



## MARK J. WOODBRIDGE

Kurzer Weg 2, 93055 Regensburg, Germany Email: mw@woodbridge.de

---

### PERSONAL DETAILS

Mr. Woodbridge was born 1947, from British parents, in the United Kingdom. He grew up and was educated in West London, where he attended grammar school and university. He is married, has a daughter and three grandchildren.

Since 1995 his home is in Regensburg, close to Munich, in southern Germany, previously having lived and worked in twelve different countries including The United States, The Netherlands, Nigeria, Switzerland, Tunisia and different parts of the Middle East. Speaks English, German and French fluently and has a working knowledge of several other languages including Spanish and Dutch.

### PROFESSIONAL QUALIFICATIONS

By profession he is sociologist, market researcher, business consultant, mediator and entrepreneur; he frequently gives talks and lectures on business development and international trade development subjects. On these issues, for example, he has worked as an advisor to the German, American and British Governments. Amongst his specialist skills are the understanding & simplification of complex business processes, the moderation of business meetings, including workshops and focus groups, as well as helping mediate in intercultural conflicts. He is a member of the German Chamber of Commerce Export Committee.

The majority of his business career has been spent helping companies' grow their business operations, especially in an international context. In this capacity, in addition to the functions listed above, he has also worked as a project manager, negotiator, and financial controller, and has often served as the catalyst in moving deadlocked processes forward.

### SPORTING QUALIFICATIONS

A former international athlete, he has represented Great Britain at both indoor and field hockey and as a teenager played football for the England U21 team. His sporting career has taken him to all continents of the world to participate in World and other championships. The lessons he has learnt from sport, including discipline, teamwork and communication, have helped him considerably in his subsequent commercial activities.

Since ending his playing career, he has, in his spare time, been involved in managing and promoting leading sports stars, such as the golfer Bernhard Langer and the tennis player Boris Becker, as well as being an advisor and organizer with respect to leading sporting events such as Wimbledon, The Olympic games and the Football World Championships – as well as numerous tennis & golf tournaments at home and abroad.

## AWARDS

These include:

- A 'Golf Medal' from the FIFA for his work as 'right hand man' to FIFA President Jao Havelange, at the 1994 Football World Championships in the United States of America. During which he was responsible for co-coordinating VIP Protocol, as well as the needs, well-being and transportation of leading politicians, business leaders and stars from sport and show business.
- An 'Oscar' from the European Hotel & Restaurant Association, for the development of outstanding, innovative business concepts in the field of conferences and congresses.
- A 'Letter of Commendation' from The US Department of Commerce for his role in developing trans-Atlantic trade relations between the United States and the European Union.

## CAREER

Mr. Woodbridge's business career essentially divides into two parts:

1968 – 1981 – as an employee

---

During this timeframe, he worked for a number of companies in the role of a market researcher and business analyst.

Initially he researched markets for senior management, both for new products and diversification opportunities, as well as considering targets for mergers & acquisitions. Later, as Senior Executive or Partner, he was responsible for generating new business, managing client relationships and ensuring that quality control procedures, a very important aspect in market research, were correctly adhered to.

During this time his responsibilities covered all aspects of marketing intelligence including consumer, industrial, trade, political and psychological research. In this capacity, his primary functions were to research respective markets and to make recommendations for future action, along with the potential financial, sales, marketing and communications implications.

In the market research profession he has personally conducted research (in over 150 countries) including places as diverse as Bhutan, Japan and the Ivory Coast, as well as commissioned it (including some of the largest quantitative studies ever implemented = 25.000 office respondents) on behalf of his employers. In this way, he has developed a comprehensive understanding of the needs of those conducting investigations (market research agencies), as well as those commissioning it and ultimately using it (generally service companies or manufacturing concerns).

Mr. Woodbridge has always been a firm believer that marketing intelligence should be directed at solving a specific problem and not, as unfortunately is often the case, be misused or misquoted for company internal or national political ends.

His employers included:

- Marketing & Economic Research Limited
- The Rank Organization (with 32 operating divisions)
- Business Decisions Limited ( subsequently traded on the London Stock Market)
- American Safety Equipment Inc.
- Kangol Limited
- New Balance Athletic Shoes Inc.

