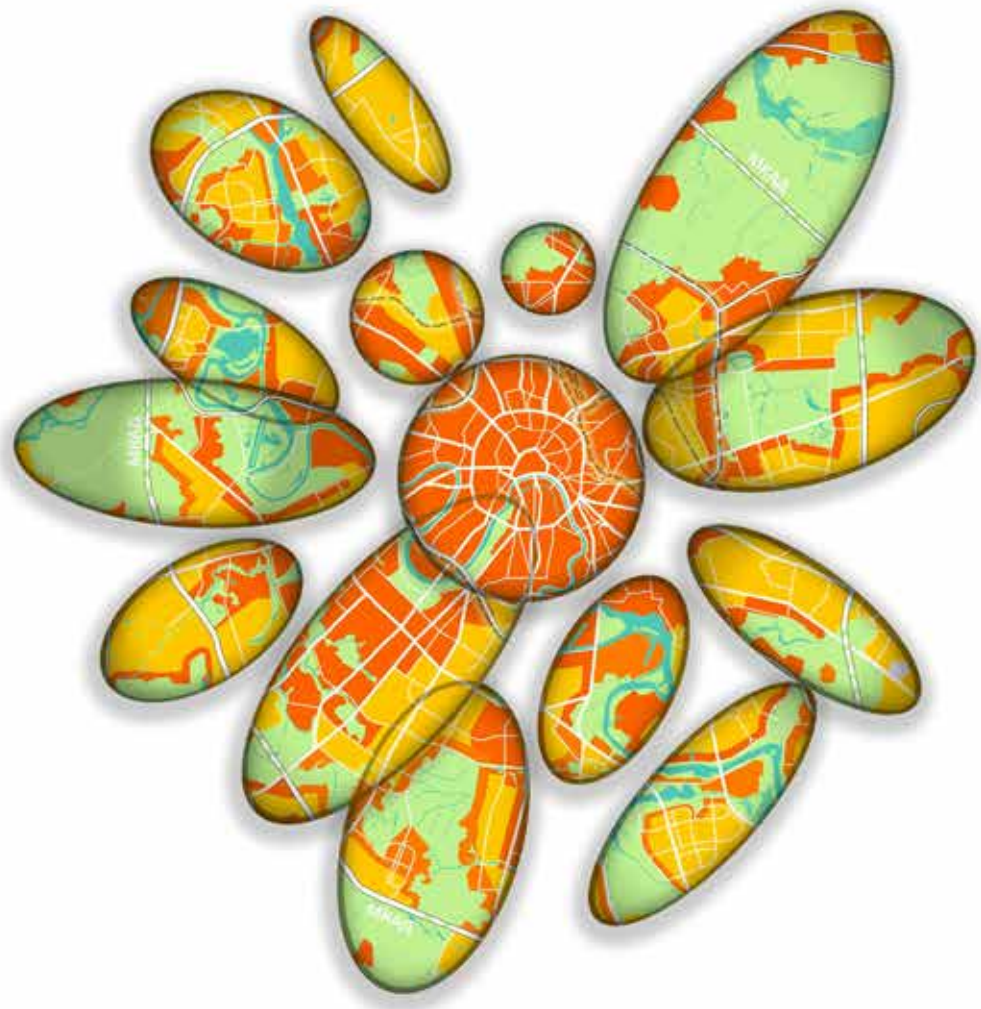
STRATEGIES FOR BUSINESS IN MOSCOW

CAPITAL IDEAS



Coming together is a beginning; keeping together is progress; working together is success.

Henry Ford





Moscow is not a city; it's a separate country within Russia. A lot of foreigners already know this.

Of course, strictly speaking, it's not a separate country at all. It's deeply tied to the rest of Russia. Nevertheless, considering the scale of Moscow in terms of both territory and population, this sentiment has never been more accurate.

See for yourselves. The Moscow agglomeration includes more than 40 cities. Moscow's population amounts to 20 million people, which accounts for 14 percent of Russia's total population. It produces 26 percent of Russia's GDP. Another feature of the Moscow agglomeration is that it's double the size of the next largest agglomeration in Russia - St. Petersburg!

The Moscow agglomeration is also the largest agglomeration on the European continent and is in the top 20 agglomerations in the world. At the same time, Moscow can't be compared to any other city in the world in terms of development rates.

Yes, the Russian capital was a bit late to implement radical transformations compared to other cities. Initially, there were a lot of typical mistakes that resulted in problems with transportation and discomfort. However, the situation has changed over the past five or six years. The city has started to develop rapidly and, what's even more important, sensibly.

This incredible turnaround happened because the Moscow government applied an integrated approach to resolve the city's problems. The idea is to resolve issues simultaneously, not one at a time: the city is building advanced transportation services, opening new metro stations, establishing more comfortable public spaces, and new construction projects are transforming gloomy industrial zones (which occupy 13 percent of Moscow's territory) into attractive residential quarters with modern apartments, boutiques, and parks...

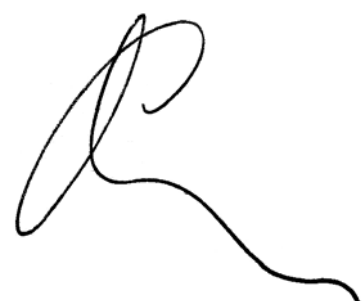
"There isn't another city in the world that is currently changing for the better as quickly as Moscow," says Jal Gehl, a famous professor of architecture and design from Denmark whose ideas have been applied all over the world, including in the Russian capital.

It's no surprise that "renovations" is currently one of the most popular words in the city. Renovations aren't limited to the demolition of residential buildings built during Nikita Khrushchev's time. Let's not forget that the word "renovation" comes from the Latin renovatio, which means renewal. In Moscow, it applies to expanding the city's transportation infrastructure, improving streets and courtyards, a grandiose transformation of the Moscow River, and cleaning up multiple historical buildings. The digital revolution, which has already taken place in Moscow, also played a role. A lot of opportunities and services Muscovites are used to, like the wide availability of free Wi-Fi, catch foreign guests by surprise.

Internet accessibility shocked Mayor of Rio de Janeiro Marcelo Crivella, who recently came to Moscow for an official visit, so much that he decided to invite our experts to Brazil to share their experience. By the way, this was Mr. Crivella's first time in Moscow. During our conversation, he didn't hide that he was in awe of what he saw in the Russian capital. "I learned about Moscow through movies, mostly Hollywood movies. These films portray Moscow as a grey, dangerous place. I found today's Moscow to be colorful and welcoming. I can definitely say that my wife and I fell in love with Moscow's beauty. We ended up on a boat tour of the Moscow River and saw a lot of beautiful buildings, churches, and parks - a lot of light and smiling people. "

Sergo Kukhianidze
Editor in Chief

sergomrk@mail.ru



CAPITAL IDEAS
Founder: Department for External Economic
and International Relations of the Government of Moscow
Address: Tverskaya, 13, Moscow, 125032.
Ph: +7 (495) 633-68-66, Fax: +7 (495) 633-68-65
E-mail: dvms@mos.ru
www.dvms.mos.ru

Publisher: National Review Ltd
CEO – Sergei Oposhnyanskiy
Phone.: +7 (495) 784-69-71
E-mail: nr@eurasmet.ru



CAPITAL IDEAS

STRATEGIES FOR BUSINESS IN MOSCOW



Editorial staff:
Editor-in-chief – Sergo Kukhianidze
Production crew of the edition: Elena Egorova (deputy editor-in-chief),
Tatyana Akimova, Vladimir Dolmatov, Marina Ershova, Marina Ogorodnikova,
Anastassia Paloni, Vladimir Smelov, Marina Urshina
Consulting – Gennagy Charodeev, Evgeny Khokhlov
Design – Robert Saifulin
Photo editor – Victoriya Oposhnyanskaya
Page layout – Alexander Saifulin
Assistant – Nadezhda Ratanova

With assistance of Moscow Center for International Cooperation
CEO: Sergei Anikanov
Address: 105005, 68/8, build.1, Baumanskaya str., Moscow, Russia
Phone: +7 (499) 267-46-56, E-mail: editor@mcms.ru

Distribution – "Trans-Media" Ltd
Acknowledgements to:
PHOTO – www.mos.ru, www.dvms.mos.ru, www.stroi.mos.ru, ITAR TASS
Agency, RIA-Novosti, Getty Images Russia, companies and organizations,
represented in the issue.
If you wish to get new issues of Capital Ideas, please, apply to: editor@mcms.ru.
The magazine is registered with at the Federal Authority of Legislative Control
in Mass Media and Cultural Heritage Protection. Media registration certificate
ФС77-53716, issued April 26, 2013.
All reproduction permitted only with the Editor's permission and reference to
'Capital Ideas'.
Distributed free of charge
Published with support from the Department for External Economic
and International Relations of the Government of Moscow
Circulation : 7000
Signed into print 27. 06. 2017

Moscow official

To avoid losing steam

The Mayors of Moscow and Belgrade signed a program for cooperation between the Government of Moscow and the City of Belgrade for 2018-2020. The ceremony took place within the scope of Days of Belgrade in Moscow.

25 years of friendship and business cooperation

The German city of Dusseldorf hosted Moscow Days. The event was tied to the 25-year anniversary of the establishment of sister-city relations between the two cities.

6-10

11-15

Moscow official

Moscow and Israel: global innovation economy centers

Days of Moscow in Israel took place in 4 cities: Tel Aviv, Jerusalem, Haifa and Netanya.

The capital's business projects presented in Lyon and Marseille

The economic conference "Moscow: a city for business and innovation" and a series of round tables took place in France.

Moscow official

Cooperation in the sphere of transportation

Moscow and Milan discussed their cooperation in the sphere of transportation.

Moscow – Rio de Janeiro: impetus for active cooperation

A delegation from Rio de Janeiro came to Moscow on an official visit.

15-17

Face to Face

Sergey Levkin: The right time to live in Moscow

Head of the Moscow Department of Urban Planning Policy answered our questions in an exclusive interview with Capital Ideas.

24-29

City's graph

What is a liveable city?

30

What's New

32-37

Moscow in words

38-39

Face to Face

Vladimir Platonov: We give business an opportunity to develop quickly

President of the Moscow Chamber of Commerce and Industry answered our questions in an exclusive interview with Capital Ideas.

40-43







18-20

Face to Face

Marcelo Crivella: I'm in love with Moscow's beauty!

A delegation from Rio de Janeiro, headed up by Mayor Marcelo Crivella, recently came to Moscow for a three-day visit. Before going back to Brazil the Mayor sat down for an exclusive interview with the editor in chief of Capital Ideas.

22-23

Calendar

MUF: How mega-cities change the world map

On July 6-12, VDNKh will be hosting the Moscow Urban Forum, which will address the development challenges faced by global megacities. 40 countries, 400 speakers, 15,000 business program participants, about about 30,000 visitors – this year's event will be the biggest one in the forum's seven-year history.

Nothing Ventured

Vikram Punia: Happiness is not about money

The story of 44-year-old Vikram Punia, President of Pharmsynthez, is nothing short of extraordinary. It's surprising Bollywood hasn't made a movie about his life in Russia yet, but who knows what the future holds!

44-47

City's graph

What has been done in Moscow over 5 years?

51

Nothing Ventured

Hugues Laurent: Working in Russia is a challenge. And an interesting one!

"When talking about the nuances of the Russian market, you can't avoid mentioning the unpredictability. You never know what will happen a year or two years from now. But that's what makes your market interesting. It's very much alive," said General Manager at GEODIS Russia, in an exclusive interview with Capital Ideas.

58-61







48-50

Nothing Ventured

Frank Herbertz: Business and politics should exist separately

Mercuri International was founded over 50 years ago as a sales training company. Today, the business school exists in over 40 countries, including Russia. In an interview with Capital Ideas, Chief Executive Officer at Mercuri International Group AB talked about opening the school's Russian office and everything that has been accomplished since.

52-56

Nothing Ventured

We speak the language of our customers

The dental world met at the biggest trade fair in Cologne – the IDS 2017. On this occasion Capital Ideas had the opportunity to ask the largest manufacturer of professional dental products and technologies – Dentsply Sirona – about its strategy, goals and plans in Russia.

62-67

Nothing Ventured

Dirk Seelig: We made a strategic choice in favor of the Russian market

Founded in 1913, the German company CLAAS is one of the world's leading agricultural machinery manufacturers. Over the past century, this family-run enterprise has expanded to agricultural markets in most countries, including in Russia.

Our Interview

Frank Shrader: Moscow's atmosphere is very appealing

Düsseldorf Tourismus GmbH had a lot to do with the success of Moscow Days in Düsseldorf, which took place in the capital of the federal state of North Rhine-Westphalia . Don't be fooled by the name. The organization is not a private company, but a municipal institution. The city's Lord Mayor talked about the organization in an interview with Capital Ideas.

68-70

Travel

Unusual buildings: stories and legends

Moscow is a city with an amazing mix of architecture from different eras. We suggest taking a look at some of the most extraordinary buildings in our city. Behind each one is a history of Moscow and its residents, and sometimes mind-blowing secrets. Each one is a fascinating journey into the past.

78-83

Life&Culture

Moscow Kaleidoscope: from past to future

Cultural life in Moscow is booming even during the summer. In July, major premieres are expected in the capital, and a lot of people are excited about them. And even if things calm down a bit in August, a new wave of events is surely coming in the fall.

86-91







72-73

Moscow Vocabulary

74-77

Our Interview

Nikolai Shumakov: Architecture should be high-quality and well thought-out

President of the Moscow Union of Architects, President of the Union of Architects of Russia, Chief Architect of "Metrogiprotrans" JSC and member of the Architectural Council of Moscow talked to Capital Ideas about plans for the development of the Moscow agglomeration and public transportation.

84-85

This and That

Life as part of a collective or when work is about more than working

What does a German, an American, or a Frenchman do when they get to work? This might seem like an odd question – they start working, obviously. But a Russian person lives at work. For Russian people, work is about a lot more than working.

92-96

Food&Drink

EXPEDICIA: Your table at the end of the Earth!

Moscow's culinary map has a place that can be considered a real sanctuary, even though it's located just three kilometers away from the Kremlin. This sanctuary is a restaurant called Expedicia ("Expedition"), and it has adopted a fitting and original motto: "Your table at the end of the Earth!"



NEWS

To avoid losing steam

The Mayors of Moscow and Belgrade Sergey Sobyanin and Siniša Mali signed a program for cooperation between the Government of Moscow and the City of Belgrade for 2018-2020. The ceremony took place within the scope of Days of Belgrade in Moscow on May 25-27.

"Over the past two years, we have intensified ties between Moscow and Belgrade. We have not only signed but are successfully implementing the cooperation program for 2015, 2016, and 2017. Last year we held Moscow Days in Belgrade, today we're hosting Days of Belgrade in Moscow. Aside from the cultural program, we are actively developing economic ties between our cities. In order to avoid losing steam, we have agreed on developing a new three-year program," Sergey Sobyanin said. According to him, experience over the past few years has shown the two cities have a lot of potential for cooperation across just about every sphere.

Mr. Mali thanked Sergey Sobyanin for his hospitality. "I am glad that we've managed to put into practice everything we talked about two years ago. I am confident that the agreement we're signing today will also be fully implemented," he declared, recalling that export volumes from Belgrade to Moscow have quadrupled over the past four years.

The Mayor of Belgrade said that the capital of Serbia has borrowed a lot from Moscow. "In terms of the development of pedestrian areas, bike lanes, and parks, we are implementing all of this in Belgrade," Siniša Mali said. According to him, it's important for the two

cities to cooperate in the sphere of tourism. "If you agree, I am proposing for the tourism organization of Belgrade and the tourism organization of Moscow work together and hold joint advertising campaigns in order to increase tourist volumes in Moscow and Belgrade," the Mayor of Serbia's capital explained.

The talks were also attended by Minister of the Moscow Government, Head of the Moscow Department of External Economic and International Relations Sergey Cheremin and Chairman of the Moscow City Duma Alexey Shaposhnikov.

Days of Belgrade in Moscow , organized by the Moscow Department for External Economic Affairs and International Relations (DVMS), were attended by representatives of the government, famous politicians, businessmen, and cultural figures from both cities.

During the business forum held to address questions related to the development of bilateral cooperation, which took place during Days of Belgrade in Moscow, Sergey Cheremin said that Serbia is a long-term, reliable partner for Russia. "I want to genuinely thank Serbs for their honest and courageous position," the minister said, "they didn't support the sanctions against Russia in 2014. Strong partnership ties between our countries and capitals are now established in the spheres of the economy, culture, athletic exchange, healthcare, and social programs."

Sergey Cheremin especially stressed cooperation in the economic sphere. "It's worth pointing out Russian Railways projects in the development of Serbia's transportation infrastructure, as well as investments made by Gazprom," the minister said, "The company invested about three billion euros into the development of one of the largest filling station networks in the Balkans."

The head of the DVMS also pointed out that Belgrade has been developing rapidly. Grandiose projects are being implemented: improvements to river embankments, the construction of a business quarter, the establishment of technoparks, and the development of a project for the construction of the Friendship Park in the center of Belgrade. New roads are being built, and the construction of the metro is expected to begin in 2019. "I hope that Moscow companies that have years of experience in building some of the most complicated metro systems across the territories of the former Soviet Union, Russia, and other countries will be able to participate in the tenders. It's important for us to continue with our cooperation," Sergey Cheremin said.

During his presentation at the business forum, Siniša Mali said that today's Serbia is a rapidly developing country that has a lot of investment appeal. "The stars of today's form should not be officials, but the entrepreneurs," he said, "The main goal of the conference is the development of economic ties between the two capitals.

According to the Mayor of Belgrade, the export volumes of products from Belgrade, which have





Emir Kusturica - Serbian director, writer and actor

increased to over half a billion euros over the past year, is a good indicator of cooperation. Last year, exports of produce from Serbia increased to 80.6 thousand tons. 75% of these exports are apples, pears, apricots, peaches and plums. Vegetable exports more than doubled.

The discussions continued during the round tables "Moscow - Belgrade's Economic Partner" and "Cooperation in the Sphere of Tourism." The round tables included presentations of interesting projects and discussions of potential collaborations across different spheres, including the food sector, construction, sports and tourism.

The business forum ended with b2b meetings between Russian and Serbian entrepreneurs, during which business community representatives discussed specific opportunities for collaboration. Moreover, members of the Serbian delegation visited Technopolis Moscow, the Moscow Traffic Management Center, the Nikola Tesla Museum, and the photo exhibition "Belgrade in Moscow."

A "Belgrade Corner" was opened in the center of the Russian capital (Kamergersky Pereulok), where the folk ensemble "Talia" and the children's collective "Kosovskiye Piony" performed for Muscovites all day. The Cosmos movie theatre held a screening of Serbian director Emir Kusturica's film "On the Milky Road" as part of Days of Belgrade. Addressing the audience, he said: "Moscow has always been one of my favorite cities, and today I am proud to represent my city and my country here through my films. They show Serbian culture, the difficult period during the war, and life in Serbia. I hope that Days of Belgrade in Moscow go well and will help our people grow even closer."

The athletic program for Days of Belgrade included junior basketball and tennis competitions. Mali and Cheremin took part in one of the tennis matches.

At the final press conference, the Mayor of the Serbian capital thanked the Government of Moscow for giving Belgrade an opportunity to share their culture and history, demonstrate the city's economic and investment potential, and for helping with the organization of Days of Belgrade in Moscow. "Our people and countries strive to develop and strengthen our existing relations. Moscow Days in Belgrade last year and Days of Belgrade in Moscow this year are a major step in this direction. You set up everything perfectly for us. We want to develop with Moscow, to show you that you have real friends who will never betray you," the Mayor of Belgrade said.■



NEWS



25 years of friendship and business cooperation

The German city of Dusseldorf hosted Moscow Days. The event was tied to the 25-year anniversary of the establishment of sister-city relations between the two cities. In 1992, Moscow and Düsseldorf signed an Agreement on Friendship and Cooperation between the federal state of North Rhine-Westphalia and the Russian capital.

The capital of the federal state of North Rhine-Westphalia was visited by a Moscow government delegation, including Minister and Head of the Moscow Department for External Economic Affairs and International Relations Sergey Cheremin, Head of the Department of Natural Resources Management and Environmental Protection Anton Kulbachevsky, and representatives from the Urban Development Policy and Construction Complex, the Moscow City Architecture Committee, and Moscow departments of culture, sports, and tourism.

The business program for Moscow Days in Düsseldorf started with a meeting between Minister, Head of the Moscow Department for External Economic Affairs and International Relations Sergey Cheremin and Lord Mayor of Düsseldorf Thomas Geisel. The two sides discussed areas of further cooperation for the cities.

Over the past decade, relations between the two cities "continued to develop, overcoming conjunctural declines and geopolitical tensions."

"It's symbolic that a lot of major companies that operate in Russia today chose Düsseldorf as the location for their headquarters," Thomas Geisel said during his

speech, "We are very happy to host Moscow. We hope that business meetings with participation of big business from Germany and Russia, as well as the scheduled cultural and athletic events, will interest all residents of the federal state of North Rhine-Westphalia. Especially since we haven't forgotten the warm reception we were shown in Moscow a year ago,"

The partnership with Düsseldorf is one of the most prominent examples of effective cooperation between Moscow and federal states in Germany. "The two capitals have tremendous potential for cooperation," Sergey Cheremin declared, noting that the Russian capital is one of the most rapidly developing mega-cities in the world. "Our efforts have been mentioned in the influential British publication *Financial Times*. The paper's experts unanimously recognized Moscow as the most sustainably developing city in Eastern Europe. A lot of international rating agencies also recognize our city's rapid pace of development, economic appeal, and high standard of living," Sergey Cheremin said, pointing out the importance of strengthening inter-regional ties with German partners.

"Moscow is a very interesting and attractive market. It is home to more than 5,000 German companies, and at least 500 of them are from the federal state of North Rhine-Westphalia. About 400 Russian companies, which represent high-tech sectors of the economy, operate in Düsseldorf. We are extremely grateful to Mr. Geisel for such a serious and engaged approach to holding Days of Moscow in Düsseldorf," the Minister said.

While answering questions from German journalists, Sergey Cheremin pointed out that the authorities of the Russian capital have been paying a lot of attention to establishing a transparent and attractive business climate for foreign companies. For example, new laws have been passed in order to protect investors from non-commercial risks. The Moscow government is trying to stimulate foreign partners who are investing directly into the city's economy.

At the end of the press conference, Sergey Cheremin handed Thomas Geisel, who is an avid football fan, a football signed by players of the Russian national team.

A round table called "Education Through Culture and Culture Through Education: a 21st Century Formula" took place within the scope of Days of Moscow. "About 200,000 thousand people in Germany are learning Russian today, in part because of support provided by Moscow and Russia," said Minister, Head of the Moscow Department for External Economic Affairs and International Relations Sergey Cheremin during his presentation at the round table, "The Moscow government has been implementing a special program to support Russian diasporas abroad for several years now, allocating a total of 300 million rubles a year for the program."

Sergey Cheremin recalled that the Moscow Department of External Economic Affairs and International Relations maintains ties with 170 compatriot organizations from all over the world, working with 50 countries. Moscow is part of the Government Commission of the Russian Federation for the Affairs of Compatriots Abroad, which is headed up by the head of the Russian Foreign Ministry Sergei Lavrov. "We recently did a report for this commission, and our work received good reviews," the minister said, "The most important thing in the program is supporting and promoting Russian language abroad."

The City Hall hosted three other round tables: "Programs and Technologies for Environmental Monitoring, Greening the City," "Metro Construction in the City," and "Cooperation in the Sphere of Culture."

Within the scope of Days of Moscow, the capital of the federal state of North Rhine-Westphalia held a presentation of Moscow's economic and investment potential for members of the German-Russian economic club. Thanks to powerful economic diversification and policy, Moscow has remained one of the most stable points of economic growth in Russia. This feature of Moscow helped attract investment to economic development, Sergey Cheremin pointed out. In the middle of 2016, investment amounts totaled $189.8 billion, which accounted for 48.7% of total investment amounts in Russia. This year, this indicator amounts to $173.5 billion.

"In 2016, Moscow was in the top 10 Russian regions in terms of the quality of the investment climate and places first in the European rating for the development of public-private partnerships," Sergey Cheremin said, "In 2016, companies registered in Moscow did business with 204 countries. The city's foreign trade turnover amounted to $194.4 billion."

