



The Association of European Businesses

## EXPANSION IN THE REGIONS (Hall III)

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May 17, 2012

Marriott Grand Hotel

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## ***Specifics of recruitment in the regions***

**Alexey Mironov**

*Director for strategic development,  
Ancor*

May 17, 2012

# Staffing Challenges in Russian Regions

Alexey Mironov

Strategic Development Director



ancor

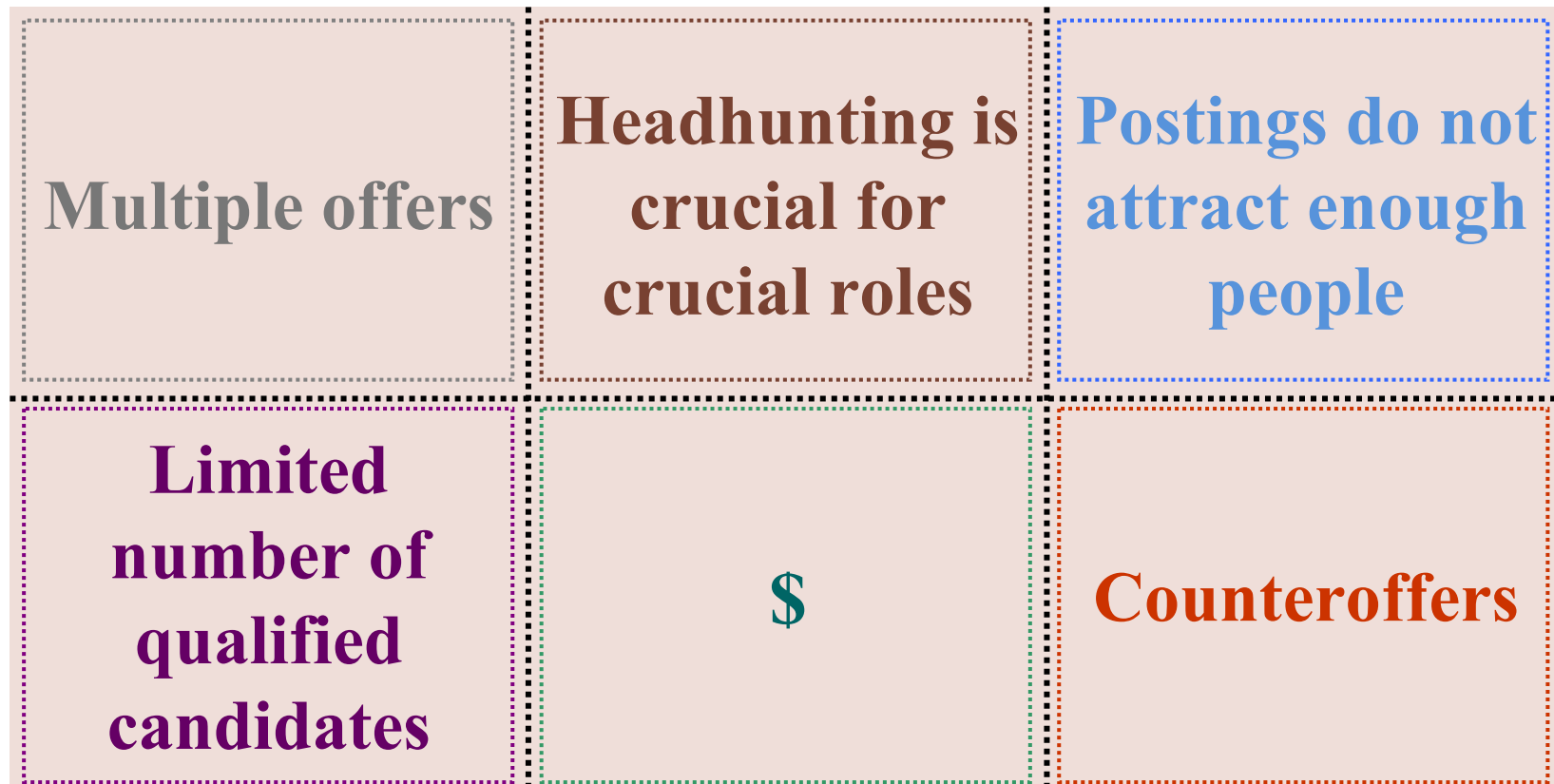
AEB HR Conference: "HR Flexibility in the Changing Environment", 17<sup>th</sup> of May, 2012

