

## CURRICULUM VITAE

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**Family name:** BRUCK  
**First names:** Karine  
**Nationality:** Belgium  
**Education:**

Institution [ Date from - Date to ]	Degree(s) or Diploma(s) obtained:
1983-1988	Degree in Law, Liège University (Belgium). Validated in Spain (1991).
1988-1990	Master in European Community Law, Brussels University.
1990-1992	Doctoral Courses in Public International Law. Granada University.

**Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
French	Mother tongue	Mother tongue	Mother tongue
Spanish	1	1	1
English	1	2	2
German	2	3	3
Portuguese	2	3	4

**Membership of professional bodies:**

- Consultant approved by ICEX to carry out the Icx-Next Program (from 2018)

- Consultant approved by Extenda for diagnostic of potential internationalization of SME multisectorial companies. More than 30 SME from Andalusia analyzed and coached to achieve a successful internationalization in 3 different markets for each company. (from 2013)
- Superior Council of Chambers Homologation to advise SMEs in Andalusia and Murcia within the framework of the InnoCámara Program (2012-2015). Programme co-financed by 80% by the FEDER to contribute to improving the competitiveness of small and medium enterprises, by adopting a culture for continuous innovation to achieve sustained economic growth.
- Founding Member of “Club Multilateral” created by **Trade Promotion Agency of Andalusia (Extenda)**, public company, owned by the Andalusian Regional Government, dedicated to the international promotion of Andalusian companies. **The aim of the Multilateral Club is three-fold:** 1. To improve the position and consolidate the offers of the member Andalusian companies in the multilateral market. 2. To provide the Andalusian companies that have a commitment towards this market with specialised technical assistance, which is continued and suitable for their needs. 3. To foster business cooperation.
- Member of ISWA (International Solid Waste Association) until 2013: healthcare and legal working groups.
- Member of CLIES (Círculo empresarial intersectorial de empresas de Economía Social y participadas de Servicios Avanzados e Innovación de Andalucía): Intersectorial business circle of companies of Social Economy and participated in Advanced Services and Innovation of Andalusia.

**Other skills:**

- + Expert in international European and multilateral tenders.
- + Diagnosis of internationalization potential of SMEs.
- + Elaboration and support in the execution of multi-sectorial internationalization plans
- + Preparation and execution of penetration strategies and international marketing on line and off line in foreign markets.
- + Advice on the preparation of R + D + i projects (H2020, Premium, etc ...)
- + Preparation of market studies and sectoral studies in different markets at the local, regional, national and international level for SMEs and start-ups.
- + Identification of business opportunities in international markets and identification of local partners.
- + Expert in the Maghreb, Latin America, European Union and countries of the Middle East.
- + Customs documentation management, international logistics and legal and regulatory advice for internationalization.

+ Tailored training in foreign trade issues, international multilateral tenders, international relations, external implementation and search for partners, customers and local distributors in foreign markets. Regular teacher at ESIC, EIG, Cajasol Institute, Extenda, Idea Agency, Extremadura Avante, IPEX, etc ...

**Present position:**

2011 to the present: **Founder member and partner of Ecosolve (commercial brand: Karine Brück International)**, international consultancy company specialized in projects management, technical assistance and training in international trade and export to SME).

**Some projects carried out:**

Date from - Date to	Location	Position	Description
2019 (on going) (5-21/3)	Andalusia	Lecturer (preparation and delivery of seminars)	Multilateral Training of the University of Granada: 17 hours of training for students of Economics about European and multilateral tenders.  Client: University of Granada. Financing: Extenda
2019 (on going)	Andalusia	Lecturer (preparation and delivery of seminars)	Wednesday of internationalization of Extenda: speaker in 25 webinars related to different topics of internationalization of companies.  Client: Extenda (2h / day). Financing: European Union
2018	Andalusia	Lecturer (preparation and delivery of seminars)	European and Multilateral tenders: methodology for the preparation of winning offers, 3 seminars of 5 hours each. Client: Extenda. Financing: European Funds.
2018-2019 (on going)	Castile-La Mancha	Team Leader	Support service to the IpeX in the business cooperation program for internationalization. Formation of export consortiums and advice to them regarding internationalization  Client: IPEX, Financing: European Funds.

