



CMC - GLOBAL

5TH CMC INTERNATIONAL CONFERENCE

Round table

Establishment of a network of consultants

from the CIS and Central Asia

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The Co-Chairs



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Content

- A consultant is a vocation
 - Who are we at ICMCI?
 - The possibilities of our partnership - an international project - a practical case
Russia + Belarus
- Network of consultants in the Eurasian region:
- What unites us?
 - What are the forms of cooperation?
 - Landmarks for the road map



Transformation of state bank onto commercial rails with help from the motivational system

Gusakovsky A.M. CMC
Lobanova T.N. CMC, Professor

Theses

- How comprehensive benchmark motivational systems and KPI indicators help to speed the process of development and harmonization of innovations
- How cooperation of consultants from various markets helps to overcome limitation of the Customer, with the help of building trust and productive client-consulting relations



Заказ



Белінвестбанк

In September 2016, our company had the following order from the HR director of JSC Belinvestbank:

“To develop a premium payment system based on key performance indicators (KPI)”

Consulting in the field of managerial innovations

JSC Belinvestbank 2010 - 2011

Position:

На 01.01.2011		
Rating	Financial assets, billion, byn	share in the country's system, %
4	7 320,3	5,74



Белінвестбанк

Strategy of the universal bank:

Lending of state investment programs, cooperation with large enterprises, development of retail and international relations

Bank team:

New Chairman of the Board, enlargement and branch centralization

Project scheme

1 этап.
strategy
analysis and
building a tree
of goals

2 этап.
Development and
coordination of
target and process
KPI

3 этап.
test value
collection of KPI,
clarification of
methodology,
modification of
accounting

