



# P+ POSITIVE ECONOMY FORUM



- 80 EXPERTS
- 10 ROUND TABLES
- 50 PROPOSALS FOR THE DEVELOPMENT OF A POSITIVE ECONOMY IN RUSSIA

 ROSTOV-ON-DON  
VERTOLEXPO

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# MAIN INFORMATION

RUSSIA'S FIRST POSITIVE ECONOMY FORUM WAS HELD ON 16 JUNE IN ROSTOV-ON-DON, THE CAPITAL OF SOUTHERN RUSSIA. THE EVENT WAS ORGANISED BY CENTER-INVEST BANK (RUSSIA) AND PLANET FINANCE (FRANCE).

**E**ighty world-class experts travelled to Rostov for the event: political experts, social activists, politicians, economists, business people, and academics. The majority were from European Union countries. According to the organisers, about one thousand people visited the Forum.

It was thanks to Center-invest Bank that Rostov-on-Don became the location for Russia's first Positive Economy Forum. Dr Vasily Vysokov, chairman of the Board of Directors of Center-invest Bank, was the driving force behind the initiative. Dr Vysokov provided a succinct explanation of the term "positive economy" and the main idea of the event: "Positive relations – it's not when you give me something, and I give you something; it's when we work together, and for each other."

Ten thematic round tables were held during the Forum. The topics included: Positive Business Models and Entrepreneurship in the 21st Century; Positive Food Products and Agriculture; Positive Energy; Positive Public Private Partnerships; and Positive Integration of Regional Players into the Global Economy. In addition, a masterclass on "Positive Social Entrepreneurship" was given by André Dupon, president of the French Social Entrepreneurs Movement, Le Mouves. Each of these events was recorded on video, and the recordings are available to

view on the website [positiveforum.ru](http://positiveforum.ru).

The experts came up with many proposals to develop a positive economy in Russia, which are still to be discussed. Speaking at the closing ceremony, the director of the Positive Economy Forum in Russia, Jean-Emmanuel Afota, said: "Rostov has triggered such a wave of interest in the positive economy that going forward it can only grow. It is entirely possible that by next year the French will themselves be studying Russian examples of positive solutions in the economy and entrepreneurship."

Addressing the participants, the governor of the Rostov region, Vasily Golubev, said: "The main idea of the Forum is to create the conditions for the social allocation of advantages and resources, and the conditions for the creation of effective mechanisms for social support. It is no coincidence that the Rostov region was chosen: our region is developing at a faster pace. According to preliminary results, in the first 5 months of 2015 the region's industrial production index rose by more than 8%. This shows the sustainability of our economy even in today's challenging environment."

The first deputy head of the Rostov-on-Don city administration, Sergei Kuznetsov, presented



**1070**

social activists, politicians, economists,  
business people, and academics

**80**

experts

**10**

round tables



EACH OF THESE EVENTS WAS RECORDED ON VIDEO, AND THE RECORDINGS ARE AVAILABLE TO VIEW ON THE WEBSITE [POSITIVEFORUM.RU](http://POSITIVEFORUM.RU)

the results of a comparative analysis of Jacques Attali's recommendations for the French government and the measures being taken by the Rostov-on-Don administration: "It wasn't our aim to "catch up and overtake", but we are convinced that our countries face common challenges and we are pleased that in Rostov we are addressing these challenges successfully."

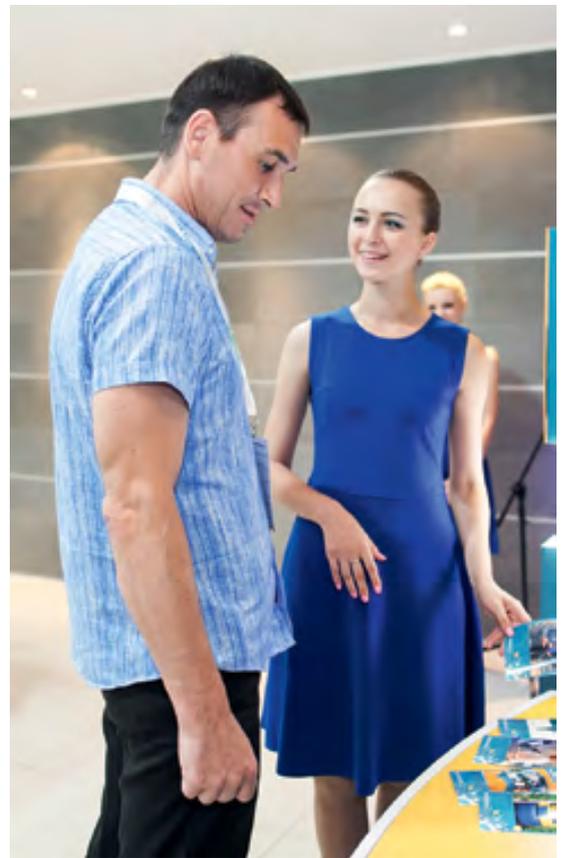
The chairman of the Rostov Region Legislative Assembly, Victor Deryabkin, stressed the importance of living in a positive way: "To be positive means to be first; not for yourself, but for others."

A representative of our French partners noted that Russia already has a positive economy; there are lots of initiatives and these should be developed. In this respect, Center-invest Bank is

a prime example: in the interests of future generations, the bank is implementing transformational banking principles and creative solutions to today's challenges.

"We invited experts from Europe and Russia to share their positive examples from different sectors of the economy," Dr Vasily Vysokov said. "This will give a new boost to the development of social entrepreneurship. We expect the Forum to generate proposals to develop the positive economy in our region and in Russia as a whole."

During the Forum, representatives of the business community and non-profit organisations, engaged citizens and social entrepreneurs all shared their experience and proposed new ways of addressing environmental and climatic challenges, expanding access to education and banking services, and developing and supporting cultural projects.







"WHAT PLACE WOULD YOU ADVISE ME TO VISIT NOW?" HE ASKED.  
 "THE PLANET EARTH," REPLIED THE GEOGRAPHER.  
 "IT HAS A GOOD REPUTATION..."  
**"THE LITTLE PRINCE"**  
**BY ANTOINE DE SAINT-EXUPÉRY**



**T**he Forum opened with an address by the governor of the Rostov region, **VASILY GOLUBEV**: "The region's economy is not only growing, but is building its future. And it is very important that the community of experts, which is represented at the Forum, is going to discuss the possibility to rebuild this economy so that it develops dynamically and fairly. Therefore, I would like to express my gratitude to all who have chosen the area of the Rostov region, and wish the participants successful work of the Forum, successful work for the benefit of the inhabitants of our country, of our region, of the Don, and of course, of other countries. Therefore, I congratulate you on the beginning of the Forum. I wish you successful work. I am confident that the discussions at the Forum, which aims to positive, which means that economic

efficiency will allow us to move forward, and thus make the world better, to make the world more beautiful. It will serve the people and will allow us to collectively achieve new, efficient, and useful results."

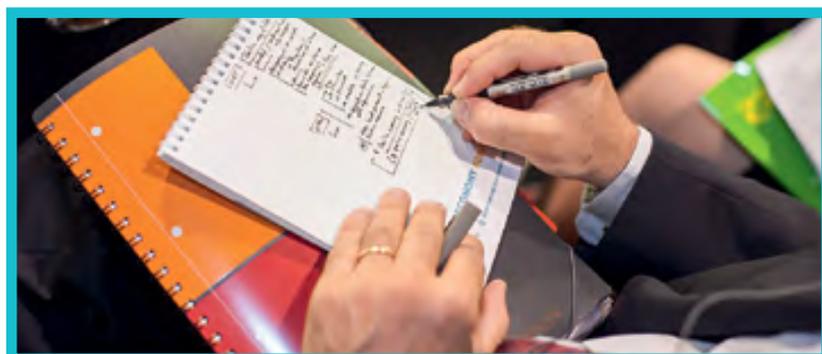
**DR VASILY VYSOKOV**, chairman of the Board of Directors of Center-invest Bank, also addressed the delegates during the opening session: "We invited experts from Europe and Russia to share their positive examples from different sectors of the economy," Dr Vasily Vysokov said. "This will give a new boost to the development of social entrepreneurship. We expect the Forum to generate proposals to develop the positive economy in our region and in Russia as a whole."

WELCOME TO THE FIRST POSITIVE  
ECONOMY FORUM IN RUSSIA

THE POSITIVE ECONOMY HAS ALREADY  
STARTED IN RUSSIA

**VASILY GOLUBEV** – Governor of Rostov Region  
**JACQUES ATTALI** – President Positive Planet  
Foundation – Positive Economy Forum

**NICOLAS DHUICQ** – Member of the French Parliament  
**VASILY VYSOKOV** – Chairman of the Board  
of Directors Bank Centre Invest



## SPEECH BY SERGEI GORBAN, HEAD OF THE ROSTOV-ON-DON CITY ADMINISTRATION, AT THE POSITIVE ECONOMY FORUM IN ROSTOV-ON-DON

PRIOR TO THE POSITIVE ECONOMY FORUM, THE ROSTOV-ON-DON CITY ADMINISTRATION STUDIED JACQUES ATTALI'S RECOMMENDATIONS FOR THE FRENCH GOVERNMENT ON HOW TO INTRODUCE A POSITIVE ECONOMY. WE THEN COMPARED THESE RECOMMENDATIONS WITH THE MEASURES THAT ARE CURRENTLY BEING IMPLEMENTED BY THE ROSTOV-ON-DON AUTHORITIES. I THINK THAT THIS COMPARISON WILL BE OF INTEREST TO THE FORUM DELEGATES.

### COMPARATIVE ANALYSIS OF JACQUES ATTALI'S RECOMMENDATIONS AND THE ROSTOV-ON-DON CITY ADMINISTRATION'S MEASURES

Action Plan to create a positive economy in France	Rostov-on-Don city administration's measures
Grant the Economic and Social Council of France an exclusive right to speak on the behalf of future generations and to express its opinion on all draft laws before they are submitted to the parliament for consideration.	Public Council set up within the Office of the Head of the Rostov-on-Don city administration.
Set up a Ministry for the Positive Economy, which would tackle issues relating to the social and solidarity economy, as well as environmental protection.	Council on Investment Activities set up within the Office of the Head of the Rostov-on-Don city administration.
Set up a bank for experimental social investments, which would finance innovative positive economy projects and promote wider implementation of the projects that prove successful.	Social development resource centre created <a href="http://rc-sr.ru">http://rc-sr.ru</a> .
Submit for consideration by the EU and European Investment Bank an investment programme for positive economy projects.	Center-invest Bank implements sustainable development projects together with IFIs.
Open a European agency that would rate companies by their capacity to be "positive companies" and their relevance to future generations.	Regular analysis of the latest statistical information and public opinion surveys; social studies; briefing papers on various sectors; competitions for various groups in society, businesses and government authorities.
Include teaching the principles of positive thinking and rational altruism in the educational programmes for pre-school and primary school classes.	"Enterprise for All" portal <a href="http://school.centrinvest.ru">http://school.centrinvest.ru</a>
Correlate government subsidies for local authorities with their success in implementing positive economy projects at the micro level.	Developing public-private partnerships

Revise the Town Planning Code to make it mandatory for planning documents (such as the Master Plan, connectivity plans, public amenity projects and sustainable development projects) to take into account positive economy principles.	Town planning legislation is being updated. It will include provisions on taking into account public opinion and sustainable development.
Initiate regional Positive Economy meetings and organise a day for discussion of the study and teaching of positive economy principles in every educational institution in France, from schools to universities.	A number of competitions for “micro clusters” have been established, which bring together universities, businesses, and government authorities.
Include the idea of the positive economy in a list of guiding principles at both the international and the local level, and establish the idea of collective sustainable development as a means of promoting and introducing the positive economy abroad.	
Create a “Positive Economy Territory” mark of excellence, to be awarded by the Senate and the Economic and Social Council. The scheme should subsequently be rolled out across the EU to create a European network of Positive Economy Territories.	“Made in the Don” trademark created, incorporating sustainable development requirements.
All companies, irrespective of their type of activities, should amend their articles of association to include an obligation to work for the good of future generations and to go beyond making short-term profits to satisfy shareholders.	Trilateral agreement for 2014-2016 entered into by the Government of the Rostov Region, the Rostov Region Federation of Unions, and the Rostov Region Employers’ Union.
Introduce the rule that shareholder voting rights should be directly dependent on the length of time that the shares have been held.	Center-invest Bank has had a Code of Corporate Conduct since 2002.
Introduce “positive company” status, conferring advantages and subsidies similar to those received by associations for public benefit.	Together with the Rostov Region Employers’ Union, the State Labour Inspectorate for the Rostov Region is implementing the programme “Making Company Policies and Procedures for the Exercise of Employee and Employer Rights Publicly Known” and issuing “trusted employee” certificates accordingly.
Create a special “positive” savings account that would grant positive companies the same tax exemptions as a type A savings account (tax exempt).	Taxation is governed by federal law.
Introduce a series of measures to promote the development of positive companies, including access to public sector tenders and tax exemptions, and even providing advantages and subsidies similar to those received by associations for public benefit.	A programme for outsourcing municipal services in the social sphere is being produced.
Create “free positive zones” in which the activities of positive companies will be tax exempt.	The word “zone” has a certain connotation in Rostov (prison slang), and while tax exemption can be a good thing, there are also enormous competitive advantages to living in Rostov-on-Don.



