

# ZARMINE ZEITOUNTSIAN

3 Kasian Street · Yerevan, Armenia 0033 · +374 98088190 · zarmine.zeitountsian@gmail.com

## MANAGEMENT PROFESSIONAL

*Public Policy • Marketing • Management • Financial*

Business professional with MBA degree, extensive experience in government, commercial and non-profit sectors, successful track record of entrepreneurial and marketing leadership and efficient project management. Over 25 years of experience in Management, with expertise in directing the creation of strategic development, business and marketing plans and steering the execution of marketing, organizational, and business objectives. Profound knowledge of tourism industry (policy-making, marketing, international cooperation).

## CORE QUALIFICATIONS

- Policy Planning
- Strategic Planning
- Public and Media relations
- Corporate Image building
- Corporate Communications
- Public speaking
- Project Management
- New Market Penetration
- Direct Marketing Programs
- Event Planning and Organization
- Team Management
- Budget Preparation/Administration

## PROFESSIONAL EXPERIENCE

### INDEPENDENT POLICY, MANAGEMENT AND MARKETING CONSULTANT

2018-current

#### Selected Projects

#### ***EU4Business “Innovative Tourism and Technology Development for Armenia”***

Tourism expert and Trainer

#### ***My Armenia Program,***

USAID, Smithsonian Institute, Solimar International - 2018-current

Destination Marketing Team Lead/Expert

Responsible for strengthening cultural heritage tourism in Armenia, increasing awareness of Armenia as a cultural tourism destination, improving sales and marketing of supported My Armenia experiences, increasing demand for and visitation to regions in Armenia, and increasing demand for Armenia in international markets.

#### ***National Creative Association NGO***

EU, Ministry of Education, Science. Culture and Sports - 2019-current

Lead/Expert

Responsible for establishing a policy dialogue between the state authorities and state non-commercial organisations in cultural fields (SNCOs) on legislative reforms and other governance issues in the cultural sector, developing a management model for the SNCOs.

***Tourism and Culture for Sustainable Development, NGO***

Founder/Lead Expert

Capacity Building Program for state non-commercial organisations in cultural fields (SNCOs). Responsible for building internal capacities of the organizations applying management theories with focus on flexibility which will support thriving arts and cultural organizations, and which will serve as the framework for all cultural organizations. Conducted comprehensive Strategic Management training Program with the SNCOs.

***EU and Yerevan School of Political Studies - 2019-2020***

Lead Tourism Expert

“Armenian-Georgian Platform for Policy Development” project - Led a series of focus group meetings on tourism for economic growth. Present Policy Recommendations setting forth a joint strategic vision of young leaders from Armenia and Georgia focusing mainly on sustainable tourism for economic growth

***EU4Culture: Stronger communities and initiatives - 2020***

Trainer/Mentor/Juror

Contributed to inclusive and sustainable growth of the regions by helping selected clusters/communities identify and effectively utilize their material and non-material assets, including natural, cultural and human resources that promote cultural and tourism development and increase environmental awareness. A total of 30 CSOs are trained to enhance their capacity in developing and implementing cultural, environmental and tourism projects that emphasize benefits for the communities. Comprehensive consultations were provided to the selected CSOs and NGOs during the grant application process to prepare them for pilot project implementation.

***Communities Finance Officers Association funded by EU: Citizens Voice and Actions in Consolidated Communities of Armenia***

Trainer

Worked on enhancing the capacity of consolidated communities in designing and implementing people-centered and sustainable local development projects. Training and capacity building initiatives are to foster tourism and outdoor activity development in consolidated communities with the joint community resources. Designed regional tourism product development guides for 10 regions to foster the youth involvement in the tourism sector. The Territorial Approach to Local Development (TALD) was applied, in line with the project priorities, which is defined as a dynamic bottom-up and long-term process based on engaging many different actors and covering multiple sectors in a manner whereby local institutions and actors work together to define priorities, as well as to plan and implement strategies to increase income opportunities, well-being and resilience of the population and key resources in a given territory.

Developed Tourism Strategic Framework for five regions of Armenia – Gegharkunik, Aragatsotn, Shirak, Tavush and Lori.