# Russia, big and different





# Key issues observed



# North-West

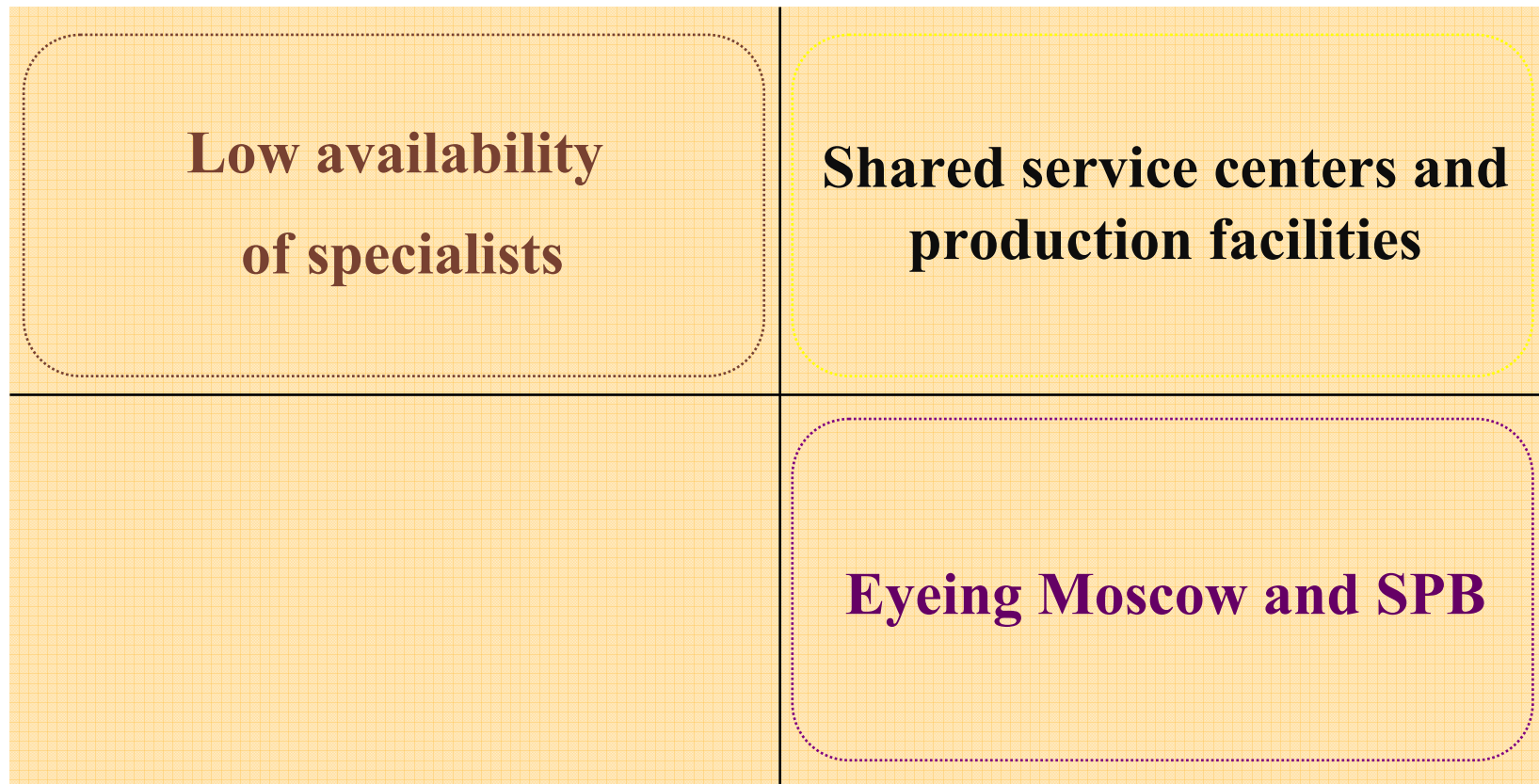
**People selective with  
choosing employer brand**