"FOR WHAT THE KING FUNDAMENTALLY INSISTED UPON WAS THAT HIS AUTHORITY SHOULD BE RESPECTED. HE TOLERATED NO DISOBEDIENCE. HE WAS AN ABSOLUTE MONARCH. BUT, BECAUSE HE WAS A VERY GOOD MAN, HE MADE HIS ORDERS REASONABLE".

**"THE LITTLE PRINCE"**  
**BY ANTOINE DE SAINT-EXUPÉRY**

**T**he first plenary session began with an address by the moderator, **CLAUDE BLANCHEMAISON**, the French Ambassador to Russia in 2000-2003. «Despite the different political views, we are joined together, especially civil society - representatives of business, academics,» Mr Blanchemaison said. «The world today is overflowing with goods, and an increase in purchasing power will not lead to a higher quality of life. Rather than producing more, we need to produce better; we need to raise the level of interaction between people. A positive economy is more amicable, possibly even more «intelligent». It provides an opportunity to place people at the centre of the economic process.»

**VIKTOR DERYABKIN**, chairman of the legislative assembly of the Rostov Region, said in his speech, «The Rostov region's parliament is just over 20 years old, and since its foundation the region's deputies



have done everything they can to establish a legislative framework and to create all the necessary government institutions to help the region's economy and businesses move forward and develop. We do not extract oil or gas, or mine for gold or diamonds. Nevertheless, our gross regional product and other regional indicators are higher than the Russian average. The value of the region's economy lies primarily in the people who live and work in this area. The Rostov region has many small, medium and large enterprises, impressive economic and industrial resources, and substantial scientific and academic capabilities. We are actively working with civil society institutions and doing everything to ensure that the Rostov region's legislation meets current requirements, and that the Rostov region is a good place to live.»

## THE POTENTIAL OF THE POSITIVE ECONOMY IN RUSSIA

### MODERATED BY CLAUDE BLANCHEMAISON

Former Ambassador of France to the Russian Federation (2000-2003)

### VLADIMIR GURBA

Deputy Plenipotentiary Representative for the President of the Russian Federation to the Southern Federal District

### ELENA TOPOLEVA-SOLDUNOVA

Director Agency of Social Information, Member of Civic Chamber of the Russian Federation

### ANDRÉ DUPON

President Vitamine T and of the French Association of Social Entrepreneurs "Le Mouves"

### VICTOR DERYABKIN

Chairman of the Legislative Assembly of Rostov Region

### SERGEY GORBAN

Head of the city Administration - City Rostov-on-Don



"STRAIGHT AHEAD OF HIM NOBODY  
CAN GO VERY FAR".  
"THE LITTLE PRINCE"  
BY ANTOINE DE SAINT-EXUPÉRY



**R**ussian and foreign experts participated in a round table on socially responsible entrepreneurship and positive business models. The discussion was moderated by **ANDREW GRENFELL**, co-founder and president of Impact Hub Russia, which is an important platform for social entrepreneurs. The round table participants said that social entrepreneurship is one of the most important elements of a positive economy.

During this session **ANDRÉ DUPON** shared his positive experience. Mr Dupon is president of the company Vitamine T and also president of the French Social Entrepreneurs Movement, Le Mouves, which already has 5000 members. Mr Dupon said that in the last ten years social entrepreneurship in France had been developing very successfully.

Another participant in the discussion, **KONSTANTIN BABKIN**, president of the company Novoye Sodruzhestvo CJSC, spoke about the lack of demand for workers. He believes that this is the main problem today. "Russia has the resources to develop successfully, but we don't know how to use them effectively. Nor do we have enough appropriate government priorities. They are seriously detached from reality. The mainstay of the economy should be production, and then there will be demand for people."

**SERGEI RYZENKO**, president of the Union of Rostov Region Employers and managing director of the company KF Mishkino LLC, highlighted the difficulty in accessing financial resources, and the

lack of coordination with foreign partners. He believes that business needs help from the government with this.

The experts agreed that companies in Russia are increasingly aiming to be socially responsible at the same time as making a profit.

**IGOR SOBOLEV**, chairman of the Committee for Corporate Social Responsibility of the Association of Managers, said, "The social entrepreneur recognises that making money is not the only objective. They take into account the interests of those around them: the workers, by creating good working conditions for them, and the consumers, by providing them with quality products. They also take responsibility for their impact on the environment." Mr Sobolev believes that in Russia it is mainly large companies who have to meet the requirements of foreign founders that are socially responsible. However, sometimes our companies are even more socially responsible than Western ones. This is especially the case with companies that are the main employer in a town. Mr Sobolev said that Center-invest Bank was a positive example of a socially responsible business operating at the regional level.

As Andrew Grenfell said, young people today are also prepared to be socially responsible in business. The Impact Hub Russia community already includes 60 new entrepreneurs.



## POSITIVE BUSINESS MODEL AND ENTREPRENEURSHIP ON THE XXI CENTURY

**MODERATED BY ANDREW GRENFELL**

Co-founder – Impact Hub Russia

**ANDRÉ DUPON**

President Vitamine T and of the French Association of Social  
Entrepreneurs “Le Mauves”

**CONSTANTIN BABKIN**

President “Novoye Sodruzhestvo”

**SEROP DALGDYAN**

Managing Director Paper Fabric in Tchaldir

**SERGEY RIZENKO**

President Union of Rostov Region Employers RO,  
General Director KF Mishkino

**IGOR SOBOLEV**

Head of Social Business Responsibility Department  
Association of Managers of Russia



"EXACTLY. ONE MUST REQUIRE FROM EACH  
 ONE THE DUTY WHICH EACH  
 ONE CAN PERFORM," THE KING WENT ON.  
 "ACCEPTED AUTHORITY RESTS FIRST OF  
 ALL ON REASON".  
**"THE LITTLE PRINCE"**  
**BY ANTOINE DE SAINT-EXUPÉRY**



**D**uring the discussion about education, the founder of the company Playbac, **JÉRÔME SALTET**, said that people must be good citizens, that that in itself is the key to a positive economy, and here the key skill is to learn how to keep teaching yourself new things.

The principal of Southern Federal University, **MARINA BOROVSKAYA**, also said that education should be multifunctional and meet the current requirements of society. She noted that the educational programmes in higher education institutions are already changing. "Information is not knowledge. While 15-20 years ago

we were teaching students to extract information and systematize it, today both students and lecturers need to learn how to create a knowledge verification system out of the enormous amount of information that piles on top of us." Ms Borovskaya emphasised that it is important to take the design and process approach into account in the restructuring of the education system, since the market requires this. She then pointed out that it is still important to understand that education also provides other conceptual frameworks for theoretical knowledge.



## POSITIVE ANTI-CRISIS SOLUTIONS

**MODERATED BY VASILY VYSOKOV**

Chairman of the Board of Directors Bank Centre Invest

**MARINA BOROVSAYA**

Rector South Federal University

**YEVGENY YASIN**

Scientific Director High School of Economics

**ANDREY SHAPOVALIVANZ**

Former Minister of Economy of the Russian Federation (1998-2000)

**YEVGENY LUGANTSEV**

Head of the Oktyabrsky district of Rostov region

**SERGEY GOLUBEV**

CEO Social Investment Funds

**CHRISTIAN VANIZETTE**

Founder "Make Sense"

**JÉROME SALTET**

Founder and CEO Playbac



"ALL ROADS LEAD  
TO THE ABODES OF MEN"  
"THE LITTLE PRINCE"  
BY ANTOINE DE SAINT-EXUPÉRY

**T**he moderator of the discussion on “Positive Food Products and Agriculture”, **ILYA KALETKIN**, said that agriculture is the most positive sector in a positive economy. He said, “I think that the idea of the positive economy came to people precisely due to the doubts and anxieties that arise from consuming poor quality products and products the origins of which are unknown to the consumer and which are presented to them already prettily packaged up. This is the form in which, unfortunately, we have become used to seeing food products on the shelves in our shops. Therefore, in my view, a positive economy is impossible without a positive agricultural sector.”

**MÉLANIE CATALDO** presented an organic vegetable project run by France’s largest organic food company.

The workers who grow and dig up the vegetables are people on the fringes of society: drug addicts and alcoholics. The state pays 80% of their salaries and the region pays 10%. The company’s customers are members of various associations. A family pays eight euros for a basket of organic vegetables a week. The organic vegetable gardens are independent legal structures.

**MIKHAIL EPIFANOV**, head of the Zemlematika bureau, spoke about soil remediation technologies for agriculture. He said, “I really believe that this is the agricultural technology of the future. It is about working together with nature, not fighting against it. I would welcome interest in this technology.”

## POSITIVE AGRICULTURE AND FOOD

**MODERATED BY** ILVA KALETKIN - President Arivera Holding  
MÉLANIE CATALDO – Founder Planète Sésame  
MIKHAIL EPIFANOV – CEO Zemlematika  
DAMIEN KHUN – Director for International Operations - Kinomé  
ALEXANDER YAROSHENKO – Director Holding-Ural-Don





"LAMPS SHOULD BE PROTECTED WITH  
 GREAT CARE: A GUST OF WIND CAN  
 EXTINGUISH THEM"  
**"THE LITTLE PRINCE"**  
**BY ANTOINE DE SAINT-EXUPÉRY**

**«** Lamps should be protected with great care: a gust of wind can extinguish them.” This quote from the world famous book *The Little Prince* by Antoine de Saint-Exupéry became the motto for the round table on “Positive Energy”. Leading Russian and foreign experts in energy efficiency projects were invited to participate in the round table. The moderator was Sergei Smirnov, deputy chairman of the Executive Board of Center-invest Bank.

Center-invest Bank’s partners, experts from the RuSEFF “Warm Life” programme (Russian Sustainable Energy Financing Facility) regularly meet with representatives of homeowners associations to discuss the findings of energy audits of multifamily residential buildings. During the round table, RuSEFF experts detailed the issues identified by the audits and presented

a set of practical recommendations for energy efficiency upgrades to buildings. They talked about which renovations were required and the likely energy savings.

A representative of the Russian Academy of Sciences said that in order to improve homeowners associations we must apply European practices. “We need to follow the European practice which prohibits the construction of buildings that do not comply with the required standards. In our “Mir” residential buildings energy consumption can be cut by 50%. An impressive project with an appropriate energy management system is to be set up in the Rostov Construction University’s technological park. This project will enable Rostov to become a leader in positive energy.”



## POSITIVE ENERGY

**MODERATED BY SERGEY SMIRNOV**

Deputy of Chairman of the Executive Board Bank Centre Invest

**WERNER PAILO**

Director - Russian program of Sustainable Energy Financing (RUSEFF)

**LUC CHARREYRE**

General Manager EDF Russia

**VLADIMIR YUSIEVITCH**

CEO Sberenergodevelopment

**DAMIEN RICORDEAU**

Founder and President Finergreen

**SERGEY ATAMANENKO**

Chairman of the Presidium Rostov Association Partnership joint housing

"AND THE PEOPLE HAVE NO IMAGINATION.  
THEY REPEAT WHATEVER ONE  
SAYS TO THEM . . ."