During his speech, the Lord Mayor of Düsseldorf Thomas Geisel said that he is very happy with the successful development of the city's partnership with Moscow. "It might seem that out very different cities don't have much in common, especially considering that Düsseldorf is 20 times smaller than Moscow. But we have a lot to learn from the Government of Moscow, which does so much to increase the standard of living for the city's residents," he said, "We are interested in Moscow's experience in the sphere of public transportation. Düsseldorf may be small, but we have traffic jams. I often talk to business representatives and see that all major German companies with headquarters in Moscow value their business in Russia and want to continue operating in Moscow in the future."■

NEWS





Moscow and Israel: global innovation economy centers

Days of Moscow in Israel took place in 4 cities: Tel Aviv, Jerusalem, Haifa and Netanya.

Days of Moscow in Israel kicked off in Netanya. War veterans and Moscow government representatives headed by Minister, Head of the Moscow Department of External Economic Affairs and International Relations Sergey Cheremin gathered next to the memorial that marks the victory of the Red Army over Nazi Germany. The event was also attended by the Russian Ambassador to Israel Alexander Shein, Mayor of Netanya Miriam Feirberg-Ikar, and other officials.

"Today we're opening Days of Moscow in this location for a reason, because we want to thank our veterans. They are the ones who gave us the opportunity to gather here under the blue skies today," said Sergey Cheremin during his speech at the ceremony of laying wreaths at the monument.

"On behalf of the Mayor of Moscow, on behalf of all Muscovites, I want to thank the Government of Israel, the Netanya administration for the courageous decision to erect this monument. Because unfortunately we are still encountering manifestations of fascism, nationalism, violence and terrorism," Sergey Cheremin said, "Today many countries are taking down monuments to the Red Army, history is being re-written, so this is why this recognition of the Red Army soldiers who put an end to fascism and the Holocaust is especially important for us. Today I want to wish all veterans who live in Israel the best of health. Stay with us for as long as possible," the Minister said.

In turn, Miriam Feirberg-Ikar pointed out that the ceremony, which took place between the Day of Catastrophe (a day commemorating Jewish people that became victims of Nazism during WWII) and the Day of Remembering the Israel Defense Army, symbolizes respect for the Russian Federation. "We must take every opportunity to highlight the enormous contribution Russia made to the victory over Nazis. This



Sergey Cheremin, Mayor of Netanya Miriam Feirberg-Ikar, the Russian Ambassador to Israel Alexander Shein

monument expresses our feelings and gratitude to Red Army soldiers, thanks to whom the Jewish people survived," the Mayor of Netanya said.

The Russian Ambassador to Israel Alexander Shein expressed his gratitude to the Government of Moscow for organizing the Days of Moscow in Israel. "This is a very large-scale event of cultural, humanitarian, intellectual and economic significance that I am sure will make a contribution to the development of friendship and cooperation between Russia and Israel," the ambassador said.

Within the scope of Days of Moscow in Israel, a business forum called "Moscow - Israel: Global Innovation Economy Centers" took place in Tel Aviv. Hundreds of businessmen from both capitals discussed prospects for further development of mutually beneficial cooperation.

"Moscow is a very attractive market that has tremendous investment potential," Minister and Head of the Moscow Department of External Economic Affairs and International Relations Sergey Cheremin during his speech, "In many ways this brings us closer to Israel, which is often referred to as a 'startup nation.' Israel is also unique because it has managed to establish a microclimate for developing advanced technology and implementing the most interesting inventions. We have a lot to learn from our colleagues in Israel in this respect."

Moscow has started to change in the past few years, especially in terms of legislation. Not long ago the City Duma adopted a law on the protection of investment from non-commercial risks, which allows investors to get compensated for losses and insufficient profits. "This is the first time we've passed this kind of law. Moscow is a leader among all regions of the Russian Federation in this sense," Sergey Cheremin said.

The Government of Moscow continues to pay special attention to the development of all key sectors of the economy, especially transportation infrastructure. "Many people probably know that just a few years ago the Russian capital was a leader in terms of traffic jams. Moscow authorities have put in maximum efforts to tackle the problem at its core," the Minister said. over the past five years, 500 kilometers of first class roads have been built, along with transport interchanges. Underground tunnels and pedestrian crossings are always under construction, which allowed Moscow to receive the status of a leader in the sphere of public transportation development. "last year, our city was awarded the title of leader in the sphere of public transportation development in Leipzig," the Head of the Moscow Department of External Economic Affairs and International Relations said.

"The Russian capital is home to almost 50% of all foreign investment in Russia. Investment volumes are constantly growing, in spite of the consequences of the economic sanctions imposed by the West. They had a negative effect for some time, especially on the banking sphere in terms of liquidity. But Russia was able to withstand the hit. in 2017, the Ministry of Economic Development is forecasting an economic growth of 1.5-2% for the first time in the last few years," the minister announced.

In 2017, there will be a total of 45 technoparks in Moscow. "We are on a parallel course with Israel here, which also attaches great importance to innovative startups," Sergey Cheremin said. At the same time, the Minister regretfully pointed out that Moscow is not one of Israel's top trade partners, coming in 33rd with a total volume of $560 million. "We think that the potential is a lot greater, especially when it comes to developing advanced technology, medicine, and the agricultural sector," Sergey Cheremin said. He pointed out that Moscow spends over $20 billion every year on purchasing products and services from foreign companies. The plenary meeting was also attended by the CEO of Tel Aviv Global Eytan Schwartz and Chairman of the Russian-Israeli Business Council Sergey Ulin.

At the round table "The Green Economy as a Tool for Sustainable City Development," experts were especially interested in the reports by Head of the Department of Natural Resources Management and Environmental Protection Anton Kulbachevsky ("2017 - Year of Ecology in Russia. Moscow Projects") and by Head of the Tel-Aviv Department of Environmental Protection ("Environmental Protection in Israel").

Director General of the Israeli-Russian Business Council Eduard Shteinbuk gave a speech during the round table "Integrated Development of the Tourism Sector." He talked about how unfortunately Israel is mostly a transit point for Russian tourists, or a pilgrimage location. "Israel has all the necessary infrastructure for active rest and medical tourism," he said. In turn, the Vice President of the Moscow Chamber of Commerce and Industry Suren

NEWS

Vardanyan said that the Russian capital has been ready to increase tourist volumes for a long time. "For over 7 years we have tried to get commercial offers on increasing off-season tourist volumes from the Israeli side, especially considering that many hotels have to close during this time and the owners end up losing money. If we get a reasonable offer, we are ready to increase tourist volumes and send a lot of senior citizens and children to Israel for vacation," he said. This proposal was interesting to the Israeli participants of the round table.

Sergey Cheremin discussed the prospects for developing bilateral partner relations with the Mayor of Jerusalem Nir Barkat during a meeting that took place during Days of Moscow in Israel.

"Cooperation with Jerusalem, which pays special attention to the development of advanced technology and economic diversification, will allow us to learn about best international practices aimed at attracting young talented engineers and creating a high-tech economy," the Minister said. He expressed hope that holding Days of Jerusalem in Moscow in September of this year will help strengthen relations between the two cities and countries. "In my opinion, Moscow would be interested in strengthening ties with Israeli universities, which are accomplished in natural sciences and information technology. Israel is known for having one of the best vocational education systems, which enables companies to hire qualified specialists who can work in tech with no problem. This is why many international industrial leaders are opening branches in Israel," Mr. Barkat said. The Minister supported Mr. Barkat's initiative, and the two sides agreed to look into options for joint undergrad and masters program, which would allow students to choose from different education systems and get the certificates they need.

Tel-Aviv also hosted a round table dedicated to supporting Russian language and culture, as well as working with young people. The discussion included Russian compatriots in Israel, Deputy Head of the Moscow Department of External Economic Affairs and International Relations Igor Tkach, First Deputy Director of the Moscow House of Compatriots Yuri Kaplun, Professor at the Moscow State Linguistic University Yuri Sukhov, Moscow writers Yuri Polyakov and Sergey Sokolkin, Head of the Russian Cultural Center in Tel-Aviv Natalia Yakimchuk, famous Russian philologist Tatiana Yatsuk, Head of the Yariek Development Center Yelena Kats and many others. In his address to the round table participants, Minister of the Moscow Government Sergey Cheremin pointed out the importance of consolidating Russian compatriots living abroad, holding international, regional and national forums, providing support for Russian language programs, and preserving Russian culture, language, and traditions in Russian-speaking diasporas.

The round table on innovations in the healthcare sphere took place at the Ichilov Hospital in Israel. Topics of discussion included career development initiatives, exchange of experience, and training Russian physicians in Israeli hospitals. Last year alone 35 specialists from Russia were trained and certified in this hospital. The Moscow delegation visited the oncology department, a children's outpatient clinic, and the hospital's cardiology center.

On April 26, the Jerusalem Theatre held a gala concert of the famous dance theatre Gzhel. Local authorities greatly value Russia's cultural contribution to the development of Israeli culture. "Stronger relations between the capitals of Russia and Israel present a unique opportunity to establish new ties and bring people closer together," said Head of the Moscow Department of External Economic Affairs and International Relations Sergey Cheremin. On behalf of the Mayor of Moscow and the entire Moscow delegation, he wished the residents of Israel peace and prosperity. ■





The capital's business projects presented in Lyon and Marseille

NEWS

The economic conference "Moscow: a city for business and innovation" and a series of round tables took place on May 16-17 in Lyon and Marseille. A Moscow delegation headed by Minister of the Moscow Government, Head of the Moscow Department of External Economic Affairs and International Relations Sergey Cheremin, visited France to take part in the events.

During the conference, representatives of the French business community listened to plans on socio-economic development, the implementation of major investment projects in the sphere of transportation, industry and urban development in the Russian capital. French entrepreneurs expressed interest in the development of corporate ties with Moscow partners in the spheres of industry, healthcare, innovation, sports, tourism, and gastronomy. Over 200 directors and representatives from state and commercial organizations in France attended the events.

The conference at the Lyon Chamber of Commerce and Industry was organized by the city's administration. In Marseille, the event was organized by the city's administration and the Business Cooperation Association "Provence-Russia."

During the visit to Lyon, the Moscow delegation visited Boiron - one of the largest European enterprises in the manufacture of homeopathic products. Negotiations with the company's management resulted in preliminary agreements on expanding the range of products available on the Russian market. At the BioDistrict de Gerland research center, visitors from Moscow learned about the work of the Lion Biopole biomedical center. Experts from the center presented potential developments in the sphere of research and treatment of various viral infections, as well as findings in microbiology and pharmaceutics.

In Marseille, the Moscow delegation visited the leading cancer treatment facility in the south of France. Representatives from the Moscow Department of Healthcare and the Moscow International Medical Cluster agreed to exchange experience and hold joint internships for medical experts, as well as on the participation of Marseilles doctors in the work of medical centers that will open on the territory of the Moscow International Medical Cluster at Skolkovo Innovation Center. ■

Cooperation in the sphere of transportation

Deputy Mayor of Moscow, Head of the Department of Transportation and Road Infrastructure Development Maksim Liksutov and Moscow Minister, Head of the Department of External Economic Affairs and International Relations Sergey Cheremin discussed cooperation between Moscow and Milan in the sphere of transportation with a delegation from the Milan subway system, headed by the Director General of MMSPA Stefano Cetti.



Sergey Cheremin told the guests about investment projects implemented jointly with Italian partners in Moscow, the Russian capital's priority plans, and preparations for Days of Moscow in Italy this fall. Stefano Cetti declared that MMSPA's management is interested in active cooperation with Moscow and considers this kind of cooperation to have a lot of potential. Maksim Liksutov proposed to sign a memorandum on cooperation between the metro systems in Moscow and Milan. Representatives from the Italian Embassy in Russia, the Moscow Metro, JSC Russian Railways, and other organizations also took part in the talks. ■



Moscow - Rio de Janeiro: impetus for active cooperation

NEWS

A delegation from Rio de Janeiro, headed up by Mayor Marcelo Crivella, came to Moscow on an official visit.

A meeting between Marcelo Crivella and Mayor of Moscow Sergey Sobyanin was the highlight of the delegation's three-day visit in the Russian capital. During the meeting, the two parties signed a cooperation program between the Government of Moscow and the Government of Rio de Janeiro for 2017-2019. The document provides for active cooperation across all active areas of development: the economy, construction, education, culture, healthcare, and tourism.

During the meeting, the Mayor of Moscow pointed out that Brazil is Moscow's key partner in Latin America. "I think the cooperation program between our cities will serve as a serious push for the development of economic ties," Sergey Sobyanin, and offered his colleagues to hold Moscow Days in Rio de Janeiro.

In turn, Marcelo Crivella thanked the Moscow government for their hospitality and talked about the city's parks and the number of video cameras throughout the Russian capital. "I am sure that Moscow's experience can help with Rio de Janeiro's development," he said.

The Mayor of Rio de Janeiro was receptive to holding Moscow Days in his city. "Organizing Moscow Days in Rio de Janeiro would be a dream come true for us. All of our ministers and government institutions will help you hold this event," Marcelo Crivella said, "We have a lot in common and, of course, there is progress in store for our relations. You will be very well received in our city."

The meeting was also attended by Deputy Mayor of Moscow in the Government of Moscow for Urban Development and Construction Marat Khusnullin, Head of the Department for Transport and Road Infrastructure Maksim Liksutov, and Head of the Moscow Department for External Economic and International Relations (DVMS) Sergey Cheremin.

The Mayor of Rio de Janeiro was truly impressed by Moscow during his visit. The delegation's program was set up in a way to let the city's guests from Brazil see what is being created and built in the city, to find out how different organizations in the city function.

Not a single meeting was routine. Marcelo Crivella and other members of the delegation took an active interest in everything they saw, asked a lot of questions, and demonstrated interest in every subject. This came as a pleasant surprise when the Mayor of Rio de Janeiro attended one of his first meetings in Moscow during a visit to the VTB Arena Park on Leningradsky Prospect, which encompasses commercial and entertainment facilities, residential buildings, and the Dinamo Stadium. It might seem that the mayor of a city that houses the legendary Maracana Stadium wouldn't be impressed with the construction of Dinamo. Nonetheless, he was genuinely curious about the project. For example, he asked a lot of questions about the width of the football field and the quality of the soil, the roof and supporting structures, and even the bolts that are used to hold the structure together. It turned out that Marcelo Crivella has an engineering degree.

"Incredible, amazing," the Mayor kept exclaiming while examining the complex, "Everybody who comes here is in for a surprise." The stadium is scheduled to open its doors in the spring of next year. Why not hold a match between Moscow's Dinamo team and a Brazilian football team in honor of the occasion? The Mayor of Rio de Janeiro seemed to like the idea. Perhaps the Mayor's favorite team, Botafogo, can come to play for the opening game.

The next day started with a visit to Moscow City, Moscow's international business center. Instead of taking a car, the delegation opted to take a ride on the Moscow Central Circle. The Brazilians got on the train at Ploshchad Gagarina, on Leninsky prospect. Roman Latypov, First Deputy Head for Strategic Development and Customer Management, came with the delegation to explain how the Moscow metro functions and talk about the Central Circle line.

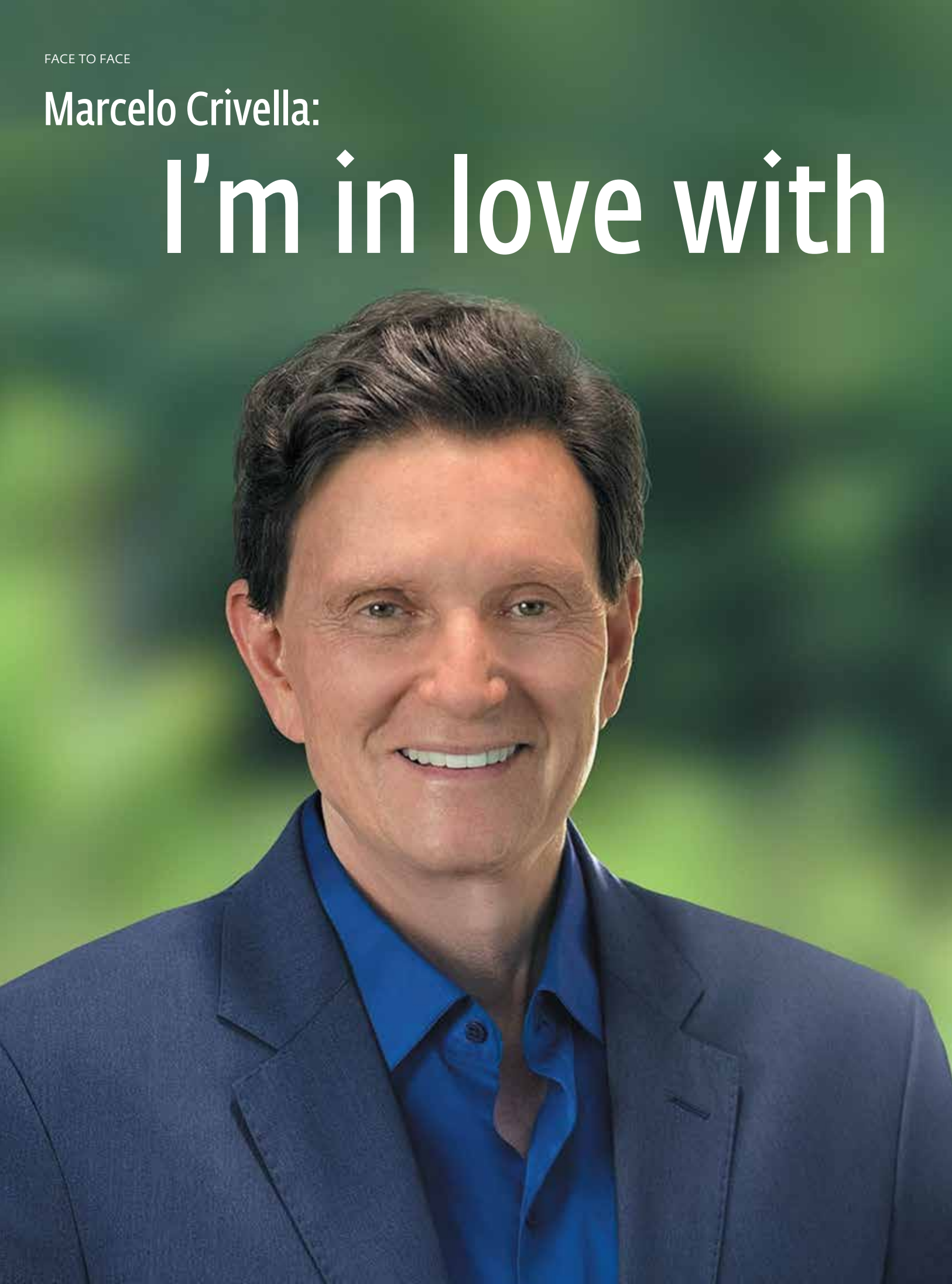
After getting to Moscow City, the guests headed to the top of Imperia business center, which offers a truly breathtaking view of the Russian capital. The weather was sunny and clear, so the delegation could see the Kremlin, Luzhniki, the Ostankino Tower, the Moscow State University building. The view was so great that the guests spent the first few minutes taking pictures. The roof also has a great view of other buildings in Moscow City, including the tallest skyscraper in Europe - The Federation Tower, which stands 374 meters tall.

After coming back down, members of the Rio de Janeiro delegation headed to the Moscow Government Center of Traffic Organization, located on 2nd Lesnoy Pereulok. There, the guests learned about the city's traffic setup, which accommodates 3.5 million vehicles a day. Traffic is regulated by 2,500 traffic lights, 1,600 of which are self-organizing traffic lights. When traffic lights break, they are fixed within 1.5 hours. The Brazilians were most impressed by the fact that there are 140,000 surveillance cameras in Moscow, 5,000 of which monitor traffic flow around the clock. In the first three months of 2017, over 4 million traffic tickets were issued in Moscow. The city budget is expected to receive an injection of about $22 billion from traffic tickets this year. But most importantly, the number of fatal car accidents in Moscow has declined over the past ten year, even though traffic volumes have increased.

In addition to the business part of the visit, which included the above-mentioned events and meetings with Moscow businessmen, the guests had a chance to relax and learn about the city's cultural life. Among other things, they visited the Stanislavski and Nemirovich-Danchenko Moscow Academic Music Theatre, where they enjoyed a ballet called "Esmeralda," and went on a boat tour of the Moscow River. ■

Marcelo Crivella:

I'm in love with





Moscow's beauty!

A delegation from Rio de Janeiro, headed up by mayor Marcelo CRIVELLA, recently came to Moscow for a three-day visit. Before going back to Brazil the Mayor sat down for an exclusive interview with Sergo Kukhianidze, the editor in chief of Capital Ideas.

59-year old Marcelo Crivella became mayor of Rio de Janeiro, the second largest city in Brazil, at the end of last year. After assuming office on January 1, 2017, the new mayor promised to maintain law and order, fight poverty, cut down on unnecessary expenses from the city budget, and encouraged everybody to understand the importance of respecting family values. Our conversation with Mr. Crivella took place at The Ritz-Carlton, where he stayed during his time in Moscow. He had just returned from a meeting with Russian businessmen and was clearly in good spirits.

Mr. Crivella, how did your meeting with Moscow's business representatives go?

Good, I am happy with it. I saw some really interesting projects that people are ready to bring to Rio de Janeiro. These projects entail the construction of hotels, residential buildings and shopping centers. These projects have already been implemented in Moscow and a number of other cities – Buenos Aires, Jakarta, Singapore, in South Africa. Of course Rio de Janeiro and Moscow are different cities in terms of both scale and population, but we have a lot in common. For example, much like you, we are restoring the city center. Your businessmen could take part in improvement projects for areas like Avenida Vargas and the port district.



Is this your first time visiting Moscow?

Yes.

Is your impression of the city different from what you heard about Moscow before coming here?

I won't lie, there is a big difference. I learned about Moscow through movies, mostly Hollywood movies. These films portray Moscow as a grey, dangerous

place, where it's always raining or snowing. By the way, Rio de Janeiro also gets a lot of negative coverage in mass media sources, and this is often unjustified. In reality, our city is colorful, beautiful, and full of good, hard-working, optimistic people.

I found today's Moscow to be colorful and welcoming as well. I can definitely say that my wife and I fell in love with Moscow's beauty. We ended up on a boat tour of the Moscow River and saw a lot of beautiful buildings, churches, and parks – a lot of light and smiling people.

Were you able to put your hand on the city's pulse, to feel the rhythm of Moscow?

I think so, in spite of the fact that this was a short visit. For example, it's clear to me that the city has departed from its communist past and is looking toward the future. At the same time, I noticed that the new system incorporates a lot of great things from the past. I saw a lot of examples of this in public-private partnerships, which are very well developed in Moscow. Even though we never had communism in Brazil, we are pursuing a similar path now: combining government with private business.

Out of everything you saw, did anything in particular interest you as a mayor?

All the video cameras – over 140,000 of them – that are all over the city. This is truly grandiose. They really provide solutions to a ton of problems when it comes to life in the city, transportation, and safety. We don't have anything similar in Rio de janeiro. The cameras we do have are mostly there to collect fines for speeding.

I was also amazed at how accessible the Internet is in Moscow. I've never seen anything like it anywhere else. You have a very big area surrounded by fiber-optic wires. In my city, they only stretch for about one thousand kilometers. We would like for your experts in this field to come over and tell us about their experience.

In your opinion, what are some potential areas of cooperation between our cities?

There are many of them, including construction, healthcare, nanotechnology, information technology, and tourism. All of this is included in the 2017-2019 cooperation program signed by me and the Mayor of Moscow Sergey Sobyanin.

In your opinion, are investors from Rio de Janeiro ready to come to Moscow?

Yes, Moscow provides every opportunity for this. I can say that we will gladly welcome Russian investors who are ready to invest in our city's infrastructure in Rio de Janeiro as well. You know, the crisis has made mutual investments more affordable. I think we should all take advantage of this.

Mr. Mayor, I know that you are also a pastor. I wanted to ask you if you've had time to explore the city's spiritual life during your time in Moscow.

