

## CURRICULUM VITAE

1. **Proposed role in the project:** Team Leader
2. **Family name:** Hajje
3. **First names:** Salim
4. **Date of birth:** July 26, 1960
5. **Nationality:** Lebanese
6. **Place of Residence:** Lebanon
7. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
University of Michigan [Date from 2003–to 2005]	Ph.D. in Strategy Management
University of Michigan [Date from 1981–to 1982]	M.B.A. in Marketing
University of London [Date from 1979–to 1981]8	B.Sc. B.A.

**8. Language skills - Indicate competence on a scale from C2 to A1 (C2 - advanced; A1 - beginner):**

Language	Reading	Speaking	Writing
English	C2	C2	C2
Arabic	C2	C2	C2
French	C2	C2	C2

**9. Membership of professional bodies:**

- LFA – Lebanese Franchise Association
- IFA-International Franchise Association
- AMA - American Marketing Association
- ICSC –International Council of Shopping Centers
- ELCIM - Euro-Lebanese Centre for Industrial Modernization
- IMC-Institute of Management Consultants
- CMC- Certified Management Consultant
- SHRM- The Society for Human Resource Management
- SMDC – The Society of Management & Development consultants

**10. Other skills:** Fully computer-literate.

**11. Present position:** Regional Director

**12. Years within the firm:** 23 years

**13. Key qualifications (Relevant to the assignment):**

- 25 years of professional experience in private sector development, focussing on management, strategy, business development.
- 25 years of professional experience in marketing, sales and human resources.
- Profound knowledge of management/expertise in strategy and franchising.
- More than 20 years of professional experience in the fields of MSME promotion and entrepreneurship.
- More than 20 years of professional experience in the design and implementation of MSME development and Business Development Services
- 25 years of management/leadership experience as project team leader and manager in Business Unlimited.
- More than 20 years of work experience in the MENA region.
- More than 15 years of work experience in Development cooperation projects.
- More than 20 years of professional experience in project activities monitoring, evaluation, and learning (MEL), with a proven ability to design and implement robust MEL frameworks.

**14. Specific experience in the region:**

Country	Date from - Date to
Lebanon	Since 2000
Oman	2006 – on going
Saudi Arabia, short term missions	1990 – on going
Egypt, short term missions	1985 – on going
U.A.E. serving the Gulf Area	1985 – 1993
Syria, short term missions	1999 – 2005

15. Professional experience:

No.	Date from-to	Location	Company & reference person	Position	Description
1	2000 – To Date	Lebanon	Business Unlimited	Regional Director & Strategy Consultant	<ul style="list-style-type: none"> <li>Assisting client companies &amp; entrepreneurs to optimize their performance through the recognition &amp; adoption of best known &amp; innovative practices</li> <li>Leading &amp; hands-on coaching a team of international multicultural experts in the field of management, marketing, communication &amp; organizational relationships</li> <li>Working in the following business functions as well as operating at the corporate level, including: Marketing &amp; Sales, Human Resources, Management, Finance, Information Technology, Research &amp; Development, Warehousing &amp; Logistics, Procurement, Production</li> </ul> <p><b>Functional Experience:</b> Working in the following business functions as well as operating at the corporate level, including Marketing &amp; Sales, Human Resources, Management, Finance, Information Technology, Research &amp; Development, Warehousing &amp; Logistics, Procurement, Production</p> <p><b>Specific Team Leader Experience:</b></p> <ul style="list-style-type: none"> <li>Management &amp; development consulting frameworks &amp; tools, such as Project Management, ISO 20700 Consulting Projects, Value chain analysis, Organization Interpretation &amp; Agility, CMC framework, SWOT analysis, Business Model Canvas, Balanced Scorecards, etc.</li> <li>Managing the preparation, production, implementation and evaluation of the required project(s) deliverables</li> <li>Conduct and control detailed Baseline studies</li> <li>Drafting the final report &amp; presentation to the main contractors</li> <li>Regular reporting in accordance with deadlines</li> <li>Designed &amp; implemented MSME development &amp; Business Development Services</li> <li>Analyzed, negotiated, solved problems/challenges &amp; made sound &amp; timely decisions</li> <li>Designed a co-finance approach-based business model</li> <li>Lead roll-out of all BDS related activities in the assigned district; problem solving &amp; improvisation</li> <li>Lead the preparation of BDS intervention plans;</li> <li>Supervised BDS database management</li> <li>Lead the hiring process of short term BDS Specialists</li> <li>Build team members' capacity</li> <li>Summarized &amp; interpreted results of filed level interventions to revisit implementing strategy</li> <li>Very well rooted &amp; understanding of BDS markets &amp; the BDS market development approach</li> <li>Experienced in Designing &amp; Conducting Mixed Methods Research (such as quantitative, qualitative, secondary data gathering)</li> <li>Present in the country &amp; existence of business infrastructure (such as office, staff)</li> <li>Ability &amp; available time to closely interact with all stakeholders &amp; manage the project team</li> </ul> <p><b>Examples of the short-term missions:</b></p> <ul style="list-style-type: none"> <li>Grant 03 LED aims to standardize the Management &amp; Development Consultants Industry by developing policies, procedures, outreach strategy, training modules, and workshops.</li> <li>In partnership with SMDC, develops BDS provider database, catalogue, referral system.</li> <li>In partnership with USAID Strategic Planning, Operations Diagnostic, SWOT Analysis, Financial Analysis, Business Model Reviewing, Expansion Planning, Legal &amp; Para- Legal.</li> </ul>