"THE LITTLE PRINCE"

BY ANTOINE DE SAINT-EXUPÉRY



**T**he Forum included a special session on “Southern Agglomerations: How to Manage Them in the Future”, which was organised by the Expert Yug magazine.

“Agglomerations exist as an economic and geographical concept, but in terms of inter-municipal cooperation everything is still complicated,” said **ALEKSEI POLYANSKY**, chief architect for the Rostov region. This accurately describes the long-standing situation.

Work on a draft law on agglomerations has been underway for the last few years. The managing director of the Agency for the Socio-Economic Development of Agglomerations, **YURI KUZNETSOV**, says that it is being based on the French experience of inter-municipal cooperation. He said, “The idea is to establish small agglomerations: several population centres have agreed on joint refuse collection, and so there is your agglomeration.” However, at present, the state is not regulating inter-municipal cooperation. For example, how could different municipalities use their separate budgets to construct a shared boiler house? These issues have not been settled.”

The main responsibility for taking (or not taking) decisions about agglomerations lies with local government bodies and the regional authorities. All the speakers agreed that the direction in which this issue develops, pending clarification in law, will depend on how effective their joint actions are. “We are currently amending the master plan and the most important outcome here is the development of the agglomeration,”

said **SERGEI KUZNETSOV**, deputy head of the Rostov-on-Don city administration. “It seems that we have the support of the governor of the region. For their part, the regional authorities are guaranteeing support for agglomerations: as a minimum, they will have their own jurisdictions.”

“Is it important that all the participants in the process have an “agglomeration mentality”? Will it enable them to make decisions?” asked **ALEKSEI POLYANSKY**, the Rostov region’s chief architect. Replying to his own question, he said, “It does, for example, enable me: on the basis of long-term trends, I can recommend to the authorities that they take certain decisions about the development of our area.” However, there is something of a natural limit to the scope for this. Again, it is limited by federal legislation. “For the time being, we are taking a wait-and-see approach: it is important that the rules of the game are defined at the federal level.”

Another key participant in this process contributed to the discussion: a real estate developer. **NIKOLAI BRITVIN**, managing director of Rostovskoye OJSC, the company behind the project to develop southern Russia’s largest residential district, said, “The authorities have to work within the confines of the existing legal framework. They have quite a few powers that have not yet been used. And only once they have all been used will we need to create something new.”



## HANDLING THE FUTURE OF SOUTH RUSSIA

**MODERATED BY VLADIMIR KOZLOV**

General Manager, Redactor in Chief Expert South

**ALEXANDRA IGNATIEVA**

Director Union of Russian cities

**NIKOLAI BRITVIN**

Head of the Rostov direction WKB Group, Chairman of the Board  
of Directors OAO Rostov

**ALEXEI POLYANSKY**

Deputy Minister of Construction, Architecture and territorial development,  
chief architect Rostov region

**ALEXANDER BOVARINOV**

Director Academy of Architecture and Art of SFU

**ANGELICA IMANOVA**

Head of the Committee on the orders of state property  
Russian Guild of Property Managers and Developers



"IF YOU TAME ME, THEN WE SHALL NEED EACH OTHER. TO ME, YOU WILL BE UNIQUE IN ALL THE WORLD. TO YOU, I SHALL BE UNIQUE IN ALL THE WORLD . . ."

**"THE LITTLE PRINCE"**  
**BY ANTOINE DE SAINT-EXUPÉR**



**P**RISCILLA DE MOUSTIER, president of Oxus Holding, shared her personal experience of social entrepreneurship in Central Asia and Africa. She believes that it is very important to give the poorest sectors of society access to financial services so that they

can independently earn a living. It was with this aim that she and her partners set up an organisation that helps to combat poverty. Cooperation with leading regional business people who knew the region very well proved very useful.



## POSITIVE PUBLIC PRIVATE PARTNERSHIPS

**MODERATED BY PRISCILLA DE MOUSTIER**

President Oxus Holding, Member of the Board Acted

**ELENA TOPOLEVA-SOLDUNOVA**

Director Agency of Social Information, Member of Civic Chamber of the Russian Federation

**CHARLES-BENOIT HEIDSIECK**

President Founder Le Rameau

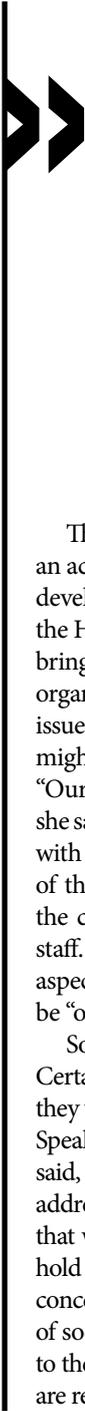
**EVGENIYA ZUSMAN**

Managing Director Vegas Lex

**IGOR GORIN**

Chairman of the Board of Directors Congress Hotel Don Plaza

"WHEN IT IS A MATTER OF BAOBABS, THAT  
ALWAYS MEANS A CATASTROPHE"  
"THE LITTLE PRINCE"  
BY ANTOINE DE SAINT-EXUPÉRY



**T**he participants in a round table on “Positive Towns, Cities and Societies” spoke about how the resources of local communities could be used more effectively in urban management. The moderator, **SVYATOSLAVA MURUNOVA**, director of the Institute of Applied Urban Studies, believes that the main problem of Russian towns and cities today is that they have only two distinct entities: the authorities and business. “The aim of the former is management in the conservative sense, retaining existing institutions,” Mr Murunova said. “Officials are willing to discuss legislative problems, standards and terms, and to talk about the creation and interaction of various departments, but they are not willing to work in a new paradigm. Business, on the other hand, is a young entity. It has existed only in the last 20 years, and its aim is to maximise profit. The main questions that business people are asking are: why should I support a given project, and what profit will I make from this?”

Another option for urban activists is to establish various public councils within local administrations. Such bodies have become fashionable, but most often it is the officials themselves who are first to take the initiative: they create organisations that are “in their pockets” and that have the “correct” public representatives. To date, there are only a few examples of public councils appearing as a result of activism from above, but their experience is already highly persuasive.

This has been the situation in Krasnodar, where an action group established a public council on urban development. This council is attached to the Office of the Head of the Administration. The council has been bringing in representatives of business, non-profit organisations and engaged citizens to address specific issues. Its head, **ELENA SHUVALOVA**, believes this might be a unique situation, an exception to the rule. “Our main motivation is to achieve change in the city,” she said. Commenting on the nature of the relationship with the municipal authorities, she added, “The head of the administration wants to change something in the city, but he lacks sufficient resources and skilled staff. That is how the situation arises when certain aspects of work to change the urban environment can be “outsourced to the public”.

Something similar could appear in Rostov as well. Certainly, the new team in the city administration say that they want to work more closely with the general public. Speaking at the plenary session, **SERGEI KUZNETSOV** said, “We want to engage the citizens themselves in addressing the city’s problems. It is only with their help that we will be able to overcome challenges. We try to hold appropriate consultation before we take decisions concerning the city’s development. Based on the results of social research, we are starting to make adjustments to the budget so that people can see that the authorities are reacting to their concerns.”



## POSITIVE CITIES AND COMMUNITIES

**MODERATED BY SVYATOSLAV MURUNOV**

Director Center of Urbanism

**MARAT BAREVYAN** Head of the NGO "City of Dreams"

**OLIVIER FLAMENT**

Director La Villette Emploi

**MONICA BARZANTI**

External Relations Manager San Patrignano, Italy

Piotr Ivanov Sociolog Higher School of Economics

**ELENA SHUVALOVA**

Chairman of the Public Council for the development of the urban environment City of Krasnodar, General Director R Class

**SVETLANA PAKHOMOVA**

Head of youth public association "Generation LEX"

**ALEKSEI KARACHINSKY**

Director of city environment's Factory

**ALEKSEI STRELCHENKO**

Founder of NGO "Resource Centre for Social Development"

**VLADIMIR KOLZOV**

General Manager and Redactor in Chief Expert-South

Evgueny Lugantsev Head of Ocyabrskiy District Rostov Region



**T**he president of the French Social Entrepreneurs Movement, **ANDRÉ DUPON**, held a masterclass during the Forum. He provided the participants with invaluable food for thought. Mr Dupon heads up the Vitamine T group, which currently comprises 14 companies. As well as having a positive environmental impact in France, they employ “problematic” unemployed people, giving them the chance to restore their social status.

Dupon was quick to recognise that in order to socialise these unemployed people they must be taken out of their usual environment and that entailed forcing them to work. He managed to obtain a bankrupt plant that was formerly used for recycling old household appliances. The plant had been closed down and its employees dismissed. “I had to prove that profitability and socialisation are compatible,” said Dupon. He thought to himself, “The planet is exhausting its resources; the whole world needs renewables.” And so a waste recycling plant was developed on the site of the

bankrupt plant. At the new plant, they dismantle cars and even trains to produce spare parts. Thanks to his skills of persuasion, Dupon has convinced companies from around the world to work with Vitamine T.

Its shareholders agreed to forego income for several years, and the profits were used to set up new plants. The plants are diversified: for example, they include organic vegetable production, which is highly profitable and can be used to cover other companies’ potential losses. Today the holding has a turnover of 12 million euros and it employs more than 2000 people. Progress in social adaptation is assessed jointly, by the individual him/herself and by social services. As a rule, 60% of the formerly unemployed people adapt well to working life.

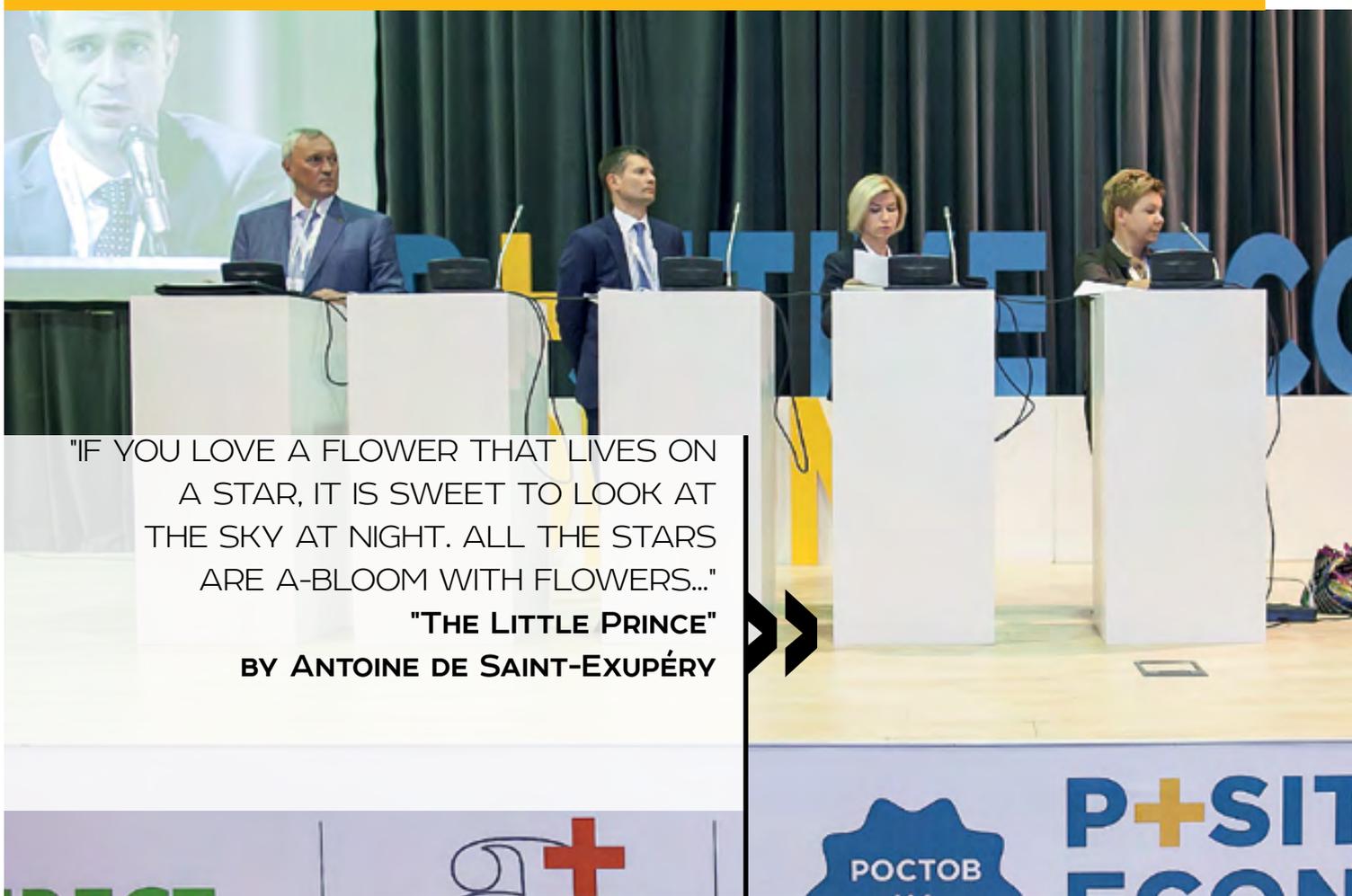
Social entrepreneurship (using various models) is extremely popular in France: suffice to say, it accounts for 10% of French GDP.

