

## CURRICULUM VITAE

Proposed position in assignment:

1. **Family name:** *Altankhuu*
2. **First names:** *ALTANTUYA*
3. **Date of birth:** *21 September 1966*
4. **Nationality:** Mongolian
5. **Education:**

<i>Institution</i>	Kiev Polytechnic Institute, Ukraine-
<i>Date: from (month / year): to (month / year):</i>	1984-1991
<i>Degree(s) or Diploma(s) obtained:</i>	Master of Computer Science, Engineer of Electronics
<i>Institution</i>	Mongolian National University, Mongolia-
<i>Date: from (month / year): to (month / year):</i>	2001-2003
<i>Degree(s) or Diploma(s) obtained:</i>	Qualified English Language Translator
<i>Institution</i>	Edinburgh Business School, Heriot Watt University, UK-
<i>Date: from (month / year): to (month / year):</i>	2001-2006
<i>Degree(s) or Diploma(s) obtained:</i>	MBA Degree

**Language skills:** (Mark 1 to 5 for competence, 5 being the highest)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	5	4	4
Russian	5	4	4

**Membership of professional bodies:**

- A member of GI-Global CMC;
- A Member of Institute of Consulting in UK;
- A member of the Mongolian Management Consultants Institute

**Other skills (e.g. computer literacy, etc.):**

I have attended over 20 training and seminars since 2003 in Singapore, Japan, USA, Italy and UK in the field of Balance Score Card, Knowledge Management, Productivity and Quality etc. Full list of trainings attended is available below.

<b>University/ Institute/ Org.</b>	<b>Major Field of Training/Seminar</b>	<b>Year</b>
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PSB Academy Singapore	Productivity and Quality	2003
ILO (Turin, Italy)	Productivity and Quality	2004
Asian Productivity Organization	Knowledge Management	2004
Asian Productivity Organization	Web-based ISO training	2004
American Productivity and Quality Centre ( Houston , USA )	Performance Measurement System	2005
Asian Productivity Organization	Learning Organization	2005
Asian Productivity Organization	People Excellence, World's best HR practice	2005
Japan Productivity Center ( Tokyo )	Japan Quality Award	2005
Asian Productivity Organization	Organization Innovation Excellence and Quality Circles	2006
ILO (Turin, Italy)	Facilitating face to face learning	2007
Asian Productivity Organization	Quality Award Systems	2008
ILO (Turin, Italy)	Competency based HR Management	2008
ILO (Turin, Italy)	Designing an Integrated and Dynamic HR Management model,	2008
ILO (Turin, Italy)	Design, deliver and evaluate training courses	
ILO (Turin, Italy)	Identifying performance standards	
ILO (Turin, Italy)	Promoting effective Skills development policies	2009
Asian Productivity Organization	Balanced Score Card	2010
Funded by EBRD-BAS (Ulaanbaatar) and provided by the Australian BSC Institute	Balanced Score Card	2011
Funded by EBRD-BAS (Ulaanbaatar) and delivered by the Exponentials LLC, UK	Core Consultancy Skills	2011
Australian Balanced Score Card Institute, Ho Chi Minh City	Balanced Score Card Professional	2013
Funded by Gabriel Al Salem foundation (Kiev) and provided by Patrick Van de	Business Model	2014
Elevation Learning UK, funded by EBRD	Export Consulting	2013-2014
Funded by EBRD-BAS (Ulaanbaatar)	Marketing/Selling of Consultancy Services	2015
Funded by EBRD-BAS (Ulaanbaatar)	Project management of Consultancy Services	2015

- Excellent translating and interpreting skills from Mongolian to English and English to Mongolian
- Great computer literacy i.e. proficient in Microsoft Office Package and use of internet
- Excellent communication and project implementation skills Managerial skills for manufacturing, commercial, and financial services industry Consulting skills on strategic management, change management, performance management and HRM.

**Present position:**

- Founder/CEO of Business Excellence LLC

- One of the founders of the Mongolian Management Consultants Institute/ Lead delegate of MMCI

**Years within the firm:** Since 2011

**Professional Experience Record:**

<i>Date: from (month / year) to (month / year)</i>	April, 2014- To date
<i>Location:</i>	Ulaanbaatar, Mongolia
<i>Company:</i>	Business Excellence LLC (BE), Mongolia
<i>Position:</i>	Founder and Chief Executive Officer
<i>Description:</i>	Marketing and selling consulting services Designing and delivery of management trainings and projects Managing consulting projects Designed/Developed Balanced Score Card training for executives Developed a manual for Process management I have conducted EBRD BAS Programme's first project in Mongolia in 2009 at Tsast Construction for implementing Performance Management System.
<i>Date: from (month / year) to (month / year)</i>	April, 2014- To date
<i>Location:</i>	Ulaanbaatar, Mongolia
<i>Company:</i>	Mongolian Management Consultants Institute (MMCI),
<i>Position:</i>	Mongolia- Executive Director
<i>Description:</i>	Managing day-to-day operation Providing training, certification for local consultants Publication and research Successfully organised a nation-wide Consult Expo-2014 in May which 45 consulting companies and over 450 SMEs attended. Trained over 40 consultants of which 10 were awarded consulting certificate from MMCI. Successfully implemented 2 EBRD projects at MMCI which are 'Promoting Export Sales' and 'Marketing and Selling of Consulting Services'
<i>Date: from (month / year) to (month / year)</i>	Feb, 2011-March, 2013:
<i>Location:</i>	Ulaanbaatar, Mongolia
<i>Company:</i>	European Reconstruction and Development Bank (EBRD), Business Advisory Services (BAS) Mongolia
<i>Position:</i>	Project Specialist
<i>Description:</i>	Project screening, approval and monitoring Writing progress report and completion reports and performed project evaluation

