

## Curriculum Vitae – Ms. Charley Swords

- 1 **Family name:** Swords
- 2 **First names:** Charley (Charlotte)
- 3 **Date of birth:** 9<sup>th</sup> February 1961
- 4 **Nationality:** Irish
- 5 **Civil status:** Single
- 6 **Education:**

<b><i>Institution: Date [Date from – Date to]</i></b>	<b><i>Degree(s) or diploma(s) obtained</i></b>
Professional Development Ltd Feb/Mar 2011	Train The Trainer Certification – Distinction - FETAC 6
College of Management and IT (CMIT) June – Dec 2010	Business Management Advanced Certificate – Distinction - FETAC 6
College of Management and IT (CMIT) June – Dec 2010	Managing People Advanced Certificate – Distinction - FETAC 6
Ignite Strategic Coaching Ltd (Jan 2005)	Business Coaching Certificate
Irish Management Institute, Dublin, Ireland (Mar-Sept '95)	Management Development Certificate
International Correspondence School, Glasgow, Scotland (1992 – 1994)	Marketing Diploma
Institute of Bankers, Dublin, Ireland (1989 – 1990)	Bankers Certificate
General Training (1979 – 1980)	Financial Management, Marketing Services, Time Management, Effective Communications and Presentation Skills

### 7 **Language skills (5-excellent, 1-basic):**

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
<i>English</i>	5	5	5
<i>German</i>	1	1	1

- 8 **Membership of professional Bodies:** The CPD Accreditation Service
- 9 **Other skills: (e.g. Computer Literacy, etc)** Computer Literate (Advanced)
- 10 **Present position:** Independent Consultant
- 11 **Years with Firm** 22 (18 years prior with Bank of Ireland Group)
- 12 **Key Qualifications (relevant)**

Charley is a highly-respected international Management and Business Consultant, Trainer and Executive and Individual Mentor. She specialises in identifying and framing solutions for organisations and individuals to work differently and with greater purpose. She has a proven track record in showing executives, management teams, business owners and professionals how to chart new ways of working and how to develop more meaningful careers. Charley has over 20 years' international project management experience involving strategy, marketing, sales, customer service, product development, process improvement, training/education and organisational restructuring. Charley has built an enviable reputation and extensive track record in developed, emerging and transition economies establishing, managing and supporting the development and restructuring of financial and business organizations and individuals. She has led people, projects and executive and management education programmes in the banking/financial services and business sectors throughout Ireland and Western Europe, Central and Eastern Europe, Central Asia, Southeast Asia, the Middle East and Africa.

## Curriculum Vitae – Ms. Charley Swords

### 13. Specific experience overseas:

<i>Country</i>	<i>Date from – Date to</i>
Albania	November 2017 - <b>Ongoing</b> September 2016 March 2012 November 2011 March, April & Sept 2010 Feb – Dec 1998
Armenia	February - October 2013
Bosnia I Herzegovina	March 2012 – September 2012 March - April 2001
Bulgaria	March - December 2003
Dubai	January 2020 May – June 2019
Egypt	July 2007 June 2006
Ethiopia	February 2014 – March 2017 April – October 2010
Germany	December 2019 November 2019 September 2019 March 2019 July 2018 August 2012
Hungary	August 2002 – May 2004
Kazakhstan	April - August 2008 May – Nov 2003
Kosovo	Sept – November 2018 – TEB Bank May 2011 – ProCredit Bank Nov 2010 - KBA June 2010 - BKT May 2010 – PCB March 2010 – KBA Oct – Dec 2009 – KBA Sept 2009 – KBA Aug – Oct 2009 – CBK Jan – Sept 2009 – RBK Jan 2009 – KBA Oct 2008 – June 2009 – PCB April 2008 – KBA April 2005 – June 2006 - KBA
Kyrgyzstan	Sept 2012 – December 2012 August 2006 – May 2007
Macedonia	March – April 2013 March 2013 Feb – March 2008 June 2005
Moldova	December 2013 – April 2014
Montenegro	September 2014 – July 2015
Poland	July 2009 – May 2010 October 2008 – May 2009 July 2007 – August 2008
Romania	Dec 2011 – January 2012 April – June 2011 March 2008 – Feb 2009 Jan – Sept 2006 Aug 2003 – Jun 2004 Sept 2002 – Feb 2003 Sept 1998 – Dec 1999
Russia	October 2010 – January 2012
Rwanda	August – November 2010
Slovakia	February - December 2004
South Africa	September 2011 – October 2012

## Curriculum Vitae – Ms. Charley Swords

Syria	March 2009 – November 2009
Tajikistan	November 2015 – May 2017
Turkey	June 2015 – March 2016 November 2012 – June 2013
Ukraine	November - December 2001
Vietnam	November 2012 – October 2013

### 14 Professional Experience Record

<b>Dates: from / to</b>	<b>1997 – Present Day</b>
<i>Location:</i>	Ireland and Overseas
<i>Company:</i>	Charley Swords Consultancy
<i>Position:</i>	Owner / Consultant / Trainer / Coach / Mentor
<i>Description:</i>	<p>Key services provided are:</p> <ul style="list-style-type: none"> <li>• Personal development mentoring/coaching for individuals and teams.</li> <li>• Leadership and management consultant, trainer and mentor in strategy, change management, customer service management, win-win negotiations, people management, organisational development and cross-cultural communications.</li> <li>• Career planning and management consultant, trainer and mentor.</li> <li>• Market research, analysis, reporting and recommendations.</li> <li>• Tender development, training and review.</li> <li>• Marketing, customer service, sales, product development and sales consultancy.</li> <li>• Customised training and development programs and workshops.</li> <li>• Business performance and process review.</li> </ul>
<b>Dates: from / to</b>	<b>1997 – Present Day</b>
<i>Location:</i>	Ireland and Overseas – In Person and via Skype
<i>Company:</i>	Private Individuals
<i>Position:</i>	Career Planning and Management Mentor
<i>Description:</i>	<p>Career planning and management mentoring services provided to individuals at various stages of their career as employees, members of management and leadership teams and for business owners.</p> <p>Key areas covered include:</p> <ul style="list-style-type: none"> <li>• Career path planning and practical implementation.</li> <li>• CV review and revision</li> <li>• Interview preparation including review of job description, application submitted and CV plus preparation around communication skills, anticipating and preparing for difficult questions, composure and confidence building.</li> </ul>
<b>Dates: from / to</b>	<b>January 2020</b>
<i>Location:</i>	Dubai
<i>Company:</i>	Debub Global Bank, Ethiopia, Board of Directors and Executive Management Team at International Academy of Business and Financial Management (IABFM)
<i>Position:</i>	<b>Senior Trainer</b>
<i>Description:</i>	Developed and delivered a customised five-day <b>Transformational Leadership</b> programme for the members of the board and the executive management team.
<b>Dates: from / to</b>	<b>December 2019</b>
<i>Location:</i>	Frankfurt, Germany
<i>Company:</i>	Bank of Abyssinia, Ethiopia, Board of Directors at Frankfurt School of Finance and Management
<i>Position:</i>	Senior Trainer / Lecturer
<i>Description:</i>	Developed and delivered a customised workshop on <b>Strategic Management</b> for the members of the Board of Directors.
<b>Dates: from / to</b>	<b>November 2019</b>
<i>Location:</i>	Frankfurt, Germany
<i>Company:</i>	Frankfurt School of Finance and Management – Executive Education
<i>Position:</i>	Senior Trainer / Lecturer
<i>Description:</i>	Developed and delivered a customised half-day workshop on <b>Transformational Leadership</b> for Nepalese Bank Directors
<b>Dates: from / to</b>	<b>November 2019</b>