**Not willing to move,  
even to Moscow**

**Huge interest in hiring  
graduates**

**Demand for high salaries  
drastic,  
market supply is careful**

# Central Russia



# South

**“How much do I get?”**

**English is a burden**

**Individual  
enterprises**

**Graduates feel employers’  
interest and get expensive**

# Volga



# Urals

**Salary expectations are similar to SPB level**

**English is a problem for mature professionals**

**Market for technical professionals is narrow, hard to headhunt**

**Low mobility**



# Siberia and Far East



# Project (1) – Direct search, Moscow

**Employer:**

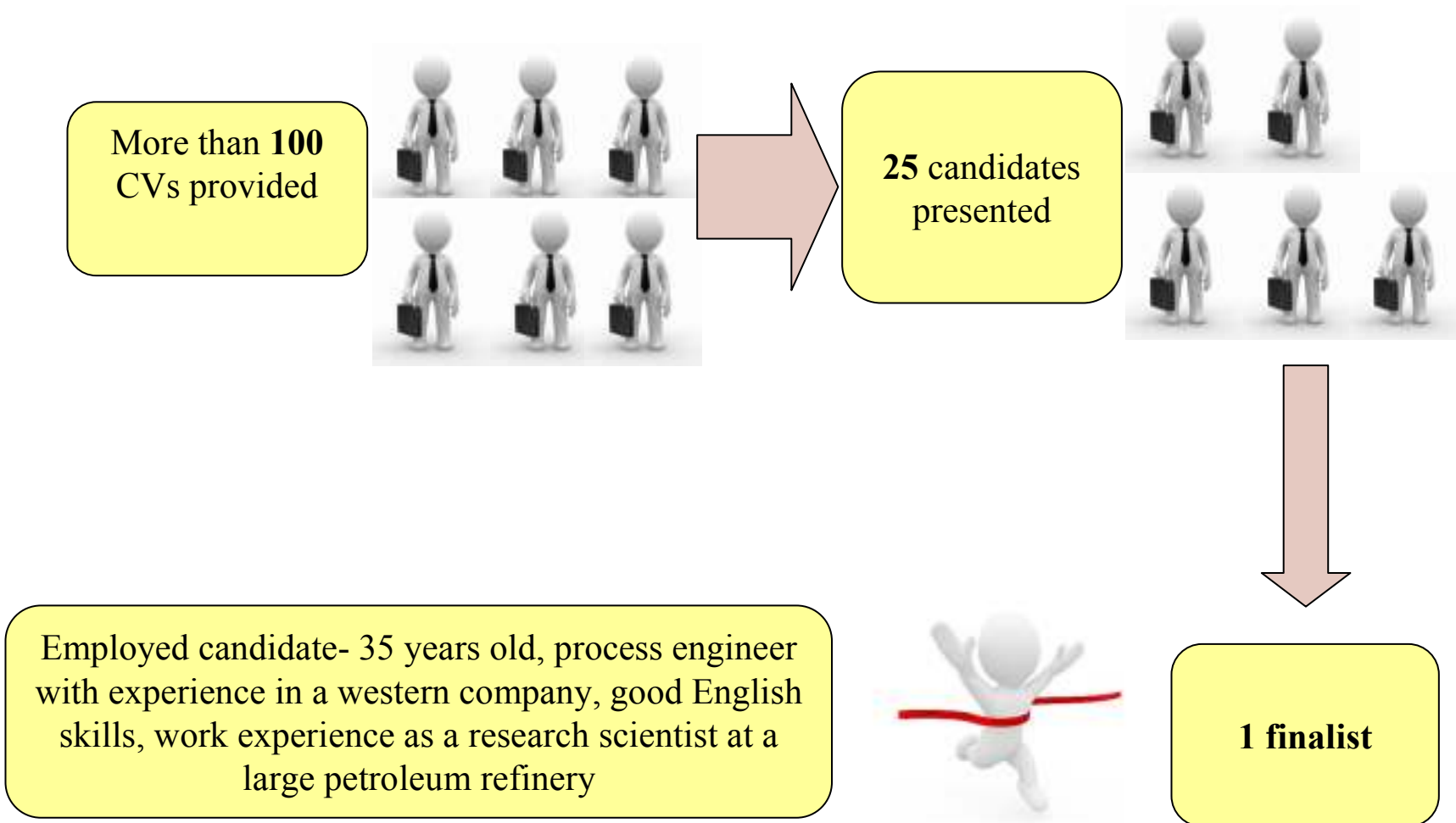
Manufacturer of fine chemical technologies for catalysts, precious metals; complex chemical mixtures production.

