DAY 1: Thursday, January 12, 2017

<table>
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<th>Time</th>
<th>Event</th>
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<tr>
<td>8.30-10.30 a.m.</td>
<td>25 Years: Foreign Investments in Russia's Social-Economic Development</td>
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<td>Building 2 Room 237</td>
<td>Business breakfast for the Advisory Council on foreign investments in Russia (with the support of UNILEVER)</td>
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**Issues for Discussion:**

- How have realia of work for investors in Russia changed over 25 years? What is the secret formula for growth and sustainability of business: localization and strategic partnerships, investments or cost reduction? Best practices
- How far did global companies become Russian companies, did they provide the Russian market with high-quality goods, and did they start exporting the products manufactured in Russia?
- The world has changed: supply chains, regional needs, labor costs are changing - at what extent does the Russian market continue to be attractive for foreign investors in the current environment?
- Interaction of business and authorities: how does the level of dialogue of the Russian authorities and investors meet the expectations of investors and what has to be done to bring the dialogue to a new level?
- Growth points: infrastructure, entrepreneurship and regions - how can foreign companies contribute to further development of the Russian economy?

**Moderator:**
Maxim Akimov, First Deputy Chief of the Government Staff of the Russian Federation

**Participants of the Business breakfast:**
- Javie Raman, President, Unilever in Russia, Ukraine and Belarus
- Marvan Akar, General Manager, MSD Russia
- Elizabeth Fowler, Vice President, Global Health Policy, Johnson & Johnson
- Robert Nichols, Managing Director, 3M Russia
- Elena Kartasheva, General Manager, Abbott Laboratories
- Christoph Roerig, Vice President, Russia and CIS, BASF
- Niels Hessmann, General Representative, Russia and CIS, Bayer
- Valery Schapov, President, Mars Russia
- Aleksey Grigoriev, Head, Representative Office Moscow, METRO AG
- Martial Rollan, Market Head, Russia and Eurasia, Nestle S.A.
- Vadim Vlasov, President, Novartis Group Russia
- Mikhail Alekseev, Chairman of Management Board, UniCredit Bank
- Lev Kuznetsov, Minister of North Caucasus Affairs of the Russian Federation
- Rustam Minnikhanov, President of the Republic of Tatarstan
- Anatoly Artamonov, Governor of the Kaluga region
- Sergey Zhvachkin, Governor of the Tomsk region
- Aleksey Dyumin, Governor of the Tula region
### Report of the World Bank

**Russian Federation Systematic Country Diagnostic: Pathway to Inclusive Growth**

The Comprehensive Diagnostic Study identifies the greatest challenges facing Russia and available opportunities within the framework of efforts taken in this country to develop a new development path and to secure sustained economic growth. The report analyses the key factors limiting productivity growth, such as continuing problems in investment environment, lack of competition, physical and non-physical barriers to the development of infrastructural links, a relatively low potential for corporate innovations and the gap between the available skilled workforce and labour market needs. In addition, the report dwells on the opportunities to further strengthen Russia’s human capital through improvements in health indicators, as well as the quality and relevance of education. Finally, it identifies three key preconditions for achieving a higher economic growth trajectory, such as improving public administration, reform of the budget system and improving management of Russia’s vast natural resources. Though the report focuses on the diagnosis, it also contains a set of recommendations that can help remove the above obstacles.

A comprehensive diagnostic study prepared by the World Bank Group in broad consultation with numerous partners, including federal and regional authorities, educational and research institutions, the business community, civil society organizations and other stakeholders.

**Keynote report:**
- Cyril Muller, Vice President, Europe and Central Asia, the World Bank
- Ana Revenga, Deputy Chief Economist, the World Bank

**Participants:**
- Alexey Moiseev, Deputy Minister of Finance of the Russian Federation
- Aleksey Vedev, Deputy Minister of Economic Development of the Russian Federation
- Sergey Drobyshevsky, Scientific Director, the Gaidar Institute for Economic Policy
- Alexander Dynkin, Director, Primakov National Research Institute of World Economy and International Relations (IMEMO), the Russian Academy of Sciences

### Patterns of Sustainable Development Being Defined Today

**Panel Discussion**

**Issues for Discussion:**
- Challenges to long-term development - why shall the development be sustainable?
- Long-term goals of sustainable development
- Paris climate change agreement - seriousness of voluntary goals and initiatives
- Low emission development strategies - additional load on the economy or growth driver?
- Technological challenges and demand for innovation
- The role of business in achieving sustainable development

**Moderator:**
- Pavel Kadochnikov, President, the Center for Strategic Research Foundation (CSR)

**Participants:**
- Jeffrey Sachs, Special Advisor to United Nations Secretary-General on the Sustainable Development Goals, Director of the Earth Institute at the Columbia University
**Social Development: Historical Lessons and Future Challenges**

**Panel Discussion**

In today’s world, there is a general understanding that the quality of human capital has a decisive impact on the competitiveness of the national economy. Social institutions of forming human capital (education, health) and institutions of human capital use (labor market) are distinguished by their functions and efficiency. Historical traditions of social development have a great impact on the functioning of these institutions. This fully applies to modern Russia. Social development has changed dramatically over the past century since the Russian revolutions. No less significant challenges are facing the country at present and, even more in the long-term outlook.

