Dr Kesten C. Green
Curriculum Vitae

University of South Australia Business School   +61 8 8302 9097 (Tel)
GPO Box 2471, Adelaide SA 5001, Australia.   kesten.green@unisa.edu.au

Research interests

Evidence-based forecasting methods for business and public policy; predicting decisions in conflict situations (union-management, supply chain, competition, mergers and acquisitions, diplomacy, warfare); judgmental forecasting methods; survey research methods; use of analogies in forecasting; evidence-based advertising; economic growth of nations.

Major findings

Unifying theory of forecasting:

The _Golden Rule of Forecasting_ provides a unifying theory of forecasting. The Rule is to be conservative when forecasting by relying on cumulative knowledge about the situation and about forecasting. Following the Golden Rule guidelines reduces forecast errors by nearly a third, on average, compared to common practice.

Superiority of simple forecasting methods:

Sophisticatedly simple forecasting methods, which can be understood by decision makers, reduce forecast errors by nearly a quarter, on average, compared to forecasts from complex statistical methods.

New forecasting methods:

Accurate forecasts of decisions by parties in conflict situations are possible. The _simulated interaction_ method, which involves a type of role playing, and the _structured analogies_ method provide forecasts that are substantially more accurate than forecasts from experts using their unaided judgment, and than forecasts from game theorists. Forecasts by experts using their unaided judgment are no more accurate than chance for these problems.

Evidence-based public policy:

(1) The simple no-change model provides long term forecasts climate that are much more accurate than projections from the complex methods employed by the U.N.'s Intergovernmental Panel on Climate Change.

(2) Mandatory disclaimers reduce welfare by interfering with the free flow of information from sellers to buyers.

(3) Corporate social responsibility policies can be profitable and increase the welfare of a firm's stakeholders, but government mandated policies on corporate social responsibility tend to reduce welfare.

Research Profile

H-index: **17**, i.e. 17 papers cited _at least_ 17 times; 1116 citations in total. **i10-index** is **17** (Google Scholar).

Top 4 cited: **1**. Green, Armstrong, & Graefe (2007) 204 times; **2.** Green (2002) 121 times; **3**. Green & Armstrong (2007, _IJB_) 98 times; **4.** Green & Armstrong (2007, _IJF_) 92 times.

"A" and "A*" publications

15 articles published in journals ranked "A" or "A*" in Australian Business Deans Council List.

Articles, book chapters, and working papers

Armstrong, J. S., & Green, K. C. (2016). Guidelines for science: Evidence and checklists. [Working paper]

Armstrong, J. S., Du, R., Green, K. C., & Graefe, A. (2016). Predictive validity of evidence-based persuasion principles: An application of the index method. _European Journal of Marketing_, 50 (1/2), 276–293.

Green, K. C., Armstrong, J. S., Du, R., & Graefe, A. (2016). Persuasion Principles Index: Ready for Pretesting Advertisements. _European Journal of Marketing_, 50 (1/2), 317–326.

Green, K. C. & Armstrong, J. S. (2015). Simple versus complex forecasting: The evidence. _Journal of Business Research,_ 1678–1685. http://dx.doi.org/10.1016/j.jbusres.2015.03.026

Armstrong, J. S., Green, K. C., & Graefe, A. (2015). Golden Rule of Forecasting: Be conservative. _Journal of Business Research,_ 1717–1731. http://dx.doi.org/10.1016/j.jbusres.2015.03.031

Green, K. C., Armstrong, J. S., & Graefe, A. (2015). Golden Rule of Forecasting rearticulated: Forecast unto others as you would have them forecast unto you. _Journal of Business Research,_ 1768–1771. http://dx.doi.org/10.1016/j.jbusres.2015.03.036

Graefe, A., Armstrong, J. S., & Green, K. C. (2015). Improving causal models for election forecasting: Further evidence on the Golden Rule of Forecasting. [Working paper]

Green, K. C. & Armstrong, J. S. (2014). Forecasting global climate change. In A. Moran (Ed.), _Climate Change: The Facts 2014_, (pp. 170–186), Melbourne, Australia: IPA.

Green, K. C., Soon, W., & Armstrong, J. S. (2014). Evidence-based forecasting for climate change policies. [Working paper - not for citation]

Green, K. C. & Armstrong, J. S. (2014). Demand forecasting: Evidence-based methods. [Working paper]

Graefe, A., Green, K. C. & Armstrong, J. S. (2013). Forecasting. pp. *593–604* in Gass, S. I. & Fu, M. C. (Eds.), *Encyclopedia of Operations Research and Management Science (3rd Edition)*. New York: Springer.

