

Trained Experts in Business Resilience



The following list contains information on the trained participants who have successfully joined the **Training of Trainers on Business Resilience Standards** as well as of the trainers/ regional experts of the programme.

The ToT-course has been held weekly from 3rd March-1st July 2021.

The subject which the participants have been trained in comprise Risk Management, Business Continuity Management, Information Security Management, Supply Chain Management, Occupational Health and Safety Management, Innovation as well as Leadership.

The following standards were covered during the course:

ISO 31000/ISO TR 31004/IEC 31010

ISO 22301/ISO 22313

ISO 56000

ISO 27000

ISO 28000

ISO 45000

Modern leadership skills

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The participants are able to implement the respective standards or requirements of them, which are important to improve resilience in combination.

Additionally, the trained participants have implemented a case study in the form of a consultation, a webinar or a training.

The trainers' leaflets give a brief overview of the trainers' general expertise/ experience in business resilience, specific experience in standards and contact details.

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Trained Experts from Kosovo

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Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Violeta Haxhillazi

(Regional expert)

Country: Kosovo

Spoken languages: Albanian (native), English, Italian



General expertise/ experience in business resilience

+20 years of experience in business consultancy, management of teams/ departments and project management in local and international companies with extensive advisory in several areas: strategic planning and transformations, operational efficiency and excellence, and IT governance.

- Experienced in designing and implementing standard procedures and regulations to improve the business resilience and the quality management systems
- Proven experience in advising projects and businesses
- Focus on standards matters; support in enhancing the ability an organization has to quickly adapt to disruptions while maintaining continuous business operations
- Experienced in supporting and guiding staff in understanding the business environment and risks related, analysing the results, identifying and evaluating new strategies and recommending changes in goals and plans
- Facilitated trainings and workshops in subjects as: ISO 22301, ISO 28000, Risk Management, Auditing, Finance Management, Project Management.
- Certified Management Consultant (CMC®), Certified Sales Executive (CSE®) and Certified Digital Transformation Expert (CDTE®).

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Specific experience in standards

- Experienced in ISO 22301/ISO 22313 Business Continuity Management, working closely with the companies in establishing the management system instruments; support them in providing a clear set of processes and responsibilities and advise on focusing on the continuous improvement of the processes in dealing with a higher predictability and reliability.
- Experienced in ISO 28000 Supply Chain Management supporting businesses to achieve their goals of ensuring that products are delivered on time, in the right quantity and in a cost-effective manner, by looking at current processes and identifying methods for improvement, focusing on risk management as well as personnel supervision.
- Vast expertise in assessing the effectiveness of risk management, and elaborate risk management plans and programs development

Specific remarks about the expert

- Experienced in Western Balkans markets, with physical presence in Albania, Kosovo and North Macedonia
- Main focus in SMEs and business support providers; active in strengthening SME capabilities through a sustainable market for business development services
- Open to future opportunities with donors, companies and experts' network in offering Management Consulting, Business Advisory, Training programmes.
- Willing to support standardisation projects and processes in Asia

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Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Antigona Limani

(Regional expert)

Country: Kosovo

Spoken languages: Albanian, Serbian, Croatian, English

General expertise/ experience in business resilience

- Leadership Business Resilience
- Sustainability Management
- Transformational Leadership

Specific experience in standards

- ISO 9001 Foundation

Specific remarks about the expert

Antigona Limani is a Strategic Marketing, Management and Sustainability Consultant with more than 15 years of experience in different industries and companies in Kosovo. She currently holds the role of Head of Marketing and PR department and responsible for Sustainability Management in the Bank, she is also co-founder of consultancy company Be Consulted in Kosovo, and Board member in CSR network.

Her experience in many companies and experience in change management in big and smaller companies in Kosovo are appropriate for sharing the experience for managing change as well as the role of leadership and the importance of being resilient.

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Trained Expert in Business Resilience

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Rinor Musliu

Country: Kosovo

Spoken languages: Albanian, English

General expertise/ experience in business resilience

- Business Development
- Business Strategy
- Business Management

Specific experience in standards

- Risk Management
- Business Continuity Management
- Supply Chain Management



Specific remarks about the expert

Rinor is a management consultant engaged on diverse projects across a range of industries including manufacturing, trade and retail, transport and logistics, pharmaceuticals, FMCG and so forth. As a consultant Rinor is focused on working with decision makers to assist them in making market/industry-data driven business decisions as well as develop successful growth strategies using market and industry insights.

Contact details

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Public testimonial based on case study

“Kosovan businesses are not yet fully ready for implementing any standardized form of business management as they are extremely comfortable in the agile and unstandardized style of management. This mainly derives from the ad-hoc and unregulated market conditions in our country. However, as Kosovo advances its integration in the EU and Kosovan businesses are more exposed to EU cooperations of various forms, standardized management systems and procedures will initially be mandatory for successful implementations and eventually will become the default management systems of Kosovan businesses. My key recommendation which also is a key success criterion for the successful implementation of business resilience standards & systems in Kosovo involves a key stakeholder group, namely EU partners such as financing, implementation, quality assurance or promoting partners. This key stakeholder group needs to make mandatory requirements to cooperate only with Kosovan Businesses which use a standardized and regulated management system. As such, EU partners would set an example to be followed by other businesses. “

