



# EBRD Small Business Initiative Newsletter Issue VIII, December 2020

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## Dear friends!

Another year is passing by. Let us take a moment to look back at everything that has been done. With a great pleasure, we share with you another Newsletter on the EBRD events held in Turkmenistan as part of Advice for Small Businesses programme in 2020.

## Management Consulting Essentials

With the support from the EU, the EBRD trained 18 local experts on management consulting essentials

February 18-21, 2020 – 18 consultants from various fields of consulting learned how to provide high quality consulting services in accordance with the best practices: from drafting the quotations to the basics of project management, team management and building long-term relationships with clients in a 4-day training organised by the EBRD in partnership with the European Union.



This course from the Grow Your Consulting Business training series was delivered by Valentina Grigorieva, a CMC® (Certified Management Consultant) and an experienced business trainer.

In addition to providing a theory of management consulting, the participants were provided with an opportunity to apply the obtained skills in practice. Two local private companies, a glass manufacturer and fertilisers distribution company were invited to the course as potential clients. Under the guidance of the trainer, the consultants were preparing implementation of a real consulting project.



The course participants said that the training materials and exercises were useful and helped develop their competencies and create an effective plan for further professional growth.

## Turkmen SMEs in international exhibitions

EBRD organised Business Development and Matching events for SMEs

The EBRD facilitated participation of the local entrepreneurs in numerous Business Development and Matching events that allowed Turkmen businessmen to take part in such international exhibitions as GreenTech Amsterdam 2020, Korea Automotive Industry Exhibition, KOAA Show 2020, Bio Health Worldwide Online (BHWO) 2020; sign up for B2B meetings with various foreign companies, and find potential partners and suppliers.



Under the Small Business Initiative and funded by the Netherlands Ministry of Foreign Affairs, the European Bank for Reconstruction and Development (EBRD) is promoting business development and matching opportunities for SMEs in the horticulture sector. During the programme, owners and executives of SMEs will connect to GreenTech, where they can explore the latest industry trends, find new partners, and seek business opportunities to grow businesses.

## Ethics and professionalism in consulting

The workshop for consultants was organised by the EBRD and EU

22 February, 2020 – The workshop dedicated to the topic “Ethics and professionalism in consulting” was organised by the EBRD in partnership with the EU. The workshop was led by Valentina Grigorieva, the representative of the Kazakhstan Chamber of Management Consultants, a CMC and an experienced trainer.

Following the presentation, 25 practicing consultants discussed ethics and professionalism as fundamentals for the consulting industry, the importance of ethics for business and society, and how to deal with ethically challenging situations.



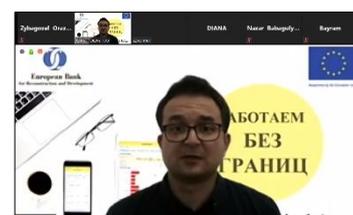
The trainer and more experienced consultants shared their experiences in handling the ethical situations in practice and stressed the importance and necessity of adhering to the norms of professional ethics.

## Tools for successful remote business management

Supported by the EU, the EBRD organised a series of online events on remote working

April – May 2020 – In response to the COVID-19 pandemic, the EBRD partnered with the EU to organise a series of webinars and online presentations on the tools available for remote working and doing business online.

The webinars and online presentations were delivered by local IT consulting companies, Turkmen-Tranzit and Ak Sahypa, as well as the business trainer Valentina Grigoryeva.



The participants learned about a wide range of solutions available for successful remote working and business management. They were also introduced to the functionality of various corporate portals and remote working tools for effective team work and client relations management. As a bonus, the participants were provided by the opportunity to test a demo version of the corporate portal "Bitrix-24" within a month after participation.

## Human resources management is the focus of Turkmen SMEs attention

EBRD and EU trained local SMEs and consultant to implement HR management systems

6-10 July, 16-17 July 2020 – Due to the high interest in the topic of HR management among local SMEs and HR issues caused by the COVID-19 pandemic, the training "Development and implementation of HR management systems" was organised for local SMEs and consultants.

24 owners and managers of private businesses and consulting companies took part in this training, organised by the EBRD with donor support from the EU. The training was delivered by Valentina Grigorieva, an experienced business consultant, CMC®.



Participants learned how to plan the quantitative and qualitative composition of human resources, apply methods for studying the internal environment, KPI assessment systems, and much more.

Business consultants continued their training in the second specialised part on July 16-17, 2020. They studied the process of developing HR management systems in client companies and learned how to promote and implement HR consulting projects.

## Turkmen women entrepreneurs improve their online sales skills

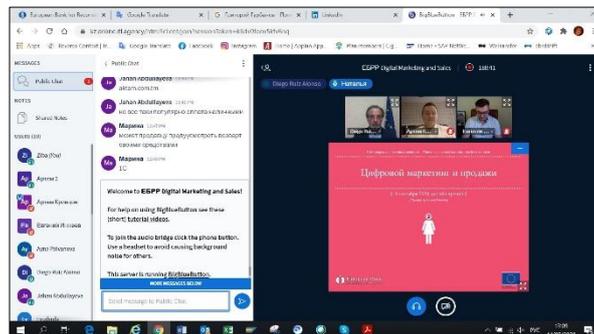
### EBRD and EU held training on digital marketing and sales for women entrepreneurs

In September 2020, more than 40 Turkmen women entrepreneurs took part in an online training on Digital Marketing and Sales, organised by the EBRD in partnership with the EU. One of the main drivers of business growth is an effective marketing strategy including the use of online sales tools.

