

JAMES M. MATSON

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James Matson serves as a business advisor with expertise in local foods, rural development, feasibility, marketing and business organization, to help businesses increase their management capacity. Mr. Matson has over twenty-five years marketing, developing, researching, writing, and teaching experience in management for private, government, and non-profit organizations. He has owned a consulting firm since 2001. His experience includes working on projects in more than 25 U.S. states and 20 foreign countries. He holds a M.S. in Agricultural Economics. He has resided in Aiken SC for the past nine years.

EDUCATION

M.S., Agricultural Economics, University of California, Davis
B.S., Agricultural Business Management, International, North Carolina State University
B.A., Spanish Language and Literature, North Carolina State University
B.A., Economics, Honors Program, North Carolina State University
Graduate Institute of Cooperative Leadership, University of Missouri

PROFESSIONAL EXPERIENCE

Principal and Partner, Matson Consulting, LLC, Aiken, SC (2001-Present) Created and managed a business consulting firm specializing in value added agricultural and biomass energy enterprises. Responsible for all aspects of business including project bidding, staff and sub-contractor management, economic research, authoring publications, public presentations, client contacts, and finance. Mr. Matson maintains an interest in local foods and helping rural businesses looking to break into the local foods industry. The firm's end goal for each project is to help create a lasting relationship with business owners that will lead to a successful business and further promote the ideals associated with its creation.

Primary project areas are feasibility studies, business plans, capital planning, and strategic plans for rural based businesses. Other practice areas include business structure design and securing grants, and business financing (both equity and loans) for clients. The firm also assists clients to create and carry out marketing plans. This experience has been shared by presentations at seminars, creating workshops, and developing conferences.

The business has assisted thousands of rural business clients and agencies in the US. These range from newly formed Limited Liability Companies (LLC's) to non-profit foundations to farm based family owned anaerobic methane digesters. The firm aided (helped) clients to obtain more than \$100 million in grants and several hundred million dollars of loan financing. Matson Consulting has created hundreds of feasibility studies. Likewise the firm had created a large numbers of business plans and marketing plans on the behalf of its clients. More details are available on the firm's website—www.matsonconsult.com/

Adjunct Professor of Marketing, University of South Carolina Aiken, Aiken, SC (2013-Present)

Teach introductory university classes on marketing to classes of approximately 25 students as a part time position. Lecture on all aspects on basic marketing plans, research, demographics, social media campaigns, and other key aspects. Design and present lectures and evaluate student progress with tests and quizzes.

Adjunct Professor of Economics, Aiken Technical College, Graniteville, SC (2010-2014)

Teach introductory university classes on Micro and Macro Economics to classes of approximately 30 students as a part time position. Lecture on all aspects on basic economic theory. Design and present lectures and evaluate student progress with tests and quizzes.

Partner, Heatherwood Consulting Group LLC, Aiken, SC (2002-2011) Co-founder of Internet based promotional products company with several millions of dollars in sales from all 50 states and

internationally. Oversee all aspects of Internet marketing, business planning and contractor selection to manage business expansion. Grew the company from a start-up to an established business with a staff of six. Designed all marketing and promotional plan operations –www.runandwin.com/, www.yourlogoworks.com/

Senior Consultant, Community College Workforce Alliance, VA (2004-2006). Created business and expansion plans for business enterprises looking for financing or new business ventures. Instructor of NxtLevel business start-up courses and workshops in both English and Spanish.

Agribusiness Specialist, Development Alternatives, Inc. Bethesda, MD – Bolivia (2000-2001)

Oversaw efforts in agricultural marketing, trade promotion, grant management, strategic planning, and association strengthening. Supported USAID contracts through technical support and studies with 50% international travel. Duties included a \$6M grants program and the farmer organization capacity building component for 10,000 participants of the CONCADE Project (\$55M) in Bolivia.

Agricultural Marketing Specialist, U.S. Department of Agriculture (USDA): Rural Business-Cooperative Service. Washington, D.C. (1998-2000) Conducted and reviewed feasibility studies, marketing strategies, and business plans of producer-owned businesses. Instructed businesses; gave presentations; wrote articles on complex concepts for a non-technical audience; reviewed and evaluated grant, foundation, and loan proposals; translated materials into Spanish; assisted with the formation of “New Generation” value-added cooperatives.

Interim Project Director, TechnoServe, Inc. Lima, Peru (1997-1998) Managed a USAID Title II project in three Peruvian regions as part of a 40 million dollar annual program. Products included international trade in coffee, cochineal, and alpaca. Initiated project, hired local staff, coordinated activities with other NGO’s and reported progress to USAID. Project included travel to Panama, Nicaragua and El Salvador.

