



VOLGA-DNEPR
GROUP

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about
for

VD LEADERS

MONTHLY CORPORATE MAGAZINE

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NUMBER OF THE MONTH:

7386 – number of times videos of VD Group employees-participants of Group Talents Festival were viewed

QUOTATION OF THE MONTH:

«The best education in the world is that got by struggling to get a living».

Wendell Phillips,
American politician

DMITRY GRISHIN: «MARKET SPECIFICS AND TRENDS ARE SUCH THAT WE HAVE TO LEARN CONTINUOUSLY»

Interview with Dmitry Grishin, Vice President Ruslan International – on-the-field coach of the sales team.

– Dmitry, what is the main challenge for VDA's sales force today?

– First of all, having to get used to new working methods. Previously, we were often acting as "gatherers". Like picking crops in the field. Now we have to switch to the role of "rippers": what you reap is what you sow, as the saying goes. Doing this, we have to deal with conservative human thinking which forces us to act like "we've done well many times before, so why change?"

But now we have to kick old stereotypes to the curb. We need to look at what is beyond the limits of already known, seek new contacts, open up new horizons and learn new working practices. And, first of all, – to start talking to each other. The structure of Sales was such that we were dispersed, working at different markets on our own. Now it makes sense to put our brains together and improve our communication. All the more so, since we serve a market that becomes increasingly global. The demand flows from region to region, and only by joining forces can we develop adjacent trade lanes. United team effort and success of our colleagues in other regions make us,



firstly, follow the lead of the best raising the bar of our own achievements and, secondly, learn and adopt those approaches which have worked, apply them in our own work and get us a step closer to our common target.

– Imagine this year is about to end, and you are happy with its results in terms of sales. What would the results be?

(the end of the interview see on page 2)

Vote for the Best Manager of Volga-Dnepr Group!

Dear Friends!

The 1st stage of the "Best Manager" Contest has ended. It is time to choose the most talented manager of Year 2014.

There are two contest stages ahead:

1. Voting on Intranet: 1-10 October 2014

2. Hands-on stage: 10-20 October 2014

We hereby invite you to vote for one of the managers who qualified through Stage 1 (the list was drawn according to your proposals of candidates for the Contest). When you make your choice to vote please bear in mind that "true

manager's talent primarily shows itself in an ability to unite employees' efforts in creating benefit for our customers" (Alexey Isaykin, Group President).

Everyone is invited to vote on Intranet: my.volga-dnepr.com, wiki or community "Best Manager". You can cast your vote to any of candidates, but specify your reason (leave a comment!).

According to voting results 5 participants will be chosen for the Final Stage, where they will have to perform creative tasks. Every participant is anticipating the prizes, indeed!

We will be happy to answer

**KNOW A GOOD MANAGER?
TELL ABOUT HIM!**



your questions. Please contact:
– **Galina Isaykina**, Corporate University Director (ext. 1116);
– **Evgeny Patrikhalka**, Head of Development, Corporate University (ext. 1087).

Corporate University

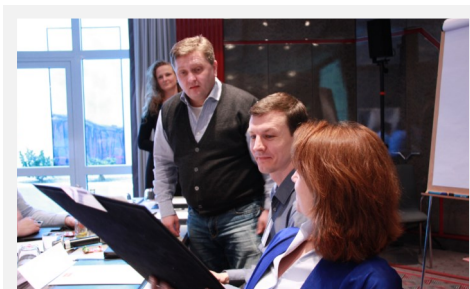
(the end of the interview with Dmitry Grishin)

– First of all, reached profit level and marginal income targets set to the Charter Sub-group. And, of course, I would like to see success of my colleagues in the scheduled business, since last year we saw much cross-functional effort in promoting common product line. It can be safely stated that the synergy of the two businesses has worked most effectively this year – we have demonstrated that using this approach we are able to manage our schedule with better quality and to operate charters which, as it turns out, are welcomed and supported by the scheduled business customers.

– What is your suggestion of an ideal sales person who could fulfill this task? What is the “delta” today?

