



# TOP MANAGEMENT ADVISORS



Certified to ISO 9001:2000

## OUR MISSION

To provide top quality products and services for the benefit of our clients and for our own gratification from a job well done that brings meaning into our lives and progress to society.

## OUR POLICY AND STRATEGIC OBJECTIVES

- ◆ To develop and provide products and services that meet the needs of the most demanding clients;
- ◆ To create and promote innovative products and services that anticipate the needs of our clients;
- ◆ To work in a spirit of mutual respect and genuine collaboration with our partners, our clients and, whenever possible, our competitors;
- ◆ To perform to ever higher standards by improving our internal organisation, by training to enhance our skills, and by employing the best available external expertise;
- ◆ To abide by the values of personal integrity, professional ethics, creative endeavour and realistic positive thinking;
- ◆ To contribute to the good public reputation and advancement of the professional community of consultants;
- ◆ To ensure decent and safe working conditions for our employees and raise our quality of life;
- ◆ To support personal growth and self-actualisation of our staff and associates.

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## TOP MANAGEMENT ADVISORS Ltd.

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### Representative Office:

North Bulgaria, Rousse

Phone/Fax: (+359 82) 835 360 [Dimitar Akalliev]

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### Top Management Advisors Ltd.

*provides consultancy and analytical services in the following areas:*

◆ **Management Consultancy**

- Training, development, maintenance and upgrade of quality management systems to ISO 9001:2008
- Development and training in environmental management systems to ISO 14001:2004, health & safety to BSI-OHSAS 18001:2007 & social responsibility systems to SA 8000
- Training for Information Security Management Systems: ISO/IEC 27001:2005 and ISO/IEC 27002:2007
- Training and support for ISO 13485:2003 for the medical device industries, GDP for pharmaceutical distributors, and EN 15038:2006 for translating agencies

◆ **Marketing Support**

- Market research and feasibility studies in specific areas, with special expertise in pharmaceuticals
- Performance evaluation using mystery shopping techniques and customer satisfactions surveys
- Development of marketing strategies and business planning

◆ **Human Resource Management Services & Training**

- Recruitment of staff, payroll services and support in interpreting employment regulations
- Design and elaboration of competency models and assessment systems
- Staff appraisal, including 180-360° assessment, compensation systems and incentive schemes
- Climate surveys, including WEB-based technologies
- Training in a variety of skills such as general management & organizational development, marketing planning, selling skills, team building, presentation skills, negotiation skills and time management
- Training for internal auditors to ISO 19011:2002 and all other aspects of quality management

◆ **Research & Analysis in the Health Care & Pharmaceutical Sectors**

- Ongoing regulatory and business reviews of the pharmaceutical & health care sectors
- An inventory/catalog of Bulgarian pharmaceutical regulations and English translations
- Market research and business development planning

◆ **Project Design and Management**

- Extensive experience in tendering and running international projects with financial support from various European Union and U.S. government funds
  - Successful completion of more than 120 consultancy projects in local and multinational companies in Bulgaria for implementing management standards or advanced management practices
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## TOP MANAGEMENT ADVISORS Ltd.

