



Successful Working and **Living in Russia**

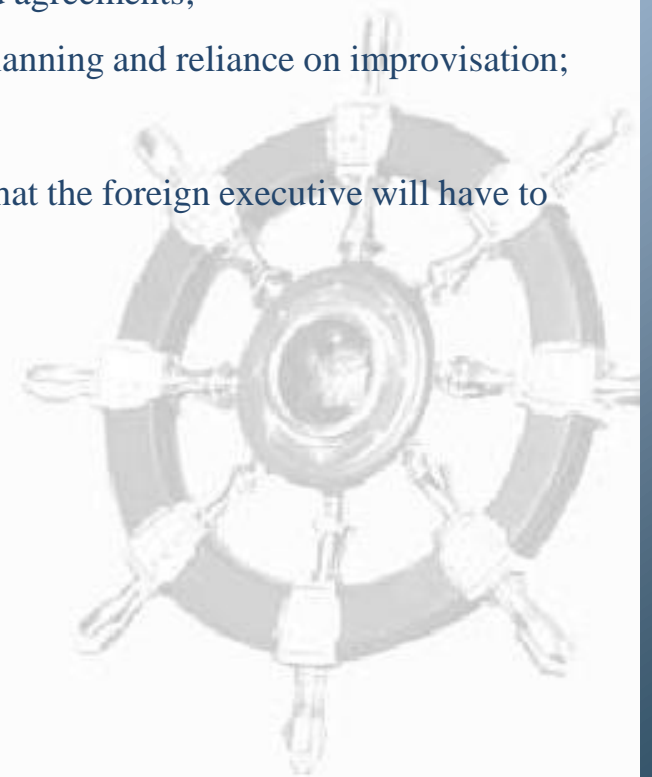
Proposal for **Cross-Cultural Training for Foreign Executives in Russia**

How enjoyment, understanding, flexibility and an entrepreneurial attitude will get you where you want in Russia

By: Jeroen Ketting, Founder of The Lighthouse Group

Introduction:

1. Experience shows that, for a number of reasons, it takes a long time for foreign executives and managers to function effectively in Russia. Language is the most obvious barrier to successful working and living in Russia. However, many other cultural differences, that are often underestimated, play an equally, or even more important role. Some examples of these cultural differences are:
 - a. Different approach to authority and, as a result, different management styles;
 - b. Importance of personal relations and its effect on negotiations and agreements;
 - c. Relatively short-term perspective on the future and its effect on planning and reliance on improvisation;
 - d. Pride and different understanding of individual responsibility.
2. In addition to the cultural differences there are many other unfamiliar issues that the foreign executive will have to deal with in Russia such as:
 - a. Bureaucracy;
 - b. Cumbersome and opaque administrative and legal procedures;
 - c. High general costs and difficulties in finding qualified staff.
3. This training aims at addressing these issues on the basis of:
 - a. Creating political, economic, social and cultural awareness;
 - b. Explaining Do's and Don'ts and Secrets of Success;
 - c. Concrete case studies.



Module A. Creating political, economic, social and cultural awareness (Day one - first half)

1. The first step towards dealing effectively with Russia is to have a thorough understanding of the country. After this module the course participant will have a clear understanding of:
 - a. History;
 - b. Economic, business and political environment and regional diversity in these areas;
 - c. Culture: religions, beliefs and customs (the Russian as a friend, employee, employer, business partner, client and/or supplier);
 - d. What are a foreigner's first general impressions;
 - e. Russian cultural values and attitudes in the workplace: hierarchy, status, authority;
 - f. Russian communication styles when doing business;
 - g. Understanding the Russian perspective on doing business with foreigners;
 - h. Understanding the key drivers and motivators of your Russian counterparts;
 - i. Business ethics (labor relations, corruption, human rights);
 - j. Main tax and legal issues (legal system and enforcement);
 - k. Finance (banking system, stock exchange);
 - l. Practical issues in daily life;
 - m. Potential issues and solutions involved in establishing or doing business in Russia.



