



VOLGA-DNEPR  
GROUP

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# about & for V D LEADERS

MONTHLY CORPORATE MAGAZINE

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## NUMBER OF THE MOUNTH:

**13th award “Wings of Russia” was granted to VD Group by the end of march 2015.**

## QUOTATION OF THE MOUNTH:

«The only man who makes no mistakes is the man who never does anything. Do not be afraid to make mistakes providing you do not make the same one twice».

Theodore Roosevelt

## VOLGA-DNEPR STARTED TO BRING UP THE FUTURE LEADERS!

The first training module according to the Curriculum of Management Reserve Training Program “Future Volga-Dnepr Leaders” was held in Moscow since 30 March through 2 April.

The first day included “Leadership and personal skills” training, which was held in the countryside of the Moscow region. In these unusual conditions future leaders got to know each other, coped with different challenges, showed their leadership potential and found the ways to raise the personal and team effectiveness. *“It was great! Fantastic!”* - said **Jenny Zhao**, Regional Representative in East China, ABC. *“We were really encouraged despite the weather!”* On the next day participants of the training program went to Sheraton hotel to receive “Group development strategy” training. It is significant that the current company managers “studied” together with the program participants. **Alexey Isaykin**, Group President, and **Tatyana Arslanova**, Vice-President, Strategic Management, were their trainers. During the training Alexey Isaykin noted that we can’t develop business without heroes, and first of all it is necessary to answer the question “Who?” and then “What?”



*“Leader is a state of mind, - Group President said, - Leaders are passionate people tending to provide the customers worldwide with the benefit, and therefore raise their reputation due to recognition from the customers”.*

Other top managers also expressed their wishes to the future leaders:



*“First of all we expect that our participants will become the real leaders”, - said **Sergey Shklyanik**, Senior Vice-President. - “Use this opportunity to adopt, accumulate and transfer knowledge. Training ourselves we should train others”.*

*“Each person contributes to his future”, - said **Denis Ilyin**, Executive President, ABC. - “Only you can decide whether to become a leader and realize the conceived plans, and surrounding circumstances will help you. Today our Company, Alexey Isaykin and Corporate University give you an opportunity to develop and improve your own future. And only you can take this step”.*

*“I would like to wish future leaders not to be afraid of changes”, - said **Alexander Bashkov**, Executive President, VD Airlines. - “You must be ready for innovations to make our company leader in future!”*

*“We encourage the efforts of our young generation! Take your chances!” - noted **Evgeniy Kochetov**, General Director, VDTM.*

**Andrey Andreev**, Manager, Sales and Business Development of AFL, expressed gratitude on behalf of all future leaders: *“We thank our managers for given opportunity to develop and hope they will share invaluable experience with us. We are looking forward to take part in all modules of the program!”*

*(the end of the article see on page 2)*

"Yesterday during the training in the countryside we demonstrated team spirit", - added **Ivan Santoro**, Branch Manager, Chief Operating Officer, EMEA, AFL. - "We would like to spend the whole training in the same way".



"It is important to create the teams that we can rely on in order to achieve results together within a short time. We need to be leaders among others", - said **Lilia Khusnutdinova**, Ethics Director.

The key point of this training program is a possibility to take part in the real company projects. That's why a special fair of projects was arranged for the future leaders. Managers presented their projects for participants to help them choose one of the projects and discuss it with the manager. The final decision concerning the leaders' participation in the projects will be made by the managers before 25 April.

The basic training course on project management was held by Alexander Kutuzov, Managing partner and Gen-

eral Director of PM Expert, on 1 and 2 April.

"Working in groups during these two days we were able to understand the main stages of work and all aspects of project activities", - said **Evgeniy Petelin**, analyst of the Marketing Department, VDM. - "It is much better to find out and avoid mistakes in training than in real activity".

**Alexey Zimin**, Director, Business Development, VDTM, said: "The most valuable things for me in this training are an actual Group strategy announced by top managers of the company and exact information about the major projects presented by the project managers. I would like to pay attention to the fact that during the competitions of the first day our team acted more effectively when time was short".

"I will try to perform my part of project work as it is necessary in some spheres", - said **Fedor Novikov**, Manager, Product Development Group, ABC.

"During this training we learned new information about the Group projects,



including the main objectives", - said **Galina Vekshinskaya**, Deputy Commercial Director, Manager of Analytical Department, ABC. - "We managed to meet with the future leaders' team of Volga-Dnepr and learn the PM theory".



We should say that it is just the start of training! Good luck!

Corporate University

You can find all materials and photos from this training on the Corporate Website **my.volga-dnepr.com**, in the School of Management Reserve Community.

To open this website you need to enter your full Lotus e-mail in the "User name" field, for example: john.anderson@volga-dnepr.com; enter your current password in the "Password" field.

