

Carole Raymond Assaf

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PROFILE

A multifaceted consultant with more than 30 years of extensive experience in consulting and training aiming at developing businesses. Has retained corporate growth in a fast-changing environment while respecting sustainability pillars and corporate social responsibility considerations.

Presently and constantly seeking challenging projects enhancing advancement and serving the welfare of the organization and its stakeholders.

PROFESIONAL SKILLS

| | |
|----------------------------|---------------------------------|
| Strategic Planning | Strategic Marketing |
| Operational Planning | Restructuring and reengineering |
| Brand strategies | Project Planning |
| Human Resources Strategies | Business Development |
| Change Management | Training and development |
| NGOs and Public Sector | Private sector |

EXPERIENCE

- 2017–present** **FOUNDING PARTNER**
CVM3 – Creating Value Management
Consulting, training, and research company - Lebanon
www.cvmme.com
- 2023-2024** **CEO**
SSVPLB – Society Saint Vincent De Paul
Organizational development, organization change, restructuring, strategizing
1 year project
www.ssvplb.org

- 1996-present **CONSULTING AND TRAINING:**
- **European Bank for Reconstruction and Development (EBRD) – Business Incubation Association Tripoli (BIAT) – Advise for Small Business in Lebanon-** Capacity Building in Digital Marketing For SMEs.
 - **Cahmber of Commerce, industry and Trade for Beirut and Mount Lebanon (CCIAB) – Workshop Women in STEM**
 - **RED CROSS – Team Building**
 - **BERYTECH – QOOT-** Capacity building in Digital Marketing and Social-Media for SMEs: North, South, Bekaa, and Beirut
 - **BERYTECH – Food System Challenge - Coaching on how to Pitch for 5 SMEs (Dairy Product factories, Breeders, Wheat Processors) from South, North and Beirut**
 - **ALMURUNAH**
IUCN-IWMI project – Initial Market Assessment Expert (demand side/Offer side) and recommendation on Nature Based solution in Ras Baalbek and KAA
 - **INSAN**
European Bank for Reconstruction and Development – EBRD funded project Strategic Marketing Consulting
 - **MYSEA**
ENI CBC MED (Italy, Spain, Greece, Lebanon, Jordan, Palestine, Tunisia)
“Mediterranean Youth, NEETs and women advancing Skills, Employment and Awareness in the blue and green economy”
Learning Development Network
Training on Marketing, Team Building and Communication, and Project Cycle Management.
Recurring client
 - **THE LEBANESE BEIRUT AIRPORT CATERING COMPANY – LBACC**
Capacity Building Corporate, Business, and Supervisory levels
Topics: Communication, Goal setting, Motivation, leadership, Customer service, Organization Culture, and Team Building.
Recurring client
 - **WORLD VISION**
Youth Resolve
Training on Fundraising
Recurring client
 - **BRIDGE THE GAP**
GIZ Fund – Career Blue Print for Graphic Designers
“Transition to Creative Professional”
Courses on Marketing, Personal and Professional Goals, and Pitching
Recurring client
[Tutors - Bridge The Gap \(bridgethegapcentre.com\)](http://bridgethegapcentre.com)
 - **FOOD RETAIL**
Capacity building Training for 6 months

Topics: Decision making and Problem Solving, Communication Skills, People Management and Leadership

Recurring client

➤ **CONSUMER FARMER MARKET**

In collaboration with Polish Aid

Marketing and management training

➤ **INTERNISA Work Package 4 (WP4)** Consulting contracted by ALBalqaa Applied University- Jordan. Consulting in learning outcomes, curricula development and implementation consultancy.

➤ **INTERNISA Work Package 4 (WP4)** contracted by Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon, funded by EU and partnering with ENI- CBCMED and Regione Autonoma Della Sardegna – Inclusion of Women in the labour market through digitalization- Italy, Catalonia, Andalusia, Greece, Tunisia, Jordan, Palestine, and Lebanon - Consulting in learning outcomes, curricula development and the implementation for the package for the 7 countries. Project completed.

➤ **INTERNISA Training in Digital and Soft skills for women, SMEs, and Public Sector.**

➤ **Beirut Container Terminal Consortium (BCTC)** – Communication Skills Training

➤ **National Commission for Lebanese Women (NCLW) contracted by Gesellschaft für Internationale Zusammenarbeit (GIZ)** - Women Empowerment and Leadership in Municipal work Project Cycle Management Consultancy and Training – Hazmieh, Lebanon

Results and activities: Every woman in a municipality created a sustainable project and one for each municipality was chosen and funded for implementation.