### SHORT COMPANY PROFILE

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<b>REGISTERED COMPANY NAME:</b>	Top Management Advisors Ltd. (also known as "TMA")
<b>COMMERCIAL REGISTRATION:</b>	Sofia City Court, Corporate Department, File No. 414, Register 1/1997, page 154, Company Case 1170/1997 (initial registration in 1990).
<b>REGISTERED OFFICE:</b>	29 Klokotnitsa Street, 1202 Sofia, Bulgaria.
<b>MAILING ADDRESS:</b>	P. O. Box 97, 1680 Sofia, Bulgaria.
<b>TELEPHONE/FAX:</b>	(+359 2) 931 7030, 931 7031.
<b>E-MAIL:</b>	mail@tma-bulgaria.com
<b>BANK ACCOUNT:</b>	IBAN: BG39UBBS84231010615719. BIC Code: UBBSBGSF
<b>PRESIDENT:</b>	Julian Usunov, <i>CMC</i>
<b>MANAGING DIRECTOR:</b>	Albena Ivanova
<b>STAFF:</b>	12 Full-time + Part-time on project basis as required.
<b>BRANCHES:</b>	Rousse (North Bulgaria); Manager: D. Akalliev.
<b>SECTOR:</b>	<b>Consultancy Services.</b>
<b>SPECIALIZATION:</b>	Management Systems (Quality, Environment, Health & Safety); Pharmaceuticals; Marketing Services; HR Management.
<b>RANGE OF SERVICES:</b>	<b>Management Consulting</b> , <i>including</i> ISO 9001:2008, ISO 14001:2004, BSI-OHSAS-18001:2007; SA 8000; ISO 13485:2005; GDP, environmental studies. <b>Training</b> in management and marketing skills, including pharmaceutical marketing, people management, team building, communication, negotiation and persuasion skills, time management, selling and presentation skills. <b>Pharmaceutical market research.</b> <b>HRM services</b> , including recruitment, competency models, web- based appraisal and 360 <sup>o</sup> projects, climate surveys. <b>Publishing experience &amp; expertise.</b>
<b>MEMBERSHIPS:</b>	Bulgarian Association of Quality Assurance Consultants; Bulgarian Association of Management Consulting Organisations; Bulgarian Human Resource Management & Development Association; National Club 9000.

### HIGHLIGHTS:

A leading consultancy in management standards such as ISO 9001.

An established provider of management consultancy & training for SMEs.

Publisher of *Pharma Bulgaria*, the only newsletter serving the multinational pharmaceutical manufacturers in Bulgaria (regulatory affairs + market review), and provider of the full range of services for the pharma sector.

A provider of custom-tailored HR services with a focus on performance evaluation and payment systems.



## CAPABILITY STATEMENT

### Top Management Advisors Ltd.

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*Top Management Advisors Ltd.* (TMA) is one of the first Bulgarian private consulting companies that was set up in 1990 (first established as a partnership). Its main focus has been to support the links between Bulgarian and foreign businesses, to promote the introduction of advanced Western know-how into Bulgarian companies, and to help international companies set up in Bulgaria.

With the growth of the Bulgarian private sector, the company has started delivering various services designed to assist local entrepreneurs in areas such as business design and development, strategic planning and marketing. Since 1993, the company has started specialising in the field of health care and pharmaceuticals where a range of new services have been developed. Since 1995, quality management became a prime area of activity and TMA has since then been among the market leaders in ISO 9000 consultancy in Bulgaria.

In response to market demand, the company has started delivering consultancy and/or training in other management standards and guidelines such as ISO 13485, GMP and GDP for the pharmaceutical sector, HACCP and ISO 22000 for the food sector, and standards applicable for all sectors (ISO 14001 on environmental protection, SA 8000 on social responsibility, OHSAS 18001 on health & safety, ISO/IEC 27001 and ISO/IEC 27002 on information security).

Over the nineteen years of its existence, TMA has collaborated with different foreign and Bulgarian partners from the private and government sectors. Our customers have included large multinationals and small local businesses, government agencies and representative offices of international companies. We have also worked on a range of projects sponsored by programmes such as the EU PHARE Programme, the British Management Development Fund, and the U.S. AID.

Our human resource management services include recruitment, design of competency models, development of personnel appraisal and payment systems, web-based research in company climate and staff motivation, and performance appraisal based on modern methods such as 360 degrees.

Our services for the healthcare sector include a periodic review of the Bulgarian pharmaceutical sector and custom-tailored surveys on specific aspects of distribution and health care provision.

Our marketing research services include product-related research in the health sector, mystery shopper, benchmarking and customer satisfaction surveys.

The main project services that the company can contribute to local and international projects are as follows:

- ◆ Input to project design and preparation
- ◆ Local project management and co-ordination
- ◆ Direct assistance through consultancy and/or training
- ◆ Delivery of training
- ◆ A broad range of services for activities in the healthcare & pharmaceutical sectors
- ◆ Technical assistance (translation, typesetting & printing) for the adequate presentation of reports and training materials.