Module B. Explaining Do's and Don'ts and Secrets of Success (Day one - second half)

1. Once the course participant has a thorough understanding and knowledge of Russia, Module B will focus on how to put this knowledge into practice:
 - a. How to prepare for your arrival to Russia;
 - b. How to become settled (how to get your business established);
 - c. How to overcome the language barrier;
 - d. How to position yourself and how to establish your authority;
 - e. Effective team building management and decision making;
 - f. Negotiations with Russian counterparts;
 - g. Networking, building trust and cultivating personal relationships;
 - h. How to entertain Russians in Russia and abroad;
 - i. Problem and information analysis;
 - j. Problem solving;
 - k. Challenges and solutions for doing business in Russia;
 - l. How to manage Russian staff from a distance;
 - m. Conflict resolution;
 - n. How to manage relations with your head office;
 - o. **How to enjoy Russia.**



Module C1. Case studies (Day two - first half)

1. On the basis of concrete cases that are taken from real life business experience course participants will have to formulate solutions and approaches for the following situations:
 - a. Run-ins with: Police, Administrative officials, and private citizens;
 - b. Dealing with Government officials;
 - c. Dealing with bureaucracy and corruption;
 - d. Dealing and negotiating with Russian business partners (e.g. clients, managers, business owners);
 - e. Managing staff;
 - f. Choosing the right staff;
 - g. Setting up your business in Russia (office, tax, legal, HR)
 - h. Avoiding typical mistakes.

Module C2. Case studies (Day two – second half)

1. At the end of Day one, course participants will be asked to prepare their own cases that will be put forward to the group and that will be treated by the trainer on Day two.



Results:

1. The two-day training will give course participants a level of knowledge and understanding that will otherwise be acquired only after one or two years of work experience. This will allow course participants to function effectively from the immediate start of their activities in Russia.
2. Concretely, course participants may expect the following results after completing the various Training Modules:

Module	Results
A	A thorough passive knowledge of all aspects of living, working and doing business in Russia.
B	Theoretical knowledge of how to act and how to behave in the Russian business environment.
C1*	The capacity to apply the acquired knowledge in practice and to deal with the problems foreign executives face while doing business in Russia.
C2*	The capacity to anticipate, and to avoid, future risks.
The course participants will receive during the two-day course: 16 academic hours of class, course materials (presentations and case studies), feedback on case studies, overall evaluation.	
As follow up on the course, former participants will be able to request further coaching. Coaching is aimed at helping the client in dealing with concrete problems and situations that arise during the business process.	
Success in Russia starts with enjoying Russia. An important overall result of all training modules is to make Russia transparent and accessible to the course participants. This transparency gives a level of actual and perceived control that will allow course graduates to focus on the positive things Russia has to offer. A happy businessman is a successful businessman!	

Biographies

1. Jeroen N. Ketting has worked and lived in Russia since 1994. Since that time Jeroen has founded the successful management consultancy The Lighthouse Group. The Lighthouse Group helps Western and Russian companies develop their business in Russia in disciplines such as industry, energy, agriculture and retail. Services range from business establishment to strategy development, M&A advisory and mediation. Clients include companies such as: ABB Lummus, International Paper, Dow Chemical, Gasunie NV, Bison, Helly Hansen, and the Dutch Ministry of Economic Affairs. Jeroen regularly writes Russia related articles and columns for international newspapers and trade magazines. As an often invited and avid speaker at conferences, seminars and roundtables about business in Russia Jeroen has developed a unique capacity to open Russia up to foreign executives, to increase their effectiveness and to make them feel comfortable in Russia.
2. Jelena Linn is born Russian who, in addition, holds the Dutch nationality. Jelena currently lives and is working in The Netherlands. She graduated from the Moscow M. Thorez Language University as a Language Professor and Interpreter in English and French. During her education she focused on Cross-Cultural Communication. Jelena also holds a Master of Science (M.Sc.) in Psychology with a major in Clinical Psychology, Psychology of relationships and Psychoanalysis. Jelena is owner and managing partner of Corporate Strengths Development (CSD) since 1989. At CSD she successfully developed and marketed numerous communication analysis tools under the brand name Dynamic Colour Drives (DCD). Bases on the DCD method she developed and delivered corporate workshops for multinational companies in personal and business development, on creative leadership, about successful teams building and coaching. For company boards she developed and executed strategy sessions to increase their performance. Jelena coached and consulted clients as Gazprom, Royal Dutch Shell, Heeremac, Unilever, ABN Amro ING on cross-cultural corporate aspects. Jelena analyzed and advised on negotiations from psychology view point based on her extensive knowledge. She recruited, contracted and coached translators, interpreters and trainers.

