

- Profile:** CMC Certified Management Consultant, PhD graduate, ISO 20700 self-declared services, Member of Board Association of Business and Management Consultants ACAM
- Name:** Mariana Radov
- Date of Birth:** 30.04.1978 **Citizenship:** Republic of Moldova
Contacts: +373 79621662, mariana.radov@gmail.com



4. Education

Institution	Degree	Period
Academy of Economic Studies of Moldova	PhD studies in Economics and Management	2007 – 2010, present – PhD thesis
Academy of Economic Studies of Moldova	Diploma of Integrated Studies in Economics and Management (equivalent with I & II cycle)	1995 September –2000 July

5. Trainings and Certification courses

Period	Course Description
September 2020	Practitioner course "ISO 20700 Guidelines for management consultancy services", ICMCI/CMC-Global, International Council of Management Consulting Institutes, IMC-Ukraine.
November 2017	Preparation course for PMP – Project Management Professional certification, CEED Moldova
January - May 2017	Certified Management Consultant Course / Capacity Building and Certification program for consultancy service providers implemented by UNDP Moldova, BCI Moldova, CPMC Austria.
February – August 2016	Certified National Trainer / Course Training of Trainers, Chamber of Commerce and Industry of Moldova, Center of Trainers Excellence, Moldova.
April 2013	Certified in „Business modelling, business processes management”, Business Set, Russia.
March 2013	Certified internal auditor / Course „Audit of the Quality Management System ISO 9001: 2008”, C&I LLC Moldova / Certind Romania.
December 2012	Certified in "Modelling of business architecture: Balanced Scorecard, KPI", Business Set, Russia.
January – June 2012	Practitioner course „Neuro-linguistic Programming”, Moscow Institute of NLP, Moldova.
September 2009 - March 2010	Certification course „Training of Trainers in critical thinking”, CMB Training Center Communication. Management. Business, Moldova.
May – August 2005	Certified Accountant, accounting and consultancy company "Tatiana" LLC, Moldova.

Trainings

March 2019	Training "Consulting and Ethics", ICMCI/CMC-Global, International Council of Management Consulting Institutes.
October 2017	Training "OVOP Methodology One-Village-One-Product", Business Advisory Centre Moldova, HEKS/EPER Foundation, UKAid.
October 2017	Training "Project Management in consulting services", EBRD Moldova.
November 2014	Training of Trainers „Psychotherapeutic tools for assisting specialists who work with groups", Oh Cards, Moldova.
October 2013	Preparation course "Balanced scorecard certification", Balanced Scorecard Romania, Norton and Kaplan/Palladium certification.
September 2013	Training of Trainers „Local Economic Development" (Participatory Appraisal of Competitive Advantage). Mesopartner Germany, SME DNC Armenia
October 2011	„Practice skills in management consulting", Association of Management Consulting Firms, Romania (AMCOR).
June 2011	Training of Trainers „Change management", Chamber of Commerce and Industry of Moldova / IHK Potsdam.
May 2009	„Fundraising, applying and writing project proposals", International Relief Friendship Foundation "Onlus".

6. Languages

Language	Reading	Speaking	Writing	Language	Reading	Speaking	Writing
Romanian		Native		English	C2	C2	C2
Russian		Native		French	B2	B1	B1
				German	A1	A1	A1

- Key competences:** project management, bid management, consultancy and expertise.
- Key areas:** strategic management, business modelling & innovation, studies & forecasts, local economic development.
- Technical skills:**
 - Utility and Productivity:* Internet Explorer, Mozilla Firefox, Google Ghrome, Safari, MS Windows & Office, iWork, iOS.
 - Project management and Consulting:* Business Studio Enterprise (EAT software, including BSC, KPI, BPM), XMind, Bitrix 24, Asana, Trello, and different apps on business modelling and strategy.
 - Design and Content:* Adobe Photoshop CC 2015, Corel Draw 2020, different social media and content apps.
- Other skills:** futurology, ideation, business articles writing, training, coaching.
- Memberships:**
 - ACAM Association of Business and Management Consultants from Moldova, **Co-Founder. Member of Board.**
 - ICMCI/CMC-Global, International Council of Management Consulting Institutes, **Member CMC.**
 - PMI Project Management Institute, **Member.** PMI Chapter Romania, **Member.**
 - CEO CEED Club, 1st Manager Club in Republic of Moldova, **Member-Mentor/Coach.**