Chambers of Commerce – Team building - All the Lebanese Chambers. Recurring client.

➤ **Lebanese Armed Forces and the General Directorate of General Security** - Change Management and Innovation, Motivation, Talent Management and Capacity Building, Staffing, Recruitment and Selection, Understanding and Managing Individual Behavior Trainings - contracted by the **SSR Lebanon Project**, funded by the **European Union Delegation** - Fouad Chehab Academy for Command and General Staff, Beirut Lebanon

➤ **Islamic Relief** – Project Cycle Management training – Beirut, Lebanon

➤ **Benta Group** – Team building – Dbaye, Lebanon

➤ **Chayeb Bakery** – Restructuring, Process Engineering, Strategic Planning, Strategic Marketing - Ghadir and Edde Factories, Lebanon

Results and activities: increasing production, sales, number of both customers and employees; new product lines, new plant, new machinery; rebranding, packaging and finally loyal customers. Recurring client

➤ **Lebanese Armed Forces Rangers Regiment** - Banqueting Training – Roumieh, Lebanon

- **Adonis Valley** – Situation Analysis, re-branding and Labeling Organic Food for local and international markets, – Fatri, Lebanon
Results and activities: Increasing sales, establishing of new plant, creating new product lines, launching new pricing strategies targeting consumers and retailers.
- **KALLASY Group** - Strategic Planning and Sales Techniques Training – Dbayeh, Lebanon
- **Ghanem Development Trading** - Sales Techniques Training - Zouk Mosbeh, Lebanon
- **AZADEA** -MENA region for Paul, Columbus Café, Peal, Pulp Juice bar - Strategic Digital Marketing Training – Jnah, Lebanon
- **Benta Trading** - Team Building Training - Sin El Fil - Lebanon
- **World Rehabilitation Fund (WRF)** – Cooperative of Jezzine accommodating Landmine survivors - Strategic and operational marketing planning, creating a Marketing Department.
Results and activities: generating job analysis, job descriptions, performance appraisals, recruitment processes and implementation, updating manuals, creating procedures, identifying marketing mix, re-banding, forming and launching promotion plan, studying situation analysis, and shifting the activities from a cooperative milieu to a business environment. Coaching and training.
- **Digisys** – IT solution provider – Management restructuring and rebranding, Sin El Fil – Lebanon
Results and activities: Situation analysis, establishing a new structure, forming new job descriptions and related performance appraisals, creating salary scales, and rebranding.
- **Les Jeux de la Francophonie** – Protocole, Responsable for protocole training – Unesco, Lebanon
- **International Management Training Institute (IMTI) and Chambers of Commerce contracted by Gesellschaft für Internationale Zusammenarbeit (GIZ)** – SMEs and sustainability – Marketing consultancy and training. Chambers of Beirut, Saida, Zahle and Tripoli.
- **Young Men Christian Association (YMCA) contracted by USAID** - SMART Project for rural women empowerment - Training for Marketing and Management, branding and label identification. Around 30 Lebanese regions.
- **Young Men Christian Association (YMCA)** - Atayeb El Rif rural products – branding, concept creation and label identification - Wadi Shahrour, Sin el Fil, Lebanon
- **International Management Training Institute (IMTI)** - Management and marketing consulting and training for IMTI, for several international clients in Lebanon
- **Middle East Airlines Airliban** – Etiquette and Savoir Faire, Flight attendants and senior flight attendants. MEA headquarters, airport Lebanon

