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- 1. Surname:** Baran
- 2. Name:** Carola
- 3. Date of birth:** 8 May 1967
- 4. Nationality:** Danish citizen; residing in South Africa
- 5. Education:** International Business Administration  
Copenhagen Business School (CBS), Denmark: HD (Marketing Management), and B.Sc. (International Business Administration)  
Natural resource management  
University of Pretoria, South Africa: 1<sup>st</sup> year of 2-year M.(Phil) Wildlife Management

### **International Business Administration**

Post graduate (post B.Sc.) Marketing Management

<i>Institutions</i>	Copenhagen Business School, Denmark
<i>Date (from-to)</i>	1992-1994
<i>Degree(s) or diploma(s)</i>	HD (A) – Marketing Management

B.Sc. International Business Administration

<i>Institutions</i>	Copenhagen Business School, Denmark
<i>Date (from-to)</i>	1987-1990
<i>Degree(s) or diploma(s)</i>	B.Sc. International Business Administration and Modern Languages (ESA)

### **Natural Resource Management**

M. (Phil) Wildlife Management

<i>Institutions</i>	University of Pretoria, South Africa
<i>Date (from-to)</i>	2006
<i>Degree(s) or diploma(s)</i>	M (Phil) Wildlife Management – 1 <sup>st</sup> year of 2 years degree

**6. Language skills: (Mark 1 to 5 for competence, where 5 is the highest)**

<i>Language</i>	<i>Passive</i>	<i>Spoken</i>	<i>Written</i>
Danish	Mother tongue	Mother tongue	Mother tongue
English	5	5	5
German	4	4	3
French	3	3	3

**7. Other skills:** Computer literacy: Microsoft Office: Microsoft Word (2010), Excel (2010) and Powerpoint (2010)

**8. Present position:** Partner and Business Development Specialist, Development Associates ApS, Denmark

**9. Key qualifications:**

Throughout her professional career, Carola Baran has specialised in business intelligence analysis, strategy development, business development, and business model implementation. Carola has worked both in the private sector as well as in the capacity as external consultant on DANIDA and UN (IFAD) projects and programmes being involved in programme design, project/programme reviews, appraisals, evaluations, project proposal screenings, feasibility studies including market studies, strategy development, and budgeting. Geographically Carola has work experience in the following countries in Africa: South Africa, Zambia, Mozambique, Tanzania, Kenya, Malawi, Rwanda, Botswana, Zimbabwe, Namibia, Angola, Swaziland, Lesotho, and Ghana.

Key competence areas:

- ❖ Market and sector analysis
- ❖ Strategic planning processes
- ❖ Business model development
- ❖ Marketing management (including sales campaigns, communication strategy, and PR activity planning)
- ❖ Value Chain Analysis (supply chain analysis)
- ❖ Business plans and feasibility studies
- ❖ Business case development including Cost-Benefit Analysis
- ❖ Business partnership facilitation
- ❖ Public sector investment incentive programmes
- ❖ Trade and investment promotion
- ❖ Benchmark analysis of business service providers
- ❖ Stakeholder analysis
- ❖ Best practice & business case reviews
- ❖ Sustainability analysis and reporting
- ❖ Technology transfer & skills development planning
- ❖ Capacity development and implementation at board, management, and staff level

**10. Specific experience (in non-EU member countries):**

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
<i>Contracts for Development Associates A/S and ApS, Denmark</i>		