## MASTER CLASS FOR THE CENTER RESOURCES OF SOCIAL DEVELOPMENT

**ANDRÉ DUPON**

President Vitamine T and of The French Association of Social  
Entrepreneurs "Le Mouves"





"IF YOU LOVE A FLOWER THAT LIVES ON A STAR, IT IS SWEET TO LOOK AT THE SKY AT NIGHT. ALL THE STARS ARE A-BLOOM WITH FLOWERS..."

**"THE LITTLE PRINCE"  
BY ANTOINE DE SAINT-EXUPÉRY**

**M**IKHAIL MAMUTA, head of the Bank of Russia's Main Office for Microfinance Markets and Financial Inclusion Methodology, moderated a round table on possible ways to develop the Russian banking sector and increase financial inclusion. Mr Mamuta stressed that however good a project or idea is, it will only become reality when financial resources are available. Russian banks are not yet really geared up to finance social enterprises.

The Central Bank of Russia is currently devoting a lot of attention to the issue of financial inclusion. The central bank as a mega-regulator is responsible for the development of the whole financial market. Just a couple of weeks ago, it approved a financial inclusion roadmap for both the general public and the business sector.

Life itself prompts Bank of Russia staff to search for answers to new challenges. Therefore, Mr Mamuta does not believe that in 10 years' time the status quo will remain.

**DR VASILY VYSOKOV** spoke about the concept of transformational banking and Center-invest Bank's

practical experience in this area. The bank of the future should already be working in the interests of future generations. Banks should be involved in developing the infrastructure of their region; with their assistance, roads and houses will be built. Dr Vysokov pointed out that the first handbook on transformational banking, detailing its characteristics, was written in Rostov-on-Don.

In a brief but eloquent speech, **ERNST WELTEKE**, former president of the German Bundesbank, posed the question: how can we change Russia's financial system so that it stimulates the development of the social economy? Mr Welteke believes that the Bank of Russia has combined so many functions in its role as mega-regulator that it is hindering the development of the Russian banking system. Russia should support its small and medium-sized private banks, which cannot withstand non-market competition from state-owned banks.



## INCLUSIVE FINANCE AND TRANSFORMATION BANKING

**MODERATED BY MIKHAIL MAMUTA**

Head, Main Office of Microfinance Market and  
Financial Inclusion Bank of Russia

**VASILY VYSOKOV**

President of the Board Bank Centre Invest

**IRINA PAVLOVA**

Deputy Director Our Future Social Fund

**ERNST WELTEKE**

Member of the Board of Trustees of the Endowment Fund  
"Education and Science SFD"

**PRISCILLA DE MOUSTIER**

President Oxus Holding, Member of the Board Acted

**ELENA TOPOLEVA-SOLDUNOVA**

Director Agency of Social Information

**EVGENIY KRIVENTSEV**

Partner PriceWaterhouseCoopers

**VITALY VINOGRADOV**

Partner of the investment fund "Rubicon Venture Capital"



**A** discussion on “Measuring Positive Impacts” was moderated by Alexandra Moskovskaya, head of the Social Business Department of the Higher School of Economics. During the discussion, experts concluded that there are no ideal indicators for measuring happiness. To address specific tasks, various indicators must be used within sensible limits. It was noted that a positive economy should be invariant to the indicator system: it should be able to demonstrate its advantages regardless of how they are measured. Indicators should simplify or enhance our understanding of the real world. They should be comprehensible, informative, objective, and replicable. Taking a creative approach to indicators, looking at them in different ways, could help us to find new directions for positive development.



## MEASURING POSITIVE IMPACT

**MODERATED BY ALEXANDRA MOSKOVSKAYA**

Head – Centre for Social Entrepreneurship and Social Innovation studies NRU  
“Higher School of Economics”

**SERGEY MAKUSHKIN**

Chairman Resource Centre for Social Development

**CÉDRIC BAECHER**

Rapporteur on Positivity Index Positive Economy Forum

**MARINA SAMOYLOVA**

Deputy Head Federal State Statistics Service Rostov Region

**OLGA EVDOKIMOVA**

Executive Director Autonomous non profit organization  
“Evolution and Philanthropy”

**NODARI KHANANASHVILI**

Deputy General Director on Development Projects Charity Fund  
“Enlightenment”, National Association of Charity Organizations

**ANTON SERIKOV**

Deputy director of the Institute of Sociology and Regional South for  
Research and expert activities - Southern Federal University

"THERE IS A FIRM RULE. ROSE IN THE MORNING, WASHED, GAVE HIMSELF UP - AND IMMEDIATELY SET IN ORDER THEIR PLANET".

**"THE LITTLE PRINCE"  
BY ANTOINE DE SAINT-EXUPÉRY**



**T**here was also a round table on “Positive Integration of Regional Players into the Global Economy”. The moderator was **MIKHAIL CHERNYSHYOV**, deputy governor of the Rostov region. A number of experts were invited to participate in the discussion, including **FRANÇOIS MARTEN** (lecturer in Geostrategy at the Ecole des Hautes Etudes Commerciales in France), **RUSLAN KOKAREV** (executive director of the Association of European Business), **VYACHESLAV SHOPTENKO** (director of the Institute of Organisational Development and Strategic Initiatives at the Russian Presidential Academy of the National Economy and Public Administration), and **OLEG DEREZA** (Commissioner for the Protection of the Rights of Rostov Region Entrepreneurs).

Mikhail Chernyshyov believes that positive integration is one of the most important aspects of economic development. “Integration is more than the export of goods and services; it is the inclusion of regional producers into global production chains. It is cooperation in the field of cutting-edge technologies and innovation.”

Oleg Dereza highlighted the particular challenges facing small and medium companies in this context. “It is the complexity of entering foreign markets, the lack of knowledge about legislative principles, and the lack of information about requirements. In the modern

world the question of how Rostov companies can enter global markets is extremely relevant.”

François Marten believes that the main aspects of integration into the global economy are:

1. Proper planning: “Not only planning as we understand it in France, where to sell/where to buy, but planning in a wider sense: Why should I sell? Where should I sell? How much can I sell?”
2. Agriculture: “In my opinion, agriculture is the most important aspect because it is the foundation on which the whole economy is based. When agriculture is working well it has a positive, protective influence on the global economy.”
3. Future generations. “A natural regard for those issues relating to the positive economy that we are discussing today is being engendered in the younger generations. We don’t need to teach them this; it is developing in them instinctively.”

**ANTON ANDREYEV**, an expert from the Department for the Protection of Small and Medium Companies of the Russian Chamber of Commerce and Industry, said, “The positive exchange of experience and information can give entrepreneurs an opportunity to adapt. The Chamber is one of the key providers of contacts for small and medium companies that are looking to expand exports.”



## POSITIVE INTEGRATION OF LOCAL PLAYERS IN A GLOBAL MARKET

**MODERATED BY MIKHAIL CHERNYSHOV**

Deputy Governor Rostov Region

**FRANÇOIS MARTIN**

Entrepreneur Professor Geostrategy HEC

**RUSLAN KOKAREV**

CEO - Association of European Business

**VYACHESLAV SHOPTENKO**

Director Institute of Organizational Development and Strategic Initiatives RANEPА

**OLEG DEREZA**

Commissioner for the Protection of Rostov Region Entrepreneurs' rights

With the participation of Representatives of AEB, the German-Russian and the French-Russian Chamber of Commerce, the consuls and trade representatives of foreign countries in Southern Russia

"I WONDER,» HE SAID, «WHETHER THE STARS ARE SET ALIGHT IN HEAVEN SO THAT ONE DAY EACH ONE OF US MAY FIND HIS OWN AGAIN..."

**"THE LITTLE PRINCE"**  
**BY ANTOINE DE SAINT-EXUPÉRY**

**D**uring the Forum, Social Business Week was launched by the deputy head of the Social Entrepreneurship Development Council of the Russian Chamber of Commerce and Industry, **MIKHAIL MAMUTA**, and the deputy director of the "Our Future" social programmes foundation, **IRINA PAVLOVA**. The programme included round tables, seminars and masterclasses in various Russian cities, culminating in a final round table on 25 June in the Russian Chamber of Commerce and Industry in Moscow.

Mr Mamuta remarked, "Everyone who is gathered here is to a greater or lesser extent a social entrepreneur: either in your heart, or in terms of what you do, or based on your sense about what you would like to do in the future." Irina Pavlova added, "We want people to unite for the benefit of something new. It is important that as many people as possible come together under the auspices of this day."





OPENING OF THE SOCIAL  
BUSINESS WEEK IN RUSSIA

**MIKHAIL MAMUTA**

Deputy Head of the Council of Social Entrepreneurship  
development Chamber of Commerce and Industry of  
the Russian Federation

**IRINA PAVLOVA**

Deputy Director Our Future Social Fund



# P+SITIVE ECONOMY FORUM



Правительство  
Ростовской  
области

**A**LEXANDER IVANTER, deputy editor-in-chief of the magazine *Expert*, moderated the Forum's closing session. "In terms of a positive economy in Russia, we see disjointed elements; they are growing, but they do not communicate well with one another," he said. "Plus, we still face a crisis, although in the positive south people do not like to talk about this. In these circumstances, only someone as energetic and full of passion as **VASILY VYSOKOV** could set up a forum

on such a scale. And to certain degree it was a risky undertaking. Nonetheless, like all "passionarians," he has infected us with his ideas; all of us here have been infected by positivity."

Dr Vysokov said, "Our Positive Economy Forum shows once again that new horizons are opening from new heights. And I am delighted that the positive economy in Russia has a future."



## FORUM CLOSING SESSION – SUMMARY OF ROUND TABLES

**MODERATED BY ALEXANDER IVANTER**

Deputy Chief Editor Expert Magazine

**CLAUDE BLANCHEMAISON**

Former Ambassador of France to the Russian  
Federation 2000-2003

**VASILY VYSOKOV**

Chairman of the Board of Directors Bank Centre Invest

**IRÈNE COMMEAU**

President Positive Economy Forum Russia

**JEAN-EMMANUEL AFOTA**

The director of the Positive Economy Forum in Russia

# THE POSITIVE SOUTH

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RUSSIA'S FIRST POSITIVE ECONOMY FORUM WAS SET IN MOTION BY CENTER-INVEST BANK. THE BANK ALSO PROVIDED ORGANISATIONAL SUPPORT FOR THE EVENT. THE PRESIDENT OF CENTER-INVEST BANK, DR VASILY VYSOKOV, TALKS ABOUT HOW THE FORUM MANAGED TO BRING SUCCESSFUL ACADEMICS, ECONOMISTS, BUSINESS PEOPLE AND POLITICAL EXPERTS FROM EUROPE TO SOUTHERN RUSSIA. HE ALSO TALKS ABOUT THE FUTURE DIRECTION FOR BOTH RUSSIAN AND GLOBAL BUSINESS.