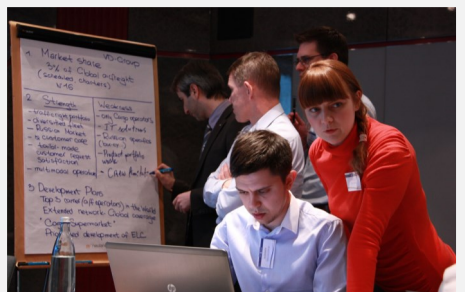
– A sales person who can tackle today’s challenges is, first of all, an excellent “communicator” able to convey the market’s and the customer’s needs to the Group’s internal suppliers and consumers, to ensure that demands of our customers are catered for smoothly, flawlessly and with maximum efficiency. Secondly, this should be a creative person who is in constant search for new trade lanes and hidden markets yet to be discovered.

In today’s transport industry we see a process of intermediaries being squeezed out from logistic chains, which may be interpreted as optimization of suppliers’ costs. However, the most successful intermediaries



who stay in business are those who are able to offer technical and consultancy services which can support the customer in making informed decisions on how to use of air logistics to the best. The fact is that to be willing to spend more money the customer needs to understand for what, and how this will affect the total cost of a project as a whole. Therefore, the sales person needs to be knowledgeable in all areas of our business, from technical and operational side all the

way to the financial side. But, at the same time, such person should not be confined by the limits of own internal constraints and constantly create something, initiate generation of new solutions capable of extending our product’s applications. And be able to assess risks and understand ways to mitigate such risks.



– You are a customer of the Corporate University. What needs to be taught today in addition to what is currently requested from the University?

– Learning is a continuing process. Market specifics and trends are such that we have to learn in the workplace continuously. This is also a two-way process: changes in the external environment (disasters, cataclysms or political processes) trigger suppliers’ response, and we offer our products to position ourselves in the market. The geographic scope of the demand for our services is truly global, and working on different queries we always learn new things, even on the routes we have already flown multiple times.

We should learn versatile approaches to building and maintaining relationships and regular communications with customers so that we are a step ahead in understanding and anticipating their demands.

Much is yet to be learned also in terms of internal product knowledge in order to be able to understand the scheduled air services product as well as the charter product and, communicating with the customer, support the customer in making an informed decision in favor of a particular product from the product line offered by the Group.

The art of preparing and conducting presentations is also important. I say “art” because many of us know how dull a presentation can be, but few can make it exciting and memorable. As to the art and techniques of negotiating, it offers endless room for perfecting one’s skills. Even acting skills are relevant – to carry oneself well in

front of an unfamiliar audience.

– What makes a global leader? How to become a manager of this kind?

– Global refers only to a market, crisis and alike. A manager is always present at a particular location and leads the team on site. A manager should have the ability to abstract away from goals set to his or her team and concentrate on how to make the team members able to fulfill those tasks. Talking about sales, it often seems that it would be easier if you do everything yourself, but in that case, assuming responsibility for goals of the whole unit, you would automatically assume personal responsibilities of each individual for achievement of both personal and team performance targets. Team members might recognize such behavior, at a subconscious level at least, and would gladly shift their responsibilities to the manager. Manager’s task will become easier if he or she puts the figures aside and turns to the people. Then the manager will become a “specialist in supporting people”. This is also to be learned.

– What joins the two roles: sales person and sales manager? What is the difference, and what they have in common? How do you combine these roles?

– In my view, any manager possesses qualities of a sales person. Because to get the team truly involved and make them interested in achievement of a common goal, one should be able to “sell” the idea. At the same time, one should disengage from the result as such and let the team feel responsibility for the result, supporting and guiding them when needed.

But this is in the perfect world. In reality, it is sometimes hard to jump out of the routine and not to yield to the temptation to sell another charter service, or to take up something that is really hard to do and then reassign the task to the team. I fight against the temptation, but often act as an “on-the-field coach” so as not to get rusty.

Corporate University

ALLAN DAWSON «INSPIRATION IN EVERYTHING AROUND US»