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Ghana	2017-18	Global House A/S, Denmark Application for funding through DANIDA Business Explorer programme for Informationsteknik A/S – exploring business opportunity: supplying technology to facilitate/introduce digital registration of official personal documents (ID, passport, drivers licence etc) to Government of Ghana.
South Africa	2016-17	Embassy of Denmark, South Africa & Department of Energy, South Africa Identify, assess, and design a market-based economic incentive(s) for energy-efficient appliances in South Africa
South Africa	2016	Resolux, Denmark Support management and board of directors, Resolux Africa (Pty) Ltd.
South Africa	2015-16	FynBloem (Danish-South African joint venture): Application for Marks & Spencer Plan A Awards 2015 – winner of “Supplier of the Year” Sustainability Report 2015 Advisor to CEO and Board of Directors
South Africa	2015	Ministry for Foreign Affairs of Finland/UK Aid/Austrian Development Cooperation: Energy and Environment Partnership (EEP) Africa Programme: Facilitation of applications for K2 Management (Danish partner) to fund/finance market entry by means of establishing South African subsidiary
South Africa	2015	Ministry for Foreign Affairs of Finland/UK Aid/Austrian Development Cooperation: Energy and Environment Partnership (EEP) Africa Programme: Facilitation of applications for Resolux (Danish partner) to fund/finance market entry and commercial market up-scaling on the South African market
Kenya	2014	Danida Business Partnerships (DBP) Programme: Application for Resonans and Copenhagen Business School (Danish partner) and Mount Kenya University (Kenyan partner) for DBP Preparation Phase including Business Plan Terms of Reference.
South Africa	2014	Danida/Embassy of Denmark, South Africa, and WWF: Private-Public Partnership within the water sector. Facilitation of application for funding of two water projects for Danish and South African partner (FynBloem) to be used as best practice for WWF.
South Africa	2014	Identification and assessment of potential funding sources for skills transfer for Danish/South African joint venture (Paraclete Fishing): funding sources in South Africa and within development aid programmes of major EU donors operating in South Africa.
Mozambique	2013-14	Danida Business Partnerships (DBP) Programme: Application for Rohde Nielsen (Danish partner) and Emodraga (Mozambican partner) for DBP Implementation Phase.
South Africa	2012-14	Danida B2B Programme: FynBloem: Partnership facilitation and monitoring via quarterly Progress Reports to the Royal Danish Embassy, Pretoria, South Africa.
Mozambique	2012	Danida Business Partnerships (DBP) Programme: Feasibility study for Rohde Nielsen (DK) and Emodraga (MZ) partnership covering market, technical, organisational, financial, and developmental aspects – summarised into a business plan model for the partnership.
Zambia	2012	Danida B2B Programme: Vetlab: Provision of Technical Assistance (Business & Market Development and CSR), partnership facilitation; quarterly Progress Reports.

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
Armenia	2011	Team member of a mission for IFAD (UN): Business plan for Fruit Armenia – a component of Rural Assets Creation Programme (RACP) with a view to invest into modern fruit and nut orchards in three regions (marz) in Armenia and exporting these fruit and nut crops to Russia.
Mozambique	2011	Danida Partnership programme: process facilitation, applications, budgets, and Terms of Reference for Study.
Zambia	2011	Danida B2B Programme: TA of Board of Directors and Management Group on commercialisation of Vetlab, a Zambian testing laboratory for feed & dairy sector. Training areas: business development, sales & marketing and CSR Programme
South Africa	2011	Danida B2B Programme: Partnership facilitation; funding applications; quarterly Progress Reports; Concept for Business Cooperation
South Africa	2010	Danida B2B Programme: Partnership facilitation; funding applications; quarterly Progress Reports.
Tanzania	2010	Team member of a mission for IFAD (UN): Evaluation of Agricultural Marketing Systems Development Programme (AMS DP).
Zambia	2010	Danida B2B Programme: Facilitation of B2B-partnership: FOSS (DK) and Vetlab (ZM).
Tanzania	2010	Danida B2B Programme: Facilitation of B2B-partnership for Rohde Nielsen (DK).
Sub-Saharan Africa	2008-09	Team member of a mission for Africa Commission: Market scanning of credit guarantee scheme providers in Kenya, Tanzania, Uganda, Rwanda, Malawi, Mozambique, Zambia and South Africa.
Tanzania	2007	Team member of a mission to formulate a 5-year Danish support programme for the business sector – BSPS III (~ € 70 million). Responsible for sub-component strategy development for SCF.
Tanzania	1999	Team member of Review Team to assess Danida's Business Sector Programme Support (BSPS)
Tanzania	1999	Member of team to conduct a market study of the agricultural produce and distribution under the HIMA programme in the Iringa region, Tanzania.
<b><i>Contracts for Royal Danish Embassy, Pretoria, South Africa</i></b>		
South Africa	2010	Danida B2B Programme: Facilitation of B2B-partnerships: applications for partner identification, study visits, feasibility studies, pilot projects and project implementation phase. Quarterly B2B progress reports.
South Africa	2009	Danida B2B Programme: Facilitation of applications and for various partner identifications, feasibility studies, pilot and project phase.
South Africa	2008	Danida B2B Programme: Study visit with Pace Plastics to potential partners in Denmark – identifying suitable partners within plastic pipe manufacturing.
South Africa	2008	Danida B2B Programme: Feasibility study between Team Grow-how, Denmark and Cool Girls, South Africa: establishment of a horticultural business venture with the purpose of exporting indigenous medicinal plants with an ornamental value to production nurseries in Denmark and Northern Europe.
South Africa	2007	Danida B2B Programme: market study for feasibility study: BN Smede, Denmark and Keal Engineering, South Africa: engineering new device for container terminals in ports.