Armstrong, J. S., & Green, K. C. (2013). Global climate models and their limitations: Model simulation and forecasting - Methods and principles. pp. 14-17 in Idso, C. D., Carter, R. M., & Singer, S. F. (Eds.), *Climate Change Reconsidered II: Physical Science*. Chicago, IL: The Heartland Institute.

Armstrong, J. S. & Green, K. C. (2013). Effects of corporate social responsibility and irresponsibility policies: Conclusions from evidence-based research. *Journal of Business Research*, *66*, 1922–1927.

Green, K. C. & Armstrong, J. S. (2012). Evidence on the effects of mandatory disclaimers in advertising. *Journal of Public Policy and Marketing, 31*, 293–304. [With commentary, 305–324]

Armstrong, J. S. & Green, K. C. (2012). Should we put a price on free speech? *Journal of Public Policy and Marketing*, *31*, 325.

Green, K. C. & Armstrong, J. S. (2012). Have the courts protected free speech for business people? *JPP&M* Appendix.

Armstrong, J. S., Green, K. C., & Soon, W. (2011). Research on forecasting for the manmade global warming alarm. *Energy and Environment, 22*, 1091–1104. [Testimony to U.S. House Committee on Science, Space, and Technology]

Green, K. C. & Armstrong, J. S. (2011). Role thinking: Standing in other people's shoes to forecast decisions in conflicts. *International Journal of Forecasting, 27,* 69–80.

Green, K. C., Graefe, A. & Armstrong, J. S. (2011). Forecasting principles. Part 6, 527-534 in Lovric, M. (ed.), *International Encyclopedia of Statistical Science*. Springer.

Green, K. C. & Armstrong, J. S. (2011). The global warming alarm: forecasts from the structured analogies method. SSRN Working Paper 1656056. Available at SSRN: http://ssrn.com/abstract=1656056

Armstrong, J. S., Green, K. C., Jones, R., & Wright, M. (2010). Predicting elections from politicians' faces. *International Journal of Public Opinion Research, 22,* 511–522.

Green, K. C., Armstrong, J. S., & Soon, W. (2009). Validity of climate change forecasting for public policy decision making. *International Journal of Forecasting, 25,* 826–832. [*]

Green, K. C. & Tashman, L. (2009). Percentage error: What denominator? *Foresight*, 12, 36-40.

Armstrong, J. S., Green, K. C., & Soon, W. (2008). Polar bear population forecasts: A public-policy forecasting audit. *Interfaces* (with commentary), 38, 382-404.

Armstrong, J. S., Green, K. C., & Soon, W. (2008). What is the appropriate public-policy response to uncertainty? *Interfaces*, 38, 404-405.

Green, K. C. & Tashman, L. (2008). Should we define forecast error as e = F – A or e = A – F? *Foresight*, 10, 38-40.

Green, K. C. & Armstrong, J. S. (2007). Global warming: Forecasts by scientists versus scientific forecasts. *Energy and Environment, 18*, 997-1021.

Green, K. C., Armstrong, J. S., & Graefe, A. (2007). Methods to Elicit Forecasts from Groups: Delphi and Prediction Markets Compared. *Foresight, 8*, 17-20.

Green, K. C. & Armstrong, J. S. (2007). Structured analogies for forecasting. *International Journal of Forecasting*, *23*, 365-376. [†]

Green, K. C. & Armstrong, J. S. (2007). The value of expertise for forecasting decisions in conflicts. *Interfaces, 37*, 287-299. [‡]

Armstrong, J. S. & Green, K. C. (2007). Competitor-oriented objectives: The myth of market share. *International Journal of Business, 12 (1)*, 117-136.

Green, K. C. (2005). Game theory, simulated interaction, and unaided judgement for forecasting decisions in conflicts: Further evidence. *International Journal of Forecasting*, 21, 463-472. [§]

Green, K. C. & Armstrong, J. S. (2005). The war in Iraq: should we have expected better forecasts? *Foresight, 2*, 50-52.

Green, K. C. (2005). What can forecasting do for you? *Foresight, 1 (1)*, 53-54.

Green, K. C. (2003). Do practitioners care about findings from management research? *Interfaces, 33(6)*, 105-107.