**Issues for Discussion:**

- With what traditions, achievements and problems in the social sphere did Russia enter the market era?
- Which ones have become drivers of economic development and which are the brake?
- What are the requirements to the human capital and social institutions imposed by a postindustrial society?
- How is the vector of social development seen in the world and in Russia in the mid-term and long-term outlook?
- What tasks have to be solved in the social sphere today to ensure sustainable social development tomorrow?

**Moderator:**

Alexander Shokhin, President of the Russian Union of Industrialists and Entrepreneurs

**Keynote report:**

Olga Golodets, Deputy Prime Minister of the Russian Federation

**Participants:**

- Maxim Topilin, Minister of Labor and Social Protection of the Russian Federation
- Yaroslav Kuzminov, Rector, the National Research University Higher School of Economics
- Mikhail Shmakov, Chairman, the Federation of Independent Trade Unions of Russia

**Experts:**

- Branko Milanović, Presidential Fellow, City University of New York; Lead Economist, the World Bank (1991-2013)
- Anton Drozdov, Board Chairman, the Pension Fund of the Russian Federation
- Olga Bantsekina, Head, Representative Office, Coleman Services; Deputy Chair, the Association of European Businesses

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Priority Projects as a Factor of Economic Growth
Panel Discussion

Since the end of 2016, the Government of the Russian Federation has launched a number of priority projects, which are intended to give tangible social and economic benefits within limited managerial, human and financial resources. And the effects tangible for citizens must be received in the first two years of the priority projects implementation.

Issues for Discussion:
• How can the project management system help to overcome the limitations of economic growth in the Russian economy?
• What is the social and economic motivation to launch the projects?
• In what directions should new priority projects be launched, and what are they?
• How do approved priority projects implement Russia’s development strategy?

Moderator:
Andrey Slepnev, Deputy Chief of the Government Staff of the Russian Federation

Participants:
Nikolai Nikiforov, Minister of Communications and Mass Media of the Russian Federation
Alexander Idrisov, President, Strategy Partners Group
Gleb Nikitin, First Deputy Minister of Industry and Trade of the Russian Federation
Nikolay Podguzov, Deputy Minister of Economic Development of the Russian Federation
Sergey Levin, Deputy Minister of Agriculture of the Russian Federation
Alexander Auzan, Acting Dean, the Economic Faculty, Lomonosov Moscow State University
Petr Fradkov, CEO, the Russian Export Center JSC
Alexey Urusov, Director, Economics and Corporate Planning Directorate, Gazprom Neft

The Role of the Legal System in the Economic Development of a New State
Panel Discussion

Issues for Discussion:
• How can the policy and law reforms promote economic efficiency and economic growth (looking for an optimum by economic criterion)?
• Implementation of the justice concept and legal coverage (legal support) - what is the role of economic structures (institutes) and economic policy through the lens of the justice concept (looking for an optimum by ethical criterion)?
• What economic conditions enable non-legal actions, where do these economic conditions stem from?
• What can the economic policy make to limit non-legal actions of the social development actors?
• What economic institutions restrict non-legal actions, what is the optimum structure of these institutions (restriction of shadow economy, etc.)?
• What is the role of the Russian judicial system and enforcement as a whole in the search for an optimum by economic and ethical criteria?
• What are the peculiarities (the national overtone) of the problem of property rights protection in the Russian economy?
• In what specific areas of economic and financial activity could law foster the movement to modern markets the most?
• the greatest contribution to the movement to modern markets

Moderators:
9.30 - 11.30 a.m.  
Building 6  
Hall No. 3

**Audit and Control in Russia and the World: Expectations and Realities**  
Expert Discussion  

**Issues for Discussion:**  
- Effectiveness of public audit as a tool for ensuring transition to innovative economy  
- Institutional features of public audit  
- Role of external audit in maintaining the efficiency and improving the system of company management  
- Operational effectiveness of external audit  
- Conflict of expectations in the interaction of internal audit service and management team  
- Problem of positioning of internal auditors: independence, ethics, company management vision of the goals and objectives of internal audit  
- Increasing requirements for professionalism and competence of internal auditors. Need for a national system of internal audit standards and national certification for internal auditors  
- Audit theory development directions in Russia and in the world  
- Strategic state audit and objectives of social and economic development of Russia  
- Internal audit as a tool to enhance efficiency of a company: samples of best practices  
- Staffing the audit services: new requirements and technologies  

**Moderators:**  
Valery Goreglyad, Chief Auditor, the Bank of Russia  
Igor Bartsits, Director, the Institute of Public Administration and Civil Service at RANEPA