## Curriculum Vitae – Ms. Charley Swords

<i>Location:</i>	Frankfurt, Germany
<i>Company:</i>	Frankfurt School of Finance and Management – Leadership Winter Academy
<i>Position:</i>	Senior Trainer / Lecturer
<i>Description:</i>	Developed and delivered three customised one-day workshops on <b>Transformational Leadership; Self-Leadership/Self-Management</b> and <b>Tactical Negotiations</b> .
<b><i>Dates: from / to</i></b>	<b>September 2019</b>
<i>Location:</i>	Frankfurt, Germany
<i>Company:</i>	Frankfurt School of Finance and Management – Executive Education
<i>Position:</i>	Senior Trainer / Lecturer
<i>Description:</i>	Developed and delivered two customised workshops on <b>Communications and Presentation</b> and <b>Inter-cultural Negotiations</b> as part of the 'Leading with Impact' program.
<b><i>Dates: from / to</i></b>	<b>May – June 2019</b>
<i>Location:</i>	Dubai
<i>Company:</i>	Cooperative Bank of Oromia, Ethiopia, Board Of Directors and Executive Management Team, at International Academy of Business and Financial Management (IABFM)
<i>Position:</i>	Senior Training Consultant
<i>Description:</i>	Developed and delivered a customised workshop on <b>Strategy Management and Leadership</b> to the Board of Directors and Executive Management Team of Cooperative Bank of Oromia. Delivered to two groups, focused on developing the new 5-year strategy, the practical implementing of same and managing culture change in the bank.
<b><i>Dates: from / to</i></b>	<b>May 2019 - Present</b>
<i>Location:</i>	Ireland
<i>Company:</i>	EIB Agri Finance Gap Study for Ireland, through Frankfurt School of Finance & Management
<i>Position:</i>	Senior Consultant and Researcher – Country Expert
<i>Description:</i>	Conducting interviews and focus groups with stakeholders in the agriculture and agri-food sectors in preparation of the market assessment of the needs for financing in the agriculture and agri-food sectors. Conducted data collection and analysis in identifying and evaluating the supply and demand side and quantifying the need for financing for the two sectors, in order to better understand the potential need for Financial Instruments to further support these sectors.
<b><i>Dates: from / to</i></b>	<b>March 2019</b>
<i>Location:</i>	Frankfurt, Germany
<i>Company:</i>	UNIDO Ethiopia, at Frankfurt School of Finance and Management
<i>Position:</i>	Senior Training Consultant
<i>Description:</i>	Developed and delivered a customised training on <b>Win:Win Negotiations</b> vis.a.vis WTO accession and trade agreement negotiations for the Ethiopian Minister of Trade, his advisors and policy director, the Director of Leather Institute, Director of Textile College and Country Director for United Nations Industry Development Organisation.
<b><i>Dates: from / to</i></b>	<b>March 2019</b>
<i>Location:</i>	Frankfurt, Germany
<i>Company:</i>	Abay Bank, Ethiopia, Board Of Directors, at Frankfurt School of Finance and Management
<i>Position:</i>	Senior Training Consultant
<i>Description:</i>	Developed and delivered a customised workshop on <b>Strategy Development and Management</b> and <b>Change Management</b> to the Board of Directors of Abay Bank.
<b><i>Dates: from / to</i></b>	<b>November 2018</b>
<i>Location:</i>	Ireland
<i>Company:</i>	Bank of Ireland Business Banking
<i>Position:</i>	Senior Training Consultant
<i>Description:</i>	Developed and delivered a workshop to the banks business clients on <b>Finding New Income Streams Internationally</b> . This incorporated the public and private procurement opportunities internationally, the how and where and the steps Irish SMEs can take to enter this market and potentially open up new diversified income streams for their business. Hugely important in the context of Brexit, the US Trade Sanctions etc.
<b><i>Dates: from / to</i></b>	<b>October 2018</b>
<i>Location:</i>	Ireland

## Curriculum Vitae – Ms. Charley Swords

<i>Company:</i>	Waterford Residential Care Centre
<i>Position:</i>	Senior Trainer
<i>Description:</i>	Developed and delivered training on <b>Communicating Effectively in the Healthcare Environment</b> to management and frontline staff.
<b><i>Dates: from / to</i></b>	<b>September 2018 – November 2018</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	TEB Bank
<i>Position:</i>	Senior International Trainer
<i>Description:</i>	Developed and delivered a customised 4-day <b>Train The Trainer</b> program for multiple deliveries to members of the management team and senior staff.
<b><i>Dates: from / to</i></b>	<b>24<sup>th</sup> July 2018</b>
<i>Location:</i>	Frankfurt, Germany
<i>Company:</i>	Frankfurt School of Finance and Management
<i>Position:</i>	Senior Lecturer / Trainer
<i>Description:</i>	Developed and delivered two workshops to <b>senior Indian Bankers</b> on the topics of <b>Ethical Decision Making in Banks</b> and <b>Enhancing Customer Orientation in Banks</b> , from an international perspective.
<b><i>Dates: from / to</i></b>	<b>May 2017 – January 2018</b>
<i>Location:</i>	Ireland
<i>Company:</i>	Bon Secours Hospital, Dublin
<i>Position:</i>	Senior Trainer
<i>Description:</i>	<ul style="list-style-type: none"> <li>• Developed and delivered a 2-day training program on <b>Communicating Effectively in the Nursing Environment</b> to front line staff from the Assistant Director of Nursing to HCAs with report and recommendations for change submitted.</li> <li>• Developed and delivered a 2-day training program on <b>Management in Practice</b> to senior management front line care professionals.</li> </ul>
<b><i>Dates: from / to</i></b>	<b>October 2017 - Ongoing</b>
<i>Location:</i>	Albania
<i>Company:</i>	AASF – Albania Agriculture Support Facility
<i>Position:</i>	Senior Trainer and Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>• Conducted a <b>comprehensive review of the facility</b> through interviews with key stakeholders and prospective agricultural beneficiaries. Conducted desk research and developed a detailed report with recommendations for the project and specific report and recommendations for the PFIs detailing ways to drive improved engagement and increased sales.</li> <li>• Developed and delivered a 3-day <b>Train The Trainer</b> program for staff in a number of PFIs.</li> <li>• Developed and delivered a workshop on <b>Marketing and Sales</b> to all staff in a number of PFIs.</li> </ul>
<b><i>Dates: from / to</i></b>	<b>July 2017 - Ongoing</b>
<i>Location:</i>	Germany
<i>Company:</i>	Dashen Bank, Ethiopia at Frankfurt School of Finance and Management
<i>Position:</i>	Senior Trainer and Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>• Developed and delivered a workshop on <b>Strategy Development and Management</b> to the <b>Board of Directors of Dashen Bank</b>.</li> </ul>
<b><i>Dates: from / to</i></b>	<b>October 2016 – February 2017</b>
<i>Location:</i>	Ireland
<i>Company:</i>	Hair Restoration Clinic (HRBR)
<i>Position:</i>	Senior Consultant, Coach & Trainer
<i>Description:</i>	<ul style="list-style-type: none"> <li>• Developed and delivered a one-day <b>Communications Training</b> program to team of 22 persons</li> <li>• Developed and delivered a <b>Coaching Intervention to two CNM's</b> over a period of four months</li> <li>• Developed and facilitated a <b>brainstorming workshop with a team of 21 persons on workplace communications</b> with a report and recommendations on further actions for implementation.</li> </ul>
<b><i>Dates: from / to</i></b>	<b>September 2016</b>

