

БІЗНЕС-ШКОЛА



MIM-KYIV

Management and Leadership Development Needs in Dynamically Changing Societies



Ukraine

Preliminary results of the research



CEEMAN

www.mim.kiev.ua

Research partners



Research participants

18 companies

12 industries

#	Company name	Industry/sector
1	Synevo (laboratory chain)	Q86.1 - Hospital activities
2	DonbasEnergo	D35.1 - Electric power generation, transmission and distribution
3	RUSH (Eva TM)	G47.7.5 - Retail sale of cosmetic and toilet articles in specialized stores
4	LK Trans (Lotok TM)	G47.2 - Retail sale of food, beverages and tobacco in specialised stores
5	Talisman (by new Europe Insurance Fund)	K65.1 -Financial and insurance activities
6	Ferring Pharmaceuticals	C21.1 - Manufacture of basic pharmaceutical products
7	Intetiks inc	J62.0 - Computer programming, consultancy and related activities
8	Mir Vesov	G46.6.9 - Wholesale of other machinery and equipment
9	Oliyatorg	C10.4.1 - Manufacture of oils and fats
10	Eleks	62.09 Other information technology and computer service activities
11	Avtologistika	49.91 Freight transport by road
12	IPLand	62.03 Computer facilities management activities
13	Resta	I56 - Food and beverage service activities
14	Concern Khliprom	C10.7 - Manufacture of bakery and farinaceous products
15	Enzym	C10.4 - Manufacture of vegetable and animal oils and fats
16	Market Universal	G47.7.4 - Retail sale of medical and orthopaedic goods in specialised stores
17	Fest	I56 - Food and beverage service activities
18	Ukrtelecom	J61 - Telecommunications

Research participants - Industry/sector

Hospital activities

Electric power generation

Retail sale

Manufacture of goods

Wholesale of machinery and equipment

Freight transport by road

Food and beverage service activities

Telecommunications

Wholesale of other machinery and equipment

Manufacture of basic pharmaceutical product

Computer programming, consultancy and related activities

Financial and insurance activities

CURRENT AND FUTURE BUSINESS CHALLENGES



Expensive financial
resources

Barrier for inflow of
investments

The military and
political threats

Currency fluctuations

Unpredictable future



Challenges for companies from Ukraine (1)

Need to change strategic idea of business due to change of environment

Need to change business paradigm (idea of business) due to environment change (business, technology, etc.)

Need to change business model for more comprehensive (scalable, flexible, lower cost,..)

Need to unite partners and competitors with joint idea at strategic level



Challenges for companies from Ukraine (2)

Business faces global competition in a condition when domestic market is poor base for the globalization and internationalization. The business face challenge to start up as global one

The competition is already global: global market expansion, global client experience, global standards, global benchmark of operational efficiency.

Protected and poor domestic market might let start business but does not help to become a world class company

Challenges for companies from Ukraine (3)

Conditions of doing business challenge companies to build organizational models which enable organizational innovations and quick organizational change

Organizational model of the company (structure and culture) should fit with business needs (efficient satisfaction of client need)

High speed of environmental change lead to need of high speed of company change

Challenges for companies from Ukraine (4)

Companies face global competition for labor force while volume of information and knowledge permanently grow and competence of managers is not satisfactory. The business faces need to acquire, develop and retain good employees and managers.

Business is short of professional and mature managers at all organizational levels

The companies should develop and retain their employees to be able to compete globally

Too much information and knowledge and they changes very quickly.

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Global competition for labor force while volume of information and knowledge permanently grow and competence of managers is not satisfactory.

How is your company addressing these challenges?



Addressing challenges (1)

- Create strategy, appropriate to business environment, including business model and organizational model, implementation of marketing and processing innovations:
 - Understand client and create appropriate for the client value proposition
 - Articulate existing business model to be ready for the quick change
 - Rethink strategy, organizational structure and business model, implementation of marketing and processing innovations
- Establish healthy corporate culture which combine shared knowledge, learning attitude and discipline of performance:
 - Establish culture of performance
 - Establish culture of learning
 - Establish culture of shared understanding of business



Addressing challenges (2)

- Develop adequate system of management, Including HR management, learning and development, development of client service:
 - Improve corporate communications
 - Establish necessary managerial tools, structures and acquire necessary managerial expertise
 - To establish system of selection, learning and development of employees and their competences, development of client service
 - Keeping the core personnel
- The search for alternative geographical markets with more favorable market environment
- Business reorganization, changes aimed at reducing dependence on suppliers of raw materials



Development needs



Development needs

- Establish culture of learning employees with necessary (often - wide range of) capabilities, including personal, professional, general management and conceptual modelling capabilities
- To establish managers and management system which enables appropriate models of business processes and jobs across a company, selection and development right employees for the jobs; training and involvement of partners; professional process and project management
- Increasing importance of marketing competencies and approaches to doing business, changing approaches to decision-making by the company`s managers in view of competition intensification



Managers should understand strategy of their company and be ably to consciously implement the strategy, being active in establishment corporate culture.

Developed capability of top managers to strategic management - develop and implement strategy, incorporating necessary elements into corporate culture.

Development of line (operating) management specialization, filling of the basic education gaps

Developed capability of management and leadership - ability to deal with ideas, others and self

Training impacts

- Learning has potentially positive impact on corporate culture. People start easier share knowledge and new ideas, better communicate and solve problems together, improve performance on a basis of better collaboration
- Education is a way to enhance the motivation for the introduction of something new, to increase the personnel efficiency and motivation, and also to strengthen employee loyalty



Thank you
for attention