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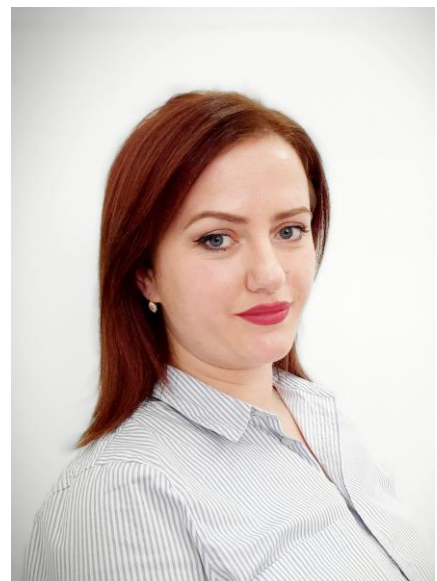
Gresa Zeqiri Istrefi

Country: Kosovo

Spoken languages: Albanian, English

General expertise/ experience in business resilience

- Risk management - ISO 31000/ISO TR 31004/IEC 31010
- Business Continuity Management - ISO 22301/ISO 22313
- Innovation Management - ISO 56000
- Information Security Management- ISO 27000
- Supply Chain Management - ISO 28000
- Occupational Health and Safety Management - ISO 45000



Specific experience in standards

- Internal Auditor - ISO 9001
- Lead implementer - ISO 27001

Specific remarks about the expert

Understand the organization policies/ guidelines and encourage improvement by establishing high effective communication strategies. An influencer with inspiring skills for better performance and decision-maker even in most challenging circumstances. Honest and greatly respected with high confidence in her work.

Contact details

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“I have summarised the main points of Risk Management based on ISO 31000 during the pilot training, which took place in the Ministry of Industry, Entrepreneurship and Trade, respectively for the staff of Kosovo Metrology Agency and Kosovo Standardization Agency. During this training we agreed that these institutions need a more detailed Risk Plan since they already had one, but not in accordance with ISO 31000.

In overall, based on my own analysis, Kosovo as a country does not yet have the awareness of the benefits of implementing the Business Resilience Standards. The main reason is the cost of implementing the standards and the businesses hesitate to spend their budget for this. We are just in the beginning.

I recommend to the other trainers, to try to make the businesses aware of the benefits of the implementation of the Business Resilience Standards before going to the details of implementation in order to have a commitment by them from the beginning.”

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Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Gazmir Hapçiu

Country: Kosovo

Spoken languages: Albanian, English, Serbian, Turkish

General expertise/ experience in business resilience

- Process Improvement
- Quality & Information Security Management
- Technology management
- Sales & Supply Management
- Project Management



Specific experience in standards

- ISO 27001 Information Security
- ISO 9001 Quality Management
- ISO 22301 - Business Continuity

Specific remarks about the expert

Strategic, highly driven with close to two decades of proven experience in Operations, HR management, Quality & Information Security Management and throughout various projects in Sales & Partner Management, Technology, Forensics & CyberSecurity, Industrial Security Systems, Home appliances and Design & Printing industry. Dedicated, friendly, honest, supportive, highly intuitive, convincing and collaborative nature.

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“The training provided by PTB was quite of the best trainings I have ever had. It took 3 months and every Thursday I had in plan that I will learn something new and different every time. The training was very interactive, and it covered a lot of standards and best practices. It also gave the possibilities to all the participants to share their knowledge and experiences from various industries.

The trainers were so professional, and participants were team players and willing to cooperate and help, lovely, friendly and as well the sense of humour was always present. Trainers were very communicative, they shared all the learning materials during the training and after, we had access to *platforms*, IM media communication (even after working hours).

I learned a lot from each session and changed my mindset on thinking differently and approach to business, with no matter to any changes, market, industry or any unplanned situation.

I would highly recommend to every big organization to assign a staff that would participate in the trainings offered by PTB. This would benefit not only the organization itself but will involve and benefit all the parties that would be part in an organization operational activities, and where possible engage employees to continually improve processes within the organization.

And as for my friends and colleagues I would proudly take my time to share my experience and the knowledge I gain during the trainings with PTB and recommend to everyone who is interested in Quality and Secure Environment Management.”

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Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Driton S. Bejtullahu

(Regional expert)

Country: Kosovo

Spoken languages: English, Albanian

General expertise/ experience in business resilience

- A Management Consultant in EBRD projects for empowering local business in Kosovo to increase their level of services and products and support them in the export process toward international markets.
- Member of Technical Committee for ICT in Kosovo Standardization Agency
- local expert at IBF - International Consulting to support the public and private sector in Kosovo on capacity building in terms of knowledge, experience sharing and business resilience.



Specific experience in standards

- ISO 9001:2015
- ISO 27001:2013
- ISO 20000:2018
- ISO 22301:2019
- ISO 31000:2018
- ISO 14001:2015
- ISO 26000:2010

Specific remarks about the expert

During the years, his approach was to serve as a bridge between Technology and Management by helping organization improve their business process through integrations of advanced technology and platforms. My mission is to support the labor market on capacity building in terms of knowledge, experience sharing, sustainability and business resilience.

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Contact details

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Doruntina Shala Hoxha

Country: Kosovo

Spoken languages: Albanian & English

General expertise/ experience in business resilience

- Quality infrastructure – safety of products
- Construction Products Regulation Trained Trainer



Specific experience in standards

- ISO 31000/ISO TR 31004/IEC 31010 Risk management
- ISO 56000 series of standards: Innovation
- Leadership aspects to improve Resilience

Specific remarks about the expert

The expert works in the governmental sector in the area of legislation that relates to the safety of products and free movement of goods. It has experience in products related standards and general information in business resilience standards and quality management system.