2018	Extremadura (Spain)	Team Leader	<p>Training Service on European Projects and International Tenders: 6 training sessions on the preparation of European projects and offers to respond to multilateral tenders + 60 hours of individualized advice to multisectoral participants.</p> <p>Client: Extremadura Avante Funding: European Funds.</p>
2018	Spain and Portugal	Technical Assistance and lecturer	<p>Workshop on internationalization of companies; B2B organization between Andalusian and Portuguese entrepreneurs (a total of 425 meetings)</p> <p>Client: 3 Cultures Foundation Financing: European Funds</p>
2018	Andalusia	Lecturer (preparation and delivery of seminars)	<p>Multilateral Week of the University of Granada: 15 hours of training for students of Economics about European and multilateral tenders.</p> <p>Client: University of Granada. Financing: Extenda</p>
2018	Andalusia	Lecturer (preparation and delivery of seminars)	<p>Wednesday of internationalization of Extenda: speaker in 16 webinars related to different topics of internationalization of companies.</p> <p>Client: Extenda (2h / day). Financing: European Union</p>
2017	Paris, France	Partner 50% with COCEF (Official Chamber of Commerce of Spain in France)	<p>Management of the Extenda office in Paris (Andalusia business promotion office in France)</p> <p>Client: Extenda Financing: European Union</p>
2017	Andalusia	Project Leader	<p>Preparation of a report on the Health Technology sector in Andalusia for its internationalization</p> <p>Client: Extenda Financing: European Union</p>
2017	Andalusia	Lecturer (preparation and delivery of seminars)	<p>Training for the staff of the Chamber of Commerce of Almeria on multilateral tenders</p> <p>Client and Financing: Chamber of Commerce of Almería</p>

2017	Andalusia	Technical Assistance and moderator	<p>Technical assistance in the development of the event and the organization of meetings between the 25 companies of the Multilateral Club and 5 large international consultants coming from France and Belgium.</p> <p>Client: Extenda Financing: European Union</p>
2017	Andalusia	Strategic internationalization advice	<p>Strategic legal advice, preparation of international distribution contract (United Kingdom, Germany, Italy and Taiwan)</p> <p>Client and financing: Sicnova (manufacturer of 3D printers - own patent)</p>
2017	Andalusia	Lecturer (development and delivery of the webinars)	<p>18 Webinars on business internationalization</p> <p>Client: Extenda (3h / day) Financing: European Union</p>
2017	Andalusia	Lecturer	<p>INFORMATIVE WORKSHOPS "HOW TO BEGIN IN INTERNATIONAL MULTILATERAL TENDERS" (Sevilla, Malaga and Almeria)</p> <p>Client: Extenda (6h / day) Financing: European Union</p>
2016	Extremadura (Spain)	Lecturer	<p>Preparation and delivery of the 3 Multilateral Training Days 2016 organized by Extremadura Avante (5h / day)</p> <p>Client: Extremadura Avante Financing: European Union</p>

