



### HAPPY NEW YEAR OF 2013!!!!

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#### New-Year's Address of the President of ASCONCO

##### **ASCONCO: before the end of the world and after that**

*As usual, by the New Year holidays it is appropriate to sum up and to make plans for the future. What's more, the widely advertised "end of the world" comes in a couple of days not long before the New Year that adds even more significance to this event. However, it seems that whatever happens, ASCONCO will always have something to recollect.*

*Naturally, the main point is that this year the working meetings of the Association members with their permanently warm atmosphere and deep immersion into various issues of organization of the life of a consulting company and consulting community have been going on with already established regularity. We celebrated jubilees of our member-companies, went again for a walk through autumnal St. Petersburg at the annual conference of participants which had already become traditional, got acquainted with new candidates and potential members of the Association, tried to feel the pulse of consulting business in the country and in the world by way of discussing the events of our current life.*

*The time and efforts of the Association members do their work and yield results. During the past year ASCONCO received at least fifteen requests from the Russian and foreign partners for potential participation in joint projects. Some of those requests were accepted by the Association members and as a result, new mechanisms of cooperation were perfected inside it. After thorough discussion of the*





*topic draft regulations of Consortiums, which can be created by the members of the Association for implementation of complicated and big projects, were approved while ASCONCO itself earned the first means as agent's charges from the participants who realized the requests addressed to ASCONCO.*

*One of the most important results of the year for our Association is transmission of the European standards of organization of consulting work to Russia. Draft standards "Service of the Administrative Consulting" (CEN FprEN 16114) worked out by the Committee on standardization of the European Union was translated into Russian in ASCONCO and after that discussion of said draft standards was organized both among ASCONCO members and within a wider consulting community. Huge preparatory work was performed for verification of those standards as all-Russian professional standard and said work requires continuation next year, too.*



*Methods of our work, experience of organization of the work of a consulting company, events of external life that may influence our professional activity considerably were discussed in the course of meetings of ASCONCO members. Those topics included such issues as experience of auditing procurement activity of clients' companies, principles of partnership in a consulting company, comparison of experience of various consulting companies in terms of the methods of selecting new specialists, analysis of the*

*mechanisms of work and potential problems of using such a marketing tool as on-line panels, potential threats for consulting proceeding from the new version of the adopted Law of Treason, possibilities to create independent ranking of consulting companies and so on and so forth.*

*ASCONCO also worked a lot on the issues of information. This year we have renewed our site. Such a new tool as the database of consulting companies appeared there. We invite all those who are interested in potential partnership for realization of joint projects including the international ones to join said database. The ASCONCO information newsletter with the news of our colleagues and members is being issued regularly. Permanent contacts with friendly professional associations in our country as well as overseas are maintained.*

*The end of the world doesn't enter into our plans. We keep on acting on the premise that life will go on. Certainly, it still won't be so simple but that just adds zest to it. ASCONCO hopes for new achievements in the New Year and wishes the same to those who are reading this newsletter.*

*Good luck to you and all the best!*

Yevgeniy Yemeliyanov.  
The President of the Association of Consulting Companies (ASCONCO)





### What was, what will be, what will set the heart at rest. Consulting market of 2012

#### *What was so good in the year of 2012?*

*The year of 2012 was bright and memorable. Apparently, the situation of “anticipation of crisis” actuated for many clients the task to decide on clearer plans of development of their business. That caused growth of demand for strategy consulting. It is agreeable that not only huge companies but also the medium ones started working more actively on strategy elaborations.*

*Furthermore, ASCONCO members cooperated actively with the oblast governments and regional representative offices in the year of 2012. For example, ALT R&C cooperated actively with the Government of Yaroslavl oblast. They worked out and elaborated jointly the concept of socio-economic development of Yaroslavl oblast till the year of 2025. It is worth mentioning that search for “intellectualized” solutions and mechanisms turned out to be topical for both the region and certain companies.*

*We’d like to wish the companies participating in ASCONCO to stay together multiplying their number with worthy members only and to use the most of that synergy which is possible owing to our cooperation.*

