

Curriculum Vitae

Date: 07 January 2008

PROPOSED POSITION:

1. FAMILY NAME: Zilcken

2. FIRST NAMES: Hans-Joachim

3. YEAR OF BIRTH: 1951

4. CITIZENSHIP: German

5. CIVIL STATUS: Married

6. EDUCATION: Date: 1978
Institution: Institute of Economics, Dept. of Management
University of Aarhus, Denmark
Academic Degree: cand.oecon.

Date: 1972
Institution: Deutsche Bank AG, Wiesbaden
Diploma: Banker

7. LANGUAGE SKILLS:	SPEAKING	READING	WRITING
German	Native language		
English	Excellent	Excellent	Excellent
Russian	Good	Good	Fair
French	Fair	Strong	Fair
Spanish	Fair	Fair	-
Danish	Excellent	Excellent	Excellent

8. MEMBERSHIP OF PROFESSIONAL BODIES: The European Evaluation Society

9. PERSONAL SKILLS AND COMPETENCIES:

Social Skills: Goal-oriented, commercial, and otherwise relaxed attitude
Consultative management skills, flexible team worker
Analytic and pedagogical skills

Organisational Skills: Always ready to acquire new knowledge
Good at co-operating in small as well as large organisations

Artistic Interests: Classical music

Computer Literacy: Windows XP, Microsoft Office 2003, MS-FrontPage 2003,
MS-Project 2002, SPSS, Lotus Notes Desktop

10. PRESENT AFFILIATION: External Lecturer, University of Aarhus, Institute of Business and Technology

11. YEARS WITH THE FIRM: 1

12. KEY QUALIFICATIONS:

Being committed to international project work since 1993, Mr Zilcken has a broad practical knowledge to Transition Economics and privatisation at enterprise level, and several publications have been made about the subject.

From his professional career in industrial marketing and international business, he is well versed in presentation and launching of new projects and products, and he paid frequent visits to the customers all over Europe, Japan, former Soviet Union, and former Yugoslavia.

a. Transition Economics:

Mr Zilcken has a broad knowledge to multi-cultural project work dealing with technical assistance to Eastern Europe, concerning the set up of post-privatisation advisory centres, enterprise restructuring and decentralisation of the decision making processes, strategic planning, stakeholder analysis, troubleshooting, and turn around management, the preparation of business plans, computer-based cost accounting systems, the preparation of project proposals according to EC standards and their presentation with EC Tacis in Brussels, monitoring and evaluation, and the implementation of the Logical Framework Approach. Main Subjects were Farm Restructuring, Farm Machinery Equipment, Food and Feedstuff Trading Systems, Tacis City Twinning proposals, Enterprise Support Centres, etc.

b. Theoretical Background:

After several years of lecturing at University level in Denmark, he also became acquainted to the specific academic environment in Central and Eastern Europe when carrying out scientific research projects and case study work, as well as lecturing and conducting seminars at various educational institutions in the region.

c. Business Consultancy and Training

Due to a strong theoretical background in managerial economics, the delivery of technical services such as:

- Market Research
- HRD Surveys
- Project Management

belong to his broad range of experience.

d. Industrial Marketing and International Business:

Through his previous work for major industrial concerns in the food and chemical industries, he has good knowledge of international business including trade policies and cluster development analysis, and proven international marketing experience including export promotion techniques and the development of long lasting customer-supplier relationships and networking, the interaction approach, comprehensive marketing plans, market and competitive analysis, how to set up distribution networks, price management, and financing.

13. SPECIFIC EXPERIENCE FROM CENTRAL AND EASTERN EUROPE REGION:

Kosova	July 2007
Montenegro (Lux-Development)	2005 – 2006
Lithuania (GTZ, DTI, UNIDO)	2001 – 2005
Ukraine (EU-Tacis)	1995 – 2000
Latvia (World Bank)	1995, 2000 – 2005
Russia (EU-Tacis)	1993 – 1994
Former Soviet Union, former Yugoslavia (A/S Cheminova)	1983 – 1986

14. PROFESSIONAL EXPERIENCE RECORD:

Date: July 2007
 Location: Kosova
 Institution: University of Prishtina, Faculty of Economics, Dept of Marketing and Entrepreneurship
 Position: Visiting teacher
 Description: In charge of training course “International Business” at Prishtina Summer University (3 weeks)

Date: 2007 –
 Location: Denmark
 Institution: University of Aarhus, Institute of Business and Technology
 Position: External Lecturer
 Description: In charge of course development and lecturing in “International Business”

Date: April 2006
 Location: Montenegro
 Organisation: Academic Training Association
 Position: Trainer Business Skills Training
 Description: In charge of training course “Introduction to Marketing” (one week)

Date: 2005 – 2006
 Location: Montenegro
 Company: Zora Dairy Plant
 Beneficiary: Government of Montenegro, Ministry of Agriculture, Forestry and Water Management
 Donor: Luxembourg, Ministry of Foreign Affairs
 Position: International Project Co-ordinator
 Description: One year mission to Dairy Project “Milk Enterprise Development in Northeast Montenegro”, responsible for the overall implementation and delivery of the project. Member of the Board of Zora Dairy Plant, responsible for the monthly management reporting on the accounts, and the financial situation of the company.