**Participants:**  
Tatyana Blinova, Auditor, the Accounts Chamber of the Russian Federation  
Mikhail Beskhmelnitsyn, Head, the Control and Analytical Service of the President of the Russian Railways OJSC  
Oleg Chistyakov, Senior Managing Director; Director, the Internal Audit Office, Sberbank of Russia

9.30 - 11.30 am  
Building 5  
Room 222

**Rating Results**  
**the Association of Innovative Regions of Russia:**  
**Innovative Business in the Regions of Russia and Rating of Innovation Development of the Regions of Russia**  
Expert Discussion - presentation

The ratings of conditions and results of development of high-technology businesses show, in which Russian regions it is profitable to run an innovative business, and reflects the actual situation following the innovative activities in the constituents of the Russian Federation. To make them objective and well-founded, the ratings are not based on expert assessments, but
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<td>11.30-12.00 a.m.</td>
<td>Break</td>
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<tr>
<td>12.00 a.m. - 2.00 p.m.</td>
<td>Russia and the World: Setting Priorities</td>
<td>Panel Discussion</td>
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<td>Moderator:</td>
<td>Ivan Bortnik, Adviser to the Director General, the Innovation Promotion Fund</td>
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</tbody>
</table>
|            | Participants:                                  | Oleg Fomichev, State Secretary, Deputy Minister of Economic Development of the Russian Federation  
|            |                                                 | Oksana Kozlovskaya, Chairperson, the Legislative Duma of the Tomsk region  
|            |                                                 | Roza Semenova, Expert, the Association of Innovative Regions of Russia  
|            |                                                 | Vera Barinova, Head, the Center for Corporate Strategies and Firm Behavior at RANEPA  
|            |                                                 | Stepan Zemtsov, Senior Research Fellow, RANEPA                           |
| 2.00-3.30 p.m. | Dinner Break                                    |                                                                         |
| 3.30-5.30 p.m. | New Regional Policy                             | Expert Discussion                                                       |
|            | Regions and cities are becoming centers of economic growth and social development for many countries, but the differences between developed and lagging regions are only increasing. In this situation, many countries re-define goals and priorities of their regional policy and increasingly focus on support to competitiveness and economic growth, and regions and cities are becoming more and more independent in determining of the development strategy. Russia has not yet managed to align regions. In recent years, the regional policy has become more fragmented, and the efficiency of many among its tools was doubtful. At present, the regional policy is at the crossroads once again: do we need to concentrate management in the hands of the Federal Center, or to provide more independence to the leading regions and cities? |
|            | Issues for Discussion:                          | How have Russian regions and cities developed in recent years, are we in the “trend” |
|            | Moderator:                                      | Ivan Bortnik, Adviser to the Director General, the Innovation Promotion Fund |
|            | Participants:                                  | Oleg Fomichev, State Secretary, Deputy Minister of Economic Development of the Russian Federation  
|            |                                                 | Oksana Kozlovskaya, Chairperson, the Legislative Duma of the Tomsk region  
|            |                                                 | Roza Semenova, Expert, the Association of Innovative Regions of Russia  
|            |                                                 | Vera Barinova, Head, the Center for Corporate Strategies and Firm Behavior at RANEPA  
|            |                                                 | Stepan Zemtsov, Senior Research Fellow, RANEPA                           |
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3.30-5.30 p.m.  
Banking Services without Banks  
Panel Discussion

Main themes shall be development bifurcation points: banks and banking, government-owned and private banks, federal and regional banks, offline and online banks (do we need branch networks?). Due to the emergence of the payment services such as PayPal, Bitcoin cryptocurrency, Blockchain, P2P lending, the global financial system is being transformed. Large IT companies have already turned their attention to the development of financial and technological platforms. This work resulted in their own developments in this field. All this inevitably leads to competition with classic commercial and investment banks.

Issues for Discussion:

- What will the emergence of new players in the world of finance lead to in the future?
- How is the global financial landscape being transformed?
- When will financial and technological platforms replace classic banks?
- Development bifurcation points: public and private banks, federal and regional banks, offline and online banks
- Do the modern banks need branch networks?

Moderator:  
Ruben Aganbegyan, Chairman of the Managing Board, Member of the Board of Directors, Otkritie Holding JSC

Participants:  
Vadim Kulik, Deputy Chairman of the Executive Board, Sberbank of Russia  
Petr Aven, Member of the Board of Directors of Alfa-Bank JSC, Chairman of the Board of Directors of ABH Holdings S.A.  
Oleg Tinkov, Chairman of the Board of Directors of Tinkoff Bank  
Alexey Malinovsky, Head of MasterCard in Russia, Kazakhstan, Belarus and Armenia
### Europe after BREXIT

**Panel Discussion**

**Issues for Discussion:**
- The future of integration processes in EU
- Changing the balance of power within EU
- EU trade policy without the United Kingdom
- General foreign and security policy of EU after Brexit
- The new model of the relationship between EU and UK. What will it look like?
- Place of the United Kingdom in Europe and in the world
- EU in global governance processes after the United Kingdom leaves