2016 (On going)	Portugal and Mauritania	Technical Assistance	<p>Identification of consortium partners, drafting the contract and preparation of all legal aspects of the multilateral tender entitled "Project for the realization of 90kv and 33kv power lines and associated substations, lot 2, Rural Electrification between Boutilimit - Sangrava, DAO No 02 / CMI / 2016. Project of an amount of more than 6 million euros. Project awarded, in execution phase.</p> <p>Financing: FADES, Arab Fund for Economic and Social Development</p> <p>Clients: Portuguese company: CME; Mauritanian company: Géniservices</p>
2016	Spain	Technical Assistance	<p>Advice on preparation of the EOI and after on the complete tender for the "EUIPO" bid on <b>"Legal assistance services for the staff of the Intellectual Property Office of the European Union"</b> (European tender)</p> <p>Client: LUCAS &amp; ASOCIADOS ABOGADOS Financing: European Unión</p>
2016	Andalucía	Technical Assistance	<p>Technical assistance in the organization of <b>Networking meetings</b> between the 25 companies of the Multilateral Club and large international consultancies companies: Euroconsultants, ARS Progetti, CEDDET , FIIAPP and AECOM Consultancy. The purpose of these meetings is to identify possible synergies between the Andalusian companies and the international consultants, to undertake international projects.</p> <p>Client: Extenda Financing: Unión Europea</p>
2016	Bolivia, Ecuador, Perú	Technical Assistance	<p>3 market studies of the <b>possibilities of the company in the multilateral markets</b> of Bolivia, Ecuador and Peru</p> <p>Cliente: Desnivel de Obras</p>

2016	Andalucía	Speaker (Preparation and delivery of webinars)	<p>Webinars about <b>Pre-internationalization</b>: lots 1, 2, 3, 4, and 6: elaboration and delivery of a total of 23 webinars of 3 hours each about the main aspects of internationalization.</p> <p>Client: Extenda Financing: European Union</p>
2015	Andalucía	Team Leader	<p><b>Specialized market studies for 10 companies in the health and quality of life sector carried out by experts</b></p> <p>Client: Andalucía Emprende Financing: European Union</p>
2015	Andalucía	Team Leader	<p><b>Proposed Strategic Plan to boost the internationalization of SME companies in the metal-mechanical sector of the province of Jaen</b></p> <p>The project has 3 components and involved more than 100 companies:</p> <ol style="list-style-type: none"> <li>1. Coaching in identifying and penetrating new markets. The SMEs of this programme receive information about products &amp; services demands from different international markets.</li> <li>2. Identification of commission agents and information on agency agreements to offer required tools to directly contract with these agents who can boost international sales of participating SMEs .</li> <li>3. First Contacts with potential foreign clients identified and drafting proposal deals in other languages to companies (French or English)</li> </ol> <p>Client: A.E.I Jaén. Financiación: Diputación Jaén.</p>
2015	Andalucía	Technical Assistance	<p>Technical assistance in the <b>organization of Networking meetings</b> between the 25 companies of the Multilateral Club and large international consultancies companies: AF Consult, Gopa, Ecorys and Astec. The purpose of these meetings is to identify possible synergies between the Andalusian companies and the international consultants, to undertake international projects.</p> <p>Client: Extenda Financing: Unión Europea</p>

2015		Andalucía	Speaker	<p>Presentation of 3 days on: "<b>Initiation to Multilateral Projects and Tenders, a way to internationalize</b>" with the presentation: "<b>how to face a Multilateral tender. Practical guide for presenting and offering</b>". These are technical days where the keys to internationalization are given through multilateral tenders.</p> <p>Client: Extenda Financing: Unión Europea</p>
2014 - 2015	-	Andalusia	Project Leader	<p><b>4 Reverse Missions Organization</b> with business groups coming from <b>Senegal, Algeria, Belgium and France</b> (selection of companies of interest, contact, travel arrangements, organization of B2B meetings)</p> <p>Clients: Oficial Chambers of Commerce of Linares, Jaen and Andujar Financing: European Union</p>
2013 - 2015	-	Andalusia	Project Leader	<p>Elaboration, delivery and tutoring of the online course "<b>internationalization through the multilateral financial institutions</b>" of Extenda (200 hours): Four Editions</p> <p>Client: Agencia Extenda Financing: European Union</p>
2013		Andalusia, Morocco	Team leader	<p><b>Prospective Services Program and legal advice on the public market in Morocco</b> to perform under the European territorial cooperation project "<i>ReTSE Servicios Avanzados</i>" consisting of an alert service and advice on public procurement in Morocco for a total of 50 Andalusian companies.</p> <p>Client: Agencia Idea Financing: European Union</p>