## Curriculum Vitae – Ms. Charley Swords

<i>Location:</i>	Albania
<i>Company:</i>	BALFIN Group
<i>Position:</i>	Senior Trainer
<i>Description:</i>	<ul style="list-style-type: none"> <li>Developed and delivered a customised <b>marketing training programme for their retail companies including the shopping centres and real estate companies.</b> This covered core marketing principles, retail marketing, digital and social media marketing, real estate and shopping mall marketing, customer segmentation, planning, management and with a short overview on crisis management.</li> </ul>
<b><i>Dates: from /to</i></b>	<b>August – October 2016</b>
<i>Location:</i>	Germany
<i>Company:</i>	Finance In Motion
<i>Position:</i>	Senior Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>Developed draft <b>EE Finance Manual</b> incorporating all elements of the EE and RE financing processes.</li> </ul>
<b><i>Dates: from /to</i></b>	<b>July 2016 – October 2017</b>
<i>Location:</i>	Ireland
<i>Company:</i>	Trade Cert Ltd
<i>Position:</i>	Senior Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>Conducted <b>process reviews</b> for their Canadian and Scottish clients; developed detailed reports by process type with recommendations.</li> </ul>
<b><i>Dates: from /to</i></b>	<b>November 2015 – May 2017</b>
<i>Location:</i>	<b>Tajikistan</b>
<i>Company:</i>	CLIMADAPT – Tajikistan Climate Resilience Financing Facility
<i>Position:</i>	Lead International Marketing Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>Developed the <b>marketing strategy</b> for the CLIMADAPT project</li> <li>Developed <b>PFI marketing engagement tool</b> to guide the development of PFI marketing strategies and plans.</li> <li>Developed and implemented the <b>project marketing tools, promotional materials &amp; and operational marketing plan.</b></li> <li>Devised and managed the <b>official public and media launch</b> of CLIMADAPT while transferring skills to the local marketing team.</li> <li>Support the PFI Marketing Teams to develop and implement their CLIMADAPT marketing strategies</li> <li>Provided marketing and sales training content to the PFI training programme.</li> <li>Developed the awards ceremony master of ceremonies scripts and advised on event management.</li> </ul>
<b><i>Dates: from /to</i></b>	<b>June 2015 – March 2016</b>
<i>Location:</i>	<b>Turkey</b>
<i>Company:</i>	TSKB – Industrial Development Bank
<i>Position:</i>	Senior Marketing Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>Developed and implemented the internal Resource Efficiency Finance Facility (ResE) <b>marketing tools, promotional materials &amp; video and checklists.</b></li> <li>Developed and delivered <b>three training events</b> with the TSKB Marketing on the use and practical application of the above tools and materials.</li> <li>Supported TSKB's Marketing Team to develop expertise in the identification of appropriate, effective and commercially sound ResE investments and project pipelines identifying viable ResE investments.</li> <li>Developed and implemented <b>targeted external ResE marketing activities.</b></li> </ul>
<b><i>Dates: from /to</i></b>	<b>November 2014 - Ongoing</b>
<i>Location:</i>	Ireland
<i>Company:</i>	Irish Nurses & Midwives Organisation INMO
<i>Position:</i>	Senior Trainer and Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>Developed and conducting multiple deliveries annually of a customised 2-day <b>Management In Practice</b> training programme for their members including Clinical Nurse Managers, Senior Staff Nurses and Hospital Department Heads.</li> <li>Led a <b>brainstorming workshop on the strategic development of the Professional Development Centre</b>, with report and recommendations.</li> </ul>

## Curriculum Vitae – Ms. Charley Swords

	<ul style="list-style-type: none"> <li>Developed and delivered a 1-day program on <b>Self Reflection and Review</b> on a member client site.</li> <li>Developed and delivered a 1-day program on <b>Building Your Assertiveness</b> on a member client site.</li> <li>Developed and delivered a 1-day program on <b>How to Become a Great Workplace Coach</b> for their members including Clinical Nurse Managers, Senior Staff Nurses and Hospital and Care Home Managers.</li> </ul>
<b>Dates: from /to</b>	<b>September 2014 – July 2015</b>
<i>Location:</i>	Montenegro
<i>Company:</i>	Hioptekarna Banka
<i>Position:</i>	Senior Product Development and Marketing Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>Review and analysed the <b>Product Development Process</b> and recommendations for consolidation and implementation, plus training of core team.</li> <li>Advised on the establishment of the Marketing Department; Sales and Marketing Strategies; core marketing functions and sales process.</li> <li>Developed and delivered <b>sales and customer service training</b>.</li> <li>Developed <b>Service Quality Manual and guidelines on how to implement a Service Quality Programme</b>.</li> </ul>
<b>Dates: from /to</b>	<b>February 2014 – March 2017</b>
<i>Location:</i>	Ethiopia
<i>Company:</i>	Commercial Bank of Ethiopia (CBE) through Frankfurt School
<i>Position:</i>	Senior International Trainer
<i>Description:</i>	<ul style="list-style-type: none"> <li><b>Reviewed the bank website</b>; researched 10 international competitor websites, developed two sitemap options and develop revised and new content. Reviewed and revised promotional leaflets for seven key products with recommendations for standardisation and modernisation.</li> <li><b>Reviewed new website design options, wireframes and revised content to align with same. Developed two Guidelines Manuals on Website Development, and Website Management and Marketing.</b></li> </ul> <p>Developed and conducted multiple deliveries of the following programmes:</p> <ul style="list-style-type: none"> <li><b>Policy &amp; Procedure Development</b> programme</li> <li><b>Leading Change</b> programme for senior management.</li> <li><b>Coaching for Success</b> – multiple deliveries to management teams – Aug/Sept 2015</li> <li>Workshop on <b>Realising the 2025 Vision</b> developed and delivered to the Bank Board of Directors</li> <li><b>Leadership Training</b> for middle and junior management – multiple deliveries</li> <li><b>Market Research &amp; Analysis</b> (5-day programme) – multiple deliveries up to District Manager level</li> <li><b>Marketing Products and Services</b> (5-day programme) – for Senior Marketing, Business Development and Regional Managers; The VP Process Council; Marketing and Branch Managers – multiple deliveries</li> <li><b>Linking Marketing to Financial Objectives</b> – to be repeated 10 times for District and Branch Managers – multiple deliveries</li> <li><b>Customer Service and Relationship Management</b> (3-day programme) – for Branch, Customer Service and Customer Relationship Managers – multiple deliveries</li> </ul>
<b>Dates: from /to</b>	<b>December 2013 – April 2014</b>
<i>Location:</i>	Moldova
<i>Company:</i>	Microinvest
<i>Position:</i>	Team Leader and Product Development, Marketing Strategy
<i>Description:</i>	<ul style="list-style-type: none"> <li>Led the TA team and managed phase I implementation with the client MFI;</li> <li>Conducted energy and market analysis;</li> <li>Conducted institutional capacity assessment;</li> <li>Developed marketing strategy, product concepts, scope of work and operational marketing and sales plan for the EE/RE GGF Finance Facility for phase II.</li> </ul>
<b>Dates: from /to</b>	<b>March – April 2013</b>
<i>Location:</i>	Macedonia - Skopje
<i>Company:</i>	Halkbank
<i>Position:</i>	Senior Consultant