Date: 2004 – 2005
 Location: Lithuania
 Company: Intellectual Property Development Fund

- Beneficiary: Innovation and Engineering Excellence Centre
 Donor: Department of Trade and Industry (DTI)
 Position: International expert
 Description: Several part time missions (7 months) to DTI project “Proposal for a Feasibility Study on Developing a Framework for the Exploitation of Innovative Opportunities and Engineering Capacities from Qualified Specialists from the Ignalina Nuclear Power Plant”, in charge of methodology and data collection.
- Date: 2003 – 2005
 Location: Latvia
 Institution: Stockholm School of Economics in Riga
 Position: External Supervisor
 Description: EMBA Diploma and Bachelor Thesis examinations in marketing management
- Date: 2001 – 2004
 Location: Lithuania
 Beneficiary: Visaginas Municipality
 Donor: Gesellschaft für Technische Zusammenarbeit (GTZ)
 Position: Project Development Adviser
 Description: Long term mission (3 years) to Visaginas Municipality, assisting with the selection, co-ordination, implementation, and evaluation of technical assistance programmes and projects concerning the socio-economic consequences of Ignalina Nuclear Power Plant decommissioning. Substantial input was delivered for preparation of the medium term development strategy for Visaginas Municipality, in order to prepare for working with Structural Funds upon Lithuanian EU membership.
- Date: 2000 – 2001
 Location: Latvia
 Beneficiary: Latgale Region Development Agency
 Donor: Danish Ministry of Foreign Affairs
 Position: EU Pre accession Adviser
 Description: Long term mission (8 months) to a bilateral pre-accession project “Capacity Development for Management of Pre-structural Funds from European Union for the Latgale Region Development Agency”, to assist the management with the elaboration of the tasks and functions of the agency.
- Date: 1999 – 2000
 Location: Ukraine
 Beneficiary: Donetsk Oblast State Administration
 Consultant: Arcadis–BMB Management Consultants
 Donor: EC Tacis
 Position: Business Development Consultant
 Description: Several short term missions (3½ months) to EC Tacis Project “Support to Address the Social Consequences of Coal Restructuring through Local Economic Development in Donetsk Region”, in charge of Inward Investment and Regional Partnership Committee project components.

Date: July 1999
 Location: Ukraine
 Beneficiary: Lviv Oblast State Administration
 Consultant: Barents Group, Europe
 Donor: EC Tacis
 Position: Associate Marketing Consultant for training
 Description: Short-term mission (two weeks) to EC Tacis Post-Privatisation Project in Lviv, training course marketing management.

Date: 1998 – 2001
 Location: Denmark / Ukraine
 Beneficiary: Lugansk Oblast State Administration
 Organisation: Regional Development Company Ringkjøbing Amt (EURA A/S)
 Donor: EC Tacis City Twinning Programme
 Position: Management Consultant
 Description: Market analyses of the textile, furniture and machinery industries in Central and Eastern Europe, Ukraine. Preparation of project proposals. Identification of possible adoption partners in Ukraine, Poland and in the Baltic States, planning and starting up co-operation partnerships with Lugansk Region.

Date: 1997 – 1998
 Location: Denmark
 Institution: Holstebro Technical College
 Position: Educational Adviser
 Description: In charge of the planning and implementation of a retraining course on systems export management, international marketing and import-export business. Course development. Additional responsibilities were the preparation of project proposals and letters of interest to EC Tacis.

Date: 1995 – 1997
 Location: Ukraine
 Beneficiary: Lugansk Oblast State Administration
 Consultant: Arcadis–Euroconsult
 Donor: EC Tacis
 Position: Privatisation Specialist
 Description: Pilot Project Agricultural Sector Restructuring - Lugansk Region: Privatisation consultant (two years) on behalf of EC Tacis. Main tasks were starting up a privatisation advice centre at Lugansk Agricultural University, addressing the emerging private farmers and their organisations, and furthermore the preparation and subsequent implementation of various pilot projects, at farm level and food processing industry, including the development of management training courses.