- **International Consulting and Training Network (ICTN)** - Strategic Management, Marketing, and Sales techniques trainings for ICTN clients – Pharmaceuticals, SMEs from different industries, and real estate - Lebanon and Jordan
- **Kamal Mouzawak Establishment and Slow Food Lebanon-** Strategic Marketing and Concept Development for:
 - Souk el Tayeb
 - Kitchen Workshop
 - Souk at School
 - Dikkenet Souk El Tayeb
- **Idriss Establishment** - Company Assessment, Restructuring, and Management and Marketing Consulting Leading to ERP System Implementation.
- **Cooperative of Artisans in Lebanon** start up marketing plan
- **Quannoubine Valley** - Tourism Planning and Marketing - partners are Ministry of Tourism, Ministry of Economics, and Notre Dame University – Zouk Mosbeh, Lebanon
Results: Action Plan towards a sustainable development of the valley
- **Municipality of Jounieh** - Tmasha W Shar summer festival - Developing and marketing 2 projects within the program - Universities Forum and Embassies Forum– Jounieh, Lebanon
- **Soft Flow** - Restructuring consultancy– Jdeideh, Lebanon
Results and activities: Creating new structure, applying internal and external recruitment, forming job descriptions, re-engineering the sales processes, creating policies and procedures.
- **PRO-KITCHEN**, Start up plan and Management Consultancy – Kaslik, Lebanon
- **HORIZON Yearbook** - Editor-in-chief - Notre Dame University – Zoouk Mosbeh, Lebanon. From 1996 till 2001 – around 10,000 copies each year.
Results and activities: creating concepts for every year, collecting material, following up on photography, design, and printing.
- **B-FOOD** - Product Manager – Mansourieh, Lebanon
Results and activities: Managing 20 Brands: Veuve Cliquot, Panzani, La Pie Qui Chante, Coin Fleuri, Plein Soleil, Twinings, Dream Wipp, Etc... managing the sales team, the promotrices team, the promotional plans, analyzing the market.

1996-present **MARKETING RESEARCH**

- **INSAN** – Beirut – Lebanon
Student workshop and restaurant: consumers, retailers, competitors
European Bank for Reconstruction and Development - EBRD
- **CHAYEB BAKERY** – Ghadir, Lebanon.
Bakery. Whole wheat bread: consumers and retailers.

- **Institut Libanais pour le Développement économique et social (ILDES)** – Jal El dib, Lebanon
Olive oil consumption, retailers, competition, and supply.
- **World Rehabilitation Fund (WRF)** – Horsh Tabet, Lebanon
Eggs, Poultry, and Honey consumption, Retailer, competition, and supply.
- **INTERNATIONAL FAIR of TRIPOLI** (Rashid Karame) under the supervision of Service et Development – Sin El Fil, Lebanon
Recommendations were to postpone the project.
- **DIATECH** – Fanar, Lebanon
Tile saws and blades. Recommendations were to introduce Epoxy grouting instead of tile saws and blades whereas.
- **SUMITOMO** – Naher ELkalb, Lebanon
Tires: Recommendations were to change strategies towards distribution channels.
- **CHATEAU MUZAR Wine** – Ghazir, Lebanon
Recommendations were to change the distributor and the advertising agency
- **COUNTRY CLUB** - Roumieh, Lebanon
Recommendations were to implement according to a specific business plan.
- **Academic Research Project** for Notre Dame University- Zouk Mosbeh, Lebanon
Launching “SQUEEZE” a New Orange Juice brand, subsequently implemented.

1996-2020

ACADEMIC:**NOTRE DAME UNIVERSITY – Louaize (NECHE)****Senior Lecturer / Lecturer / Instructor**

Department of Hospitality Management and Tourism,
Faculty of Business Administration and Economics

Undergraduate program

- a. Sustainable Development (Created and taught)
- b. Destination Development And Tourism (Created and taught)
- c. Special Topics In Travel And Tourism(Created and taught)
- d. Domestic Travel And Tourism (Created and taught)
- e. Marketing For Hospitality And Tourism
- f. Promotional Strategies and Sales Techniques for Hospitality and Tourism
- g. Introduction to Hospitality Management
- h. Introduction to Event Management
- i. Special Topics in Hospitality
- j. International Strategic Planning
- k. Management of Art
- l. International Marketing
- m. Fundamentals of Marketing
- n. Fundamentals of Management

Masters of Sciences in International Business in collaboration with Bordeaux University

- o. Management

Created major and related curricula

- p. “Event Management” curriculum (Chair of the committee)
- q. Tourism concentration in the “Hospitality Management and Tourism” curriculum.