Experience

Mr. Ketting frequently provides corporate trainings, seminars and presentations to foreign business executives on doing business in Russia.

1. Seminar 'Successful Business in Russia: Potential, Obstacles, Culture and Practice' for top managers of Honeywell during its Aerospace Leadership Forum held in Phoenix, USA in June 2008.
2. Seminar 'Doing Business in Russia' for the top management team of Dow Chemical in Moscow.
3. A large number of presentations on cultural differences of doing business in Russia for various Dutch and Belgian Chambers of Commerce, export and sector organizations.
4. Business case 'Doing business in Russia' during the International Project Week of the International Business & Management Studies Department of the Fontys University of Applied Sciences in Eindhoven, the Netherlands in April 2009.
5. Keynote speaker during the Annual Study Weeks of the Delegation of the European Commission in Moscow.
6. Keynote speaker at the Annual Human Resources Conference of the Association of European Businesses in Moscow, Russia.
7. Speaker on energy and environmental issues in Russia on invitation of the SUEZ Regional Committee for Central and Oriental Europe.



References

Jonathan Sheldrick, ANT Trust & Corporate Services

“Thanks again for your major contribution to the success of the presentation in Moscow. I think it's fair to say that the assistance and encouragement of the Lighthouse team, Jeroen's more than capable chairmanship coupled with the boost in attendance generated by the last minute mailing, made the difference between success and mediocrity.”

Igor Stroganov, Event Producer, Impressmedia

“Jeroen has participated as a moderator in the 1st Green&Sustainable Development Conference that was organized by our company. His performance as a moderator was a pleasure to both speakers and audience. During his session he presented its topic with clearness, masterfully guided the discussion and led people to asking questions and voicing their opinions on the subject of the discussion. All in all we are happy we invited Jeroen to lead this session and of course we will try to include him in our next events.”

Bill Wiggenhorn, Principal, Main Captiva LLC

"Jeroen has participated as a thought leader in two leadership program designed and managed by my firm. The clients, both large multi nationals, have loved his presentation style, his directness in presenting information regarding Russia and his ability to assist them in seeing opportunities for their business in the future of Russia and eastern Europe.“



Schedule, trainer and pricing

Module	Timing	Trainer	Costs per trainer per module(s), per five participants
A	First half of Day One	Jeroen Ketting**	2000,- €***
B	Second half of Day One	Jeroen Ketting	
C1*	First half of Day Two	Jeroen Ketting	1000,- €***
C2*	Second half of Day Two	Jeroen Ketting	1000,- €***
*The modules A and B cannot be separated. The client can choose to add the modules C1 and C2.		**If desired by the client – or if group size exceeds 5 persons - the training will be provided by two trainers.	The hourly rate for further coaching is 220,-€***.
			***Not including VAT and costs related to training facilities (training room, catering), reproduction, fax, courier, telecommunications, transport, travel and similar expenses, out-of-pocket costs. These costs will be invoiced separately. Invoices will be made from the Netherlands and are to be paid in advance.

Since 1999 Lighthouse assists Western companies in doing business in Russia. Throughout the years, Lighthouse has successfully assisted hundreds of companies from a wide range of sectors with their business development in Russia. Whether you need to start or increase your sales, set up production or do an acquisition, Lighthouse has the experience, the network and the team to help you reach your goals faster, cheaper and with less business risks. We are always happy to exchange thoughts with you about your business in Russia.

For further information you can contact us by using the coordinates below.

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