## Curriculum Vitae – Ms. Charley Swords

<i>Description:</i>	<ul style="list-style-type: none"> <li>Reviewed the <b>sales process and performance of the EE/RE loan product for SME</b> clients through branch visits;</li> <li>Developed new product brochure and case studies for existing clients;</li> <li>Revised <b>operational procedure manuals</b>;</li> <li>Coached key personnel and contributed to sales training for sales officers.</li> </ul>
<b>Dates: from /to</b>	<b>March 2013</b>
<i>Location:</i>	Macedonia -Veles
<i>Company:</i>	ProCredit Academy Eastern Europe
<i>Position:</i>	Senior International Trainer
<i>Description:</i>	<ul style="list-style-type: none"> <li>Developed and delivered a customised 9-Day <b>Business Client Advisor Training Program</b> complete with materials and manual. Key topics included role and responsibilities; KYC -the profile of a small business and the profile of a small business owner, small business acquisition, business communications, negotiation skills and self-organisation through planning and effective management of time.</li> </ul>
<b>Dates: from /to</b>	<b>February to October 2013</b>
<i>Location:</i>	Armenia
<i>Company:</i>	Araratbank
<i>Position:</i>	Team Leader and Marketing Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li>Led the TA team and managed the project implementation with the client bank;</li> <li>Developed <b>marketing strategy and operational marketing and sales plan for the EE/RE GGF Finance Facility</b>;</li> <li>Co-ordinated the implementation of eSave software to measure EE savings and the conducting of energy audits.</li> <li>Developed and implemented all marketing and sales support materials;</li> <li>Revised lending process and procedures, developed EE Lending Manual and supported the conducting of Client Forums;</li> <li>Developed <b>the EE/RE Training Programme, developed and delivered Customer Service and TTT programs and monitored Sales Performance.</b></li> </ul>
<b>Dates: from /to</b>	<b>November 2012 – June 2013</b>
<i>Location:</i>	Turkey
<i>Company:</i>	Sekerbank
<i>Position:</i>	Senior Consultant
<i>Description:</i>	<ul style="list-style-type: none"> <li><b>Strengthened sustainable EE lending</b> through a review of the EE/RE loan products being offered; review of operating processes and procedures for EE loans; EE measurement systems and portfolio screening.</li> <li><b>Revised process flow chart and procedures</b> for retail EE loans resulting from software update to bank's retail system.</li> </ul>
<b>Dates: from /to</b>	<b>November 2012 – October 2013</b>
<i>Location:</i>	Vietnam
<i>Company:</i>	Agribank
<i>Position:</i>	Module Team Leader Marketing, Product Development and Channel Strategy
<i>Description:</i>	Diagnostic review and recommendations; <b>develop external market research tools</b> for pilot project; co-ordinate pilot project and lead local team on implementation; review product portfolio and customise; develop product profitability guidelines and unit costing observation template and lead local team in testing; develop customer segmentation models, extract sample data from bank system in pilot project, review and lead local team on implementation and revision; develop customer policy, service standards and relationship management program; training program development and delivery on conducting and analysing external research; product development and pricing; key principles and methodologies of marketing; customer relationship management; develop channel strategy and implementation plan.
<b>Dates: from /to</b>	<b>October – December 2012</b>
<i>Location:</i>	Ireland
<i>Company:</i>	Wicklow Fine Foods Ltd T/A The Chocolate Garden
<i>Position:</i>	Project Manager - Lean
<i>Description:</i>	Led team on Lean project to review all production,operational and support business processes; financial management processes; product pricing and portfolio performance; and recommendations made on implementation of 5S Principles; pricing modelling; process improvements and benchmarking for further Lean implementation.



## Curriculum Vitae – Ms. Charley Swords

<b>Dates: from /to</b>	<b>September – December 2012</b>
<i>Location:</i>	Kyrgyzstan
<i>Company:</i>	FINCA MCC
<i>Position:</i>	Senior Marketing Consultant
<i>Description:</i>	Guiding the organisation through the Marketing, Sales and Customer Service transformation process as they prepare to become a microfinance bank. Advising on and supporting the strategy development, functional restructuring, marketing research, competitor analysis. Product portfolio review and development, customer service programme, sales process, PR role and communications plan, marketing plan developed and delivered training programmes on Product Development and Marketing, Sales and Customer Care.
<b>Dates: from /to</b>	<b>March 2012</b>
<i>Location:</i>	Albania
<i>Company:</i>	ProCredit Bank
<i>Position:</i>	Senior Trainer and Consultant
<i>Description:</i>	Developed and delivered customised Management By Objectives training programme for branch and business unit managers.
<b>Dates: from /to</b>	<b>February – May 2012</b>
<i>Location:</i>	Ireland
<i>Company:</i>	Grosvenor Cleaning Services
<i>Position:</i>	Project Manager
<i>Description:</i>	Led team on Lean Project to review the operational and management processes on key client sites and recommended revisions to operational structures; site audit system; implementation of management by objectives, MIS suite to develop benchmarks for ongoing metric measurement.
<b>Dates: from /to</b>	<b>February 2012 – September 2012</b>
<i>Location:</i>	Bosnia i Herzgovina
<i>Company:</i>	NLB Razvojnabanka
<i>Position:</i>	Lead Consultant
<i>Description:</i>	Developed marketing strategy and operational plan plus retail and corporate products for the EE/RE GGF Finance Facility; co-ordinated the implementation of eSave software to measure EE savings and the conducting of energy audits. Developed and implemented revised lending process and procedures, developed EE Lending Manual and developed the EE/RE Training Programme and coached local team on how best to deliver this to management and staff in customer facing roles.
<b>Dates: from /to</b>	<b>December 2011 – January 2012</b>
<i>Location:</i>	Romania
<i>Company:</i>	RoSEFF – Romanian Sustainable Energy Financing Facility
<i>Position:</i>	Senior Marketing Adviser
<i>Description:</i>	Developed marketing strategy and plan for implementation of RoSEFF across participating financial institutions; oversaw implementation of marketing initiatives and advised on project website and marketing material development. Advised on marketing plan development with participating banks.
<b>Dates: from /to</b>	<b>November 2011</b>
<i>Location:</i>	Albania
<i>Company:</i>	ProCredit Bank
<i>Position:</i>	Senior Trainer
<i>Description:</i>	Developed and delivered a customised TTT Sales Programme for team of internal trainers to roll-out programme across the network during 2012.
<b>Dates: from /to</b>	<b>September 2011 – October 2012</b>
<i>Location:</i>	South Africa
<i>Company:</i>	Industrial Development Corporation
<i>Position:</i>	Senior Marketing Consultant
<i>Description:</i>	Developed marketing collateral for new EE/RE Loan Fund incorporating, product name, by-line, brochure, case studies, website, print ads, banner ads, internal communications initiatives, pull-up banners and launch presentation for product launch mid October.