4 этап.
Design a
Regulation on
the assessment
of the
effectiveness of
payroll

1 month

3 month

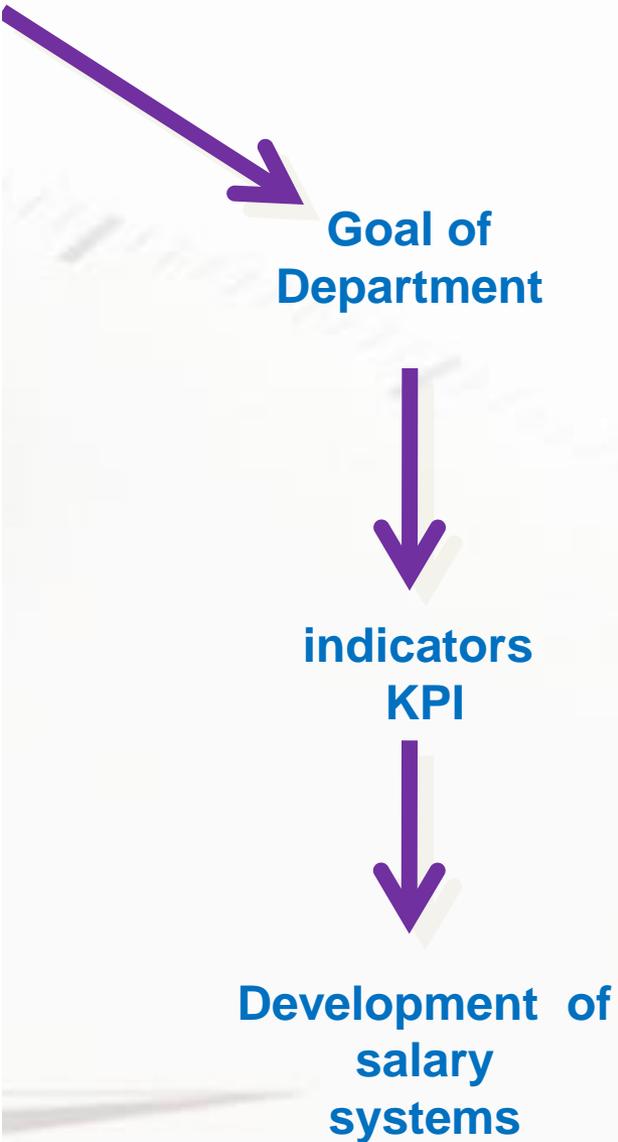
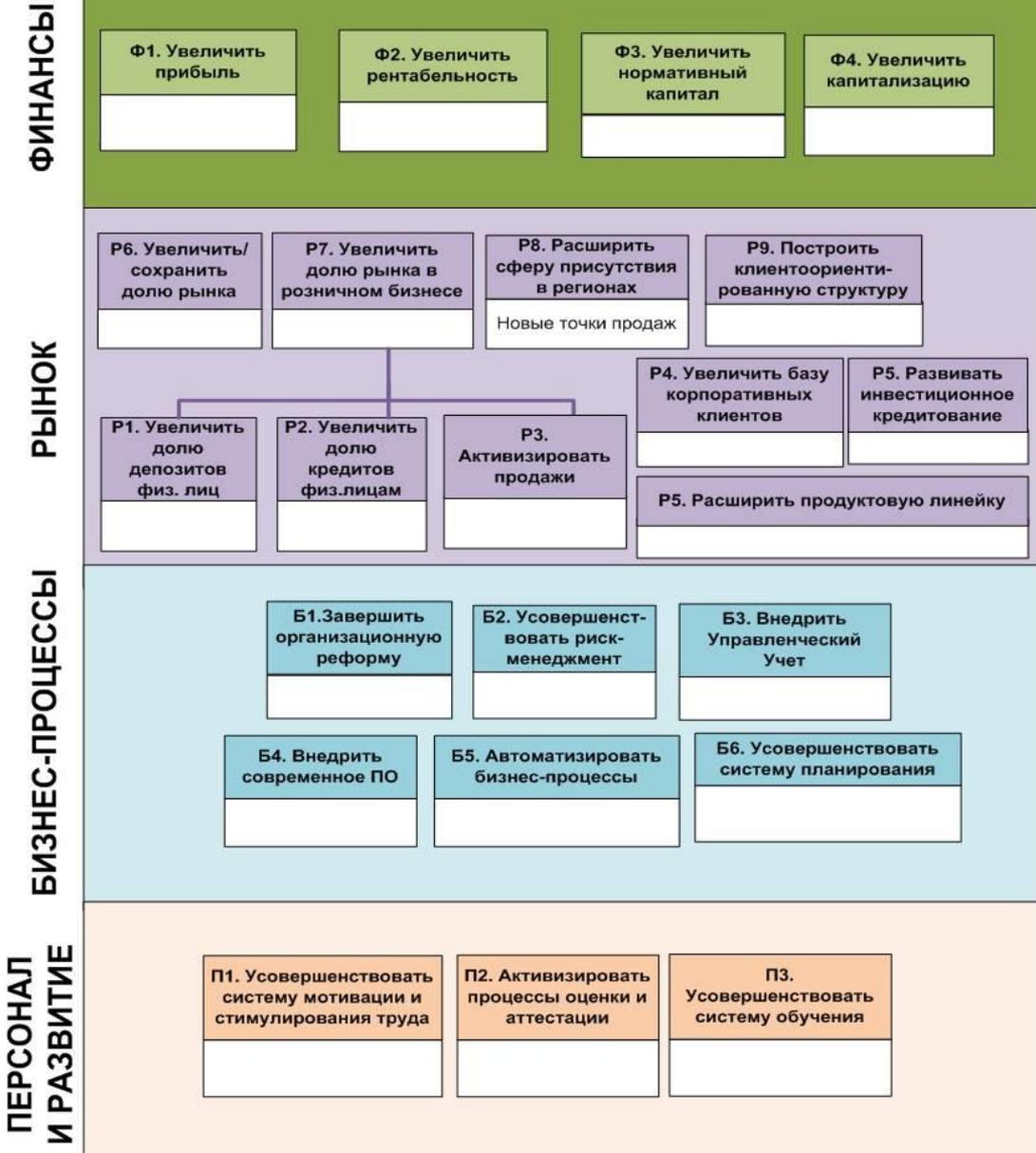
4 month