2012-2013	Spain, Morocco, Mauritania, Latin America	Team leader	<p><b>Promoting Internationalization of Markets by Expressions of Interest and International Tenders: INTERNOVA".</b> Components:</p> <ol style="list-style-type: none"> <li>1. Internal preparation of the companies to allow them to gain a submission process of expressions of interest and tenders that come out (preparation of administrative documents, sources of information on projects, choice of key markets, project selection criteria, etc. ).</li> <li>2. Finding local partners and/or partners from AEI to form consortia and to present by this way expressions of interest and tenders with more opportunities of winning.</li> <li>3. Preparation of consortia contracts (drafting the contract with the distribution of the different tasks, responsibilities, etc.)</li> <li>4. Preparation of an expression of interest and / or a winning bid.</li> </ol> <p>Client: AEI (Innovative Business Association of the Automotive sector in the province of Jaén) Financing: European Union</p>
2012	Spain, Morocco, Chile, Peru and Colombia	Team leader	<p>European program, "<b>Innovation and Competitiveness in new markets</b>" (INCOMER) (Morocco, Chile, Peru and Colombia) Market research of the 4 countries in the metal mechanic sector and invitation to Linares big buyers to enable companies in the region to diversify its sales</p> <p>Client: AEI (Innovative Business Association of the Automotive sector in the province of Jaén) Financing: European Union</p>
2011-2013	Spain	Responsible for international tender department	<p>Integral advising to companies from Granada official Chamber of Commerce in <b>international tenders and projects for developing countries.</b></p> <p>Client and financing: Official Granada Chamber of Commerce</p>
2012-today (on going)	Andalucia	Part time teacher and lecturer at ESIC business school	<p>Different seminaries in English about International trade and Tutor of the final projects of Master elaborated in English</p> <p><a href="http://www.esic.edu/granada/">http://www.esic.edu/granada/</a></p>

2011	Morocco	Teacher and trainer	<p>Workshops on International Trade in construction, renewable energies and environment sectors and on cooperation between businessmen from Granada (Spain) and Tetouan (Morocco) provinces organized in the frame of “Mercamed Programme”, Markets and Companies in the Mediterranean, organized by the Diputation of Granada, funded by <b>European Programme “PROCTEFEX”</b> to promote economic development and improving territorial integration in the Mediterranean area.</p> <p>Client: Diputación de Granada Financing: European Union</p>
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2010-2011	Syria	Legal and Administrative Director	Study of the <b>Syrian law in healthcare waste sector</b> . Organization of all aspects related with the possibility of Athisa to tender national and European projects in this sector and proposal of the best legal action in each case, implantation of a branch of the company in the country to be able to tender and to carry out the services related with integral healthcare waste management in the whole country. Three projects of “key in hand” medical treatment plants (one of them with a 3 years management of the plant) have been tendered. The contract about <b>Europeaid project</b> has been signed on December 2010 and the Homs project has been won in consortium with a local construction company.
2010	Aksaray (Turkey)	Legal and Administrative Director Training of the Turkish staff	Conception, design, supply and installation of a <b>health care waste treatment plant</b> and training of the staff. legal and administrative aspects of the project from the conception of the offer to the execution and exploitation of the plant  Financing: Municipality of Aksaray
2010 (till July)	Istanbul (Turkey)	Teacher and responsible for communications aspects of the training project (internet platform + “traditional” media diffusion)	Training of the Directors and Responsibles for nursing <b>of the 212 hospitals</b> in Istanbul province in healthcare waste management. Client: Istanbul Special Provincial Administration  Financing: Extenda and private financing
2010	Casablanca Region (Morocco)	Legal and administrative director	<b>Feasibility study on the organization of an integral healthcare waste management system in the Kingdom of Morocco (Casablanca updating)</b>  Updating for the Casablanca region of the feasibility study on the organization of an integral healthcare waste management system in the Kingdom of Morocco. At the beginning of 2010, in view of the increased market and the multiplication of the hospitals and health facilities demanding healthcare waste management due to the new legislation and regulations approved by Moroccan authorities, updating of the first one carried on in 2005 but only for the Casablanca region. As the result of this new feasibility study, authorization proceeding to install a second healthcare plant outside of hospital facilities in Morocco. Client: Athisa, privately financed