Yes, I visited a church that was built in Moscow by Brazilian pastors. It has 640 parishioners. During my visit, I met with the ministers and some of the worshippers. It was like being back in Brazil! Overall, I felt that Russians are religious people. Nothing could shake the Russian faith – not wars, political changes, or the economic crisis. During my visit, I also learned that the church cupolas in Russia are covered with gold. When the sun shines on them, they light up like candles. I think this is a very powerful message: the cupolas as lit candles! It's a testament to the strength of Russian faith. I think this is a lesson for the whole world. You can't accomplish anything without faith.

Let's talk about food. Brazil is known for its food culture. Did Moscow make an impression on you in this sense?

Very much so! One day I tried shrimp with different sauces, including wasabi. I've never had that anywhere else. Believe me, these were the most delicious shrimp in the world. I'll put it this way: I won't consider myself a good son if I don't bring my Mom to Moscow one day so she can try this delicious dish as well!

When you come back home, I'm sure your colleagues and friends will ask about your visit to Moscow. What will you tell them?

I'll tell them how I was impressed by Moscow, how I fell in love with this city. I'll say that we really need to organize Moscow Days in Rio de Janeiro to let our city residents get to know Moscow and Russia, to learn about your accomplishments in various spheres of life.

I noticed that you used Russians words like "horosho" and "spasibo" a lot during your time here. Where did you learn them?

Back in Brazil. But you know, I learned a new phrase in Russian here which you all seem to know so well: "Moscow is no Rio de Janeiro"! *(Laughs)* ■

useful info

Department for external economic and international relations of the Government of Moscow

Address: 13 Tverskaya Street, Moscow, 125032
Ph: +7 (495) 633 68 66
Fax: +7 (495) 633 68 65
E-mail: dvms@mos.ru
www.dvms.mos.ru

Department of Science, Industrial Policy and Entrepreneurship of the Goverment of Moscow

Address: 22 Voznesensky Pereylok, Moscow, 125009
Ph: +7 (495) 777 77 77
Fax: +7 (495) 957 05 92
E-mail: dnpp@mos.ru
www.dnpp.mos.ru

Department of Economic Policy and Development of the Government of Moscow

Address: 21 Voznesensky Pereylok, Moscow, 125032
Ph: +7 (495) 777 77 77, +7 (495) 957 72 17
Fax: +7 (495) 629 33 42
E-mail: dprm@mos.ru
www.depir.ru

Department of City Property of the Government of Moscow

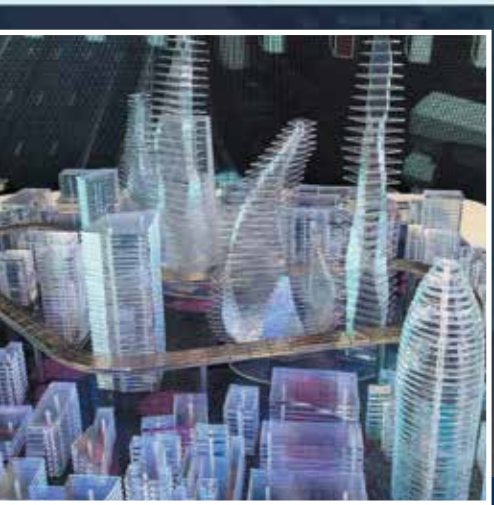
Address: 20 Bakhrushina Street, Moscow, 115054
Ph:+7(495) 777 77 77
E-mail: dgi@mos.ru
www.dgi.mos.ru

Moscow Exchange

Address: Office 1: 125009 Moscow, Bolshoy Kislovsky per, 13
Office 2: 125009 Moscow, Vozdvizhenka Str, 4/7, Bldg. 1
Phone: +7 (495) 363 32 32, +7 (495) 232 33 63
Fax: +7 (495) 234-48-40
www.moex.com

MUF:









The MUF 2017 business program consists of 80 sessions covering a wide range of topics: the future of architecture, public transportation, special economic zones, professional communities, alternative tourism, FIFA 2018, and more. The Forum will open with a plenary session "Age of Agglomerations. Rethinking the World Map" (July 6), which will feature a presentation by political scientists and mega-city development strategy consultant Parag Khanna. Mr. Khanna will be talking about how new mega-cities are changing the world map. The opening session for the second day, "Age of Agglomerations. Russia's Strategy" (July 7) will take place with participation from Russian government representatives. The session will entail a discussion on the strategic vectors of the country's agglomeration development that are relevant for the establishment of the necessary conditions for a sustainable growth rate of regions. International city managers and experts will discuss how the global agglomeration trend impacts the economic, social, and political world map, share best foreign practices, and talk about their experiences.

Moscow Urban Forum will hold public interviews, round tables, open lectures and industry discussion with participation from mayors and former mayors of major agglomerations, business leaders, and heads of landmark mega-projects. The forum will feature a total of 400 speakers, including 150 foreign experts.

Moscow's key mega-project, the renovation program, will also be discussed at the forum. The MUF EXPO exhibition will feature a separate stand and show rooms in order to demonstrate how the residential districts will be renovated. A plenary session called "Global Renovation Projects as Drivers of City Development" will be held in order to discuss international renovation practices. Moscow government representatives will talk about the wide range of challenges the new residential program entails: how the city infrastructure will be adapted to accommodate more residents, how the interests of business and city residents will be taken into account, and how the real estate market will respond to the renovation program. Examples from other mega-regions will be used to present solutions for implementing accessible housing programs and establish sustainable development principles that need to be applied when designing new districts. Speakers will include Deputy Mayor of Moscow in the Government of Moscow for Urban Development and Construction Marat Khusnullin, urban planning

How mega-cities change the world map

On July 6-12, VDNKh will be hosting the Moscow Urban Forum, which will address the development challenges faced by global megacities. 40 countries, 400 speakers, 15,000 business program participants, about about 30,000 visitors – this year's event will be the biggest one in the forum's seven-year history.



expert and former Minister in charge of the Greater Paris project Maurice Leroy, former Vice Governor of Tokyo and Meiji University Professor Yasushi Aoyama, and others.

The Forum will transform from a business congress into a media format with a series of presentations, debates and interviews that will be of interest to a wider audience. One of the most interesting presentations will be given by head of the FLOATING CITY project Randolph Hencken. Mr. Hencken will talk about the setup of the world's first floating city, which will be built in collaboration with the French Polynesian authorities by 2020. Saskia Sassen, a sociologist and economist famous for her work on globalization and international migration, will open the series of public interviews. An interview with the former mayor of London Ken Livingstone will follow afterward. Business strategist, author, venture capitalist, Canada's leading tech analyst and two-time Emmy nominee Leonard Brody will share his vision about how the age of agglomerations is changing the criteria for investment appeal assessments for international capital and is creating a new geography of investment. The public interview series will finish with Ahmad Abdelrazaq, who has taken part in the design and construction of highrise buildings all over the world (including the legendary Burj Khalifa). He will talk about today's requirements for developers working on successful mega-projects.

The Forum's special festival program will include meetings with the leaders of major foreign communities. The Regional Development Director of the Burning Man festival Steven Raspa will talk about the role communities play in city development. This year's Moscow Urban Forum will spend a lot of time on the subject of city communities and the market of private initiatives that change the city landscape as they develop. MUF Community Fest is MUF's special program about city communities. This year the Festival is going to become a resident of the business program for the first time. It will be located in the Community Stage hall, which will host presentations and discussions about the role communities play in the development of mega-cities on July 6-7. Moreover, on July 6-9, the festival will be holding public lectures and interviews with Forum speakers, workshops, a series of running tours, an independent music festival, a city art exhibition, and open houses for major companies. The MUF EXPO business program will run until July 12. ■

Sergey Levkin:

The right time to live in Moscow

Head of the Moscow Department of Urban Planning Policy answered our questions in an exclusive interview with Capital Ideas



Mr. Levkin, what does the phrase "liveable city" mean? Does Moscow fall into this category? If so, could you tell us why?

The phrase "liveable city" is more than just a handy term. It has a specific definition. In our opinion, it means the following: a mobile city, in which pedestrians, cyclists, motorists, and people who use public transportation all move around freely and comfortably. It's a city with a comfortable urban environment, in which there is a balance between public and historical spaces. It's a city with good healthcare and effective environmental practices, a city with high-quality, accessible pre-school, school, and professional education. I can't say that Moscow meets all of these requirements one hundred percent, but we are working on it and have a clear plan to follow. We have a goal – to transform the capital into a modern metropolis that people don't want to leave and are always happy to come back to.

Could you tell us about the Moscow's state program called "Urban Development Policy." What is the goal of the program? How many years will it take to complete?

This state program plays a decisive role in the development of the city, coordinating all programs in the sphere of urban development. It was first implemented five years ago, and this year the program was extended until 2019. The main goal of the program is to make Moscow a convenient, comfortable city for everybody. Moreover, its implementation will eliminate many administrative barriers, as well as coordinate the activities of government bodies and investors for the purpose of overcoming the territorial imbalances in the development of a social and transportation infrastructure.





Does the program take foreign experience in urban development into account? If so, which cities have you looked at? Can you give any examples of techniques borrowed from foreign cities?

Of course we take it into account. We rely on experience from CIS countries as well as countries that lead the World Bank's business ratings in the "Obtaining Building Permits" category.

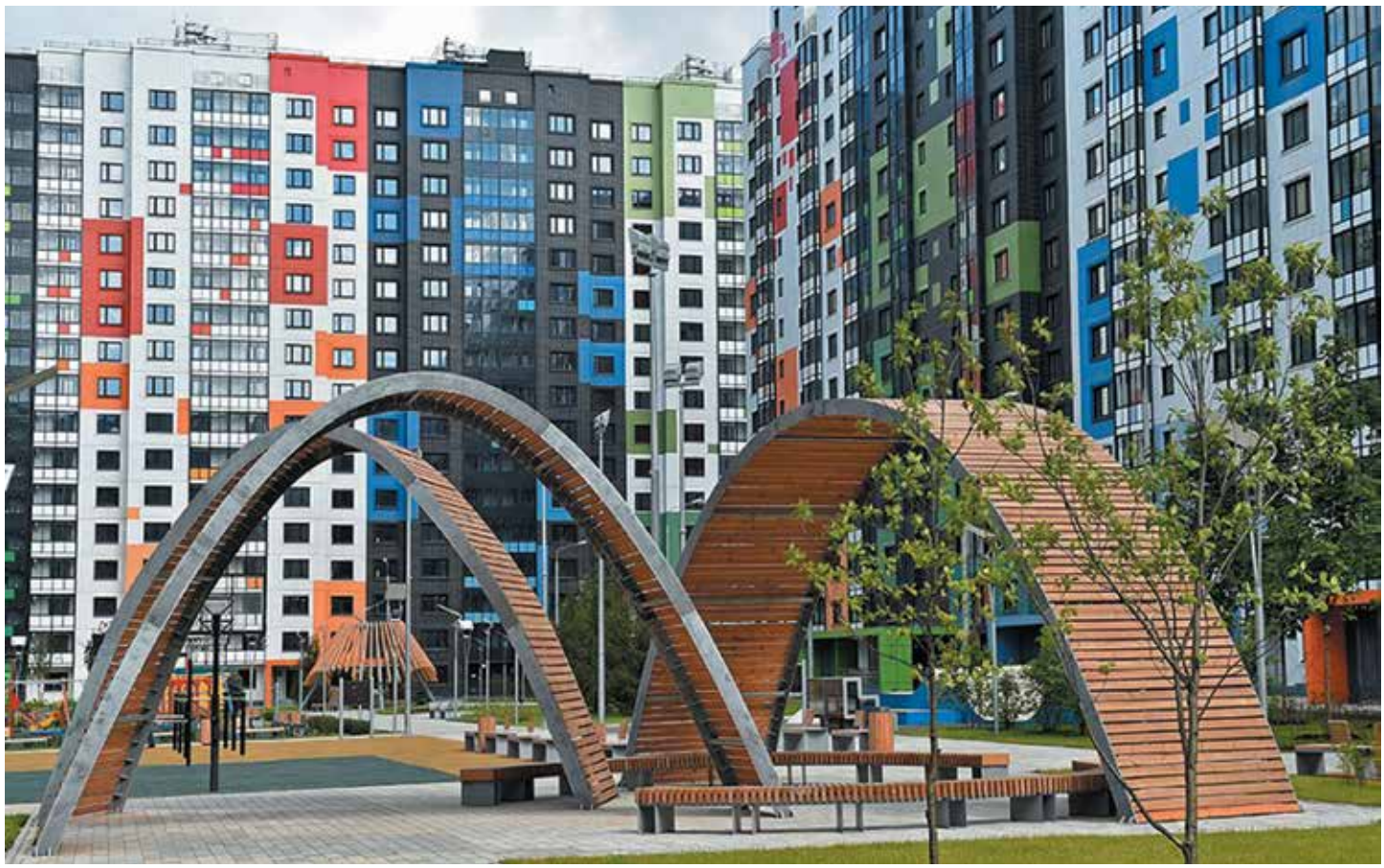
It is a widely known fact that the Moscow metro system is one of the most developed in the world. However, it's not equally accessible to all city residents. This is why expanding the metro system is one of our top priorities. Such a large-scale program requires us to engage leading foreign companies: some of the new metro stations are being constructed with the help of foreign technologies.

For example, Spanish designers worked on the stations along the Kozhukhovskaya metro line. A section of this metro line – from Nizhegorodskaya Ulitsya to Yugo-Vostochnaya metro station – will be constructed Spanish-style. One big tunnel will be built to accommodate two train lines going in opposite directions. This approach is used in Madrid. In Moscow, it will allow us to cut down on costs and complete the project sooner.

The metro system in Beijing is convenient and safe in many aspects: there's no risk of falling on the subway tracks, there are a lot of information stands at every station. We plan to work with Chinese experts on the construction of several stations in Moscow.

We are going to borrow techniques from Japan in the development of our urban environment. Botanicheskiy Sad will be the first transport junction in Moscow to incorporate Japanese technologies into the design. A key feature of the project is combining the metro, trains, above-ground transportation and major highways into a single ecosystem.

We also implement a lot of foreign experience in the IT sector. We're leaders in this sense, by the way. According to PricewaterhouseCoopers (PwC), Moscow is on par with tech leaders like New York, London, Barcelona, and Sydney. The use of information technologies by government bodies that are part of the Moscow Urban Planning Policy and Construction Complex has become one of the most important tools in upgrading the public administration systems in the construction sector. For example, a closed loop of electronic administrative procedures for every stage of the construction process has been created in the capital based on foreign experience. This saves the developers a lot of time and human resources, and therefore helps cut project costs.



What areas of the capital's urban development would be particularly appealing to a foreign investor?

Foreign investors express a lot of interest in the implementation of various large-scale projects in Moscow: construction of the metro and transport interchange hubs, industrial parks, hotels, commercial and residential real estate. We have a lot of investors working in these spheres already. The city really has plenty of projects going on. For example, just the transportation hub project alone entails the construction of 169 facilities!

What are some distinctive features of the Moscow Agglomeration Development Concept in terms of urban planning? Does it make sense to turn Moscow and its neighboring regions into a separate subject of the Russian Federation?

The Moscow agglomeration is unique in terms of scale. It's the largest in Europe and in the world's top 20 in terms of population, which is about 20 million people. This is its most distinctive urban development feature. The Moscow agglomeration encompasses about half of Moscow Oblast and draws about half of the Central Federal District into its sphere of influence!

At the same time, Moscow is the only metropolis that does not have a unified management system for its agglomeration. Unlike cities like New York, London, and Paris, which are truly developing into city-regions and use a single management and strategic planning system beyond their administrative borders. Unfortunately, the fact that this isn't happening in Moscow is part of our historical heritage. It gets in the way of resolving a lot of pressing issues, including transportation problems. Daily work commutes put a lot of pressure on the transportation system both outside the city and in Moscow.

However, unifying Moscow and the Moscow region into a separate federal subject is not a panacea for all of these problems. It makes more sense to focus on coordinating an integrated urban development of Moscow and the region, to strengthen cooperation between government bodies.

Is Moscow becoming so cosmopolitan that it's losing its own special character? It seems the symbol of Moscow these days is Moscow City, not Arbat or the Moscow River.

I don't think so. The city's cultural heritage is very much respected. Most historical buildings and architectural monuments are in the city center, in-



side the Garden Ring. By the way, this isn't a small territory. It's similar in size to the center of London, which includes London City, Westminster and the West End. All construction and renovation projects are conducted in a way that doesn't interfere with the unique characteristics of the city landscape

I'll also point out that Moscow is preserving its distinct historical and cultural features, supplementing it with parks and pedestrian areas necessary for modern city residents. According to the urban planning strategy, a polycentric development model is being applied in the city. This model ensures that the historical center will be relieved of excessive concentration of jobs and business structures through the establishment of modern multifunctional centers in other districts of the city.

Moscow is developing very quickly, changing almost every day. What do you think the capital will look like in 10-15 years?

The city's development depends on its status and functions. The most significant urban development projects in Moscow in the medium term are: the development of a street-road network, including the metro, the construction and development of a transfer hub network, the renovation of existing residential buildings, and the reorganization of industrial and manufacturing areas. All of these projects are aimed at creating a comfortable and modern urban environment, the establishment of a "liveable city."

The development of the capital's transportation network will allow us to establish a modern public transportation system, to synchronize all types of public transportation. It will be much more convenient and less expensive for Moscow residents to use public transportation.

This year, we are launching the implementation of a large-scale renovation project for residential areas. This program will set the city's prospects for residential development for the next 20 years and will allow us to improve residential conditions in accordance with modern requirements. This will allow us to resolve the key task of Moscow's urban development policy – the development of a comfortable living environment for all of the capital's residents.

The development and reorganization of industrial and manufacturing areas will transform them into high-tech scientific clusters, public and business development areas, or modern residential quarters.

Our urban development policy aims to make Moscow one of the leaders among the world's biggest cities in terms of comfort and standard of living. ■






P

WHAT IS A LIVEABLE CITY?



a mobile city, where pedestrians, cyclists, public transportation passengers, and motorists can all move around freely and comfortably



a city with a comfortable urban environment, where there is a balance between the development of public spaces, preservation of historical heritage, and improvements to the external appearance of the city



a healthy city with quality healthcare that is eco-friendly and has accessible athletic facilities



a city with high quality, accessible schools, vocational education, and opportunities for additional education and professional training



a socially protected city with high social standards and benefits aimed at improving the standard of living for citizens



a city with a new economy that ensures sustainable growth for both the city economy and the incomes of Muscovites. A city with a good investment climate and innovative development



an open city in which residents play an active role in city management through tools like the development of local self-government, transparency and accountability

useful info

Chamber of commerce and industry of the Russian Federation

Address: 109012 Moscow, St. Ilyinka, 6/1, bldg. 1
Ph: +7 (495) 620 00 09
Fax: +7 (495) 620 03 60
E-mail: tpprf@tpprf.ru
http://www.tpprf.ru/en/

Department for Work with Foreign Legal Entities and their Representative Offices

Address: 109012 Moscow, St. Ilyinka, 6/1, bldg. 1
Ph: +7 (495) 620 02 14, 620 02 22
Fax: +7 (495) 620 01 70
E-mail: daif@tpprf.ru
http://www.tpprf.ru

Moscow Chamber of commerce and industry

Address: 107031, Moscow, St. Petrovka, 15, bldg. 1.
Ph: +7 (499) 940 33 16, +7 (499) 940 33 25,
+7 (495) 276 12 19
E-mail: mostpp@mostpp.ru
http://www.mostpp.ru

Main Administration for Service to the Diplomatic Corps (GlavUpDK)

Address: 20 Prechistinka Street, Moscow, 119034
Ph: +7 (495) 637 23 26
Fax: +7 (495) 637 31 71
E-mail: info@updk.ru
http://www.updk.ru

New Danilovsky Market



Danilovsky Market has opened after renovations. Thousands of farmers and entrepreneurs from about 50 different regions in Russia sell food products at the market.

"Moscow has come a long way in terms of reorganizing markets, from Cherkizon and Luzhniki to establishing a market like Danilovsky. The conditions here are first-class," Sergey Sobyanin said.

According to him, the investor has transformed the market into a space for relaxation where people can buy quality products. "This is no longer just a market," he said, "but a place for people to get together with great food courts and spaces for workshops. It's nice to come here and get quality produce. I hope these kinds of markets will become popular among Muscovites."

Danilovsky Market is located in the South Administrative District, Mytnaya Street 74 (close to Tulskaya metro station).

The market has existed for a long prior to the construction of the new building. The market got its name due to its proximity to the Danilov Monastery. The first indoor market was built here in the middle of the 20th century.

The construction of the current three-story building was completed in 1986. The total area is 8,400 square meters. To cover the vast interior space without intermediate supports, one of the most advanced technologies at that time was used – reinforced concrete vaulted shells, which formed a dome 72 meters in diameter.

The market belonged to the Government of Moscow until 2014. In 2014, the market was privatized under the conditions that it would be renovated. From January 2017 to May 2017, the new owner conducted renovations that preserved the market's historical image. The investment amounted to over 900 million rubles.

The renovations significantly increased the usable area of the market. Two-level market modules have been set up here. They established a separate shopping area (first level) and a dining and workshop area (second level). The market building also has rooms for children and a convenient navigation system.

Right now there are 260 separate stands at the market featuring products from domestic and foreign producers, including vegetables, fruits, spices, dried fruits, groceries, meat, fish, milk, and flowers. The volume of products sold is 4,900 tons per year. There are 24 restaurants and cafes. Visitors can taste dishes from around the world. There is also a delivery service. Gastronomic festivals, lectures on healthy nutrition, culinary master classes and other cultural and entertainment events are held regularly. ■

Tourist and Information Center

A tourist and information center started operating on the territory of Moscow's Church of Christ the Savior. The center is open every day from 10.00am to 7.00pm. The staff will help visitors figure out how to get to Arbat or the Kremlin, and hand out free maps of the city in different languages. Tourists will be able to plan a route and figure out how to use public transportation, book a tour, and find out where to go to get the best pictures. Moscow residents can also stop by for brochures with upcoming events for the week.

The city used to have three tourists and information centers: on Triumphalnaya Square, the Kolomenskoye Museum-Reserve, and inside the GUM. Another information center opened at Revolution Square, but it only operates during the Moscow Seasons festivals. Visitors can come by to learn about festivals, tours, and upcoming events. ■



Luzhniki Big Sports Arena

Sergey Sobyanin examined the progress of reconstruction of the stadium and improvements to the Luzhniki Olympic Complex. According to him, the reconstruction of the Big Sports Arena is complete. The facility has been handed over in accordance with the FIFA World Cup preparation program. "All of the elements – the field, the stands, the sound and video broadcasting systems, the media facade – are fully ready for operation," Sergey Sobyanin said.

The reconstruction of the whole Luzhniki Complex is also in the final stages of the project. Work on land improvement, safety systems, and the construction of temporary buildings and structures is currently in progress. "I hope that all major preparatory work, along with improvements to the territory, will be finished over the summer, before fall. And of course the entire complex will be ready for the World Cup," the Mayor of Moscow said.

In accordance with FIFA requirements, the renovated stadium has capacity for 81,000 people (3,000 more people than before). The number of entrances has also been increased from 13 to 16. Separate entrances on the western platform have been allocated for VIP and VVIP guests.

In order to ensure safety and avoid long lines, the width of the entrances has been increased and 44 new cascading staircases have been installed. This will all enable guests to leave the stadium within 15 minutes after a match is over.

A key advantage of the Big Sports Arena will be a unique football field with a natural grass lawn. There is a meter-and-a-half thick layer underneath the field that consists of drainage, heating, irrigation and aeration systems. In total, 35 kilometers of pipes were laid. The irrigation system consists of 35 sprinklers, and in the technical room there are 6 containers (8 thousand liters each).



The lawn was planted in August last year. A total of 410 kilograms of seeds were sown (50 grams per square meter). After the height of the grass reached three centimeters, the lawn was covered with a special synthetic thread that provides support for the root system of plants. The composition of the seeds was selected specifically for Moscow's climate. The tests showed that thanks to the heating system, which provides a stable temperature of 15 degrees and a system that simulates sunlight, the lawn will retain its appearance even in the winter. Currently, the grass has grown to a depth of 15-17 centimeters, and field can already be used to play football. ■

Free "Mobile Library"

WHAT'S NEW



Stations on the Moscow Central Circle now have Mobile Libraries – virtual shelves with photos of book covers and QR codes. Passengers can scan the codes with their smartphones, download books for free, and read them during their trip. The catalogue currently contains 200 books, ranging from classical literature to contemporary novels. Moreover, passengers can download audiobooks and books in English as well. There are about 30 virtual book shelves in total, located at the following stations: Locomotiv, Izmailovo, Vladykino, Okruzhnaya, and Baltiyskaya.