12. Work experience

Date	Period
	2016 May – Present

Location	Locally (Republic of Moldova) and internationally
Company	Short- and long-term missions, individually contracted (UNDP Moldova, GIZ Moldova, GFA Consulting Group GmbH Germany, GOPA Worldwide Consultants Germany, WeGlobal, International Labour Organisation, Eptisa Romania, etc.)
Position	<i>Project Expert/Coordinator</i>
Description	Consulting in local economic development, innovation and strategic management, capacity development. Writing guidelines and regulations on different consulting and business topics.
Date	2016 May – Present
Location	Chisinau, Republic of Moldova
Company	ProConsulting LLC, Business consulting company
Position	<i>Associated Project Manager/Expert</i>
Description	Project management. Consulting in strategic and innovation management, processes, local economic development. Project writing. Trainings.
Date	2013 April – Present
Location	Chisinau, Republic of Moldova
Company	Business Advisory Centre "CCA", NGO
Position	<i>Associated Project Manager/Expert</i>
Description	Project management of consulting projects. Assist entrepreneurs in 1 st Managers Club CEED Club Moldova.
Date	2011 November – 2016 May
Location	Chisinau, Republic of Moldova
Company	ProConsulting LLC, Business and management consulting company
Position	<i>Vice Director, Associated Partner</i>
Description	Company administration. Fundraising. Project management. Developing consulting projects. Trainings.
Date	2010 August – 2011 November
Location	Chisinau, Republic of Moldova
Company	ProConsulting LLC, Business and management consulting company
Position	<i>Head of Strategic Consulting Department</i>
Description	Writing project proposals. Project management. Developing consulting projects. Trainings.
Date	2010 September – 2010 December
Location	Chisinau, Republic of Moldova
Company	Academy of Economic Studies of Moldova
Position	<i>Teacher "Business modeling and planning" (seminars)</i>
Description	Develop seminar structure and program. Seminars delivery. Students' evaluation.
Date	2010 March – 2010 August
Location	Chisinau, Republic of Moldova
Company	Training Center "CMB" Communication. Management. Business.
Position	<i>Associated Trainer & Expert</i>
Description	Consulting, training in soft skills, organizational development. Assistance in the Project "Introduction of the principles of critical thinking in educational curriculum in Moldova".
Date	2009 November – 2010 May
Location	Chisinau, Republic of Moldova
Company	IDIS "Viitorul" Institute for Development and Social Initiatives
Position	<i>Associated Expert</i>
Description	Analysis and economic forecasts for "Economic Monitor" magazine.
Date	2009 September – 2010 March
Location	Chisinau, Republic of Moldova
Company	Business Advisory Centre "CCA", NGO
Position	<i>Trainer, Associated Consultant</i>
Description	Business planning, management consulting, trainings for business women in Moldova.
Date	2007 December – 2009 August
Location	Chisinau, Republic of Moldova
Company	Advertising and Information Agency "Varo-Inform"
Position	<i>Superior Economic Manager</i>
Description	Development strategies, organizing and controlling economic analysis and planning, and investment.
Date	2005 December – 2009 July
Location	Chisinau, Republic of Moldova
Company	Moldovan Association of Advertising Agencies
Position	<i>Economic & Management Consultant</i>
Description	Market research, proposals' development for improving legislation and taxation system in the sector, monitoring best practices in the field.
Date	2004 January – 2007 November
Location	Chisinau, Republic of Moldova
Company	Advertising and Information Agency "Varo-Inform"
Position	<i>Manager on economic activity, Outdoor Advertising Department</i>
Description	Organizing, controlling economic analysis and planning. Debts monitoring.
Date	2000 November – 2003 December
Location	Chisinau, Republic of Moldova
Company	Advertising and Information Agency "Varo-Inform"

Position *Economist, Outdoor Advertising Department*
 Description Economic and financial analysis and planning, debts monitoring.

