Nicolai Lemesov

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I take difficult questions from uncertainty to a clear, defensible answer

You get one person who can define the problem, work through incomplete or conflicting information, and deliver the report, model or recommendation the decision requires

Two connected practices

Commercial consulting and policy or institutional assignments require different subject knowledge, but rely on the same analytical discipline.

COMMERCIAL TRACK

Client consulting

Market intelligence, country and financial risk, strategy, data and operating systems.

May–Sep 2026

Research Consultant — Geoeconomic & Financial Risk

Montfort · Access Before Stress

Dollar fragmentation and corporate exposure

Developed four scenarios for a world that relies less on the dollar. Traced what each could change for corporate funding, pricing, payments and access to markets, and identified early signals that would help decision-makers distinguish the emerging path.

De-dollarisation: How Dollar Dominance Fragments by Function

Access Before Stress — Global Monetary Order Scenarios

Apr–May 2026

Operations & Systems Analysis Consultant

TechWave IPM

Industrial project control and system selection

Mapped how execution, contracts, budgets, ownership and technology readiness needed to work together in a complex industrial project. Turned this into 24 operating requirements and seven implementation factors, then compared 18 systems to give executives a defensible basis for choosing and implementing a control system.

Management-control and Systems Assessment

Mar–Apr 2026

Research Consultant — Macro-Financial Regime Analysis

Private client in central-bank risk management

Market signals across changing economic conditions

Analysed 645 months of market data and rolling relationships between interest-rate expectations, inflation, the dollar, gold and oil. Built a framework showing which relationships endured and which changed across monetary regimes, turning historical charts into an interpretation the client could use for current market risk.

When Market Rules Break

Jul–Sep 2025

Market Research & Data Analyst

Guideline

Client profitability and a 1,750-account growth pipeline

For a software provider serving brands including Apple and Disney, analysed what clients bought, how much they paid and which products and accounts generated the most value. Sized the market and prioritised 1,750 high-value prospective clients across North America, Europe, the Middle East and Asia-Pacific, delivering dashboards and target lists refined with executives for commercial teams.

May–Jul 2025

Market Intelligence Consultant

Beroe Inc.

Facilities supplier risk for global clients

Investigated Moldova's building and workplace service providers, verifying services, workforce, operating capacity and financial viability through desk research and direct contact with decision-makers. Delivered a report on structural risks and supplier selection that fed into Fortune 500 client-facing work.

POLICY TRACK

UN, policy & institutional analysis

Socio-economic data, public policy, country analysis and comparative research.

Council of Europe

External Expert · Framework Contract

2026 · Project-based

Public Communication & Audience Engagement

Admitted following competitive Council of Europe evaluation, as part of ROAD HR's expert team for awareness raising and public outreach in Moldova (Lot 3).

Framework period: September 2026–December 2029.

Jul–Aug 2026

Strategy & Economic Research Consultant

Private client · Qatar

Qatar 2030: from state delivery to productivity

Assessed Qatar's national vision and three development strategies against economic evidence. The analysis distinguished the state's proven ability to deliver major projects from the harder next step: building firms, skills and productivity that can sustain growth beyond public spending and natural gas.

Qatar 2030

May–Jun 2026

Dec 2025–Jan 2026

Research Consultant — Policy, Risk & Public Opinion

Nexus Insight

Moldova country risk and Gagauzia participation

Delivered a 2026–2028 outlook on Moldova's European Union Growth Plan, energy changes and Transdniestria-related risks. In a separate Gagauzia study, combined 32 interviews, political statements and 814 regional media items to explain how information flows and local actors shaped participation.

Moldova 2026

Oct–Nov 2025

Research Analyst

UN ESCAP · UNV

Tourism taxation across six Pacific island states

Compared what each government taxed, how it collected revenue and where the money was directed. Drew out practical principles for sustainable tourism taxes: a clear purpose, protected use of proceeds and predictable administration suited to the capacities of small island states.