- Engage BDS Providers to provide consultancy, training, and data for MRM purposes.
- Franchise Oman- Strategic Franchise Development for several [50+] Omani Retail Food & non-Food concepts- in partnership with Oman Chamber of Commerce - a market study & stakeholders' assessment program, training, consultations in the field of commercial franchise targeting SMEs in the Sultanate.
- Strategic Business Development Panning for Lebanon softshore Cluster of 40 entities in partnership with ELCIM-IRI
- Strategic Planning for the set-up of Parliamentary Training & Skill building center (PTC) - in partnership with Westminster Foundation for Democracy (WFD) & The Lebanese Parliament & The Arab Inter-parliamentary Union (AIPU)
- Market Assessment to identify opportunities for BDS development, establish baseline, test methodology.
- On behalf of the German Federal Ministry for Economic Affairs & Energy (BMWi), conduct market study and conduct B2B meetings with Lebanese buyers.
- "Advisory Support to Higher Council for Privatisation (HCP) to Corporatize & Restructure Electricité du Liban (EDL)" Project in JV with Mercados-Energy Markets International (Spain) / Rafik El-Khoury & Partners (Lebanon) / ELC Electroconsult / KPMG (Lebanon)
- In collaboration with Ministry of Tourism, Tourism Strategic Planning identifies seven goals, 42 objectives & 150 actions for implementation.
- Gulf Investment Corp. – Saudi Arabia. The survey entailed a fiscal, legal & market study of the viability of establishing a financial institution in Lebanon.
- ARAMCO Saudi Arabia - Dai-Ichi Japan. Preparation of Feasibility study for the Construction of MTBE plant.
- TANMIA - Agricultural Development Company – Lebanon - Syria – Egypt. Survey of the logistics. Collaboration during the study with number of points of sales by TANMIA & their regional distributors (in three countries).
- O.C.F.T.C (Office des Chemins de Fer et des Transports en Commun - Omatra IRISBUS France-Recommendations to improve energy & public transport situation in Lebanon.
- ADNOC - U. A. E. Marketing exporting Lubricant oil & greases. Preparation of Marketing study. Determination of objectives & development of a strategic fact base. Generation of hypotheses & subsequent, focused external analysis.
- Jeddah Municipality Saudi Arabia. Analysis of Situation of Jeddah for municipal water & sewerage sector. Discuss possible solutions for the problem associated with a plan & financing options available for the Water Authority & Ministry of Finance.
- Undertake projects, analyze situations, and provide expert advice to address various needs for the more than 250 BU clients:
- **Local:** Lebanese Parliament- AIPU - Arab Inter-parliamentary Union- Lebanese Army- ILO - International Labour Organization- Kafalat Lebanon- Chamber of Commerce, Industry & Agriculture of Beirut & Mount Lebanon-B IRI - Industrial Research Institute-- LFA - Lebanese Franchise Association- ELCIM - The Euro Lebanese Centre for Industrial Modernisation- AMIDEAST- Cisco Entrepreneur Institute- WFD - Westminster Foundation for Democracy- TWC - The Westminster Consortium- UNDP - United Nations Development Programme- Indevco- Leila Obeid - Beauty Clinic- KidzMondo- Soda Fresh- Doculand- Mike Sport- APAVE Liban- Hospitality Services- La Maison Du Cafe Najjar- Unipak- Patchi- Shtrumpf- Classic Burger Joint- La Constructa- Pralino La Maison du Chocolat- Abdel Rahman Hallab- Colombiano Coffee House- Lebanon SoftShore - The software cluster- United Couriers Services (UCS)- UPS- Mazda A.N.Boukhater- nutopia- Al Kazzi Nuts- Salmontini- Carla's Good Food- Maliks- Aviator Style- Al Baba Sweets- Mc Donalds Lebanon- Mayrig- Tinol Paints International Co.- Siom Orfèvres- Abed Tahan & Sons- Rectangle Jaune- Accor- Amcor- Al-Balad- Al-Waleed Bin Talal