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*Not only did the Forum take place, but it was a great success. Over 1000 participants, 80 international speakers, and 1500 people responded to the questionnaire. What conclusions have you drawn for yourself?*

— In terms of the subject matter, it was very important to me that all of the Forum delegates came with a shared understanding that the current rules of the economy (be it a command economy or a stormy market economy) no longer work for anyone, and that we are all responsible for the economy as a whole, or at least for the ecosystem with which we work. The second thing that I was pleased to see was that the participants shared their experiences and exchanged views as equals; it was not a case of the foreign guests teaching the Russians. Moreover, our French partners said that they learnt about what we are doing in southern Russia. Thanks to the practices used in southern Russia, which our companies spoke about, we are able to address our social problems, even although they are complex. Our companies are very socially responsible.

Another thing that came out of the Forum: we must not aggressively promote social entrepreneurship. We need social entrepreneurship to replace a) government-funded social institutions, and b) the social projects run by companies. In both cases, social entrepreneurship must be more effective than the methods currently being used to tackle social problems.”

The approach that we tested at the Forum entailed the younger generation telling us how they see themselves in 2030. More than 1500 people completed the questionnaire on

the positiveforum.ru website. The results obtained provide a good and substantial basis for further analytical work.

*I myself completed the questionnaire, and I was struck by the genuine focus on the future. I would like to address one of the questions to you, the man behind the questionnaire. Ultimately, who should be tackling social problems?*

— Going by the results of the initial processing of the questionnaire responses, we should all be doing this: every one of us, and business, and the authorities. Moreover, to an equal extent.

*Was there more interest in the Forum at the federal or regional level?*

— It was an international forum. It was also supported by the regional authorities, who were directly involved in the event. But many federal bodies, the Agency for Strategic Initiatives, and other government bodies sent delegates to the Forum at the last minute. I am sure that they sent “ciphered messages” about the Forum’s outcomes back to their headquarters (Ed. note: Dr Vysokov laughs). In any case, thanks to online streaming on the day of the event, all of the Forum materials are available on our YouTube channel. And since the materials are not confidential, we will continue to work together with southern Russian universities on analysing the questionnaires (using the very latest statistical methods), and we are

IT DIDN'T ACTUALLY  
SURPRISE ME, BUT I WAS  
DELIGHTED BY THE SHARED  
UNDERSTANDING THAT WE  
NEED TO TRANSITION TO  
A NEW ECONOMIC MODEL



also conducting content analysis of the speeches in order to formulate solutions.

*Talking about content analysis, what surprised you the most?*

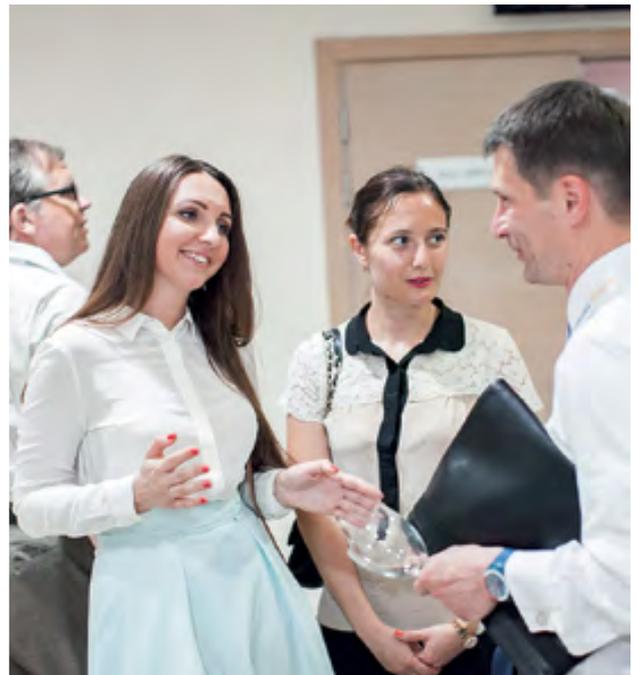
— It didn't actually surprise me, but I was delighted by the shared understanding that we need to transition to a new economic model. Our French partners were very honest in admitting that Rostov-on-Don already has a positive economy. Albeit the headquarters of the Positive Economy Forum remain in Paris, Rostov-on-Don is becoming the positive economy capital.

*What I gathered from the Forum was that these people who came from different countries, from different regions, were all on the same page, moreover, right from the outset.*

— Absolutely, you are quite right. On the one hand, this idea is taking hold among the masses, and on the other hand, many of southern Russia's companies and people are already operating as socially responsible businesses. We are not simply keeping up with the trend; we are at the forefront. Positive relations are not when you give me something, and I give you something; they are when we work together, and for each other. Even family happiness is built not on a "market model", but on a model of collective action.

A positive economy is a long-term process, with a vector towards the future. Russia is already recognised as an important player in this international trend.







## JACQUES ATTALI

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PRESIDENT POSITIVE ECONOMY FOUNDATION,  
POSITIVE ECONOMY FORUM

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POSITIVE ECONOMY MEANS WHATEVER IS DONE FOR THE SUPPORT OF NEXT GENERATIONS: EDUCATION, ENVIRONMENT, HEALTH AND WHATEVER IS DONE BY COMPANIES, GOVERNMENTS AND NGO'S TO PREPARE A BETTER FUTURE FOR THE NEXT GENERATIONS. IN ORDER TO THE FUTURE TO BE NOT WHAT WE FEAR, BUT WHAT WE HOPE. TO HAVE A BETTER ENVIRONMENT, A BETTER HOUSING, A BETTER DEMOGRAPHY, A BETTER CONDITION OF LIFE, A BETTER RULE OF LAW, A BETTER TRANSPARENCY, A BETTER DEMOCRACY, WHEREVER IN THE WORLD. IT IS CLEAR THAT, IF WE DO NOT SUCCEED TO DO THAT, EVERYWHERE IN THE WORLD, IF WE DO NOT DO WHATEVER IT TAKES TO SUCCEED TO DO THAT, THE WORLD WITH BE WORST AND WORST. WE WILL HAVE A LACK OF RULE OF LAW, WHICH WILL LEAD TO A LOT OF CONFLICTS, AND THE PRIORITY GIVEN TO SHORT TERM ISSUES WILL LEAD TO DISASTERS BOTH IN TERMS OF FINANCE AND IN TERMS OF CLIMATE. EACH OF US WILL BE IN A VERY BAD SITUATION, AND MORE THAN THAT, NEXT GENERATIONS WILL BE IN A VERY BAD SITUATION. IT WILL LEAVE THE WORLD WITH A SCARCITY OF RESOURCES; A LOT OF DEBTS, PUBLIC AND PRIVATE, AND THE WORLD WILL BE UNSUSTAINABLE. THEREFORE, POSITIVE ECONOMY IS THE CONDITION FOR THE SURVIVAL OF THE NEXT GENERATIONS.



## DR ERNST WELTEKE

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MEMBER OF THE BOARD OF TRUSTEES OF THE ENDOWMENT FUND FOR EDUCATION AND SCIENCE IN THE SOUTHERN FEDERAL DISTRICT, FORMER PRESIDENT OF THE DEUTSCHE BUNDESBANK

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TOGETHER, THE PAPERS PRESENTED AT THE FORUM PROVIDE A CONSTRUCTIVE MEANS TO FIND A PATH BETWEEN INFLEXIBLE PURE CAPITALISM, ON THE ONE HAND, AND COMMUNISM AND SOCIALISM ON THE OTHER HAND, FOR THE INTEGRATION OF SOCIAL AND INTELLECTUAL ISSUES INTO THE ECONOMY. AND THIS IS ABSOLUTELY NECESSARY. IN GERMANY AND OTHER COUNTRIES, POLITICAL ACTIVISTS AND GREEN PARTIES ARE STRIVING FOR THIS INTEGRATION, BUT I DIDN'T EXPECT TO HEAR IN RUSSIA THAT THEY TOO ARE VERY INTERESTED IN THIS.



## JEAN- EMMANUEL AFOTA

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THE DIRECTOR OF THE  
POSITIVE ECONOMY FORUM  
IN RUSSIA

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ROSTOV HAS TRIGGERED SUCH A WAVE OF INTEREST IN THE POSITIVE ECONOMY THAT GOING FORWARD IT CAN ONLY GROW. IT IS ENTIRELY POSSIBLE THAT BY NEXT YEAR THE FRENCH WILL THEMSELVES BE STUDYING RUSSIAN EXAMPLES OF POSITIVE SOLUTIONS IN THE ECONOMY AND ENTREPRENEURSHIP.



## ANDRÉ DUPON

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PRESIDENT OF THE COMPANY VITAMIN T, AND PRESIDENT OF THE FRENCH SOCIAL ENTREPRENEURS MOVEMENT, LE MOUVES

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I AM HAPPY TO BE HERE AT RUSSIA'S FIRST POSITIVE ECONOMY FORUM. WHEN I RETURN TO PARIS I WILL BE PROUD TO TELL BOTH MY TEAM AND MY FAMILY ALL ABOUT IT. RUSSIANS ARE FINE PEOPLE. I AM SURE THAT THE FORUM WILL GIVE HOPE THAT SOCIAL ENTERPRISES WILL BE SET UP IN SOUTHERN RUSSIA. THE CONDITIONS FOR THIS WILL BE BROUGHT ABOUT BY A SHARED DESIRE, PRIVATE INITIATIVE AND YOUNG PEOPLE WHO WANT TO BE ENTREPRENEURS.



## **VASILY GOLUBEV**

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THE GOVERNOR OF THE ROSTOV REGION

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THE MAIN IDEA OF THE FORUM IS TO CREATE THE CONDITIONS FOR THE SOCIAL ALLOCATION OF ADVANTAGES AND RESOURCES, AND THE CONDITIONS FOR THE CREATION OF EFFECTIVE MECHANISMS FOR SOCIAL SUPPORT. IT IS NO COINCIDENCE THAT THE ROSTOV REGION WAS CHOSEN: OUR REGION IS DEVELOPING AT A FASTER PACE. ACCORDING TO PRELIMINARY RESULTS, IN THE FIRST 5 MONTHS OF 2015 THE REGION'S INDUSTRIAL PRODUCTION INDEX ROSE BY MORE THAN 8%. THIS SHOWS THE SUSTAINABILITY OF OUR ECONOMY EVEN IN TODAY'S CHALLENGING ENVIRONMENT.



## **SERGEI KUZNETSOV**

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THE FIRST DEPUTY HEAD OF THE ROSTOV-ON-DON CITY ADMINISTRATION

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IT WASN'T OUR AIM TO "CATCH UP AND OVERTAKE", BUT WE ARE CONVINCED THAT OUR COUNTRIES FACE COMMON CHALLENGES AND WE ARE PLEASED THAT IN ROSTOV WE ARE ADDRESSING THESE CHALLENGES SUCCESSFULLY/



## MARINA BOROVSKAYA

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THE PRINCIPAL OF SOUTHERN FEDERAL UNIVERSITY

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INFORMATION IS NOT KNOWLEDGE. WHILE 15-20 YEARS AGO WE WERE TEACHING STUDENTS TO EXTRACT INFORMATION AND SYSTEMATIZE IT, TODAY BOTH STUDENTS AND LECTURERS NEED TO LEARN HOW TO CREATE A KNOWLEDGE VERIFICATION SYSTEM OUT OF THE ENORMOUS AMOUNT OF INFORMATION THAT PILES ON TOP OF US. IT'S IMPORTANT TO TAKE THE DESIGN AND PROCESS APPROACH INTO ACCOUNT IN THE RESTRUCTURING OF THE EDUCATION SYSTEM, SINCE THE MARKET REQUIRES THIS. IT IS STILL IMPORTANT TO UNDERSTAND THAT EDUCATION ALSO PROVIDES OTHER CONCEPTUAL FRAMEWORKS FOR THEORETICAL KNOWLEDGE.



## ELENA KIYANOVA

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DIRECTOR OF CORPORATE AFFAIRS AND GOVERNMENT  
RELATIONS FOR THE SOUTHERN REGION, PHILIP MORRIS KUBAN

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THE POSITIVE ECONOMY FORUM WAS A REMARKABLE EVENT. IT PROVIDED AN EFFECTIVE ARENA IN WHICH TO DISCUSS THE IMPROVEMENT OF BUSINESS CONDITIONS, ECONOMIC INTEGRATION, AND PARTNERSHIP BETWEEN RUSSIAN AND INTERNATIONAL BUSINESS. IT IS VERY IMPORTANT THAT PARTICULAR ATTENTION WAS PAID TO THE ISSUE OF CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL INVESTMENT, AS THESE ARE INTEGRAL TO A POSITIVE ECONOMY.