*There were some large-scale projects in the life of our companies. For example, for LLC “Axima: Consult” the year was marked by the beginning of a new stage of realization of a large-scale project on adoption of a new system of social support for the personnel of the customer company. The new stage of the project is connected with replication of changes in providing the social package to most of the subdivisions of the company. At the same time, “Logic of Logistics” completed the project on elaboration of the concept of agro-industrial park “Stavropoliye”. The tendency of creating new infrastructure objects in the area of agroindustry goes forward at a steady gait. In future such objects will be created in every region. Besides, “Logic of Logistics” finished the next stage of work on managing the delivery chains in the interests of Ernst & Young Company. The consultants of “SPLAN” Company were solving large-scale tasks, too. Thus, for example, they completed a big project in the interests of Public Corporation “Russkiy Sverkhprovodnik”, which is a subsidiary enterprise of State Corporation “Rosatom”.*

*There were also some interesting non-typical tasks. For example, Axima carried out the research in the area of business custom in a huge Russian holding company. The research was conducted in the form of focus groups and interviews with the managers of different levels and was aimed at detecting the narrowest places in the area of observance of business custom and its influence on achievement of purposes by the company. At the same time, when realizing the project on merchandising audit, the “SQI Management” Company started filming methodological videos. Visual demonstration of merchandising standards in the Customer’s stores turned out to be helpful not only for auditors but also for the personnel of the store and, first of all, of regional stores, who got high-quality examples of*





implementation of standards. “SPLAN” Company got several complicated but interesting orders from Germany, Kazakhstan and Israel.

There is also much evidence of professional qualities of our colleagues. The Director General of “Axima” Company, Yelena Skriptunova, took part in the Award Ceremony of the contest of “HR of the year – 2012” and got a Letter of Gratitude and commemorative sign “To a Reliable Partner” on the occasion of fruitful 10-year cooperation from the Editor-in-Chief of the journal “Reference book on personnel management”. The Consulting Company “SPLAN” became the best company in the Russian Federation in the nomination of “100 best enterprises and organizations of Russia in the area of consulting and innovations”. The company of “SQI Management” got four new Letters of Introduction from Customers.

***In spite of absence of any distinct and consistent policy of the authorities in respect of small-scale and medium-scale business, I hope that next year will be more successful at all the parameters. I wish everybody to participate in that success!!***

However, the main confirmation of professionalism of our members is the fact that many clients work with the companies for more than one year and that is the best testimonial of professionalism and high quality of work.

***What were the main challenges of 2012 and what are the ways of their solution?***

The main external challenge of the last two years was anticipation of the second wave of crisis. Thus, for example, the managers of the «Logic of

Logistics» Company noted that in the beginning of the year the market of international logistics acquired a clear tendency of «going into the shadows». Having obviously got tired of waiting, by the end of the year the market turned around again towards legalization of operations. The clients of ALT R&C had already got tired of being afraid even by the end of 2011. One way or another, in the year of 2012 everybody waved goodbye to the crisis.

The internal challenges were connected with season changes of consulting business and difficulties of using human resources. And whereas the leaders of consulting companies managed to get prepared to the «hot» pre-New-Year peak, which is typical of consulting sector, the challenges connected with human resources were not always predictable. Thus, in the very beginning of the year one third of the staff was renewed in the company of «SQI Management». And the consultants of «AXIMA» Company broke all records in respect of the number of business trips to the regions in 2012. In average, each consultant of the company went on business trips seven times per year. There were also some more controllable changes. For example, the «Logic of Logistics» Company realized the principles of involvement of specialists under the conditions of total outsourcing (with flexible hours, with no fixed salary, office and other expenses). The experience showed that such a form of interaction may be applied to certain projects with great success.

***We wish both the consultants and the clients to be just ordinary people, to have a rest and fun in the New-Year holidays!***





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### **Was the year of 2012 successful?**

*In whole, the year of 2012 was successful in spite of some local failures. To put it more exactly, that was the year of stabilization in the post-crisis period. The crisis made many consulting companies reconsider the backlog of their services and change the approach to interaction with customers. The clients themselves changed; they started to make more demands being interested not only in the final result, terms and money but also in the tiniest details of consulting process. We consider it to be a positive aspect of formation of the consulting market in Russia. The year of 2012 was undoubtedly more successful as compared with 2011. The post-crisis reconsideration allowed to change the priorities and to attract new clients.*