Agribusiness Advisor, U. S. Peace Corps. Las Piedras, Uruguay (1995-1997) Consultant to Uruguayan Agricultural Ministry, including a \$23 million IADB re-conversion of the small farm sector. Trained 500 producers in entrepreneurial skills with twenty-five seminars; Co-authored three publications and instructed on Monte Carlo analysis. Advised two cooperatives and a horticultural packing plant on business and marketing strategies, resulting in international exports.

Market Researcher, Doane Marketing Research, Inc. St. Louis, MO (1994-1995) Conducted marketing research for clients of diverse size. Responsible for project design, supervision of 25 staff, quality control, data analysis, and presentations and report writing in team environment (including a 17,000 sample study of US crop control chemicals and international pest control products survey).

Agricultural Economist, USDA: Economic Research Service. Washington, D.C. (1992-1994)

Productivity - Instituted complete revision of measures of US agricultural productivity from 1948-1991. Co-authored four publications on productivity. *Environmental* - Created econometric models to evaluate the net total environmental and economic results of cultural cropping practices in the US.

Consultant, Department of Agricultural Economics U. C. Davis, CA (1992) Researched market structure, leading producers, trade, and growth sectors on apples, pears, and tomatoes. Co-authored paper on California's importance in world apple market.

Research Assistant, Department of Agricultural Economics University of California, Davis, CA (1990-1991) *Trade Policy* - Co-authored book on the potential effects of the North American Free Trade

Agreement (NAFTA) on 14 horticultural products. Collected data in Mexico and U.S., compiled statistics on infrastructure and trends, and analyzed results.

Economist, Department of Agricultural Economics North Carolina State University, Raleigh, NC (1987-1990) *Commodity Analyst* - Estimated private and social cost-benefits of Boll Weevil Eradication Program. Co-authored working papers and presentations for USDA. *Environmental Policy Researcher* - Assisted to create draft of *NC Resource Source Book*. *Supplemental Instructor Economics* - Lectured on economics to 150 at-risk students. *Agricultural Policy Research Assistant* - Investigated US agricultural policy from 1920 to 1987 for book on agricultural policy.

Other Employment Experience

Independent Consultant - Contract topics included cooperative organizational structure, Mexican avocado sales in the US, Citrus expansion in Argentina, and honey cooperatives in Bulgaria.

English Language Instructor - Taught business English in Osaka, Japan and Bilbao, Spain.

LANGUAGES

Spanish, fluent

Portuguese, low intermediate

French, basic

RELATED PROFESSIONAL INFORMATION

SELECTED PUBLIC SPEAKING:

Florida Local Food Summit, "Successful Farmer Cooperative and Network Structures."- 25 persons
Gainesville, FL-2015

Agricultural & Applied Economics Association and Western Agricultural Economics Association Annual Meeting, "Buying Local?"- 30 persons
San Diego, CA-2015

National Good Food Network, "The Million Dollar Questions: What is break-even and viability for different food hub models." Online- 2015

16th Annual National Value-Added Agricultural Conference, "A Presentation on Sandhills Farm to Table Case Study." -70 persons
Baltimore, MD-2014

National Good Food Network Food Hub Collaboration Spring 2014 Conference, "Getting the Margin to Meet the Mission." -425 persons
Raleigh, NC-2014

National Good Food Network Food Hub Collaboration Spring 2014 Conference, "Multi-Stakeholder Benefits and Opportunities." -75 persons
Raleigh, NC-2014

National Good Food Network Food Hub Collaboration Spring 2014 Conference, "Food Hub Viability" -75 persons
Raleigh, NC-2014

Third International Conference on Food Studies; "Food Hubs: Supply Chain Traceability to Enhance Rural Sustainability"-50 persons
Austin, TX- 2013

2012 Local Foods Network Workshop, "Taking the Product to Market"-50 persons
Spencer, VA-2012

IMDA World Business Conference, "Food Hubs."- 150 persons
Helsinki, Finland 2012

VAFAIRS- "You Can Write the Grant"/What Reviewers Want"- 250 persons
Multiple locations, 2007-2009

USDA Rural Development -"Winning Value Added Grant Applications" -100 persons
Raleigh, NC-2006

National Cooperative Training, - Feasibility Studies- 70 persons
Madison WI -2005

National Ag. Finance Authority Conference- Business Plan Development- 70 persons
Williamsburg, VA -2004

Virginia Agricultural Summit- 200 persons
Richmond, VA-2003

NC Agricultural Development Consortium- 25 persons
Raleigh, NC- 2002

30 Farmer Development Groups-training sessions- 800 persons
Various-2001-2006

Farm Bureau Southern Marketing Conference 70 persons
Williamsburg, VA 2000

Farmers Union National Meeting 2 sessions on "New Generation Cooperatives"
Salt Lake City, UT 2000

National Beekeepers Federation Annual Meeting- 250 persons "Cooperative Advantage"
Dallas, TX 2000