Aug–Nov 2025

Analyst — Policy Analytics

UNDP RBEC · UNV

Social protection, artificial intelligence and the care economy

Mapped Moldova's 2020–2024 social protection gaps and reform options for the United Nations Development Programme's engagement. For the digital-economy report, quantified artificial intelligence's effects on task time and quality for Human Development Report inputs. Compared unpaid care, dependency and gender gaps across five countries, framing care as economic infrastructure with financing and access implications.

Social Protection in Moldova

Aug–Nov 2025

Analyst — Data & Socio-Economic Analytics

UN Resident Coordinator's Office, Moldova · UNV

Moldova and Transdniestria evidence from incomplete data

Rebuilt Moldova's first-half 2025 economic indicators from incomplete official figures and mapped major fuels through the energy system from source to final use. Estimated Transdniestria's age structure, income distribution and poverty where no official series existed, delivering more than 30 analytical outputs, including datasets, visuals and briefs, for United Nations country analysis.

2018—2024

Research and institutional foundation

Fieldwork, socio-economic research, policy analysis and institutional practice established the methods used in current consulting work.

2018–2020

Assistant to the Director

Accolade NGO

2021–2023

Socio-Economic Researcher

HSE University · five field studies

Five studies from fieldwork to final findings

Planned and delivered five studies using interviews, surveys, field observation and quantitative analysis. Worked with local authorities, businesses and community organisations across more than 30,000 kilometres of research travel, including the Arctic, Altai and Caucasus; findings became reports and policy briefs for project partners.

2023

Junior Policy Analyst

Far East and Arctic Development Fund

Population and workforce forecasts through 2035

Built demographic and labour-market scenarios for Far Eastern and Arctic regions through 2035, showing how population change could affect the available workforce. The forecasts fed into regional planning and longer-term development strategy.

2024

Junior Researcher

Municipal Administration Laboratory

Rural development and municipal decisions

Analysed evidence on rural development, resource allocation and local self-organisation. Turned the diagnosis into practical recommendations for municipal planning, grounded in the conditions facing local communities.

EDUCATION & CERTIFICATION

HSE University

Bachelor's degree in Public Administration, 2024

Minor in Contemporary Politics: Institutions, Ideas, Processes

OSCE

Project Proposal Development and Project Implementation Monitoring

Certificate

ANALYTICAL TOOLS

A practical stack for analysis, collaboration and client-ready delivery.

- Excel
- PowerPoint
- R
- Canva
- Python
- Miro

LLM-augmented research

Used daily for wider discovery, faster extraction, coding and comparison; sources, calculations and conclusions remain independently verified.

Trusted by UN teams, consulting firms and businesses

UN RCO · UNDP · ESCAP · Council of Europe · Guideline · Montfort · NEXUS · beroe · TechWave · Far East & Arctic Fund

Selected work

INTERACTIVE RESEARCH

Saudi Localization

From industrial capacity to economic scale

Explore the interactive study

INTERACTIVE RESEARCH

When Market Rules Break

US Treasuries · The dollar · Gold

Explore the interactive study

INTERACTIVE RESEARCH

De-dollarisation

and monetary fragmentation

Prepared for Montfort

Explore the interactive study

INTERACTIVE RESEARCH

Access Before Stress

Prepared for Montfort

Explore the interactive study

INTERACTIVE RESEARCH

QATAR 2030

From state delivery to productive growth

Prepared for Mubarak Al Naimi

Explore the interactive study

Selection of a Management Control System for Tech-Wave IPM

Comparative assessment of 18 solutions across functional fit, decision factors and final ranking

18 solutions · 24 requirements · 7 decision factors · Final shortlist

Management-control and Systems Assessment

HUMAN RIGHTS PROTECTION FOR RESIDENTS OF THE

UPR4: Transdniestria

MOLDOVA

EUROPEAN ACCELERATION, ENERGY RECONFIGURATION AND THE LIMITS OF INTERNAL CONSOLIDATION

Moldova 2026

POLITICAL NARRATIVES AND EXTERNAL INFLUENCE IN

Political Narratives and External Influence in Gagauzia

SOCIAL PROTECTION IN MOLDOVA:

Social Protection in Moldova