

Strategy is easy. We build what makes it *work*.

Unravel Complexity Ltd builds the infrastructure between strategy and performance for councils, state agencies, foundations and social enterprises: investment cases, financial models, operating and governance frameworks, and commercial models.

THE COMPANY

Unravel Complexity Ltd
Founded 2023 by Fiona Descoteaux after twenty years in local development and social innovation in Ireland and the UK — CEO, Ballymun Whitehall Area Partnership; founder, Innovate Communities.

€50M+ **20+**
in projects designed, funded or delivered
years in the sector

19 **8**
engagements across three practices
countries, Ireland to Serbia

SECTOR EXPERIENCE

- Local government & public sector
- Social enterprise & social economy
- Foundations & philanthropy
- Arts, culture & heritage
- Cross-border & EU partnerships
- Early-stage ventures & incubators

COMMISSIONED FOR

- Research & evaluation · feasibility studies · investment cases & business plans · financial & scenario modelling · programme design & delivery · governance frameworks & terms of reference · KPI frameworks & board reporting · EU proposals & consortium building

CONTACT

Fiona Descoteaux, Founder & Director
fiona@unravel.ie
+353 87 194 7757
unravel.ie · linkedin.com/in/fionadescoteaux

THREE PRACTICES, ONE INFRASTRUCTURE

01 STRATEGY

The investment case that gets you funded.
Feasibility studies, strategic investment plans, five-year financial models, EU and Exchequer proposals, consortium building, place-based investment strategies.

02 SYSTEMS

The operating system that makes you perform.
KPI frameworks and live dashboards, governance design and terms of reference, board and programme reporting, operational and production planning.

03 SCALE

The commercial model that makes you viable.
Business plans, pricing strategy, revenue architecture, scenario and cashflow modelling, go-to-market, commercialisation programmes.

SELECTED PUBLIC-SECTOR AND NATIONAL ENGAGEMENTS

CLIENT	WORK	OUTCOME
Monaghan County Council	Re:Heritage — strategic investment plan converting a heritage asset into a nationally scalable rural Living Lab: five-year financial model, quadruple-helix governance, 2027–31 delivery roadmap.	€7M Funded
Commissioners of Irish Lights	National lighthouse regeneration roadmap: socio-economic synthesis, VICE scorecard, international benchmarking, six business levers, phased 2025–35 roadmap.	€33M → €60M+ Delivered
InterTradeIreland	SELECT — design and delivery of a nine-month all-island commercialisation programme for social enterprise CEOs: commercial curriculum, mentoring, executive coaching.	All-island Tender won · delivering
LGMA	Procurement Programme Board — contributed to the governance and decision-making framework, terms of reference and reporting for the Local Government Strategic Procurement Centre.	National Supporting role
LGMA	Skills for Life — contributed to national research mapping programmes across all 30 library services: delivery model, engagement frameworks, monitoring systems.	30 services Supporting role
Cavan Local Action Group / Breffni Integrated CLG	Ballinagh multi-purpose hub — four-phase feasibility study, five-year business plan, investor prospectus, funding register and theory of change for a protected-structure site.	Co. Cavan Delivering to Feb 2027
Abbey Theatre	Operating system built from a five-year strategy: 20+ priorities across eight departments with SMART objectives, live dashboards and one Board reporting framework.	8 depts Delivered

Also: Leslie Foundation · ChildVision (CanDo €1.4M business plan) · CEAI (€400K Erasmus+, funded) · Football Cooperative (€400K scale model) · Creative Regeneration SCIO (Glebe Sugarhouse, Greenock) · DigiAcademy · NACEC.