**Position: Technical Sales Engineer****Requirements:**

- experience in complex chemical technologies sales;
- profound knowledge of catalytic processes;
- technical and sales support, relations development;
- maintenance support;
- high-level English skills.

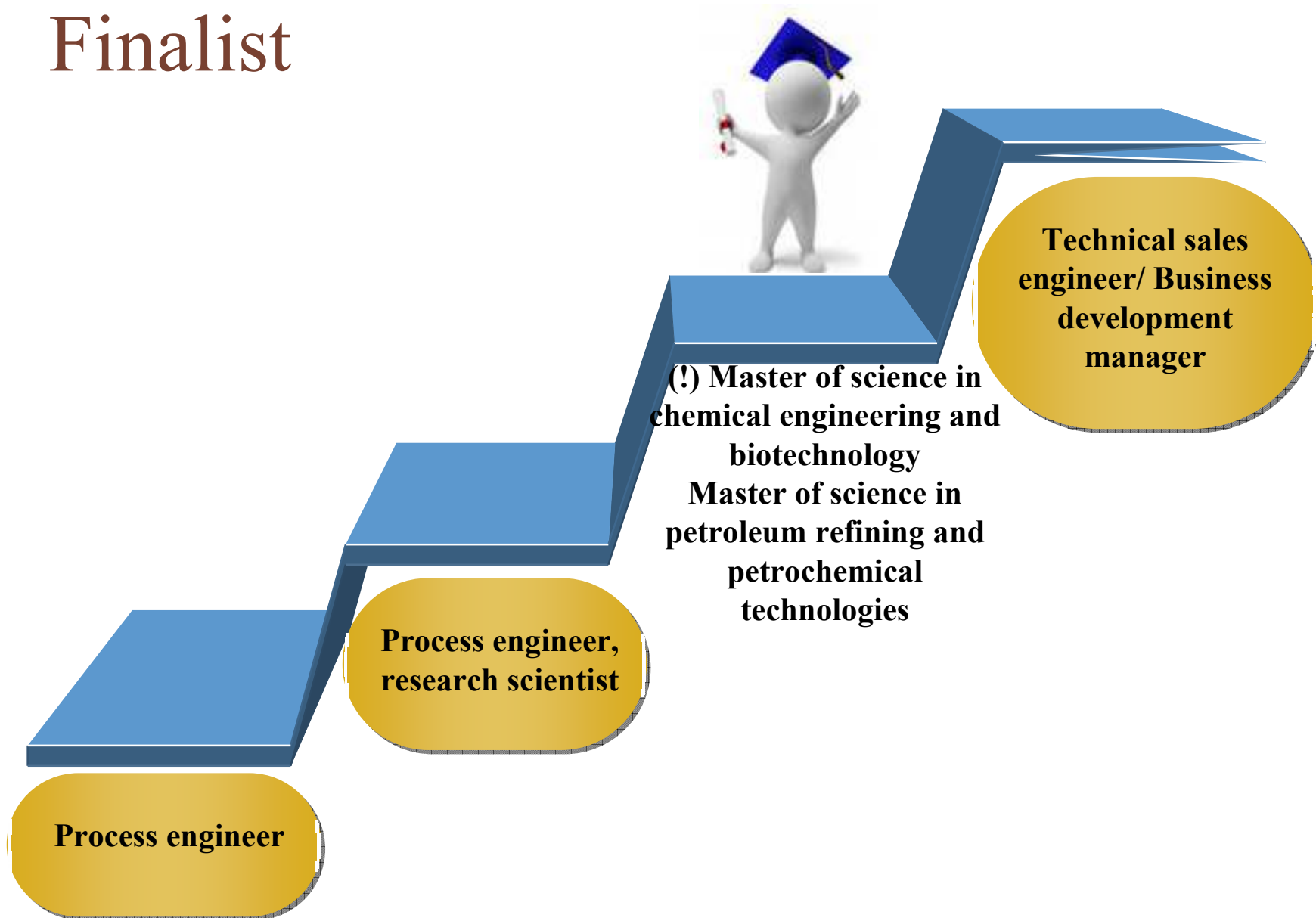


# Process and Result



***Project length – 2,5 years***

# Finalist



# Project (2) – \$ / relocation, Novosibirsk

**Employer:**

International FMCG Manufacturer

**Position:** Director of Siberia and Far East division  
(Novosibirsk)

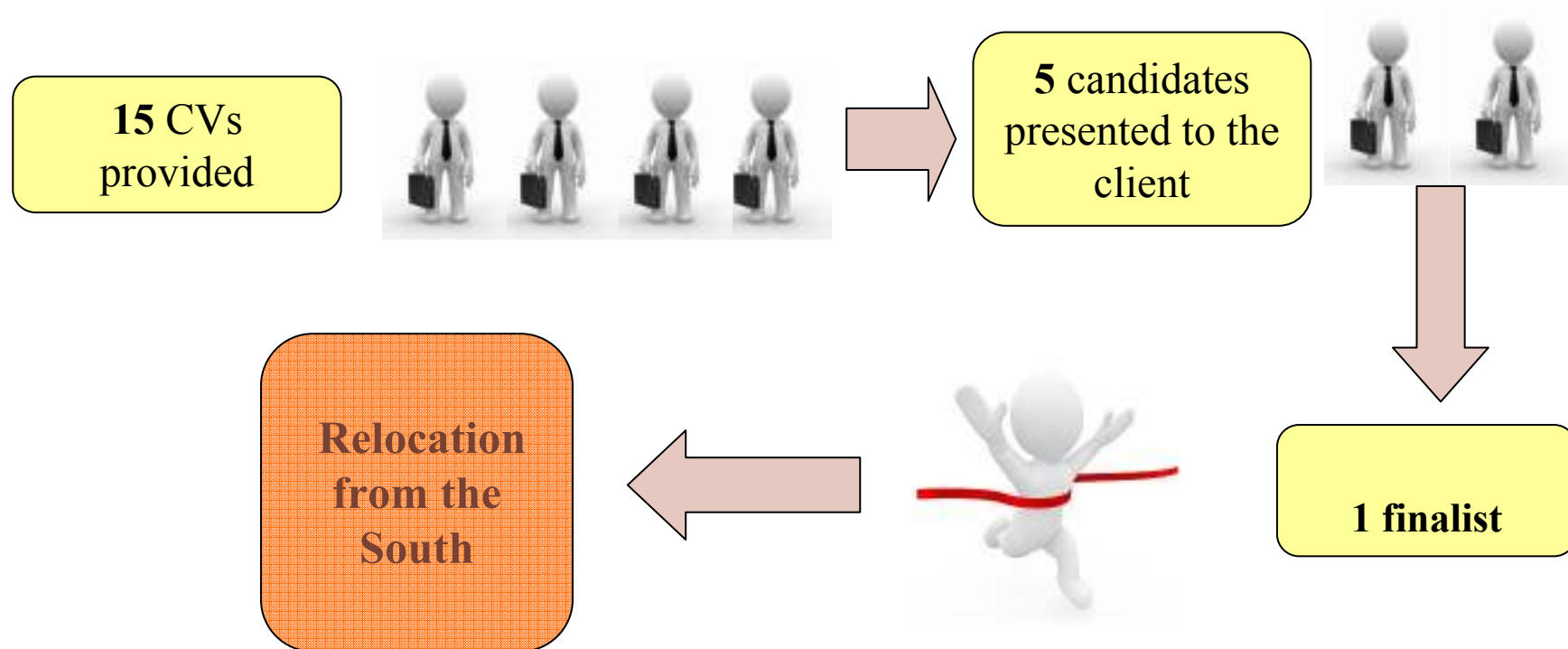
**Requirements:**

- fluent English;
- experience in foreign business management;
- team management experience;
- distribution network development in a large territory;
- top-level negotiation experience (networks, partners).