# CONSULTANCY TOWARDS MANAGEMENT STANDARDS

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## OUR APPROACH

- We don't offer *academic training* in management standards: we spend most of our time providing **hands-on assistance** to our clients.
- We don't impose a *different* management style: we guide you towards **meeting the requirements of standards such as ISO 9001, ISO 14001, OHSAS 18001 or SA 8000** and we are ready to share our experience and knowledge of best practices which you may implement in your organisation if you feel you need improvement.
- We define the deadlines for the project together with you but we prefer to work to your best rate and **allow time for the management system to mature**.

## OUR PARTNERS

- Our collaborators and partners are Bulgarian and foreign consultants with extensive **international experience and proven efficiency** in projects in Bulgaria.
- Our permanent staff handles the bulk of work in the majority of projects but, if required, we employ **additional field experts**.
- Last but not least, **our main partners are the quality teams of our clients** who are the main drivers towards success in management standards implementation.

## OUR CLIENTS

- The companies which we have successfully advised towards **certification to specific management standards or integrated management systems** include electronic firms, textile companies, manufacturers and distributors of medical products, engineering companies, printing houses, construction companies, accounting firms, trading companies, etc.
- Following our assistance, **over 100 companies all over the country** have received their certificates for ISO 9001 or other management standards from eight of the leading registrars: **BSI, Bureau Veritas Certification, Lloyd's Register, Moody International, ONORM (Oesterreichisches Normungsinstitut), SGS, TUV Sued and VDS**.
- For many companies we have done projects intended to boost their efficacy and their marketing potential. A number of customers have resorted to our services for a variety of jobs related to improvements of management and marketing through consultancy and training.

# QUALITY MANAGEMENT SERVICES



## CLIENT LIST:

COMPANIES CERTIFIED TO *MANAGEMENT SYSTEMS*  
WITH THE ASSISTANCE OF TOP MANAGEMENT ADVISORS (Part I: ISO 9001)

<i>Client/Location/Registrar</i>	<i>Business sector</i>	<i>Year certified</i>
➤ <i>AB Group - Sofia/Lloyd's Register</i>	(construction)	2007
➤ <i>Aiger Engineering - Plovdiv/Lloyd's Register</i>	(mechanical engineering)	2006
➤ <i>Alcon Bulgaria - Sofia/TUV S&amp;D</i>	(drugs, medical devices & equipment)	IMS 2006
➤ <i>AppleCenter - Sofia/Lloyd's Register</i>	(IT products & systems)	2005
➤ <i>Autobar Packaging Balkan - Sofia/BVQI</i>	(food packaging)	IMS 2006
➤ <i>BelMod - Belene/Lloyd's Register</i>	(textiles)	2002
➤ <i>Bianor - Sofia/Lloyd's Register</i>	(software)	IMS 2005
➤ <i>Bikomed - Sofia/Lloyd's Register</i>	(medical devices and equipment)	2006
➤ <i>BNB Printing House/Moody International</i>	(printing house)	2004
➤ <i>Boradi - Plovdiv/VDS</i>	(fire prevention systems)	2007
➤ <i>BS Engineering - Burgas/SGS</i>	(construction)	2007
➤ <i>Bulgarska Rosa-Plovdiv/Lloyd's Register</i>	(esther oils & emulsions)	2002
➤ <i>BulMar Holding - Sofia/Lloyd's Register</i>	(finance & accounting)	2000
➤ <i>Bulpost/EMS - Sofia/BVQI</i>	(courier services)	2004
➤ <i>Bulsafil - Italy   Plovdiv/Moody International</i>	(textiles)	System upgrade 2005
➤ <i>COMECO - Plovdiv/BSI</i>	(electronics)	1998
➤ <i>Cumerio Med - Pirdop/Lloyd's Register</i>	(copper production)	IMS 2004
➤ <i>Danel'97 - Sofia/Lloyd's Register</i>	(fish & fish products)	IMS 2005
➤ <i>Danlex - Sofia/Lloyd's Register</i>	(electronics)	2005
➤ <i>Delta Instruments - Sofia/BSI</i>	(electronics)	1997
➤ <i>Dental Depot RiK - Sofia/Lloyd's Register</i>	(dental equipment)	2005
➤ <i>DICS Intertrade - Sofia/BSI</i>	(electronics)	1997
➤ <i>Dounav Press - Rousse/BSI</i>	(printing house)	1997
➤ <i>Drujba Glassworks - Plovdiv/Lloyd's Register</i>	(glassware)	IMS 2003
➤ <i>Drujba Glassworks - Sofia/Lloyd's Register</i>	(glassware)	IMS 2003
➤ <i>DZU-ZIN - Stara Zagora/SGS</i>	(electronics)	1997
➤ <i>Eastra - Sofia/BVC</i>	(vet products)	2007
➤ <i>Ecopharm - Sofia/Lloyd's Register</i>	(drug distributor)	IMS 2008
➤ <i>Ecopharm Clinical Research - Sofia/Lloyd's Register</i>	(clinical trials)	2008
➤ <i>Ekos Engineering - Sofia/Lloyd's Register</i>	(construction)	2007