### **What do you expect in 2013?**

*We expect that despite Maya predictions, the year of 2013 will come and Ded Moroz will visit every home on January 1<sup>st</sup>. And customers, who were biding their time to decide on whether there will be the end of the world or not, will be able to implement their plans. Furthermore, we expect the demand for consulting service to keep on growing. As we feel it, competition among the consultants will also become stronger and the clients will make more demands. We hope that the quality of service provided will get higher, too.*

*We keep the optimistic expectations for the year of 2013 although there are many things indicating that still there will be the crisis in this or that way. Therefore, we hope for unconventional projects, new clients and markets.*



**Be healthy and successful!**

## ASCONCO NEWS

### ASCONCO MEETING Challenges of 2012.

*On November 22, 2012 meeting of the members of the Association of Consulting Companies ASCONCO, which was the last one this year, took place in Moscow. Summing up the results of the event, let us single out some of the most interesting discussions.*



*In the course of the meeting the participants talked about the companies – **candidates for membership in ASCONCO**. Consulting companies of various specializations working in the market for not less than 3 years and having stable professional reputation can become members of the Association. That's why everyone who is willing to enter into the Association goes through tough expert selection of their captious colleagues. Furthermore, after entering into the Association the Candidates will have to maintain implementation of*

*European standards ICS 03.080.20 May 2011 CEN / TC 381 (European committee on standardization, Technical Committee 381) in their work. Therefore, consideration of new members is not just a formal procedure but thorough and integrated acquaintance with the Company.*

*Moreover, the participants discussed **current state of consulting and client markets**. All who were present noted a bigger number of non-core requests as well as increase of the requests which are impracticable or unethical from professional point of view.*





*Another heated discussion was devoted to such a question as «Amendments to the Law of treason – is there any threat for consulting?». All the participants arrived at the unanimous conclusion that there is certain threat and discussed the ways to maintain lawful activity in the territory of the Russian Federation.*

*And the last important discussion was devoted to the lecture «On-line panels» of St.Petersburg consultant Vladimir Sokratilin, «Resheniye» Company. In his report Vladimir spoke about the problems of formation and control of on-line panels in modern marketing companies and about the risks which misrepresented data entail for users. Everybody who was present managed to give examples from their professional life when results of the research carried out with the help of such a method and reality differed significantly. ASCONCO members found it important to bring that information home to potential clients.*



*Yevgeniy Yemeliyanov, the President of ASCONCO says: “The meeting was quite rich with both the information about the inner life of the Association and the data about the fields which are closely related to consulting. Unfortunately, such words as “challenge” and “threat” are heard in relation to consulting market more and more often at our meetings. Therefore, professional consolidation becomes more and more helpful and necessary for everyday functioning of a consulting company”.*

### A song about on-line panels.

On-line panels have become a universally recognized tool in the community of market researchers. They prove their value absolutely as a tool for earning money in the market but they are not a tool for collecting reliable source information to research the market or public opinion. However, their future is wonderful and unclouded.

*Everyone is sure that sociologists or marketers know how to carry out inquiries and do that correctly. As a rule, customers and journalists confine themselves to getting the report from the sociologists stating that «statistical error in the results doesn't exceed certain number». Obviously, the above phrase is translated as follows: «Collection of source information was alright». Use of the Internet for conducting sociological researches and market researches sounds undoubtedly beautiful and is in tune with the times, especially, when referring to authoritative Western companies and using English terms. That's why on-line panels cause no doubts by the customers of the researches. And how easy it is for research companies to use on-line panels! No field sections with impressions, no muddle-headed interviewers, no frauds, no unsatisfactory control, no awful filling up of the questionnaires, no slower execution... . Everything is neat, quick and «representative».*



### What are the doubts?

*Conducting a research, I understand what to do in order to make the quality of source data acceptable. It is known which errors or breaches can be committed when collecting source information and how to counteract those breaches. It is not always possible to apply all methods. Sometimes some control*





*measures have to be skipped. At the same time, I realize what consequences there can be and how it will influence the quality of source data. In case of on-line panel I trust the company, which created the panel, completely. It means that I am to understand and agree with the techniques used by them. I am not convinced by references to some other companies which carried out audit. There are international standards; there are documents containing questions to which the company conducting the research with the help of on-line panel must give answer to the customer. Standards and questions are so that they allow to make excuses to the boss or to pull the client's leg. Here are two questions direct answers to which I cannot get while the indirect questions cause serious doubts.*



