

REMAINING COMPETITIVE IN CHALLENGING TIMES

Building our resilience as C.E.O.s and creating a loyal and winning team



A Forum for CEOs, owners and top managers of Russian companies who wish to sustain and grow their business, even in the present tougher times

Moscow, 27th - 28th May 2015



Instituto Internacional
San Telmo



SKOLKOVO
Moscow School of Management

With support of



Association
of European
Businesses

Why attend this Seminar?

There is truth in the old saying about leadership: It's lonely at the top. At the helm of organizations, leaders can really benefit a great deal from exchanging thoughts and experiences with peers from a variety of industries and organizations. Being a leader today is a challenge, a privilege and a great responsibility.

This Seminar is designed to help you build and grow your organization in a sustainable way, so that 10 years from now it will still be in existence and will ideally be in a much stronger position, delivering value, creating wealth and increasing employment.



Who is this Seminar for?

This intensive leadership seminar has a clear objective: to help a select number of chief executives, entrepreneurs and managing directors do better what they already do very well: Continuously growing and making stronger their organizations, even in challenging times. This Seminar is for busy people who are keen to embark on a mutual learning experience with other leaders.



The Case-Study Method

San Telmo International Institute employs the case - study method, which is an excellent learning tool that combines real-life situations with proven principles and concepts. This approach, used in Harvard, IESE, San Telmo and other top executive education institutions, enables participants to review real situations in organizations and to interact with each other on the key issues facing leaders in the current challenging business environment.

The case method of learning is based on the philosophy that management is a 'skill, rather than a collection of techniques and concepts.' Cases provide a description of a management situation. Participants are then asked to put themselves in the shoes of the general manager or management team in the case, who will often have an important decision or set of decisions to make.

Case learning and teaching are conducted primarily in an inductive fashion. The class dives in and discusses the issues facing the organization in the case. Principles and hypotheses about how to manage that situation will effectively emerge from the class deliberations. Rather than coming away with a set of prepackaged solutions to various management problems, participants will learn how to make strategic decisions.

"The most common source of mistakes in management decisions is the emphasis on finding the right answer rather than the right question."

Peter Drucker

Peter Drucker is considered the most influential business guru of all times, or as Business Week hailed: "the man who invented management". We are firm believers in Drucker's philosophy, and case teachers will constantly be searching to build participants' capability to identify the right questions to ask in a given situation, and their ability to identify appropriate frameworks for addressing those questions in a rigorous manner.



1- Previous individual reading



2- Team work



3- General Session

Content of the Seminar

The seminar will evolve around several main topics:

THE POWER OF A STRATEGIC MINDSET

We live in a world of constant change where business models have increasingly shorter life spans. Many companies that just a few years ago were a paradigm of success have plummeted into irrelevance: they were doing what they had always done, but seemingly overnight, those processes and models were no longer what the market was demanding. Creating a strong adaptive capability is becoming a must for CEO's and their teams

Most top teams hence face the formidable challenge of periodically reinventing themselves, through strategic thinking and ambitious transformation master plans. Too many executive teams end up devoting almost all of their time into operating, day-to-day issues at the cost of transformational thinking and acting.

We believe it is essential to think and act in a strategic way to create new grow alternatives based on solid decision-making processes and efficient execution. Top teams need to spend time together discussing and designing their approach for transformation.



BUILDING, MANAGING, AND RETAINING SUCCESSFUL TEAMS IN YOUR COMPANY

Creating employee's loyalty should be a pivotal part of the agenda of leaders who want to build world-class companies. The difference in productivity among employees can be as high as 1200% in medium complexity jobs. The main driver of such a huge difference in productivity relies in the different levels of commitment and motivation that an employee can show to his or her company.

Leaders have to create and communicate enough reason to believe and to belong to their employees in order to win their loyal behaviors. A leader's job is to create clarity and motivation around the vision and strategy. Trust building, therefore, is becoming a key leadership skill.

During the seminar we will explore different approaches to win the heart and mind of employees.



LEADER RESILIENCE

On the other hand, we cannot forget the Leader himself. Russia is facing challenging times for business. Another topic we will focus on in this seminar is how can we ourselves, like leaders, build a solid character in difficult times, to allow us to make the right decisions.