Green, K. C. (2002). Forecasting decisions in conflict situations: a comparison of game theory, role-playing, and unaided judgement. *International Journal of Forecasting*, *18*, 321-344. [**]

Green, K. C. (2002). Embroiled in a conflict: who do you call? *International Journal of Forecasting*, *18*, 389-395.

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[*] Top 25 Hottest Articles in *International Journal of Forecasting* during December quarter 2009.

† Top 25 Hottest Articles in *International Journal of Forecasting* during September quarter 2007.

‡ With introduction by Goodwin (pp. 285-286) and commentary by Kirkpatrick, Koehler, and Tetlock (pp. 293-299).

§ Top 25 Hottest Articles in *International Journal of Forecasting* during September quarter 2005.

∗∗ Best Paper Award 2002-2003 and 3rd most requested *International Journal of Forecasting* paper in 2002 with 241 requests.

Commentary pp 345-387 by J S Armstrong; G Bolton; P Goodwin; I Erev, A Roth, R Slonim, and G Barron; H Shefrin; and G Wright.

Selected invited talks, seminars and conference papers

2014	7 Aug.	Commercial speech: The valuable right to speak freely about matters affecting one's livelihood. *Free Speech 2014*, Australian Human Rights Commission Symposium, Sydney. [Video; Text]
	10 Jul.	Forecasting for public policy. Talk to *Institute of Economic Affairs* summer interns, King's College, London.
2011	29 Jul.	Are global warming forecasts scientific? Evidence from a forecasting audit and a validation study. *RMIT University*, Melbourne.
2010	20 Nov.	Forecasting decisions in conflicts: Business, politics, military. *Executive Agency for Higher Education, Research, Development and Innovation Funding* workshop "Expert Knowledge, Prediction, Forecasting: A Social Sciences Perspective", Bucharest, Romania.
	19 Nov.	Forecasting the outcome of the global warming political movement. *National School for Public Administration and Political Sciences*, Bucharest, Romania.
	15 Nov.	Forecasting decisions in conflicts: Best methods for supply chain, competition, union-management, and takeover strategy problems. *London Southbank University*.
	18 May	Outcomes of the global warming political movement: Forecasts from structured analogies. *4th International Conference on Climate Change*: Chicago. [Video]
2009	11 Nov.	Forecasting for competitors and regulators. *New Zealand Institute for the Study of Competition and Regulation*, Wellington.
	31 Aug.	Public policy lessons from history: Using structured analogies to predict the effects of the manmade global warming movement. *Law and Economics Association of New Zealand (LEANZ)*, Wellington.
	9 March	Validity of climate change forecasting for public policy decision making. *International Conference on Climate Change*: New York City. [Video]
	16 Jan.	Scientific forecasting for terrorism. *START, University of Maryland*, College Park, MD.
2008	August	Predictability. *European Forum Alpbach, Seminar Week, 15th -20th*: Alpbach, Austria.
2006	21 July	Making the best use of judgement in forecasting. *Treasury Economic Performance Seminar Series*: Wellington, New Zealand
2005	15 Feb.	Forecasting for conflicts: Making better predictions for commercial negotiations, union disputes, competitor initiatives, and hostile takeovers; Ask the Experts Panel; *Forecasting Summit*: Orlando.
	14 Feb.	Predicting decisions in conflicts: Methods and experts. *University of Chicago Graduate School of Business*: Chicago, IL.
2004	22 Sep.	Better prediction for conflict situations. *Melbourne Business School*, Australia.
	20 Aug.	Can statistics help forecast decisions in real conflicts? *Monash University*: Melbourne, Australia
	28 June	What role for mathematics in forecasting decisions in real conflicts? Opening address to the *Institute of Mathematics & its Applications Conference on Analysing Conflict & its Resolution*: Oxford.
	23 June	Simulated interaction for strategy development. *Warwick Business School*, UK.
	9 June	Structured analogies to improve judgemental predictions. *London Judgement and Decision Making Group, University College*, London.
	7 June	Improving predictions about conflicts with simulated interaction and structured analogies. *RAND Organization*, Santa Monica, CA.
2002	19 July	Forecasting decisions in conflicts: What works, and what doesn't. *Royal NZ Police College*.
	17 July	Predicting decisions in conflicts: What works, and what doesn't. *New Zealand Centre for Conflict Resolution*, *Victoria University Law School*, Practitioner Seminar Series lecture.
	18 June	Further findings on methods for forecasting decisions in conflicts. *Operations Research Society*, Wellington, New Zealand.
2001	19 June	Game theory wins Nobel Prizes, but can it win at forecasting? *International Symposium on Forecasting: Atlanta*. [Feature paper at special session.]