## SHOW US WHAT YOU GOT! FESTIVAL OF TALENTS—2015

**Dear Friends!**  
**We are glad to inform you about the launch of Volga-Dnepr "Festival of Talents" in 2015.**

Festival of Talents is a demonstration of talents, where any employee of the Group has an opportunity to demonstrate his or her unique abilities. All you need to have to participate is your ingenuity that makes you a unique person!

Many employees of Volga-Dnepr possess ingenuity and unique abilities in areas

like dancing, singing, playing various musical instruments, pantomime, sculptural art etc. Each employee of VD Group can participate in this contest, claiming his/her talents! You have such opportunity! Anyone who wants to participate in the Festival of Talents should submit his/her application (a filled form and photo or video presentation of your talent) to Evgeniy Patrikhalka (ext. 1087) from 6 April through **15 May 2015**.

The winners will be selected

through online voting among employees of Volga-Dnepr Group.

All contestants making their way to the final will receive valuable prizes, the winner will get an opportunity to prepare an original performance show with professionals (creation of video, release of a book, etc. depending on your performance).

The winners will be awarded during the Anniversary Eve of the company in August in Moscow!



## CREATE YOUR LEGACY AS A LEADER

**When we speak to CEOs who are new to their role, they invariably talk about their legacy. How can they build the kind of advantage that will allow their company to thrive for decades? How thoroughly must they transform the company to make this happen? How will they develop the next generation of leaders, and groom them for challenges that can't yet be imagined?**

All too soon, however, the demands of managing the near-term business take over. Many CEOs put legacy issues on hold, and concentrate instead on making their quarterly growth targets.

This generally means doing whatever needs to be done to meet the most urgent, immediate demands at any given moment. Perhaps that's why half the respondents to a recent survey we conducted of senior executives said that setting a clear and differentiating strategy was "a significant challenge."

The surest way to build a company whose leadership will outlast your own is to focus your attention on the few essential things that your company can do better than anyone else. If you can reinforce that focus in every decision you make — from mergers & acquisitions to new product launch to budgeting or cutting costs — it can help you win market share, generate sustainable growth, or even turn around a decline.

This probably doesn't mean continuing the things you have done in the past; "sticking to your knitting," in itself, is not enough. And you certainly can't do it by just watching and copying your competition; sources of greatness are different for different companies, even within the same industry. Developing a legacy-building strategy means looking directly for the sources of your greatest potential: where you are already uniquely great, and where your most significant customers need you to be great — and then ruthlessly concentrating your attention and your investment in those areas. It is your legacy you're looking for; a generic or tradition-bound view of success won't suffice.

When A.G. Lafley became the CEO of Procter & Gamble, he saw that the company's current expansion strategy, which had put it in markets as diverse as pharmaceuticals and snack

foods, would continue to erode value. He pared back the product portfolio to those that fit with P&G's well-established capabilities system: world-class branding, global sales and merchandising, and rapid technological innovation, all for particular types of life-enhancing consumer products. The result: he created a high-performance packaged-goods machine that lined up perfectly behind brands like Crest, Tide, and Pampers, and turned in industry-leading financial results.

We have a name for this sort of legacy-building strategy. It's "strategic coherence." This means having a single compelling view of how your company should create value in the market, the capabilities required to do so, the way those capabilities fit together as a system, and the way that all of these relate to all your products and services. This is the only strategy we know that consistently enables companies to create value today, while building a legacy of greater value for the future.

If you are a new CEO or other senior executive leader, strategic coherence is an accessible path for you and your company. You will have to devote time right from the start, to research, understand and make choices about your capabilities and portfolio. You will have to learn to say "no" a lot more than your predecessor probably did. Virtually all decisions — from new markets, to product launches, to acquisitions, to R&D investment, to hiring, or cost cutting — must henceforth reinforce your company's distinctive ambition. It is no small challenge to shut down or turn down a wide range of initiatives that your executive team and employees feel passionately about. But the rewards are profound. Once you set out on a coherent course, the people in your organization will rapidly come to understand what creates value and what does not. They will see how their role fits with the overall purpose of your company, and what they must do to contribute to building your company's legacy. This is in their interest as well. We know a growing number of CEOs who have embarked on this journey, and they often talk about the limited number of new and random requests they get, rather than the continuous pummeling of requests from functions and businesses with the next great



budget request.

To get to coherence, and help the entire organization live coherence every day, we encourage you to focus on three key strategic questions:

- Is my team focused on a core strategic approach to the market that is differentiated from our competitors — do we have a unique "way to play"?
- Can my team articulate the three to six capabilities that describe what we do uniquely better than anyone else and how these capabilities support our value proposition?
- Are we focused strategically on markets where we can compete effectively? Or are we chasing adjacent markets where our capabilities don't fit?

If you can get your company focused on these three key drivers of coherence, it will take you a long way toward a lasting legacy of success. In the short run, you'll see better financials. In the end, you will leave behind a stronger organization with the skills, insight, and discipline to sustain that success — even after you've gone. You will have truly lifted your organization up and set it apart from the competition, and that legacy can make every leader proud.