# QUALITY MANAGEMENT SERVICES



## CLIENT LIST:

COMPANIES CERTIFIED TO *MANAGEMENT SYSTEMS*  
WITH THE ASSISTANCE OF TOP MANAGEMENT ADVISORS (Part I: ISO 900X)

<i>Client/Location/Registrar</i>	<i>Business sector</i>	<i>Year certified</i>
➤ <i>Elicom Electronics</i> - Silistra/Lloyd's Register	(electronics)	2001/2003
➤ <i>Elitkom</i> - Sofia/SGS	(security services)	2005
➤ <i>ELL</i> - Sliven/Lloyd's Register	(electronics)	2006
➤ <i>Energomontage</i> - Sofia   Kozloduy/Lloyd's Register	(construction engineering)	2003
➤ <i>Finance Engineering</i> - Sofia/Lloyd's Register	(finance services)	2005
➤ <i>GasTech BG</i> - Sofia/Lloyd's Register	(design of gas networks)	2005
➤ <i>GeoSolve</i> - Pirdop/Lloyd's Register	(land survey services)	2009
➤ <i>Haemimont-SmartCom</i> - Sofia/Lloyd's Register	(electronics)	1999
➤ <i>Hleboproizvodstvo i Sladkarstvo</i> - Targovishte/SGS	(production of bread)	2008
➤ <i>Hybrid Integrated Circuits</i> - Sofia/SGS	(electronics)	1997
➤ <i>Hydro</i> - Sofia/Lloyd's Register	(power engineering)	2001
➤ <i>IKIS-SL</i> - Sofia/Moody International	(lighting systems)	2005
➤ <i>Incoms-Set</i> - Rousse/SGS	(electronics)	2003
➤ <i>International Business School-Botevgrad</i> /Lloyd's Register	(education)	2004
➤ <i>InTime</i> - Sofia/Lloyd's Register	(courier services)	2006
➤ <i>Invest Electronics</i> - Plovdiv/Lloyd's Register	(electronics)	2004
➤ <i>Ipoma</i> - Sofia/Lloyd's Register	(plastics)	2001
➤ <i>Juta</i> - Rousse/Lloyd's Register	(nonwoven textiles)	2001
➤ <i>Kabel Metal</i> - Sofia/BVC	(design & construction)	2007
➤ <i>Kaumet</i> - Silistra/Lloyd's Register	(engineering and rubber products)	2003
➤ <i>Khan Asparuh</i> - Isparih/Lloyd's Register	(tiles)	2001
➤ <i>Kotra Link</i> - Sofia/Lloyd's Register	(packaging for food industry)	IMS 2007
➤ <i>Lead &amp; Zinc Complex</i> - Kirdjali/Lloyd's Register	(metallurgy)	1997
➤ <i>Libra</i> - Sofia/Lloyd's Register	(drug distribution)	IMS 2008
➤ <i>Lines Holding/Storko</i> - Pleven/Lloyd's Register	(food/canning industry)	2005
➤ <i>Lirex-BG</i> - Sofia/Lloyd's Register	(IT solutions)	2001
➤ <i>Lubrica</i> - Rousse/Lloyd's Register	(lubricants & cooling liquids)	2000/2002
➤ <i>Medica</i> - Sandanski/Lloyd's Register	(dressing materials)	IMS 2000
➤ <i>Medicard</i> - Sofia/Lloyd's Register	(medical devices)	2008
➤ <i>MEGA Engineering</i> - Haskovo/BSI	(electronics)	1997