Contact details

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Public testimonial based on case study

“For the purpose of the pilot training within the ToT training on Business Resilience Standards, I have conducted a training to a small private company. Due to the fact that the company has had a complete shutdown during the COVID-19 peak, which has had major impact in its business, I believed that the resilience standards training should focus on Risk Management, Business Continuity Management and Innovation. It was a general training where I tried to give information to the company on how important is to have a plan in case an unexpected risk or threat occurs and that the companies have to innovate in order to follow the globalization trends and stay competitive in the market. Based on what I have seen during this ToT training and generally from talking to colleagues and businesses I can confirm that many businesses run their daily operations impromptu. Not many companies, especially the smaller ones, keep track of their risks and threats or deal with Occupational Health and Safety. However, in many cases this is more a result of lack of information or businesses think that it takes too much time and effort rather than that they undermine the importance of standards in increasing their quality management.

Therefore, I suggest that more projects and people get involved in increasing awareness to businesses that having set up a quality management system and having a strategic planning has far more benefits than the immediate financial ones.”

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Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Qefsere Ajeti

Country: Kosovo

Spoken languages: Albanian, English, Turkish

General expertise/ experience in business resilience

- Risk management - ISO 31000/ISO TR 31004/IEC 31010
- Business Continuity Management - ISO 22301/ISO 22313
- Innovation Management - ISO 56000
- Information Security Management- ISO 27000
- Supply Chain Management - ISO 28000
- Occupational Health and Safety Management - ISO 45000



Specific experience in standards

- Implementer- ISO 27000
- Implementer - ISO 27001

Specific remarks about the expert

Understand the organization policies/ guidelines and encourage improvement by establishing high effective communication strategies. An influencer with inspiring skills for better performance and decision-maker even in most challenging circumstances. Honest and greatly respected with high confidence in her work.

Contact details

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Myesere Mesi Hoxha

Country: Kosovo and Macedonia

Spoken languages: Albanian, English, Macedonian, Serbian

General expertise/ experience in business resilience

- Designed and developed business resilience management system for SME in different sectors including software development, retail, wood-processing, food-processing;
- Supported SME to develop their organisational resilience leadership, performance and become change ready.
- Undertook awareness raising initiatives to promote business resilience standards to SMS in Kosovo.



Specific experience in standards

- ISO 27001, Information security management
- ISO 31000, Risk management
- ISO 56002, Innovation management

Specific remarks about the expert

Known for helping people and organizations flourish, thrive and grow, now and for the long-term. With an original approach to projects and insistence on excellence and a unique combination of experience in Private, Government/Regulatory and Non-For Profit sectors.

Contact details

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“Resilience is not something that happens by itself in business operations. It has to be managed, and therefore business resilience management (BRM) should be on the agenda of most businesses in our country. Knowing that, during the ToT I have strived to refresh my understanding on Business Resilience Standards and absorb from the approach of my peers.

One thing that businesses learned during the COVID-19 pandemic was that nothing is certain. Kosovo businesses have gone through a period of extreme disruptions in the last five decades, continuing to the one that was caused by COVID-19. This made Kosovo businesses deal with ambiguity in a very unique way that needs to be further studied. We are surrounded by evidence that businesses that planned and managed risks were the ones that were prepared for the unforeseen. Moreover, we should focus on the current situation and see that now opportunities are appearing in ways that many would never have considered before the pandemic. Accordingly, companies more than ever, should be looking for areas of competitive advantage, trying to avoid anything that puts them at risk of being left behind and creating a ***business of resilience*** for the future.”

Trained Experts from Bosnia and Herzegovina

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Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Osman-Jablan Bulić

(Regional expert)

Country: Bosnia and Herzegovina

Spoken languages: Bosnian, English

General expertise/ experience in business resilience

- Information Security (implementation and auditing)
- Business continuity (Implementation and auditing)
- Risk management (Implementation)
- Project management and team leadership

Specific experience in standards

- ISO 27001 – expert level;
- ISO 22301 – expert level
- ISO 20000 – expert level
- ISO 27005 – expert level
- ISO 31000 – good understanding
- ISO 9001 – good understanding



Osman is a consultant with close to 20 years of practical experience working on numerous projects related to the implementation of various management systems, governance frameworks, risk management systems, and security controls. His hands-on experience in variety of different organizations (small and large, private and governmental, spreading across various industries) gives him a great perspective on the issues and challenges that these organizations face. Beside consulting, he is an approved training instructor for a wide range of training courses through the PECB certification organization, having trained over 100 successfully certified candidates. Osman holds Lead Implementer and Auditor status for variety of ISO standards and works as an external certification auditor for TÜV Nord.