Advanced Cooperative Specialist training- 50 persons
St. Louis, MO 1999

Cooperative development presentations- 40 groups and 900 persons
Multiple locations, 1998-2000

14 Presentations to elementary schools on cultural differences
NC and Uruguay 1988-1998

Conference Interpreter "Gestión Para la Modernización de la Pequeña Empresa Agrícola" Santiago, Chile 1997
 25 workshops or seminars on agricultural business management- 500 persons Uruguay 1996-97
 Volunteer instructor of English as a Foreign Language 6 hours a week Washington, DC 1993-1994

INTERNATIONAL EXPERIENCE

Extensive work in South America including: living in Uruguay and Peru for more than 2 years; projects in Bolivia; short term work in Bolivia, Mexico, Ecuador Chile, Nicaragua, Paraguay, and El Salvador.
 Attended High School and University in Spain for nearly 2 years.
 Lived and worked in Japan for 4 months.
 Short-term consultant in Bulgaria for 2 weeks.

PRIVATE PUBLICATIONS

Authored or co-authored multiple feasibility studies, business plans, and marketing plans. Assisted on more than 150 Federal and non-profit grant applications which have been funded.
 Matson, J. *Feasibility Study for a Small Farm Cidery in Nelson County, VA*. Oct. 2012.
www.avec.vaes.vt.edu/alson-h-smith/treefruit/horticulture/hard-cider/matson-study.pdf

PUBLIC PUBLICATIONS

Matson Consulting, LLC. "Agricultural Development Board Guide." Virginia Rural Center. September 2015.
 Matson, J and Brimlow, J. "Buying Local?" 2015 Agricultural & Applied Economics Associations and Western Agricultural Economics Association Annual Meeting. July 2015.
 Matson, J.; Thayer, J.; & Shaw, J. "Running a Food Hub: A Business Operations Guide." USDA Rural Development Service Report 77, Vol. 2. July 2015.
 Matson, J.; Thayer, J.; & Shaw, J. "Running a Food Hub: Lessons Learned from the Field." USDA Rural Development Service Report 77, Vol. 1. April 2015.
 Matson Consulting, LLC. "Beyond Barrels & Bottles: A Spirited Guide for an On Farm Distillery." Virginia Foundation for Agriculture, Innovation, and Rural Sustainability. Jan. 2015.
 Matson, J. and Shaw, J. "Sandhills Farm to Table." *Journal of Food Distribution Research*, Vol 45, Issue 3. Nov. 2014.
 Matson, J.; Thayer, J.; & Shaw, J. "What We've Learned So Far." *Rural Cooperatives*. July/August 2014.
 Matson, J. and Thayer, J. "Food Hubs: Supply Chain Traceability to Enhance Local Food Systems." *Food Studies: An Interdisciplinary Journal*. July 2014.
 Matson, J.; Shaw, J.; & Thayer, J. "Food hubs: an evolution of the co-op business model." *Rural Cooperatives*. January/ February 2014.
 Matson, J. & Shaw, J. "Aquaculture providing opportunities for Virginia to diversify." *Rural Cooperatives*. September/October 2013.
 Matson, J., & Thayer, J. "The role of food hubs in food supply chains." *Journal of Agriculture, Food Systems, and Community Development*. July 2013.
 Matson, J., M. Sullins, and C. Cook. "The Role of Food Hubs in Local Food Marketing." USDA Rural Development Service Report 73. Jan. 2013.
 Matson, J. and R. Heien. "Food Hubs: Issues, Opportunities, and Propositions for Practitioners." International Management Development Associations Twenty-First Annual World Business Congress, Helsinki, Finland. July 2012.
 Matson, J., M. Sullins and C. Cook. "Creating a Roadmap for Food Hub Development." *Rural Cooperatives* Vol. 79, No. 4; July/Aug 2012.
 Matson, J. and J. Thayer "Because we're all in this together." *Rural Cooperatives* Vol 79, No. 1; Jan/Feb 2012.
 Matson, J. "Virtual Food Hub Helps Virginia Producers Tap Into Local Food Markets." *Rural Cooperatives* Vol. 78, No. 3; May/ June 2011.