***Armenian Marketing Association - 2019-current***

Lead Tourism Expert

Tourism Committee at the Ministry of Economic Development and Investments of RA - Led a successful promotional campaign of Armenia in China, Georgia, and Russia

Artsakh Ministry of Culture - Developed five tourism circuits anchored on main tourism destinations in Artsakh. The assignment includes working with the Tourism Department of the Ministry and the tourism Development Foundation of Artsakh to identify and leverage off the main cultural and natural heritage sites for developing integrated tourism destinations.

Media Initiatives Center, Armenia – Worked with five regional museums for capacity building to develop tourism development strategies and modern communication skills to prepare competitive exhibitions to meet the growing tourism demand.

***Young Journalists of Armenia***

Lead Expert for Koghb, Noyemberyan and Ayrum Communities

***Impact Hub: “Tourism Innovation Academy” (TIA), in partnership with the Tourism Support Center Foundation***

Mentor

**AMERICAN UNIVERSITY OF ARMENIA – 2021-current**

GRADUATE CERTIFICATE PROGRAM IN HOTEL AND HOSPITALITY MANAGEMENT

***Program Director***

**STATE TOURISM COMMITTEE – 2016-2018**

Ministry Of Economic Development And Investments

***Inaugural Chair***

Responsible for tourism sector in Armenia through sustainable development practices to contribute to the consistent and proportionate territorial economic development of Armenia, growth of national income, enhancing the image of Armenia as a stable and safe country, with a favorable and attractive environment for entrepreneurship, investments and tourism, diversification of target markets, developing international standards for services and amenities for visitors through infrastructure development and capacity building, building stronger public/private partnerships for tourism product development and investments, developing and implementing marketing and PR campaigns for target markets, involving trade representatives, diplomatic representatives and the Diaspora in promoting Armenia, improving the legislation regulating the tourism sector, developing a quality standards/certification program for the tourism sector, establishment of DMOs and Information Centers in the regions.

***Selected Contributions:***

- Developed Country tourism strategy for 2017-2022
- Developed a draft of the Tourism Law
- Developed standards for service quality improvements for tourism suppliers
- Visitor arrivals increased 18% in 2017
- PR and promotion campaign: 102 media representatives with over 100 articles in the media and over 15 films in the world media
- Creation of Armenia.travel official website and Social media platforms with over 60 mln. Impressions in three months
- Participation in 6 International travel exhibitions
- Supported 8 regional festivals in Armenia

**AMERICAN UNIVERSITY OF ARMENIA - 2014-2016**  
***Director of Communications , Yerevan, Armenia***

Responsible for increasing the visibility of the university and ensuring the promotion of the university events and activities to targeted audiences using appropriate communication venues and mediums. Collaborate with the University stakeholders, including faculty, students, and staff to develop content for the University website. Work with the Admissions Office and academic Chairs to develop recruitment publications, e-communications and other marketing strategies for prospective students. Develop robust online presence including developing a successful presence on Facebook and Twitter and other social media outlets. Develop and distribute targeted newsletters for alumni, other stakeholders. Plan and implement strategy to enhance exposure in the local and international press.

***Selected Contributions:***

- Significantly increased social media involvement reaching over 290,000 Facebook post reach
- Initiated the “Monthly Fact Sheet” project for the university
- Revamped AUA Akian Art Gallery with modern art exhibitions
- Revamped the concept and design of the monthly newsletters
- Launched AUA online store
- Supervised the Annual Reports development
- Developed the idea of the University Visitor Center

**RVVZ FOUNDATION, IDeA FOUNDATION, UWC DILIJAN COLLEGE - TATEV TOURISM REVIVAL PROJECT – 2012 –2014**  
***Director, Communications and Development Department , Yerevan, Armenia***

Responsible for planning, development and implementation of the PR and communications strategies, public relations activities, both external and internal for RVVZ Social Entrepreneurship projects. Develop and conduct implementation of support materials and services for communications and public relations. Directs the efforts of communications and public relations staff, supports and participates in marketing activities, coordinates at the strategic and tactical levels with the other functions of the organization. Maintain close relationship with UWC International to ensure the coherence of the promotional and marketing efforts, establish partnerships with local and international organizations for collaboration through MoU signing, organize and participate in promotional events such as education fairs, street festivals, international organization visits and art exhibitions, produce media kits for target shareholders.