**Moderator:**
Fedor Lukyanov, Editor-in-Chief, the Russia in Global Politics magazine; President, the Presidium of the Council for Foreign and Defense Policy of Russia

**Participants:**
- Martin Wolf, Chief Economics Commentator, The Financial Times
- Alexander Graf Lambsdorff, Vice-President, the European Parliament
- Václav Klaus, President, the Václav Klaus Institute; President, the Czech Republic (2003-2013)

**Experts:**
- Jorge Braga de Macedo, Director, the Centre for Globalization and Governance, the NOVA School of Business and Economics
- Franz Fischler, President, the European Forum Alpbach; Commissioner (1995-2004)
- Daniel Gros, Director, the Center for European Policy Studies (CEPS)
- Jean-François Copé, Mayor of Meaux; Deputy for the 6th Constituency of Seine-et-Marne (France)

### Global Crises and the Challenges for Central Banking

**Implications for Macroeconomic Policy**

**Expert Discussion**

**Moderator:**
Ksenia Yudaeva, First Deputy Governor, Bank of the Russia

**Keynote report:**
Jacob A. Frenkel, Chairman of the Board of Trustees, JP Morgan Chase International; Chairman, the Board of Trustees, the Group of Thirty; Chairman, the Bank of Israel (1991-2000)

**Participants:**
- Marek Belka, President of the National Bank of Poland (2010-2016), Prime Minister of Poland (2004-2005)
- Vitor Gaspar, Director, the Fiscal Affairs Department, the International Monetary Fund
- Kairat Kelimbetov, Governor, the Astana International Financial Center; President, the National Bank of Kazakhstan (2013-2015)

### The Fortieth Anniversary of the Restoration of Diplomatic Relations between Spain and Russia (1977-2017)

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### Expert Discussion

**Issues for Discussion:**
- Relations between the EU and Russia
- Russia and Spain: history of dialogue
- Intercultural interaction between Russia and Spain: development prospects

**Moderators:**
- **Igor Ivanov**, President, the Russian International Affairs Council
- **Igor Bartsits**, Director, the Institute of Public Administration and Civil Service at RANEPA

**Keynote report:**
- **Emilio Lamo de Espinosa**, President, the Elcano Royal Institute of International and Strategic Studies

**Participants and experts:**
- **Juan Romero González**, Professor, Interuniversity Institute for Local Development and Department of Geography, University of Valencia
- **Veniamin Kaganov**, Deputy Minister of Education and Science of the Russian Federation
- **José Antonio Vera**, President, Agencia EFE
- **Yuri Korchagin**, Russian Ambassador to Spain
- **Alvaro de la Riva**, Counsellor, the Embassy of Spain in Moscow
- **Alexey Gromyko**, Director of the Institute for Europea, the Russian Academy of Sciences
- **Alexander Orlov**, Director, Institute of International Studies, MGIMO
- **Sergey Henkin**, Head of Hispanist Section, the Russian Association of International Studies
- **Olga Pirozhenko**, Director, the Russian-Spanish Education and Cooperation Center, RANEPA

### Russia’s Financial Institutions: Quality and Quidity

**Expert Discussion**

Russia's financial markets have strengthened considerably over the past twenty-five years, with lessons learned and institutions emerging to regulate and stabilize during crises and create positive conditions for investment during good times. The work of these experts on Russia’s financial institutions shows their influence on corporate development and regulations.

**Issues for Discussion:**
- How strong are Russia’s financial institutions?
- How do financial regulations affect institutional development?
- How does corporate finance contribute to national financial institutions?
- What is the role of financial institutions in current economic growth?
- Is the financial system a public good?

**Moderator:**
- **Carol Leonard**, Professor, Director, Center for Russian Studies, Institute of Social Science, RANEPA

**Participants:**
- **Maxim Buev**, Head, Department of Economics, Central European University of St Petersburg
- **Laurence Kotlikoff**, Professor, Boston University
- **Michael Khromov**, Researcher, the Gaidar Institute, Moscow

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Dmitry Makarov, Associate Professor, International Institute of Economics and Finance, the National Research University Higher School of Economics
Katharina Pistor, Walter E. Meyer Research Professor in Law & Social Problems; Michael I. Sovern Professor of Law; Columbia Law School
Michael I. Sovern, Law Professor, Law School at the Columbia University; Director of the Center for Global Legal Transformation of the Law School
Sergey Romanchuk, Head of FX&MM at Metallinvestbank; President, ACI Russia
Oleg Shibanov, Professor, the Russian Economic School
Koen Schoors, Professor, Department of General Economics, Ghent University

3.30-5.30 p.m.
Building 5
Room 308

**Immigration vs. Emigration**
Expert Discussion

The perceptions of migration processes occurring today in Russia and in the world, are often based not on verifiable facts, but on unverified information and explicit myths. If at the level of everyday consciousness this situation is quite typical, but, at the expert community level, for obvious reasons, it is unacceptable. The objective of this section is to clarify the situation in the global mobility, with a particular focus on Russia.