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Trained Expert in Business Resilience

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Mahmuta-Maša Aganovic

Country: Bosnia and Herzegovina

Spoken languages: Bosnian / English

General expertise/ experience in business resilience

- Business operations
- Financial Resilience
- Environmental and social resilience

Specific experience in standards

- Risk management
- Innovation management
- Modern leadership



Specific remarks about the expert

I am the interdisciplinary business strategist, and investment advisor with focus on project's economic and social impact. With the focus on the health of the organization and profitability. By combining previous and ever-growing professional experience and knowledge, I am building larger picture by implementing smaller sustainable segments from different disciplines

Contact details

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“During the consultancy as part of the SEE QI 8 ToT training on Business Resilience Standards, I have conducted, it was notable the importance of organizational mindset and openness for a new concepts and ideas. We, as trainers and consultants, can just move people into the direction of understanding the importance of business resilience. The real value is there when you recognize organizations applying gained knowledge. To see organizations implementing what we are teaching it is essential to provide practical experience. Only through practical experience organizations can grasp the true value. Companies doing business in the Balkan region are predominantly inherently adoptable to the market conditions due to the ever-changing market, yet they are lacking structure and systems. Imbedded flexibility can easily be converted into structural and systematic way of doing business and business resilience”

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Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Ivana Mišković

Country: Bosnia and Herzegovina

Spoken languages: Croatian and English

General expertise/ experience in business resilience

- Project Management &
- Leadership

Specific experience in standards:

- Training of trainers for Business Resilience Standards and Quality Infrastructure
- Integration ISO 9001 into ISO 56000 Innovation



Specific remarks about the expert

Ivana Mišković is currently working as an Assistant to Cabinet Secretary for Development in Government of Herzegbosnian County, BiH. Graduated economist in Management in Tourism from University of Split, Faculty of Economics, VCC EU Funds specialist and an IPMA C level manager. Experienced adviser and a manager with over 12 years in tourism, public administration and project management. Has enviable cooperation with NGO sector, SMEs and public institutions in BiH but also internationally, among many international organizations and associations. Engaged for the implementation of several EU and donor funded projects, as a coordinator project, manager and expert assistance. Ivana is also a trainer/external expert for the Directorate for European Integration of BiH and Agency for Civil Servants of Federation BiH for many topics deriving from EU integration process and IPA instrument and Territorial cooperation, PCM and strategic planning.

Contact details

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“After participating in the theoretical part of the training of trainers, conducted consultancy was planned and implemented in the B Krug Ltd company from Livno, BiH, which is in the process of ISO standardisation for ISO 9001. Also, an organised webinar to the same subject of integral quality infrastructure with the accent on Innovation and Leadership was well received. Lessons learned from the process of standards introduction are vast. Firstly, business resilience is the path for overcoming the difficulties or disturbances to a regular “doing business” and there are tools, techniques and modalities of overcoming them. Standardisation is one of them. The “doing business” is changing, so we must upgrade!

My recommendation is to be well aware of the possibilities in order to be ready to use them!”

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Emir Handan

Country: Bosnia and Herzegovina

Spoken languages: English, Russian



General expertise/ experience in business resilience

M.Sc., Master of Technical Science, Faculty of Mechanical Engineering at the University of Sarajevo,

B.Sc. in Mechanical Engineering, Faculty of Mechanical Engineering at the University of Sarajevo,

- Communicating resiliency risk and mitigation plans to Supervisory Board
- Leading crisis and incident management of resiliency events
- Engaging the business & technology executives to develop high availability & resiliency strategies for companies' core processes and critical services
- Reviewing and auditing the activities of business resiliency experts
- Providing guidance and support to ensure adherence to technology risk management planning and testing standards for all assigned companies' services
- Ensuring continued internal education of employees on policies & procedures, standards and best practices to eliminate risk in the resiliency of companies' services and infrastructure
- Providing leadership and governance for various kind of companies

Specific experience in standards

- Certified ISO 27001 Lead Implementer,
- ISO 27001 Lead Auditor,
- ISO 22301 Lead Auditor,
- ISO 27005 Risk Manager,

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- ISO 29001 Lead Implementer, and
- ISO 9001 Internal Auditor

Specific remarks about the expert

Qualified and experienced Mechanical Engineer. Extensive Project Management experience. Experienced Top manager. Broad knowledge and experience in information technology systems. Experience of working in international NGOs and International Organizations. Excellent and broadly experienced trainer in elementary and advanced computing. Database development. Experience of working with B&H Ministries, Institutions and political parties. Equally effective working independently and as an active team member. Very good English and Russian. Well-developed inter-personal and leadership skills. Experience of working throughout Bosnia and Herzegovina and abroad.

Contact details

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Public testimonial based on case study

“My approach in the pilot training comprised Top Management Commitment; Definition of Scope of Work; Definition of Roles and Responsibilities; Identification of Core Business Processes; Introduction of Risk Assessment Tools; and the Adoption of Business Continuity Plan phase. My lessons learned regarding Business Resilience Standards in my country was a low level of awareness and understanding of the impact of COVID-19 to Business Continuity of businesses and poorly-developed responses plans in general. Therefore, my recommendations for businesses/ other trainers and stakeholders would be to understand and work on the key areas and factors as following:

- Protect Companies’ Employees and Associates
- Identify Critical Processes
- Adopt Technology
- Assess Third-party Risks
- Develop Communication Channels”

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Elma Kovačević-Bajtal

Country: Bosnia and Herzegovina

Spoken languages: Bosnian/Croatian/Serbian, English

General expertise/ experience in business resilience

Resilience, for social-economic-ecological systems, SMEs

Specific experience in standards

- ISO 9001 Quality Management,
- Certified ISO 37001 Antibribery Manager, Sarajevo, 2019
- ISO 14 000