### Who replies?

*How is it possible to make sure that the questions are answered exactly by the person whose data is provided by the company owning the on-line panel? How is it possible to check that the respondent replies himself but that's not his secretary or small son or crazy grandmother who gives answers? And how is it possible to check that the respondent is sane and reacts to the questions adequately? I always check it in case of standard personal interviews.*

*Indirect control based, for example, on the time of reply is absolutely unconvincing. As for trap questions, I'm not even going to reason about them – they are just for naive people. Such reliable methods as calling the respondent and asking him control questions may be applied but as far as I know, it isn't suggested in on-line panels.*

### And why do they reply?

*I suppose that the main motive of the respondent is the wish to help the interviewer who asks the respondent for that. For the same reason people in the street will tell you how to find the required place or house. But why do «they» become participants in on-line panels? Let's suppose that the participants*



*in the panel get true pleasure answering the questions or hope to change the world expressing their opinion of yoghurt or cheese. However, to do that they have to provide their data in detail, to tell about their habits and likings and sometimes about the state of health. And they have to provide said information not to their relatives and friends but to total strangers with the minimal guarantee that said data won't be lost or disclosed or used to the detriment of the respondent. I learnt from the advertising letter of one of the companies that they «keep more than 1000 core*

*parameters of every person». I have serious doubts in respect of adequacy of such respondents and I wouldn't transfer the results obtained with their help onto the general aggregate.*

*It's another matter that somebody wants to make money by way of participating in inquiries. One of the search systems provides more than one million five hundred thousands links in response to the request «How to make money on inquiries?».*

*At the sites of the companies which offer to participate in on-line panels there is certain limitation for the number of inquiries per month. It turns out that it is impossible to earn much. Nevertheless, the sites*





*explaining how to make money on inquiries offer several links to panels at once, sometimes even tens of them. They don't promise big earnings but it is possible to earn about 20 thousands per month. Suggested methods of participating in many inquiries at once are simple and cheap while well-known methods of counteracting and controlling are complicated and expensive.*

*The same sites give advice on which data to provide about oneself in order to get inquired more often that means to deceive the researchers. The advice is very reasonable. Thus, it is highly probable that those are «professional respondents», or people who are ready to answer the questions about everything in the world, who live in the panels. Their share in every panel may be not so big but they seek to participate in a big number of inquiries. Those people provide dummy data about themselves and most of their replies bear unreliable information.*



### **And how is it there?**

*Why then in the USA and in Europe have on-line panels been developing successfully for a long time? Obviously, everything is alright there? No, everything isn't alright there, either. Indeed, there is nothing so typically Russian about the problems which we are talking about. Here everything is done like there and the questions arising are the same.*

*And this area is developing because the companies dealing with market researches and, to a considerable extent, with research of public opinion are oriented in their activity towards achievement of commercial result. They are forced to be guided by customers' requests in total accordance with market reality.*

*For most customers sociological and marketing researches are not the way to ascertain the truth but are an element of promotion – either commercial or political one. It is often very hard to ground one's actions performed in the market in front of business proprietors, shareholders or investors using complicated scientific argumentation. In this case it is better to refer to an authority – to present the results of the marketing research conducted by a well-known company. It is important for the result to be simple and predictable.*



*From this point of view, on-line panels look practically feasible and the quality of the data isn't the main aspect. The customer isn't often interested in the real picture of the market or of the state of society.*

*Thus, rating agencies didn't suffer when the companies, for which they had established the highest credit rating, went bankrupt recently. And almost nobody protested when a well-known international agency was announcing during several years that Moscow is the most expensive city in the world. That was a bit surprising to hear that the city of*

*Zamukhraisik is the most comfortable one for conducting business in Russia, that rusks for beer are bought mostly by married women aged from 25 to 40 and that St. Petersburg is more comfortable to live in than the capital. However, the authority of the research company is a sufficient ground to agree with the statement that black is white. However, business didn't blossom out in Zamukhraisik, rusks were put on a shelf near the beer in hypermarket but not near the goods for women and the stream of people moving from comfortable St. Petersburg to uncomfortable Moscow wasn't reduced.*





