



## «Launching talent driven retention system in start-up or changing organization»

*Liliya Nadezhdina, Head of Talent Management,  
Ferronordic Machines, 2013*



# This is Ferronordic Machines

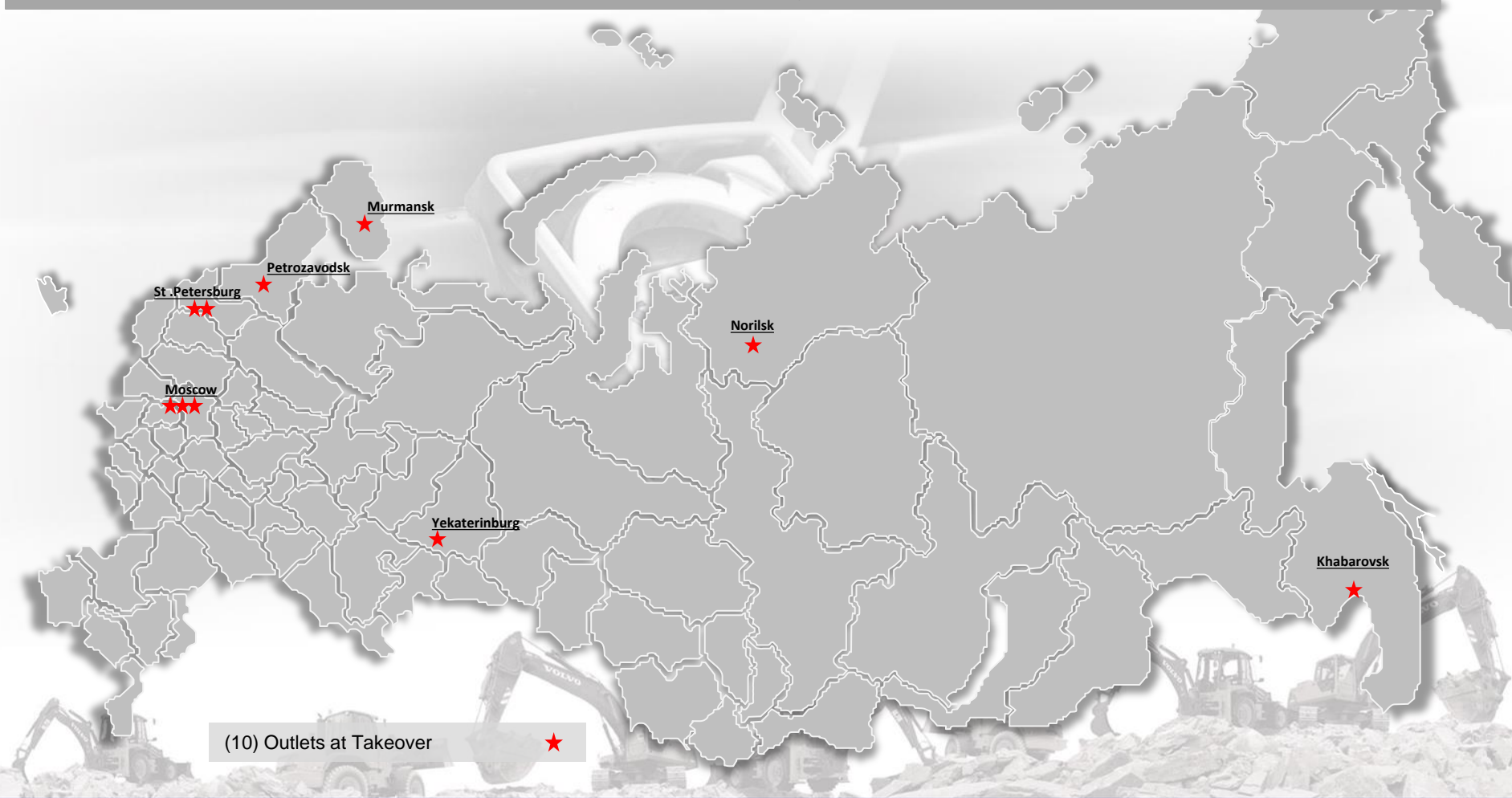
- Authorized dealer of Volvo Construction Equipment in Russia since June 2010
- Core focus on the Volvo brand
- Rapidly increasing presence all over Russia
- Experienced management and board of directors and supporting shareholders