# QUALITY MANAGEMENT SERVICES



## CLIENT LIST:

COMPANIES CERTIFIED TO *MANAGEMENT SYSTEMS*  
WITH THE ASSISTANCE OF TOP MANAGEMENT ADVISORS (Part I: ISO 900X)

<i>Client/Location/Registrar</i>	<i>Business sector</i>	<i>Year certified</i>
➤ <i>Novel-M - Sofia/Lloyd's Register</i>	(construction)	2004
➤ <i>Optim-Al - Sofia/Lloyd's Register</i>	(software)	2002
➤ <i>Orthoteh - Sofia/Lloyd's Register</i>	(medical devices)	2007
➤ <i>Overgas Engineering - Sofia   Yambol/Lloyd's Register</i>	(gas lines construction)	IMS 2000/2003
➤ <i>Paraflow Communications - Sofia/Lloyd's Register</i>	(IT products & systems)	2001
➤ <i>PIM - Haskovo/Lloyd's Register</i>	(machine engineering)	2001
➤ <i>Precis-Inter - Rousse/Lloyd's Register</i>	(metal pipes & profiles)	1998/2003
➤ <i>PricewaterhouseCoopers - Sofia/Moody International</i>	(consultancy)	2003
➤ <i>Project Management Perfekt - Burgas/BVC</i>	(construction)	2007
➤ <i>Raya 52 - Sliven/Lloyd's Register</i>	(construction)	2007
➤ <i>Redco - Sofia/Lloyd's Register</i>	(machine engineering)	2004
➤ <i>Royal Potatoes - Belchin   Sofia/Lloyd's Register</i>	(frozen potatoes)	2002
➤ <i>Royal Foods - Elin Pelin/Lloyd's Register</i>	(food industry)	Transition to ISO 9k2k 2003
➤ <i>Royal Foods - Thompson/Lloyd's Register</i>	(food industry)	Transition to ISO 9k2k 2003
➤ <i>SiS 7/Laktis - Montana/Lloyd's Register</i>	(food industry)	2003
➤ <i>SAMEL-90 - Samokov/SGS</i>	(electronics & machine engineering)	1997
➤ <i>Samokovska Komuna - Samokov/SGS</i>	(textiles)	1997
➤ <i>Schetobalance - Sofia/Lloyd's Register</i>	(finance & accounting)	2000/2003
➤ <i>Semcotec Engineering - Sofia   Vienna/Lloyd's Register</i>	(electronics)	1999
➤ <i>Sofia Med - Sofia-Greece/Lloyd's Register</i>	(metallurgy)	2003
➤ <i>Sofita - Sofia/Lloyd's Register</i>	(translation services)	IMS 2008
➤ <i>Solomed - Sofia/Lloyd's Register</i>	(medical devices )	2005
➤ <i>ST Confection - Pleven   Italy/Lloyd's Register</i>	(textiles)	2000/2003
➤ <i>Sting - Sofia/Lloyd's Register</i>	(drug distribution)	IMS 2005
➤ <i>Taurus-93 - Plovdiv/Lloyd's Register</i>	(control panels & keyboards)	2007
➤ <i>TechnoLogica - Sofia/Lloyd's Register</i>	(software)	2003
➤ <i>TeleTek - Sofia/BSI</i>	(electronics & alarm systems)	1997
➤ <i>Termostren - Valchi Dol/Lloyd's Register</i>	(plastic trays & insulation materials)	IMS 2001
➤ <i>Transport Disinfection Station - Sofia/Lloyd's Register</i>	(sanitation services)	IMS 2005
➤ <i>Union Shipping &amp; Trade - Sofia   Varna/Lloyd's Register</i>	(manning services)	2002