Date: 1988 – 1995
 Location: Denmark / Latvia
 Institutions: University of Aarhus, Department of Management / Stockholm School of Economics in Riga

- Position: External Lecturer / Research Assistant
 Description: In charge of course development and lecturing in Industrial Marketing / Research assignments concerning Transition Economics and Enterprise Privatisation. Several publications.
- Date: 1993 – 1994
 Location: Russia
 Beneficiary: Yaroslavl Oblast State Administration
 Organisation: ECORD-group (European Co-operatives for Agricultural and Rural Development)
 Donor: EC Tacis
 Position: Economist
 Description: EC Tacis Project “A Study of the Milk, Meat and Fresh Produce Sectors and Privatization of the Sovkhozoes in Yaroslavl”. Main tasks within privatisation, cost accounting, and marketing. These activities covered the managerial consequences of privatisation within agriculture and food processing industry, a.o. the financial appraisal of several major farms, and the economic aspects of their distribution chains, especially the pricing, costs and margins. (15 months)
- Date: 1989 – 1992
 Location: Denmark
 Institution: Aarhus School of Business, Institute of Foreign Trade
 Position: External Lecturer
 Description: Supervisor for the students writing their diploma works
- Date: 1991 – 1993
 Location: Denmark/Germany
 Company: Raackmanns Fabriker A/S
 Position: Area Manager
 Description: Danish producer of flexible food packaging materials (450 employees, subsidiary of Danisco A/S) exporting to the main European markets. Market development on speciality product applications in Germany, building up long-lasting customer/supplier-relationships with major multinational key accounts. The activities included market research and analyses, strategy formulation, budgeting and marketing plans with follow-up activities.
- Date: 1990 – 1993
 Location: Denmark
 Institution: Aarhus School of Business, Dept. of Marketing
 Position: Member of consulting group for the Food Technology Research Programme (MAPP)
 Description: Scientific project evaluation and advice on implementation in a current Danish research programme on market based process and product innovation in the food sector.
- Date: 1986 – 1991
 Location: Denmark/Europe/Japan
 Company: Biogena A/S and Danmark Protein A/S (joint ventures between Danish

Position: Arla Foods and Solvay Deutschland GmbH
 International Marketing Manager / Business Development Manager
 Description: Responsible for the sales in Europe of milk sugar (lactose) and related products. Co-ordinating tasks vis-à-vis the German sister company within the same group. New product strategies for the Japanese market. Surveillance of competition, trademarks, patents, etc. In addition guidance and planning of market research projects, analysis of marketing reports with responsibilities of designing marketing plans and strategies.

Date: 1978 – 1986
 Location: Denmark/Europe/former Soviet Union
 Company: Cheminova A/S (major Danish Chemical Company)
 Position: Marketing Manager, Europe
 Description: Responsible for both Eastern and Western Europe. Sales of plant protection agents. Responsibilities included co-ordination and forecasting of sales, budgeting, budget control and analysis. Market and competition analysis. Frequent visits to Eastern Europe, including former Soviet Union and Yugoslavia, negotiations with major customers.

Date: 1977 – 1978
 Location: Denmark
 Company: Dansk Jerncentral A/S
 Position: Accountant
 Description: Daily management of the bookkeeping department, with reference to the managing director of the company.

15. CONFERENCE/
 SUMMER SCHOOL
 PARTICIPATION
 AND TRAINING: Conference "Evaluation in the Knowledge Society" (Participant), University of Southern Denmark, Odense, 2007
 International Program for Development Evaluation Training (Participant), The World Bank and Carleton University, Ottawa, 2006
 Successful Project Management - Art, Science, And Culture (Speaker), Helsinki, Nordnet 2004
 Human Development in EU Accession Countries (Discussant), Stockholm School of Economics in Riga, 2003
 Private Participation in Infrastructure (Participant), TU Berlin, 2002
 Microlevel Studies of the Transition in the Baltic States (Speaker), Stockholm School of Economics in Riga, 1995
 Marketing Strategies for the New Europe (Assistant to the visiting professor), University of Aarhus, 1991

16. PUBLICATIONS: "The Human Aspects of Ignalina Nuclear Power Plant Decommissioning", in: Arūnas Starkus, Ingrida Šarkiūnaitė, Modestas Gelbūda, Olav Jull Sorensen, eds.; The Third International Conference "International Business In Transition Economies". Riga, 2004. Proceedings. *International Business Economy Research Paper Series, Occasional Papers*, 2005, No. 7, pp 137-148, International Business Economics, Center for International Studies, Aalborg University, Denmark

Book review: Adam Jolly (1997), ed., "Doing Business in Uzbekistan" Kogan Page, London, *International Small Business Journal*, 1998, Vol.16, No.4, Issue No.64, pp.115/116

"The Investment Behaviour of Individual Private Farmers in Latvia", in: Neil Hood, Robert Kilis, and Jan-Erik Vahlne, eds.; *Transition in the Baltic States - Microlevel Studies*, Macmillan Press, London, 1997

Lyckeby-Aloja Ltd, Ungurpils: *A Case Study from Latvia on Joint Ventures with Foreign Partners*, The European Case Clearing House, Cranfield University, 1995, ref. No. 397-104-1, and R397-104-1 in Russian Translation

The Privatised Enterprise in Russia: From Centralised Allocation of Supplies to Search for Market Development, *AfV Working Paper*, No.1995-3, Dept. of Management, University of Aarhus, Denmark

17. PERSONAL
RECORD:

See also www.zilcken.com for further details

I, Hans-Joachim Zilcken, certify that, to the best of my knowledge and belief, this biodata correctly describes my qualifications, my experience, and myself. I understand that any wilful misstatement described herein may lead to my disqualification.