**Issues for Discussion:**
- Is it true that the immigration inflow to Russia is represented mainly by bad educated and low-skilled people?
- To which extent, the common judgements occurring in the press about emigration from Russia (both in quantitative and qualitative terms) correspond to the reality?
- What do the migration processes - immigration and emigration - look like in the most developed countries of the world?

Moderator:
Vladimir Malakhov, Director, Center for Theoretical and Applied Political Science, RANEPA

Participants:
Mikhail Denisenko, Head, the Demography Department, the National Research University Higher School of Economics
Yulia Florinskaya, Leading Researcher, the Institute of Social Analysis and Forecasting, RANEPA
Mark Tolts, Senior Research Associate, Hebrew University
Nikita Mkrtchyan, Leading Researcher, the Institute of Social Analysis and Forecasting, RANEPA
Irina Tsapenko, Head, the Social-and-Economic Development and the Migration Center, the Institute of World Economy and International Relations, the Russian Academy of Sciences

3.30-5.30 p.m.
Building 5
Conference Hall

**Best Innovation Cluster Management Practices**
Expert Discussion

In October 2017, according to the results of the competitive selection, there was formed a list of 11 innovative clusters - participants of the priority project of the Russian Ministry of Economic Development “Development of innovative clusters - the leaders of investment attractiveness of the world level”. Clusters-winners are based on the recognized innovation-driven growth points, and in recent years they have made real progress in building innovative business models oriented to foreign markets and embedding in the global research-and-production chains. Herewith, communication with overseas clusters and territories-leaders was subsequently developing to adapt the most effective management practices. Success story appeared - creation of innovative, world-class infrastructure, exit to highly competitive foreign markets, etc.

As a result, despite the unstable economic situation and sanctions, cluster leaders on many crucial indicators managed to keep positive dynamics advancing the other Russian regions. However, the management structures and methods largely do not meet the very ambitious
goals that clusters set themselves in the mid-term, as well as new challenges to their development, including resource constraints. In particular, non-market management models focused on budget funding have become consolidated in recent years. Management teams do not have sufficient experience and qualifications for competition at the international level. Traditionally, insufficient attention has been given to such an important direction of promoting on foreign markets, as brand development in the region.

Thus, in the short term it is necessary to take the next step in improving quality of management of the clusters development, including on the basis of intercluster dialogue.

**Issues for Discussion:**

- How one can grow several clusters-global champions for the next 3-5 years? What are the ingredients of success?
- Which Russian clusters are better ready to move internationally and have succeeded in this lately?
- How to attract to clusters the most qualified and highly motivated staff who able to compete internationally?
- How to involve the maximum number of stakeholders in the development of clusters (both within clusters and beyond)?
- How can the state effectively support cluster development in view of the extremely ambitious goals and hard budget constraints?

**Moderator:**

Oleg Fomichev, Deputy Minister of Economic Development of the Russian Federation

**Participants and experts:**

Andrey Antonov, Deputy Governor, the Tomsk region
Aleksey Schchedrov, Head, Department of innovation and industrial policy, Lipetsk region
Alexander Sekalkin, First Deputy Chairman of the Government, the Ulyanovsk region
Dmitry Sharonov, Deputy Prime Minister of the Government, the Republic of Bashkortostan
Artem Zdunov, Minister of the Economy, the Republic of Tatarstan,
Alexander Kobenko, Vice Governor, Minister for Economic Development, Investment and Trade, the Samara Region
Olga Molchanova, Deputy Chairman of the Government - Minister for Economic Development, the Novosibirsk Region
Nataliya Ryazantseva, Deputy Chairman of the Government, the Krasnoyarsk Territory
Vladimir Popov, Deputy Governor, the Kaluga Region
Denis Butsayev, Deputy Prime Minister and Minister of Investments and Innovations, the Moscow Region
Alexander Sedov, Deputy Prime Minister and Minister of Industry, Science and New Technologies, the Republic of Mordovia
Artem Shadrin, Director of Strategic Development and Innovations, Ministry of Economic Development, the Russian Federation
Sergey Polyakov, General Director, Innovation Promotion Fund
Igor Agamirzian, Vice President, the National Research University Higher School of Economics
Maxim Shereykin, General Director, the Agency for Technological Development
Sergey Polyakov, General Director, Innovation Promotion Fund
Ivan Fedotov, Director, the Association of Innovative Regions of Russia

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**3.30-5.30 p.m.**

**Building 5 Room 307**

Logic of Excess Currency Regulation

**Expert Discussion**

Existing exchange control requirements create barriers, both for individuals and for business, discriminate positions of national entrepreneurs as compared with foreign partners, reduce domestic export. In addition, foreign exchange control limits foreign investors to do business in Russia.
The control system is very bulky and heavy administered. Herewith, existing foreign exchange restrictions today are no longer justified, because they do not contribute to achieving the macroeconomic objectives of ensuring stability of the national currency and stability of the domestic foreign exchange market. Russia is a member of many international agreements, which allow today to use international cooperation mechanism for raising capital on the territory of Russia, while reducing the administrative burden on business and citizens.