Selected reportage, essays, books, and other disseminations drawing on Kesten Green's research
(From more than 80 items over a 14 year period)

Green, J. & Senelmis, S. (2015). Australia's gun laws: Are they balanced? *ABC Radio National, Sunday Extra Program*, 11 October. (15-minute discussion by panel including Kesten Green.)

Green, K. C. (2015). Science trumps politics and patronage: Al Gore is 'losing the bet' against scientific forecasting. *WUWT: Watts Up With That?* (The world's most viewed site on global warming and climate change), July 18.

Elkann, A. (2015). J. Scott Armstrong: "Vi spiego perché le previsioni sul clima sono sbagliate". *La Stampa*, April 12. [Full text of the interview, on scientific forecasting, is available in English from Alain Elkann's website here.]

Armstrong, J. S. (2015). Missing the mark on climate change skepticism: It's not about the money, it's about the science. *Washington Times*, March 24.

Wang, S. S. (2015). Warning: The Article You're About to Read Might Make You Laugh; Advertising Hyperbole Is Best Found in the Disclaimer. *The Wall Street Journal*, January 22, page 1.

Green, K. C. & Lott, J. R., Jr. (2015). There are limits to how well police and security can protect us. *The Advertiser*, 9 January, 24.

Zweig, J. (2014). Lessons from a year of market surprises. *The Wall Street Journal*, December 30.

Green, K. C. (2014). Commercial speech: the valuable right to speak freely about matters affecting one's livelihood, in *Free Speech 2014 - Symposium Papers*, Australian Human Rights Commission, Sydney NSW, 22-24.

Green, K. C. (2014). When government tells business what to say. *IPA Review*, November, 38-41.

Lott, J. R., Jr. & Green, K. C. (2014). Every time that guns have been banned murder rates go up. *The Advertiser*, 23 October.

Armstrong, J. S. & Green, K. C. (2013). Experimenting with health care – does ObamaCare harm or hurt? *FoxNews.com*, 24 December.

Green, K. C., Armstrong, J. S., & Soon, W. (2013). The science fiction of IPCC climate models. *Human Events*, 24 October.

Armstrong, J. S. (2013). Los Angeles Times endorses censorship with ban on letters from climate skeptics. *Fox News*, 18 October.

Green, K. C., Armstrong, J. S., & Soon, W. (2013). Climate forecast: All's well, despite what the IPCC says. *Financial Post*, 8 October.

Stewart, C. (2013). Food labels fail on best practice check. *Australian Financial Review*, March 6, p. 13.

Green, K. C., & Sherman, P. (2013). Advertising disclaimers are worthless, and they mislead customers. *Forbes*, 27 February.

Bush, C. (2013). How health-related disclaimers are fooling you. *U.S. News & World Report*, 12 February.

Armstrong, J. S. (2013). Climate seers as blind guides. *The Washington Times*, February 4.

Green, K. C. (2012). Should government force companies to be responsible? *IPA Review,* December, 44-45.

Green, K. C. (2011). A history of scientific alarms. *IPA Review,* December, 13-15.

Bell, L. (2011). Climate forecasting models aren't pretty and they aren't smart. *Forbes*. 9 August.

Green, K. C. (2011). Global warming alarmism. *The Dominion Post*, 25 June, p. B9.

Armstrong, J. S., Green, K. C., & Soon, W. (2010). Global warming alarm based on faulty forecasting procedures: Comments on the United States Department of State's *U.S. Climate Action Report 2010 5th ed.*

Armstrong, J. S. & Green, K. C. (2009). Simple model leaves expensive climate models cold. *MasterResource blog*, 23 November.

Bialik, C. (2009). Forecast: Next year will arrive in 2010-ish. *Wall Street Journal: The Numbers Guy*, 12 Aug., A11.

Green, K. C. & Armstrong, J. S. (2009). Junk Science Week: MIT's unscientific, catastrophic climate forecast. *National Post*, June 16, FP15.

Armstrong, J. S. & Green, K. C. (2009). Analysis of the EPA's Advanced Notice of Proposed Rulemaking for Greenhouse Gases. At the request of U.S. Senator James Inhofe.

Green, K. C., & Armstrong, J. S. (2008). Uncertainty, the precautionary principle, and climate change. Available at publicpolicyforecasting.com

Green, K. C. (2008). The case against insulation. *The Dominion Post*, 12 November, C*.