## So what will there be?

*There will be victorious procession of virtualization around the world. Virtual respondents who will model behaviour of real ones will appear. The results will turn out to be more predictable than in case of real people. After all, service of astrologers and people with extrasensory perception are also called for.*

*As a matter of fact, the scientific community expressed their opinion of astrologers and people with extrasensory perception resolutely and explicitly – that's not a science. The scientists' opinion doesn't affect commercial result of activity of those people but on the other hand, commercial result isn't substantiation of scientific nature of their activity.*

*As for many of the methods of researching the market and the public opinion, the scientific community could speak about them but they don't do that. Naturally, the researchers themselves don't need any appreciation from the scientific community. Therefore, the level of virtualization of their researches will grow.*

Vladimir Sokratilin,  
Chief Executive Officer  
ZAO «Resheniye»

## To dry rusks?



*According to family legends, my grandfather, who was, by the way, a common railway switchman, was jailed as per the notorious article 58-10 «anti-Soviet agitation» and vanished in the camps in the distant year of 1934.*

*Many years passed and being an ordinary consultant on management, today I realize that at any moment I may get the imprisonment term of up to 20 years the same way pursuant to the letter of the new Law (article 275 of the Criminal Code) that runs as follows:*

**«High treason, that is espionage, disclosure to a foreign state, an international or foreign organization or their representatives of a state secret entrusted to a person or made known to him/her through service, work, school or in other cases provided for by the legislation of the Russian Federation, or provision of financial, material, technical, consulting or other assistance to a foreign state, an international or foreign organization or their representatives in activities aimed against security of the Russian Federation, committed by a citizen of the Russian Federation,-»**

*We discussed the text of said Law with the colleagues in detail. The results are not very comforting. Good news consists in the fact that naturally, when said bill was being elaborated, it was aimed not against the consultants at all. Its aim is in another direction.*

*All other news is bad. Nevertheless, there is nothing and nobody to prevent any of the employees of security, defense and law enforcement agencies owning (or pretending to own) respective information to drop in at the consulting firm and to tell that one of the employees of the client company (including the broad circles of offshore proprietors of companies, which are usually hidden from our view,*





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minoritarian or «sleeping» shareholders, independent directors etc.) is a staff member of some foreign intelligence service. That will be sufficient to do the following:

) in the mild variant – to require total «informational cooperation» on that company and it will mean absolute destruction of confidentiality principle being, as is generally known, a highly important component of any consulting work. And as soon as our clients realize existence of such a danger, the demand for consulting service will possibly fall or alter qualitatively, respectively.

B) in a tougher variant – to inform of the intention to institute criminal proceedings as per respective article with «the price of the matter» of that visit.

It is up to everyone and to future events to decide how real or unreal these perspectives are. However, it seems that consultants should better try and consolidate their efforts in the attempt to minimize the threats caused by this new situation.

Yevgeniy Yemeliyanov,  
the President, “STEP Consulting”

### Our anniversaries



ASCONCO congratulates our colleagues from «Splan» Company on birthday. We wish new achievements and implementation of the boldest expectations to the personnel of the company!

### NEWS OF ASCONCO MEMBERS

In October 2012 the Director General of «AXIMA» Company, Skriptunova E.A., participated as a member of the central commission on summing up in the final stage of corporate professional contest of employees devoted to managing the personnel of the client’s company.

Two participants in the contest received an award on behalf of «AXIMA» Company in the nomination «The best practitioners in the area of nonfinancial motivation of the personnel» - the project «Halls of fame as a tool for nonfinancial motivation of the personnel» and in the nomination «IT-technology project serving HR» - the project «Elaboration of the «Vouchers» module in EC ASUTR».

«AXIMA: Consulting, Research, Training» Company (Moscow)



On December 04, 2012 Yelena Filyakova, the Chief Executive Officer of «SQI Management» Company, spoke at the forum “Siberia Business Retail”, which took place in Novosibirsk. In her lecture «To satisfy Siberia. Selling and NON-selling standards» Yelena told the audience about construction of systems of service quality management in which influence of implementation of various standards on

contentment and loyalty of clients in the network stores is traced.