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
South Africa	2007	Danida B2B Programme: market study for feasibility study: Sirena, Denmark and Vaalhart Catfish Enterprises, South Africa: aquaculture farm producing catfish for the Far East export market.
South Africa	2007	Danida B2B Programme: Market study for feasibility study: Scanfi, Denmark and Silverlake Trading, South Africa: aquaculture farm producing Dusky Cob fish for export market.
South Africa	1998	Danida B2B Programme: Appraisal of feasibility study between Nygaards Planteskole, Denmark and Makven Nursery, South Africa: establishment of nursery offering high quality and high value plants to garden centres in Gauteng and Northern Province. Long term the nursery expects to start a production of cuttings for Nygaard Planteskole.
South Africa	1998	B2B Programme: Appraisal of feasibility study between Ellegaard, Denmark and Rhodiadale Farms, South Africa: production of substrate pots to sell to the South African nursery industry and retail garden centres. If feasible sales of machines producing the substrate pots as well.
South Africa	1998	B2B Programme: Appraisal of feasibility study between Ekspress Trykkeriet, Denmark and Imprimatic, South Africa: black ownership take over of already established printing company.
South Africa	1998	B2B Programme: Appraisal of feasibility study between Kronjysk Stål, Denmark and Alloy and Pipe Engineering Services, South Africa: expansion and upgrade to cater for manufacturing of stainless steel products (tanks, vessels, pipes etc) to supply the food and beverage industry.
South Africa	1998	B2B Programme: Appraisal of feasibility study between Ladelund Skilte, Denmark and Today's Stationers & Printers, South Africa: product diversification into high quality digital signage for outdoor advertising media: vehicle branding, building and shop signage and billboards.
South Africa	1997	Team member of project team to develop strategy and cultural understanding workshop concept and support material to enhance the co-operation between business partners from Denmark and South Africa respectively.
South Africa	1997	B2B Programme: Appraisal of feasibility study between Contec, Denmark and WCA Engineering, South Africa: subcontracting to big contractors on major projects (e.g. Saldanha Steel) offering a wide range of services until such time when the company is able to be the main contractor on construction projects.
South Africa	1997	B2B Programme: Appraisal of feasibility study between Basis Tryk, Denmark and Mirage Printers, South Africa: upgrading and expansion of existing printing business with focus on servicing the growing packaging industry in the Western Cape Province.
South Africa	1997	B2B Programme: Appraisal of feasibility study between Thomsens Anlægsgartneri, Denmark and The Garden Boyz, South Africa: establishment of landscaping and irrigation company offering services to the industrial sector (e.g. office parks, golf course building contractors etc.)
South Africa	1996	B2B Programme: Appraisal of feasibility study between GBC Color, Denmark & Newsa Press, South Africa: business opportunities to exploit shortage of newspaper printing capacity by establishing printing house in Gauteng.

<i>Country</i>	<i>Date</i>	<i>Name and brief description of the project</i>
South Africa	1996	B2B Programme: Appraisal of feasibility study between Vang Rasmussen/Grafisk Produktion A/S, Denmark and Quality Press, South Africa: expansion of existing printing operation in the Northwest Province by penetrating new market segments e.g. the public sector, the newspaper market, the education sector, and the commercial market.
South Africa	1996	B2B Pprogramme: Appraisal of feasibility study between Ramboll, Denmark and Goba Moahlolo & Associates (GMA), South Africa: establishment of black owned Gauteng based consulting engineering company including a wide variety of services to offer both the public and commercial sector in Gauteng.
South Africa	1996	Facility and organise partner search and match for Danish horticultural industry delegation to South Africa
<b><i>Contracts for Resource and Development Consultants (RDC) (Pty) Ltd (joint venture: Carl Bro International, Denmark and SRK, South Africa)</i></b>		
South Africa	1997	B2B Programme: Danafrica Flour Mills, South Africa: training of staff in conducting market analysis: local flour production market, Gauteng.
South Africa	1997	B2B Programme: JC Optima, Denmark and Sjoerup Svinefarm A/S, Denmark and Johannes Moji/Agri-Eco, South Africa: development of multi site system for pig farming in QwaQwa, Free State. Market analysis and strategy development for the meat and pork industry in South Africa.
South Africa	1997	B2B Programme: Dronningborg, Denmark and Von Maltitz, South Africa: supervision of market research and analysis on introducing a new contracting service for combines to commercial farmers in the Free State to harvest maize, wheat and soy beans.
South Africa	1997	Danafrica Flour Mills, South Africa and Africa Consumer Council (ACOCO) joint venture: kick start of feasibility study on flour production in KwaZulu-Natal
South Africa	1996	B2B Programme: Hosby International A/S, Denmark and Maxi Props 4 (Pty) Ltd: market research and analysis of housing market with focus on affordable new technology houses for the middle income target group in Gauteng. Facilitating decision making between partners regarding potential market penetration strategies.
<b><i>Contract for APDF (African Project Development Fund)/World Bank, Harare, Zimbabwe</i></b>		
South Africa	April 1998	Nutri Stahl Cookware, Cape Town: preparation for market research and analysis to identify causes of decline in sales and profit over a five year period as well as identifying new business opportunities, sales and distribution channels locally and internationally
<b><i>Contract for APDF (African Project Development Fund)/World Bank, Johannesburg, South Africa</i></b>		
Lesotho	1997	Lesotho Auto Tourist Services (Pty) Ltd. (LATS), Maseru, Lesotho: market potential assessment of automated car wash operation and bakery in Maseru, Lesotho.
<b><i>Contracts for Federation of Danish Industries (Dansk Industri), Denmark</i></b>		
South Africa	1996	B2B Programme: HMK Innovation A/S, Denmark and Sentinel Travel and Tours (Pty) Ltd, South Africa: market research and analysis on establishment of plant to manufacture and sell mobile health clinics to the national and provincial health departments with the purpose of offering basic health services in rural areas of South Africa.