13. Competences in managing/implementing projects

48 consultancy projects (70% as Project manager). **Industries:** Utilities & Local economic development 30%, Services & Transport 20%, Entrepreneurship 18%, Industry 18%, Energy 4%, Agriculture 10%. **Client:** Donors & Public 60%, Private 40%.

Name of project	Period	Client	Position	Key responsibilities
Consultancy and mentoring in the Project Danube Chance 2.0 (support for enterprises in difficulty) -the pilot project for the National Program 2 nd Chance	November 2021 – January 2022	ODIMM Organization for the Development of Small and Medium Enterprises	Expert	Development of Methodology for the selection of mentors and consultants for the National Program 2 nd Chance. Development of the Regulation for the creation of Mentors' network. Development of the Methodology for Providing mentoring services in the National Program 2 nd Chance (<i>including templates for Business analysis, Revitalization Plan, Mentoring report</i>). Analysis of Consultancy and mentoring market in Moldova.
Opportunity study, market analysis and Business Plan for 3 years for the new services development	June - October 2021	Casmed NGO, Center for Rehabilitation and Socio-Medical Training	Project Manager /Expert	Project management. Analysis of the opportunity to create the Rehabilitation Center and the Laboratory of socio-medical innovations. Development of the Business plan (management and strategy component). Support and coaching in grant application for the Eastern European Foundation.
Market system analysis (MSA) in the honey and berry sector in the Republic of Moldova	December 2020 – March 2021	International Labor Office for Central & Eastern Europe	National Consultant	Conduct field and desk research on the berry value chain in Moldova. Analysis of findings and feedback from stakeholders. Drafting MSA Report on berry value chain, including main problems and constraints, potential opportunities, stakeholders' mapping, possible project activities and initiative with potential actors to be involved. Conduct validation workshop presentation with stakeholders.
Market study on production, processing and commercialization of Non-Wood Forest Products in the Republic of Moldova	March 2020 – July 2020	International Fund for Agricultural Development	Project Coordinator /Expert	Project coordination, data monitoring. Analysis of the value chain of medicinal and aromatic plants. Drafting conclusions and perspectives of non-wood forest products sector in Moldova.
Optimization of the organizational structure and processes in order to improve the management	June – December 2019	Power Plant with Thermal Heating CET Nord JSC	Project Manager / Management and processes Expert	Project management. Diagnostic analysis. Elaboration of proposals for optimizing the organizational structure and processes. Elaboration of proposals for optimization of scheme staff. Developing the action plan for implementation, training the staff. Presentation for the JSC Council.
Optimization of processes for the new business model	June 2017 - February 2019	ProConsulting LLC	Project Manager / Strategy Expert	Project management. Elaboration and optimization of the processes for the business model. Validation of the process's documentation.
Research on the real estate market of Moldova with the focus on investment opportunities in the sector (commercial real estate)	October 2018 – January 2019	GIZ Moldova, Economic Policy Advice to the Moldovan Government Project	Project manager/Market & Investment Expert	Project management, elaboration of the overall market analysis, including forecasting for 3 years, elaboration of recommendations for potential investors, integration and revision of the Analysis Report and of the Report of Mapping office spaces in 4 main cities.
Diagnostic analysis and Development plan for 5 years	July - October 2018	GIZ Moldova, Modernization of Local Public Services, JSC "Apa-canal Leova"	Project manager, Management Expert	Project management, capacity appraisal (management part), elaboration of development plan (management part), presentation to Client, Beneficiary and involved LPAs.