1981 – today - as an independent consultant and employer

---

In 1981, Mr. Woodbridge decided to form his own business and began in Amsterdam, Netherlands, as an independent consultant advising mainly Japanese Companies, including Suzuki, Honda, Yamaha and Akai, on their European Market penetration. The Dutch location was beneficial as many of these firms imported their goods through Rotterdam and based their operations in the Netherlands because of a Dutch law (now rescinded) which offered them considerable tax advantages within the European Community.

At the same time, Mr. Woodbridge was commissioned by the US Government to conduct various pan-European studies, for example into automobile parts, sporting goods and glass fiber, into the potential for American products in Europe. These involved working in several different countries and obviously in different languages to produce standardized reports for the European sector. This work opened further client opportunities especially in the British, French and German markets.

By 1984, Mr. Woodbridge was spending a great deal of his time commuting between The Netherlands and Germany and decided to establish an office in Munich where he had numerous contacts from the 1972 Olympic Games and 1974 Football World Championships. The creation of a German legal entity Mark Woodbridge GmbH followed in the same year. Shortly, thereafter the centre of operations was moved to Munich since Germany was the largest of the European markets for both EEC and overseas investors. By this time, the business had become equally divided between market research and consultancy. Since most businesses need finance, the provision of financial services was added to the GmbH's product portfolio.

In 1989, the fall of the Berlin Wall brought further new business opportunities and, especially in Erfurt and Berlin, Woodbridge was very active as the former East Germany gradually became integrated into the Federal Republic of Germany (West Germany).

At the beginning of the 1990's, Woodbridge became increasingly involved in helping European companies penetrate the North American and Mexican markets. In order to support these activities local co-operations were entered into in New York, Dallas and San Antonio. The range of services offered by Woodbridge expanded to providing a 'turn-key' approach, covering not only research and consultancy, but also moving into the real estate and personnel recruitment sectors. It was at this time that Woodbridge GmbH began to expand and develop its knowledge within the IT-sector, both in the context of market research, as well as general business processes.

Much of the 1990's was spent in developing these services and many successful projects were implemented, including a massive technology transfer project with a leading Mexican glass manufacturer. The Euro/Dollar exchange rate meant that over time this revenue stream became bi-directional. Put simply, when the Dollar was strong it made sense to export to the US and the reverse was true when the Dollar was weak.

In the mid-1990's, Mr. Woodbridge was a member of several task forces evaluating international trade. This work enabled him to meet and converse with four different Presidents of the United States. Also during this period several new business alliances were forged both at home and abroad.

In 1995, Mr. Woodbridge decided to move his center of operations to Regensburg, approximately 100 kilometers NE of Munich. There were several reasons for this move, not least that with the fall of the DDR, the economic fulcrum of Germany had moved to its former eastern borders. Regensburg, directly, on the Danube, was a city which began to develop enormously from the increased trade originating from the East and itself represented an area of considerable underdeveloped economic potential; yet only 60 minutes from the Munich City Center and with easier access to Munich Airport on the North side of the Bavarian capital, than from Munich itself. As with the Texas initiative, this has proven to have been an excellent decision and our work with the local city administration has culminated with Regensburg being accepted as a UNESCO World Heritage Site (2005).

In 2004, Mr. Woodbridge decided that he wanted to re-focus and expand the group's original market research capability and The Woodbridge Institute was formed to consolidate and develop this important aspect of the business. New research methods, especially in the psychological field, have been a strong focus in the institute's work. The institute's principal clients are multi-national concerns, the German political parties and the sporting federations, e.g. FIFA and Olympic Games, for whom we maintain a coordination office in Lausanne, Switzerland.

Activities in Russia, China and India form part of the institute's future vision. An office was opened in Moscow during 2007, one is planned in the near future in India and business has been conducted in China for several years now.

In total, the various aspects of Woodbridge can draw upon a resource of some 80 international advisers with a very broad range of business acumen. Likewise, more than a dozen strategic alliances complete our offering.

Over the last 28 years, Mr. Woodbridge has worked for or with government organizations on both sides of the Atlantic Ocean. Many of the leading British, German and American Companies, including such well-known names such as Siemens, Unilever, Porsche, BMW, Intel, Microsoft, World Health Organization, the Goethe-Institute, British Tourist Authority, Deutsche Bank as well as countless medium-sized businesses have benefited from his experience, expertise and boundless enthusiasm.

He has always had an ear for young entrepreneurs, especially those with start-up businesses, whom he has frequently coached and mentored, frequently free-of-charge, to avoid some of the basic pitfalls at the beginning of their careers.

Regensburg, Autumn 2009