***Selected Contributions:***

- Developed new UWC Dilijan College Strategic Marketing Plan.
- Developed the mission, vision and core values of the Dilijan International School of Armenia.
- Developed Dilijan International School promotion plan for Armenia and Diaspora – 280 applications for 2014 academic year.
- Coordinated the launch of the UWC in Armenia Facebook page achieving over 2000 likes in three months.
- Initiated the “Monthly Fact Sheet” project for UWC Dilijan.

- Facilitated the school's licensing process with the RA government.
- Developed and implemented Internal and external communications plan.
- Responsible for KPI development for all RVVZ projects.
- Developed promotion plans for tourism projects initiated within the organization
- Directed and managed the development of the fundraising collateral for two major projects.
- Wrote advertising texts for TV commercials and paper advertising.
- Acted as a media spokesperson on numerous television and radio programs to promote UWC Dilijan's mission and to promote upcoming events.

## **NATIONAL COMPETITIVENESS FOUNDATION OF ARMENIA – 2010-2012**

### ***Tatev Tourism Revival Project – Program Manager, Assistant Fundraising Director, Yerevan, Armenia***

Responsible and accountable for the coordinated management of Tatev Revival Project with multiple related sub-projects directed toward NCFA strategic business and organizational objectives. Build credibility, establish rapport, and maintain communication with stakeholders at multiple levels, including those external to the organization. Maintain continuous alignment of program scope with strategic business objectives, and make recommendations to modify the program to enhance effectiveness toward the business result or strategic intent. Work closely with the RA government to ensure positive investment infrastructure in Tatev region. Coach, mentor and lead project team within an implementation based team environment. Developed the short-term and long-term fundraising strategy for the project for mid-scale donors. Established donor communication and stewardship guidelines for the organization. For the tramway opening event on October 16, 2010, managed all aspects of fundraising activities, including the development of the fundraising “menu”, case statement, marketing collateral and visual presentation of the Tatev Monastery. Managed the pilot presentations of the Tatev Rotating Museum, Syunik National Cuisine Revival and Arts and Crafts projects. Managed a large team of NCFA staff, outside contractors and 25 volunteers. Researched internationally recognized fundraising companies, developed NCFA professional fundraising needs guidelines and negotiated with five fundraising consulting companies to obtain development proposals.

#### ***Selected Contributions:***

- Developed the Project Charter within PMI guidelines and presented it to the Board of Directors of NCFA
- Developed pilot PPP projects for implementation.
- Worked closely with the local government and communities and guaranteed their full financial and human capital support of the program.
- As a member of inter-agency government body for Tatev related issues, led the urban infrastructure initiative and achieved land use/zoning enforcement authorization from the RA Government.
- Established partnerships with Community Based Organizations (CBO) and secured long-term community development programs and their implementation by four CBOs.
- Assisted in developing the major guidelines for Bed and Breakfast project and secured \$100,000 micro-loan for its implementation.
- Raised \$125,000 during the one-day Aerial Tramway opening event

- Initiated one of the first crowd-funding campaigns in Armenia and raised about \$10,000 from small-scale donors in two weeks through the I-Buy international fundraising campaign
- Obtained fundraising proposals from three internationally recognized consulting companies and presented it to the Board of Directors of NCFA

## **BEYOND EDEN**

***Executive Director/Co-Founder 2008-Present, Los Angeles, Ca***

Founded and managed first-time annual multi-gallery art fair celebrating the New Contemporary art scene in the United States in a 20,000 sq.f. Municipal Art Gallery of Los Angeles. Established strategic alliances with the City of Los Angeles art organizations and developed long-term relationships with sponsors, such as Museum of Contemporary Art, Department of Cultural Affairs of Los Angeles and Neighborhood Councils and Los Angeles Tourism and Convention Board. Developed and carefully executed the budget and managed and supervised the critical path/timeline for the event. Responsible for securing and negotiating with sponsors and vendors. Assisted in publicity and reached out to corporate, media and in-kind sponsors. Planned entertainment for inside and outside, including live performances and artist talks.