**Leinwand and Cesare Mainardi, Harvard Business Review**

*Paul Leinwand is a Partner in Booz & Company's global consumer, media, and retail practice. He serves as chair of the firm's Knowledge and Marketing Advisory Council. Cesare Mainardi is Managing Director of Booz & Company's North American business and is a member of the firm's Executive Committee. They are co-authors of *The Essential Advantage: How to Win with a Capabilities-Driven Strategy*, published by Harvard Business Review Press.*



## Prize Crossword!

**Dear Colleagues!** To participate in this prize crossword please send your answers to: [aleksey.seryogin@volga-dnepr.com](mailto:aleksey.seryogin@volga-dnepr.com). The original prize are expecting the employee, who first will send correct answers of the crossword. We wish you success!

The correct answers will be posted on corporate portal [my.volga-dnepr.com](http://my.volga-dnepr.com) in the section "Community" -> "Public community" -> "Corporate Magazine VD-Leaders" on April 29th.

### Questions:

#### Across:

**3.** A new route ABC has started to negotiate in April 2015.

**5.** Old name of the Russian design bureau and aircraft manufacturer, founded by Sergey Ilyushin.

**6.** One of the Values of Volga-Dnepr Group.

**9.** Kind of sport. VD Group has its own team participating in the business Champions League.

**10.** "Fast&..." - American blockbuster movie of 2013, An-124 featuring.

### Down:

**1.** Soviet utility aircraft An-14, «USTOL transport». An-14 displayed in Ulyanovsk Aircraft Museum.

**2.** Top-manager of VD Group, listed in "Top-1000

managers of Russia".

**4.** Leader of the Global Volga-Dnepr School.

**6.** Volga-Dnepr Technics has taken part in the MRO Middle East 2015 exhibition, which was held in this

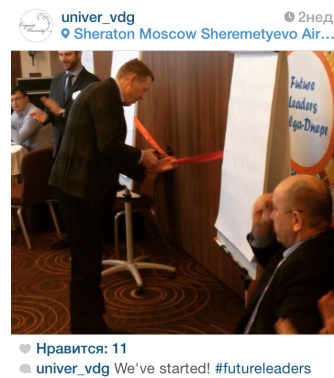
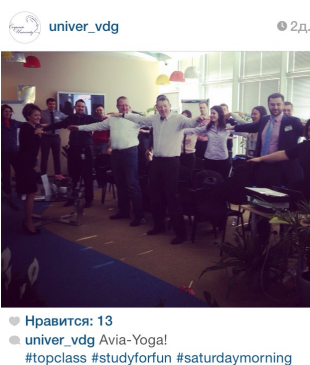
city.

**7.** Germany's World Champion biathlete, who joined the crew onboard Volga-Dnepr's IL-76TD-90VD freighter from Helsinki, Fin-

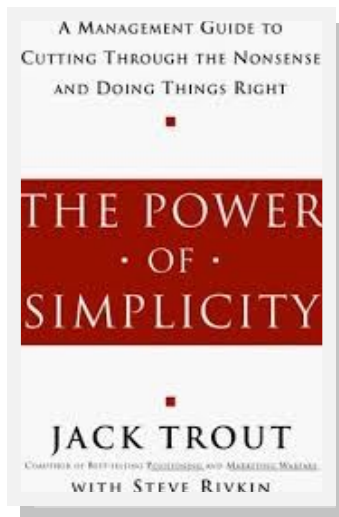
land, which was carrying 19 tons of sports equipment for the final stage of the 2014-2015 Biathlon World Cup in Khanty-Mansiysk.

## CORPORATE UNIVERSITY IN INSTAGRAM

Dear Colleagues! Sign up for the updates: **Univer\_vdg** to stay informed. Look at the last pictures of Corporate University account. We welcome your likes and comments!



## Book of the month. The Power Of Simplicity: A Management Guide to Cutting Through the Nonsense and Doing Things Right



**We continue our column about one of the recommended business books.**

In April the book of the month is a bestseller by Jack Trout "The Power Of Simplicity: A Management Guide to Cutting Through the Nonsense and Doing Things Right".

Renowned marketing expert and best-selling author Jack Trout has a message for managers who are struggling to keep up with today's ever-changing business climate: "Keep It Sim-

ple." In this paperback edition of The Power of Simplicity, Trout advocates the importance of paying attention to the basics and simplifying processes in order to stay focused on the core business at hand. Through case studies and interviews with successful executives, he shows managers how to cut through jargon, articulate their vision, and regain control of the vital elements of their business in order to make it thrive. According to Trout, the things that pro-

pose to streamline companies, like the ubiquitous "mission statements," often end up bogging down operations by introducing unnecessary complexity where a straightforward approach may be more effective. Trout cites Southwest Airlines, Intel, and Kohl's department stores among others as successful companies that have rejected showy trappings in favor of simplification.