## Curriculum Vitae – Ms. Charley Swords

	Developed concept for EE/RE conference, developed industry sector lists, new case studies and co-ordinated all elements of the conference held in October 2012.
<b>Dates: from / to</b>	<b>May 2011</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	ProCredit Bank
<i>Position:</i>	Senior Trainer
<i>Description:</i>	Delivered a 3-day programme to Customer Relationship Managers and Senior Client Advisors to Medium and Large Companies on Business Communications, Sales and Negotiations Skills.
<b>Dates: from / to</b>	<b>April – June 2011</b>
<i>Location:</i>	Romania
<i>Company:</i>	Millennium Bank
<i>Position:</i>	Senior Adviser and Trainer
<i>Description:</i>	Developed product package proposal and strategic alliances in business community for niche market of women entrepreneurs. Developed and delivered customised 2-day Management Training Programme. Addressed the National Women in Business Conference in June 2011 on 'Finding the Right Banking Partner'.
<b>Dates: from / to</b>	<b>November 2010</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	Kosovo Bankers Association
<i>Position:</i>	Senior Trainer
<i>Description:</i>	Developed and delivered a 3-day comprehensive Marketing Research, Planning and Communications Training Programme for the Marketing Directors and Officers of the member banks.
<b>Dates: from / to</b>	<b>October 2010 – November 2011</b>
<i>Location:</i>	Russia
<i>Company:</i>	RUSEFF – Russian Sustainable Energy Efficiency Project
<i>Position:</i>	Senior Marketing Expert
<i>Description:</i>	Develop new marketing concept, branding manual, promotional material for participating banks; develop new website; liaise with participating banks in joint and project led promotion of the Facility through their networks and through energy efficiency associations etc. Developed a sales training programme for the loan officers of the participating banks; Developed and delivered presentation skills training for project team.
<b>Dates: from / to</b>	<b>September 2010</b>
<i>Location:</i>	Albania
<i>Company:</i>	ProCredit Bank
<i>Position:</i>	Senior Trainer
<i>Description:</i>	Developed and delivered a customised three-day Process Flow Development and Management Training Workshop for senior management, with specific emphasis on the Sales and Customer Acquisition Process for a specific target segment.
<b>Dates: from / to</b>	<b>August – November 2010</b>
<i>Location:</i>	Rwanda
<i>Company:</i>	Development Bank of Rwanda
<i>Position:</i>	Senior Consultant
<i>Description:</i>	Reviewed the Performance Management System and related processes. Developed and introduced a Probationary Review Form for Supervisors, developed and delivered a 2-day Performance Management Workshop for members of the management team up to M.D., revised the Performance Appraisal Form and procedure and delivered a presentation to entire staff on changes being implemented and impact on them. Developed a Performance Appraisal Handbook, reviewed and advised on the Job Grading Policy, developed new Performance Evaluation Criteria, developed Outcomes and Measures for management positions vis.a.vis Performance Appraisals, delivered a one day interactive Performance Appraisal Workshop for members of the Management Team and proposed a new organisation structure for the HR and Training Department.
<b>Dates: from / to</b>	<b>June 2010</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	Banka Kombatare, BKT, Kosovo

## Curriculum Vitae – Ms. Charley Swords

<i>Position:</i>	Senior Trainer
<i>Description:</i>	Developed and delivered two 2-day Management Training programmes to all members of the Management Team.
<b><i>Dates: from / to</i></b>	<b>May 2010</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	ProCredit Bank
<i>Position:</i>	Senior Trainer
<i>Description:</i>	Delivered a 3-day programme to Customer Relationship Managers and Senior Client Advisors to Medium and Large Companies on Business Communications, Sales and Negotiations Skills.
<b><i>Dates: from / to</i></b>	<b>April – October 2010</b>
<i>Location:</i>	Ethiopia
<i>Company:</i>	Ethiopian Institute of Financial Studies, National Bank of Ethiopia
<i>Position:</i>	Education Expert
<i>Description:</i>	Developed comprehensive training programmes on the following subjects to incorporate manuals, power point presentations and handouts: <ul style="list-style-type: none"> <li>• Marketing and Customer Relationship Management – 5 day programme</li> <li>• New Product Development – 4 day programme</li> </ul> Delivered both programmes to in excess of 40 delegates over a nine day period.
<b><i>Dates: from / to</i></b>	<b>March 2010</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	Kosovo Bankers Association
<i>Position:</i>	Senior Training Consultant
<i>Description:</i>	Developed and delivered an advanced 3 day Sales & Negotiations Skills Training Programme for senior personnel from both branch and departmental functions, focusing on understanding the customer needs and the implementation of the related tools and techniques.
<b><i>Dates: from / to</i></b>	<b>March, April &amp; Sept 2010, March 2012 - Ongoing</b>
<i>Location:</i>	Albania
<i>Company:</i>	ProCredit Bank, Albania
<i>Position:</i>	Senior Training Consultant
<i>Description:</i>	Developed and delivered a 2 day Advanced Sales Training programme for three groups of bank personnel at Management Level. The focus was on their new target market specifically and on improving processes, practices and techniques generally with heavy emphasis on business needs analysis, improving product and business knowledge and negotiating through to customer acquisition in a more efficient and cost effective way.  In September developed and delivered a 3-day customised programme on Process Mapping Development and Management to Heads of Business Departments. Revised some of the key sales processes front office and back office, and will return in Spring 2011 to continue with the process.
<b><i>Dates: from / to</i></b>	<b>October – December 2009</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	Kosovo Bankers Association
<i>Position:</i>	Project Manager & Senior Training Consultant
<i>Description:</i>	Manage a Training Needs Analysis (TNA) project for the Kosovo Bankers Association and all 9 of their member organisations. Devise and implement a TNA process, procedures, interview process and template, budget and training plan template and database development for all organisations which is aligned with the central TNA process in the Kosovo Bankers Association Training Centre. Develop draft training curriculum for 2010 and develop implementation plan for Q1 2010.
<b><i>Dates: from / to</i></b>	<b>September 2009</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	Kosovo Bankers Association
<i>Position:</i>	Senior Training Consultant
<i>Description:</i>	Develop and deliver a three-day Training Needs Analysis (TNA) workshop for HR & Training Managers of member banks and the KBA Training Centre. Focused on the key