South Africa	1996	B2B Programme: Sønderstrup Sæbefabrik A/S, Denmark and Essense, South Africa: market research and analysis on three product lines to be introduced in South Africa (ethnic hair care products, industrial cleaning detergents, cleaning services).
<b><i>Contract for Stellenbosch Municipality, Western Cape, South Africa</i></b>		
South Africa	2008	Negotiated business plan for pilot project site including baseline study, stakeholder analysis and strategy and implementation model development. Furthermore an assessment of and interventions to ensure social, economic and environmental sustainability.
<b><i>Contracts for Durban Chamber of Commerce, Durban, KwaZulu-Natal, South Africa</i></b>		
South Africa/ Denmark	1998	Durban Chamber of Commerce, South Africa: mission leader of trade delegation of business people from South Africa to Denmark under the Department of Trade and Industry (DTI).
South Africa/ United Arab Emirates/ Sultanate of Oman	1998	Durban Chamber of Commerce, South Africa: organiser of trade delegation of business people from South Africa to UAE and Oman under the Department of Trade and Industry (DTI).
<b><i>Contract for Danish Business Club, South Africa</i></b>		
South Africa	1997	Eurochamber, South Africa: collection of data to enter an EU-South African export/import directory for all EU membership countries to use for private companies wishing to trade with or establish production or sales office in South Africa.

## 11. Professional experience:

Date	March 2007 – present (10 years)
Location	Stellenbosch, South Africa
Company	Development Associates ApS, Denmark
Position	Partner and Business Development Specialist
Description	Facilitator and process consultant on development programmes and projects within private/business sector development programmes and partnerships projects. Market research and analysis, strategy development, and business plan facilitation.

Date	November 2005 - February 2007
Location	Johannesburg and Stellenbosch, South Africa
Company	FOSS Analytical A/S
Position	Marketing Project Consultant
Description	Responsible for the planning and monitoring of the execution of eight global conferences including concept development, programme planning, fundraising, booking of keynote speakers, and evaluation.

Date	May 2000 – October 2005
Location	Hillerød, Denmark
Company	FOSS Analytical A/S
Position	Market Manager, New Business
Description	Responsible for new business development based on business intelligence. Involved in strategy planning, business plan process and execution of corporate and market segment strategies at head office level as well as throughout the distribution channels. Responsible for market & business area analyses, deep dive analyses, and assessment and development of viable business models. Key player in introducing new business intelligence systems and models: market research and analysis, industry/segment analysis, customer need analysis, Competitive Intelligence (CI), and mapping of key players. Involved in Key Account Management (KAM): KAM strategy and policy, CRM systems, and analyses of top-down decision making processes.

Date	January 2000 – April 2000
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Location	Copenhagen, Denmark
Company	Invest in Denmark, Danish Trade Council, Ministry of Foreign Affairs
Position	Marketing and Corporate Communication Manager
Description	Responsible for market communication and briefings on on-going projects between Ministry of Foreign Affairs (Denmark) professional staff members and investment officers throughout the world. Reported to Head of Section.