The managers of «SQI Management» Company compared the dynamics of changes of the service quality level and contentment of the clients in Siberia region with the results of the research throughout Russia in whole specially for the audience of the forum.





«SQI management» Company (Moscow)

*On November 03, 2012 Yuliya Kapitantchuk and Vladimir Khomutov, the Partners of STEP Consulting, spoke on the topic of «Managing business efficiency: motivation of the staff» within the framework of the “Round table of Chief Financial Officers – 2012”.*



*The main idea the consultants of STEP Consulting tried to make clear for the audience was that motivation schemes are efficient when they take account of the existing business model, strategical purposes of the company, peculiarities of corporate culture of the organization and contribution of the official position to the result of the company. For almost 20 years of work the STEP consultants were elaborating and tracing efficiency of the most diverse – simple and extreme – motivation systems. Vladimir and Yuliya spoke about those fundamental choices which the proprietor or the general business manager are to make: which aspects he should pay attention to, which features of the subordinates he should take account of and how he can work efficiently with nonfinancial motivation.*

STEP Consulting (Moscow)



*In November – December the manager of ALT R&C projects, Kiriyakova Viktoriya, arranged a seminar / practical training session on technical benchmarking for the Public Corporation «Siloviye Mashiny». The participants in the seminar were 20 constructors of various subdivisions of the Company as well as representatives of the departments of marketing and development.*

*The seminar was divided in two days. Within the framework of the first day the methodological material about conducting technical benchmarking was presented to the participants. Besides, a considerable part of the seminar was devoted to work in groups in the course of which 4 real benchmarking researches were planned in detail and the participants in the seminar carried out those researches within one month after the seminar. After that the participants in the seminar met again with the instructor of ALT R&C to discuss interesting solutions, achievements and difficulties within the framework of the work done.*

*Owing to the fact that the participants in the seminar worked not on some abstract theoretical cases but on real tasks of their company, the seminar resulted not only in higher proficiency level of the staff of «Siloviye Mashiny» Company but it also provided analytical materials which will be used in design activity in future.*

ALT R&C (Moscow/St. Petersburg)

*In 2012 «Excit group» Company cooperated closely with the Commercial and Industrial Partnership of Ramenskoye town in Moskovskaya oblast and in different formats including business lunches, masterclasses, seminars at which the following topics were discussed: «Profile of employee’s competences...», «Management from the proprietor...», «Targets and targeting...», «Construction of a business model...» and many others. Furthermore, active work with Zhukovskaya Chamber of Commerce and Industry started in the area of understanding the needs, possibilities and limitations of*





*small-scale and medium-scale entrepreneurship. Regional cooperation is being augmented – this year the company has taken active part in business events in Yaroslavl and Ivanovo where the issues of increase of business and management efficiency upon entry of Russia in ITO were discussed. The work on advising young entrepreneurs and their start-ups was continued; their activity indicates that «the crisis» scaring everybody is rather a phantom than reality. The trend of constructing vision, systems of strategical target performance, conduct of assessment was outlined in consulting projects. The special event was certification of Alyona Sosnovskaya as a management consultant as per the ICMCI standard.*

Excit group (Moscow)



- *Designing of the hotel in Sochi has been completed.*
- *RestCon Company starts to elaborate a number of type business-plans for public catering establishments.*
- *In 2013 RestCon Company intends to master the niche of business*

*webinars. Thus, we'll first of all try to approximate to our regional clients who aren't ready to come to the seminar in Moscow for various reasons.*

- *Several consultations on opening of restaurants were carried out including visits to the Client's place.*
- *Elaboration of the franchising package for the network of fast-food restaurants has been started.*

RestCon Company (Moscow)

*In December 2012 «Resheniye» Company finished development of the methodology of estimation of roalty volume for using a trademark in commercial activity in the b2b markets. This work was performed by order of a huge Russian company.*



«RESHENIYE» Company (St. Petersburg)



® *The International Forum «Innovations and Development» summed up the results of the All-Russian contest «100 best enterprises and organizations of Russia – 2012». Said contest was established for the purpose of encouraging achievements in the innovative development of companies. Among the co-chairmen of the forum there were A.N.Tchilingarov – a member of the Committee of the Council of Federation on International Affairs, E.A.Zhukov – vice-chancellor of the Moscow International Higher Institute of Business Education «MIRBIS», A.E.Karpov – the President of the International Association of World Funds, B.V.Volynov – a space pilot of the USSR and others.*