To download a book, passengers have to download a special app and scan the QR code with their phone or tablet. They'll get a link to an internet page with the book.

"Mobile Library" is a joint project between the Moscow Metro, the online library LitRes, and Eksmo-AST publishing group. All 200 books are also available on the website: metro.litres.ru. The service will operate through the end of the year. To download a book on your phone or read it online, register on the LitRes website. There is free Wi-Fi on the metro that can be used to download books. ■

International Ballet Center

An International Ballet Center has opened in Pavilion No. 62 at VDNKh. The building will host classes in classical ballet, folk dancing, and modern jazz, as well as lectures, presentations, and workshops led by famous choreographers from Russia and other countries. Classes will be offered for both adults and children 2.5-15 years of age. Students will be able to choose from three types of dancing: modern jazz, classical ballet and folk dancing. All three are included in programs at ballet schools and academies. Children can attend all three. This type of program will help students unlock their potential to the fullest, since different types of dancing are different in terms of music, rhythm, and choreography.

Classes also entail learning the art of stage makeup, theory, and the history of Russian musical theatre and ballet. Moreover, the International Ballet Center is developing inclusive programs for children and adults with disabilities.

The center's instructors will include famous Russian dancers and choreographers with over 10 years of experience. Classes will take place in small groups and will be separated into different age groups. The founder and general director of the International Ballet Center is Elena Kaburneeva, a ballet choreographer and instructor.

The International Ballet Center will have a small and big hall for classes. Both have panoramic windows and tall ceilings decorated with stucco and frescoes. The classrooms have special floors in order to help students avoid overstraining their feet and legs.

Halls with dressing rooms are located in the side parts of the building, and in the central part of the pavilion – a 16-meter glass tower – there are a cafe, a library and a lobby. In the lobby there are sofas and monitors where parents can watch broadcasts of classes. The screens will broadcast lectures as well. ■



Eataly: Italian Food City

The famous Italian marketplace chain Eataly opened in the Kievsky shopping and entertainment center, which was established in place of the former Kievsky hotel.



The Eataly chain has existed since 2007, which is when the first center of Italian cuisine opened in Turin. The project has since branched out to 13 cities in Japan, as well as cities in the US, Brazil, South Korea, Turkey, Qatar, the UAE and other countries. The Moscow location totals 7,500 square meters in area, making it the second largest Eataly location in the world. Its total capacity is 900 people across different restaurants and bars. Guests can visit 18 different thematic cafes and restaurants, a market with the best Italian products, stands that make their own fresh mozzarella and other types of cheese, along with beer, ice cream, bread, baked goods and traditional pastries. There are over 6,000 Italian brands to choose from.

Every Eataly center has its own theme, and the one in Moscow is dedicated to art and literature. Eataly will host special literary dinners, exhibitions, concerts and other events. There will also be special workshops for adults and children, as well as tours of the market where guests will have a chance to learn about the different dishes and culinary traditions in Italy. ■

Investment Assistance for Business

On June 7, the President of the Moscow Chamber of Commerce and Industry Vladimir Platonov presented a new committee on business investment climate development. The Moscow Chamber of Commerce and Industry (MCCI) has existed for 25 years. According to Vladimir Platonov, the goal of the chamber is to organize the business community and provide entrepreneurs with support. "We also welcome any initiatives from the business community in terms of establishing new committees, associations and guilds," he said, "I am sure that our joint efforts will yield positive results in terms of investment activity."

Anna Vovk headed up the investment climate development committee. According to her, the main goal of the new structure is to establish a communications and consulting platform for all business. The committee will pay special attention to private investment, but active cooperation with banks will not be discouraged. "We plan to work with private investors for the most part," Anna Vovk explained, "But we are also open to the banking sector. Moreover, we would like to attract banks as partners, experts and consultants."

The committee's schedule for the year has already been set. Most of the committee's work will entail addressing specific



problems during round tables and meetings. Business representatives will be able to seek consultations and financial advice. Not every company has a professional finance director, and the Committee can act as a financial advisor in these cases. The goal of the new structure at the Moscow Chamber of Commerce and Industry is to form a club of business representatives over the course of three years. ■

Aeroexpress and Car Sharing Service Promotion

A joint promotion between Aeroexpress and BelkaCar kicked off on April 24 and will be effective until September 8, 2017. All Aeroexpress passengers who purchase a ticket via the website or the mobile app will receive a promocode for a 500 ruble discount on their first ride with the car sharing service BelkaCar.

According to experts, about 27% of airport passengers in Moscow opt for personal transportation to get to the airport. However, high parking costs at the airport and next to Aeroexpress train stations drive up the costs. A partnership between Aeroexpress and the car sharing service is a step in the right direction in terms of improving service for clients, especially ahead of vacation season.

Carsharing is one of the most in-demand services in Europe and the US. It makes it more convenient to get rides at a time that's convenient for the passengers. The service is relatively new for Russia, but is already rapidly growing in popularity. It's possible to take a car to the airport, but travel times may vary, which is why combining the two modes of transportation makes sense. A ride with BelkaCar costs 8 rubles per minute, while an Aeroexpress ticket is 420 rubles. Parking for cars that belong to a car sharing service is free in the center of Moscow. ■



WHAT'S NEW

Gastronomic News



A new two-story restaurant **MATRYOSHKA** by Maison Dellos opened its doors on February 2017, in the heart of historical Moscow. The restaurant is located on Kutuzovsky Prospect 2/1, building 6. The head chef is Vlad Piskunov, a culinary writer and blogger. The key to his gastronomic concept is unique domestic products: caviar in Olivier salad, goose with pelmeni, lamb with porridge, Yakut nelma on cedar board, all perfectly cooked according to Russian recipes. The menu includes sardines under fur coat, fish kulebyaka with sour cream sauce, cod with Altai mushroom porridge, Valaam shchi and Lindovsky goose – the main dish of this season. The dessert selection features gingerbread baskets with melted cottage cheese, "Lipoviy Tsvet" and "Ptichye Moloko" cakes, and pancakes with apples and cottage cheese. The menu is regularly updated depending on the season and the availability of local produce.

The restaurant's design incorporates modern trends, traditional, and industrial elements: an antique bar obtained from a private collection in Paris, an iron staircase and handrails, made to order, lamps and aged tiles, and antique fireplace, large panoramic windows with views of the Moscow River and and open kitchen.

The restaurant holding Perelman People opened a new bistro on Tsvetnoy Bulvar 2. "**GOLODNIY – ZLOY**" is headed up by chef Mikhail Gerashenko. Mikhail makes the bread and cheese himself, smokes the duck and tomatoes, and plans to make even more products in the future. Asian motifs and rich sauces play an important role here as well. According to the founders, the guiding principle of the new restaurant is lively food with no intrusions, and the main rule is not to hide the flavor of the product. Sauces are served on the side instead of directly on the dish, giving guests the options to mix everything together or try things separately. There is a taboo on frozen food, so all products are fresh and usually seasonal. The menu has a "Really Hungry" section, which contains dishes that can be ready and at your table within five minutes. It includes items like yolks fried with tomato salsa and onion mayonnaise or bruschetta with pickled cabbage and demi-glace sauce. there is big open kitchen where all of the dishes are prepared, as well as bread,



butter, cheese, and ice cream. You can watch the cooking from your table. The bar stand is a separate island. The terrace has a roof, which means it can be used in the rain.

A second restaurant from the legendary Seiji Kusano has opened by the Patriarch's Ponds (Maly Patriarshiy Pereulok 5/1). **SUSHI BY SEIJI** is a more affordable version of the restaurant on Komsomolsky prospect. Like with the other restaurant, the products are delivered directly from a market in Tokyo two times a week. The menu combines traditional Japanese dishes with selections that are a bit more familiar to Muscovites. Seiji and the sous-chef Artem Te included sashimi and sushi made with salmon, tuna, smoked eel, yellowtail and dorado, gunkans, as well as rolls. There are also salads, hot dishes, such as tori chahan, tempura, sake teriyaki and, of course, shabu-shabu – a delicious dish with Japanese marbled beef, tofu, chinese cabbage and shiitake mushrooms. There are five kinds of sake to choose from. In addition, you will be offered a good selection of wines, including plum wine, and other liquor as well. In Japanese, "Seiji" means "honest." Therefore, you can be absolutely sure that the fish here is of the highest quality, and the execution is authentic.



GROOT cafe is a new project that stresses a conscious approach to nutrition. The cafe is geared toward vegetarians, vegans and raw foodists, but is also great for anybody who enjoys eating healthy. The establishment is located in 2nd Zvenigorodskaya Street 12/15, next to Argo and Bruce Lee. The menu includes breakfast that is served all day, appetizers, salads, main dishes, along with a large selection of smoothies and fresh-squeezed juice. Everything is prepared on the spot, with no dairy products or refined sugar. Moreover, every item on the menu has symbols that helps guests figure out how the dishes are prepared and what they contain – gluten free, for example, or glycemic index. Dishes suitable for vegans (there are 16) are marked with purple and have special labels. Dishes for raw foodists (there are 14) are marked in green. The products are shipped from all over the world: guarana from Brazil, coconuts from Thailand, and superfoods from the United States. Ingredient also include flax, wheatgrass and sprouts of sunflower.



There is no alcohol at Groot, but there is a great coffee selection – freshly roasted coffee beans with soy, almond, or coconut milk. For example, a lavender raf is prepared with soy milk, coconut cream, agave syrup and vanilla extract. The main thing is to drink immediately, as vegetable milk does not last long.

The Wall Street business center on Valovaya Street 35 has opened the first location of a cafe chain **ZHADINA-GOVYADINA, SOLENIY OGURETS**. The main dish here is sandwiches, with special attention paid to baking bread, preparing sauces, and different ways of pickling and preparing food. For example, a technique called sous-vide is used to prepare the ingredients for sandwiches. The food is vacuum-sealed in a plastic pouch to ensure that the items are cooked evenly and retain moisture. Emulsions and extracts from spicy herbs and spices are used to make sauces, while fresh and ripe vegetables add to the flavor. There are eight sandwiches on the menu so far. Cocktails come in glasses or on-liter bottles. If you come in for a sandwich, make sure you get beet lemonade with horseradish, which has already become a hit among guests. If it's early, go for a coffee and a biscuit, which can serve as a great substitute for breakfast. By the way, all coffee, from a small espresso to a 400 ml cup, is sold for 120 rubles. The second cafe will open on Nizhny Susalni Pereulok in mid-June.



All dishes here are served on eco-friendly disposable tablewear. This place is for those who want to get a great meal, but don't want to overpay for servers, dishes, and other expensive attributes of a full-service restaurant.

The cafe's menu was put together by the chain's brand chef Charbel Aoun. Thanks to him, the Irish restaurant Lauberges received 2 Michelin stars. He is also the recipient of the Golden Molecular Gastronomy award.

The recently opened **FF RESTAURANT & BAR** on Ulitsya Timura Frunze 11/1 is a new trendy spot in Moscow. The establishment's co-owner is the famous DJ and radio producer Fedor Fomin (this is where the FF in the title comes from). Guests can sample corn soup with smoked chicken, duck breast with carrot puree or chicken pate. Fans of Odessa cuisine can choose from pike perch, forshmak, barabule and vareniki with a variety of fillings. By the way, they are prepared by a chef from Odessa, so there is no doubt about the authenticity of the dishes. On the weekends the restaurant turns into a concert venue. Most of the furnishings are iconic design pieces by Eileen Gray, Joe Colombo, and Philippe Starck.





Men are weak now, and yet they transform the Earth's surface. In millions of years, their might will increase to the extent that they will change the surface of the Earth, its oceans, the atmosphere, and themselves.

Konstantin Tsiolkovsky, Russian rocket scientist and pioneer of the astronautic theory



A good upbringing means not that you won't spill sauce on the tablecloth, but that you won't notice it when someone else does.

Anton Chekhov, Russian playwright and short story writer, who is considered to be among the greatest writers of short fiction in history



I don't like people who have never fallen or stumbled. Their virtue is lifeless and it isn't of much value. Life hasn't revealed its beauty to them.

Boris Pasternak, Russian poet, novelist, and literary translator



Remember: there are no small parts, only small actors.

Constantin Stanislavski, Russian stage actor and director who developed the naturalistic performance technique known as the "Stanislavsky method"



When a small child, I thought that success spelled happiness. I was wrong, happiness is like a butterfly which appears and delights us for one brief moment, but soon flits away.

Anna Pavlova, Russian prima ballerina of the late 19th and the early 20th centuries



The spirit, like the body, can be strengthened and developed by frequent exercise. Just as the body, if neglected, grows weaker and finally impotent, so the spirit perishes if untended.

Wassily Kandinsky, Russian painter and art theorist







Vladimir Platonov:

We give business an opportunity to develop quickly

President of the Moscow Chamber of Commerce and Industry answered our questions in an exclusive interview with Capital Ideas

Mr. Platonov, a year ago you headed up the Moscow Chamber of Commerce and Industry (MCCI). What was the most challenging and unexpected part of your new job?

I have to say that this place of work wasn't all that new for me. Before being elected President, I spent a year and a half working as Senior Vice President of the Chamber. But even before that, I was relatively familiar with the MCCI's work. I was a Deputy at the Moscow City Duma (MCD) for two decades, and considered it part of my responsibility to stay informed about what's happening at the largest association of entrepreneurs in the capital. I followed the Chamber's work closely and worked on the city law "On the Moscow Chamber of Commerce and Industry," which was adopted by the Moscow City Duma in 2002 and updated in 2012 and 2017.

After the Moscow City Duma elections in 2014, deputies had the opportunity to work at the Duma full-time or part-time. I decided to try my hand at a new role, which was similar to what I did before. After all, entrepreneurs are also city residents, and I worked with them for a long time as a "liberated" deputy. Business has its own important and complicated problems. Of course, I started to see things differently after transferring to the Chamber. There were no big surprises, but there are challenges at any job. Most importantly, my experience gives me the tools I need to address them.

It doesn't really matter which particular group of people you're helping to resolve problems. We are creating an integrated city community that should be comfortable for living, working, relaxing, and running your own business.

In your opinion, what is the business climate in Moscow like these days? Cloudy with a chance of rain?

If we're going to use weather analogies, I would say cloudy with a chance of sunshine. But there are government planes that work on dispersing the clouds regularly, like we do on City Day.

The clouds, in this case, are the consequences of Western sanctions, the drop in oil prices, and some holes in the legislation that we're trying to fill in. After all, business was forbidden in our country for 70 years. We've been building a market economy for a quarter of a century. This might seem like a long time, but you have to overcome a lot of public inertia, learn from your mistakes, create things from scratch. It only seems like it would be enough to apply a specific economic model, and the "invisible hand" will take care of the rest. If you don't create the right market conditions, nothing will work! If we try to let the market figure itself out, we'll have savage capitalism, which is what we almost ended up with in the 90s. Over-regulating the market, on the other hand, can lead to a downturn and crisis. The government constantly has to look for a middle ground, and chambers of commerce and industry are there to moderate between the interests of business and government.

How much did the Western sanctions affect the city? Or maybe they actually helped in some way?



www.mostpp.ru

Of course we could not have avoided being impacted by the sanctions. Moscow is the country's biggest industrial and financial center. So the western sanctions introduced in 2014, which were aimed at Russia's military, energy, and financial sectors, affected the city's economy.

However, in spite of forecasts by certain experts, the sanctions didn't turn into a catastrophe. On the contrary, they set in motion a lot of positive processes that were waiting for the right time to fully unfold. The sanctions and counter-sanctions prompted us to develop our real sector and pushed us to implement import substitution and localization processes. It turned out that our agricultural sector was capable of rapid development, that our IT professionals are good enough to compete with the West, and that Moscow, which had never been home to heavy industry plants, can become a center of cutting-edge industry.

Of course this didn't happen on its own. The city authorities launched a special program that enabled effective enterprises that pay decent salaries, actively invest in manufacturing, and use their territory efficiently receive sufficient tax benefits in order to invest the savings in modernization and the expansion of production volumes in the city. Overall, the so-called "tax revolution" that took place in the city over the past five years (thanks to advances in federal legislation) resulted in a significant expansion of small and medium-size business, as well as individual entrepreneurship. An entire network of business and advanced manufacturing plants is being created - industrial parks, technological parks, and coworking spaces. We are giving business the opportunity to develop quickly and achieve results. Over the past few years, Moscow's production sector has demonstrated stable growth - a few percent per year.

I'm also pleased to point out that the MCCI has actively participated and continues to participate in developing laws on industrial and investment activities and cutting-edge taxation mechanisms. The city gives tax and rent benefits to companies operating in in-demand sectors that meet all modern requirements.

So aside from negative consequences, the sanctions have been good for us. They gave impetus to the development of a number of economic sectors, including agriculture and advanced technology. They also prompted us to look for new markets for import and sales.

Do you agree with the opinion that the worst sanctions are ones that we impose on ourselves by being disorganized or irresponsible? If so, what is the best way to overcome this?

There are well-known cures for this, it's nothing new. Don't give up, try to work in accordance with modern requirements, always strive to accomplish something new - new models, technology, algorithms. Borrow best practices from the West and the East, rely on positive experience from our own country.

What industries are the most appealing right now in terms of investment?

Moscow is the biggest city in Europe, an agglomeration of 20 million people, the largest consumer market in Russia and Eastern Europe, and the center of investment activity. In 2016, Moscow was in the Top-10 Russian regions in terms of the quality of our investment climate. We also came in first in the public-

private partnership development rating. In 2016, investment volumes reached a record high for modern Russia - over 1.7 trillion rubles.

In terms of specific industries, it's best to start with ones that are actively implementing public-private partnerships. This includes transportation and the construction of industrial and civil facilities. Transport infrastructure, as well as industrial and civil construction, have always been appealing spheres for foreign investors. Unlike other regions, the pace of construction for industrial and civil sites in Moscow has increased. The city's expansion had a lot to do with this. It opened new opportunities for the most advances architecture and design solutions, residential construction projects, and job creation.

Now the city has launched an unprecedented social project - the renovation of old and dilapidated housing. There has never been anything like it in our history in terms of both scale and technology, even after World War II. Thousands of old residential buildings will be demolished and replaced with new ones. At the same time, whole residential quarters with social and business structures, as well as transportation systems, will be erected. There will be enough for everyone for many years to come, and it won't be able to happen without public-private partnerships. I am sure investments in this sector will be very successful.

What kind of advice would you give to foreign businessmen and investors who are considering investing in Moscow? Is there anything they should keep in mind?

I'd like to give some general advice to entrepreneurs who are starting to work in Moscow.

Don't come to Moscow expecting that everything related to business has to function exactly like it does in Germany or Japan, for example. Some things are just different here. Pay attention to the advantages and opportunities that exist in Moscow. Of course, we have our own nuances and one has to adapt to them. But it's important to keep in mind that the government and the Chamber of Commerce and Industry are doing everything in their power to create a comfortable environment for foreign business in the city.

Can you tell us about the MCCI'c international relations? How are they relevant for the city?

The development of international relations is one of MCCI's top priorities. The MCCI is an important part of the international system of chambers of commerce and industry.

Due to the Western sanctions, which we have already talked about, a lot of Moscow's organizations that engage in foreign economic activities have shifted their focus to markets in the CIS, the Asia-Pacific region, Latin America, and Africa. Due to these changes, the MCCI has activated relations with CIS countries, Iran, India, China, and so on.

The MCCI is the foundation of an effective system that provides non-financial support for business entering foreign markets.

Important tools for developing foreign economic relations include:

- MCCI Committee on Foreign Economic Activity (headed by Minister of the Government of Moscow, Head of the Department for Foreign Economic and International Relations of the City of Moscow Sergey Cheremin)
- 40 commissions on foreign economic cooperation with partners in foreign countries
- Center for Customs Counseling.

Commissions in countries such as South Korea, the United Arab Emirates, Italy, Iran, India and others work to help domestic enterprises enter foreign markets.

In 2014-2016, the MCCI held a total of more than 300 events in the field of foreign economic activity (trade and economic missions, forums, conferences, round tables, including in the framework of exhibitions, presentations, meetings in the Chamber with ambassadors, trade representatives, parliament members, mayors, delegations of businessmen from a number of foreign countries, etc.).

All these measures are substantive in nature. Russian and foreign entrepreneurs are assisted in finding partners, as well as informed about various aspects of foreign economic activity. At the Hanover exhibition alone, which was held in April 2016, Moscow enterprises held 64 meetings with German partners. 25 of them culminated in the signing of protocols of intentions, and many have signed cooperation agree. ■



www.mostpp.ru



Vikram Punia:

Happiness is not about money

The story of 44-year-old Vikram Punia, President of Pharmsynthez, is nothing short of extraordinary. It's surprising Bollywood hasn't made a movie about his life in Russia yet, but who knows what the future holds!

We met with Vikram Punia in his Moscow office, which is located on the 42nd floor of the Federation Tower and has a phenomenal view of the capital. All of Moscow is right in front of you! Our lively discussion lasted for over an hour. Vikram talked about himself and the pharmaceutical business that has become his life's work. He started from scratch and managed to establish Pharmasynthez - a huge company that is now worth about one billion dollars. He used the word "decisiveness" over a dozen times throughout the interview, emphasizing that he would not have been able to get anywhere without it. After all, it was decisiveness that brought him to Irkutsk 25 years ago.

Vikram, could you please tell us how an 18 year old boy from India ended up in Irkutsk in the early 90s?

A government contract that existed between our countries at the time. It was a mutually beneficial exchange. Russia sent us their experts to work on various joint projects, while India sent students over to Russia to get an education here. I didn't come to Russia right away. After finishing up school in Delhi, I was accepted to a prestigious medical university there. But then I thought it doesn't really matter where I go to get a medical degree, so I made a decision that came as a surprise to many of my friends and relatives – I decided to study in Irkutsk.

What did you know about Russia back then?

Not that much. Everything I knew about Russia I learned from a Soviet magazine called "Sputnik," which I started reading when I was in the eighth or ninth grade. It was printed in English, on good paper, and had a ton of beautiful photos. I was especially impressed by the photos of Russian winter. You know, I've had health problems since I was a kid. This may seem odd, but I didn't deal with heat well and was sick a lot during the summer. I always wanted to go some place cooler, with snow and ice! My relatives even joke that I must have been Russian in a past life. In any case, I made the decision to study in Russia very quickly – I only thought about it for an hour! My parents were surprised, but didn't object.

How brave!

Yes, today I can definitely say that my decisiveness is a big asset. While I was in Irkutsk, I also decided that, even though I respect the medical profession, being a doctor is not for me. I decided to go into business. By the way, I could have asked my dad for help with starting my business, since he is a successful businessman. But I didn't want to ask him for money, because I wanted to do





everything myself. So I established a company and started selling English beer, Indian tea, and Vietnamese shirts in Irkutsk...I sold just about everything!

This went on for a year. In 1995, I started selling pharmaceuticals, which mostly came from India, Bulgaria, and Yugoslavia. I started making good money, and I signed contracts for millions of dollars. However, after some time I understood that depending on different suppliers is not a good idea. If you want to do business, it's best to make the pharmaceuticals yourself. So in 1997, I took all the money I had earned, made arrangements with the bank and the administration, brought in project planners, and started building a pharma plant in Irkutsk. It took us two years two build the factory, and then we started to make drugs for treating tuberculosis. I made my money back fairly quickly, and now we have five plants in Russia. Of course not everything went smoothly, we lived through several crises over the past eighteen years, encountered a lot of problems including disassembly, racketeering, kickbacks ...

Where exactly are the company's plants located?

From Petersburg to Primorsky Krai. We have plants in St. Petersburg, Tyumen, Bratsk, Irkutsk and Ussuriysk. By the way, the official opening for the plant in St. Petersburg is going to take place in the beginning of June, during the St. Petersburg International Economic Forum.

How many people have you employed so far?

Our plants currently employ about 2,000 people.

How many different types of drugs do you make today?

We produce 150 different types of medications. In some categories – anti-tuberculosis drugs and antiretrovirals – we account for 50 percent of the Russian market. Our plants produce a total of 50 million packages every year, which means that every third Russian consumes some kind of Pharmasynthez product. In three years, we hope every Russian will be using out products.