Specific remarks about the expert

Elma Kovačević Bajtal, PhD, earned her Master's degree at the Faculty of Economics in Sarajevo and her doctoral degree at the Faculty of Political Sciences of the University of Sarajevo on the topic of Lobbying as an instrument of modern politics. She is the initiator of organizing education on the topic of lobbying and is a verified lecturer of the Civil Servant Agency of BiH for the topics of Lobbying and Economic Diplomacy. She was the BiH ambassador to the Kingdom of Norway from 2008 to 2011. She is a certified anti-corruption manager for ISO 37001. Some of additional education, seminars: CPC Manager Train the Trainer, IRU Academy, Negotiating and Communication in a European Context, 2017.; CPC Driver Train the Trainer, IRU Academy, 2017.; CBI TTI: Business Consultancy ... She was awarded in 2004 in Sarajevo for promoting innovations in BiH She is the co-author of several books, and the author of the books "Basics of Economic Psychology" and "The Role of Lobbying in Modern Politics and Economy". She is director of Institute for education, Foreign Trade Chamber of Bosnia and Herzegovina.

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“As a long-term lecturer, organizer and participant in numerous trainings, first of all, I want to praise our organizers for the choice of topics and lecturers.

The effort, of the organizers to choose topics and standards that are very important for the business of all companies and organizations is obvious. The presented topics were up-to-date and applicable to the current situation.

As we know, in addition to topics and lecturers, for the success of a given education it is necessary to animate participants to an interactive approach and active participation. And that's exactly what the organisers did. Presentations, literature suggestions for further research, quizzes, links, tests, all this helped us to master a certain topic with the help of various tools. And creating a group on WhatsApp, gave us a psychological sense of security, that on the path of acquiring knowledge we are not left to ourselves. In addition, the availability and accessibility of organizers and lecturers deserves every praise. Also, the obligation of the case study preparation gave us the opportunity to apply in practice what we have learned.

The pandemic surprised us all and brought rapid changes that require rapid and adequate adaptation. The way of adapting depended on the resilience of the leaders, the decision makers and their ability to adapt to the new challenge of the moment.

Earlier, business risks, in a COVID-19 context, have been replaced by something completely new, until then unknown. The acquired knowledge require application in the everyday work.

And that means the following: at the same time, I will promote resilience standards, point out the importance of their application and introduction into the work process.

That is, initiating with the management of FTC to respect and enable the implementation of what has been learned in the current processes of the organization.

And finally, I will create the education plan, which we offer to companies, promptly and with pleasure, in accordance with the newly acquired knowledge.

The Foreign Trade Chamber of B&H has implemented the ISO 9001 and 14000 standard, so we will try to implement other standards by our own example.

Challenges and changes are a constant of every business. We have learned that leadership resilience is more important than talent. We have also learned that by simultaneously learning, using new leadership skills, using innovation and applying standards, we can overcome many challenges. As all we know: Each individual process can be improved by the Plan-Do-Check-Act approach.

Such an approach can benefit greatly. Working daily to increase resilience is the key to all future contingencies. In this, each company can be moved by ToT experts, by educating their staff and by supporting the introduction of standards.

I also think that it is very important to promote the standards of resistance to NGOs (Foreign Trade Chamber of BiH) and faculties, especially having in mind their networking and constant connection with companies and future employees of companies and institutions.

Thanks to the organizers (Suzana and Sophie), lecturers and especially Mr. Hanspeter Ischi (Switzerland) Training Coordinator who was with us all the time giving us a sense of security but also a guarantee of high quality training.

I would like to thank the Regional Consultancy Fund for Quality Infrastructure (SEE QI Fund) project that succeeded in its mission to support initiatives that foster the integration of the Western Balkans (WB6) countries into the European Union (EU) common market and other markets, as facilitated by increased recognition of QI services.”

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Amela Kovačević

Country: Bosnia and Herzegovina

Spoken languages: Bosnian/Croatian/Serbian, English

General expertise/ experience in business resilience

- ISO 31000
- ISO 22301
- ISO 27000
- ISO 28000
- ISO 45000
- ISO 56000
- Modern leadership skills



Specific experience in standards

- ISO 31000
- ISO 22301
- ISO 27000

Specific remarks about the expert

With engineering university education I use a very methodical and extremely thorough approach to work at the same time able to prioritise in the myriad of ongoing projects whilst under pressure meeting tight deadlines. I have ability to develop and manage project plans including timelines, milestones, budget, resourcing requirements and business goals; experience in creating meaningful metrics.

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“During my consulting session my approach was to show to a company personnel examples from real life of companies who implemented ISO 31000 and how it improved their business. Also, during my consultation, I tried to show them practical techniques of risk identification and risk analysis that I have adopted from the ToT, showing them how to use the knowledge that they already have.

Business Resilience Standards in Bosnia and Herzegovina are mostly implemented in the banking sector and the IT industry. I believe that more should be done in promoting business resilience standard in the real sector. Nowadays, we are experiencing a growth in digital technology in every type of company, so we will have to focus on adapting and managing them to achieve business resilience.