AMERICAN UNIVERSITY OF TECHNOLOGY

Chairperson/coordinator

Department of Hospitality Management and Tourism,
Faculty of Business Administration and Economics

CONFERENCES, EVENTS AND PROJECTS

- **Towards Sustainable Tourism – Attended** - The National Conference of The Economic and Social Council in Partnership with the Ministry of Tourism and the Tourism Syndicates and in cooperation with the European Union-funded program “Promotion of Social Dialogue” with the Ministry of Labor – Waterfront Beirut, Lebanon
- **Tourism in Lebanon**-delivered - conference delivered on “Marketing for Tourism”, NDU, Lebanon
- **Terra Madre** – participated - Slow Food, Torino, Italy
- **Salone Del Gusto** - participated – Torino, Italy
- **GITEX** Attended - Dubai - UAE
- **SIS Management Systems** – Attended – Doha, Qatar
- **GATT- Agreements** Participated - Ministry of Economy, Office of Development and Economy Beirut Solidere, Lebanon
- **Copyrights** – Participated - Ministry of Economy, Office of Development and Economy Beirut Solidere, Lebanon
- **WTO agreements** – Participated - Ministry of Economy, Office of Development and Economy Beirut Solidere, Lebanon
- **AWTTE** - (Arab World Travel and Tourism Exhibition)–Attended – Conferences, seminars and exhibitions (yearly event)

- **HORECA** – (Hotels, Restaurants, and Catering) - Participated – Conferences, seminars and exhibitions (yearly event). The Department of Hospitality and Tourism Management at Notre Dame University receives, yearly, 5 awards on average.
- **International Medicine Conferences and Exhibition** – Participated with Blanc Labo – Morges, Switzerland
- **Arab World Trade Organization**, Office of Development and Economy. Solidere, Beirut – Lebanon

ORGANIZATIONS AND ACTIVITIES

- 2023 – Present Jounieh Sporting Club, Decree#3251
 Founder and Secretary General
 Jounieh - Lebanon
- 2010-2017 **Chabab Loubnan Nahwa AlWatanya**, Decree#2220
 Founder and President
 Jal El-Dib Lebanon
 AUB, LAU, NDU, USJ, USEK, ESIG, AUST, AUT, BALAMAND,
 Schools in Lebanon
- 2006 **National Coalition for Economic Development**
 Operational planning consultant for the President
- 2005 **Slow Food**, Italy
 Member - Lebanon Chapter
- 1995 - 2001 **NDU Alumni Association**
 Elected member - President of the Cultural Committee
 Notre Dame University
- 1996-2020 **Hospitality and Tourism Club**
 Founder and advisor
 Notre Dame University
- 2002- 2020 **Skiing Society Organization**

1992 -1993 **American Marketing Association**
 Founder and advisor
 AUB, LAU, NDU, USJ, USEK, ESIG, AUST, AUT, BALAMAND
 Vice-President for recruitment committee
 Notre Dame University Chapter

JURY MEMBER

2023 **BRIDGE THE GAP** – Career Blue Print for Graphic Designers- GIZ Fund
 2020 **HULT PRIZE** – Leading a generation to change the world
 JUDGE
 2013-2014 **CSR IN ACTION – ALAHLI HOLDING GROUP**
 The American University of Beirut (AUB) and Ecole Superieure des Affaires (ESA)
 JUDGE
 2011 **American Hospitality Association in**
International Council on Hotel, Restaurant, and Institutional Education
ICHRIE Conferences 2011 - Denver
BOARD MEMBER
 2009-2014 **AUGUST 1- THE LEBANESE FORCED ARMY POSTER COMPETITION**
 Directory of Orientation
 FOUNDER AND JUDGE

EDUCATION

- **Certificate in Corporate Governance**
 EBRD Advise for Small Businesses in Lebanon
 European Bank for Reconstruction and Development - EBRD
- **Certificate in Organization Change Management**
 EBRD Advise for Small Businesses in Lebanon
 European Bank for Reconstruction and Development - EBRD
- **Certificate in Corporate Governance**
 Lebanese American University
 Beirut, Lebanon
- **Certificate in Financing SME**
 Ministry of Economy
 Office of Development and Economy
 Beirut – Lebanon
- **MBA**
 Faculty of Business Administration and Economics
 Notre Dame University
 Zouk Mosbeh, Lebanon

Thesis subject proposal: Ethics in Packaging

➤ **Bachelor of Sciences in Business Administration - Marketing**

Faculty of Business Administration and Economics

Notre Dame University – Zouk Mosbeh, Lebanon

➤ **Bac II- Philosophy**

Soeurs Saints Coeurs – SSCC

Kfarhabab, Lebanon

LANGUAGES

Fluent in Arabic (native), English and French

SKILLS

Excel, Word, Outlook, PowerPoint, Blackboard, Skype for Business, Zoom