### ***Selected Contributions:***

- 6000 people attended the event in three days, among which some of the most prominent art collectors in Los Angeles and MOCA Board Members.
- Media coverage in numerous Los Angeles art and social publications.
- Established long-term relationships with government and local art organizations.

## **BLACK MARIA ART GALLERY**

***Founder and Director, 2005 – 2010, Los Angeles, Ca***

Founded and managed a successful art gallery. Responsible for public relations and promotion of monthly art exhibitions; drafted press releases, reach out to media, build strategic partnerships with art organizations. Coordinated website updates as well as artists portfolios. Responsible for all financial aspects, including but not limited to payments, invoicing, budgeting and costs analysis. Maintain up-to-date contract agreements with artists and clients.

### ***Selected Contributions:***

- Co-curated, organized and managed over 50 art exhibitions.
- Gained a strong brand recognition that resulted in local media coverage, including Los Angeles Times.
- Successful marketing and publicity that contributed to several sold out art exhibitions
- Developed a list of over 5900 individuals within the art community worldwide.

## **WELLS FARGO BANK, REGIONAL COMMERCIAL BANKING OFFICE**

***Commercial Relationship Manager, 1995 – 2001, – Los Angeles, Ca***

Participated in business development efforts to execute integrated sales strategies to support business growth and increase market share by identifying qualified referrals and prospects and maintaining strong and profitable relationships with clients.

Originated, evaluated and underwrote transactions related to traditional commercial lending, long-term mortgage financing and asset-based loans, providing risk assessment, structuring credit terms and coordinating the due diligent effort.

Focused on commercial banking relationship management. Represented the bank in developing and maintaining client relationships with customers and prospects and generating revenues.

Through the development of case studies from various departments of the Bank, developed credit decision-making skills. Studied of lenders analysis of company's financial statements and evaluate credit risks. Coordinated new Cash Management product training and implementation

## **TEACHING EXPERIENCE AND LECTURES**

- IAB Training Center - Sales and Customer Service Skills trainings
- USAID CEED PROGRAM – Personal and Institutional Sales – class and follow-up personal mentorship
- AUA –Advertising Management, Sales Management, Tourism Management
- AUA Open Education
- Academy of Public Administration - Tourism Branding, Consumer Behavior, Tourism Product Development, Marketing in Tourism
- Slavonic University of Armenia – Special topics in tourism
- French University of Armenia – Marketing in Tourism, Public Relations, Master's Program
- DVV -Trainings for Integrated Tourism Product Development for community based businesses
- GIZ - Tourism as the Driver of Regional Economic Development: Holistic Livelihood Approach
- EU for the Youth Parliament - Mitigating the negative impacts of tourism on Cultural heritage, whilst ensuring continued accessibility
- Smithsonian Institute - Operations management for 25 regional businesses
- AGBU - Marketing Segmentation, Consumer Behavior - startup business in Armenia and Artsakh

## **EDUCATION & CREDENTIALS**

- Master's in Business Management, (2001-2004) · California State University – Los Angeles, CA
- Credit Management Training (1999) Wells Fargo Bank Corporate Headquarters – San Francisco, CA
- Banking and Finance (1992-1993) · Academy of Finance – Moscow, Russia
- Bachelors in Arts, Arabic Language and Literature, (1985-1990) · Yerevan State University – Armenia

## **COMMUNITY INVOLVEMENT**

- MOCA Contemporaries (Museum of Contemporary Art, Los Angeles) Board member, Membership Committee

- Armenia Dramatic Arts Alliance (Los Angeles, CA): Board member, Marketing and Public Relations
- Anahid Fund (Non-Profit Organization, Los Angeles, CA): Board member, PR and marketing
- Artists For Armenia (Non-Profit Organisation, Los Angeles, CA) – Board member, PR and promotion of Armenia as a tourism destination.
- Silver Lake Chamber of Commerce (2006): Board member, Secretary
- Juror at Luys Foundation DAP Program, Yerevan, Armenia – 2013
- Mentor and Juror at Startup Cup, Yerevan, Armenia – 2013
- ReArmenia, Board Member, 2021
- My Mentor Program, 2021
- Entrepreneurship World Cup Armenia 2021, Juror

## **LANGUAGES**

- Armenian, English, Russian – Fluent
- Arabic and French - Conversational