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To Whom it may Concern,

Re: Letter of Reference for Pinto Consulting GmbH

The EBRD BAS Programme engaged Pinto Consulting GmbH and consortium partners to implement the Project *"Preparation and Delivery of Certified Management Consultant (CMC) Training Modules"* in the Republic of Macedonia in the summer of 2009.

The objective of the contract was to prepare and deliver 2 sets of training modules to 55 consultants. The CMC training curriculum involved the following elements:

- Module 1: Introduction to the Management Consultancy (MC) profession.
- Module 2: The MC process and Process Consultancy.
- Module 3: Strategic Management. General Strategic Business Analysis.
- Module 4: Information gathering for work with a Client.
- Module 5: Basics of Financial Management and Accounting. Cost/Benefit Analysis.
- Module 6: Problem Solving in MC.
- Module 7: Change management. Establishing Strategies and Action Plans.
- Module 8: Risk management.
- Module 9: Project management.
- Module 10: Managing the MC business.
- Module 11: Communication with Clients. Marketing of MC services.
- Module 12: MC with SMEs.

The training team comprising Dr. Ricardo Pinto, Mr. Zivko Dimov and Mr. Anton Florijan Barisic prepared an excellent CMC curriculum, detailed documentation for the trainees and delivered very high quality training sessions. The trainees were so pleased with the quality of the training, that they evaluated the training, handouts, exercises and usefulness as 4.5 out of maximum possible 5 points. Subsequently, 30 out of the 55 trainees went on to become fully certified management consultants (CMCs).

The local BAS Office was very pleased with the cooperation with Pinto Consulting GmbH, the training team, as well as the overall implementation of the assignment. We would not hesitate to use this Contractor in future and recommend them highly to others.

Yours faithfully,


Jovan Gavrilovski
BAS National Programme Director