# QUALITY MANAGEMENT SERVICES

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## CLIENT LIST:

COMPANIES CERTIFIED TO *MANAGEMENT SYSTEMS*  
WITH THE ASSISTANCE OF TOP MANAGEMENT ADVISORS (Part I: ISO 900X)

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<i>Client/Location/Registrar</i>	<i>Business sector</i>	<i>Year certified</i>
➤ <i>Victrix</i> - Sofia/BSI	(computers)	1997
➤ <i>Velpak</i> - Asenovgrad/BVC	(manufacture of packaging)	2006
➤ <i>VIVA</i> - Sliven/Lloyd's Register	(lighting fixtures)	2006
➤ <i>VOP</i> - Botevgrad/SGS	(dental equipment)	1997
➤ <i>Vulkan</i> - Dimitrovgrad/BSI	(cement plant)	1997
➤ <i>XEROX Bulgaria</i> - Sofia/Lloyd's Register	(office equipment)	2004
➤ <i>Zdravets</i> - Pleven/Lloyd's Register	(drinks)	IMS 2005
➤ <i>Zhiti</i> - Rousse/BSI	(metal processing - wires & nails)	1997

### Notes:

1. Total number supported towards registration to ISO 9001 by January 2009: 100.
2. Some of the companies consulted before 2000 had been registered to ISO 9002:1994.
3. Development of management systems to other standards are given in Part II of the List on the next page.
4. Companies where IMS is indicated have received consulting from Top Management Advisors towards an Integrated Management System.

# VARIOUS MANAGEMENT STANDARDS



## CLIENT LIST:

COMPANIES CERTIFIED TO *MANAGEMENT SYSTEMS*  
WITH THE ASSISTANCE OF TOP MANAGEMENT ADVISORS  
(Part II: Integrated Management Systems & Various Management Standards)

### SA 8000 (Social Responsibility)

<i>Client/Location/Registrar</i>	<i>Business sector / Year certified</i>
➤ TNT - Sofia/Bureau Veritas Certification	(courier services) 2005

### OHSAS 18001 (Health & Safety)

<i>Client/Location/Registrar</i>	<i>Business sector / Year certified</i>
➤ TNT - Sofia/Bureau Veritas Certification	(courier services) 2006
➤ Drujba - Plovdiv/Lloyd's Register	(glassware) 2007
➤ Drujba - Sofia/Lloyd's Register	(glassware) 2007
➤ Podemcrane - Gabrovo/Lloyd's Register	(mechanical engineering) 2009

### ISO 14001:2004 (Environmental Protection)

<i>Client/Location/Registrar</i>	<i>Business sector / Year certified</i>
➤ TNT - Sofia/Bureau Veritas Certification	(courier services) 2006
➤ Drujba - Plovdiv/Lloyd's Register	(glassware) 2006
➤ Drujba - Sofia/Lloyd's Register	(glassware) 2006
➤ Overgas - Sofia   Yambol/Lloyd's Register	(gas lines construction) 2006
➤ Cumerio - Pirdop/Lloyd's Register [basic assistance]	(copper production) 2006

### HACCP & ISO 22000:2005 (Food Safety)

<i>Client/Location/Registrar</i>	<i>Business sector / Year certified</i>
➤ Danel'97 - Sofia/Lloyd's Register	(fish processing & trade) <b>IMS HACCP</b> 2006; <b>IFS</b> 2008
➤ Deval - Sofia/Lloyd's Register	(imports of foodstuffs) <b>ISO 22 000:2005</b> 2007
➤ Drujba - Plovdiv/Lloyd's Register	(glassware) <b>IMS HACCP &amp; ISO 22 000:2005</b> 2005
➤ Drujba - Sofia/Lloyd's Register	(glassware) <b>IMS HACCP &amp; ISO 22 000:2005</b> 2005
➤ Kotra Link - Sofia/Lloyd's Register	(packaging) <b>IMS HACCP &amp; ISO 22 000:2005</b> 2007
➤ Zdravets - Pleven/Lloyd's Register	(drinks) <b>HACCP</b> 2005