*According to the decision of the council of experts, «SPLAN» Group was included into the list of best enterprises and organizations of Russia in the nomination of «The Best Innovative Enterprise. Consulting».*

*On October 25th the solemn ceremony of awarding the laureates of the contest took place in Moscow. Consulting Group «SPLAN» was presented with the Award of the Contest Laureate. Leaders of the*





company – Director General S.G.Shevtchenko and Chief Executive Officer I.V.Kiselyov – were awarded with honorary social medals «For Valorous Work». Thus, their contribution to development and modernization of socio-economic life of the country was awarded.

Eminent statesmen and public figures, representatives of administrations of the regions of the Russian Federation and of public organizations, journalists took part in the solemn ceremony.

Consulting company «SPLAN» (Moscow)

A number of instructors of “Top-Kadr” Company present a new format of service demonstration. You may familiarize yourselves with said format at the site of the company: [www.topkadr@topkadr.ru](mailto:www.topkadr@topkadr.ru) or at the following links:

<http://youtu.be/Y5pZLp41Nsw>

[http://youtu.be/\\_32A2FKmLL4](http://youtu.be/_32A2FKmLL4)

<http://youtu.be/8BUqcw01UJc>

[http://youtu.be/yf\\_BG-rbPiE](http://youtu.be/yf_BG-rbPiE)

[http://youtu.be/GIq\\_wloUF\\_M](http://youtu.be/GIq_wloUF_M)

<http://youtu.be/6kcIq3dRf64>

<http://youtu.be/MHzB2w2BDXw>



HR-Consulting Company «Top-Kadr» (Moscow)

## NEWS OF ASCONCO PARTNERS

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The 8<sup>th</sup> Forum of the National Guild of Professional Consultants "Consulting for innovations" took place in industrial park «Slava» on November 23-24, 2012. The Forum was supported by the Chamber of Commerce and Industry of the Russian Federation and by Public Association «Business Russia». The Consulting Committee of Moscow Chamber of Commerce and Industry and Industrial Park «Slava» as an important element of infrastructure of encouragement of innovations in the city of Moscow were the co-organizers.

The purpose of the event was to provide organizations interested in innovative development with the opportunity to discuss the issues of innovation encouragement.

Members of the expert community from among professional managers, entrepreneurs, consultants, experts, investors discussed three areas of promotion of innovations:

- Training of innovation personnel,
- Maintenance of innovation cycle,
- Maintenance of innovations in big organizations.

Who and for what needs innovations in Russia? Who is the customer of innovations? What is the connection between innovations and the territory? How to use the methods of work with the future such as foresight and prognostication methods? How to teach the innovation managers and what to teach? What tools are already used by the consultants to maintain innovations? These questions and other difficult questions were discussed in the discussion clubs and workshops of the Forum.





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*More than 70 representatives of huge corporations, innovative and training centres, industrial parks, entrepreneurs, innovation managers as well as leading consultants and experts in the area of innovations participated in comprehensive discussions of the Forum.*

*NGPK forums traditionally demonstrate high intellectual heat, variety of opinions and interested attitude of the participants.*

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*Within the framework of the action, the **Greek culture centre** would like to support Greece and offers you gift baskets/sets of environmentally safe Greek bioproducts, taste and quality of which are unique, on the threshold of New Year and Christmas.*



*Greek products are famous all around the world; being notable for their unique juiciness and rich smell and having inherited effulgence of the land of Hellenic gods, Greek products won't leave even the most sophisticated and experienced gourmet indifferent.*

*Only here you can order and make your family and friends a present or buy for your holiday New-Year table Greek cold-extracted olive oil, medicinal nature of which is unique, the most delicious olives, rich flavoured Greek wine, Greek sweets and natural honey, flavouring and healthiness of which are unsurpassed.*

*You may contact directly the importer of Greek foods «Dionis Import» and register your order directly with the company.*

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*The New Year is the reason not only to buy presents for friends and partners but also to sum up the results of activity. That's what our partners from friendly Associations did.*