5 month

Strategy of consulting work in the project

- From Strategy to Business directions (Retail business) and Competence centers (HR department)
- Comprehensive benchmarking. Transfer of experience of structuring and commercial ideology of state and commercial Russian banks to the Belarusian bank.
- Growth of professionalism and methodical training of internal specialists of the bank

Strategic goals of Belinvestbank



Comprehensive benchmarking (1)



In 2010, Sberbank of Russia implemented the KPI program onto its managers up to the level of superior management



In 2008, the KPI system was approved for VTB group, VTB bank and its subsidiaries.

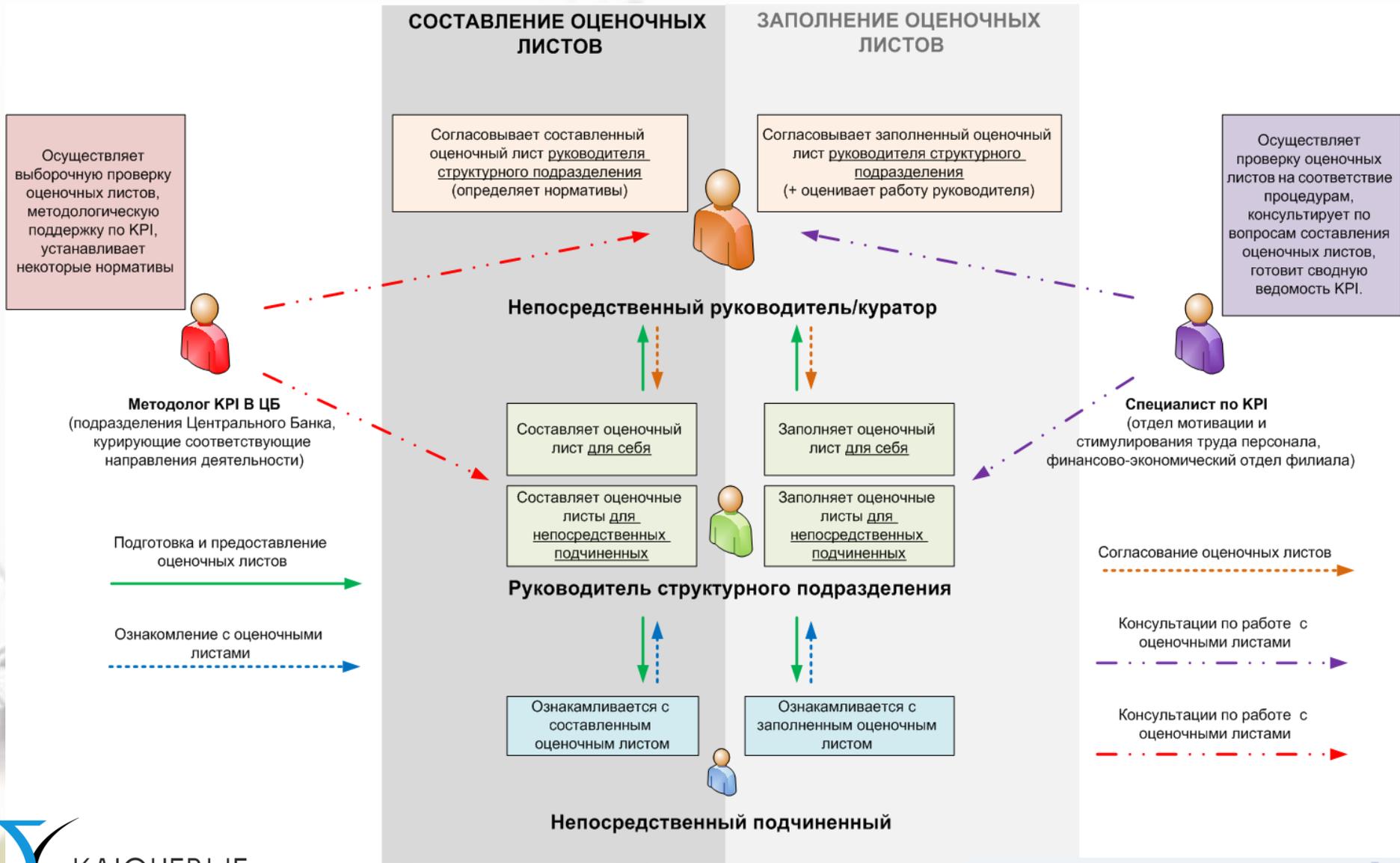


Since 2006, "Uralsib" bank consistently implemented the KPI system. Top-level indicators were approved annually by the management board.

Comprehensive benchmarking(2)

ФРОНТ-офис	БЭК-офис	МИДЛ-офис	СЕРВИСНЫЙ блок
Департамент организации инвестиционного и текущего кредитования	Управление по обслуживанию Уставного фонда и депозитарного обслуживания	Департамент внешне-экономической деятельности	Финансово-экономический департамент
Управление по работе с юридическими лицами	Департамент безопасности и защиты информации	Департамент управления банковскими рисками	Департамент Администрации
Департамент по работе с населением	Управление по работе с ценностями	Департамент по работе с проблемными кредитами	Управление эксплуатации и обслуживания транспорта
Департамент казначейских операций	Департамент бухгалтерского учета и расчетов	Управление внутреннего аудита, контроля и ревизии	Юридический департамент
Департамент управления ресурсами	ГОПЕРУ/ Центр платежей и расчетов		Департамент бизнес-процессов и проектов
КАРТ-ЦЕНТР	Представительство в Республике Польша		Департамент информатики и автоматизации
Филиалы			Управление кадровой политики (HR)
Отделения			Отдел рекламы и маркетинга