# VARIOUS MANAGEMENT STANDARDS

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## CLIENT LIST:

COMPANIES CERTIFIED TO *MANAGEMENT SYSTEMS*  
WITH THE ASSISTANCE OF TOP MANAGEMENT ADVISORS  
(Part II: Integrated Management Systems & Various Management Standards)

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### ISO 13485:2003 (Medical Devices)

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<i>Client/Location/Registrar</i>	<i>Business sector / Year certified</i>
➤ <i>Alcon Bulgaria/TUV Sьd</i>	(ophthalmology & surgical devices) 2006
➤ <i>Medica - Sandanski/Lloyd's Register</i>	(dressing materials) 2004

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### GDP (Good Distribution Practice in the Pharmaceutical Sector)

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<i>Client/Location/Registrar</i>	<i>Business sector / Year certified</i>
➤ <i>Sting - Sofia/Lloyd's Register</i>	(drug distribution) 2005
➤ <i>Bikomed - Sofia/Lloyd's Register</i>	(medical devices) 2005
➤ <i>Libra/Phoenix - Sofia/Lloyd's Register</i>	(drug distribution) 2008
➤ <i>Ecopharm - Sofia/Lloyd's Register</i>	(medical devices) 2008

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### GMP (Good Manufacturing Practice in the Pharmaceutical Sector)

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<i>Client/Location/Registrar</i>	<i>Business sector / Year certified</i>
➤ <i>Farmak - Sofia/Bulgarian Drug Agency</i>	(drug imports) 2008 [not certified, licensed via audit]

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### BALANCED SCORECARD

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<i>Client/Location/Registrar</i>	<i>Business sector / Year certified</i>
➤ <i>Bianor - Sofia</i>	(software engineering) [not certified, self-audited]

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### SELECTED LIST OF CUSTOMERS (1990-2009)

#### RECRUITMENT & SELECTION

*Hundreds of companies from all sectors of business. A short list of customers includes (in alphabetical order) BASF (Germany), Danone (France), Ernst & Young AFA / AFA (Bulgaria), Hellenic Petroleum/Eko-Elda (Greece), INTRACOM (Greece), Knauf (Austria), MARS/Master Foods (U.S.A.), Philips (Netherlands), Radisson SAS Hotels, Sheraton Sofia Hotel; the offices of various international organizations and numerous pharmaceutical multinationals (including many of the top 20 such as Abbot, GlaxoSmithKline, MSD, Pfizer, Schering-Plough to name a few).*

#### RESEARCH

- Human resource surveys, assessment centre activities and performance appraisal design and development in *Akhmaton, Aroma, BTC, CSC Pharmaceuticals, Cumerio Med/Aurubis, JNN Consult, Merck Sharpe & Dohme, Planex-LZ, TNT, Transpress and Zentiva* (using custom-tailored methodology or standardized tools such as 360°/180° assessment).
- Market Research, Mystery Shopping, Benchmarking and Customer Satisfaction Surveys for companies in the pharmaceutical and service sectors such as *MSD, Schering-Plough, Libra/Phoenix Group, Pfizer, F. Hoffmann-LaRoche, Polfa (Jelenia Gura), Medica-Sandanski, TNT (Netherlands/Bulgaria), Transpress, UNO Restaurants and the PhatmaHit Pharmacy Chain.*