My recommendation for trainers is to try to get stakeholders to understand what the objectives of business resilience standards are, for example “The objective of business continuity management is to ensure the uninterrupted availability of all key business resources required to support essential (or critical) business activities”. Once they achieve that, everything will be easier because everybody in process will be willing to learn and work. “

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Alma Aganovic

Country: Bosnia and Herzegovina

Spoken languages: English, Bosnian, Croatian, Serbian

General expertise/ experience in business resilience

- Resilience, for social-economic-ecological systems, SMEs
- The workshops and identification of use cases guide the ensuing technology analysis phase, where assess the organization's current IT and infrastructure resiliency capabilities. To ensure alignment with business resiliency priorities, assess organizational readiness, security strategy and operations, remote access strategy, and collaboration environment.



Specific experience in standards

- ISO 31000
- ISO 9001
- ISO 27001
- ISO 17025; ISO 17020
- ISO 14001

Specific remarks about the expert

- President of Association for Quality of Bosnia and Herzegovina,
- Associated Member of GULFMET TCQ
- Quality Manager of National Institute of Metrology of B&H,
- Trainer of CAF

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“What do we want to achieve with training/consulting/ webinar? Most people are somewhat nervous when approaching an unfamiliar task. Though the instructor may have executed this training procedure many times, they should never forget its newness to the trainee. The quality of empathy is a mark of the good instructor. High level of interactivity – the session can be led as a dialogue. The trainees can interrupt the lecturer spontaneously. Interactions between particular trainees – e.g. via chat are allowed. Also, bi-directional audio or video can be applied, if technology permits. The program structure must strongly take into consideration the characteristics of the group, such as its predisposition to concentrate for a longer time period (an hour or longer)? By the time COVID-19 really took hold, the world became acutely aware of how unprepared we all were for this kind of event. Right from Heads of Government worldwide right down to our own refrigerators, we were vulnerable. Having a well-established approach to ‘risk’ can be a great asset for any organization, large or small. Being proactive is a financially rewarding activity and reduces non-conformances, a very expensive event. It’s never too late to learn something new about business continuity and resilience. While many SMEs have been in crisis mode moving toward recovery mode this past year. It’s important to recognize that the topics of business continuity and resilience should not be a one-time event. Rather, they are ongoing areas of importance that should not be overlooked.

Following the COVID-19 outbreak, one of the questions that surfaced was: How can we better use the knowledge and expertise of business continuity professionals at an earlier point, for example to inform the procurement stage of contracts?

Structured preparatory material should be sent out to participants before the training; interactive communication between trainers and experts is recommended.

For example: Training courses should include the following learning elements: knowledge of auditor skills, understanding and interpretation of assessment criteria, understanding of different kinds of experts and their roles, team working, audit/review and reporting skills and soft skills (communication and social and skills) etc. A regular exchange of national trainers among countries will contribute to further mutual learning.”

Trained Experts from Serbia

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Nevena Milovanovic

Country: Serbia

Spoken languages: English, Serbian

General expertise/ experience in business resilience

- Food technology engineer (Chem. Lab - Food Testing),
- Lead auditor – QMS, EMS, FSMS, HACCP, OH&S MS,
- Auditor – ISMS, EnMS, ISO 37001,
- Coordinator for org. and international development

Specific experience in standards

- More than 18 years' experience in auditing (Management Systems Certification)
- Consulting (quality, food safety management systems)
- Trainings (Quality, Food Safety, BCMS, OH&S MS, EMS, etc.)
- Second party audits

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“As part of the ToT project, as a final part, a practical promotion was conducted through a pilot training organized in company BITIS doo. The organization BITIS doo deals with the provision of consulting services in the field of quality, environmental protection, safety and health at work. The training aimed to bring closer knowledge of ISMS requirements and the benefits of its application for organizations. INFORMATION SECURITY - Concept and practical implementation of ISO IEC 27001: 2013 as a way to enhance business resilience. Through training it was presented: ISO 27001 viewpoint, implementation steps, ISMS critical components, information security through Risk Management, Business resilience through IS controls. The pilot training was conducted on 04th Jun 2021.

The training was followed according to a training agenda. The trained organization was provided with data necessary for understanding the main concept of ISMS, significance of reducing risks and builds information security culture. The participants were active and included in the Risk Assessment discussion – through example approach and exercise as case study. ISMS structure with Annex A – 114 Controls were presented. Types of controls as preventive, detective and corrective were explained. Incident management and BC management were explained in a form of scheme to increase the awareness in the implementation of ISMS. Necessary documented information and its structure (such as ISMS Policy, Policies and SoA, Procedures, Work Instructions, Forms and templates) to document activities in ISMS, as ISO/IEC 27001 specifies.

Lessons learned regarding ToT – Business Resilience Standards is that standards such as Leadership, Supply Chain, Innovation may be more promoted in Serbia and their implementation with others, that are already in implementation, may provide progress and improve overall business resilience for organizations in Serbia. “

Trained Experts from Northern Macedonia

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Ljupcho Davchev

Country: R. of Macedonia

Spoken languages:

- Macedonian (Native)
- English
- German
- Italian
- Serbian, Bosnian, Croatian, Montenegro
- Bulgarian



General expertise/ experience in business resilience

- CEO for 9 years of Governmental Company in time of big Economic crises in the last two decade;
- NGO President in Covid crises connected with few private company.