# Process

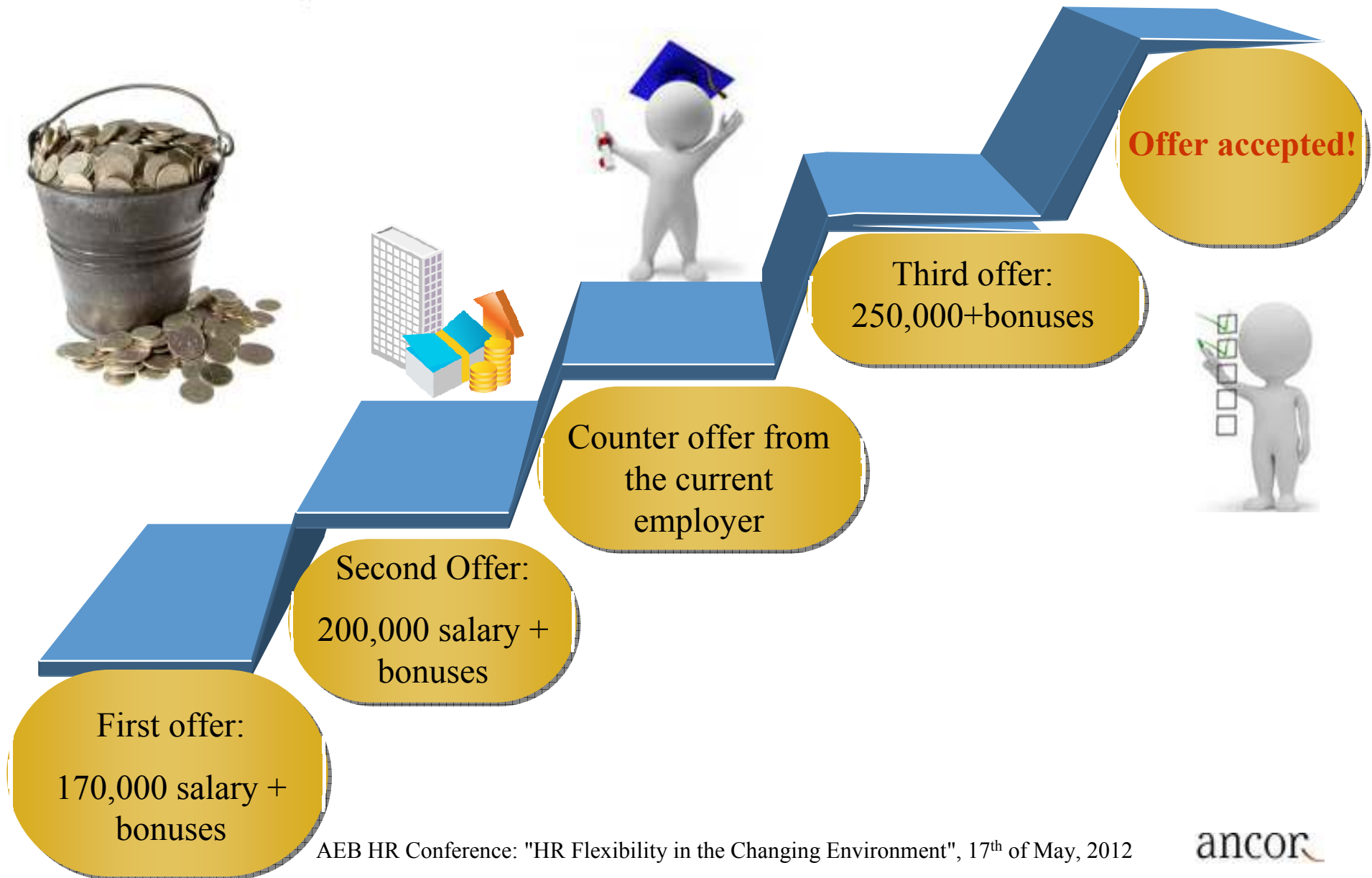
- The company needed not just a manager, but a leader able to build a team, coach, and achieve high performance;
- For local candidates chances of counter offer were 100%