Humanitarian Foundation- Alcatel- AgroTech- Al-Bayan- Al-Habtoor-Alig- All Media- Al-Iktissad Wal – Aamal- Al-Murakeb El Inmaii- Al-Rifai Roastery- An Naar- Aquamarina- Au Vieux Quartier- AutoQuip- Auxilia Coop- BarterCard- Berberi- BarterNet- Or la loi- Biel- Boulos Frere- Hatem Audit Firm- Compubase- Conrad Advertising- Credit Libanais- Dar el-Handasa- Econosto- Energy Intl- FCR- Artimoda Insurance Group- Fix It- Wonder Eight- Fuji Lifts- Future TV- G.D.S- Germani Jewellery- GISCO- Glassline- 5 Index- Gulf Investment Corp.- Hire Lebanese- Info Bank- IAA- In Media- A to Z Services- Inter Catering- InterFood- Iqarat Lubnan- ITEC- Liban Cables- Lebanon Opportunities- Logistica- Mabani- STALQ- Marine and wild life Museum- Meccanica- Medco- Mediphar Laboratories- Metco- Metropolis- Jacques Dessange- Black & White- Middle East Investments Group- Passion & Follies- Mouawad- MTV- NBN Tv- O.C.F.T.C (Office des Chemins de Fer et des Sports en Commun)- OMATRA Liban- Office Line- Morgan Intl.- Pak-Arab- Philka- Plastypipes- Promosolutions- Radisson SAS- Lebanese Red Cross- Results Incubator- Right Angle- Rimal- Sakhet Est- Silicon Computer System- Siemens- Simplus- Snob- Fitness- Sword- Talabat- Tanmia- Tannourine- Les Sœur Missionnaire- Techno beton- CCC- TECOM- Terrascapa- Touristica- Tripoli Hospital- Futuroscope- Union Bank- Vogue- Odyssey- World Trade Center Lebanon & Regional Office- Floris- Koudourat- All Plastics- Sales Force- RAFIK EL-KHOURY & Partners- Cre8mania- Berytech- Ipsos- LACPA - The Lebanese Association of Certified Public Accountants- LAU- OMSAR - Office of the Minister of State for Administrative Reform and Development- Dent de lait- Schneider Electric- Pizza Napoli- Hawa Chicken- Chickys- Genius Map- Jackies Delights- JOZ Lebanese Diner- Bébé Calin Garderie- Semsom- Shrimpy- M2amara- Hayat Doner- Al-Turki- Melt n Dip- Chickee