2009	Syria	Legal and administrative director	<p><b>Feasibility study of the installation of a specialized company in integral healthcare waste management in Syria</b></p> <p><b>Covering the whole territory of Syria, the project included:</b> the law and regulations in force in the country, and updating 2 previous guiding plans elaborated first by French Consultancy Company and by Japanese Development Cooperation Agency, the waste management of public and private hospitals in the whole country (systematic visits to nearly all provinces of different kinds of public and private centres), the perception of this waste management by healthcare professionals and by public stakeholders, the possibility of receiving international and European subsidies for these kinds of projects, the competition already installed, the transport companies carrying out hazardous healthcare waste transport. Client: Athisa, privately financed</p>
2009	Kusadasi (Turkey)	Responsible for legal, financial (international letters of credit) and administrative aspects of the project. Training of the Turkish staff	<p>Conception, design, supply and installation of a <b>health care waste treatment plant</b> and training of the staff. legal, financial (international letters of credit) and administrative aspects of the project from the conception of the offer to the execution and its taking over by the Turkish and European authorities. Client: Ak-Eli Company</p> <p><b>Financing: EuropeAid</b></p>
2009	Spain and Portugal for Turkish stakeholders	Teacher and coordinator of all the Universities involved in the project. Elaboration and presentation of the teaching offer.	<p><b>Training of the Instructors</b> in Health Care (medical, hazardous and infectious) waste in the city of Istanbul. Presentation of the teaching offer, coordination of the Universities involved and teacher. Client: Provincial Financing: <b>EU Leonardo da Vinci Funds.</b> (May 2009)</p>
2008	Erzurum (Turkey)	Responsible for legal, financial and administrative aspects of the project. Training of the Turkish staff	<p>Conception, design, supply and installation of a <b>health care waste treatment plant</b> and training of the staff. Coordination and management of multicultural and multidisciplinary professionals in order to meet the tender requirements and to optimize the project. Client: Metropolitan Municipality of Erzurum Financing: German-Turkish Financial Cooperation (KfW)</p>

2008	Samsun (Turkey)	Responsible for legal, financial and administrative aspects of the project. Training of the Turkish staff	Conception, design, supply and installation of a <b>health care waste treatment plant</b> and training of the staff. Coordination and management of multicultural and multidisciplinary professionals in order to meet the tender requirements and to optimize the project. Client: Metropolitan Municipality of Samsun Financing: German-Turkish Financial Cooperation (KfW)
2008	Samsun (Turkey)	Responsible for legal, financial and administrative aspects of the project.	Detailed planning, manufacturing, supply and initial start up of <b>two vehicles</b> for healthcare waste collection and transport + training of the staff. Coordination and management of multicultural and multidisciplinary professionals in order to meet the tender requirements and to optimize the project. Client: Metropolitan Municipality of Samsun Financing: German-Turkish Financial Cooperation (KfW)
2006-2008	Spain-Portugal and Morocco	Responsible for legal, financial and administrative aspects of the project. Elaboration of the whole communication strategy for this project in Spain and abroad with the necessary balance of the protection of the new machine and the necessity of making it know.	Conception, design and manufacture of " <b>Organic Molecules Inertisation Machine</b> " (OMIM) to construct a factory treating residues contaminated with organic molecules of cytostatic wastes. <b>Eureka official Project</b> (E! 3728- EUROENVIRON OMIM). Client: Athisa Financing: part from CDTI-Agencia Idea-Eureka and part privately financed.

#### Other relevant information (e.g. Publications)

More than 20 years of experience in the development of diagnostics for the internationalization of multisectorial SMEs and the elaboration of strategies and internationalization plans in different countries. Coaching to enable these SMEs to achieve their internationalization goals. Internationalization audits in collaboration with the management of the company to optimize the internationalization process. Teaching in foreign trade, support of SMEs in access and to win projects financed by European and multilateral financial institutions. Identification and support in obtaining financing for projects in foreign markets.