## Curriculum Vitae – Ms. Charley Swords

	elements of the TNA, the tools and methodologies to be used and their inter-relatedness and how to develop, manage and measure the effectiveness of the TNA Process.
<b>Dates: from / to</b>	<b>August 2009 – October 2009</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	Central Bank of Kosovo
<i>Position:</i>	Senior Training Consultant
<i>Description:</i>	Review of CBK operations, administration and assessment of skills requirement for each position. Review of CBK Staff Training & Development Policy & Procedures; comparative analysis of CBK staff training & development practice against other major financial and public sector institutions. Prepare comprehensive proposal on CBK staff training & development with related adjustments to the existing Training Policy and CBK Policy on employment and development of a proposal for phased medium term staffing plan.
<b>Dates: from / to</b>	<b>July 2009 – May 2010</b>
<i>Location:</i>	Poland
<i>Company:</i>	Inicjatywa Mikro
<i>Position:</i>	Senior Management & Training Consultant
<i>Description:</i>	<p>Conduct skills gap analysis interviews with both the Management team and Loan Officers and make recommendations regarding their training needs. Advised on the Sales Training Programme content for Loan Officers. Developed and delivered Management In Practice Workshop to senior management team. Coached senior management team through the Transition Planning Process and devised a three-month transition plan with the CEO.</p> <p>Coached the Regional Sales Managers on Sales Team Management processes and methodologies, and the Senior Management plus Sales Management team on Customer Segmentation and Marketing Planning – facilitated the development of the first draft of their Marketing Plan and developed an action plan for segmentation and research.</p> <p>Reviewed Product Portfolio and core Products – reduced the portfolio to three core products, facilitated the complete revision of the characteristics, benefits and terms and conditions of these core products with the senior management team and recommended new promotional and sales tools to support a renewed sales effort.</p>
<b>Dates: from / to</b>	<b>March 2009 – November 2009</b>
<i>Location:</i>	Syria
<i>Company:</i>	Loan Guarantee Institution of Syria
<i>Position:</i>	Senior Marketing Advisor
<i>Description:</i>	<p>Develop Corporate Identity Guidelines and Mission, Vision and Values statements for new organisation. Develop Marketing Plan with draft budget and promotional schedule for three primary audiences – International and Local Fund Donors; Private Sector Businesses in Syria and Syrian Financial Institutions.</p> <p>Developed comprehensive Product Information Booklet for both participating banks and SME's and recommendations regarding public launch of the Guarantee Fund.</p> <p>Developed a Communications Plan for LGIS and develop web site structure and content.</p>
<b>Dates: from / to</b>	<b>January 2009 – September 2009</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	Raiffeisen Bank
<i>Position:</i>	Senior Management Trainer
<i>Description:</i>	Developed and delivered 2 customised Management Training Programmes. This 2-day practical programme centred on key management, motivation, delegation and conflict management skills delivered to Middle Management.
<b>Dates: from / to</b>	<b>January 2009</b>
<i>Location:</i>	Kosovo
<i>Company:</i>	Kosovo Bankers Association
<i>Position:</i>	Senior Bank Trainer / Coach
<i>Description:</i>	Developed a 3-day Product Development and Pricing Training Programme. Conducted 3 days coaching of Local Trainers in this programme and co-delivered the programme with local trainer over a 3 day period.

## Curriculum Vitae – Ms. Charley Swords

<b>Dates: from / to</b>	<b>October – November 2008</b>
<i>Location</i>	Philippines
<i>Company</i>	UPPISSI
<i>Position</i>	Senior Marketing, Sales & Product Development Trainer
<i>Description</i>	Developed two comprehensive training programmes – initially for TTT and ultimately for them to deliver onwards to client banks. Sales Skills Training – 2-day & Product Development & Promotion – 1-Day – Slides, Facilitator Handbooks and TTT Facilitation Manuals.
<b>Dates: from / to</b>	<b>October 2008 – May 2009</b>
<i>Location</i>	Poland
<i>Company</i>	BWE / Meritum Bank
<i>Position</i>	Senior Business Advisor
<i>Description</i>	Advised on SME Product Development, Marketing Plan, Budget and strategy. Developed and delivered a 3-day Management Training Programme; developed a Train The Trainer programme and developed a Roadmap for the introduction and implementation of a comprehensive Customer Service Programme including Service Standards, Customer Charter, Policy, Procedures etc.
<b>Dates: from / to</b>	<b>October 2008 – June 2009</b>
<i>Location</i>	Kosovo
<i>Company</i>	ProCredit Bank
<i>Position</i>	Senior Trainer
<i>Description</i>	Developed and delivered a customised Business Communications, Sales and Negotiations skills training programme. This 4-day practical programme was successfully delivered 4 times to the Corporate Relationship Managers and Retail Bank Managers with tangible benefits and methodologies being implemented via Personal Action Plans.  Developed and delivered a customised Customer Relationship Management, Communications and Negotiations skills training programme for Credit Managers and Credit Co-ordinators – two 4-day programmes successfully delivered and methodologies being implemented via Personal Action Plans.
<b>Dates: from / to</b>	<b>October 2008</b>
<i>Location</i>	Ireland
<i>Company</i>	SOS IT Support
<i>Position</i>	Senior Trainer
<i>Description</i>	Developed and facilitated a 1-Day Sales Training Workshop for the Management and Sales Team – primary focus on current practices and how they need to be changed to reflect growth in the business and to improve efficiencies and effectiveness, with increased focus on the customer and their needs.
<b>Dates: from / to</b>	<b>Sept 2008 – Jan 2009</b>
<i>Location</i>	Ireland
<i>Company</i>	Post Consult International Ltd (PCI)
<i>Position</i>	Senior Trainer / Coach
<i>Description</i>	Design modular Qualified Financial Adviser Diploma 5 (QFA Regulation) based on Institute of Bankers Manual and coach team of 10 Trainers on the format and delivery techniques to be applied.
<b>Dates: from / to</b>	<b>April – August 2008</b>
<i>Location</i>	Kazakhstan
<i>Company</i>	KMF – KazMicro Finance
<i>Position</i>	Senior Marketing Advisor
<i>Description</i>	Guide in the development of a Marketing Strategy, Plan, Transformation Communications Plan, Non-Credit Product Development, Customer Segmentation and Marketing Department restructuring to support their transformation programme to a commercial bank.
<b>Dates: from / to</b>	<b>April 2008</b>
<i>Location</i>	Kosovo
<i>Company</i>	Kosovo Bankers Association
<i>Position</i>	Senior Trainer