Name of project	Period	Client	Position	Key responsibilities
Elaboration of the Guide for Inter-municipal cooperation for solid biofuel production	June-September 2018	UNDP Moldova Biomass Project	Team leader, Senior Expert, Inter-municipal cooperation	Elaboration of the Guide (strategic planning and inter-municipal cooperation part), integration and verification of all expert's work, conduct study visit for writing case study.
Elaboration of the Guide for improvement of SMEs' competitiveness (Visibility and Communication for actions related to AA/DCFTA implementation in the framework of the EU-funded assistance program)	April - June 2018	Proje Grup Danışmanlık Turizm ve Bilişim Hizmetleri Tic. A.Ş. (Beneficiary Ministry of Economy of Moldova)	Senior Private Sector Development	Elaboration of the Guide for local SMEs - IMPROVING YOUR BUSINESS'S COMPETITIVENESS: steps, examples, regulations for strategic planning, marketing, human resources management, intellectual property, quality and certification, energy efficiency, informational system development, collaboration and association.
Investment Plan for 5 years and Market analysis for Export of wine	December 2017 – April 2018	Calarasi Divin LLC	Project Manager / Marketing & Strategy Expert	Project management. Diagnostic analysis of the company, analysis of export markets, elaboration of the investment plan (marketing, management part). Revising the operations and financial plan.
Capacity enhancement and training methodology on business model for SMEs	November – December 2017	ProConsulting LLC (SARD Project UNDP)	Training Team leader /Strategy expert	Elaboration of the training methodology, developing of the action plan and the project schedule, define roles and responsibilities for the trainers, conduct trainings and beneficiaries' valuation.
Elaboration of the new Business Model for consultancy services	June - October 2017	ProConsulting LLC	Project Manager / Strategy Expert	Project management. Elaboration of the new Value Offer for consulting services (Strategy for 5 years). Elaboration of the new Business Model, objectives, KPIs and organizational structure.
Assessment of Women in Business Program Beneficiaries' business development services needs	July – August 2017	GFA Consulting Group / Technical Assistance for the implementation of DCFTA Moldova Project	Short-Term Expert	Familiarize with Programs for women in business (ODIMM), select target beneficiaries, elaborate questionnaires, conduct interviews, and develop recommendations for ODIMM Program.
New Business Model and Business Plan for 2017-2022	February – May 2017	Nexus Moldova Project / IASCI International Agency for Source Country Information	Project coordinator/ Strategy Expert	Diagnostic analysis, elaboration of the new Business Model, competitive factors and value offer, elaboration of the business plan, adjusting work of team of experts, organizing strategic sessions.
Elaboration of Sales script and process manual for CEED Moldova Club of CEO and entrepreneurs	January – February 2017	Business Advisory Center	Project Manager/ Marketing Expert	Project management, analysis of the sales processes, development of the sales script and the processes' chart and description, organizing training for the personnel.
Assessment of regulatory framework and administrative procedures related to targeted values chains	May-June 2017	Chemonics International Inc. / HVAA	Associated Expert	Developing supporting documents (questionnaires for agricultural sectors, methodology for interviewing and focus group).
Developing the entrepreneurship advisors' handbook and beneficiary's task book as part of the Entrepreneurship Program of Career Advisory Center (Syslab)	October – November 2016	PIU UNDP	National Consultant	Developing trainer's handbook including teaching methodology and working instructions for entrepreneurship advisors. Developing beneficiary's task book including individual work plan and methodology for working.