Competence of KPI specialists



International team of consultants

1. Complementary competencies

- KR - experience and competence in working with private companies
- T. Lobanova - with banking institutions

2. Rules of cooperation

- There is never too much information, flexible (variable) schedule of work

3. Obligatory collaboration

- Working with the Chairman of the Board - informing, interviewing, and harmonization of critical decisions.

4. Partner values

- Willingness to share methodological experience, contractual ability, and mainly - client-consulting relations

Complementary features

« + «

« - «

- Customer confidence (“own” company)
- Readiness of “local” companies to understand situation in the bank and to accommodate in regards of time and money
- Opportunity to use information from consultant of “another” country that has already done the same thing
- One language (slang, examples from the past joint experiences)
- Client doubts (Does all of it suit us?)
- Negative person attitude (from the “past”)
- Manipulation of relations within team of consultants (internal team’s complaints about “non- banking” experience to external consultant)
- Lengthiness of the project
- “Youth” of consultant-analyst

Rules of cooperation

- There is never too much information
- Flexibly variable work schedules
- Mistake tolerance
- Methodological reconciliation



Mandatory collaboration



- Working groups
- Participation in meetings of the management board
- Personal meetings with the Chairman of the management board
- Creative development of the results

Partner values



- **Openness and willingness to share the work done in other projects**
- **Simple and direct communication - speed of discussions, mutual review of decisions**
- **Understanding the value of client-consulting relationships**
- **Money is not important - the main thing is to create value for the customer!**

