es
 - Objective: design and elaboration of an Information Network based on a Digital Platform to facilitate exchange resources of the organic farming offers and demands from the three European regions involved: Alentejo (Portugal); Extremadura (Spain); Devon County (United Kingdom)
 - Activities: support on technical coordination and monitoring of the project activities, for the Extremadura's partner.
- **2000:** INTERNATIONAL COOPERATIONPROGRAMME (IFO 12.1999.1.9);
 - Client: Fomento de Mercados Exteriores, at present: www.extremaduraavante.es
 - Objective: development of international export plans
 - Activities: International Market Study on the distribution channel selection and potential clients for 8 selected companies from the Extremadura Region (Spain)

➤ **ADDITIONAL INFORMATIONS:**

- **Professional stays in foreign countries:**
 - 1986-1989 (35 months): education and training period dedicated to obtain the M.S. degree (M.S Plant Science at Utah State University, USA).
 - 1990-1995 (4 months): shorts training visits (1-3 weeks) within the Nestlé R&D Tours (Tours, France) and Nestlé R&D Sverige (Helsingborg, Sweden).
 - 1995-1997 (24 months): professional in-situ stage as Managing Director and Technical Coordinator of the industrial tomato farm in Petrolina (Pernambuco, Brazil), ruled by Nestlé Industrial e Commercial, Ltda; Brasil).
 - 1997-1999: short prospective trips (1-2 weeks) for the search for new hazelnut production international areas (Morocco, Argentina, Chile, Portugal, France, Italy, Switzerland). Technical Assistance ordered by Nestlé Italy.
 - 2000-2009: short trips (2-3 days), as commercial training adviser of www.extremaduraavante.es, to the periodical editions of major International European Food Fairs: Paris: www.sial.fr; Cologne: ww.anuga.com; London: www.specialityandfinefoodfairs.co.uk; Lisbon: www.alimentariahorexpo-lisboa.com
 - 2010: short professional trips (1-2 weeks) to Panamá City and Luanda-Angola to carry out commercial visits ordered respectively by: www.fundecyt-pctex.es; www.ctaex.com
 - 2011: Short professional stay (2 weeks) at "Región del Libertador Bernardo O'Higgins" (Chile) to carry out interviews and "in situ" primary information analysis of the main I+D+I Regional Agent.
 - 2015-2016: Short professional stays to Chisinau (Moldova) connected to a consultancy activity requested from the European Bank for Restructuration and Development (www.ebrd.com)
 - 2017: Short professional stays as part of the consultancy INTERREG: Alentejo (Portugal), Extremadura (Spain), Coventry (UK), Maribor (Slovenia), Abruzzo (Italy), Varna (Bulgaria)

- **PUBLICATIONS** (disseminated research activity within Nestlé R&D Center 1990-1999):
 - López, J, Ortiz, R. and R. Ballesteros, 1999. Aportación al manejo integrado del tomate de industria en Extremadura. Com. I Congreso Europeo de Agricultura Sostenible en Ambientes Mediterráneos. Badajoz, Spain, 1999
 - Ballesteros, R., J. Labrador, L. Fernández-Pozo and J.M. Barreiro, 1999. Influencia de sistemas de producción agrícola sobre el suelo en ambiente mediterráneo. Com. I Congreso Europeo de Agricultura Sostenible en Ambientes Mediterráneos. Badajoz, Spain, 1999.
 - M.H. Prieto, J. López and R. Ballesteros. Influence of Irrigation System and Strategy on the Agronomic and Quality Parameters of the Processing Tomato in Extremadura. Part 2. Proc. Workshop on Irrigation and Ferti-irrigation of Processing Tomato. Ed. B.J. Bièche. Acta Hort. 487, IHS 1999.
 - J. Labrador, R. Ballesteros and L. Fernández-Pozo. Influence on soil of agriculture production systems under mediterranean conditions. Com. III Int. de la Soc. Europea de Conservación de Suelos. Valencia, Spain. 2000.
 - L. Fernández-Pozo, J. Labrador, A. Florentino and R. Ballesteros. Agroecological indicators to evaluate soil quality under mediterranean conditions. Com. III Int. de la Soc. Europea de Conservación de Suelos. Valencia, Spain. 2000.
 - Rodríguez, A, Ballesteros, R., Ciruelos, A., Barreiros, J.M. and Latorre, A. Sensory evaluation of fresh tomato from conventional, integrated and organic production. Com. IV World Congress on the Processing Tomato & VII ISHS Symposium on the Processing Tomato, June, 10-13, 2000 Sacramento, California (USA).
 - De la Torre, R., Ballesteros, R., Lopez, J., Ortiz, R. and R.M Ruiz. Agronomic and physical-chemical evolution of tomato during the ripening stage. Com. IV World Congress on the Processing Tomato & VII ISHS Symposium on the Processing Tomato, June, 10-13, 2000 Sacramento, California (USA).
 - Lopez, J., Ruiz, R.M., Ballesteros, R., Ciruelos, A., and R. Ortiz. Colour and lycopene study of several commercial tomato varieties at different harvesting dates. IV World Congress on the Processing Tomato & VII ISHS Symposium on the Processing Tomato; June, 10-13, 2000 Sacramento, California (USA).
 - Rodríguez, A; Ballesteros, R.; Barreiro, J.M. and C. González. Evaluación sensorial de patatas cultivadas según diferentes sistemas de producción: convencional, integrado y orgánico. Congreso Iberoamericano de Investigación y Desarrollo en patata 3-6 julio, 2000 Vitoria (Spain).