Name of project	Period	Client	Position	Key responsibilities
Creation of new job opportunities through supporting SMEs and business services infrastructure in the ATU Gagauzia and Taraclia district	October- November 2016 - February 2017	SARD UNDP	Associated Expert / Trainer	Elaboration of supporting documents for grant application process and coaching (Application Methodology, Application forms, Monitoring Methodology, coaching methodology, Scoring grid). Training of SMEs on management. On-demand consulting services.
Providing assistance in development of Entrepreneurship Programme for the Network of Career Advisory Centers Project (Syslab)	May – July 2016	PIU UNDP	Consultant/ Trainer	Development of training materials for Syslab centers in the Entrepreneurship Programme for the Network of Career Advisory Centers Project. Training of trainers for regional Syslab centers.
Provision of Consultancy Services to Strengthen the Capacities of target IMC Service Providers (utility companies)	June – November 2015	Joint Integrated Local Development Program JILDP/UNDP	Project Manager	Project management. Managerial diagnostic of IMCs. Business Plans and Development Plans elaboration. Coaching and on-going support. Coordinate endowment of IMCs with new specialized equipment. Coordinate regional events with LPAs and Operators.
Public Private Partnership Feasibility Study in Glodeni for water and sewerage service	July – December 2015	USAID Moldova LGSP Local Government Support Project	Project Manager	Project management. Coordinate diagnostic analysis of Operator's capacities and of Potential private partner, elaboration of managerial scenario for the Feasibility study. Coordinate discussions and presentation with LPA, Operator and Private partner.
Short-term consultancy for technical support in implementation of waste management pilot projects in Soldanesti, Floresti	May – September 2015	Modernization of Local Public Services in Moldova, GIZ Project	GOPA Expert Operations and HR Expert	Assist service providers in the developing operational documents (organizational charts, job descriptions, HR policies); assist the management expert in development of internal regulations and work procedures and in the development of operational business plan.
Developing training materials and conduct trainings sessions for water canalization service providers	September 2014 – December 2015	Modernization of Local Public Services in Moldova, GIZ Project	GOPA Expert/ Trainer	Background analysis, target group identification, development of methodology for training, terms of references for trainers. Development of training modules. Provide trainings on Strategic Planning for local Operators. Elaboration of Beneficiary's Manual.
Local economic development in Chiscareni, Sipca, Domulgeni	December 2013 – June 2015	LRED, Black Sea Basin Regions Project / local public authorities & SMEs	LRED Expert	Market research and identification of competitive advantages of localities. Elaboration of initiatives and actions for local economic development. Assist entrepreneurs.
Capacity analysis of water canalization services	August 2014 – February 2015	USAID Moldova LGSP Project / 11 companies	Senior Management Expert	Capacity appraisal. Improvement Plans. Benchmarking of 11 companies.
Feasibility study for brownfield industrial park	July - August 2014	Cahul Municipal Council	Project Coordinator	Project management. Scenario planning. Organizational management.
PPP Feasibility Study in Straseni for urban parking facilities	April – July 2014	USAID Moldova LGSP Project / Straseni City Hall	PPP Expert	Development of questionnaires. Analysis of parking places. Demand and road traffic analysis. Scenario planning for PPP.
Feasibility study for greenfield industrial park	March - May 2014	Comrat Municipal Council	Project Coordinator	Project management. Scenario planning. Organizational management.
Capacity analysis of waste, water canalization services	September - December 2013	USAID Moldova LGSP Project / 11 companies	Management & HR Expert	Capacity appraisal. Improvement Plans.