Faculty



Miguel Angel Llano is Professor of Strategy and of Technology & Operations Management at Instituto Internacional San Telmo, Spain. In the business field, he founded and directed a company producing pork in Mexico and acted as the principal advisory board member of Lo Monaco Group in Spain. He also belongs to some Boards of Directors in different sectors in Spain.

Miguel Angel has a wide experience as a consultant for a number of companies. He has written a great number of case studies of companies well known worldwide such as Heineken, Osborne, Vega Sicilia or Freixenet, and he has very recently written 3 cases of Russian companies: Leroy Merlin Russia, D.I.Y. Retail in Russia 2014, and Roca Russia.

Prof. Llano has a degree in Industrial Engineering from Panamerican University and a Ph.D. from University of La Salle. He also has an MBA from IESE Business School and has attended several Agribusiness Seminars at Harvard Business School. He is visiting Professor at other Business Schools in different countries (IESE-Spain, IPADE-Mexico, INALDE-Colombia) and has taught with San Telmo in Russia, Morocco, Italy and Spain.



Luis Huete is the author of 10 top management books in Spain and his articles are regularly published in business publications. He is a frequent speaker at conferences and has provided training and consulting services to more than 700 companies in 70 countries, including 50% of the firms listed in Spain's Ibx 35 stock market index. He has worked with CEOs on major transformation projects for Vodafone, Opel, IBM, Oracle, McDonald's, Banco Santander, BBVA, Adecco, Intercom Group, Iberostar, Ricoh, Loewe, Campofrío, Lilly, etc. He has traveled very often to Central and Eastern Europe where he was involved in faculty development for the top Russian and Central European Universities and has done some consulting assignments for Russian subsidiaries of western companies like Omnicon, Rijk Zwaan, etc.

He has been a professor at IESE Business School and San Telmo since 1982 and has lectured on Harvard Business School's Achieving Breakthrough Service and Advanced Management Programmes. He holds a Law Degree, an MBA from IESE, and a PhD from Boston University.



Antonio García de Castro is CEO of Instituto Internacional San Telmo since 1986 and Professor of Business Policy. He studied civil engineering and an MBA at IESE Business School. Being a firm believer of long life training he has attended PhD courses, in 2010 he did the International Faculty Programme at IESE, and in 2013 the Advanced Leadership Programme at Timoney Leadership Institute, Ireland. He seats in the Board of several Spanish and Portuguese companies of different sectors: Agribusiness, Automobile industry, Retail, Hotel, Real State, Innovation services, Logistics, Textile and Building industry.

As professor, he is guest lecturer in several business schools in different countries: IESE, AESE (Portugal), INALDE (Colombia), IPADE (México). He has done a great number of consultancies and he has also published different papers. He has written many Case Studies, a few of them about Nestlé, such as Nestlé's Management Structure; Nestlé's Professional Commitment; Corporate Governance and Compliance in Nestlé; or the Horsemeat crisis in Europe and Nestlé's Initiative. Now he is writing four more cases about Nestlé.

Guest Speakers

Maurizio Patarnello
CEO Nestlé
Russia & Eurasia



Mr. Maurizio Patarnello joined the Nestlé Group in 1993. In 2002 he was appointed to the position of Country Business Manager for Lebanon and Jordan. In September 2004 Mr. Patarnello joined the regional management team in Dubai and was promoted to Chief Operating Officer and Regional Business Head of Nestlé Waters for the Middle East and Africa. In 2007 he took over the additional responsibility for Nestlé Waters Asia.

In October 2010 Maurizio was promoted to Market Head for Nestlé in Ukraine and Moldova. In October 2012 he moved over to Nestlé in Russia to take the position of CEO Nestlé Rossiya with responsibility over the whole company's business in Russia and Eurasia region.

In May 2014 Mr. Patarnello was elected Deputy Chairman of RusBrand Noncommercial Partnership, the largest Russian association of consumer goods manufacturers.