	<u>Takeover</u>	<u>Growth development (2010-2013 Q3)</u>	
	June 2010	End of 2010	End of Q3 2013
Employees	<160	326	>700
Revenue	EUR <75m	EUR 127m <sup>(1)</sup>	EUR 276m
Outlets	10	12	75
Brands	 VCE	 VCE	 VCE Trucks Penta  <b>LOGSET</b>

(1) Annualized 7 month revenue.

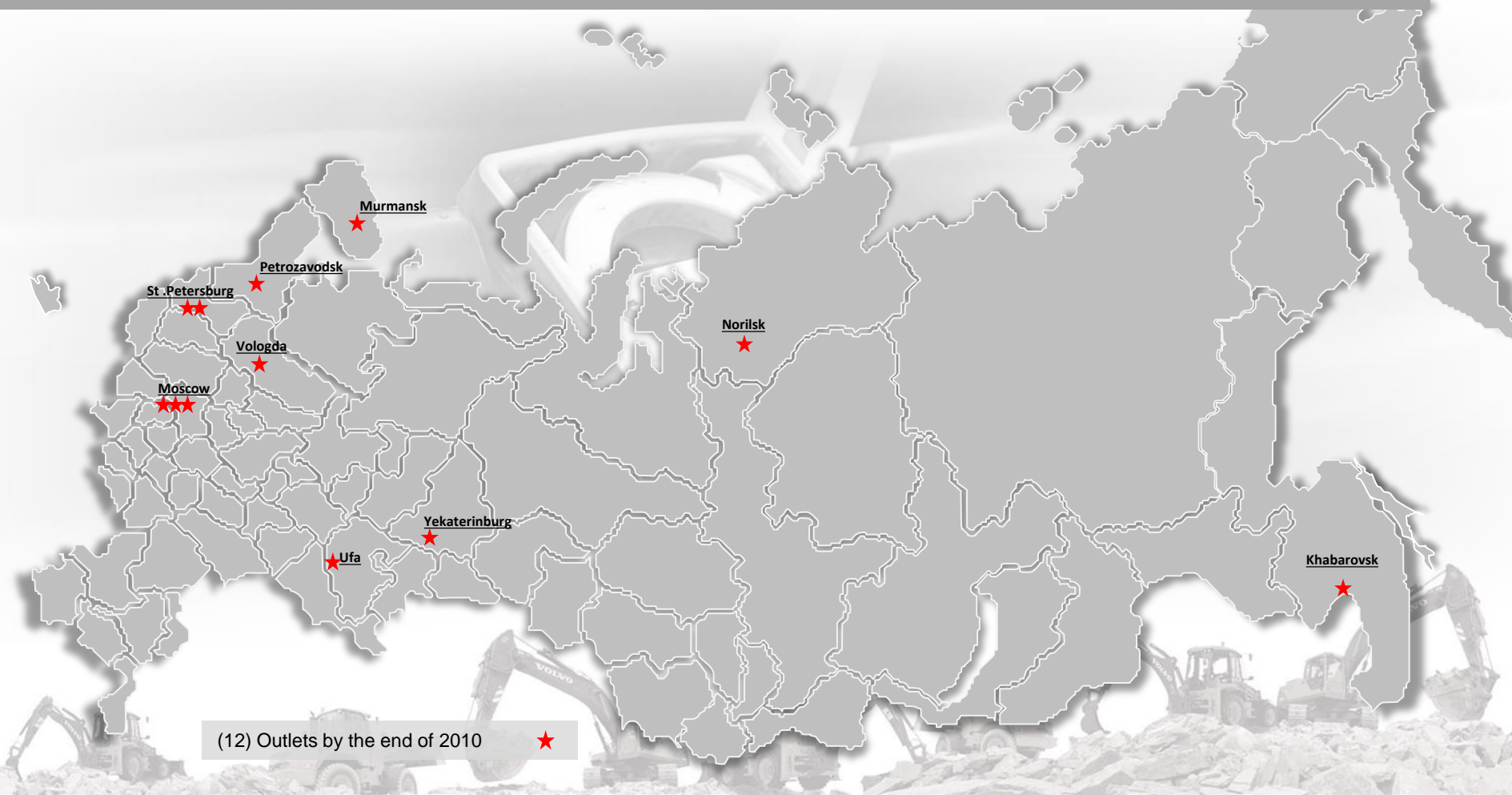
# FNM's network

FNM had 10 points of presence throughout Russia at takeover



# FNM's network

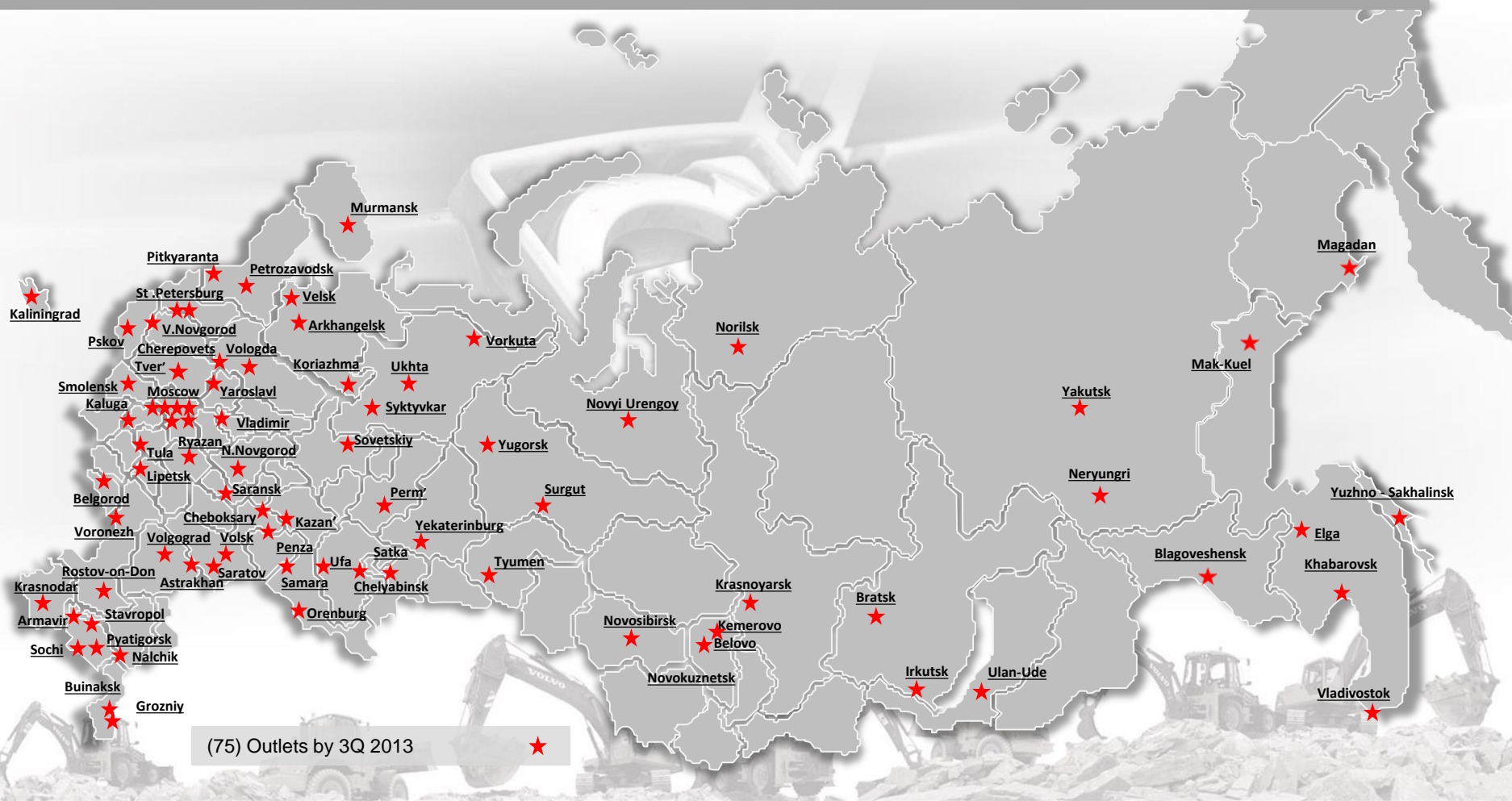
FNM had 12 points of presence throughout Russia by the end of 2010