Where do you get the raw materials to make medicine?

Eighty percent comes from China, ten to twelve comes from India, and the rest we get from all over the world. But this is the case for now. Next year we'll start manufacturing our own raw materials at our plant in Bratsk.

Do you only operate in Russia?

No, we export our products to CIS countries – Kazakhstan, Turkmenistan, Uzbekistan, Azerbaijan... We plan to enter the market in countries like Vietnam and Latin American countries as well. In 2020, we'll start to sell our products on the Indian market.

By the way, is Pharmasynthez technically and Indian company or is it a joint venture?

Pharmasynthez is a Russian company. I became a Russian citizen in 2008.

Oh, congratulations! Vikram you are a unique person. I think there should be a Bollywood movie about your life!

(Embarrassed) That's a bit much, I'm just trying to do something good...I have to admit, when I left medical school years ago and started my own business, I wanted to make a lot of money. At the same time, and this is true, I really wanted to do something that's good for society. I could have invested my money into something else: real estate, for example, which I could have rented out. But I decided to make medicine that so many people all over the country need.

I never thought that I'd become the person I am now, I never thought I would be rich.

I'll tell you something that happened to me recently. I came to Irkutsk, where we have an apartment in a house that is located next to the dorm I used to live in when I first came to Russia from Delhi. One evening, I was standing on the balcony, looking at my former dorm, and I caught myself thinking I was happy when I lived there,

even though I didn't have any money. I'm happy now as well. Happiness is not about the amount of money you have. It's what you have inside. You have to focus on the positive. Thoughts turn into reality, at least this is definitely the case for me. You can't get yourself down or think negatively. Happiness is positivity. You can't get anything done in life with jealousy or ill will.

Have you ever had the desire to quit everything and leave Russia?

Not once. Not even when I was a student in Irkutsk and spent four hours in line to get butter once. It was freezing outside. I didn't get any butter, they ran out! Who knows, that could have been the moment I thought to quit school and start doing business? But I did end up finishing university. I transferred to Primorsky Institute of Economics, where I graduated with a degree in economics.

Yeah, I already understood that decisiveness is one of your prominent character traits...

Right, I make decisions quickly, I don't spend a lot of time thinking about whether or not it will work out. But I do consider the pros and cons.

Do you think your case is unique?

I can't think of another example like this for an Indian citizen, in terms of business.

What are the reasons for your success – personality, luck....

I think that I have a lot of good ideas. That's the first reason. My decisiveness is the second reason. Third – the desire to follow through with my plans. And fourth, luck. I think these are the main reasons for my success.

Do you feel more Russian or Indian?

It's hard to say. I definitely know that Russia is more comfortable for me right now. I have a Russian wife, we met back in Irkutsk, all of my friends are also Russian. I've already said that I'm more comfortable in cold temperatures (*Smiles*). But of course I'll never forget that I have Indian blood in me. Nonetheless, I am definitely integrated into Russian society. I think like a Russian and even eat like a Russian. For example, I have porridge, eggs, and sausages for breakfast, not rice with spices.

Since you know Russia so well, could you give foreign businessmen some advice on how to do business in Russia?

First, you have to come to Russia with a good idea. That's the foundation of any business. You can't say one thing but plan to do something completely different. Second, you need to be open. Don't try to cheat your partners or go behind their backs. Third, pay attention to details. Fourth, don't be afraid of challenges – there aren't any more of them in Russia than in other places. Fifth, integrate yourself into Russian society.

What do I mean? It's important to try to understand the Russian mentality. You know the old saying – when in Rome, do as the Romans do. Russian people are open, straightforward, and sincere. It's also important to build rapport with everybody you work with. Of course, this doesn't mean you have to spend your whole time here doing shots of vodka at the banya. *(Laughs)*

In your opinion, has the Russian businessman changed over the past twenty years?

Of course, and for the better. Suffice it to say that there are no more purple blazers and tracksuits, which used to be wardrobe staples for Russian businessmen during perestroika. That's just the surface. If we go deeper, I'll point out one thing: just try to avoid paying taxes here these days! Russia's business climate is changing and people have become more law-abiding. I think Russia is closer to Europe in this sense now. All of this makes me optimistic about the future. Of course there are challenges, but you will encounter them in any country and any city. Today, it's clear that there is no going back to the past.

Do you consider yourself to be the maharaja of Russian pharmaceuticals?

No, I don't. I have a lot of competitors, including big foreign companies and new companies here. I don't have time to relax like a maharaja, I have to work a lot every day. I have a lot of plans and ideas. You know, I got to meet with Vladimir Putin last February. I was invited to his country residence, along with other businessmen. At some point during the conversation, the President addressed me directly. I introduced myself and immediately suggested a specific idea. I told him that there is a problem with medication for people with hepatitis C – there are over four million of them in Russia. The available solutions are very expensive and not easily accessible. Vladimir Putin listened to what I had to say – we talked for 15 minutes! – and supported the idea. God willing, next year this idea will yield results. ■







Frank Herbertz:

Business and politics should exist separately

Mercuri International was founded over 50 years ago as a sales training company. Today, the business school exists in over 40 countries, including Russia. In an interview with Capital Ideas, Chief Executive Officer at Mercuri International Group AB Frank Herbertz talked about opening the school's Russian office and everything that has been accomplished since.

Mercuri International Business School has existed in Russia for over 20 years, but has received almost no media coverage. You didn't give any interviews. What has changed?

This is partially true, Russia wasn't the kind of market the company focused on. During the 2008-2009 crisis we were more concerned with restructuring and turning a profit. We paid less attention to developing markets. But things have changed, and now everything will be different.

What are your students like? What do you teach them?

Our target audience includes anybody who does sales, along with anybody who supports sales departments - marketing, service departments, and managers. Mercuri's goal is to improve sales, so that's what we focus on.

About 1.5 million people attend classes at the company every year, and the Russian office accounts for around 200,000. About a hundred companies regularly send their sales professionals over for 2-3 day workshops.

20 years ago was not an easy period of time for Russia. How did you decide to open a business here, especially in sales? This sphere was totally underdeveloped.

Mercuri is a global company. We work with corporations that exist all over the world. Our main objective is having a global presence in order to be able to support our clients in different countries. At the same time, every country is different. This is why we needed an office in Russia that would hold development programs tailored to meet the needs of the Russian market.

How is the program different?

About 30-40% of the course is adapted for the local market. Every country has its own culture. For example, we always say that you need to ask clients questions during the first meeting in order to determine what their needs are. But in Japan, for

example, this is considered rude. You have to either be talking yourself or listening to what the client says. We do what makes our clients comfortable.

Who teaches the classes? Foreign experts, expats, locals?

We have a lot of consultants in Europe who can come over to teach classes. But this never works. We opened a local office precisely so that local experts who know the culture and nuances here could teach classes. They speak the same language as the students. When foreign experts come, they aren't familiar with all of this and classes are not as effective.

How do Russians buy and sell?

Russia is located between Europe and Asia. Here, friendly connections and personal relationships between business partners are important. It's part of the culture, and there's nothing bad about it. But it's not the same in Western business culture.

In your opinion, how has the landscape changed over the past 20 years?

When the school first opened in Russia, the market was a lot less mature. Everything was based on connections, but now expertise and product quality is much more important. Clients have become more cautious and picky, there is less customer loyalty, and people are more critical. I can definitely say that the Russian market has matured and has caught up with civilized countries.

Are you happy with business development in Russia?

We've experienced a lot of growth here in the past 3-4 years, about 30-40% a year. The the Russian office has doubled in size in this time. And we're still looking for new people, we're still growing.

This market is very important for us. There are some countries where we franchise our business, but Russia is definitely not one of them. From the very beginning, the branch here has been 100% owned by our European headquarters. The Russian market's share in the company is small for now, about 5-7%, but business is going so well that, as CEO, this is my second trip here in the past 4 months.

Had you been to Russia before?

I've been here about ten times in total. This is the second time I'm here for business, my other trips weren't business-related. I came to Russia for the first time right after the collapse of the Berlin wall in 1990, which was 27 years ago.

What were your first impressions during that first trip?

I served in the German army in 1985-1987, but this was West Germany, not GDR. So I had a specific picture in my head, negative stereotypes and expectations. When I came here, these stereotypes vanished completely. I was really impressed by how different things were and how open Russians are.

What do you think about Russia now?

The people here are really friendly and open, not at all different from my friends in other countries. When I started traveling, I came to the simple conclusion that there are good and bad people everywhere. I've met a lot of nice, interesting people in Russia as well.

Speaking of stereotypes, do you find there is a lack of German orderliness here?

No, I don't feel like there is disorder in Russia.

Have the political and economic events over the past few years affected your business in Russia? In your opinion, is there any room for politics in business?

Business and politics need to exist separately! But unfortunately, one always influences the other. Right now we're seeing that our clients, international companies, are somewhat limited in terms of their development here. Still, we are convinced that the sanctions will be lifted after some time (1-1.5 years) and business will continue to grow. And Russian companies will be able to easily develop abroad as well.

What are your company's plans?

To develop the market, to establish both regular and digital communications. We want to develop cooperation with all multinational corporations in a structured way.

How would you describe Mercuri's sales philosophy?

Reciprocity between people is the most important thing. Always look for a balance between different type of needs - rational and emotional. As soon as you learn to balance them correctly, you'll be successful.

And the most important recommendation you give to your students?

Never give up and celebrate your victories. If you knock on a hundred doors and only one of them opens, be happy about that one door, not disappointed over the other 99. That's when your business will start to grow.

Do you have a dream related to business?

Business, and all of us generally, will be better off if we get rid of the stereotypes in our heads. Over 10 years ago I was the director of the Chinese office, and everybody perceived me to be a representative of a different culture. I ran into a lot of stereotypes that pop into people's heads when they see a German person. So I am convinced that we all need to break down walls instead of building new ones, like the US is doing right now. This is probably the greatest dream I have. ■

What has been done in Moscow over 5 years?



Over **40** mln sq.m. of real estate, including 15 mln sq.m. of residential real estate, has been built. Moscow is currently in 5th place in terms of real estate growth per person among the biggest cities in the world.

380 social facilities have been constructed, and another 282 will be constructed in 2016-2018. This allows for the provision of social infrastructure for newly developed areas

400 km of roads, 31.01 km of metro lines, **18** new metro station, and **140** pedestrian crossings have been built. Another 78.45 km of metro lines, 36 new stations, and 48 pedestrian crossings are under construction

In 2012-2015, traffic congestion decreased by **16%,** which means Moscow is no longer the leader among the world's mega-cities in terms of traffic jams



We speak the customers

The dental world met end of March at the biggest trade fair in Cologne – the IDS 2017. On this occasion "Capital Ideas" had the opportunity to ask the largest manufacturer of professional dental products and technologies about its strategy, goals and plans in Russia. Below you will find an interview we conducted with Albert Sterkenburg, Senior Vice President, Economic Opportunity Countries, and Volker Vellguth, Vice President & General Manager CIS, MEA, India.



It is probably a challenge for someone who has never had a dental treatment before to find transparency in the overwhelming offering of treatments and services available today. What services can you perform with the products from your company?

Sterkenburg: DentsplySirona is the world's largest manufacturer of dental solutions and market leader in the areas of dental consumables, equipment, digital technologies and integrated end-to-end solutions (complete range). This connection is setting new standards in modern dentistry. Practitioners can experience the benefits resulting from the combination of products to create a predictable therapy procedure with DentsplySirona in a number of different fields and integrate them into their working processes.

We provide integrated workflows that combine dental products and work steps in both the practice and the laboratory intelligently and efficiently.

This is particularly clear in endodontics, where innovative products, such as the new 3D Endo software in combination with Orthophos 3D devices, put the dentist in a position to reliably plan an endodontic treatment digitally.

language of our



Albert Sterkenburg - Senior Vice President, Economic Opportunity Countries



Volker Vellguth - Vice President & General Manager CIS, MEA, India

DentsplySirona also provides an integrated workflow that represents a front-to-end solution of leading technologies and innovative products as a clinical treatment pathway "Root to Crown Solution". The treatment pathway also includes the "Class II Solution" as an optimal restorative option after endodontic treatment. The "Class II Solution" from DentsplySirona Restorative is the only complete solution for the optimization of every step in the treatment of Class II lesions. Class II lesions make up 50 percent of all composite fillings in a general dental practice.

Furthermore, integrated implantology is another example of DentsplySirona's system expertise that no other company can provide in this form. The concept includes all phases of dental implantology, forming them into an integrated process. It begins with a reliable diagnosis via a 3D X-ray image with subsequent digital impression with CEREC. Both datasets are then integrated in an implant planning software program. For the insertion itself, there is a comprehensive selection of proven and scientifically documented implant systems available. The complete process of scanning, planning, insertion and restorative treatment is intuitively and systematically supported. The final prosthetic solution can either be manufactured via the laboratory or directly at the chairside.

DentsplySirona sells its products globally. What are your biggest markets and how high up does Russia stand in the ranking?

Sterkenburg: DentsplySirona is the global market leader in the highly fragmented, attractive, growing dental market.

We have more than 40 locations and sell our products in over 120 countries. Our biggest single markets are the USA, Germany and Japan. Russia is one of our key markets because of its market size, importance in adopting digital technologies and driving major dental trends forward. For these reasons we invested in a state of the art training and education center combined with a showroom where we educate hundreds of dental professionals from all over Russia per year. We are committed to the best clinical education possible and continue to invest in this area to support the Russian dental professionals in their practices.

We deliver dental solutions with a strong focus on quality, innovation and service to drive better, safer and faster dentistry around the world. Being close to our customers is key: We support them, listen carefully to their needs, are open for discussion, and guarantee first class service.

In 1997 Siemens sold its Dental Systems division to a group of institutional investors. On 1 October 1997, Sirona Dental Systems GmbH was founded. When and why did Sirona decide (back then) to enter the Russian market and how did the company implement this decision?

Vellguth: We are following in Russian a long-term growth path. Although there have been also setbacks in crisis we believe in the potential and the future of the Russian market. Both, DENTSPLY and Sirona, have seen these chances very early and benefit from these early decisions to invest in Russia. From April we have one common branch office in Moscow and in total more than 140 employees all over the country.

From April on, we have one common branch office as well as a training and education center in Moscow, and from there 140 people dedicated to Russia (the others are in Ukraine and other neighboring markets). We as DentsplySirona provide the largest and broadest clinical education platform in the industry. We intend to use our size and scope to better train and educate our customers in every way we can.

You are now active in Moscow, but can dentists in other Russian regions also acquire your products?

Vellguth: The fact that we are present in Russia's capital city shows how important Russia is for us. Of course we offer our products and services to all dentists throughout Russia. Our strong partnership with dealers allows us to offer our portfolio to a broad customer base. Furthermore it is very important for us to support our customers with a comprehensive training offering, and best in class service and education.

Our commitment to innovation and clinical education is at the heart of DentsplySirona. We employ more than 600 engineers and scientists and develop more than 30 significant new products annually. In embracing education not only in word, but also in action, we train more than 300,000 clinicians each year in the largest clinical education platform in the industry. We are convinced that trainings will become more and more important because it is not only about the products but complete solutions and workflows – from diagnosis until the final supply. For this reason we plan to enlarge our educational offers.

What difficulties did DentsplySirona encounter in establishing itself on the Russian market? Or did everything go smoothly? That doesn't happen very often. What worries of a commercial nature do you have right now?

Vellguth: Our premise is to act locally and think globally. It is important to understand the local market requirements and the needs of dentists. That's why we invest continuously in our local presence and attract the best talents to support customers. We speak the language of our customers and most important – we are close to them. DentsplySirona is very successful on the Russian market thanks to its highly committed and talented team.

We perceive that dentists in all countries we are active in have one prioritized goal: improving the oral health of their patients. DentsplySirona is the company providing all the equipment and consumables a dentist needs and – this is the most important fact – delivers products that are compatible with one another. We think through all processes within a single treatment and are able to deliver fully integrated processes – for example, in implantology. Just as an example, we are the only company able to achieve what we have in terms of integrated implantology treatments. We are sure that dentists in Russia benefit from these solutions.

There is no doubt that Russian dentists attach much importance to quality. But this comes at a price, and not every Russian clinic or practice can afford such devices. Who are your customers and how many are there? And can you give specific examples?

Sterkenburg: Our customers in Russia know how much we value them. Our mission is to enable dentists and dental technicians to better care for their patients. We want to be partners in creating better, safer and faster solutions through training and education, service and support, and of course innovation. We work with our customers in every conceivable way to turn our vision into reality, provide innovative solutions and contribute worldwide to the improvement of dental health. Our products offer very high added value at an attractive price. Due to extensive market research and our close collaboration with dentists and dental technicians, when it comes to product development we can tailor make our products for the specific needs of customers in several countries. Our clinical procedures and dental solutions allow dentists to safe considerable amount of time whilst delivering better and safer dental care. Time savings allow the dentist to treat more patients – and thus improve efficiency in dental offices.



I assume that you not only supply dental technology in Russia, but also offer after sales service. How does this work – Russian specialists or employees from Germany?

Vellguth: As I mentioned earlier, from April on we have one common branch office in Moscow available to meet the needs of our Russian customers. At DentsplySirona, service does not stop when a product is sold – on the contrary. DentsplySirona meets and exceeds the worldwide guidelines for medical devices and continues its traditional commitment to users and patients with a comprehensive quality management program. This commitment also extends to our suppliers and service providers. We want to use the opportunity to set a standard for quality in our entire industry, which will benefit dental professionals and patients alike.

For example, we have a quality assurance process which mandates that we stay in contact with our customers, and listen to them so that we can continuously further develop our products and services. For that, the key to success are our employees and the commitment to providing the best products and strong focus on customer service and after-sales support. DentsplySirona provides an impeccable technical service directly on the spot with our team and our partners in Russia. We are focused on quality, innovation and putting the customer first.

Russia is currently experiencing difficult times: the rouble is weak and sanctions have been imposed. Have these negative developments affected your business in Russia? Can you name specific sales figures and are you able to say something about the trend in sales?

Sterkenburg: As DentsplySirona, we have more resources than anyone else in the industry. The fact, that we can now offer the entire portfolio, from equipment to dental consumable materials, make us an important business partner for dental professionals in Russia. We are committed to help them going through sometimes tough times but we see consumer confidence increasing again in Russia.

The trends in sales are aligned to the global mega trends in dentistry which are: the risen patient awareness and the growing demand for modern practices focused on single visit and aesthetic dentistry. An increasing number of teeth are being retained, providing a growing need for preventive and aesthetic dentistry. The increasing acceleration and adoption of digital technologies. And last but not least the practitioner demand for efficient and enhanced capabilities are driving the need for integrated solutions.



What is your assessment of business conditions in Russia? What do you regard as especially positive and what in your opinion needs to be changed most urgently?

Vellguth: We need to put all our focus and efforts in jointly further advancing dentistry. Our vision is to deliver innovative dental solutions to improve oral health worldwide. I have visited hundreds of dentaloffices all over the world. There are differentdesires, but one thing is clear: The world is changing and therefore we see changing needs of dentists and patients around the globe. Being as close as possible to our customers – this is mandatory for all our employees, and not an option. Our sales and service team, consisting of more than 100 sales and service professionals, works tireless on site to meet the needs and wishes of our customers, tailored by region.

We speak the language of our customers and provide individual, custom-made solutions. No dentist should have to do without comfort, high quality, or safe hygiene. And no patient should have to do without patient comfort. That is our belief.

Looking back to the International Dental Show IDS in Cologne: What may we expect from DentsplySirona?

Sterkenburg: The IDS as the world's leading trade fair in the dental sector is always a highlight for DentsplySirona. Here, as a company, we take the opportunity to present our innovations for practices and laboratories to an international specialist audience. Our aim is to completelyunderstand the processes of dental treatment from diagnosis to the final care of the patient. For this, we connect dental products and work steps to integrated workflows in practice and labs in an efficient and intelligent way. As the world's largest manufacturer of dental solutions, we have set the goal of advancing innovations in dentistry. We work closely with our customers, dentists and dental technicians. In this way, we ensure that these innovations in practice and laboratory are of maximum benefit to our customers and their patients.

The connection of products to a predictable treatment and therapy process already succeeds in many different areas. Examples include implantology and endodontics. DentsplySirona is the only company in the industry to offer products and solutions for therapy from a single source. From diagnosis with 3D imaging systems, to planning with advanced software, to treatment with innovative instruments and materials, to the final supply with a direct or indirect restoration, DentsplySirona is committed to seamless quality. These integrated workflows were demonstrated to our customers at our booth at the IDS trade show from 21 March to 25, 2017.

DentsplySirona is the world's largest manufacturer of professional dental products and technologies, with a 130-year history of innovation and service to the dental industry and patients worldwide. DentsplySironadevelops, produces, and markets comprehensive solutions, products for dental and oral health, and medical consumables that are part of a strong brand portfolio. As The Dental Solutions Company, DentsplySirona supplies innovative and effective high-quality solutions to improve patient care and to ensure better, faster, and safer dentistry. DentsplySirona's global headquarters is located in York, Pennsylvania, and the international headquarters is in Salzburg, Austria. The company's shares are listed on the NASDAQ under the symbol XRAY. ■

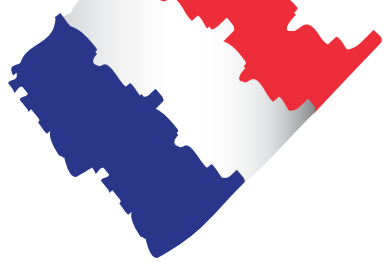
Note from Capital Ideas:

DentsplySirona is the world's largest manufacturer of professional dental products and technologies, with a 130-year history of innovation and service to the dental industry and patients worldwide. DentsplySironadevelops, produces, and markets comprehensive solutions, products for dental and oral health, and medical consumables that are part of a strong brand portfolio. As The Dental Solutions Company, DentsplySirona supplies innovative and effective high-quality solutions to improve patient care and to ensure better, faster, and safer dentistry. DentsplySirona's global headquarters is located in York, Pennsylvania, and the international headquarters is in Salzburg, Austria. The company's shares are listed on the NASDAQ under the symbol XRAY.



Always by your side

capitalideas.moscow



Hugues Laurent:

Working in Russia is a challenge. And an interesting one!

"When talking about the nuances of the Russian market, you can't avoid mentioning the unpredictability. You never know what will happen a year or two years from now. But that's what makes your market interesting. It's very much alive," said Hugues LAURENT, General Manager at GEODIS Russia, in an exclusive interview with Capital Ideas.

Mr. Laurent, Geodis has been operating in Russia since 1969. Could you tell us how it all began?

The group of transportation and logistics companies that are unified by the GEODIS brand have existed for over 100 years. So far as I know, when GEODIS first started operating in Russia in 1969, everything started with relatively insignificant projects between the Soviet Union and France. We imported and exported somethings. Unfortunately, I'm not exactly sure what. But I do know that GEODIS was transporting Lada cars into Europe in the late 1980s. I want to point out that this was a really affordable and reliable car that was relatively popular in the West.

In the early 90s, when I was already with the company, we did a lot of humanitarian aid projects for the European Union. We shipped flour, meat, and butter from Europe to countries from the former USSR: Georgia, Armenia, Azerbaijan, and Central Asia. We shipped products through Belarus and St. Petersburg.

Around the same time we started getting serious oil and gas projects. One of them, for example, was in Nizhny Novgorod. These were non-standard oversized shipments - complicated equipment we shipped from Europe for Russian oil and gas enterprises.

You do all kinds of shipments in Russia now, right?

Yes, we offer the full spectrum of transportation and logistics services. We do all kinds of shipments, including auto, rail, sea, and by air. When a client contacts us, we search for the optimal and least expensive route from point A to point B, regardless of where the items are located. GEODIS operates in 120 countries. We don't necessarily have a presence everywhere, but we have agents in those places. We are directly represented in 67 countries. And we offer door-to-door services everywhere.

What do you ship to Russia and what do you ship out of Russia?

We work with imports more than with exports. We do everything, from tech products and electronics to complicated shipments for the industrial sector: equipment for oil and gas enterprises, the mining industry, and a lot of other shipments that require special solutions and experience.

Since you work with imports, you must have been affected by the sanctions...

Right, import volumes dropped sharply after the sanctions from the West and Russia's counter-sanctions. Some goods were affected by all of these sanctions. At the same time, the ruble fell and importing products became more expensive. Of course our shipment volumes declined, and the market as a whole shrank as well.