	<p>BAS Visibility by doing presentations and having meetings with local SME's</p> <p>Managed over 100 BAS supported projects</p> <p>Travelled over 10 provinces for BAS Visibility which increased the number of projects by 30%</p> <p>Have been a part of working group for developing Best Practice Guidelines</p> <p>Managed market development activities for EU funded projects and BAS Visibility</p>
<i>Date: from (month / year) to (month / year)</i>	Nov, 2010-Feb, 2011
<i>Location:</i>	
<i>Company:</i>	Mongolian Management Association (MMA), Mongolia- MMA is a member-based NGO, established in 1999 with a mission to assist its members in improving their management skills.
<i>Position:</i>	General Manager
<i>Description:</i>	<p>Managing day-to-day operation of the Association</p> <p>Providing short training courses for local firms and enterprises on productivity, teamwork, communication, 5S, quality circle, middle management skills and performance measurement/management</p> <p>Trained over 100 managers across 40 companies from various sectors.</p> <p>Successfully organised management seminars for local SME's</p>
<i>Date: from (month / year) to (month / year)</i>	Sept, 2008-Nov, 2010
<i>Location:</i>	Ulaanbaatar, Mongolia
<i>Company:</i>	Blue Sky Cashmere LLC (BSC), Mongolia-
<i>Position:</i>	Director of Business Excellence
<i>Description:</i>	<p>BSC is a cashmere garment manufacturing company with a British senior management team and 160 employees. I worked as the Head of Business Excellence Department for Change Management Project which was my first independent work on strategy deployment, implementation and competency based HRM.</p> <p>Managing day-to-day operation of the department</p> <p>Introduction of strategic management, planning system</p> <p>Implementation of Balanced Score Card</p> <p>Organising management training for managers and employees on productivity, teamwork, communication, 5S, quality circle, middle management skills and performance measurement/management</p>

	<p>Employee survey suggested that employee satisfaction has increased from 56% to 84% during my involvement.</p> <p>I managed a team of 8 staff and I successfully developed and implemented productivity improvement techniques and performance based measurement system.</p>
<i>Date: from (month / year) to (month / year)</i>	Sept, 2008-Nov, 2010
<i>Location:</i>	Ulaanbaatar, Mongolia
<i>Company:</i>	Private Sector Development Project, Mongolia
<i>Position:</i>	Consultant
<i>Description:</i>	<p>This project was funded by the Dutch Government and I worked on Asian Development Bank's (ADB) value chain project to improve local businesses competitiveness via selection of appropriate candidates.</p> <p>I was a local consultant, responsible for carrying out various analyses to assist the project appraisal process of the Bank.</p> <p>Screening potential clients for the projects  Preparing an outline proposal  Participating in the selection process  Preparing a bankable proposal for successful candidates  Successfully completed bankable project for Khatan Suikh LLC.</p>
<i>Date: from (month / year) to (month / year)</i>	September, 2007- January 2008
<i>Location:</i>	Ulaanbaatar, Mongolia
<i>Company:</i>	Gobi Corporation, Mongolia-
<i>Position:</i>	Director of Human Resources and Administration
<i>Description:</i>	<p>Gobi is Mongolia's biggest cashmere manufacturing company with over 1500 employees. Upon its privatisation I joined the company as one of the members of the senior management team.</p> <p>All human resources activities of the company such as formulating HR policy, strategy, planning, recruitment &amp; selection, training and development.  Training and development of managers and employees  I was able to change the mind-set of employees and middle managers of old soviet mentality. A dictatorial style of management started to change to a modern management approach based on creativity, teamwork and involvement of employees.</p>
<i>Date: from (month / year) to (month / year)</i>	February, 2005-August 2007
<i>Location:</i>	

<i>Company:</i>	Trade and Development Bank of Mongolia (TDBM), Mongolia-
<i>Position:</i>	Senior Human Resource Officer
<i>Description:</i>	<p>TDBM is a leading bank in Mongolia with the biggest portfolio of corporate customers.</p> <p>Development and implementation of the Performance Appraisal System.</p> <p>Defined key performance indicators at a personal level which sought to improve the performance appraisal system from a subjective evaluation to a more objective evaluation based on performance.</p>
<i>Date: from (month / year) to (month / year)</i>	January, 1996-January, 2005
<i>Location:</i>	Ulaanbaatar, Mongolia
<i>Company:</i>	Goyo LLC, Mongolia-
<i>Position:</i>	Deputy Director
<i>Description:</i>	<p>Goyo initially was a US-Mongolian joint venture in cashmere processing established in 1994. I started as a personal assistant to CEO and promoted as a deputy to Procurement Director and eventually to Marketing Director.</p> <p>Day-to-day operation of marketing/selling activities</p> <p>Opening up branches for Goyo brand stores</p> <p>Managing shop assistants</p> <p>Managing foreign customers/wholesalers</p> <p>In 2004, Goyo was awarded the Best Brand and Company by the Chamber of Commerce of Mongolia.</p> <p>During 2004-2005, it successfully conducted an APO-NPDC joint programme and was awarded Model Company in Asia.</p>

**Publications:**

- ‘Understanding Mission, Vision and Values’ - Human Capital Magazine, August 2014
- ‘My experiences as a manager’ – Mix Magazine, April 2014
- ‘One page business plan’ – Mix Magazine, June 2014
- ‘What is most difficult when you manage a company’ – Daily News Newspaper, May 2014