Specific experience in standards

- Lead Auditor ISO 9001:2015,IRQA
- Trainer and Auditor ISO 50 001 and ISO 50 006, ISO
- Trainer ISO 22 000, ISO
- Expert SO 17 021, AFNOR and AENOR;
- Trained expert of series of ISO 22 301, PTB
- Trained expert of series of ISO 31 000, PTB
- Trained expert of series of ISO 28 000, PTB
- Trained expert of series of ISO 27 001, PTB
- Trained expert of series of ISO 56 000, PTB

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Specific remarks about the expert

- Master of Technical Engineering in field of Mechanical Energy Engineering and Environmental Engineering;
- Project Management Professional;
- Member of ISO standardization council (ISO -International Standard Organization)
- Member of Strategy and Planning board of ISO
- Member of CEN standardization council, (CEN - European Committee for Standardization)
- Member of CENELEC standardization council, (CENELEC – European Committee for electrotechnical standardization)
- CEO of Macedonian standard institute
- Ethical behavior
- Open-mindedness
- Diplomacy
- Observational skills
- Perception
- Versatility
- Tenacity
- Decisiveness
- Self-reliance
- Fortitude
- Openness to improvement
- Cultural sensitivity
- and collaboration

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“My approach in the pilot training was a very serious one. My lesson learned regarding Business Resilience Standards is that there is not much awareness about this kind of standard in my country, R. Of Macedonia. As I can see these are good standards to use a company in my country. I will try to spread this knowledge between them.

My recommendation for businesses/ other trainers or stakeholders would be: Go, use the knowledge from the Business resilience standards for your good, for your family, for your business, for your country.”

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Suzana Temelkoska (Regional expert)

Country: **North Macedonia**

Spoken languages: **Macedonian (native), Serbo-Croatian, English**



General expertise/ experience in business resilience

- Active participant in various projects that support business resilience such as:
 - SMAQVA project - IARM and accreditation process - ISO / IEC 17025; ISO / IEC 17020 EN 45004; EN 45011; EN 45012
 - Project for Strengthening the Economic Management funded by the European Union and is managed by the European Agency for Reconstruction
 - Project for Formulation of the HACCP Information Center - German Association for Technical Cooperation (GTZ)
 - Project for Implementation of the HACCP system in the Republic of Macedonia - German Association for Technical Cooperation (GTZ), etc.
- Lead regional auditor for ISO 9001, ISO 14001, ISO 45001, ISO 50001 and ISO 17025

Specific experience in standards

- ISO 9001 - Quality Management Systems
- ISO 14001 - Environmental Management Systems
- ISO 27001 - Information Security Management
- ISO 22301 - Business Continuity
- ISO 45001 - Occupational Health and Safety
- ISO 22000 - Food Safety Management
- ISO 17025 - Testing and Calibration Laboratories
- ISO 20000 - Service Management

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Specific remarks about the expert

Suzana Temelkoska is a Chemical Engineer and the founder and CEO of Euromak-Kontrol, the first consulting company in North Macedonia, certified in accordance with the requirements of the standards ISO 9001, ISO 14001, ISO 45001 and an accredited inspection body by the Institute for Accreditation of the Republic of North Macedonia for quality and quantity control of goods. Suzana has forty years of experience as a consultant, auditor and trainer of management systems. She is also the president of the Technical Committee TK9 in the Institute for Standardization of the Republic of North Macedonia for the standards ISO 9001, ISO 14001, ISO 45001, ISO 50001 and ISO 26000, as well as an active member in MCA 2000 - Macedonian Consulting Association and Association for Occupational Safety.

Suzana has been an occupational health and safety expert since 2010 and actively works on issues in the field of health and safety in more than 50 organizations with different activities.

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Trained Experts from Albania

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Bledar Kola

Country: Albania

Spoken languages: Albanian, English

General expertise/ experience in business resilience

- ISO 9001
- ISO 14001
- ISO 45001

Specific experience in standards

- Internal Auditor for ISO 9001, ISO 14001, and ISO 45001
- Integrated Management System Manager
- Internal Auditor related to CE Mark



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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“ANTEA Cement (part of TITAN Group) was selected for the case study, which is an investment with the highest standards applied in terms of construction and operation in Albania. **Its context** is being committed to create value for employees, the local community, suppliers, and clients through strengthening the core values, applying ethical business practices having an open and continuous communication with all stakeholders and addressing their most material issues in a timely and proper manner. The consultation consisted on the implementation of BCM system, as input to enhance resilience. Its implementation enables making plans to mitigate problems quickly if they occur. The Business Continuity Management is about to serve as a guide for business units to continue Critical Functions during a serious adverse event. It addresses short-term and extended business disruptions and identifies key elements.

A targeted team was selected to provide the consultation. The team was part of the Quality Control Department, which is the main sector that ensures compliance with standards. The „Bow Tie“-method was taken as an example, a simple method to understand and analyze a threat/risk, problem, issue, or incident. The feedback from the team related to the consultation was very positive. Several examples were tested in implementing risk-based analysis in order to raise awareness regarding the BCM system. As for the future, the Quality Control Team is confident that the company will be better prepared for unexpected disruptions. It can be very helpful to have this risk management mindset.”

The team that participated in this consultation noted the importance of implementing BCM in all activities, underlining the inevitable need for this approach for increasing business resilience.”