Overcoming project difficulties

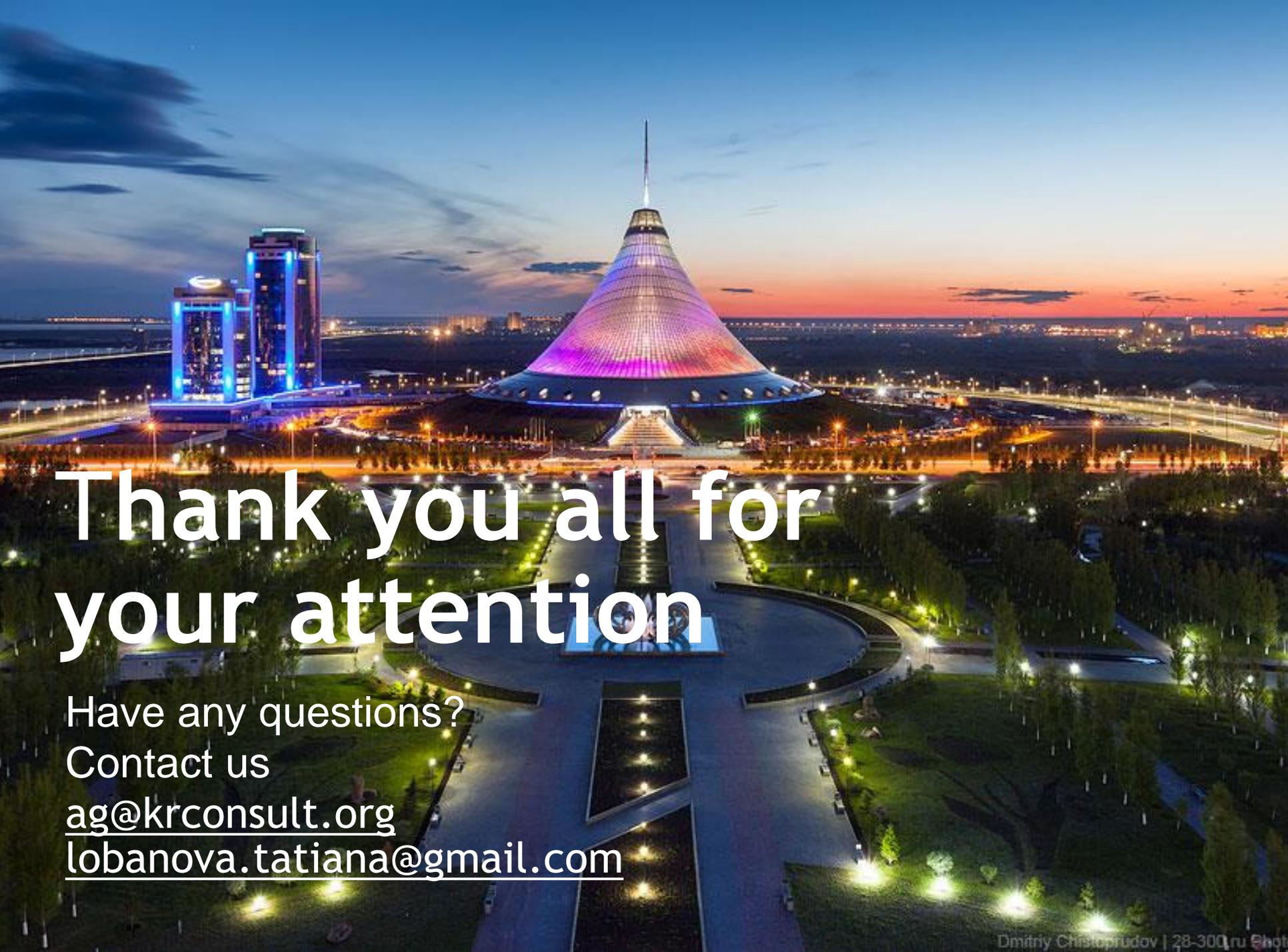
- Features of project budgeting and labor management during the local currency crisis (2011)



Project results for Bank-client

- Then

- Now



Thank you all for
your attention

Have any questions?

Contact us

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