Issues for Discussion:

- Why is exchange control needed in Russia in the absence of requirement of mandatory sale of foreign currency proceeds?
- Is the exchange control the restriction for entrepreneurial activity of Russian business abroad and a barrier to foreign direct investment in Russia?
- Directions of improvement of exchange control and introduction of modern international instruments of interaction, including OECD (Organization for Economic Co-operation and Development)

Moderator:
Antonina Levashenko, Head, the Center of Competence and Analysis of OECD standards, RANEPA

Participants:
Alexey Moiseev, Deputy Minister of Finance of the Russian Federation
Sergey Sineinikov, Rector, Russian Foreign Trade Academy
Elena Gushina, Assistant to Senior Deputy Prime Minister of the Russian Federation, Mr. Igor I. Shuvalov
Vladimir Chikin, Partner, Goltsblat BLP
Artem Toropov, Senior Lawyer, Baker & McKenzie
Alexey Kharin, First Deputy Chairman of the Board of Directors, GUTA Holding Company
Tatyana Grekova, Economic Adviser to the Department of Financial Monitoring and Currency Control, Bank of Russia
Dmitry Volvach, Head, Department for Standards and International Cooperation, Federal Tax Service
Natalia Plotnikova, Expert, Center for Strategic Developments
William Thompson, Head, Eurasia Division, OECD

How to Become Uniting Leaders within the Business-State-Society Cooperation?

Expert Discussion

The formation of modern innovative management knowledge is where leading business schools have achieved success in. Meanwhile, they learn to channel the knowledge and skills to improve business practices; to develop legislation; to support social initiatives, useful and applicable for business, public administration and society.

The future success of business schools in the modern world largely depends on how effectively they can act as unifying leaders.

There are numerous examples of how the unifying efforts of the business schools form the ground for positive changes, initiate a transformation of the university management system, improve the regional and national educational environment, introduce new quality standards, set examples of social responsibility and multifunction management approaches. All this brings tangible results, contributing to the development of business, state and society.

Issues for Discussion:

- What approaches and methods do the leading business schools use to increase the positive impact at the university, regional and national level?
- What are the examples of successful “uniting leadership” in the practice of business
5.00-6.30 p.m.  
Building 2, Room 237

Changing Landscape of Management Education Market and Role of Business Schools and Corporate Universities Today and in Ten Years. Positive Cooperation Experience.

*Expert Discussion*

The business environment is rapidly changing. This results in dramatic changes of the whole management education market landscape. There is growing dissatisfaction on the side of the business community with the level of provision of educational services. The business community criticizes universities and business schools for education that is overly academic, distant from practice and the present day needs.

In contrast, the importance of corporate universities is growing that flexibly and quickly react to the business needs. The leading business schools in Russia and all over the world are looking for ways to enhance cooperation with the business community, in parallel trying to retain the fundamental nature of educational programs and dramatically increase their relation with the business needs.

The roles of players in the management education market are strongly influenced with breakthrough technologies; besides, the trend for education virtualization is accelerating.

*Issues for Discussion:*

- How will the role of business schools and corporate universities change in the management education market in 10 years?
- What market niches will they try secure for themselves? How will the academic program portfolio be distributed between them in a decade?
- What are the ways and opportunities available for development of mutually beneficial cooperation between major players in the management education market, creation of the synergistic effect from combining their knowledge and skills?
- What joint projects could be used as examples to follow?
- How do business schools and corporate universities respond to the threats and use opportunities of “breakthrough technologies” and education virtualization?

*Moderators:*

Sir Paul Judge, President, AMBA
Ashot Seferyan, Director, the Executive MBA program, Institute of Business Studies, RANEPA

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### Participants:

- **Andrew Wilson**, CEO, AMBA
- **Charles Iacovou**, Dean, Babcock Business School at Wake Forest University
- **Frank Bostin**, Dean, NEOMA Business School
- **Vitaly Podolsky**, Managing Partner, FMF Capital, Member of the Board of Directors, PJSC Cherkizovo Group
- **Andrey Afonin**, CEO, Sectoral Advanced Training Institute; Head, Roscosmos Corporate Academy
- **Boris Shcherbakov**, General Manager, Dell Russia
Meet the Author
The Gaidar Forum 2017

Presentation of the book
The Shifts and the Shocks: What We’ve Learned – and Have Still to Learn – from the Financial Crisis

The underlying problem is that the world economy is unable to cope with the major shifts it is undergoing: rapid economic integration, competition from billions of new workers, technological revolutions, and the floods of capital across the world. These shifts have transformed relationships among economies and within them, creating new competitors, huge imbalances, and huge increases in inequality.