## JÉRÔME SALTET

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FOUNDER OF THE COMPANY PLAYBAC

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TODAY, THE TRANSFER OF INFORMATION TO THE YOUNGER GENERATIONS IS IN ITSELF LESS IMPORTANT THAN THE MESSAGES THAT CAN BE IMPARTED IN THIS INFORMATION. WE MUST LEARN HOW TO BE GOOD CITIZENS, IMPLEMENT PROJECTS AND BE HAPPY. THIS IN ITSELF IS THE KEY TO A POSITIVE ECONOMY. AND HERE THE KEY SKILL IS TO LEARN HOW TO KEEP TEACHING YOURSELF NEW THINGS.



## YEVGENY KRIVENTSEV

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PARTNER AT PRICEWATERHOUSECOOPERS

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TODAY, WHEN SOMEONE GOES TO GET A MORTGAGE NOT BECAUSE THEY NEED MONEY, BUT BECAUSE THEY NEED A HOUSE, THE BANK COULD HELP THEM TO SELL THEIR EXISTING PROPERTY, TO ENTER INTO A NEW DEAL, AND SO ON. THE “CHAIN” FROM THE BORROWER TO THE SOURCE OF MONEY SHOULD BE SHORTENED. THIS WOULD BENEFIT THE INVESTMENT CLIMATE, AND DEPOSITORS WOULD BE OFFERED A WIDER RANGE OF INSTRUMENTS. THERE IS ALREADY DEMAND FOR SPECIFIC-PURPOSE DEPOSITS, WITH WHICH THE CUSTOMER CAN BE CONFIDENT THAT THEIR MONEY IS BEING USED IN A SPECIFIC SECTOR, FOR EXAMPLE, FOR SOCIAL PROJECTS.



## **MIKHAIL MAMUTA**

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HEAD OF THE BANK OF RUSSIA'S MAIN OFFICE FOR  
MICROFINANCE MARKETS AND FINANCIAL INCLUSION  
METHODOLOGY

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THE DISTANCE BETWEEN THE BANKING SYSTEM IN ITS CURRENT FORM AND ITS POSSIBLE FUTURE FORM IS CURRENTLY TOO GREAT, BUT THE DIRECTION OF MOVEMENT IS CLEAR. WHILE TEN YEARS AGO MOBILE BANKING SEEMED IMPOSSIBLE, IT NOW ACCOUNTS FOR A SIGNIFICANT MARKET SHARE. NO ONE CAN PICTURE WHAT BANKING SERVICES WILL BE LIKE IN ANOTHER TEN YEARS. IT IS POSSIBLE WE WILL SEE CHANGES IN THE NATURE OF REGULATION OF THE SECTOR AND THE STRUCTURE OF BANKS, WHICH WILL BECOME VERTICALLY INTEGRATED HOLDINGS.

# VICTOR DERYABKIN

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THE CHAIRMAN OF THE ROSTOV REGION LEGISLATIVE  
ASSEMBLY

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TO BE POSITIVE MEANS TO BE FIRST;  
NOT FOR YOURSELF, BUT FOR OTHERS



# SOCIAL NETWORKS

IN ALL OF ITS STAGES, THE FORUM RECEIVED A LOT OF COVERAGE ON SOCIAL NETWORKS

- **IN THE RUN-UP TO THE FORUM** there was an active campaign to promote the event on social networks.

Detailed information about the Forum, including biographies of the speakers, was published to the group Positive Rostov (<https://vk.com/club86186042>). There was also a call for respondents to take part in the “Me and the World in 2030” questionnaire. Information about the questionnaire was posted by student and other communities in Rostov-on-Don, and also by several national business forums. Center-invest Bank also posted news about the Forum on Vkontakte, Facebook and Instagram.
- **DURING THE FORUM** broadcasts were uploaded to all of these social networks.

Recordings of all of the sessions and round tables were streamed online on the official YouTube channel.

Forum delegates also posted photographs from the event on social networks (150+ posts)
- **AFTER THE FORUM** feedback about the event and delegates’ opinions were published on social networks.



Total reach — **3 800**  
Likes: **540**  
Comments: **30**



Total reach — **4 000**  
Likes: **830**  
Comments: **150**



Total reach — **19 100**  
Likes: **240**



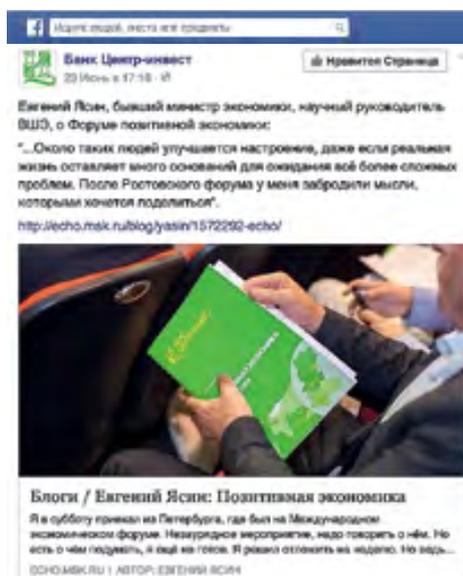
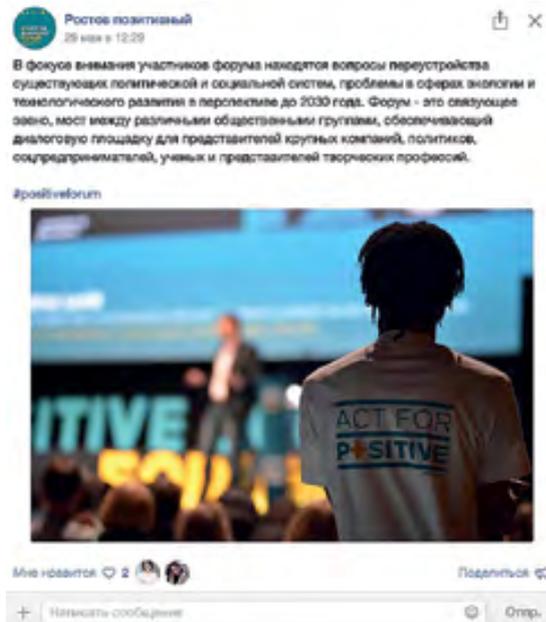
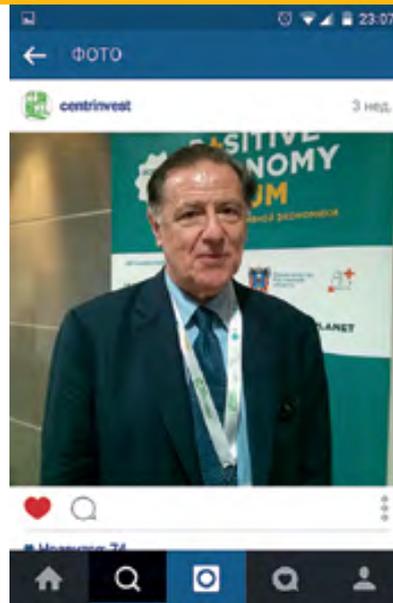


 [VK.COM/CENTRINVEST](https://vk.com/centrinvest)

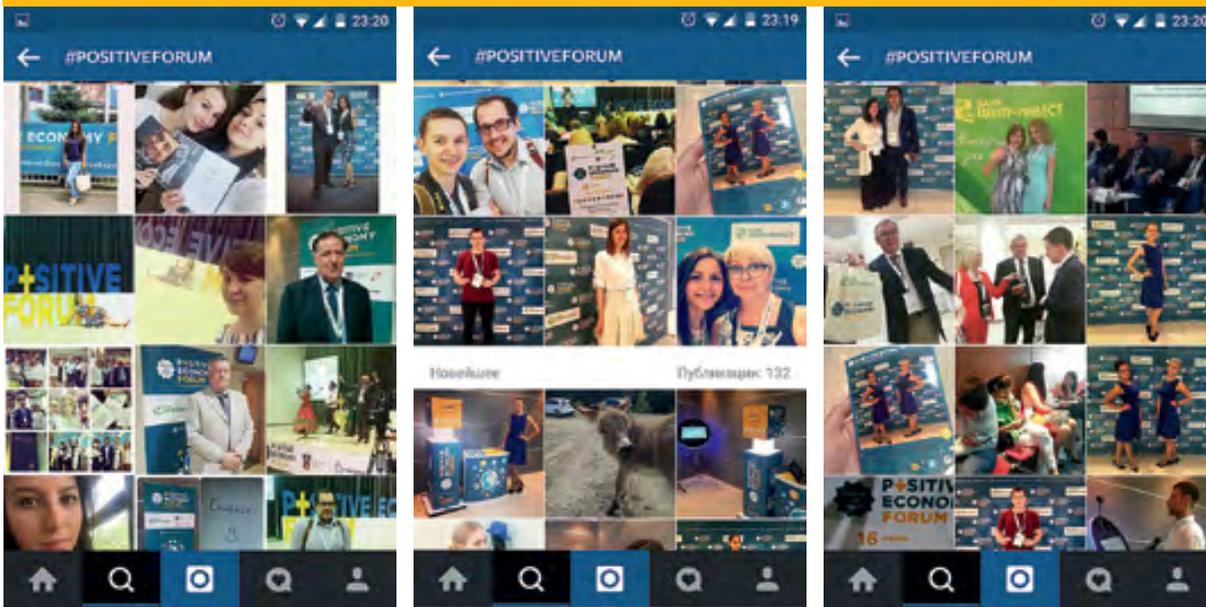
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 [YOUTUBE.COM/USER/CENTRINVEST](https://www.youtube.com/user/centrinvest)

 [FACEBOOK.COM/CENTRINVEST](https://www.facebook.com/centrinvest)



# SOCIAL NETWORKS



**Ростов позитивный**  
16 июня в 16:32

Модератор дискуссии на тему интеграции региональных игроков в мировую экономику - заместитель губернатора Ростовской области Михаил Чернышев #positiveforum

Мне нравится 2

Поделись

Написать сообщение

Отпр.

**Ростов позитивный**  
16 июня в 16:33

Василий Высокий считает, что трансформационный банкинг - это ответ на вызовы сегодняшнего дня на будущие проблемы. #positiveforum

Мне нравится 4

Поделись

Написать сообщение

Отпр.

Загрузка с телефона

Калашев - Фото Банк Центр-инвест - Страница Банк Центр-инвест

Калашев - Комментарий

Банк Центр-инвест  
Галия Озгул Арчибаева рассказала о РИС Алексеем, Сергей Соколов и Мария Александрова.  
Калашев - Комментарий - Поделись - 16 июня  
35 пользователей это нравится

Фото Кромки

Калашев - Фото Банк Центр-инвест - Страница Банк Центр-инвест

Калашев - Комментарий

Банк Центр-инвест  
О том, что образованные должны быть заинтересованы в том, чтобы совершенные требования области инвестор и регион Клиента федерального университета Сергея Баранова.  
«Информация» - это не только знания. Если лет 10-20 назад мы рассуждали о том, что это информация и систематизировать ее, то не совсем корректно думать на сегодняшний день, что информация, которая оказывается на пути и студентам, и преподавателям, научная информация должна переноситься онлайн» - заявила Баранова.  
Калашев - Фото Кромки  
Поделись - 21 июня  
15 пользователей это нравится

Алексей Фото Кромки  
Субъективно для  
Доступно всем

Открыть программу для просмотра фотографий  
Сделать  
Изменить публикации  
Помогите нам  
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# ME AND THE WORLD IN 2030

RUSSIA'S FIRST POSITIVE ECONOMY FORUM WAS HELD IN ROSTOV-ON-DON IN JUNE 2015. ONE OF THE KEY PRINCIPLES OF A POSITIVE ECONOMY IS TO REPRESENT THE INTERESTS OF FUTURE GENERATIONS. WITH THIS AIM, THE FORUM ORGANISERS INVITED YOUNG PEOPLE TO RESPOND TO AN ONLINE QUESTIONNAIRE ABOUT HOW THEY SEE THEIR FUTURE IN 2030.