- Matson, J. and M. Sullins "Keys to Success for Food Hubs." Rural Cooperatives Vol. 78 No. 3; May/ June 2011.
- Cook, C., J. Matson, and L.K. Suter, Esq. Virginia Business Legal Structures. Virginia Foundation for Agriculture, Innovation & Rural Sustainability. 2011.
- Gehrke, B., and J. Matson. "Organizational and Operating Structures of a National Pork Producers Cooperative; Evaluation of Alternatives for Implementation of the Pork America 'Umbrella' Model." *NCR-194*. October 30-31, 2001.
- Gehrke, B., and J. Matson. "Is a National Pork Marketing Cooperative Viable? A case study of Pork America within the context of structural change in the U.S. pork industry." *NCR-194*. December 2000.
- Matson, J. and B. Gehrke. "Pork America: National Cooperative on the Horizon." Rural Cooperatives Vol. 45, No. 5; Sept/ Oct 2000.
- Gehrke, B. and J. Matson. "Issues related to proposed livestock slaughter cooperatives." Rural Cooperatives Vol. 45, No. 5; Sept/ Oct 2000.
- Gehrke, B. and J. Matson. "The Concept of a National Pork Producer Cooperative." Rural Cooperatives Vol. 45, No. 5; Sept/ Oct 2000.
- Matson, J. "Cooperative Feasibility Study Guide." USDA /Rural Business-Cooperative Services CSR #58 August, 2000.
- Matson, J. "Consultant's Feasibility Study Can Predict Success of 'Next Great Idea'." Rural Cooperatives Vol. 45, No. 4; July/ Aug 2000.
- Matson, J. "Strength through Unity: Bulgarian Honey Producers Sweeten Their Future Through Cooperation." Rural Cooperatives Vol. 45, No. 2; March/ April 2000.
- Gehrke, B. and J. Matson. "Planning to Prosper: Recalling Lessons Learned from Livestock and Meat Packing Co-ops." Rural Cooperatives Vol. 44, No. 4; July/ Aug 1999.
Internet: www.rurdev.usda.gov/rbs/pub/aug99/prosper.htm.
- Borsani, A. and J. Matson. "Evolución del Costo de Producción de Manzana, 1980-1995." Uruguay Granjero, Montevideo, Uruguay; 1997.
- Borsani, A. and J. Matson. "Manzana Roja: Análisis de Evolución del Precio." Uruguay Granjero 3 No X; Montevideo, Uruguay; Nov. 1996.
- Arias, L. and J. Matson. "Pera Williams: Análisis de Evolución del Precio." Uruguay Granjero 3 No X; Montevideo, Uruguay; Nov. 1996.
- Ball V. E., J. Matson, and A. Somwaru. "US Agricultural Productivity." *New Approaches in International Agricultural Productivity*. Canadian Bureau of Agriculture. 1994.
- Ball, V. E., J. Matson and A. Somwaru. *New Measures of US Agricultural Productivity*. USDA/ERS/RTD. 1994.
- Matson, J. and J. Variyam. "Quality Change Matters: The Case of Fertilizer Price Index." AAEA Meetings. 1994.
- Ball, V.E. and J. Matson. "USDA Productivity Measures: Methods and Data". AAEA Meetings, Aug. 3, 1993.
- Jolly, D. and J. Matson. "California's Apple Industry in a Global Market Place: Trends and Prospects." Extension Information Bulletin; University of California, Berkeley. Fall 1993.
- Cook R, C Benito, J Matson, D Runsten, K Shwedel, T Taylor. *The North American Free Trade Agreement, Agricultural Issues: Vol. IV Fruits and Vegetables*. American Farm Bureau. 1992.
- Matson, J. "The Uruguay Round of The GATT", *The North Carolina Economist*. June 1989.

TRANSLATOR

- "¿Qué es una Cooperativa." USDA/RD/RBS Cooperative Information Report 50-S. April, 1999.
Internet: www.rurdev.usda.gov/rbs/pub/cir50s.pdf.
- Meyer, T. "Comprendiendo las Cooperativas: La Estructura de las Cooperativas." USDA/RD/RBS Cooperative Information Report 45, Section 3.
Internet: www.rurdev.usda.gov/rbs/pub/cir45-Se.pdf
- Meyer, T. "Comprendiendo las Cooperativas: ¿Quién Maneja los Negocios Cooperativos? Los Socios." USDA/RD/RBS Cooperative Information Report 45, Section 4.

Internet: www.rurdev.usda.gov/rbs/pub/cir45--1.pdf

Meyer, T. "Comprendiendo las Cooperativas: ¿Quién Maneja los Negocios Cooperativos? La Junta Directiva." USDA Cooperative Information Report 45, Section 5.

Internet: www.rurdev.usda.gov/rbs/pub/cir45--2.pdf

Meyer, T. "Comprendiendo las Cooperativas: ¿Quién Maneja los Negocios Cooperativos? La administración y los empleados." USDA Cooperative Information Report 45, Section 6.

Internet: www.rurdev.usda.gov/rbs/pub/cir45--3.pdf

HONORS

USDA Certificate of Merit for formation of Pork America cooperative, USDA Certificate of Merit for Spanish translation of documents, USDA Certificate of Merit for creation of hedonic price index, Summa Cum Laude graduate NCSU, Alpha Zeta Agricultural Professional Society member, RJ Reynolds Agribusiness Scholarship winner (NCSU), NCSU Fellows (Leadership Program), NC 4-H Agricultural Recordbook State winner and 4-H leader, and BSA Eagle Scout