Name of project	Period	Client	Position	Key responsibilities
Market study on transport services for exporting fresh fruits and vegetables	December 2012 - February 2013	USAID Moldova ACED	Project Manager/Expert	Project management. Market survey.
Market study, Balanced Scorecard system and KPI	December 2011 - March 2012	Esplan-Lux LLC	Project Manager/Strategy Expert	Project management. Strategic analysis. Strategic planning. KPI elaboration.
Company diagnosis, Balanced Scorecard, KPI	November 2012 – April 2013	Berlizzo Group LLC	Project Manager/Expert	Project management. Strategic analysis. Strategic Planning. Coaching.
Market study, Balanced Scorecard system, KPI	September 2012 – May 2013	Tronex-Com LLC	Project Manager/Expert	Project management. Strategic analysis. Strategic Planning. Coaching.
Strategy, Marketing Plan for forged steel elements	June – August 2012	Tronex-Com LLC	Project Manager/Expert	Project management. Marketing strategy development. Coaching.
Strategy for working with suppliers, metal commerce	February – June 2012	Tronex-Com LLC	Project Manager/Expert	Analysis of the potential of working with suppliers. Supply strategy. Coaching in supply terms negotiation.
Development strategy of the company	October 2011 – February 2012	Interpares Prim SA	Coordinator/Management Expert	Diagnostic analysis. SWOT analysis, Development strategy elaboration.
Market study on international tourism	August - September 2011	Foreign investor	Project Manager/Expert	Survey on organization of the business in the sector, survey on prices. Benchmarking. Recommendations.
Market study on PVC products	August - September 2011	Plastregal LLC	Management Expert	Survey on organization of the business in the sector, survey on prices. Benchmarking. Recommendations on capacity development.
Market Research for auto international transportations of goods	June – July 2011	International transport company	Project Manager/Expert	Assessment of sector's potential, competitors' analysis, customers' analysis. Recommendations on start-up.
Market Research for fluvial international transportations of goods	June – July 2011	International transport company	Project Manager/Expert	Assessment of sector's potential (trends, forecasts), competitors' analysis, customers' segmentation. Recommendations on start-up.
Strategic Development Plan	May – August 2011	Contact NGO / 4 local SMEs	Management Expert	Development of economic and financial analysis, and strategic plans.
Diagnosis of municipal company Apa Soldanesti	February – April 2011	Modernization of Local Public Services, GIZ Moldova	Management & HR Expert	Economic and financial diagnosis. Recommendations for implementation of the strategy of development.
Feasibility study for brownfield industrial park, Ocnita	March - May 2011	Magmec LLC	Project Manager/Consultant	Regional analysis. Market forecasts. Key factors for capacity building. Scenario planning. Action plans.
Feasibility study for greenfield industrial park, Orhei	February 2011	Foreign investor	Management Consultant	Regional analysis. Market forecasts. Key factors for capacity building. Scenario planning. Action, sales plans.
Feasibility study for 3 industrial parks based on PPP	October 2010 - March 2011	PPP Program, UNDP/Ministry of Economy	Management Consultant	Regional analysis. Market forecasts. Key factors for capacity building. Scenario planning. Action plans.
Holland, Stichting Gamma Dienstverlening	June 2009 – July 2010	Local SMEs	Business planning Trainer/Expert	Support women in creation and development of own business, trainings and evaluation of business plans.

14. Related publications

2021	„A synergy of growth and employment opportunities. A market system analysis of the berry sector in the Republic of Moldova”, International Labour Organization/British Embassy Chisinau Project, Co- author.
2018	„Practical Mini Guide for businesses - Steps to Improve Competitiveness”, EU4Business DCFTA Visibility and Communication Project, Author.
2018	„Guide for Inter-municipal cooperation for solid biofuel production”, Energy and Biomass Project UE, Co- author.
2017	Methodologies and supporting documents for grant application process and coaching (<i>Application Methodology, Application forms, Monitoring Methodology, coaching Methodology, Scoring grid</i>), Creation of new job opportunities through supporting SMEs and business services infrastructure in the ATU Gagauzia and Taraclia district, UNDP SARD Project, Author.
2016	Methodology for teaching and coaching „Entrepreneurship advisors' handbook.” Methodology for access to finance

2014	„Beneficiary’s task book”, as part of the Entrepreneurship Program of Career Advisory Center (Syslab), UNDP, Author. „Sell or help. The role of a business consultant”, Business Class Magazine, Author. „Methodology for training and Terms of references for trainers for WSS providers”, Modernization of Local Public Services in Moldova, GIZ Project, GOPA Expert, Co-author.
2013	„Trust but watch! A systematic approach to business controlling”, Business Class Magazine, Author.
2012	„Balanced Scorecard system in order to show the winning strategies”, Business Class, Author. „The role of the feasibility study in obtaining the correct investment decision”, Economist Magazine, Co- author. „Feasibility study – the instrument for obtaining financing for local economic development”, Economist, Co- author. „Production of solid biomass fuel: timeline, risks and recommendations”, Economist Magazine, Co- author. „Two heads are better or does Moldova need business consulting?”, Business Class Magazine, Author.
2010	„Consultancy as a school of managerial education”, Economist Magazine, Author. „The need to approach strategic management through the company's contribution to branch development”, Economica, Author.
2009	„Balanced Scorecard system: the synergy of the strategy”. Scientific magazine Economica, Author. „Strategic mobilization - the condition of overcoming the economic crisis in the branch”, Scientific magazine Economica, Author. „Rethink for revive - branch framework”, Scientific magazine Studia Universitatis, State University, Author.