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Liridona Cani (Raza)

(Regional expert)

Country: Albania

Spoken languages: Albanian (Native), English



General expertise/ experience in business resilience

- Experienced in implementation of Management Systems such as Information Security, Quality and Innovation Management System
- Experienced in Implementation of GDPR in an organization.
- Project Manager of a product that is created during Covid time to facilitate the working process within the organization; here I have lead opportunities this product development inclusive opportunity definition, business plan, scope, requirements and execution.
- Highlights risks and areas for improvement in the business and ensure issues are captured and mitigated

Specific experience in standards

- Experienced in **ISO 9001**- Working closely with the team to support the organization in establishing, implementing, managing and maintaining a Quality Management System (QMS) based on ISO 9001 including internal Audits
- Experience on **27001** Working closely with the team to support the organization in establishing, implementing, managing and maintaining Information Security Management System including internal Audits
- Experienced on **56002** help shape the culture and processes required innovation to succeed in organization, as well as train others on how to get better at it.

Specific remarks about the expert

- Can easily adapt to new projects, work cultures and colleagues.
- Accomplish the best results in the shortest possible time.

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

- Accept the unforeseen circumstances and negative feedback and learn from them by analyzing and learning from every setback in order to prevent it from happening again.
- Use skills and knowledge from previous projects to solve new problems and challenges.

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Enilda Lama

Country: Albania

Spoken languages: English, French

General expertise/ experience in business resilience

- Experienced manager on private and NGO sector.
- Expert in different management systems of several business sectors.
- Audit and certification expert for management systems and product certification



Specific experience in standards

- ISO 9001
- ISO 45001
- ISO 22301
- And other ISO or specific standards, depending on the industry sector.

Specific remarks about the expert

- Highly skilled Quality Manager and Lead Auditor for several standards including product certification as well as management system standards.
- Skilled in Quality Management, Business resilience, Sustainable Development, Business Planning, Management, Food Processing, Sustainable Agriculture.
- Strong quality assurance professional with a Master's degree focused in “Agricultural Management and European Studies” from Enita de Clermont-Ferrand, France.

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“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Public testimonial based on case study

“In this training our approach was to introduce managers to a concept of how to manage companies and develop new strategies in the extraordinary business conditions, but also how to focus more on the health and safety of people, as a very important asset of a company. These elements are especially crucial when the company is operating also in the international level, not only national or regional level.

Training was based on the presentations of concepts of Business Resilience based mainly on ISO 22301, introduction concepts of ISO 31000, and focused on the changes between ISO 45001 toward OHSAS 18001 which is already implemented in the company. During the training, there were pauses to discuss concepts and also to discuss potential strategies, to manage situations non normal in the type of business. Also, the possibilities of having a business continuity plan were discussed and examples were given by trainers in order to make the new concepts introduced more practicable.

Concerning the lessons learned, coming from a long experience of more than 18 years of operating in the field of business management, but with a focus on standards, we can say that in our region Balkan countries, these standards are needed and should be implemented. However, to the mentality, small businesses/family ones, etc. the introduction of new concepts, methodologies of implementation of these concepts, needs some time. Businesses still need to understand the need of having strategies, back-ups, and other elements developed in order to better perform and also maintain their goals. Until now, only a few businesses in our region, and in Albania, have planned to have a business continuity plan, or something similar. COVID-19 pandemic situation brought into light the need of businesses, even small ones, to focus more on finding a “second business” opportunity. Challenges for consultants are quite visible but can be passed with the collaboration of both consultants and the companies.”

Trained Experts from Montenegro

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

Trained Expert in Business Resilience

The following expert has successfully participated in the **Training of Trainers on Business Resilience Standards** from March until July 2021 and is available for training and consultation of businesses in the Western Balkan countries.

Vesna Vulić

Country: Montenegro

Spoken languages: Montenegrin and English

General expertise/ experience in business resilience:

ISO 27001 (implementation)

ISO 31000 (implementation)

Through the project: Training of Trainers on Business Resilience Standards:

ISO 22301

ISO 28000

ISO 56000

ISO 45001



Specific experience in standards

- Certificate ISO 9001, Lead Auditor, IRCA
- Certificate ISO 27001, Lead Auditor, IRCA
- Certified ISO 31000, Risk manager, PECB
- Certificate ISO 37001, ISO Regional Workshop
- Certificate ISO/IEC 17021-1

Specific remarks about the expert

- Works in Montenegrin Institute for Standardization, Department of standardization. Graduated from University of Montenegro, Faculty of economics.
- Experience in organization and leadership of Institute expert body, which deal with making standards. Promotion and presentation of standard implementation.

“Regional Consultancy Fund for Quality Infrastructure - South East Europe”

- As a technical secretary of Technical committees, Vesna actively works on applying European and international standards, focusing on activities in the area of European and International standardization, etc.
- Worked as a manager of Quality and certification in Montenegrin Certification Body.

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Public testimonial based on case study

“I believe in sharing growth. This is I why I challenged myself to deepen my knowledge on business resilience standards with the goal of sharing this knowledge with my team and interested stakeholders.

Some Business Resilience standards are still new in Montenegro, but they are starting to become widespread. With this spread, there is also an increased understanding of the importance and potential benefits of these standards. Standards like ISO 9001, ISO 27001, ISO 45001, ISO 31000... are generally widely accepted. However, certain standards, such as business continuity standards, are beginning to gain traction in Montenegro. Further, it requires promotion. I learned that especially during the pandemic where people were unsure how to continue working, a common foundation was vital. Having a business continuity plan that meets requirements ISO 22301 standards, enables productivity because it allows you to navigate unexpected situations that would otherwise hinder your business.

I recommend sharing knowledge and implementing standards because this provides a solid base for businesses to exist in the present, and resilience for future events.”