[HTTP://POSITIVEFORUM.RU/ANKETA/](http://positiveforum.ru/anketa/)

**M**ore than 1500 people took part and the results are available at <http://positiveforum.ru/files/results.xls>. Center-invest Bank has launched a competition for the best creative analysis of the questionnaire results.

This article by Dr Vasily Vysokov, chairman of the Board of Directors of Center-invest Bank, provides an analysis of the future through the eyes of the statistically average questionnaire respondent (the percentage of respondents selecting each response is given in brackets). The author also makes recommendations about how to turn these dreams into reality.

## ME IN 2030: WHERE?

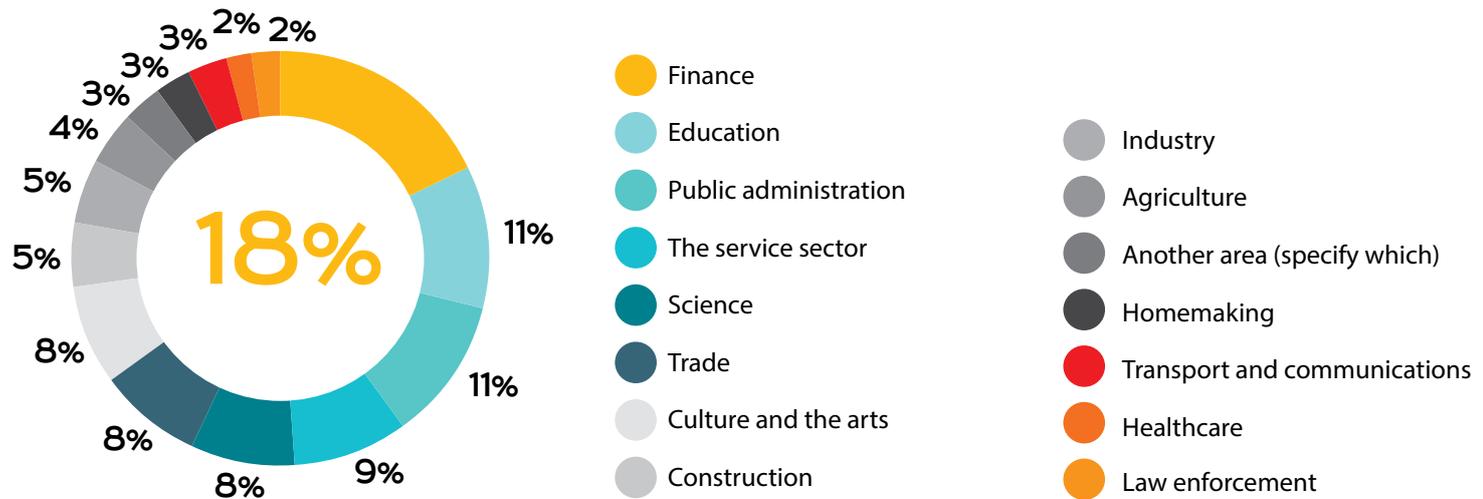
*In 2030 I will most likely (54%) still be living in southern Russia, possibly in Moscow (9%) or in another region of Russia (10%). I am attracted by the opportunity to work*

*in Europe (12%), America (4%) and more distant countries.*

It is not just the natural desire to preserve family ties and traditions that explains the preference for living and working in southern Russia. In the future, both people who were born here and also those who are searching for the best place in the world will want to benefit from southern Russia's globally competitive advantages: its climate, geographical location, infrastructure, diversified economy and entrepreneurial spirit. In 2030 the world will be more open, with new opportunities to demonstrate one's abilities in different countries and continents. The only visa barriers will be retina scans. Thanks to new technologies,



## I WANT TO WORK IN THE FOLLOWING AREAS IN 2030:



the only difference between working in an office in London, Frankfurt, Singapore or New York will be the weather outside. Differences in the quality of infrastructure will be commensurate with the tariffs for infrastructure services. Therefore, the main driver of international trade and exchange will become knowledge, analysis and experience of implementing international best practice in local markets. All other things being equal, southern Russia's diversified economy provides better prospects for the successful localisation of international best practice in various sectors. It offers opportunities for people to build successful careers and live comfortably.

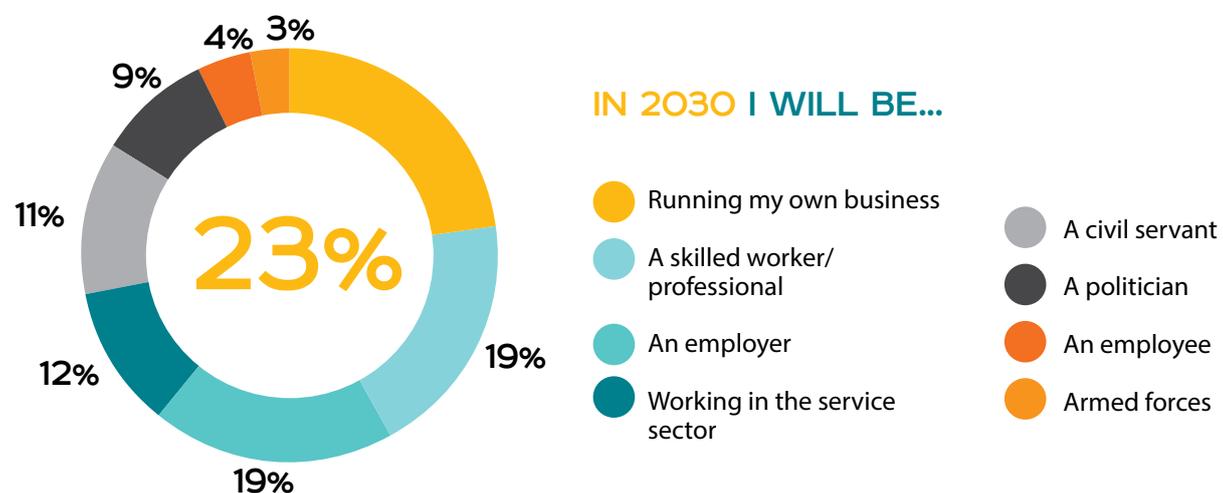
By continually working with international financial institutions and partners, Center-invest Bank

provides its customers with regular access to international best practice from different countries and economic sectors. The bank's experience in localising best practice has itself become an example of international best practice and is used to train professionals from other countries.

Historical note: while southern Russians always thought highly of their compatriots who achieved success in Moscow and abroad, the real tour de force in Cossacks' career development was when they returned home from expeditions and localised the knowledge and experience acquired during their travels.

### ME IN 2030: WHO?

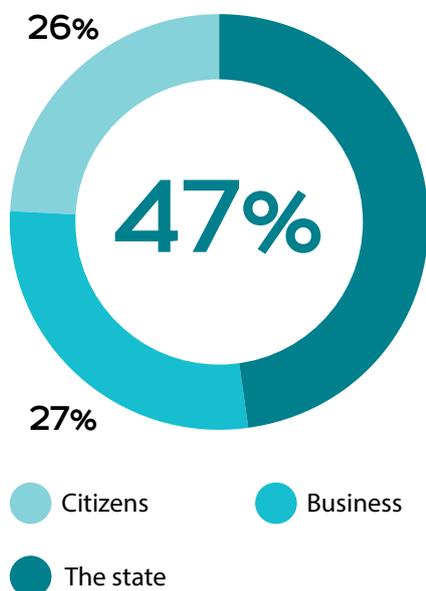
*In the future I want to work in finance (18%), public administration (11%), education (11%), science (8%), or culture and the arts (9%). I am also interested in working in the service sector (9%),*



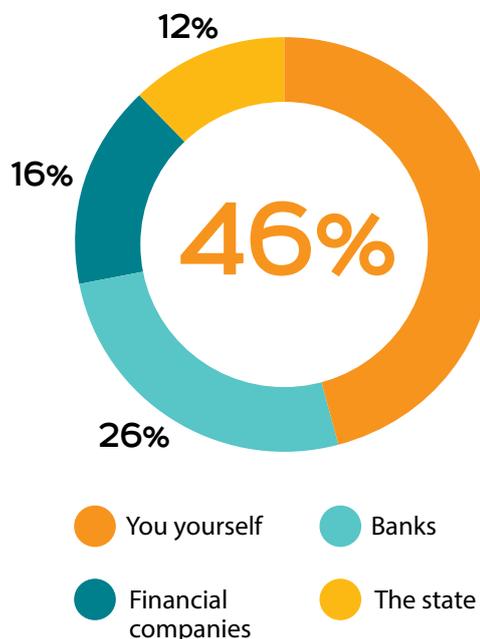
### IN 2030 I WILL BE...

- Running my own business
- A skilled worker/professional
- An employer
- Working in the service sector
- A civil servant
- A politician
- An employee
- Armed forces

## IN 2030 SOCIAL PROBLEMS SHOULD BE ADDRESSED BY...



## IN 2030 YOUR SAVINGS WILL BE INVESTED BY...



trade (8%), construction (5%), industry (5%), agriculture (4%), and transport and communications (3%). It is possible that I will be working in healthcare (2%) or law enforcement (2%), or that I will be a homemaker (3%). I will have to change my profession at least once in my life.

These desires of young people do not correspond to the current employment structure in Russia: industry, construction and agriculture account for one third of all jobs. Moreover, in southern Russia the number of people working in agriculture is almost double the Russian average. However, young people will be able to realise their creative plans if they use southern Russia's competitive advantages.

It is important to recognise that Russia's national assets comprise not just the oil and gas wells in Siberia, but also the humus in southern Russian fields. The most innovative and creative sectors (space exploration, information technology, nanotechnology, bioengineering) can come up with new solutions to improve value chains in southern Russia's agricultural sector and reduce food production costs.

As for managing financial flows, business efficiency in various sectors in southern Russia still lags 3-5 times behind international best practice. As demonstrated by many entrepreneurs in southern Russia, by localising international best practice businesses can achieve financial returns comparable with those on the speculative markets. Going forward to 2030 investment in localisation will remain highly effective. Experience in effecting

transformations (continual innovation) will remain in demand both in the longer term and in other markets in other countries. Furthermore, in the process of localisation, southern Russians themselves always improve international practice.

### ME IN 2030: WHAT?

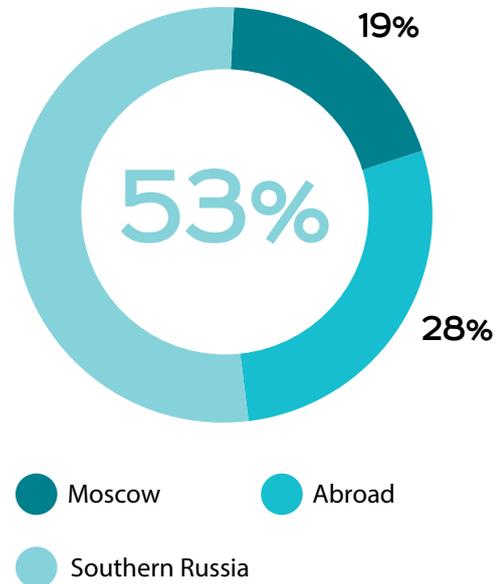
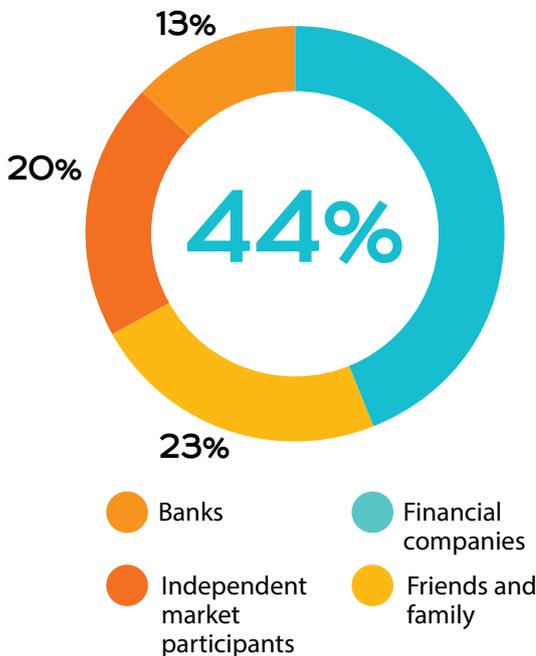
To realise my potential I am willing to run my own business (23%), be an employer (19%) or a skilled worker/professional (19%). I might become a civil servant (11%) or a politician (9%), work in the service sector (12%), or as an employee (4%), or a member of the armed forces (3%).