GEODIS



www.geodis.com

How do you feel under these conditions? Have you thought about pulling out of Russia altogether?

Never. It's important to understand that GEODIS is one of the top logistics companies in the world. It's important for us to have a presence everywhere. Russia is part of the huge network that we have. So we have to keep ourselves in good shape in order to be ready for a lot of business once the sanctions are lifted. It's also obvious that it's very difficult to re-enter a market once you leave it.

Do you have your own transport?

No, we have a contract here and get vehicles from our subcontractors. Although the company in Europe has its own park.

Could you give me an idea about how you work. Say a company contacts you. They need to ship a container with clothes from China to Moscow. What happens?

We discuss the offer with the client in detail and sign a contract. Then we contact our office in China. They collect the goods from the warehouse and take them to the port. Then, everything is shipped by sea to St. Petersburg, for example, and from there is taken to Moscow. If the shipment is something like office equipment, it usually needs to be delivered to several places. In this case, we take everything to our warehouse outside of Moscow, then use small trucks to take the shipments to wherever they need to go.

Can you explain why you're the best company to contact when a shipment needs to be made? There are a lot of logistics companies in Russia. What are your advantages?

There are a lot of them. It would be difficult to list them all. We're a global brand, we have our own extensive network which really simplifies everything. Since we have a unified system, we can track the movement of the shipment from point A to point B. This kind of monitoring is possible thanks to our unique IRIS system, which not many companies have. We also use it to monitor security. This is very important to a lot of companies, especially in the US - they want to protect their reputation. Another important point: we operate in accordance with all customs laws and regulations. This is not simple, but it's the right thing to do and is also very important for clients who choose GEODIS. And, of course, since we have our own international network, we can offer great transportation and storage conditions with subsequent distribution.

How many clients do you have today?

Over 150. For the most part, these are international companies. I've already said that we follow all laws and regulations. Russian companies don't pay as much attention to this - that is no secret. Our big clients include a lot of industrial projects. This entails delivering equipment for oil and gas or coal enterprises. The shipment usually has to be collected from several countries. It involves unusual solutions and special shipments that require extra attentions. By the way, we've delivered a complicated shipment like locks for the Panama Canal from Italy to Panama.

Does the Russian company only have this office in Moscow?

No, we have them in other cities, like St. Petersburg and Astrakhan.

Everything you've said sounds great so far. Are there any challenges in Russia? It's not a simple market...

You know, there are probably no simple markets anywhere. So far as Russia is concerned, there is a lot of paperwork here. We have to hire a lot of employees who have to deal with endless bureaucratic issues. Contracts have to be put together, lots of signatures need to be obtained... it's not great in France either, but here it's even more complicated. For example, we have to hire three times as many people to deal with this here. All of this paperwork takes a lot of energy and money, so we have to hire a lot of people.

When talking about the nuances of the Russian market, you can't avoid mentioning the unpredictability. You never know what will happen a year or two years from now. But that's what makes your market interesting. It's very much alive.

It sounds like you're being honest, not joking. You like adventure?

You could say that. In any case, it's a challenge, it forces you to adapt constantly. In France, where everything is known and planned in advance, even the protests, I get bored. *(Smiles)*

In your opinion, why is the Russian market so unpredictable?

I think this is how Russian people approach life. i think this is an old habit that dates back to the Soviet era, where there were deficits everywhere. One day you manage to get something at the store and you're happy. But there is no way of knowing if it will be there tomorrow. People would buy extra potatoes and store them because they didn't know if they would be able to get potatoes the next day. This is why Russians still don't think much about tomorrow and live exclusively in the present. On the one hand this type of unpredictability can be irritating, but on the other hand it forced people to be flexible.

What do you mean when you talk about flexibility?

You always need to have people on your team who are ready for the unexpected and can make rational decisions under these circumstances. I was saying that our shipment volumes have dropped, but they might go right back up tomorrow. So you need to have experts on your team who can quickly adapt to the changes on the Russian market, who are ready to re-think decisions that have already been made due to the instability.

What kind of advice would you give to foreign businessmen who want to come to Russia but are still thinking about it?

You need to come to Russia for the long-term. The days of the 90s, when you could make money here very quickly, are long gone. Nothing is done quickly anymore. These days you have to seriously study the local market, create something that is your own, and then wait for your ideas to become profitable. You can spend five or ten years waiting for this to happen. It used to be that companies would come here, open an office, sell their products, and make money quickly. Now you really have to create and build. Yes, it's expensive, but it brings stability.

And another thing. You have to work honestly here.

Is this difficult in Russia?

It's not if you know what you're doing. If you don't, you risk ruining your reputation. It's important to always be independent in life. When you do business on the basis of having an understanding with somebody, you have to then rely on this person. This kind of business will be short-lived. It's only good while this person has power and can help.

I'll say it again - it's not as difficult as it might seem to do business honestly in Russia. Assuming that everybody understands this ahead of time. That's what the business model needs to look like.

You've been living in Moscow for 25 years. How has Moscow changed? Has it lost its charm?

I don't think so. It just has a different kind of charm now. Back in the 90s, the charm was about watching everything and being amazed at how strangely it all works. There wasn't much in the stores. But I wasn't terrified, I was really curious about everything. As a person who studied Russian at university, I was really interested in watching everything the Western papers wrote so much about with my own eyes.

Everything has changed a lot in Moscow over the past few years. There are pedestrian areas now. Before there were cars everywhere and you could only go for walks around the Red Square. This is pleasant for me - to walk the streets without fear.

I also remember how difficult it used to be to find a decent restaurant in the city. You couldn't even get a nice pizza. Once I ordered pizza and a glass of wine at Intourist (which is now the Ritz-Carlton), and ended up paying 100 dollars for it. Moscow is changing in accordance with Western standards, but this is a good thing.

You have a lot of experience talking to Russians. Could you tell us the best way to break the ice between a foreigner and a Russian person, how to gain people's trust?

There is no right recipe here. It's always individual. I think something we have in common is a sense of humor. You can use it to make contact and then talking to each other becomes easier, more fun. Russians have the same sense of self-irony that we do, which brings us closer. I don't know about other Westerners, but Russians have a positive attitude toward French people. I think it worked out that way historically. We have a special relationship. *(Laughs)* ■







Dirk Seelig:

We made a strategic choice in favor of the Russian market

Founded in 1913, the German company CLAAS is one of the world's leading agricultural machinery manufacturers. Over the past century, this family-run enterprise has expanded to agricultural markets in most countries, including in Russia.

Every third combine harvester sold in Europe is manufactured in Harsewinkel, a city in the federal state of North Rhine-Westphalia. Harsewinkel is home to the head manufacturing plant of CLAAS, a global leader in the manufacture of forage harvesters. Dirk Seelig, Deputy General Manager at CLAAS Vostok in Russia, talked about the company with Capital Ideas.

When did CLAAS come to Russia and what prompted the decision?

The first deliveries were made back in 1992. As consumers learned about the advantages of our technology – a wide range of machinery and aggregators used in the agricultural sector, including grain and forage harvesters, tractors, and machines for harvesting feeds like mowers, swaths, tedders, balers, and loaders – our sales volumes increased. In about 10 years, we made the decision to start manufacturing combine harvesters in Russia, and started building our plant in Krasnodar in 2003.

Was it difficult to navigate the Russian market? What kinds of problems did the company run into and how were they resolved?

I'll start by saying that there is no such thing as an "easy" market. Each market has its own nuances and challenges. At the same time, it's important to understand why the Russian mar-



ket was unique. Prior to this, there had never been a country of similar size in terms of both territory and agro-industrial production that suddenly opened its market to foreign manufacturers. Perhaps this was the biggest challenge – to familiarize consumers and potential partners with CLAAS as a brand, the history of the company, the standards of quality we adhere to during the manufacturing process. In other words, to gain their trust. We chose to combine our experience in machine manufacturing and knowledge of agrotechnology with the sales experience and business insight of dealers. This kind of symbiosis was good for everybody. It was good for us as a manufacturer because we became closer to our clients, good for our dealers because they received our support and technology, and good for our clients, who now have access to world class technology and service anywhere in Russia.

Which segments of the Russian market does CLAAS currently operate in?

In terms of Western brands, every other grain harvester acquired by Russian farmers is either a TUCANO or a LEXICON. In terms of forage harvesters, we have always accounted for over 50 percent of the market among all Western brands. The CLAAS JAGUAR forage harvester has already become a household name among farmers. In terms of tractors, our share is a bit more modest – about every third or fourth tractor. But we only started developing our tractor business in 2003 and started with Europe, after we acquired Renault Agriculture. CLAAS tractors came to Russia much later, but we're doing well in this area. Last year we achieved really good numbers – we tripled our market share and plan on solidifying the trend this year.

In the spring of 2005, CLAAS opened its own plant in Krasnodar. What does the plant manufacture and how many people work there? And is this plant for manufacturing, or is it an assembly plant that works with parts shipped to Russia?

Yes, the first stage of the CLAAS plant in Krasnodar opened in 2005. It would be more correct to say that the plant was engaged in large-node assembly. We gradually increased localization by improving ties with local suppliers of parts and components. In 2015, we opened another stage of the Krasnodar plant. We invested a total of 150 million euros into the plant's construction. The result is the most advanced agricultural machinery plant in Europe, with a full production cycle. Our partners include a lot Russian manufacturing plants. For example, MMK supplies us with steel sheets. After a lot of cutting, bending, welding, and painting, we use these sheets to make our TUCANO combine harvesters. As you probably already know, our localization process in Russia is not over yet. Within the scope of a special investment contract signed at the St. Petersburg International Economic Forum last year, we

are going to invest another 800 million rubles over the next 10 years into expanding the technological processes at our plant in Russia. We plan to set up the production of a threshing and separating device by 2019, and a bridge assembly line that meets all SPIC requirements.

How many units of agricultural equipment does the plant in Krasnodar produce every year? Does the plant fully meet the needs of the Russian market, or does CLAAS also export equipment to Russia?

The plant's capacity is about 2,000-2,500 combine harvesters per year. Considering that about 6,000 combine harvesters are purchased in Russia every year, this is more than enough to satisfy market demand. However, a significant portion of the agricultural machinery park in Russia has not been replaced for over 10 years, which means it's outdated equipment. According to data provided by the Russian Ministry of Agriculture, about 12,000 new combine harvesters will be needed to replace the equipment. Our production capacities will work well for these purposes.

What makes CLAAS equipment so appealing to Russian consumers?

Our consumers are people and companies who make money by producing agricultural products. So I think that the most important, and probably the only criteria for them when making any purchase for their business is how the investment is going to affect their profits. I can say with confidence that our equipment, when used correctly to its full potential, helps increase profits. It's high-performance equipment – our combine harvesters harvest more grain per hectare with fewer losses, and ensure the best cleaning quality. It's cost effective: both the combine harvesters and the tractors use less fuel than similar equipment from other brands. It is also durable: high levels of reliability mean that the equipment lasts longer. The use of software products, navigation systems and auto-driving enables optimization of all processes and the coordination of all units in the equipment fleet: from combine harvesters to cargo vans, tractors, and loaders. Finally, even factors like comfort inside the cabin help boost profits because it makes the operator's job easier and allows them to work more efficiently.

Where can CLAAS equipment be purchased in Russia, and how? Are the prices similar to what people pay abroad?

It would not be an exaggeration to say that you can purchase CLAAS equipment just about anywhere in Russia that has arable land, where something is sown and harvested. CLAAS Vostok works with 19 partners all over the country, from Kaliningrad Oblast to Primorsky Krai. There are about 60 dealership centers, and this number increases every year. For example, a major dealership center recently opened in Bataysk, Rostovskaya oblast. The center is a strategically significant link between Rostov farmers and CLAAS. Located in a convenient place in terms of logistics, this dealership center also



www.claas-group.com


www.claas-group.com

provides clients with a 24/7 service center in addition to the latest agricultural equipment.

In terms of prices, we try to do everything in our power to make sure our equipment is affordable for all agricultural producers in Russia. For example, we have been working with Rosagroleasing and offer TUCANO harvesters on preferential terms within the scope of the federal agricultural machinery and equipment leasing program. This year, these same TUCANO harvesters were included on the list of equipment covered by the agricultural equipment manufacturers subsidy program within the scope of the Decree of the Government of the Russian Federation No. 1432. Russian agricultural producers can purchase four TUCANO combine harvester models (340, 450, 570, and 580) at low prices (15-20% discount) with various design modifications: grain bin volume from 8,000 to 10,000 liters and three types of threshing systems – the classic 6-key straw shaker, APS, and APS HYBRID.

The Western sanctions against Russia, implemented in 2014, are still in effect. Have they affected you company's business performance in Russia?

We are an enterprise that operates in Russia, we have several dozen Russian suppliers, and the sanctions are part of the economic reality that we exist in. Because of this, I can't say that the sanctions did not affect us. On the other hand, we have been working all over the world since the beginning of the 20th century. In this time, we've been through all kinds of economic crises in different countries. A successful business must adapt to the most challenging conditions, regardless of why these conditions emerge. At some point, we made a strategic choice in favor of the Russian market. Yes, right now is a challenging time. But we offer competitive equipment that is in demand in the agricultural sector. As I previously said, by making the strategic decision to produce equipment in Russia, we are looking 10-20 years ahead. From this perspective, periods of economic downturns are expected. They impact current business performance, but don't change our assessment of Russia's enormous potential as a manufacturer of agrarian products.

There is a lot of talk about "indisputable advantages" foreign companies have when doing business in Russia. Is this really the case? What are these advantages?

It's difficult for me to answer this question because we bring the same key advantage to every market and every country – we offer farmers reliable, high-performance, cost-effective technology. Our goal is to make the cost of processing one ton of grain with a TUCANO combine harvester as low as possible. All other "local aspects" of our business are structured to help us achieve our key objective: to get our equipment to as many consumers as possible for the lowest price tag possible.

I can't say that we have any advantages as a foreign company. On the contrary, we try to position ourselves as a Russian enterprise and we have every reason to do so. We operate in Russia on equal terms with all other Russian manufacturers. Yes, we make brand-name equipment, yes we use technologies and processes that were developed over the course of several decades at our plants in Germany, France, and other countries. But all of this is the result of investments we made in our development as a business. All companies should be doing this, regardless of what country they are from. So our advantages come from having know-how when it comes to our product.

Import substitution is a relevant area of development for the Russian economy right now. In your opinion, will this trend scare off Western businessmen and keep them from entering the market?

I won't speak for other businessmen, especially since we all know that everybody has their own opinion. I can only speak about how our company sees the outlook for the Russian market. I think the potential of the agro-industrial complex in Russia will not be exhausted by import substitution. Yes, there are currently a number of agricultural crops Russia imports that can be produced here. However, the prosperity of any country currently depends on its ability to fit into the international division of labor: to produce and export things that can be produced at lower prices and better quality than competitors and to purchase things that are produced at lower prices and better quality elsewhere. Taking into account global food needs, I am sure that Russia's potential as an exporter of grains, vegetables, and livestock products exceeds the potential of import substitution in machine-building. This potential is the main reason CLAAS operates in Russia.

What are your company's plans for the future in Russia? Do you plan to exit the market, or maybe expand?

This year, we plan to double production volumes for TUCANO grain harvesters. We also plan to expand export sales channels. Aside from exporting parts to our head plant in Harsewinkel, we are also supplying equipment to Belarus and Kazakhstan – about 10 percent of the equipment we manufacture. Considering the potential and needs of the Russian market, it continues to be our backbone, but it also opens up possibilities to enter markets in nearby countries, and not just in the Eurasian Economic Community.

Have you been in Moscow for a long time? How do you like the city?

Before CLAAS, I worked for another German company that's not related to agriculture. I have travelled in Russia a lot and have seen a lot of the country. I like the country, and I like the people who live here. I'll be honest, your mentality speaks to me. So I stayed here. And Moscow is wonderful! Beauty aside, just look at how much it has changed and developed over the past few years! In my opinion, Moscow is one of the most modern cities right now. ■



www.claas-group.com





www.claas-group.com



Frank Shrader:

Moscow's atmosphere is very appealing

Düsseldorf Tourismus GmbH had a lot to do with the success of Moscow Days in Düsseldorf, which took place in the capital of the federal state of North Rhine-Westphalia in mid-May. Don't be fooled by the name. The organization is not a private company, but a municipal institution.

The main objective of Düsseldorf Tourismus, which is headed up by the city's Lord Mayor Thomas Geisel, is to attract guests to the city founded on the Düssel by offering different kinds of tourist services. Frank Schrader, the Managing Director of Düsseldorf Tourismus, talked about the organization in an interview with Capital Ideas.

Moscow and Düsseldorf have been on friendly terms for many years: the Russian capital and the administrative center of the federal state of North Rhine-Westphalia have officially been sister cities since 1992. How effectively are the two metropolitan countries cooperating in terms of tourism and what does this cooperation entail?

Cooperation in the sphere of tourism is growing. Over the past few years, the focus was on exchanges in the sphere of economic and cultural cooperation. Of course, in the previous years Düsseldorf Tourismus GmbH constantly provided services for Russian travel agents and journalists. However, over the course of the past few meetings between representatives, the two sides have talked about systematically expanding cooperation in the tourism sector.

In 2016, 17.5 million tourists visited Moscow, including foreign tourists. This speaks to their interest in the Russian capital. Do you know how many of them were Germans? And how many came from Düsseldorf?



Unfortunately, we don't have the exact numbers. Our main objective is to attract tourists to Düsseldorf. We don't put together outgoing offers for tourists.

Do you have data on how many Russians came to Düsseldorf last year? And how many of them were from Moscow?

33,000 Russian citizens visited Düsseldorf last year. The numbers show about 66,500 overnight stays in hotels. Unfortunately, we can't give you a breakdown by city. However, one can assume that the majority of these guests came from major Russian cities like Moscow and St. Petersburg, considering our economic relations with these cities.

In your opinion, what about the Russian capital attracts guests from Germany?

The city's rich history and attractions such as the Red Square – these are probably the kinds of images most tourists think of when they think about coming to Moscow. Of course, the Russian capital's rich cultural life comes to mind as well. The atmosphere of this city, which has gone through major political and economic transformations over the past 25 years, is very appealing to me.

In terms of German guests who come to Moscow – are they mostly tourists or do they come for business?

In terms of German guests visiting Moscow, these are primarily people who are on business trips. They come to visit German companies in Moscow or take part in important trade shows in the Russian capital. A lot of companies from Düsseldorf, such as Messe Düsseldorf, have branches in Moscow. They have created an extensive business network that benefits us as well. Many business travellers that go through Moscow to other, more remote Russian cities stop in Moscow in order to get to know the city.

What kinds of trips are most common for Düsseldorf residents travelling to Moscow: do people come in groups or on their own?

Germans usually go to Russia on their own. This goes for both business travellers and tourists.

Do Germans travel to Russia for specific events: for the New Year holidays, for example, or maybe art festivals?

According to the information we have, event tourism plays a secondary role compared to classic tourist trips to visit Russian cities.

Does Düsseldorf Tourismus GmbH provide any help to Germans who want to visit Moscow?

As an incoming tourism agency. Düsseldorf Tourismus GmbH does not offer any services in this sphere.

Germany has been a leader in exhibition tourism for a long time. The country hosts about 1,700 exhibitions every year. How developed is business and exhibition tourism in Düsseldorf?

It's hard to overestimate the importance of exhibition tourism in Düsseldorf, which hosts several international fairs, such as Medica, Drupa and Interpack. Last year alone, the fairs drew in about 1.6 million visitors and 32,000 exhibitors. Messe Düsseldorf GmbH is one of the most successful fairs in Germany and is an important determining factor in the location of the administrative center. Out of the 4.6 million overnight guests in 2016, at least 60% came for business tourism and trips to the fairs.

Relations between Germany and Russia are going through a challenging time right now, and the economic situation in Russia is also not so great. Does this affect tourist volumes from Russia to Germany, including Düsseldorf? And what about from Germany to Russia?

Economic development always affects tourism. In Düsseldorf, however, a decline in tourist volumes was a bit delayed. The number of overnight stays compared to other German cities didn't drop until 2015. In 2013, we had 130,000 overnight guests from Russia. Last year, there were about 66,500. However, this group includes a lot of financially well-off clients, and they bring a lot of profit to the city. Right now we're seeing the situation in the tourist sector stabilize and consolidate. We hope this will lead to an improvement in indicators.

In your opinion, will the number of German tourists travelling to Russia increase due to the FIFA World Cup, which will take place in 2018?

Football championships are always very important events for German fans, so it is to be expected that they will also come to Russia and will want to get to know the country.

Have you been to Russia yourself? What were your impressions?

I've only visited Moscow once, but this was a long time ago, in the beginning of the 1990s. It was a time of political turmoil. Obviously, the atmosphere was a lot different than what it is now. I remember feeling like I was truly witnessing history unfold in front of me. It would be interesting to see the contrast now, a quarter of a century later. ■



www.duesseldorf-tourismus.de

useful info

City Government

Address: Voznesensky Per., 21, Moscow, 125032
Ph: +7 (495) 633-51-90
http://www.mos.ru/en/index/php

Moscow Investment Portal

Address: 119019, Moscow, Novy Arbat St., 11, bldg. 1
E-mail: investmoscow@mos.ru
http://www.mosinvest.mos.ru

Moscow Innovation Development Center

Address: Voznesensky Per., 22, Moscow, 125009
Business Center Usadba
Ph: +7 (495) 225-92-52
http://inno.msk.ru

Business Protection Headquarters

Address: Voznesensky Per., 22 (5th floor), Moscow, 125009
Business Center Usadba
Ph: +7 (495) 620-20-45
http://shtab.mos.ru

Department for Competition Policy

Address: 12 Pechatnikov Pereylok, Moscow, 107045
Ph: +7 (495) 957-99-31, +7 (495) 957-99-77
Fax: +7 (495) 957 99 95
E-mail: mostender@mos.ru
http:// www.tender.mos.ru

This section of the magazine - "Moscow Vocabulary" – was born of remembering ... Ronald Reagan, who appeared to be a fan – and collector - of Russian proverbs and sayings. Well, and we would like to guide you into a world of Russian idioms – just as bright and colorful.

СМОТРЕТЬ СКВОЗЬ РОЗОВЫЕ ОЧКИ – smotret' skvoz' rozovyye ochki.
(To look through rose-coloured glasses)
Explanation: To take too optimistic view of someone or something.

РУКОЙ НЕ ДОСТАНЕШЬ кого-то – rukoy ne dostanesh.
(You can't reach someone with your hand)
Explanation: Someone (usually said of someone in a high position) is out of reach.

РУБИТЬ СУК, НА КОТОРОМ СИДИШЬ – rubit' suk na kotorom sidish.
(To cut down a bough on which you're sitting)
Explanation: To act in such a way as to do oneself harm.

СТАВИТЬ ВО ГЛАВУ УГЛА – stavit' vo glavu ugla.
(To put something in the vertex of an angle)
Explanation: To consider something to be indispensible.

СТАНОВИТЬСЯ НА ДЫБЫ – stanovittsa na dyby.
(To stand up on one's hind legs)
Explanation: To resist.

СПАТЬ БЕЗ ЗАДНИХ НОГ – spat' b'ez zadnikh nog.
(To sleep without one's hind legs)
Explanation: To sleep soundly.

Pictures by Anastasia Saifulina



НАЛОМАТЬ ДРОВ – nalomat' drov.
(To break up some firewood)
Explanation: To make a mess of things.

ПОСТАВИТЬ ВОПРОС РЕБРОМ – postavit' vopros rebrom.
(To put a question edgewise)
Explanation: To ask something in directly.

КЛЕВАТЬ НОСОМ – klevat' nosom.
(To peck with one's nose)
Explanation: To nod.

УЙТИ С ГОЛОВОЙ во что-то – uyti z golovoy.
(To go into one's own self)
Explanation: To become withdrawn.

Что-то ГОРИТ В РУКАХ – cho-to gorit v rukakh.
(Something is burning in one's hands)
Explanation: The work is going fine.

ЗАТКНУТЬ ЗА ПОЯС – zatknut' za popoyas.
(To stick someone behind one's belt)
Explanation: To outdo someone.