- **Regional:** Al-Sayad Group- Almarai- UNITED FOODS- BMMI- TIFFANY'S- Al Muhaidib- Herfy- Ziad Galadari Group- Olayan Group- Panda- Ali Bin Ali Group- Zainal Mohebi Group- AL-HABTOOR- Petra- Intercol - International Agencies Co.- Arabi Holding Group- ADNOC- AEG- ADMA- International Investment Bank- Gawaher El Bon Coffee- ARAMCO- BABCOCK- AL-HEBAISHI- BAPCO - Bahrain Petroleum Company- Saudi Binladin Group- BOSCH- BROOK & KHALFAN- DAR AL-HANDASA- EPPCO ENOC- Emarat - Emirates General Petroleum Corporation- EMITAC- ENTEC- Etisalat- ETPM- FALCON OIL-GAMMON- GASCO- GULF OIL- Dubai Islamic Bank- KHATIB & ALAMI- KNPC- KOC - Kuwait Oil Company- NNPC - Nigerian National Petroleum Corporation- Loops Automation- SAMAREC- NPCC- J&P- Joannou & Paraskevaides- Arab Bank- QAPCO- Qatar Petroleum- RIDGID- ROOTS ENERGY & ENGINEERING- SAVAL- SCHRACK- SCOTT WILLSON- CCC- UNESCO- VEEDOL- National Commercial Bank- Ithmaar Bank- NBK- Etihad Airways- Ezz Steel- Riyad Bank- Union National Bank- SABIC- Zamil Group- Zain Saudi- Gulf Food Trade- Saudi Fransi Bank- Al Rowad- Ezz Group- Al-Futtaim Group- Majid Al Futtaim Group- Al Tayer Group- Emirates Airline- Pharmacy1- RAK Hospital- King Faisal Specialist Hospital and Research Center- Medina Hospital- ADFCA - Abu Dhabi Food Control Authority- ADMC - Abu Dhabi Media Company- ADTA - Abu Dhabi Tourism Authority- Al-Jazeera- Kung Fu Express- New Asia- Indian Palace- Curry Leaf- Thai Palace- Mama Fu's- Grill & Chill- Panda Express- Chinese Cuisine- Calorie control- Tamarat- Shrimpy- PFC

- **International:** Versace- Cartier- Poiray- Jacques Dessange- Chanel- Ungaro- Salvatore Ferragamo- Ralph Lauren- Gucci- Dolce & Gabbana- Thierry Mugler- Fratelli Rossetti- Dior- BALFOUR- Gorge Delights- Boro Bistro-Iveco- Irisbus- BCG- Caterpillar- OMNI Hotels- P&H- AMOCO- ALCATEL- AMCO- AQUA ENGG.- BP- Ace- CALTEX- SHELL- Blue Water Grill- CAT- Mc Connell Dowell- CATERPILLAR- CORKEN- LIQUID CONTROLS- INGERSOL RAND- Caravelle Hotel- Dai-ichi Mutual Life- DERBY- DODSAL- DORSCH CONSULT- ELF- KOHLER- Mott MacDonald- Fichtner Consulting Engineers- FOSTER WHEELER- EMCO- Muffin Break- Coconut Delights- Cocolate- Coconut Grill- HALIBURTON- Cafe Curry Leaves- ITALCONSULT- Days Hotel- Mercedes- MITSUBISHI- Delta Group- Domestic Delights- Falafill- GetNuts- Health's Delight- MITSUI- MOBIL OIL- MOLYKOTE- MOUCHEL- NOLTE- PARSONS- ALFA LAVAL- Heritage Foundation- Baby Cakes- Baron Nuts Snacks- Biryani Hut- Blue Plate Cater- SIEMENS- Cafe Demos-