Date	March 1999 – December 1999
Location	Roskilde, Denmark
Company	Independent
Position	External management consultant
Description	Short-term consultancy assignments in Tanzania: market analysis and programme reviews. Reported to team leader of contracted consultancy company.

Date	July 1996 – February 1999
Location	Johannesburg, South Africa
Company	Scandinavian Trade Centre (Pty) Ltd.
Position	Management Consultant
Description	Short-term consultancy assignments in Southern Africa within: project partner identification and qualification, project proposal development, feasibility studies, market research studies, business plan development, project appraisals, and international trade missions. Reported to various clients.

Date	April 1995 – June 1996
Location	Johannesburg, South Africa
Company	Progressive Systems (Pty.) Ltd.
Position	Marketing Manager
Description	Responsible for total marketing management of product portfolio: brand/product category management; product strategies; new product development and launches; PR, promotion & advertising planning; product sales forecasting; parameter mix including price setting and profitability analysis; and budget management Reported to the Managing Director and was part of management group.

Date	September 1990 – June 1994
Location	Copenhagen, Denmark
Company	Tupperware Scandinavia
Position	Product Manager
Description	Responsible for product portfolio marketing management including new product launches, promotional programmes, sales and production forecasting, and management of distribution channels. Introducing business intelligence system: market research and analysis, industry/segment analysis, Competitive Intelligence (CI) including competitor analysis, competitor surveillance systems and best practices. Was appointed member of the European/African new product development committee dealing with new product development. Was selected as one of key trainer of Quality Management Programme to be introduced at Head Office level. Reported to Marketing Manager.

## 11. Volunteer work

- 2016-2018: Board member, Nordic Designers Aid, South Africa
- 2016-2018: Trustee member, Akkerhof property, Stellenbosch, South Africa
- 1988-1990: Fundraising and marketing, WWF Denmark
- 1987-1990: AIESEC Denmark – Copenhagen committee – job exchange programme with corporate companies



## 12. Courses

2011-2018:	University of Stellenbosch – Department of Political Science and Department of Philosophy (Stellenbosch, South Africa) <b>External lectures</b>
August 2017:	Southern Hemisphere (Cape Town, South Africa) <b>“Theory of Change”</b>
August 2017:	Danish Institute for International Studies (DIIS) <b>“Applying the Aid Effectiveness Principles in practice (Experience from Mali, Ghana, and Ethiopia)”</b>
July & August 2017:	Stellenbosch Innovation District (SID) <b>“Smart &amp; Inclusive Access Workshop”</b>
November 2013:	Swedish Chamber of Commerce & Cape Chamber of Commerce and Industry (Cape Town, South Africa): <b>Nordic Trade Seminar</b>
February 2013:	WESGRO (Cape Town, South Africa): <b>Agro-Processing – Export Development Programme Seminar</b>
Jan.-Feb. 2013:	School of Practical Philosophy (Cape Town, South Africa): <b>Module III</b>
November 2012:	Væksthus Sjælland <b>“Succes med salg til udlandet”</b>
August 2012:	FOSS/Rhine Ruhr (Lusaka, Zambia): <b>“Leadership &amp; Management”</b>
Jan.-Feb. 2011:	School of Practical Philosophy (Cape Town, South Africa): <b>Module II</b>
October 2010:	University of Cape Town (Cape Town, South Africa): Institute for Monitoring and Evaluation <b>“Quantitative Evaluation Methods”</b>
Oct.-Nov. 2010:	School of Practical Philosophy (Cape Town, South Africa): <b>“Practical Philosophy – an introduction”</b>
February–May 2009:	International Office, University of Stellenbosch (Stellenbosch, South Africa) <b>“Afrikaans”</b>
January 2007:	DIEU (Copenhagen, Denmark) <b>“Competence development in project management”</b>
March 2004:	Management Centre Europe (Brussels, Belgium) <b>“Strategic Marketing Management”</b>
November 2002:	Management Centre Europe (Brussels, Belgium) <b>“Putting Strategy into Action”</b>
March 2002:	Federation of Danish Industries (Copenhagen, Denmark) <b>“Competitive Intelligence”</b>
September 1998:	Centre for Africa Studies, Copenhagen University (Copenhagen, Denmark) <b>Studies on: Africa’s anthropology, development and change in Africa, Africa’s geography</b>
April-Oct. 1993:	O.D.I. (Lausanne, Switzerland) <b>Quality Management - “Quality Action Team” and “The Quality Advantage”</b>