## Curriculum Vitae – Ms. Charley Swords

<i>Description</i>	Developed and delivered a 3-day Negotiation Skills Programme and a 2-day Business Communications Skills Programme to bankers from local banks and financial institutions.
<b>Dates: from / to</b>	<b>March 2008 – Feb 2009</b>
<i>Location</i>	Cluj, Romania
<i>Company</i>	Banca Transilvania
<i>Position</i>	Project Manager
<i>Description</i>	Managing the disbursement of an EU/EBRD SME Rural Facility €10m, development of special Facility Product, the implementation of a Credit Scorecard and significant Credit Analysis training for staff in branches and agencies.
<b>Dates: from/to</b>	<b>March 2008</b>
<i>Location</i>	Ireland
<i>Company</i>	Post Consult International Ltd (PCI)
<i>Position</i>	Executive Mentor
<i>Description</i>	Two days intensive advising of team of 10 senior trainers with specific emphasis on how to conduct role-plays and give feedback, working the room and engaging fully with participants. Product Knowledge and integration of new processes with focus on customer service built into programme.
<b>Dates: from / to</b>	<b>February – March 2008</b>
<i>Location</i>	Macedonia
<i>Company</i>	InvestBanka
<i>Position</i>	Senior Sales Trainer
<i>Description</i>	Developed and Delivered a 3 day Practical Sales Training programme to Loan Officers and advised Senior Management on critical next steps for Sales Development.
<b>Dates: from / to</b>	<b>August 2007 – February 2008</b>
<i>Location</i>	Ireland
<i>Company</i>	Postbank Ireland Ltd
<i>Position</i>	Training and Development Consultant
<i>Description</i>	Established a Training Department with specific focus on the Sales and Distribution customer facing staff in Postbank, it's distribution channel partners and it's back-office dept. Developed a multi-level training programme to ensure consistency in sales, product knowledge and compliance skills across all channels for newly developed Product Suite. Recruited permanent Training Manager and Co-ordinator and built solid and sustainable relationships with channel training personnel; reviewed business processes, scripts and procedures to ensure consistency of content and messaging within Training Programmes. Developed assessment and measurement tools and methodologies for implementation throughout the bank.
<b>Dates: from / to</b>	<b>July 2007</b>
<i>Location:</i>	Egypt
<i>Company</i>	EDBE Bank
<i>Position</i>	Senior Marketing and Customer Service Adviser
<i>Description</i>	Develop and deliver two 2-day training programmes, to senior and front-office personnel in Marketing and Customer Care; Advise on corporate identity application across branch network; Develop Roadmap for development and implementation of a Customer Service Programme throughout bank including a paper on Customer Service Standards and measurement processes; Develop Implementation Guidelines for establishment of a central Marketing Department.
<b>Dates: from / to</b>	<b>July 2007 – August 2008</b>
<i>Location:</i>	Poland
<i>Company</i>	Bank BGZ S.A.
<i>Position</i>	Senior Sales Training Adviser
<i>Description</i>	EBRD Project to advise on and support the establishment of a Sales Academy within the HR/Training Department of the bank – from training strategy, to operational and financial structures, introducing new sales and customer care related programmes, product knowledge training review in conjunction with incorporating into new sales process, writing Train the Trainer Manual, training selected internal bankers as full-time trainers, and providing guidance in understanding and mapping the current Customer Sales Cycles and Life Cycles. Conducted coaching of two 2-day Sales and Product Knowledge Training

## Curriculum Vitae – Ms. Charley Swords

	Programmes – provided coaching tips to the trainers and advised on structural and delivery changes. Conducted a 1-day Coaching Workshop for the trainers.
<b>Dates: from / to</b>	<b>August 2006 – May 2007</b>
<i>Location:</i>	Kyrgyzstan
<i>Company</i>	Kyrgyz Investment and Credit Bank
<i>Position</i>	Senior Marketing Adviser
<i>Description</i>	KFW Capacity Building Project to enhance the capacity in business development / marketing of KICB's Retail Banking Dept. Special focus on developing Marketing Strategy, Market Research, Customer Segmentation and Relationship Management, Cards Unit establishment and Product Development incorporating outsourced processing requirements, process flows, organisation structure, systems interface with external parties and internal business units, customer relationship management system development, marketing and sales campaigns and measurement processes, Training for department and branch staff in Sales and Customer Service.
<b>Dates: from / to</b>	<b>June 2006</b>
<i>Location</i>	Egypt
<i>Company</i>	National Bank of Egypt
<i>Position</i>	Senior Marketing Advisor
<i>Description</i>	Capacity Building Project with specific focus on Product Development, Media and Promotions and Customer Care Training specifically for the SME Sector.
<b>Dates: from / to</b>	<b>January – September 2006</b>
<i>Location:</i>	Romania
<i>Company</i>	FinGroup SRL
<i>Position</i>	Business Consultant
<i>Description</i>	Advise on the establishment of the new Financial Services company FinGroup, part of Rompetrol Group, concentrating on organisation structure, business functions, personnel recruitment and operational activities. Develop and implement product development, pricing, positioning and implementation methodologies for all products, particularly the launch product Chip based Credit Card. Determine and assess the quality, capabilities and scalability of the potential third party suppliers to ensure secure, cost-effective and reliable operational and relationship management activities. Determine the business and customer interface requirements between the outsourced processing partner and FinGroup's own management system. Develop a scalable customer relationship management (CRM) system, initially building on FinGroup's existing client base and growing it based on target customer research and customer needs analysis and sales.
<b>Dates: from / to</b>	<b>June 2005</b>
<i>Location</i>	Macedonia
<i>Company</i>	IK Banka
<i>Position</i>	Senior Bank Trainer
<i>Description</i>	Developed and conducted a three day training programme on Practical Customer Service and Sales Techniques to Export and Credit Bank Inc, Skopje – to participants from branch network, credit department and retail departments.
<b>Dates: from / to</b>	<b>April 2005 – June 2006</b>
<i>Location:</i>	Kosovo
<i>Company</i>	Kosovo Bankers Association
<i>Position</i>	Senior Bank Trainer
<i>Description</i>	Institutional Support to Kosovo Bankers Association. Developed a comprehensive Training Manual on Customer Care and Sales Management and conducted three 5-day seminars on this topic Including coaching of identified local bankers as trainers. Developed an advanced Marketing and Customer Relationship Management Training Manual and delivered two 5-day Seminars on this topic. Developed a comprehensive Train the Trainer Facilitation Manual and delivered a 6 day training seminar for local bankers to become certified trainers. Developed and delivered an advanced Negotiation Skills Seminar. Ongoing support in the establishment and management of the Training Centre.
<b>Dates: from / to</b>	<b>February – December 2004</b>