15. Related trainings and workshops for beneficiaries

January 2020	<i>Business Process Modelling and documentation Workshop</i> during the implementation of the Project “Optimization of the organizational structure and processes in order to improve the management”. Target group: CET Nord JSC top-management.
February 2018	<i>Business Model Workshop</i> during the implementation of the Project “Investment Plan for 5 years and Market analysis for Export of wine”. Target group: Calarasi Divin LLC top-management.
November 2017	<i>Business Model Training</i> . Target group: SMEs, beneficiaries of SARD/UNDP Project “Creation of new job opportunities through supporting SMEs and business services infrastructure in the ATU Gagauzia and Taraclia district”.
October 2017	<i>Business Processes Training</i> , including Lean management Module. Target group: Gas Natural Fenosa, middle management team.
March 2017	<i>Business Model Workshop</i> during the implementation of the Project “New Business Model and Business Plan for 2017-2022”. Target group: Nexus Moldova Project / IASCI International Agency for Source Country Information, top and middle management.
October 2016	<i>Business Model and Value Offer Training</i> . Target group: CEO, entrepreneurs of CEED Club Moldova.
August, 2016	<i>Blue Ocean Strategy Training</i> . Target group: Chamber of Commerce and Industry participants.
May – July 2016	<i>Entrepreneurship Training including Business Modelling Module</i> . Target group: trainers and entrepreneurs of Syslab centers in the Entrepreneurship Programme for the Network of Career Advisory Centers Project.
November 2015	<i>Strategic Management Training including Key Performance Indicators Module</i> . Target group: utility companies, beneficiaries of GIZ Project “Developing training materials and conduct trainings sessions for water canalization service providers”.
October 2015	<i>On-job training and workshops on Strategic management and organizational development</i> . Target group: utility companies, beneficiaries of JILD/UNDP Project “Provision of Consultancy Services to Strengthen the Capacities of target IMC Service Providers”.
July 2015	<i>Balanced Scorecard Workshops</i> during the implementation of GIZ Project “Short-term consultancy for technical support in implementation of waste management pilot projects in Soldanesti, Floresti”.
2013-2015	<i>Workshops and trainings on Local Economic Development according to PACA Methodology</i> . Target group: LPAs, local SMEs, and civil society during the implementation of LRED, Black Sea Basin Regions Project “Local economic development in Chiscareni, Sipca, Domulgeni”.
November 2012 – April 2013	<i>Workshops on Balanced Scorecard including Key Performance Indicators Modules</i> . Target group: Berlizzo Group LLC, top management.
September 2012 – May 2013	<i>Workshops on Balanced Scorecard including Key Performance Indicators Modules</i> . Target group: Tronex-Com LLC, top management.
December 2011 – March 2012	<i>Workshops on Balanced Scorecard including Key Performance Indicators Modules</i> . Target group: Esplan-Lux LLC, top management.
October 2011	<i>Strategic Management Workshop</i> . Target group: Interpares Prim JSC, middle management.
August, 2009	<i>Strategic Management Training</i> . Target group: Local SMEs, beneficiaries of Stichting Gamma Dienstverlening Project “Support women in creation and development of own business, trainings and evaluation of business plans.”.

16. References

1	Palade Anotolie. CMC. Founder ProConsulting LLC. Chair of Association of Business Consultants from Moldova. +373 79922585, +37322 221057, apalade@proconsulting.md
2	Dumitru Vasilescu. Policy specialist. Projects Implementing Unit UNDP Moldova. +37322 839911, dumitru.vasilescu@undp.org
3	Christian Putzer. CMC. Founder CMPC Austria. Chapter President of Management Consultants Tyrol, Austria. + 43 676 30 58 566, chris@cpmc.at
4	Olga Trofymova. CMC. Founder Centre of Quality, Ukraine. +38 0675783130, olgatok@gmail.com

Date: January 2022