Alexey Marey
CEO Alfa-Bank Russia



Since May 2012, Mr. Marey has served as CEO, member of the Executive Board and member of the Board of Directors of Alfa-Bank Russia. From January 2012 until May 2012, he served as Deputy Chief Executive Officer of Alfa-Bank Russia. From 2007 to January 2012, Alexey was Head of Retail Banking and member of the Executive Board of Alfa-Bank Russia. He previously served for Alfa Bank Russia as Director of Retail Sales and Head of Distribution (Moscow) in Retail Banking.

From 1998 to 2004, Alexey held various positions in Danone (Russia), Gillette (Russia) and Duracell (Russia). Mr. Marey graduated from the Moscow Aviation Institute (MAI), Economics Faculty in 1999. He was born in Moscow, Russia in 1977.

Antonio Linares
Managing Director
ROCA Group Russia and CIS



Antonio Linares is Country Manager and Managing Director of all the subsidiaries of ROCA in Russia and CIS. In the eight years since the set up of the local ROCA structure in Russia, he has built a team that has more than quadrupled ROCA's performance, making it a leader amongst its peers. Within ROCA he also held different responsibilities in Corporate Development and Marketing.

Prior to ROCA, he was the Regional Director of one of the Top 10 Spanish construction companies. Mr. Linares also has experience in Engineering and Project Management in countries such as Spain, Turkey and Chile. In 2014 Antonio was reelected Member of the Board and Chairman of the Construction Industry and Construction Materials Committee of the Association of European Businesses in Russia (AEB).

David Gray
Chairman, PwC Russia



David Gray joined PwC in London in 1987 and has been with PwC Russia since 1994. On 1 July 2011, David was appointed as Managing Partner of PwC Russia. Prior to this appointment, he led PwC's Energy, Utilities and Mining practice in Central and Eastern Europe.

David has been working in Russia for more than 16 years and has helped build a market-leading practice. Well-known in Russia and across the CEE region, he has been a PwC Partner for more than 14 years. He has a wealth of experience in the Russian market. He holds a degree in Geography from the University of Newcastle (UK) as well as a PhD in Economic Geography from the University of London.

Alexey Kalinin
Director, SKOLKOVO
Institute for Emerging
Market Studies (IEMS)



Alexey Kalinin is an expert in International Strategy; he has been heading SKOLKOVO Institute for Emerging Market Studies (IEMS) since 2013. In the past, Alexey was engaged in research and consulting as Deputy Director of the Institute for Complex Strategic Studies, and taught strategy at Lomonosov Moscow State University Business School. Before joining SKOLKOVO, Alexey worked for Rosatom State Nuclear Energy Corporation for over five years as Director for Strategy & Investments and Director of International Business Department.

Previously, Alexey worked for 5 years at OAO Siloviy Mashiny and for 8 years as Executive Director in a private company engaged in system integration and consulting. Alexey holds Oxford Diploma in Global Business and MBA degree. He has twice been recognised as Russia's No. 2 Marketing Director by Russian Managers Association.

Kent McNeley
Chief Executive Officer



Mr. McNeley has strong experience in managing the operations of major telecommunications companies in some of the world's most competitive markets. He is a senior executive with exceptional records in management, marketing, and engineering acknowledged for visionary thinking, leadership and financial acumen.

He held senior functions in well known companies on 4 continents, and made invaluable contributions to such companies as Beeline (VimpelCom brand), Eastman Kodak, Citibank and Procter & Gamble. Currently, Mr. McNeley holds the position of Chief Executive Officer at Azerfon and is a member of the Board of Directors at Azerconnect and Azertelecom.

Case Studies

During this Seminar the following case studies will be discussed:

ROCA RUSSIA 2015



Roca Group is a world leader in the conception, design, manufacturing and sale of products for the bathroom space. Currently it has 77 production centers and is presented in over 135 countries across five continents. Roca is a leader of the Russian market of bath spaces.

Roca currently owns 7 production plants in Russia, employing over 2500 people: the factory of ceramic products in Tosno, factories in Cheboksary and Novocheboksarsk (acrylic baths), Vorotynsk (ceramics) and Davidovo (furniture and solid surface products).