Nikolai Shumakov:

Architecture should be high-quality and well thought-out

President of the Moscow Union of Architects, President of the Union of Architects of Russia, Chief Architect of "Metrogiprotrans" JSC and member of the Architectural Council of Moscow Nikolai Shumakov talked to Capital Ideas about plans for the development of the Moscow agglomeration and public transportation.



Mr. Shumakov, VDNKh is hosting the international congress MOSCOW URBAN FORUM 2017 on July 6-12. This year's topic is "Age of Agglomerations: rethinking the world map." Do you think this new era is really upon us, or is this an exaggeration?

If we're talking about the Moscow agglomeration, it's not an exaggeration to say that this era began a long time ago. Life has shown that Moscow and the surrounding region is a single unit, in spite of everything. A good example is Moscow's expansion to the southwest and construction across new territories. The region is also holding construction projects next to the new buildings. This speaks to the convergence of these areas.

What about other cities?

Russia is primarily focused on developing the central part of the country, so there are no agglomerations to speak of. The concept doesn't apply to the cities there. They exist on their own, not growing or making contact with surrounding areas.

A few years ago, the Moscow government together with a group of foreign architects developed a new concept for the city. What do you think about the changes?



Life has shown that the West is more advanced in terms of city improvement. This is why we borrowed successful techniques from the West and included them in the concept for Moscow. Russian architects worked on the concept as well. We took down advertising structures, then small stands and outdoor shopping areas, especially in the center, got rid of the endless wires on city streets, and straightened up window displays. Cleaning up the city was a good idea, and I definitely support it. Improvement projects are underway now. The Moscow government is taking these projects seriously, and has demonstrated as much.

The next step is renovations. Do you support the demolition of five-story buildings?

I am definitely an advocate, and actually think measures should be even more drastic. I think we should leave a couple of quarters in Novy Cheremushki or Mnevniki, for example, take down the rest and create civilized spaces.

What do you mean by that?

I mean spaces that are suitable for living - not just houses, but the entire infrastructure. This includes social facilities, transportation, provision of amenities - everything. It's very important to avoid simply replacing a five-story building with an eighteen-story one.

This is exactly what people whose buildings are included in the program are afraid of right now.

Because they haven't been properly informed. Nobody understood anything, and everybody thinks that their building will be torn down to be replaced with a 30-story ant colony. But this is not the case.

A quarter or group of buildings will be demolished and replaced with an individual residential construction project. It's not a simple replacement. There will be a new civilized area, mostly residential quarters, a more comfortable environment to live in.

The transportation problem, which is currently impossible to address, will be resolved. All transport will be located underground - there will be a parking lot underneath the entire territory. Under the buildings, the courtyards, and roads. Cars will go underground and the area will belong to us, the pedestrians. There will be grass, parks, courtyards, and trees.

This is why I think that this was absolutely the right decision. The city needs to be cleaned up, and this includes getting rid of bad architecture. The program will take place in stages, over the course of at least 15 years.

You said that the demolished buildings will be replaced with individual projects. Do they already exist?

We're in the preparation stage right now, developing the design specifications.

The Moscow City Architecture Committee and other bureaus are putting together the preliminary projects, sketches in the spirit of Dutch architecture have already been demonstrated. I don't think this is the right direction to move in, it's not like the rest of Moscow. This is why the Union of Architects insists on holding a competition and thorough discussions about the projects for future buildings.





According to the rules of the competition, the lowest price tag wins. How is this compatible with thorough discussions?

I'm not talking about the tender, but about an open competition. About a completely open, widely-publicized contest that includes public opinion and discussions with people who will be living in these buildings. We shouldn't be hiding from the people, or be afraid of them. And let the best, most beautiful project win. And definitely no panels!

We need to involve multiple architectural bureaus, universities, and firms in Moscow and all over Russia. Moreover, we should be counting on Russian teams. It's important to give them work, and also, after going through all these design and renovation stages the experience we will get out of it will be invaluable. We'll be able to really take the quality of Russian architecture to a new level. We shouldn't rely on foreigners for everything.

Do you want to bar foreigners from the competition altogether?

Of course not. We are always open to foreign designers and construction companies, but we shouldn't give preference to them. Let them come and compete with our experts on equal ground across all levels. Unfortunately, a lot of landmark projects right now are outsourced - Zaryadye, the Museum of Contemporary Art on Khodynka, the restoration of the Polytech Museum on Staraya Ploshad. It's not right, and we're not going to continue going down this road.

Does the government support your idea of an open contest?

Yes! We met with Marat Khusnullin (Deputy Mayor of Moscow in the Government of Moscow for Urban Development and Construction), who talked to the heads of our architecture department. There was a two-hour discussion about renovations, and he ended up supporting our idea about holding a contest. He also thinks that Muscovites should take part in the process.

You mentioned that the transportation problem will be resolved. Did you mean in terms of improving public transportation and toll roads for cars?

It's time we realized that we have to tackle the problem of personal transport in the same way it's done in civilized countries: to get people to switch to public transportation, at least in the city center. It's hard here because people prefer to sit in traffic over taking the trolley for a few stops. Still, we're planning to stress public transportation in the future.

And Moscow will have bicycle lanes?

With our climate, when you have winter for nine months out of the year, developing bicycle lanes doesn't make much sense. Bicycles are good for parks, but it's not a form of transportation to and from work. It's more about sports and entertainment.

Let's go back to the agglomeration. Is the Greater Moscow Area going to be included in your vision of the future?

This is a big question. On the one hand, it's silly to hide behind MKAD as a barrier, when everything should be intertwined. On the other hand, it hasn't worked out so well in practice yet. Right now we're talking about a general plan for Moscow. We need to be talking about a general plan for the Moscow agglomeration, but right now it doesn't exist.

Is the metro going to extend to the Greater Moscow Area?

Such plans exist, but they are not short-term plans. The current metro construction program is strong thanks to support from the federal government and the metro will continue to expand, but so far not to the Greater Moscow Area. Of course, in the future the metro will be extended to the regions. The system must be viable and meet the needs of the entire agglomeration.

A few years ago there was a lot of talk about the light-rail metro, especially in connection with the Greater Moscow Area.

I'm of the opinion that the closest cities in the region need to be connected with a light-rail metro system. It's about half the price than even the cheapest underground metro system. Plus, there is a big difference in timelines in terms of both design and construction. So a light-rail metro system has a lot of potential in resolving the agglomeration's challenges. There are plans to build a couple of lines into New Moscow. There are no confirmed plans for the Greater Moscow Area right now.

Are architects in demand right now?

We have a very good architecture school in Moscow, but unfortunately there isn't much demand for good architecture in our society. People think they can get by fine living in poor panel houses. But architecture should be high-quality and well thought-out. It has to exist as a form of art. And until there is a shift toward quality architecture, good architects won't be in demand. Unfortunately, things don't seem to be looking up. There has been a decrease in the number of architecture schools over the past five years. Right now, MArchI is the only one in Russia. We used to have schools in Sverdlovsk, Novosibirsk, the Far East, but they all merged with larger institutions and transformed into faculties and departments. Everything shrank, like a shagreen skin.

There are ten times more architects in civilized countries. Every project is done by an architect, and we get to admire the final result.

Is this a financial problem?

This isn't so much about money, it's a political decision. When it happens, we'll have good architecture for the same price tag. ■

Unusual buildings: stories and legends

Moscow is a city with an amazing mix of architecture from different eras. Walking along the city's old streets can provide surprising insight into the imagination of architects: merchant buildings from past centuries, traditional Moscow buildings that perfectly blend into structures from the Soviet era. We suggest taking a look at some of the most extraordinary buildings in our city. Behind each one is a history of Moscow and its residents, and sometimes mind-blowing secrets. Each one is a fascinating journey into the past.

Arseny Morozov House



One of the most unusual houses in Moscow is located on Vozdvizhenka 16. It's an intricate mansion that once belonged to the noble Moscow merchant Arseny Morozov. The building is considered a federal architectural monument, but not many people know that Muscovites didn't start appreciating the site until the early 2000s. Prior to this, it had unanimously been dubbed the "fool's home."

In the beginning of the 1890s, a member of a wealthy merchant family Arseny Morozov decided to build an unusual home on a plot of land he received as gift for his 25th birthday. The only architect he approved of was Viktor Mazyrin.

The friends traveled to Spain and Portugal together, where they saw the Palacio Nacional da Pena on top of a hill. The combination of different architectural styles (Spanish-Moorish, Gothic, Renaissance and Manueline) left an unforgettable impression on them. Upon his return to Moscow, Mazyrin sketched the design of the house, which became an echo of the Portuguese miracle.

The house has a bit of everything: the portal of the main entrance with towers on the sides in neo-Mauritanian style, twisted columns and a scattering of stucco molding in the form of cockleshells side by side with classical columns. Even more variety of styles await visitors inside the house. There is a ceremonial dining room in the form of a "knight's hall," baroque rooms, Arabic and Chinese influences. A small hanging garden was built as well.

The house on Vozdvizhenka was also known for elaborate banquets. It wasn't tough to get people together. The uncle of the owner, the inveterate theatrical Savva Morozov, brought over a lot of his friends, including writer Maxim Gorky. Arseny Morozov lived in his house until his death in 1908.

During the revolution, the house on Vozdvizhenka 16 was the headquarters of anarchists. But by spring of 1918, the house became part of the Proletariat theatre. The first travelling troupe performed Sergei Eisenstein's plays here. Over the course of 10 years, the theatre was visited by Vsevolod Meyerhold and Vladimir Mayakovsky. Sergey Yesenin, who moved to Moscow from St. Petersburg, spent a few months living in the house's attic, which was home to poet Sergey Klichkov.

During the Soviet era, the building was dubbed "The House of Friendship." The new owner of the building, the People's Commissariat of Foreign Affairs, used the building to house the Japanese embassy until 1940. During WWII, the building housed the British office and the editorial staff of the British newspaper "The British Ally." In the postwar years, the house was occupied by Indian diplomats for two years.

In the 60's the mansion was again at the center of social life. The new owner, the Union of Soviet Societies of Friendship and Cultural Relations with the Peoples of Foreign Countries, used the house the hold conferences, film screenings and meetings with foreign cultural figures. In the twenty-first century, Morozov's house received the status of the Government House of Receptions. Now, only official foreign delegations can see the unusual interiors of the once sensational mansion. ■



The Tea House



The Tea House on Myasnitskaya 19 is a bright and alluring house. The Chinese-style pagoda was built at the order of Sergey Perlov. He was a fourth-generation Perlov – a famous merchant dynasty, which celebrated the 100 year anniversary of the family business on January 1st, 1887. On the same day, the Perlovs were granted nobility status. Over the course of a century, the Perlovs had become the tea kings of Russia, on par with the Ryabushinkiys, the Morozovs, the Prokhorovs, the Botkins, and the Abrikosovs. By the end of the 19th century, the Perlovs owned 88 stores in Russia and Europe, including 14 stores in the center of Moscow.

The plot was purchased by Sergey Perlov in 1875. Prior to this, the land was owned by other famous noblemen: Nikon Volkov, Captain Grigory Volkonsky, Princess Vyazemskaya, Major-General Lev Izmailov and the Kusovnikovs. In 1891, after the former buildings had been demolished, architect R. Klein started the construction of a new three-story house in the style of late Renaissance. However, Perlov's business connection with China prompted the owner to redo the facade Chinese-style, which gave the building a unique look and served as excellent advertisement for the business. Moreover, a new kind of architecture was becoming popular in Russia at the time – Romantic Historicism, which was defined by a return to the Gothic, Roman, and Old Russian styles, and sometimes even old Eastern architecture.

Work on creating the future "tea house" was assigned to the famous interior design master K. Gippius, who completed the project in 1895-1896.

A variety of Chinese ornaments whimsically intertwined with mystical dragons completely changed the appearance of the house, which looked like a colorful curious box brought from distant wanderings. Particularly fascinating was the two-level pagoda tower, crowning the building in the center of the facade.

An avid fan of Chinese art, Sergey Perlov kept his collection of Chinese paintings and porcelain inside the building.

During the Soviet era, the Tea House was owned by the government. It was used as an apartment building for some time, and was in disrepair by 1990. The best specialists worked to restore the building for twelve years. Now, like many years ago, the building houses a tea shop that holds regular tea and coffee tastings. ■

Margarita's Gothic Mansion

The brainchild of famous Moscow architect Lev Kekushev is a unique ornament on Ostozhenka Street. The gothic mansion is considered to be Margarita's mansion by fans of Mikhail Bulgakov, author of The Master and Margarita. The book's fans came to this conclusion from the description in the novel, which talks about a "gothic mansion" on "one of the alleys near Arbat" and a bedroom in the tower of the mansion.

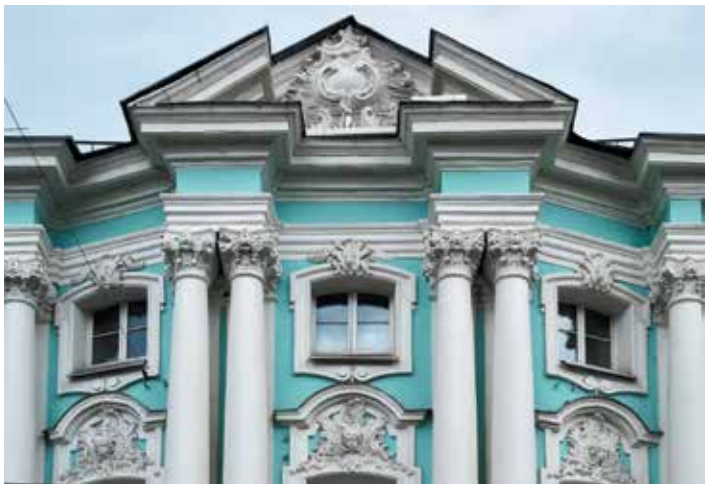
The house in Ostozhenka 19 looks like a medieval mansion with an asymmetrical composition and a tall tower. To create a complex composition, the architect used buildings of different sizes, decorating them with intricate stucco molding with a plant motif carefully crafted by the master. The combination of pink and white colors in the decoration of the house, the tent tower, and elegant window bindings give the building a special romantic feel. The main street facade used to be decorated with a three-meter sculpture of a lion, made by Austrian architect Otto Wagner. Unfortunately, the figure of the lion was not preserved.

The house's facades with rich, prominent panels are particularly unusual. Mountain ash flowers, leaves of hemp and chestnut come together to form an expressive ornament. In the Art Nouveau style, where nature itself was the main source of inspiration, such expressive details often had their own undertones. It can be assumed that Kekushev also endowed the elements of the decor with a secret meaning: mountain ash protected from adversity and dislocation, hemp denoted peace, and chestnut stood for purity and innocence. Kekushev combined the idea of a conservative house-fortress with ideas that were quite innovative at the time.

The house is now a cultural heritage site, and is home to the Defense Department of the Embassy of the Arab Republic of Egypt. ■



Chest of Drawers House



The story of this magnificent palace-house started in the 1760s, when Count Matvey Apraksin bought several land plots on Pokrovka. After examining all the buildings, Apraksin began the construction of his own manor house in 1766. It was completed in 1796. The house on Pokrovka 22 is a unique Elizabethan baroque monument. There are wings on both sides of the main house, which were originally one-story and are connected to the house with arches and crossings. Unfortunately, the name of the creator of this architectural masterpiece still remains unknown – some researchers attribute this house to Bartolomeo Francesco Rastrelli himself or to some of the architects in his circle.

Count Apraksin owned the house on Pokrovka for a short time – in 1772 he sold the estate to Prince Dmitry Trubetskoy. The new owner belonged to the old and illustrious Trubetskoy family. He was a Guards Captain and had served in several wars. The Trubetskoy family moved to Pokrovka from the Kremlin (their Kremlin house was bought out by the Treasury to build the Senate buildings in its place). From there they transferred to a new manor and a house church of the Annunciation.

Trubetskoy added second floors to the wings of the manor, and in 1783 erected a new building with a stable on the far boundary of the property, resulting in the formation of a closed courtyard for the manor. Around this time, the house was given the dubious nickname "chest of drawers house" among Moscow inhabitants, and this branch of the Trubetskoy family was called "Trubetskoy-chest."

The house was badly damaged in a fire in 1812, and all the interior decoration was lost in the fire. Prince Ivan Trubetskoy, who inherited the estate after his father's death, restored the building. The facade of the house was left unchanged, but the interiors are decorated in the style of classicism. The beginning of the 19th century was the heyday for the house on Pokrovka. It was one of the most famous houses in Moscow. Balls and receptions were often held here, and many famous people used to come to the house. The owners of the house were related to the Pushkin family and the young Alexander Sergeevich visited this house multiple times and danced at the balls here.

In the middle of the 19th century, the estate gradually began to turn into a profitable possession. The wings were turned into apartments that were rented out. The main house of the manor was adapted for study rooms and a boarding house. Many famous people studied in the gymnasium over the years – philosopher Vladimir Solovyov, director Konstantin Stanislavsky, writer Alexei Remizov, and scientist Nikolai Zhukovsky.

The gymnasium was closed after the Revolution of 1917, and the church was abolished. The house was turned into communal apartments and housed various offices. Now, Pokrovka 22 is home to a geophysics research and development institute, as well as the Russian Charity and Health Foundation. ■

Ding's Villa

The villa on Rybinskaya Street 22 was built in 1902-1903 by architect Alexander Kalmykov. The building's yellow walls are decorated with ornate stucco ribbons and wreaths, enormous windows and three majolica panels with landscapes. Two panels in cartouches on the main facade depict the southern views with cypresses, mountains and a fountain. The third panel on the turret depicts yellow crocuses blooming at sunset and a bird soaring above the field. The rustling turret roof is crowned with a high spire-needle with a weathercock in the form of a coat of arms of Moscow. The elegant fence and gate of the mansion with a floral pattern are also striking. The owner of the mansion on Rybinskaya Street was a major industrialist and owner of a pasta factory, German Johann Leonard Ding. He came to Moscow from Hamburg and founded a pasta factory, which was the first pasta factory in Moscow and the second one in the Russian Empire.

The factory, which made pasta, chocolate, and pastries, was initially located in Zamoskvorechye. However, by 1900 Ding needed to expand. He bought a large plot of land in the Sokolnicheskaya part of the city, by the Ribynka River, and built a new factory there. The pasta plant boomed, but negative attitudes toward Germans during WWI forced Ding to sell the factory and return to Germany. After the Revolution, the plant



was nationalized and transformed into State Pasta Factory No.1, which has been making products under the brand name "Extra M" since 1993.

These days, Ding's former home is available for rent. The beautiful two-story building has a total area of 1,073.6 square meters with a fence and a parking lot for 10 cars. ■

Fairytale House



This house is one of the most beautiful buildings in Moscow, and was dubbed "Fairytale House" by Muscovites a couple of years after it was first erected. The house was commissioned by the famous railway engineer Petr Pertsov. In 1905, he acquired a corner landplot at the intersection of Prechistenskaya Naberezhnaya, Soimonovsky Proezd, and Kursoviy Pereulok.

Pertsov decided to erect an entire complex, including apartments he would rent out and a separate section for him and his family. A committee of architects and artists, including Franz Shekhtel, Viktor Vasnetsov, Vasily Surikov, Sergei Soloviev, Vasily Polenov, Illarion Ivanov-Shits and other prominent representatives of the Moscow creative intelligentsia, was created in order to design the house. Among the projects submitted for the competition, the works of Apollinaria Vasnetsov and Sergey Malyutin were given the most attention.

Sergei Malyutin was a master able to translate the aspirations of Peter Pertsov – to build a house that expressed remarkable traditions of Russian architecture. Russian national art was close to Malyutin, so it's no coincidence that in 1898 he painted the modern symbol of Russia – the first matryoshka.

Motifs from popular European Gothic and Russian Russian architecture of the 17th century came together in the design of Pertsov's apartment building thanks to the unifying aestheticism of the modernist style. Russian influence is obvious in details like the wrought-iron lattice over a pointed pincer and in the design of terem-balconies, one of which received its own special name – "The Dream of the Princess." The panel that adorns the facade from the side of the embankment shows images of the solar Slavic deity Yarila, watching the Battle of the Ox and the Bear – the symbolic animal deities of Perun and Veles.

In 1908, a unique theatre-cabaret called "The Bat" was established on one of the basements of the Fairytale House. Famous actors of the Moscow Art Theater took part in the plays: Olga Knipper-Chekhova, Vasily Kachalov, famous directors Konstantin Stanislavsky and Vladimir Nemirovich-Danchenko. Alexander Vertinsky sang here and Anton Pavlovich Chekhov attended the performances.

The owner, Petr Pertsov, lived in the house up until his immigration in 1923. During the Soviet era, the house was handed over to the Ministry of Foreign Affairs.

Today, the house on Soymonovskiy Proyezd 1 is still occupied by one of the offices of the Ministry of Foreign Affairs of the Russian Federation. Unfortunately, entry is very limited. ■

Loskov's Apartment Building

There is a romantic castle with a high corner tower topped by a pointed dome on Mansurovsky Pereulok 4. The house stands out among other buildings with its uncharacteristic view of Moscow and unusual details. This original house was built as an apartment building in 1905-1906 by the architect Zelenko, and commissioned by the wealthy peasant Loskova. When designing the house, Zelenko took advantage of the expressive means of the northern variant of the modernist style, which is rare for Moscow. The project was based on the romantic image of the national dwellings of Nordic countries: Norway, Sweden, Denmark and Finland. The house looks like a fortified castle, protected from all the problems of the tough northern climate. The facade is covered with a roughly processed stone at the basement and first floor levels. The windows under the roof of the corner turret resemble loopholes, which further strengthens the parallels between Loskov's house and European castles.

General Aleksey Brusilov, famous for the Brusilov Offensive during WWI, lived in one of the apartments for about ten years starting in 1916.

After renovations, which took place in 2010-2012, the Loskov house looks much like it did when it was first built. It is now home to the Syrian embassy. ■



Melnikov House



This single-apartment house, a world-famous monument of Soviet avant-garde architecture, was built in 1927-1929 on Krivoarbatsky Lane 10 in accordance with the design developed by the outstanding Soviet architect Konstantin Melnikov for himself and his family.

Konstantin Melnikov was an amazing man for his time. At the beginning of his career, the architect's projects made a splash at the Paris exhibition, and he immediately received a lot of prestigious orders. But Melnikov left for Russia, rejecting all proposals. In Moscow, he built several worker's clubs. As a reward, the Moscow City Council decided to give architect Melnikov a plot in the center of Moscow for the construction of his own house.

Melnikov's house has no equivalents. It consists of two cylindrical buildings that penetrate each other and has no 90 degree angles either on the outside or on the inside. Melnikov believed that the use of round forms leads to savings in building material. Proceeding from this idea, Melnikov's house was built from the cheapest materials – brick and wood. Construction waste was used for heating the premises. The area of the building is also used as economically as possible: inside the house is very spacious, supporting beams are absent, there are no corners, everything is based only on carefully calculated wall construction.

The tes placed on the edge forms a grid of walls along which the windows could freely move – some openings were laid and other openings were left open. The windows are hexagonal in shape. There is not a system of rooms in the way we typically think of them: the size and shape of the rooms, as well as the height of the walls vary (from 2.6 to 5 meters). 9 rooms occupy 60 square meters, while a living room and a workshop get a full 50! There is even a terrace, but there are no closed or isolated rooms. This experiment with light and space was extremely bold.

Windows are especially important. There are 36 honeycomb windows in the workshop, which allowed Melnikov to avoid the appearance of shadows. In the bedroom, the windows alternate rhythmically, scattering light. In general, the bedroom was a real sleep laboratory, in which there were 3 floored beds for all members of the family. Everything in this room was aimed at creating an environment conducive to sleep.

The only entrance to the building is in the cut off part of the small cylinder, facing Krivoarabat Pereulok. The whole facade occupies a huge window located above the entrance. Above there is an inscription: "Architect Konstantin Melnikov." According to the author himself, this house and the inscription on it are meant to affirm the significance of each person.

Konstantin Melnikov died in his own house at the age of 83. His son, artist Viktor Melnikov, dreamed of creating a museum dedicated to Melnikov's work in the house, so he carefully guarded everything connected to his name, did not sell any of his things, and worked hard. It was said that Konstantin Melnikov built a temple, and his son painted it.