Green, K. C. (2008). Skeptics speak out: Dr Kesten Green. The Competitive Enterprise Institute, 4 April.

Burnett, H. S. (2008). Climate panel on the hot seat. *The Washington Times*, 14 March.

Soon, W., Green, K. C., and Armstrong, J. S. (2008). Polar opposites. *TCS Daily*, 8 February.

Black, T. (2008). Decimation of the polar bear: bearfaced lies? *Spiked*, 4 February.

Tierney, J. (2008). Polar bears and seer suckers. *The New York Times: TierneyLab*, 31 January.

Holden, C. (ed.) (2007). Presidential face-off. *Science*, *318*, 723, DOI: 10.1126/science.318.5851.723c.

Weir, J. (2007). Taxman warming to a new opportunity. *The Dominion Post*, 22 Sep., C1.

Lawson, M. (2007). Global warming sceptics fuel hot debate. *Australian Financial Review*, 19 Sep., Suppl., 8.

Bialik, C. (2007). Grading the forecasts of 'experts'. *Wall Street Journal: The Numbers Guy*, 5 Sep.

Buley, T. (2007). Weather report. *Wall Street Journal: OpinionJournal's Political Diary*, 11 Jul.

Carter, R. (2007). Kiwi climate scientist confirms IPCC models don't predict. *National Business Review*, 5 Jul.

Morgan, S. J. (2007). The 'Myth of Market Share': Can focussing too much on the competition harm profitability? Knowledge@Wharton, 24 Jan.

Surowiecki, J. (2006). The financial page: In praise of third place. *The New Yorker*, 4 Dec, 44.

Green, K. C. (2005). Trying to predict future Parliaments. *The Dominion Post,* 23 Sep, B7.

London, S. (2002). Games or serious business?. *Financial Times*, 26 Mar., 16.

Kesten C. Green - Curriculum Vitae

Cases   (Available for teaching or research from conflictforecasting.com)

Nurses Dispute was a conflict over pay between the nursing staff and management of Capital Coast Health, a government-owned organisation operating hospitals. The decision was the size of the pay rise.

Personal Grievance was a conflict over the pay scale for employee's role. Decisions to be made were whether to commission a new independent evaluation, and whether to accept the salary band.

Telco Takeover was a conflict for the ownership of a regional telecommunications provider that occurred during 2001. The decision was how the stand-off between the two companies involved would be resolved.

Water Dispute was a 1975 conflict between Iraq and Syria over access to the water of the Euphrates. The decision was whether Iraq would move towards war or whether Syria would release more water voluntarily.

Zenith Investment was a 1975 conflict between British Steel managers over whether to invest in expensive new technology and, if so, whether to invest in one new plant, or two.

Online courses   (Available from forecastingprinciples.com)
Simulated interaction – a method for forecasting decisions in conflicts (Beta version)
Forecasting using structured analogies (Beta version)

Expert testimony and submissions

Green, K. C., & Armstrong, J. S. (2015). Regulating choice: The need for evidence. Submission 237 to the Australian Senate Economics References Committee Inquiry into "Personal choice and community impacts". K. C. Green testified as an expert witness at a public hearing on 11 September at Parliament House in Canberra.

Armstrong, J. S., Green, K. C., & Soon, W. (2011). Research to date on forecasting for the manmade global warming alarm: Testimony to the U.S. Congressional Subcommittee on Energy and Environment, 31 March.

Select Committee of the New Zealand Parliament on the Emissions Trading Scheme: Written and oral submissions.

Hayes Windfarm appeal; Environment Court (ENV-2007-CHC-307): Statement of evidence.

Ducoin et al. v. Florida Board of Dentistry: Designed experiment and prepared testimony with J. S. Armstrong.

Select Committee of the New Zealand Parliament on the Climate Change (Emissions Trading and Renewable Preference) Bill: Written and oral submissions.