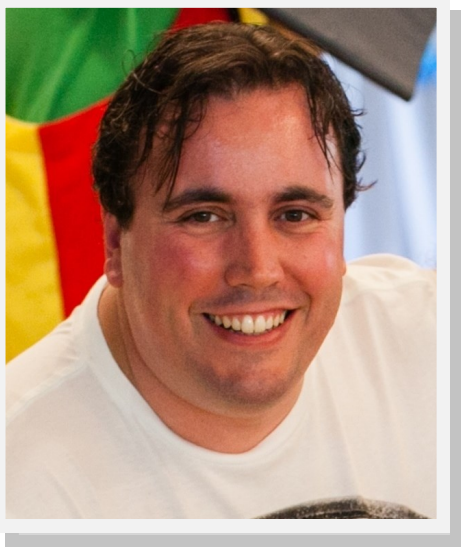
In April 2014 Group Corporate University announced Group Talents Festival. Over 30 employees Group-wide had courage to participate: in Moscow, London, Sharjah, Frankfurt, Ulyanovsk. 26 unique videos: poems, dances, songs, paintings, panel games, handicraft, playing various musical instruments (guitar, dombra, piano, flute...). Alexey Isaykin, Group President granted a special prize to Allan Dawson, VD OPS Executive in London. Due to excellent performance of his songs Alan received an invitation to visit Company Birthday in Moscow as well as a tour to Museums of Kremlin. We talked with Allan about music, inspiration and about his impressions of Russia.

– Allan, you've been making music for 25 years. Please, tell us how it all began? Maybe there was an interesting case in your childhood?

– It was an interesting start. I was always musical as a small child so eventually my parents sent me to piano lessons when I was 7 years old. I learned enough about musical theory from that to understand how to music works. I moved up a level at the age of thirteen when three of my cousins and I all sat down and discussed the idea of forming a rock band. None of us could actually play any of the instruments we were planning to use, but they decided that I was the "clever one" so therefore I should be the Manager and Lead Guitarist. The band was quite successful in our local area and we played many concerts and had a good following.

– Please inform us about your group's and solo history.

– I was in seven or eight different bands over the years, but despite these being very strong projects, they all eventually fell apart because somebody else would lose interest and leave. During this time I kept trying harder and harder to improve myself, learning more instruments and getting better at songwriting. I also learned how to be a sound engineer and music producer. Despite my tenacity, the projects I was working in would disintegrate when other people quit, leaving the remaining people with nothing to show for their efforts. Eventually I grew tired of this and decided to record an album showcasing some of my songs. The album was called "Killing Time" and is still available on iTunes.ru. Originally the album was supposed to be recorded with session singers performing, but unfortunately they couldn't attend, so I sang the album myself, which was the



turning point where I became a proper solo artist. Since then I have remained a solo artist and have recorded three more albums. My latest album "Start Again" is available from iTunes and also from my website allandawson.com. I am currently working on my fifth album "Reflections of your Face" due later this year.

– How do you create your songs? How do you get inspiration?

– There is inspiration in everything around us. My songs are mostly about things that happen in my own life, but I try to obscure the story of the actual events that inspired me so that more people can connect with the message of the song.

– Could you tell us about your most interesting performances and funny memories?

– My best ever gig was in the Laurel Tree in Camden. I was headlining a concert with two support bands playing before me. One of these bands was a glam rock band from LA. They brought quite a lot of fans, the whole club was full with an audience was made up of roughly half my fans and their fans. This was exciting because I didn't know how well the new listeners would react. I gave my best performance and they loved the show and the atmosphere was wild, it was like a Beatles concert from the 1960's! This was probably the most rewarding feeling I ever had on stage. Perhaps the funniest was back in my teenage band. The bass guitarist told us he felt he was not involved enough in decisions about where we played, so we asked him to book a concert for us wherever he would like to play. He booked us into a private members club for retired military families. When we arrived there we realized that all the old people were in fact going to

sit and listen. It soon became apparent that our blend of Hard Rock and Heavy Metal wasn't really what they expected after playing Bingo and they didn't much like our teenage rock fans we brought with us either! The manager stopped us after four songs and said "Ok, that's enough now lads!"

– Allan, please tell about your impressions of Russia, of Moscow. What did you like in Moscow, and what seems strange or unusual for you?

– It was actually my second visit to Russia and to Moscow. I travelled during summer 2013 to Ulyanovsk, Kazan, St Petersburg and Moscow with my wife Nely who used to work in Uly Ops but is now working at Stansted. Interestingly, I gave a performance on that visit too at the Kazan Museum of Rock & Roll.