# FNM's network

FNM has 75 points of presence throughout Russia



# Strategic cornerstones

## Customer orientation

- Leading service and product availability
- Tailored service and repair programs
- Financial services offerings
- Developed trade-in system
- Fleet & Residual value management
- Rental fleets

## Build on strong brand – Volvo CE

- World's 3rd largest manufacturer of construction equipment
- Building on No. 1 brand position in Russia
- Broad range of equipment for road-, general construction, oil- and gas, mining and civil engineering companies
- Development through additional strong brands

## Superior infrastructure

- High density network – many points of presence, less “show-off buildings”
- Mobile workshops and service vans/trucks
- Well equipped, purpose-built facilities in select locations
- Infrastructure to be used for other brands

## Operational excellence

- Implementation of best practices and processes
- Leading IS/IT systems
- Close cooperation with manufacturers
- Get the right people to do the right job right
- Continuous improvement of processes

# HR initiatives to maintain Operational Excellence

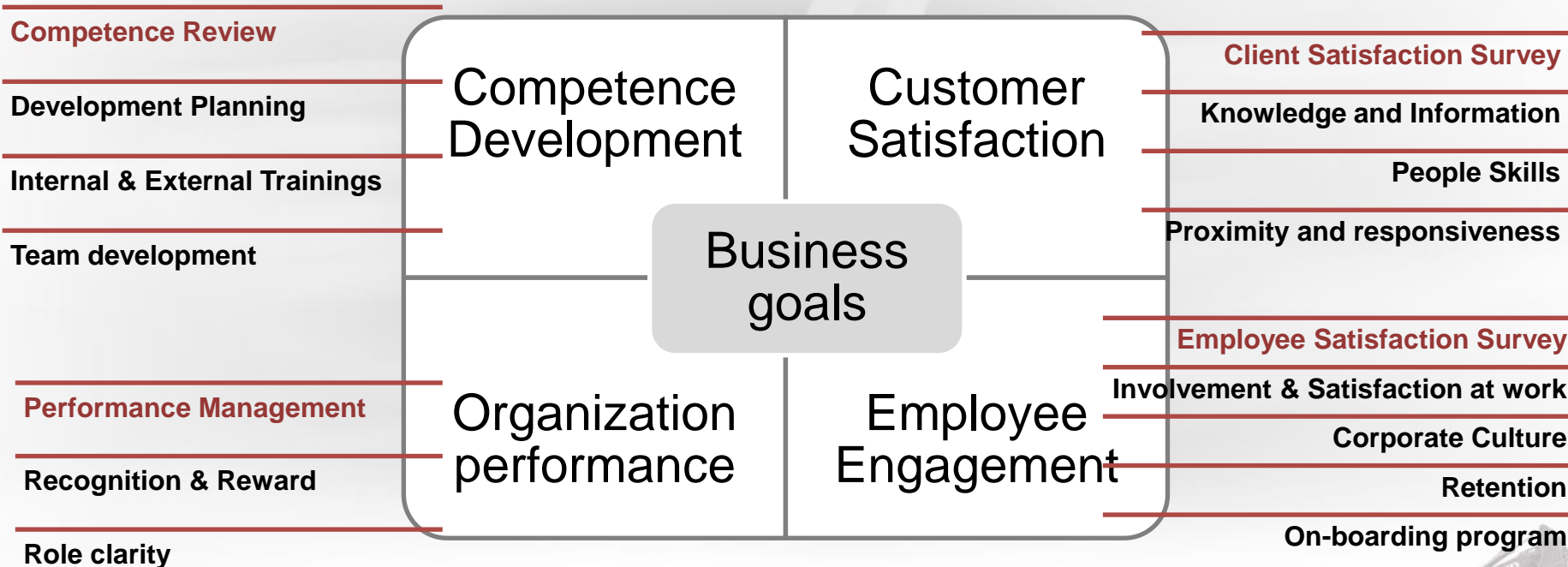
Organizational  
Capability

Implementation  
of the best  
practices and  
processes

Continuous  
improvement  
of the  
processes

The right people  
to do the right job  
right

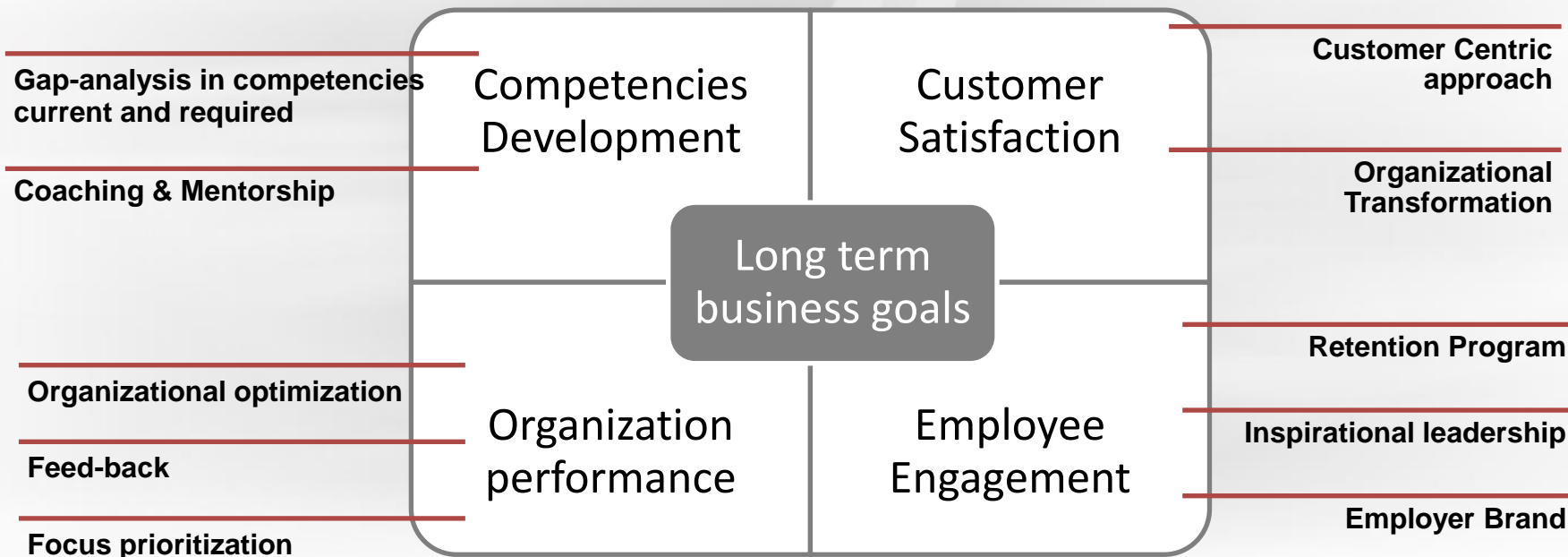
# Organizational Capability



**Employee Value Proposition (EVP)**



# Long-term organizational capability review



# Background overview



Business goals



Takeover  
(June 2010)