With those shifts have come vast and largely unforeseen financial shocks. The breakdown of the financial system in the high-income countries of the West was a symptom of unsuccessful, incomplete, and misguided adjustments to the imbalances created by this new world. The shocks are partly the result of the financial system's frailties, which must be remedied durably and radically. But they are also the consequence of deeper economic forces. To focus only on the financial breakdown is to mistake symptoms with causes. As important as improving the financial system is making the global economic system more stable.

Martin Wolf, Chief Economics Commentator, The Financial Times

Presentation of the book
The Tyranny of Experts: Economists, Dictators, and the Forgotten Rights of the Poor

Over the last century, global poverty has largely been viewed as a technical problem that merely requires the right expert solutions. Yet all too often, experts recommend solutions that fix immediate problems without addressing the systemic political factors that created them in the first place. Further, they produce an accidental collusion with benevolent autocrats, leaving dictators with yet more power to violate the rights of the poor.

In *The Tyranny of Experts*, bestselling author of *The White Man’s Burden*, traces the history of the fight against global poverty, showing not only how these tactics have trampled the individual freedom of the poor, but how in doing so have suppressed a vital debate about an alternative approach to solving poverty: freedom. Presenting a wealth of cutting-edge economic research, Easterly argues that only a new model of development - one predicated on respect for the individual rights of people in developing countries, that understands that unchecked state power is the problem and not the solution - will be capable of ending global poverty once and for all.

William Easterly, Director, Development Research Institute, New York University

Presentation of the book
Foragers, Farmers and Fossil Fuels. How Human Values Evolve

Most people in the world today think democracy and gender equality are good, and that violence and wealth inequality are bad. But most people who lived during the 10,000 years before the nineteenth century thought just the opposite. Drawing on archaeology, anthropology, biology, and history, Ian Morris explains why. Fundamental long-term changes in values, Morris argues, are driven by the most basic force of all: energy. Humans have found three main ways to get the energy they need—from foraging, farming, and fossil fuels. Each energy source sets strict limits on what kinds of societies can succeed, and each kind of society...
| rewards specific values. But if our fossil-fuel world favors democratic, open societies, the ongoing revolution in energy capture means that our most cherished values are very likely to turn out not to be useful any more. Foragers, Farmers, and Fossil Fuels offers a compelling new argument about the evolution of human values, one that has far-reaching implications for how we understand the past—and for what might happen next. Originating as the Tanner Lectures delivered at Princeton University, the book includes challenging responses by classicist Richard Seafield, historian of China Jonathan Spence, philosopher Christine Korsgaard, and novelist Margaret Atwood.  

**Ian Morris, Professor, Stanford University**  

**Presentation of the book**  

**Governmentality: Power and Rule in Modern Society**  

Originally published in 1999 this exceptionally clear and lucid book quickly became the standard overview of what are now called ‘governmentality studies’.  

With its emphasis on the relationship between governmentality and other key concepts drawn from Michel Foucault, such as bio-politics and sovereignty, the first edition anticipated and defined the terms of contemporary debate and analysis. In this timely second edition Mitchell Dean engages with the full textual basis of Foucault’s lectures and once again provides invaluable insights into the traditions, methods and theories of political power identifying the authoritarian as well as liberal sides of governmentality.  

Every chapter has been fully revised and updated to incorporate, and respond to, new theoretical, social and political developments in the field; a new introduction surveying the state of governmentality today has also been added as well as a completely new chapter on international governmentality.  

**Mitchell Dean, Professor, Copenhagen Business School and Macquarie University**
DAY 2: Friday, January 13, 2017

9.30 - 11.30 a.m.
Building 5, Assembly Hall

**Sustainable Economic Growth: The Russian Model**

**Panel Discussion**

**Issues for Discussion:**
- Prospects for economic growth as of 2018
- How appropriate is the international experience in macroeconomic regulation for Russia?
- Global financial system and stability of the Russian financial markets
- How to prioritize public expenditures based on monitoring of the effective use of budget resources?

**Moderator:**
Sergey Sinelnikov, Rector, Russian Foreign Trade Academy

**Keynote report:**
Alexey Kudrin, Chairman of the Board, the Center for Strategic Research Foundation (CSR)

**Participants:**
Valentina Matvienko, Chairman, the Federation Council of the Federal Assembly of the Russian Federation
Elvira Nabiullina, Governor of the Central Bank of the Russian Federation
Anton Siluanov, Minister of Finance of the Russian Federation
Maksim Oreshkin, Minister of Economic Development of the Russian Federation
Cyril Muller, Vice President for Europe and Central Asia, World Bank
Andrei Klepach, Deputy Chairman, Chief Economist, Vnesheconombank

9.30 - 11.30 a.m.
Building 5, White Hall

**Europe from Lisbon to Vladivostok: A Dream or Reality?**

**Panel Discussion**

The contradictions between the national interest and globalization are increased at the end of 2016. TTP and TTIP projects may not be realized. The question of clarification of the growth drivers of national economies (GDP growth) and adjustment of guidance in the matters of trade and economic integration are particularly pointed. At the same time historically trade-economic relations of states on the space from Lisbon to Vladivostok are stable and mutually beneficial.