***Project length – 1 year***



# Financial issue



# Project (3) – Counter Offer / Motivation. Yekaterinburg

**Employer:**

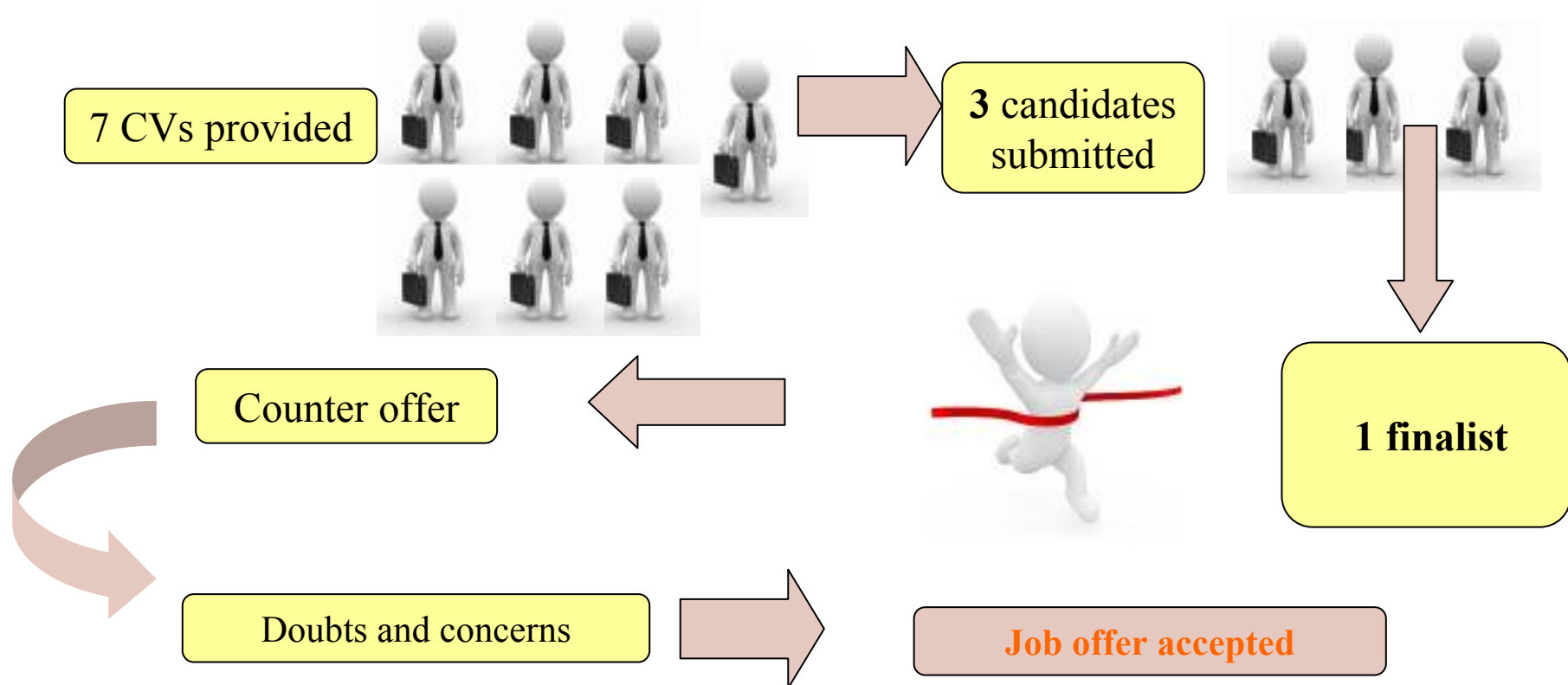
Major additives manufacturer for oil lubricants

**Position:** Production site supervisor

**Requirements:**

- Higher education, at least 3 years of relevant working experience;
- Experience in team management of over 100 people

# Process



***Project length - 1.5 month***

# Project (4) – Lack of candidates. Moscow

**Employer:**

Foreign Hitech R&D center

**Position:** Mathematician and algorithm developer for Wi-Max project (Moscow). The role combines mathematics, physics and development.

**Requirements:**

- Excellent knowledge of mathematics and physics (radio wave data transmission);
- programming skills (data transmission algorithm developing).

# Process

- There are very few specialists of this kind in Russia - all potential nominees in Moscow were considered (!);
- Decisions are made overseas;

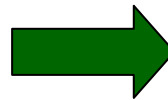
## 2 hard search rounds

### 1 round:

- access to all the relevant higher education institutions in Russia;
- 20 CVs;
- 3 candidates presented to the client=> 2 rejected at CV stage, 1 – rejected during the interview.

**RESULT: 0 successful**

**candidates**



### 2 round:

- access to the relevant foreign higher education institutions (USA: Harvard, Yale University);
- finally– access to Columbia University.

**RESULT: successful candidate**

# Result

- 37 years old, Russian, lives in the USA, when working in Columbia University specialized in Wi-Max
- Wished to return to Russia
- Total compensation in USA was considerably higher than offered, turned out that net income was satisfactory and acceptable

*Project length - 4 months*





# So far, be ready to

- be flexible and think beyond borders
- make quick decisions
- widen the search area, including other industries and remote locations
- deal with social networks
- invest in retention and motivation for key staff
- agree there's probably no perfect fit
- make friends with universities
- compromise on candidate's experience, background and expectations
- train your hiring managers to interview and select properly
- sell your employer brand



# Staffing is now about creativity and flexibility



## ***Highlights of regional retailer business***

**Natalia Maleeva**

***HR Director***

***M-Video***

May 17, 2012



HR

# Generation Y



mvideo.ru





# Generation Y



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HR

**M.Video**

**120**

273

26

1000

>14000

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Who are they generation Y?