					<p>STONE &amp; WEBSTER- TEBODIN- TECHNIP- TESCON- TOTAL- CASTROL- TRACTEBEL- Mondo- Juice Box- Juicy Juice- Kitchen Fair- Rotel- Classica- Alpha Frozen Yogurt- Frozen Yogurt- Disney's Animal Kingdom®- I Love Bread Diet- Ice Cream Lab- Culvers- Brio- Shawarma House- Cafe Grill- Sultan's Shawarma- Mom's Deli- ICON Institute- Soges- All Natural- In.Shape- Infusion- Beauty Bridge</p> <ul style="list-style-type: none"> <li>• Develop the business strategy and franchising opportunities for more than 100 concepts: Everyday Restaurant, Hospitality Services, Kidzmondo, Pralino, Leila Obeid Beauty Center, Mike Sport, Soda Fresh, Al Baba Sweets, SEA event, ACMAS, Calorie Control, Loft by Aspuces, Pellini, Tomatomic, Cacao 70, Hamasni Nuts, Hawa Chicken, Pizza Napoli, Hayat Doner Al Turki, Melt n Dip, PFC consulting firm, Al Kazzi Nuts, Bluemez Catering, M2amara, Tamarat, Midnight Munchies, Mobili Concept, White Line.</li> <li>• Team Leader for GIZ-EPL project: <ul style="list-style-type: none"> <li>- Overall responsibility for the advisory packages of the Contractor (quality and deadlines)</li> <li>- Coordinating and ensuring communication with GIZ, partners and others involved in the project</li> <li>- Personnel management, as well as planning and steering assignments and supporting short-term experts</li> <li>- Development of a unified assessment methodology document for all the assessed MSMEs including a template of the competitiveness baseline and needs assessment tool (e.g. questionnaire, survey, evaluation grid) in coordination with the short-term experts and based on their own methodologies.</li> <li>- Monitoring, evaluation, and learning (MEL), with a proven ability to design and implement robust MEL frameworks.</li> <li>- Conducted periodic reviews of monitoring and reporting mechanism</li> <li>- Participated in internal and external (team) meetings, including writing minutes, as needed.</li> <li>- Ensures all program activities and team behaviors comply with GIZ policies.</li> <li>- Coordinates with the EPL M&amp;E specialist to ensure reporting is in line with GIZ requirements.</li> <li>- Conducts regular monitoring visits and activity oversight/verification during BDS implementation.</li> <li>- Participates in steering meetings as per the contract requirements.</li> <li>- Drafting final report and presentation to GIZ /EPL– The individual performance assessments and recommendations for the 50 MSMEs prepared by the experts should annexed to the final report</li> <li>- Regular reporting in accordance with deadlines</li> <li>- Assessed more than 15 beneficiaries: through phone interviews, collection &amp; analyzing data, following up, conducting business assessments, and field visits in order to finalize the agreed recommendations</li> </ul> </li> </ul>
2	1985 – 1993	UAE	Amicon	Vice President/Business Development Manager	<p>Responsible for leading the Business Development team in identifying, managing &amp; maximizing the business impact of numerous clients, partnership relationships for turnkey projects &amp; BOT, including relationships with alliances &amp; partners. Direct firm's overall Business Development &amp; strategic planning programs, &amp; corporate communications.</p> <p>Design, implement, &amp; facilitate annual marketing plan for the firm. Support &amp; facilitate development &amp; implementation of section business/marketing plans.</p> <ul style="list-style-type: none"> <li>• Plan &amp; administer the firm's Business Development budget; support development of regional marketing budgets</li> <li>• Organize &amp; implement client relations including: satisfaction survey, training, special events</li> <li>• Oversee business development activities including: <ul style="list-style-type: none"> <li>- Assisting team members in strategic planning for client presentations, conferences, etc...</li> <li>- Offer coaching for prospective client meetings, presentations, etc.</li> <li>- Work with local offices on designing &amp; implementing prospecting &amp; client contact systems</li> </ul> </li> </ul> <p><b>Few examples of projects awarded to us with my direct &amp; team efforts:</b></p> <ul style="list-style-type: none"> <li>• Kuwait Oil Company. Design, supply construction storage tanks farm</li> <li>• Ministry of Electricity &amp; Water – RAK - Cross Country Pipeline</li> </ul>

					<ul style="list-style-type: none"> <li>• Water &amp; Electricity Department – Oman, Design construction of water storage tanks</li> </ul>
:	1982 – 1984	USA - Michigan	BCG	Junior Research Consultant	<ul style="list-style-type: none"> <li>- Designing &amp; managing research plans (both qualitative &amp; quantitative) about consumers &amp; general markets.</li> <li>- Maximizing the clients' potential of their business opportunities</li> <li>- Provided technical advice to retail clients</li> <li>- Kept contact with several multi-functional brand teams</li> </ul>

**16. Other relevant information** (e.g. Publications):

- Author of several books & Guides – “Marketing Plan Secrets”, “Franchisor Success Secrets”, “Financial Plan Secrets” -
- Co-author - “The Handbook of Management”, “Executive Secrets Series”, “Becoming an Entrepreneur Series”, “HOT EXECUTIVE TOPS”, “ The Weekly Quote”
- Author of several customized practical training workshops including the development of manuals and workbooks; i.e. “Franchisor Success Strategies”, “Business Plan Writing”, “Strategic Business Planning”, “Budgeting” etc...
- A consulting editor and writer in numerous business magazines, “Business Index”, “Management”, “Al-Murakeb”, “Lebanon Opportunities” etc....