In today's economy 90% of workers are employees. In the future, every position will require not only discipline and compliance with rules, but also continual creative solutions. Networks of self-employed professionals will come to replace global corporations. The key factor for business owners, company managers, politicians and government officials will be the ability to use innovation to achieve specific results.

Small business in southern Russia has deep historical traditions. These traditions should be studied carefully and lessons learnt from the experience and mistakes of older generations. Depending on the investment climate, people can

IN 2030 YOU WILL OBTAIN MONEY TO CARRY OUT YOUR PLANS FROM...

IN 2030 YOU WILL BE EDUCATED IN...



then decide whether to go into business or to work for an organisation that provides state support for business.

In any case, it is important to know how small business works. More than 12,000 people have already completed the free online course in the basics of entrepreneurship on the portal (school.centriinvest.ru) University students who include a section on “Setting Up a Business” in their essays or dissertations receive extra marks.

## ME IN 2030: BUSINESS.

*Businesses will change their models: they will continue to make a profit (37%) and provide employment (33%), but they will also tackle social problems (30%).*

It is not worth hoping that business will become kinder, but it certainly will become more socially-oriented:

- The state will have to outsource many of its functions to social entrepreneurs.
- The role of collective goods and services will increase. These are goods and services that everyone needs, but no one wants to pay for.
- As demand for traditional goods reaches saturation point, companies will be forced to sell not only goods, but also collective services for their use by various consumers.

Business will have to provide jobs for creative

and ambitious people, and it will be these very same people who have to address this challenge. This will require the creation of networks of creative and ambitious self-employed individuals. They should establish contact with one another, share their experiences of applying new business models, and make southern Russia’s contact networks globally competitive ([http://www.centriinvest.ru/files/articles/pdf/start\\_up\\_don.pdf](http://www.centriinvest.ru/files/articles/pdf/start_up_don.pdf)).

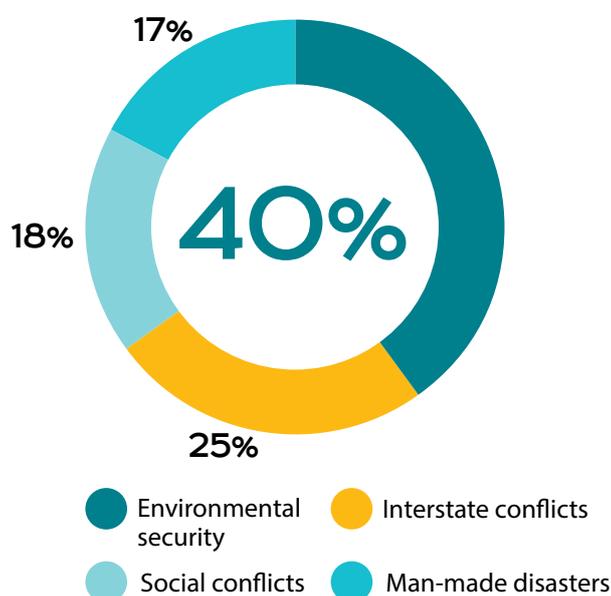
The Positive Economy Forum in Rostov-on-Don ([http://www.centriinvest.ru/files/articles/pdf/ci\\_kniga\\_pozitivnaya\\_economica\\_5.pdf](http://www.centriinvest.ru/files/articles/pdf/ci_kniga_pozitivnaya_economica_5.pdf)) showed that business in southern Russia is already doing a lot to tackle problems. Together with higher education institutions, businesses are training personnel. They are also supporting the technical and social infrastructure of towns and municipalities, and sport and culture.

## ME IN 2030: SOCIETY.

*The state will continue to play the decisive role in addressing social problems (47%), but both business (27%) and citizens (26%) will also participate actively in this sphere.*

Civil society starts when every citizen says to themselves, “I am the state!” Addressing all sorts of problems, be they technical, financial, social, or educational, has always and everywhere involved a transition to new ways of doing things. Civil society should therefore be creative as well as competitive. The state will gradually outsource certain

## IN 2030 THE MOST SERIOUS PROBLEMS WILL BE...



functions to social enterprises. Citizens will participate more actively in the work of civil society organisations. It is important that discussions within civil society organisations and online communities culminate in new creative solutions for the new challenges that continually arise. If the solutions are truly innovative, business will be proactive in implementing them. New strategies for dialogue between the state, society and business will be required, and will emerge. A number of pilot projects are already paving the way, for example, the “Project for My City” competition (<http://microcluster.ru>) which aims to encourage “creative micro clusters” to find and implement solutions to local issues.

### ME IN 2030: SAVINGS AND INVESTMENTS.

*I will decide myself where to invest my savings (46%), but I might entrust this work to banks (26%), financial companies (16%), and also the state (12%). I will obtain money for my projects from the bank (44%), financial companies (23%), and independent market participants (20%), for example, using crowdfunding via the Internet. As a last resort, I will ask my friends and family for help (13%).*

To take independent decisions about transforming savings into investments, as a minimum, southern Russians should receive training from the Financial Literacy Centre in Rostov-on-Don (<http://знания-сила.рф>).

Banks will learn how to finance citizens’ social projects. They will be in competition with direct investment by the public in start-ups and social projects. While banks

will most likely separate out their payments and investments functions, they will maintain their role and competitive advantage as “one-stop-shops” for analysis of the risks and returns on financial markets. The transformation of the banking system will be substantial. However, Center-invest Bank is already using new technological solutions to operate effectively in the savings and investment market ([http://www.centrinvest.ru/files/articles/pdf/CI\\_TransformationBank\\_book\\_final.pdf](http://www.centrinvest.ru/files/articles/pdf/CI_TransformationBank_book_final.pdf)).

### ME IN 2030: RISKS.

*I expect that in the future the following risks will increase: environmental security (40%), interstate conflicts (25%), man-made disasters (17%) and social conflicts (18%). Many problems will arise simultaneously.*

This will require both current and future generations to be more pro-active in protecting the environment. They should know how to prevent man-made disasters, and they should be able to assess the risks of various conflicts and actively prevent them. To promote risk reduction and the adoption of creative solutions, Center-invest Bank produced a manual on creative analysis and generating solutions. The strategies in this manual have been tested successfully by the bank and its customers (<http://www.centrinvest.ru/files/articles/pdf/creative.pdf>). The bank distributed more than 1000 copies of this manual among southern Russia’s universities.

When managing risks it is no good hoping that they will just go away by themselves. Meaningful risk management requires timely action and meaningful expenditure on risk prevention.

### ME IN 2030: EDUCATION.

*I would like to study in southern Russia (53%). I would also be interested in getting a degree in Moscow (19%), but abroad would be better (28%). Most likely, I will obtain qualifications from various higher education institutions, and, probably, from different countries.*

Many higher education institutions in southern Russia are already taking these wishes into account. They are strengthening their links with colleagues abroad, organising student exchanges, and holding international conferences. This enables students to find the best solutions from international practice and then propose that their parents, friends, and neighbouring companies apply these solutions in their own businesses. The next important and mandatory step is to translate this new knowledge into action.

Linguist comment: In Russian, the same word, “resheniye” (решение), is used both for “decision”, which describes a future process (and is sometimes just so much hot air), and “solution”, which refers to decisions that have already been implemented and can be employed again.

Every year Center-invest Bank gives work placements to more than 200 university students. All other things being equal, when selecting students for placements, the bank gives preference to those who know a foreign language. The bank trains up these students not only for its own requirements, but also for its ecosystem's customers. For 13 years now, Center-invest Bank and the Endowment Fund for Education and Science in the Southern Federal District have jointly awarded scholarships to the top students from southern Russia's leading universities (<http://education.southofrussia.ru>). The annual scholarship fund exceeds seven million rubles.

## ME IN 2030 AND LATER.

*Most likely I will have two children (52%), maybe more (29%), but probably not fewer (19%).*

These plans are in line with the current average birth rate in Russia of 12-13 births per 1000 people, which is also the population replacement rate for southern Russia. Globally, developed countries are experiencing falling birth rates and ageing populations, while developing countries are seeing population growth. As well as healthy lifestyles, programmes to protect motherhood and childhood, and improvements to education, in the new global world we also need efforts to maintain and replicate the traditional intermeshing of ethnic cultures in southern Russia.

## ME IN 2030: IMPLEMENTATION STRATEGY.

*While I was responding to the questionnaire, various government bodies announced that they were starting*

*to produce strategies to 2030. What should my strategy be and how should it correlate with other strategic decisions?*

A strategy is not a time horizon. It is a way of thinking that views both objectives and resources as variables rather than as fixed limitations. It is not how radical a strategy is that determines its success; it is the extent to which actions are coordinated in terms of resources, timescales, and persons responsible. When implementing a strategy, it is best to be guided by the rule: when you give an instruction, you should teach people how to do it, supervise, and finally, do it yourself!

Based on the questionnaire results, the following template is proposed for a strategy to 2030. This template is used in Center-invest Bank's ecosystem. The activities in the table are coordinated to compensate for risks and to strengthen the positive impact that the various elements have on one another. The template can be used to construct other versions by amending priorities and the sequence of the different steps and measures, provided that the strategy remains internally consistent.

## MY STRATEGY: ME IN 2030

	Plans and projects	Lending	Finances	Marketing	Social protection	Prices	Institutions
Plans and projects	Self-assessment of your global competitiveness	Search for all sources of investment	Increase in budget income from investment	International marketing of infrastructure projects	Producing a globally competitive workforce	Using the difference between domestic and global prices	Local clusters and networks for modernisation
Lending	Submission of business plan	Finance for effective projects	Loan guarantees	Attracting all sources of investment	Social responsibility of the borrower	Risk sharing when lending	Local savings into local investments
Finances	Analysis of options for co-financing projects	Combining different lending arrangements	Managing liquidity	Financing the marketing of all projects	Guaranteed minimum financing for social obligations	Managing price risks when budgeting	Managing money circulation in the region
Marketing	Infrastructure development projects	International standards of lending + Start-Up	Public-private partnerships	Developing modern infrastructure	Developing social infrastructure	Transparent tariffs for infrastructure services	New arrangements for managing infrastructure
Social protection	Expert review of environmental and social impact of projects	Loans for education	Growth in income from modernisation	Modernising social infrastructure	Assimilating best international practice in the social sphere	Regulating speculative price variances	Transparency of infrastructure companies
Prices	Managing project risks	Loan products for international trade	Obtaining income from import substitution	Increased SME participation in international trade	Subsidising prices for vulnerable social groups	Focus on long-term price trends in global markets	Competition between trading platforms
Institutions	Modernisation of diversified economy	Replacing loans with investment from the market	Increased income due to profitability	Creating competition in infrastructure	Competitive selection of personnel at all levels of management	Market-based pricing in all segments of the economy	Rightful place in global market networks



## ORGANIZED BY



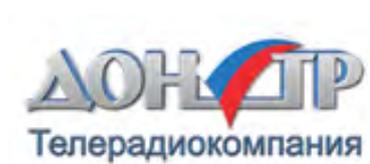
## STRATEGIC PARTNERS



## TITULAR PARTNERS



## INFORMATIONAL PARTNERS



**Dr. Vasily Vysockov**



# **Transformational Banking: made in Russia**



The book “Transformational banking: made in Russia” is available to read and download online:

[centrinvest.ru/files/smi/pdf/CI\\_TransformationBank\\_book\\_en\\_small.pdf](http://centrinvest.ru/files/smi/pdf/CI_TransformationBank_book_en_small.pdf)

**“The best solutions to economic and social problems often lie with the individuals and communities coping with these challenges in their daily life.”**

Dr. Jim Yong Kim,  
President of the World Bank Group