*Our colleagues from Management Consultancies Chamber of Slovenia told about successful events – about inner meetings, lectures for clients' businesses and for colleagues-consultants, prizes and awards of the Association, international negotiations and other events that are important for the life of a nonprofit association.*



*JICA – our Japanese partners – are proud of their international training activity. In 2012 they carried out trainings for different international teams from Mongolia, India, Colombia and other countries. Furthermore, in the elapsing year the JICA employees started issuing Asia Business Email Newsletter.*





### ADVICE ON BUSINESS MANAGEMENT IN DIFFERENT COUNTRIES OF THE WORLD

We continue the cycle of articles devoted to various world business cultures. Our recommendations are the author's translation of the advice taken from the special-purpose site [www.worldbusinessculture.com](http://www.worldbusinessculture.com). In the third issue we are publishing the advice No.6, 7 and 8 about the countries of BRIC, Europe, North America and Asia.

<p><b>Russia</b>  <b>Tip 6</b>  <i>Don't waste time trying to get decisions out of middle and junior managers - go straight to the top if possible.</i>  <b>Tip 7</b>  <i>Companies tend to take a short-term view of any given business opportunity. In a country as volatile and uncertain as Russia, who knows what lies around the corner?</i>  <b>Tip 8</b>  <i>Managers are expected to manage and this means giving precise and detailed instructions to subordinates. Inclusive, 'caring' management styles might be viewed as weak.</i></p>	<p><b>USA</b>  <b>Tip 6</b>  <i>Compromise is often sought - at the brink. This can often equate to the end of a quarter or financial year.</i>  <b>Tip 7</b>  <i>Do not be offended by seemingly overly personal questions.</i>  <b>Tip 8</b>  <i>Dress code in the States is very variable - check on the appropriate mode before departure.</i></p>	<p><b>France</b>  <b>Tip 6</b>  <i>French companies tend towards rigid hierarchies with clear upward reporting and decision making lines.</i>  <b>Tip 7</b>  <i>Socialising across hierarchical lines is quite unusual.</i>  <b>Tip 8</b>  <i>Promotion is gained through a combination of seniority, educational achievement and demonstrated competence.</i></p>
<p><b>China</b>  <b>Tip 6</b>  <i>There are often close relationships between senior management of a company and local party officials.</i>  <b>Tip 7</b>  <i>It is important that you do not make people 'lose face' in front of their group. Always respect seniority and do not openly disagree with people.</i>  <b>Tip 8</b>  <i>Do as many favours for people as possible - debts must always be repaid.</i></p>	<p><b>Japan</b>  <b>Tip 6</b>  <i>Perform as many favours for people as possible. Favours must always be repaid.</i>  <b>Tip 7</b>  <i>Be humble and apologetic rather than arrogant and brash. Modesty is a characteristic much admired whereas forwardness and being overly self-confident can be seen as childish behaviour.</i>  <b>Tip 8</b>  <i>As the Japanese are loath to say 'no' or disagree, it can be very</i></p>	<p><b>Germany</b>  <b>Tip 6</b>  <i>Outbursts of emotion in the workplace (anger, frustration etc.) are seen as signs of weakness and lack of professionalism.</i>  <b>Tip 7</b>  <i>Employees expect to be given precise, detailed instructions regarding specific tasks, but then expect to be left to carry them out without undue interference or supervision.</i>  <b>Tip 8</b>  <i>Relationships between bosses</i></p>





	<p><i>difficult to be completely confident that a decision or agreement has been reached.</i></p>	<p><i>and subordinates tend to appear somewhat formal.</i></p>
<p><b>Brazil</b>  <b>Tip 6</b>  <i>Organisational hierarchy can be complicated by an intricate web of political alliances and relationships. Who is the real decision maker?</i>  <b>Tip 7</b>  <i>Relationships come first, second and third in Brazil. Time spent working on the development of long-term friendly relations is never a waste of resource.</i>  <b>Tip 8</b>  <i>It is always a good idea to stress long-term commitment to Brazil and your Brazilian contacts. Try to keep in touch between contracts or projects. Your relationship with your Brazilian counterparts is not purely transactional. It is personal as well.</i></p>		

As per the materials of Internet resource [www.worldbusinessculture.com](http://www.worldbusinessculture.com)