#### INTERNATIONAL TRAININGS, CONGRESSSES AND PUBLICATIONS:

**Training of the Instructors** in Health Care (medical, hazardous and infectious) waste in the city of Istanbul. Training financed by EU Leonardo da Vinci Funds. (May 2009)

Conference in the “European waste management in the view of the waste framework directive” Congress, 8th – 9th of June 2010, Cologne, Germany, titled: **Legal requirements and practice of the transport of healthcare waste within the European Union**. This conference has been edited in the book: “EU Waste Management 2010”, Matthias Kühle- Weidemeier (edition), p. 163-171.

**Training of the Directors and Responsibles for nursing** of the 212 hospitals in Istanbul province in healthcare waste management. (June-July 2010) Conferences edited in the book, “Sağlık Sektörü Atık Yönetimi, edited by Yrd. Doç. Hasan Hüseyin Eker and Mrs. Özge Dolunay, p. 190-195.

“Preguntas frecuentes sobre licitaciones en Marruecos”(2013): <http://www.retse.com/publicaciones.php>

**GRADO DE IMPLANTACIÓN DE LAS LICITACIONES INTERNACIONALES Y MULTILATERALES EN EL TEJIDO EMPRESARIAL DE GRANADA**, Direction and coordination: Professor Eduardo Cuenca García, Granada University and Extenda Chair, elaborated by Karine Brück and others, ISBN 978-84-608-6674-9 (2016)

## PREVIOUS PROFESSIONAL EXPERIENCE

2004/2010 – International Department Manager, Grupo Athisa (company specializing in integral treatment of healthcare waste)

2001/2003 – Communication and marketing director, Grupo Al Andalus (company specializing in tourism).

- Manager of the Department of Communications and Marketing of the Group (conception and development of the communications strategy with national and international media, corporate identity manual, brochures, customer loyalty programs ...).
- Organization of events (scientific and legal conferences, press conferences, opening ceremonies of new business units and Fairs, Trades and Workshops).
- Launching a reservation call center for all tourism products of the Group.

1999/2001 – Director Economic Journal (“Empresas por Granada”, 12.000 copies).

- Selection and identification of the contents of the various sections and writing of the “Editorial”,
- Interviews of personalities from the Spanish and European scene and investigations.
- Organization of conferences and round tables, moderator of panel discussions.
- Planning of relations with various institutions and the general public.

1998/1999 – Communication and marketing Director, Federación Andaluza y Asociación Nacional de Urbanizadores y Turismo Residencial.

- Organizing the press office and relationships with various media (press, radio and TV) at the national and international levels.
- Conception and design of corporate brochures and advertising
- Organization of the participation at international trade fairs (FITUR, Barcelona Meeting Point, Residence-Munich, etc...).

1995/1998 – Communication and Marketing Manager, Sierra Nevada Sports Club.

- Definition of the Media Plan and contact with media
- Conception and elaboration of the corporate image
- Organising and implementing marketing campaigns with professionals and “qualifies” groups.

1995/1998 – Part-time lecturer in International Trade and European Law in a Business Management College (Escuela Internacional de Gerencia).

1995: Deputy Export Manager, SME (Sistemas Mecánicos para Electrónica), SA (Madrid)

- Responsibility of contact with foreign customers.
- Representing the company at the Hannover International Fair (CeBit) in Germany.
- Organization of marketing in foreign markets.
- Writing international collaboration agreements in Spanish and English (distribution, determination of conditions of sale, etc ...).

1993/1995: Lecturer in European Community Law and International Law, University of Granada.

1991/1992 - Director of Public Relations, Canadian Pavilion, Universal Exhibition (Seville).

- Planning and direction of the implementation of marketing, image and communication plan.
- Permanent contacts with national and international media
- Organization of meetings between Canadian and European business men.
- Promotion of Canadian products in Spain and Europe
- Responsible for the communication budget.