Consulting clients (selected from more than 60)
Alaska Department of Natural Resources
Department of Defense (The Pentagon)
Defense Threat Reduction Agency's Advanced Systems and Concepts Office (DTRA/ASCO)
National Security Agency (NSA)

Pro bono advice (selected)
Australian Food and Grocery Council, Gary Dawson
U.S. Assistant Secretary Fish, Wildlife and Parks, Lyle Laverty
U.S. Central Intelligence Agency (CIA)
U.S. Federal Bureau of Investigation (FBI)
U.S. Office of the Director of National Intelligence (ODNI)
U.S. Intelligence Advanced Research Projects Activity (IARPA)
United States Strategic Command (STRATCOM)
Various U.S. Senators, Congressmen and Congresswomen

Professional activities, organisation memberships, communications, grants, and awards
Director, International Institute of Forecasters, 2010 to 2014
Co-director and co-owner of the Forecasting Principles site, ForecastingPrinciples.com (ForPrin.com)
Co-director and co-owner of the Advertising Principles site, AdvertisingPrinciples.com (AdPrin.com)
Director of the Forecasting Decisions in Conflicts site, ConflictForecasting.com
Director of the Public Policy Forecasting site, PublicPolicyForecasting.com
Guest editor of a special issue of the *Journal of Business Research* titled "When simpler is better: Conditions and complexity in forecasting" forthcoming in 2015.
Invited Session Organizer, International Symposium on Forecasting, Riverside 2015, Rotterdam 2014, Seoul 2013, Boston 2012, Prague 2011, San Antonio 2005.
Conference Programme Sub-committee, International Symposium on Forecasting (ISF): Seoul 2013, Sydney 2004.

Reviewed papers for
- *British Food Journal*
- *European Journal of Marketing*
- *Journal of Current Issues & Research in Advertising*
- *Foresight*
- *International Journal of Conflict Management*
- *Econometrics*
- *International Journal of Forecasting*
- *Journal of Business Research*
- *Journal of Systems Science & Systems Engineering*
- *OMEGA*
- *Strategic Management Journal*

<u>Answers to Frequently Asked Questions</u>.* With J. S. Armstrong & F. Collopy
<u>Selection Tree for Forecasting Methods</u>.* With J. S. Armstrong
<u>Methodology Tree for Forecasting</u>.* With J. S. Armstrong
      *At <u>forecastingprinciples.com</u>.

Centre for Asian Business research grant awarded in 2010 for "The effect of alternative policies on the ethicality of business decisions in China".

SAS Grant awarded by the IIF in 2004 for research on usefulness of forecasts expressed as probabilities.

Best Paper Award 2002-2003 from IIF and Elsevier for Green (2002).

Education

2000 to 2003: PhD candidate at <u>Victoria Management School</u>, <u>Victoria University</u> of Wellington. <u>Thesis</u> on forecasting decisions in conflicts accepted in September 2003; degree conferred 10 December.

1998 to 2000: Part-time Master of Management Science (Decision Sciences) student at Victoria University; switched from Masters program to full-time PhD program after starting thesis.

Work History

Nov 30 2009–: Senior Lecturer, School of Commerce, previously International Graduate School of Business, and Senior Research Associate of the Ehrenberg-Bass Institute for Marketing Science, *University of South Australia*.
Member of School Executive Committee. Served on Division Consultative Committee.
Course Coordinator for Managerial Economics and Issues in International Trade.
Teaching Managerial Economics on campus and online, supervision of PhD, Masters, and Honours students. Median for on-campus teaching is 64, where 40 is the standard for full professor.

2005–2009: Senior Research Fellow, Business and Economic Forecasting Unit, *Monash University*.

Jul–Dec 2004: Visiting Senior Lecturer, Department of Econometrics and Business Statistics, *Monash University*. Lecturing to MBA students, senior graduate students and faculty, writing, and conducting research.

2000 to 2001: Senior Research Fellow, Victoria Management School, *Victoria University of Wellington* with responsibility for managing the Public Good Science Fund funded Employment Institutions Project.

1995-2009: Founder and Managing Director of *Decision Research Ltd*, which provided forecasts, programme evaluations, mail surveys, and depth interviews, as well as advice on forecasting, research, and management decision making. *Decision Research* was responsible for more than 60 diverse projects for clients in government and the private sector.

1994 to 1995: Founder and manager of *Pisé Blocks Limited*, a manufacturer of pressed earth blocks for construction. The blocks were an aesthetic triumph and the company was a marketing success but production technology was inadequate.

1985 to 1994: Founder and Director of <u>Infometrics Limited</u>, a leading New Zealand economic forecasting and consulting house. During my time, the client base grew to more than 70 subscribers while subscription fees quadrupled. I gave client seminars and consulted on economic issues.

1982 to 1985: Founder and Director of the publisher of *Bettor Informed*, a computerised horse-racing information magazine based on assessment of probabilities under different conditions. I developed systems, and organised production of this twice-weekly nationally distributed magazine.

17 January 2017
<u>kestencgreen.com</u>