29 >

fun

~~Heroes~~

hi • tech

idols





Who are they generation Y?

29 >

fun

hi • tech

~~Heroes~~

idols



Who are they generation Y?

29 >

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hi • tech

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Who are they generation Y?

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# Who are they generation Y?

95%

15%

30%



# Who are they generation Y?

95%

15%

30%



# Who are they generation Y?

95%

15%

30%



# Who are they generation Y?

95%

15%

30%





# Generation Y

10+

50%



# Generation Y

10+

50%

# Generation Y

10+

50%

## Generation Y

10+

50%



What do they want.....

Virtual society

Fun

Freedom

Creative approach



**What do they need .....**

**Quick result**

**Short-term goals**

**Self-realization**

**Informal style of  
communication**

**Use generation Y effectively....**

**Informal approach**

**Results control VS process control**

**Recognition**

**Distance work (virtual office)**

# M.video + Y

Flexible working hours

*Idea day off*

“My Jobby” program

*Build a Company of friends (Employee referral program)*

Olympic Games

*Volunteer expeditions*

“Create your space”

*Social media networking*

Flash mobs contests



## My jobby



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HR



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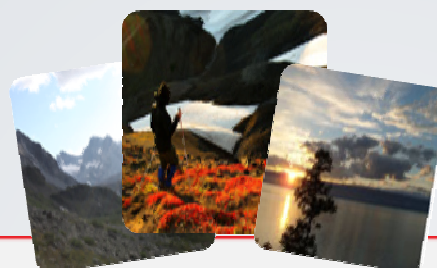
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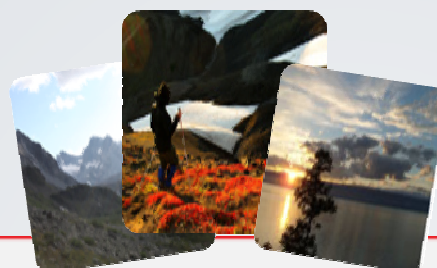
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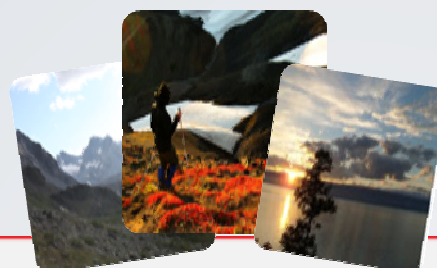
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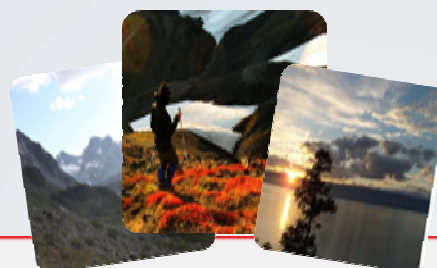
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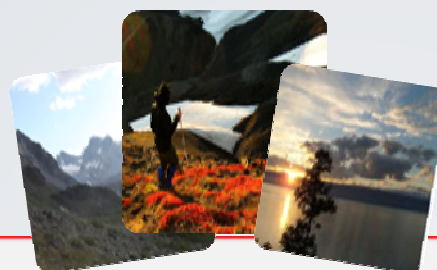
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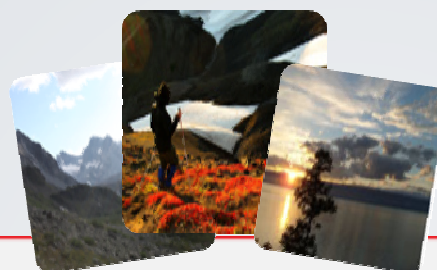
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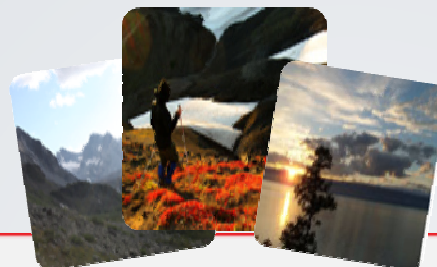
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