#### TRAINING

- Training for various commercial customers such as *AFA, Bianor, Bulpost/EMS, CocaCola HBC, EasyCredit, Electrostart, ImotiBG, Ipoma, Iventas, Jumena, Liebherr, Lloyd's Register, OmegaSoft, Overgas Engineering, Philips and Regent's Estate Management.*
- Training for public organizations such as *the Ministry of Interior, the Bulgarian Audit Office and the Macedonian Ministry of Health and Ministry of Agriculture & Forestry.*
- Training in the pharmaceutical sector for clients such as (in alphabetical order) *Abbott, Actavis/Balkanpharma, Alcon, AstraZeneca, Bayer, Boiron, CSC Pharmaceuticals, Egis, Eli Lilly, F. Hoffmann-La Roche, GlaxoSmithKline Consumer Health, Hygia 2002, Libra/Phoenix, Maimex, Medica-Sandanski, Medochemie, MSD, Nobel Pharma, Novo Nordisk, Pierre Fabre, Pfizer, Ranbaxy, Schering-Plough, Schwarz Pharma, Sopharma, Sting, UCB Pharma, Unipharm, Woerwag Pharma & others (e.g. the pharmaceutical associations and leading pharmacies).*



## SELECTED LIST OF PROJECTS WITH INTERNATIONAL FINANCING (1990-2009)

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### PHARE PROJECTS

- **1995-1996:**  
*The Municipality of Sapareva Bania:* A feasibility study for a Visitor Centre to the Rila National Park (Main UK Contractor: *CEI* of Manchester) [later built with EU grant].
- **1995-1996:**  
*National Drug Institute:* Training Seminars. PHARE Project: Technical assistance for a range of international seminars for NDI.
- **1995-1997:**  
*WHO:* Drug policy indicators. PHARE Project: A study of the indicators of the National Drug Policy following a programme promoted by the WHO.
- **1995-1997:**  
Assistance to Bulgarian companies in implementing quality management systems (Main UK Contractor: *SMCS International*): 12 companies certified.
- **2005-2006:**  
Assistance to the Bulgarian food sector in implementing advanced food safety standards and requirements (SMEs in the dairy sector): 3 projects.
- **December 2006-2007: *Grant Scheme for supporting the SME sector in Bulgaria:***
  - Management consultancy (ISO 9001:2000): 3 projects
  - Human Resource Management: 2 projects
  - Marketing Capacity Development: 4 projects
  - Purchase of manufacturing equipment: 1 project
- **December 2006-2007: *Grant Scheme for competitiveness support to the SME sector in Bulgaria:***  
Management consultancy (ISO 9001:2000): 1 project.
- **December 2006-2007: *Strengthening the capacity of the Bulgarian public administration for implementing the e-Government Strategy:***  
Consultancy and training of staff at the Ministry of Interior in information security management systems and quality management systems, including the design of Quality Management Centre (+software development by a member of the consortium).



## SELECTED LIST OF PROJECTS WITH INTERNATIONAL FINANCING (1990-2009)

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### BRITISH COUNCIL (MANAGEMENT DEVELOPMENT FUND) PROJECTS

➤ **1996-1997:**

Development of business development guidelines for business planning and for managers/proprietors of pharmacies in Bulgaria (UK Partner: *Par Excellence*): 2 projects.

### BAS PROJECTS

➤ **2002:**

Development of a customized management system for a manufacturer of furniture and design & development of a quality management system to ISO 9001:2000 and HACCP for a fried potatoes manufacturer: 2 projects.

### HARVARD INSTITUTE FOR INTERNATIONAL DEVELOPMENT PROJECTS

➤ **1996-1998:**

Development of advanced waste management models for the local authorities through training of the local authorities and direct consultancy on projects such as the Haskovo Municipality (as subcontractor to *HIID Office in Sofia, Paul Dax*): 2 projects.

### US AID PROJECTS

➤ **1998:**

Organization of training of 27 quality experts for lead auditors (trainers provided by Lloyd's Register Quality Assurance, IRCA registered).

➤ **1998-1999:**

Organization of public seminars for quality management with US lecturers and Julian Usunov in the areas of quality management in the software engineering field, the pharmaceutical sector and the food sector (US Partner: IESC/FLAG lecturers): 3 projects.

### EUROPEAN AGENCY FOR RECONSTRUCTION

➤ **2007-2008:**

Survey of the readiness of the implementation of the Common Assessment Framework and development of a Human Resource Management capacity within a Quality Management System at the Ministry of Health of Macedonia and the Ministry of Agriculture of Macedonia and training of management staff (as subcontractor to Consortium JVL-R&R-PLS).