## Curriculum Vitae – Ms. Charley Swords

<i>Location</i>	Slovakia
<i>Company</i>	L'Udova Banka
<i>Position</i>	Senior Marketing Adviser
<i>Description</i>	Developed a Marketing Campaign to support the introduction of a new EBRD Facility Product, developed Sales Programme / Process for this facility, introduced new product development and marketing methodologies and developed and delivered comprehensive practical marketing and product development training programme. Client forums developed and delivered to SME's in both cities and in rural regions.
<b>Dates: from / to</b>	<b>August 2003 – June 2004</b>
<i>Location:</i>	Romania
<i>Company</i>	CEC Romanian Savings Bank
<i>Position</i>	Senior Banking Adviser
<i>Description</i>	As part of a World Bank funded Twin Management for the implementation of the Restructuring Strategic Plan Project, with specific responsibility for the Cards & Marketing Module, key activities were the daily support and skills transfer to Card Manager & Marketing Manager, develop and deliver detailed Training on Product Development, Marketing, Sales and Customer Service to personnel in Cards Department and in Marketing Department. Prepared Business Case for the introduction of Cards; established the Technical and Business requirements for ATM's, POS, Third Party Processors; reviewed 'Fit' of Cards within product portfolio of Bank, prepared Cards Product Concept, developed Cards Marketing and Sales Plan and established tender process guidelines and assessment criteria.
<b>Dates: from / to</b>	<b>August 2002 – May 2004</b>
<i>Location</i>	Hungary
<i>Company</i>	Volksbank
<i>Position</i>	Senior Marketing and Business Development Consultant
<i>Description</i>	Developed a Marketing Campaign to support the introduction of a new EBRD Facility Product, developed Sales Programme / Process for this facility, introduced new product development and marketing methodologies. Established a 'closed' Direct Marketing Campaign to test and refine internal sales and client-calling programmes, conducted practical modular training to support improved marketing and promotional processes and developed new promotional material to support major External Direct Marketing Campaign.
<b>Dates: from / to</b>	<b>March – December 2003</b>
<i>Location</i>	Bulgaria
<i>Company</i>	Unionbank
<i>Position</i>	Senior Marketing Adviser
<i>Description</i>	Reviewed current marketing strategy and activities, devised new Marketing and Sales Strategies, developed and delivered Practical Marketing and Sales Training, as well as a Marketing Plan, reviewed current range of products for future development and implementation including Credit and Card products, reviewed branch sales process and delivery methods and devised Corporate Identity Guidelines.
<b>Dates: from / to</b>	<b>May – November 2003</b>
<i>Location</i>	Kazakhstan
<i>Company</i>	Bank TuranAlem
<i>Position</i>	Senior Marketing Adviser
<i>Description</i>	As part of the Twin Management Project key responsibilities were: daily support and skills transfers to Marketing Manager, the restructuring and reposition of Central Marketing Function and Department. Developed a Training Programme on Practical Marketing, Sales and Customer Service, revised and introduced new marketing methodologies, as well as product development, implementation and management processes.
<b>Dates: from / to</b>	<b>September 2002 – February 2003</b>
<i>Location</i>	Romania
<i>Company</i>	Banc Post
<i>Position</i>	Marketing and Business Development Consultant
<i>Description</i>	Conducted SWOT Analysis across Marketing, Product Development and Retail Sales activities, managed and co-ordinated the development of the Distance Learning Marketing Training Manual and delivered the first Marketing Training Programme in the Romanian



## Curriculum Vitae – Ms. Charley Swords

	Banking Institute as part of this overall Module. Conducted Competitor Analysis via 'Mystery Shopper' and produced Matrix specifically focused on SME Credit Line Facilities – to be replicated across the regions. Sales and promotional activities aimed at SME's in cities and particularly in rural regions.
<b>Dates: from / to</b>	<b>November – December 2001</b>
<i>Location</i>	Ukraine
<i>Company</i>	Ukrzazprombank
<i>Position</i>	Marketing and Business Development Consultant
<i>Description</i>	Conducted SWOT Analysis across Marketing activities, review Customer Base and Product Portfolio vis-à-vis EBRD SME Credit Line Project Criteria, conducted seminar for Senior Management and Key Personnel on Marketing, Product Development, Sales and Customer Service. Conducted Competitor Analysis and produced Matrix specifically focused on SME Credit Line Facilities. Produced Framework Documents and Implementation Templates for Product Development and Management.
<b>Dates: from / to</b>	<b>March – April 2001</b>
<i>Location</i>	Bosnia I Herzegovina
<i>Company</i>	Raiffeisen Bank
<i>Position</i>	Senior Bank Trainer
<i>Description</i>	Developed and delivered 3 Practical training Workshops on Marketing and Product Development, Sales and Customer Service. Conducted SWOT Analysis on Operational Marketing Activities. Proposed new Department Structures and Functions and developed 'Critical Next Steps' and Implementation Framework documents.
<b>Dates: from / to</b>	<b>September 1998 – December 1999</b>
<i>Location</i>	Romania
<i>Company</i>	Banca Agricola (now Raiffeisen Bank)
<i>Position</i>	Senior Marketing Adviser
<i>Description</i>	Conducted SWOT Analysis on Strategic and Operational Marketing activities, established and developed a stand-alone Marketing Department, through restructuring, the development and management of skills transfer and practical application training programmes. Introduced new products and services; repackaged existing products and developed product development and launch implementation template. Revised corporate logo and identity, developed corporate identity guidelines and implemented changes to bank stationery and operational documentation, introduce merchandising policy and procedures, a campaign planning and management and promotional guidelines.
<b>Dates: from / to</b>	<b>February – December 1998</b>
<i>Location</i>	Albania
<i>Company</i>	Savings Bank of Albania (now Raiffeisen Bank)
<i>Position</i>	Senior Marketing Adviser
<i>Description</i>	Conducted SWOT Analysis on Strategic and Operational Marketing activities, introduced new Non-Funds Based Service under Franchise, repackaged deposit accounts and introduced new products on pilot basis.
<b>Dates: from / to</b>	<b>1995 - 1997</b>
<i>Location</i>	Dublin, Ireland
<i>Company</i>	First Rate Enterprises Ltd, Bank of Ireland Group
<i>Position</i>	Development Manager
<i>Description</i>	Managed the training programmes for all group company personnel, designed and implemented multi-currency on-line booking and processing system. Developed the product and business concept for international markets and researched and developed Joint Venture and Acquisition opportunities.
<b>Dates: from / to</b>	<b>1991 - 1995</b>
<i>Location</i>	Dublin, Ireland
<i>Company</i>	International Banking, Bank of Ireland Group
<i>Position</i>	Marketing Officer

## Curriculum Vitae – Ms. Charley Swords

<i>Description</i>	Managed and implemented annual Bureau de Change Campaign and Training throughout bank network, co-ordinated and managed the Training Programme for in excess of 300 departmental personnel. Product development and repackaging, managed and implemented service quality programme for internal and external business processes.
<b>Dates: from / to</b>	<b>1990-1991</b>
<i>Location</i>	Dublin, Ireland
<i>Company</i>	Central Marketing Department, Bank of Ireland Group
<i>Position</i>	Corporate Identity Project Co-ordinator
<i>Description</i>	Managed and implemented new Corporate Identity System across all Global Group Business Units, developed Corporate Identity Strategy and Plan and managed project implementation team.
<b>Dates: from / to</b>	<b>1979 - 1990</b>
<i>Location</i>	Dublin, Ireland
<i>Company</i>	Bank of Ireland Group – Computer Centre and International Banking
<i>Position</i>	Various up to Junior Management
<i>Description</i>	Managed project implementation team for Database conversion from single currency system to multi-currency system, developed MIS System, managed User Testing and Implementation. Procedure writing, testing and implementation in various departments.

### 15 Other Relevant Information:

- **Published eBooks for Entrepreneurs and Business Managers:**
  - *Top Six Time Thieves – August 2018*
  - *How to Set Yourself Up for Success with Clear Goals – December 2017*
  - *Reduce Customer Complaints about Staff Attitudes and Behaviours – July 2017*
  - *Stop Burning Your Cash – v2 revised July 2017*
  - *Take the Business Health Check – June 2017*
- Addressed the Consulting Ireland Training Programme for leading entrepreneurs on **Identifying and Working with Partners** in November 2013.
- Addressed the National Women Entrepreneur Conference in Galati, Romania on **Finding the Right Banking Partner** in June 2011.
- Addressed the Conference on **EU Charter for SME's in Western Balkans and Moldova** in Kosovo on 29<sup>th</sup> April 2005 and led a workshop on '*Funding Mechanisms for SME's*' which focused on both state guaranteed and bank guaranteed facilities.
- Established national print-media company in Ireland as a self-help social initiative in 1994.

References Available on Request.