The training on the development of online sales skills within “Women in Business” initiative was delivered by two trainers with over 14 years of experience in e-commerce projects – Artem Krivtsov and Evgeniy Inzheev.

Due to high interest in the subject of digital marketing, the number of applications was very high. Therefore, the trainers decided to conduct two separate trainings dividing the participants following the criteria: manufacturers/distributors of goods and companies providing services.

After attending a 3-day training, the participants learned how to effectively develop online sales of goods and services and use online tools to promote their business on the Internet. They also learned how to measure the profitability of their marketing strategy and set goals for developing a company in the online marketplace. The training was followed by individual coaching sessions arranged for interested participants.



## Local consultants learned how to promote their consulting services

### Interactive training course for individual consultants and representatives of consulting companies organised by the EBRD, with donor support from the EU

06-11 October 2020 – 17 consultants from various fields of consulting learned how to apply tools and techniques to improve marketing and sales of the consulting services in an 8-day training course organised by the EBRD and EU.

"Marketing and selling consulting services" course from "Grow your consulting business" trainings series was delivered by Vladimir Chernyavsky, an experienced business trainer, Member of the international association of PDP consultants of the Institute for Organisational and Social Development (Belgium).



During the training, consultants obtained new skills on application of marketing tools and practical sales techniques specific to the consulting business. Participants learned how to attract new customers, calculate the prices and determine the most effective channels for promoting services. An important result of the training was a marketing plan for consulting company developed under the guidance of a trainer. According to the feedback, provided by the course participants the exercises and training materials were very helpful in developing their skills and effective promoting their consulting services.

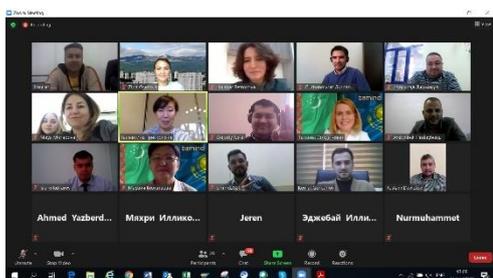
## Business diagnostics tools for top managers of Turkmen private companies

### EBRD and EU organised an online workshop for owners and top managers of private businesses in Turkmenistan

09-13 November 2020 – EBRD teamed up with the EU to conduct an intensive online workshop “Business Diagnostics as a Tool for Company's Growth” for 17 business owners and top business managers in Turkmenistan.

Four trainers – a team of experts from B.MIND Group, helped entrepreneurs diagnose their business and answer important questions for business owners and managers.





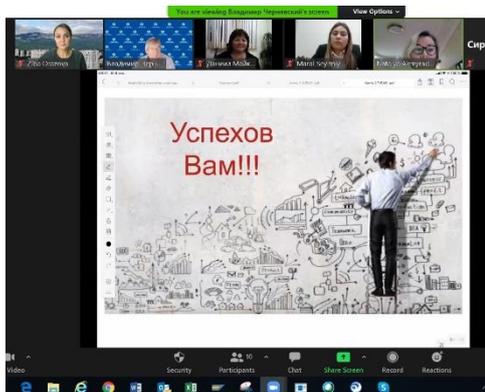
During the 3-day workshop, local entrepreneurs studied the tools for assessing risks, analysing the status of their business, its internal and external environment, and learned how to apply the obtained skills in practice for the effective growth of their companies.

Under the guidance of experienced trainers, business owners and top managers have prepared a Diagnostics Map, a Risk Matrix and a SWOT analysis for their companies. Upon completion of the online workshop, participants benefitted from individual coaching sessions with all four experts.

## Development and implementation of the company's development strategy. How to do it in practice?

**An intensive online course for practicing management consultants organised by the EBRD in partnership with the EU**

*November - December 2020* – 14 owners and consultants from local consulting companies have successfully completed the online training course “Development and implementation of company's development strategy”, organised by the EBRD with donor support from the EU. This course was designed for practicing management consultants who are faced with the necessity of implementation of development strategy for their client companies in uncertain conditions.



The trainer of the course, an experienced business trainer and consultant Vladimir Chernyavsky, helped the participants develop skills in applying strategy formation technologies using the example of his own consulting company. The training participants gained valuable knowledge for the successful development and implementation of the strategy both in their own company and for the development of such service for their clients.

Using the training materials and the trainer's advice, by the end of the training, the consultants developed a strategy for their consulting company and prepared a plan for its implementation in the nearest future.

The purpose of such trainings under the EBRD Advice for Small Businesses Program is to develop a competitive market of consulting services for local SMEs.

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The EBRD Advice for Small Businesses programme has been active in Turkmenistan since 2011. Business advice is part of the EBRD integrated toolbox for SMEs. Advice for Small Businesses helps small and medium-sized businesses access the know-how that they need to grow.

Through our network of local consultants and international advisers, the EBRD helps transform a wide range of businesses, looking at various areas including strategy, marketing, operations, quality management, financial management and beyond.

Currently the EBRD ASB programme in Turkmenistan is funded by the European Union, and thanks to our donor, we can cover up to 75% of the costs of the advisory project for the enterprise.

In 2020, we helped 32 local companies improve their operations through engagement of international experts and local consultants in such areas as ICT, marketing, quality management, e-commerce, organisational development, and strategy.

The EBRD assisted over 290 enterprises through provision of advisory support since the programme start.



**Dear Colleagues, Partners and Friends,**  
**We wish you a Happy New Year! May 2021 bring you new opportunities and happy moments!**  
**Wishing you much prosperity, good health and good luck!**

**Yours,**  
**EBRD SME F&D Team in Turkmenistan**