It was very kind of Mr. Isaykin to invite me to play at the event. I'm glad he enjoyed it along with everyone else. This was another performance where I did not know how the audience would react and it was heart warming to see you all enjoyed it so much. Thank you all for that! The visit to the Kremlin was fascinating, it is an impressive collection of historical artefacts. We were lucky enough to have a personal tour guide who was able to explain in detail how all the items are linked to each other which was an added bonus. My impressions of Russia are that the country is completely misunderstood in the west, there is so much interesting culture, art and history which would take a lifetime to explore. We were lucky to spend a day with Evgeniy Patrikhalka and his wife Tanya, who took us for a good look at the centre of Moscow to look at some of the historical buildings as well as Old Arbat, New Arbat, Gorky Park. Something unusual I noticed was when I took a bus ride – I was amazed to see people boarding the bus, sitting down and giving their money to the person in front of them. The money would then pass to the driver of the bus, who would then pass the change back to the person behind him, the money would then travel along the bus back to the passenger who boarded the bus. I saw this several times and was amazed by how trusting everybody is. I was also surprised by how welcoming and friendly Russian people are. I look forward to my next visit!

Interviewer Alexey Seryogin

We challenge you with a Business Case!



Introduction

Two previously competing IT-companies, merged and became one team. After the merger, the new company conducted a series of trainings on team building, standardized their tools, principles and work regulations.

Nobody expected, but, after some time, the employees who worked in the merged company, start leaving it. When the situation became massive

HR specialists were asked to investigate the situation.

Please, suggest your solution. This business-case has been developed by Pavel Nikolaev, expert of the "Dvizheniye" company and developer of the tonicity-management.

Dear colleagues!

To participate in this business game please send your solution to: **aleksey.seryogin@volga-dnepr.com** (Alexey Seryogin) until October 7th.

The original prizes are expecting those three employees, who will send the most interesting, in our opinion, solutions of mentioned case. We wish you success!

The best solutions will be posted on corporate portal **my.volga-dnepr.com** in the section "Community" - > "Public community" -> "Monthly corporate magazine VD-Leaders" on October 9th.

Your opinion is very important for us!

Dear friends!

We are glad to inform you that from now on our Russian-language corporate magazine "Rukovoditel", established in April 2014, will be publishing in English! English version named "VD -Leaders". Magazine was established by Department of Corporate Education for the purpose of support the Management School and promotion of the mentioned profession.

We sure that "VD-Leaders" will be

interesting for every member of VD Group. Together we will learn, discover new horizons, communicate, share experience and decision making!

We welcome your feedback and any suggestions that you can send on the corporate portal **my.volga-dnepr.com** in the public community "Corporate magazine VD-Leaders" or send email to: **aleksey.seryogin@volga-dnepr.com**.

Let's do this magazine together!



Book of the month. The 7 Habits of Highly Effective People

Dear colleagues!

We are launching the new section "Book of the month" dedicated to one of the business books you've recommended.

And first of all we would like to thank all of you who have

participated in the survey and recommended fiction and business literature to their colleagues. If you didn't have a chance to fill out the survey, please, complete it by September 30 on **vda.websoft.ru**, section «Surveys», «Books recommended».

"The 7 Habits of Highly Effective People", the international bestseller on personal development by Stephen R. Covey is the book of September.

In his book S.Covey considers the following 7 habits:

1. Be Proactive. Take initiative in life by realizing that your decisions (and how they align with life's principles) are the primary determining factor for effectiveness in your life. Take responsibility for your choices and the consequences that follow.

2. Begin with the End in Mind. Self-discover and clarify your deeply important character values and life goals. Envision the ideal characteristics for each of your various roles and relationships in life.

3. Put First Things First. A manager must manage his own person. Personally. And managers should implement activities that aim to reach the second habit. Covey says that rule two is the mental creation; rule three is the physical creation.

4. Think Win-Win. Genuine feelings for mutually beneficial solutions or agreements in your relationships. Value and respect people by understanding a "win" for all is ultimately a better long-term resolution than if only one person in the situation had gotten his way.

5. Seek First to Under-

stand, Then to be Understood. Use empathic listening to be genuinely influenced by a person, which compels them to reciprocate the listening and take an open mind to being influenced by you. This creates an atmosphere of caring, and positive problem solving.

6. Synergize. Combine the strengths of people through positive teamwork, so as to achieve goals no one person could have done alone.

7. Sharpen the Saw. Balance and renew your resources, energy, and health to create a sustainable, long-term, effective lifestyle. It primarily emphasizes exercise for physical renewal, prayer (meditation, yoga, etc.) and good reading for mental renewal. It also mentions service to society for spiritual renewal.