The building has been handed over to the Shchusev State Museum of Architecture. There is a memorial part of the exposition dedicated to Konstantin and Viktor Melnikov. ■

House with Tiles

When you exit Sukharevskaya metro station on the right, you immediately see this unusual house with emerald tiles. This is Miansarova's apartment house, built in accordance with a design developed by Sergei Rodionov in 1908-1912. By the beginning of the 20th century, the modern style was already well known in Russia. Miansarova's house is a great example of how new ideas blended with original Russian style of architecture. Vertical, clearly marked lines that make the house look sleek, visual division of the roof into separate elements – all this gives the house a lighter, modern look. At the same time, the characteristic features of the Neo-Russian style remain – contrasting catchy colors, the decoration of the facade with colored ceramics, the use of tile inserts in the lining of the corbel arch. This building was often called "house with tiles."

Until 1917, the house was used as an apartment building with a shop on the first floors. The building has been restored, but it serves a similar function: apartment buildings on the upper floors and stores on the first floor. ■



Igumnov House

Igumnov House, located on Bolshaya Yakimanka 43, is an architectural masterpiece of federal importance. It is the most recognizable house in Moscow built in traditional Russian style.

Nikolai Igumnov owned the Bolshaya Yaroslavskaya Manufactory as well as the gold mines of Siberia. In 1888, the merchant decided to acquire a residence in Moscow. The location he chose was far from prestigious. It was far from the center and not in a wealthy district. There are two theories about Igumnov's strange choice of location. The first one is that he didn't want to be at the center of city gossip. The second is that this is the street that remembers the young merchant.

The house was built in the form of a fabulous palace in pseudo-Russian style. Igumnov was ready to conquer the city and did not spare any funds to do so. Brick for construction was transported to the construction site directly from Holland, tiles were ordered at Kuznetsov's porcelain factories, and interior decoration was entrusted to one of the most popular architects – Petr Boytsov. The most diverse and complex components (turrets, tents, arches, columns) were united in a single structure. There is a stylistic similarity of the mansion with a masterpiece of Moscow architecture of the same years – the State Historical Museum. The building is now a cultural heritage site, but initially Moscow's high society did not think highly of the house.

There are a ton of secrets and legends surrounding Igumnov's house. The most mysterious is the legend about a dancer. According to the legend, the rich merchant built a house for his mistress – a remarkably beautiful woman he was madly in love with. Of course, he was not the only one in love with her. Fond of the luxurious life, she hosted other lovers in the house. After finding out about the betrayal, the enraged Igumnov immured her body in the walls of the building. It has been rumored that a ghost of the restless girl still wanders around the house at night.

Another legend claims that Igumnov's house nearly cost him his life. Before a gorgeous ball in his house, the merchant ordered to lay out the floor of one of the rooms with gold coins, the



emperor's profile facing upward. The next day in St. Petersburg, Nicholas II found out that Moscow merchants danced on imperial profiles minted on coins.

For this kind of disrespect, Igumnov was sent to Abkhazia in 1901. However, the merchant acquired land and built a new factory for the manufacture of canned goods. He never came back to Moscow.

The next owner of the house on Yakimanka was a good fit for the gloomy legends that surrounded the mansion. In 1925, a laboratory for studying the brain (known as the Brain Institute after 1928) settled here for the next 13 years. During this time, the brains of Vladimir Lenin, Clara Zetkin, Anatoly Lunacharsky, Andrei Bely, Vladimir Mayakovsky, Maxim Gorky, Nadezhda Krupskaya and others were studied here.

In 1938, the Embassy of France settled in Igumnov's house. It has served as the residence of the Ambassador of the French Republic since 1979. It hosts diplomatic receptions and other events. ■

Egg House

The egg house on Mashkova Ulitsya 1 was built in 2002. Not a single other building in the capital stirs up as much heated discussions. Opinions about the egg house range from excited enthusiasm to complete rejection.

In any case, the house has become a new attraction in the city. It is mentioned in several tourist guidebooks as one of the most interesting and beautiful buildings in Moscow.

Not many people know that the egg house is adjacent to the next eight-story building. The building was planned as an exclusive apartment for this residential complex. Its total area is almost 350 meters across four floors. To get the "toy" red color, which all passers-by can see today, ceramic colorants were used in decoration. The building itself consists of a metal frame and brick. The roof of the egg is covered with copper. The top floor, made in the form of a dome with a wide cornice serves as an attic.

The architectural wonder contains several bedrooms, a hall, a sauna, and a spiral staircase and elevator that go up to the



top floor. The house also has a personal entrance to the underground parking lot of the residential complex. ■

Life as part of a collective

What does a German, an American, or a Frenchman do when they get to work? This might seem like an odd question - they start working, obviously. But a Russian person lives at work. For Russian people, work is about a lot more than working.

When a Russian gets to work, they usually don't start working right away. They spend some time talking to colleagues, even if it's just for a few minutes. People ask them how they're doing and they ask their colleagues about their lives. Yes, Russians talk about their personal lives at work. "Russians often mix different things together," writes philologist Alla Sergeeva, Ph.D., in her book *Russians: stereotypes, traditions, mentality*, "professional, social, individual, as opposed to a French person, for example, who won't talk about their personal life at work."

What does this mean?

It means that a French person tries to forget about their personal life when they are at work. Their personal life - family, children, friends - is left at home. It remains a mystery to their colleagues and isn't up for discussion.

Russians behave differently. According to Alla Sergeeva, Russians lead "social and personal lives at work. Work is more than just a means to make a living, but a way to increase your social significance." In Russia, people who work together know almost everything about each other - where their coworkers live, where their relatives work or go to school, and so on. If you're not ready for that level of openness, your colleagues will think it's strange, and might even call you a foreign spy (as a joke, of course).

A natural extension of this type of environment is celebrating birthdays at work. This means that you're expected to get snacks and drinks for your colleagues on your birthday. There is even a word for this in Russian - *prostavitjsa*. By the way, every new employee is expected to do this as well. It's a personal presentation of sorts, which allows the new employee to get to know their colleagues. If a new colleague fails to follow this unwritten rule, their coworkers might think they're greedy, secretive, or too proud. And that's the best case scenario. In some cases, they will sabotage the new employee's efforts, forcing the newbie to look for work elsewhere.

This ritual is a lot more important than it might appear. In any case, it has a worthwhile goal - to bring people who work together closer so they can work better. Of course, you won't find any mention of it in the labor legislation of the Russian Federation. It's an unwritten rule that's more of a product of Russian mentality. Russians are open people who like to socialize. Incidentally, working relationships often turn into true friendships in Russia. It's not always a good thing, of course - mixing friendship with work can be risky business.

It's no wonder that places of employment in Russia are referred to as collectives. The term refers to any group of people working together. It can refer to editorial staff at a newspaper or magazine, employees at some company, and even Bolshoi Theatre performers. Collectivism is historically important in Russia (Orthodox sbornost, peasant communities, labor collectives). Collectivism is a traditional value of the Russian people. "Russians people have always liked to live in the warm atmosphere of a collective," Russian philosopher Nikolai Berdyaev once noted. Expressions of individualism are interpreted by Russians as unrighteous, and therefore in-

Pictures by Anastasia Saifulina

or when work is about more than working

tolerable. Russians don't like to stress the "I," preferring to focus on the "we." Russians like to say that it's never good to stray from the collective!

It's important to understand that, due to the above-mentioned reasons, a Russian person is connected to every individual in their collective not only through professional ties, but also through fairly strong emotional ties that aren't easy to hide. Obviously, these positive or negative feelings often influence the work of the entire collective. This is why building good personal relationships is so important when working with Russians. It's much easier to do business once contact has been established at a personal level.

In any case, foreigners who want to do business in Russia have to keep these cultural differences in mind. Differences between Western and Russian business culture can lead to misunderstandings and even serious conflicts. They will continue until both sides warm up to each other and find a reasonable compromise. But once a compromise is found, it will definitely yield good results at work. ■



Moscow from past

Cultural life in Moscow is booming even during the summer. In July, major premieres are expected in the capital, and a lot of people are excited about them. And even if things calm down a bit in August, a new wave of events is surely coming in the fall.



Kaleidoscope: to future

The Bolshoi Theatre is hosting a major event on July 11th. The art director of Gogol Center Kirill Serebrennikov will be staging a new ballet about the fate of the dancer Rudolf Nureyev. This production will complete another theatre season. Those who can not attend the first premiere shows will have to wait for the fall, as the Bolshoi Theater is on vacation in August. Rudolf Nureyev is a well known international figure. A talented artist who danced in the troupe of the Kirov Opera and Ballet Theater (now the Mariinsky Theater), he decided not to return from the tour in Paris in 1961, asking for political asylum. He became one of the first known artists who emigrated to the West from the USSR. Of course, Rudolf was declared a traitor in his homeland and sentenced to 7 years in prison in absentia. But his career outside the USSR was very successful: he was admitted to the Royal Ballet Company in London, where he performed for 15 years. Nureyev became a regular partner of the famous ballerina Margot Fontaine. By the way, today the personality of this dancer is attracting a lot of attention. The British actor and director Ralph Fiennes, for example, is also preparing a biopic about the dancer.

The ballet at the Bolshoi Theater will feature music by the contemporary composer Ilya Demutskiy from St. Petersburg. Right now the new stage of the Bolshoi is showing a joint production by Serebrennikov and Demutskiy, "A Hero of Our Time." Last year this ballet received the prestigious "Golden Mask" award. "Nureyev" promises to be an even more ambitious and important project.

"This will be a story about the whole life of Nureyev - from childhood to his last days," Serebrennikov explains. Nobody knows who is going to get the main role for the ballet yet.

If the "Nureyev" ballet is something absolutely new, "Swan Lake" is a well-known brand all over the world - a real classic that has stood the test of time. By the way, this ballet just had an anniversary! March 2017 marked 140 years since the ballet from the great Russian composer Tchaikovsky first graced the stage of the Bolshoi Theater. To date, it is one of the most popular and successful ballets in history. It was first shown in New York in 1911. It hit the stage in London in 1934, and came to Budapest in 1951. 9 years later it was at the Paris National Opera, then in Santiago, Zagreb, Stuttgart, Havana, Berlin, Hamburg, Stockholm and many other cities.

In Moscow, this cult ballet can be seen not only on the historical stage of the Bolshoi Theater, but also in the Kremlin Palace of Congresses on September 9, for example.

There will also be an important event this season at the Chekhov Moscow Art Theater. Here, the actress and director Renata Litvinova has completed work on a new project. Known as the "style icon" of Russia, Litvinova turned 50 this year. Renata's new project is the play "North Wind," featuring music written by her friend Zemfira. The Russian designer Gosha Rubchinsky, who is now working on the collections of the brand owned by Kim Kardashian's husband, rapper Kanye West, is making the costumes. Renata wrote the play for specific actors.



www.renatalitvinovaofficial.com





www.theatreofnations.ru

There is another theatre project that deserves attention - a play with the intriguing title "A man's most important dream is for her to get up and go." There are only two people on the stage: he and she. One is the star of Russian TV shows - the 28-year-old, unmarried Maria Shumakova. The other is a popular showman, an actor, musician, a father and already a grandfather, 55-year-old Nikolai Fomenko. He knows the answers to all questions about relationships between men and women. Why do husbands cheat on their wives? How to understand that a serious relationship has begun? Is it necessary for a woman to change, adjust for her beloved? There are many questions. And it all started when a few months ago Maria was asked to interview Nikolai for one popular glossy magazine. After this, the idea of a theatrical production was born. And a very unusual production at that. Nikolay Fomenko and Maria Shumakova just read stories of the modern Russian writer Alexander Tsypkin and others on stage. Then, they discuss what they've read and laugh. The audience loves it.



The Moscow Theater of Nations is also hosting interesting premieres. 73-year-old Inna Churikova (People's Artist of the USSR who is often called one of the most talented actresses in Russia) and her husband, the famous film director Gleb Panfilov, are presenting a play called "The Audience." It is based on a play by British dramatist Peter Morgan, and the main character is Her Majesty Queen Elizabeth II. The idea for the play was born in 2015. It was then that an agreement was reached on acquiring rights for staging the play in Russia, and its author Peter Morgan agreed to create an exclusive Russian version of his work. In the British version of the play, Elizabeth II is played by the famous actress Helen Mirren, born Elena Mironova. The play is based on the twenty minutes the Queen of Great Britain has with her prime ministers once a week. Nobody knows what happens at these meetings, so everything you see on stage is the author's imagination.

And another premiere at the Theatre of Nations. Incendiary music, starry sky, cosmic decorations, surreal events and real magic. You can find all of this in play called "Circus," which is based on the 1936 Soviet film with the same name that features the brilliant Soviet actress Lyubov Orlova in the lead role. This blond movie star with a dazzling, almost Hollywood smile became a real sex symbol for several generations in the USSR. Every girl and woman in the country wanted to be like her. She was Stalin's favorite. He loved to watch comedies with her, and it was said that the leader was not indifferent to Orlova. She lived her whole life with her husband Grigory Alexandrov, the director of all her stellar films. The main role in the play "Circus" is played by Ingeborga Dapkunaite. The Lithuanian actress had to take lessons from cir-

cus performers in order to immerse herself in the image. "Of course, this is a fantasy about the film," says Dapkunaite. The story of the American Marion Dixon, who came to Moscow on tour, and as a result found a home and love, has found its modern form. By the way, the authors of the production treated the lyrics of the songs from the film with special respect and tenderness. The lyrics of Lebedev-Kumach's poetry were fully preserved, but the young composer Ivan Kushnir rethought the music by Isaak Dunaevsky: "It is very important that the music sounded as modern as possible, but at the same time was in dialogue with a bygone era."

Journeys into the past aren't limited to theatre stages, and there is a reason for this. One of the most important dates of this year is the one hundred year anniversary of the October Revolution. And although not everybody in Russia and abroad has a positive attitude toward the October Revolution, it was undoubtedly one of the most important events of the 20th century. Western media has shown a lot of interest in the event, and many publications from different countries have been dedicated to it. Of course, an extensive program has been prepared in Moscow. The most ambitious events are planned for the fall. The most important art exhibition will open in September at the Tretyakov Gallery. The project will present different artistic representations of revolutionary events through different forms of painting. It will show not so much the events of the revolution as artistic disputes, the struggle between different artistic trends during those years. The exhibition will bring together about 120 works from the Tretyakov Gallery, the Russian Museum, regional collections, as well as private and foreign collections. Here you will see paintings from the most outstanding artists of the era: Petrov-Vodkin, Grigoriev, Kustodiev, Serebryakova, Malevich, Rodchenko, Kandinsky and many others.

In September, a large-scale exhibition called "Dream Energy. The 100th Anniversary of the Great Russian Revolution of 1917" will open at the State Historical Museum. The main idea is that energy has the power to both create and destroy. The exhibition will feature pieces from the first fifteen years after the revolution - the witnesses of a new era. The exposition will show how the Revolution contributed to breakthroughs in all spheres of public life, gave impetus to development in the economy, education and culture, helping to awaken the creativity in millions of ordinary citizens who participated in the elimination of homelessness and illiteracy, construction, creation of new artistic associations and theaters. The exhibition will run until January.

VDNKh will also be remembering the achievements of the Soviet Union. Every Saturday at 1.00pm, there are free two-hour tours called "VDNKh: from past to











future." Guests will learn about the history of the agricultural exhibition and the "exemplary Soviet village," about projects that never came to fruition, interesting facts about pavilions, secrets and mystical coincidences, and artefacts from the 1930s and 1950s.

On September 10, there will be an event for music lovers in Moscow. The Olympic Sports Complex will be hosting a Robbie Williams concert. He has been called the most successful performer of the 21st century, the best pop singer in the world, and the most recognizable British musician. Williams is coming to Russia as part of his 2017 world tour, The Heavy Entertainment Show. The British electronic duo Erasure will be a special guest at all Robbie concerts. The opening of the world tour will take place on June 2, 2017 at the Etihad Stadium in Manchester. Robbie will visit Germany, France, the Netherlands, Belgium, Italy, Sweden, Norway, Denmark, Finland, Poland, Lithuania, Czechia, Hungary, Austria, and Switzerland. The tour will end with a performance at Moscow's Olympic Sports Complex. The singer has especially warm feelings for Russia and his Russian fans, which he has talked about in several interviews. On September 30, 2016 the single called "Party Like a Russian" was released, and gained unexpected popularity. The song received a scandalous fame for its text, which talks about the indecently luxurious lifestyle of the Russian elite. In spite of this, the composition immediately hit the music charts around the world.



On October 3, Sting will be playing a concert in Moscow for the first time since 2012. The legendary British musician, singer and composer will be coming to Moscow as part of his "57th & 9th" tour. The long-awaited performance will be supported by a group of virtuosic musicians - guitarist Dominic Miller, drummer Josh Freese and guitarist Rufus Miller. Special guests will include Joe Sumner and accordionist Percy Cordon, who often performs with The Last Bandoleros. Sting will be performing favorite hits from The Police, famous songs from his solo career, as well as compositions from the new album "57th & 9th."

World festival of circus art IDOL-2017 will take place between the 14th and 17th of September. Artists from Russia, China, Spain, Italy and many other countries will show their extraordinary skills. Spectators will enjoy real extravaganza performances.

On October 7, another world-famous British musician, singer and songwriter is coming to Moscow - Bryan Ferry. His performance at Crocus City Hall will be part of his big 2017 European tour, "Avonmore." This elegant,

refined and charming singer with a very recognizable voice will perform well-known hits and new songs. Brian gained popularity in the 70's as the frontman and the founder of the band Roxy Music, which released 8 albums and 24 singles. In 1973, Ferry began his solo career, which continues successfully to this day.

On October 10, the International House of Music will host an event for all organ lovers - a performance by the famous Italian organist and pianist Paolo Bachchanella, who is well known all over Europe. A graduate of the conservatories of Padua and Verona, a prize-winner of prestigious international competitions and participant of major festivals, he has repeatedly come to Russia for both solo concerts and to play with ensembles. Over the course of his career, Paolo Bachchanella has gained fame as a delicate interpreter of music from different styles and eras. Listeners are invariably captivated by the organic combination of the lyrical-philosophical origins and the natural liveliness of the Italian temperament. The evening's program will include well-known works by Bach, as well as masterpieces by French composers Cesar Frank, Charles-Marie Vidor and Louis Vierne.

The Moscow Kremlin museums will be hosting an interesting exhibition devoted to gold coins in the history of the Romanov dynasty until the end of the year. As elements of the most important ceremonies that embody the wealth and charity of the royal family, gold coins were widely used in the palace. One of the important elements in weddings was the rite of showering the couple with gold coins, which came to Russia from the East and symbolized wishes for wealth, happiness, longevity. This is the purpose gold coins were used for. The exhibition features unique exhibits. For example, one of the coins has a silver plate with an engraved inscription indicating that Tsar Mikhail Fedorovich "applied this golden piece to the miraculous image" on February 14, 1616. There are also coins minted in 1716, during Peter the Great's trip to Europe. These coins feature his portrait. ■









www.kremi.ru


ИСКАНДАРОВ ЕВГЕНИЙ
ШЕФ-ПОВАР







Expedicia:

Your table at the end of the Earth!

Moscow's culinary map has a place that can be considered a real sanctuary, even though it's located just three kilometers away from the Kremlin. This sanctuary is a restaurant called Expedicia ("Expedition"), and it has adopted a fitting and original motto: "Your table at the end of the Earth!"

When you cross the threshold of this unique establishment, which is located at Pevchesky Pereulok 6, the first thing that comes to mind are lines from a poem by Alexander Pushkin: "There is Russian spirit, it smells of Russia there...". The dizzying aroma is especially strong on the rooftop of the restaurant, which houses a summer veranda and a cozy grill-house. There is also a smokehouse, and the smoke smells so delicious that your appetite kicks in immediately.

The Expedicia menu is so extensive that it seems even the restaurant's chef doesn't know how many dishes are listed. In any case, when I asked about appetizers, main dishes, and desserts at the restaurant, chef Evgeny Iskandarov paused to think, then told me there are a lot of options.

But of course the number of dishes is not nearly as impressive as the quality of the food. Quality is at the very foundation of the restaurant. Over the course of our hour-long conversation, the word "quality" was mentioned several times, with pride. Undoubtedly, there is a lot to be proud of. For example, the menu includes Sosva herring, which is delivered here exclusively from Igrim, located in Western Siberia. No other restaurant in Moscow has exotic herring like this.







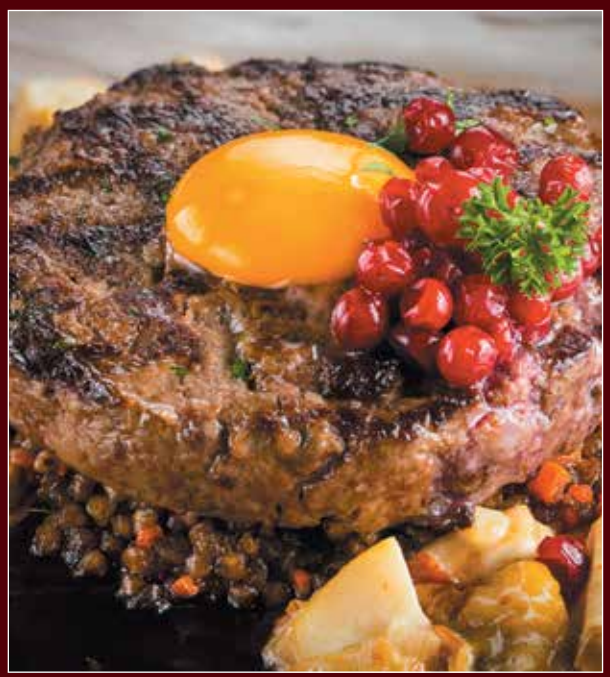
This applies to just about everything you can get when you come to Expedicia. All of the food here is exclusive, because most of the products are shipped from Siberia. Northern cuisine is what this restaurant does best, and has been doing since it first opened its doors in 2002. "Everything here is authentic," Evgeny Iskandarov stressed during our conversation. All the meat and fish is wild-caught. The menu includes deer, moose, roe deer, wood grouse, black grouse, wild boar, and wild duck. However, there is no bear meat. Why? "Bear meat is taboo in our restaurant. The bear is the keeper of the taiga," the chef explains. There are a lot of fish dishes at Expedicia - they make up about 70 percent of the menu. The restaurant has excellent stroganina - raw, thin, long-sliced frozen fish that is prepared according to the original Siberian recipe. The fish is caught and immediately fresh frozen

in order to avoid the formation of ice crystals in the meat. This delicious fish, along with the other products from Siberia, is delivered to Moscow on special vehicles.

In spite of the fact that Expedicia serves meat and fish caught in the wild, this is not a hunting restaurant. No wonder they don't serve bear meat here - it's usually a staple at hunting restaurants. Hunters like to exaggerate their accomplishments, but Expedicia is far from any kind of exaggeration. Everything is real, even the Mi-2 helicopter in the hallway on the second floor. "We are all about truth. We are absolutely honest with our clients, we don't make anything up," Evgeny Iskandarov says. No wonder he and his colleagues frequently travel to Siberia to find products. In fact, all of the restaurant's staff travel to Siberia in order to learn







about local customs and traditions, including the culinary traditions of the people who live on this prosperous land. A lot of the restaurant's recipes were collected during trips like this.

Of course, the atmosphere in Expedicia is unparalleled. When you walk into the restaurant, it's hard to believe that you're still in Moscow. You get the impression that you've been suddenly transported to the taiga, the tundra, or some other Northern land! Even though the restaurant can comfortably seat 82 people, you feel like you're surrounded by close friends... a hearty meal cooking in a huge pot by the fire. In a word, it's a true expedition!

There is also a shop called "Taezhnoe Zimovye" next to the restaurant, where you can buy fish, wild game, mushrooms, berries, and delicacies prepared by the culinary experts of this legendary restaurant. ■



Official resource
of the Moscow Government

investmoscow.info

MOSCOW INVESTMENT PORTAL



EASY NAVIGATOR

FOR INVESTORS AND BUSINESSMEN

- Investment projects
- Investment support
- Business support
- Property auctions
- Online services
- Technoparks and technopolises

THE INVESTMENT PORTAL IN NUMBERS

over **5000** unique visitors daily

over **8000** registered users with investor accounts

around **3000** property units listed for auction

DIRECT LINE
+7 (495) 630-0000

Portal operator

MOSCOW CITY
INVESTMENT AGENCY

€APITAL IDEA$



Unity is Strength

Russian proverb