**Headcount** <160

**Outlets** <10

**Revenue** <75 M

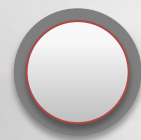


Currently  
(3Q 2013)

**Headcount** >700

**Outlets** >75

**Revenue** >285 M

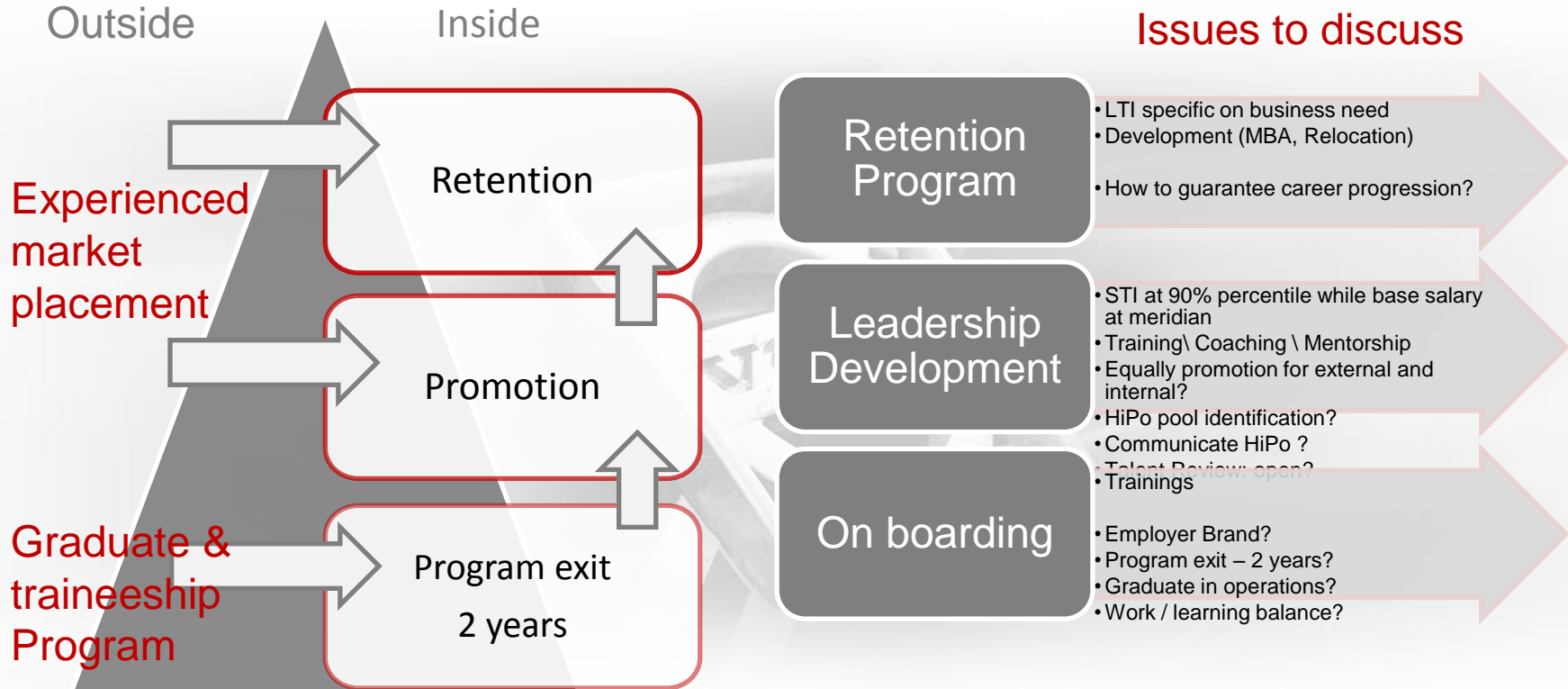


To achieve long-term business goals:

Transformation to new Organizational Structure

Current competencies VS required competencies to define gaps

# Talent approach



# Thank you!