The main objective of this Case study is to analyze how Roca has become leader of the Russian market in only 10 years with a combination of building their own factories, and buying and integrating factories from other companies. Huge productivity increases were reached, mainly through adequate human resource management of factory staff. The new social, political and economic scenario in Russia presents a number of challenges. On the other hand, a much lower rublo exchange rate helps Roca Russia to be one of the more competitive places in the world to produce and export to other countries.

SHOULDICE HOSPITAL



Shouldice Hospital is one of the most popular Harvard Business School cases. Based on the Shouldice Hospital model Harvard developed the concept of the "Focused Factory" to describe businesses that perfect one clearly defined process and pursue it to the point of excellence. This is an operations management case because it looks at service design and emphasizes that by understanding service processes well, firms can innovate really effectively. But it is also a Growth Strategy case. The company faces different challenges that they have to consider. Should they invest more money in Toronto, set up a similar hospital outside Canada or simply stay as they are now? We will consider during the class different criteria that can be applied to our companies in Russia when deciding about growth strategies, both in good and in challenging times.

HEG Munich. Leading change in a Successful Team

In 2013 Al Mahler is promoted to President of HEG Munich, an engineering company with 250 people in this branch. The whole Group was present in 16 Northern Europe and Eastern Europe countries, and Munich was the most important, amounting to 23% of HEG total revenues. HEG Munich has performed extraordinarily well for the last years, both in growth and profitability, and the scores on the employee engagement survey were strong. But the CEO of the Group, who appointed Al to run Munich, felt that the business needed more connection among people and it was probably time for a change of approach and leadership style.



Dates, Fees and Registration

Dates

Wed. 27th and Thurs. 28th May 2015

Fees

€ 1,500 for the two-days Seminar
€ 1,200 per person when 2 or more from the same company

The registration fees cover academic tuition, academic materials, coffee-breaks during seminar, lunches for the 2 days and dinner and pre-dinner drinks on the 27th.

Venue and Timetable

Seminar will take place in:
Moscow School of Management SKOLKOVO
(Novaya ul. 100. Skolkovo Village, Odintsovsky District, Moscow Region, 143025, Russia)

A more detailed timetable will be sent on to participants.

The working language for the seminar will be English with simultaneous translation to Russian

San Telmo:

Spanish business schools rank among the best in the world

San Telmo International Institute, a leading Spanish Business School for the past 30 years, is bringing together world class academics and business practitioners to run highly interactive programs for leaders of Russian organizations and multinational companies doing business in Russia.

Since 1982, our classrooms have hosted over 8,000 entrepreneurs and senior managers.



Instituto Internacional San Telmo campus in Seville, Spain



Instituto Internacional San Telmo campus in Malaga (Costa del Sol)

San Telmo in Russia:

After having successfully run activities in Spain and also in four other countries in three continents such as **Ireland, Italy, Mexico and Morocco**, San Telmo wishes to make a contribution to management development in Russia.

We are firm believers that by helping business people- and other senior managers in the private and public sector- we help to build **Better Managers, Better Companies**, and therefore a **Better Society**.

We do so by trying to improve the way top managers make decisions and take actions in their work. In other words, helping them **to do even better**, what **they are already very good at** -otherwise they would not be in the top management positions that our participants are always in-

The same as we have done in other countries, we start by running short Seminars to give leaders in Russia the

opportunity to get to know us. In the near future, we aim to serve the market offering longer management Programs, always addressed to senior executives and business leaders with many years of management experience.

Although we are a non for profit organization, we need to charge participants the right fees to allow us to write local cases, bring world-class teachers and speakers together and hold teaching activities in the appropriate venues.

Networking is a key element in these activities. We aim to keep serving our participants over the years and help to create a network of alumni who can share, learn from each other, and do business in an environment of confidence and trust.

San Telmo is a member of **AEBRUS, the Association of the European Businesses in the Russian Federation**.



San Telmo draws on their own Faculty and visiting professors from some of the leading business schools in the world such as: HARVARD (USA), M.I.T. (USA), IESE (Spain), IPADE (Mexico)



More information

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For information on San Telmo partnership in Ireland: www.timoneyleadership.org
Testimonial video: www.timoneyleadership.org/useful-links/short-video



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