**Issues for Discussion:**
- Are there any growth prospects to shape the single European/Russian economic space?
- Are businesses interested in implementing the Greater Eurasia Project?
- Are integration alliances in the past, or do EU and EEU have the future, in particular, as concerns the elaboration of an inter-block trade and economic agreement?

**Moderator:**
Vladimir Salamatov, Director General, Research Center “International Trade and Integration”

**Participants:**
Herman Van Rompuy, President, the European Policy Centre; President, the European Council (2009-2014); Prime Minister of Belgium (2008-2009)
Esko Aho, Executive Chairman of the Board, the East Office of Finnish Industries; Senior Fellow, Harvard University; Consultative partner, Nokia Corporation; Prime Minister of Finland (1991-1995)
Franz Fischler, President, the European Forum Alpbach; EU Commissioner for Agriculture, Rural Development and Fisheries (1995-2004)

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Current version on the site www.gaidarforum.ru/en
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<th>Time</th>
<th>Venue</th>
<th>Event Title</th>
<th>Description</th>
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| 9.30 - 11.30 a.m. | Building 5 Conference Hall | **Healthcare Investment in 2006-2016: Error Analysis** | Expert Discussion. Presentation on the launch of a study of the return on investment in the health care sector of the Russian Federation and generation of proposals for development and investment areas in the Russian health care system. Issues for Discussion:  
  ● The definition of investment in the health system of the Russian Federation: what investments yield tangible results and what are the health care areas that will be able to make the best use of investments?  
  ● How to change the approach to investment in health care: a different perception of investment by the health care system participants and legislative changes for better performance and a healthier nation?  
  ● Private investment for the benefit of the State: how to use private capital for the development of the public health care system. Does a healthier nation mean the return on the investment?  
  
Keynote speaker/moderator:  
Khalilov Dmitry, Partner, EY Company, Head of Service Group for Medical and Biological Enterprises in Russia and CIS  

Participants:  
Dmitry Khalilov, Partner, Head of Service Group for Medical and Biological Enterprises in Russia and CIS, EY Company,  

Participants:  
Igor Kagramanyan, First Deputy Minister of Healthcare of the Russian Federation  
Olga Kolotilova, Director, the Department of Pharmaceutical and Medical Industry, the Ministry of Industry and Trade of the Russian Federation  
Yulia Mikheeva, Director, the Department of Social Development Innovations, the Ministry of Economic Development of the Russian Federation  
Adel Vafin, Minister of Health of the Republic of Tatarstan  
Vadim Vlasov, President, Novartis Group Russia  
Zakhar Golant, Vice-Rector for Innovation Development, the Saint Petersburg State Chemical Pharmaceutical Academy (SPCPA)  
Gregory Potapov, General Director, "Pharmstandart"  
Jane Griffiths, Company Group Chairman, Janssen Pharmaceutical Companies of Johnson & Johnson  
Victor Kostin, First Deputy Chairman of the Government of the Yaroslavl region  
Timofey Nizhegorodtsev, Head, Department for Control over Social Sphere and Commerce, the Federal Anti-Monopoly Service  
Elena Razumeeva, Medical Director, Khlustin Kaluga City Hospital No. 4  
Iskra Reic, Vice-President, Russia and Eurasia Area, AstraZeneca; CEO, AstraZeneca Russia  
Ayrat Farrakhov, Deputy of the State Duma |
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<th>Time</th>
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<tr>
<td>9.30 - 11.30 a.m.</td>
<td><strong>Infrastructural Framework of Russia in the 21st Century</strong></td>
<td><strong>Expert Discussion</strong>&lt;br&gt;&lt;br&gt;<strong>Issues for Discussion:</strong>&lt;br&gt;● How does the development of Russian infrastructure correlate with the deployment of production and population?&lt;br&gt;● The role of major infrastructure projects in the economic development and quality of life&lt;br&gt;● Road, rail and sea transport: competitors or allies&lt;br&gt;● Setting priorities in infrastructure development of urban agglomerations: safety or quality&lt;br&gt;● Russia 2050: infrastructure for future generations&lt;br&gt;&lt;br&gt;<strong>Moderator:</strong>&lt;br&gt;Georgy Idrisov, Director, Center for Real Sector, the Gaidar Institute of Economic Policy&lt;br&gt;&lt;br&gt;<strong>Participants:</strong>&lt;br&gt;Victor Olersky, Deputy Minister of Transport of the Russian Federation; Head, the Federal Marine and River Transport Agency&lt;br&gt;Vadim Mikhaylov, Senior Vice-President for Economics and Finance, Russian Railways&lt;br&gt;Roman Starovoyt, Head, the Federal Road Agency&lt;br&gt;Sergey Kehlbach, Chairman of the Board, the State Company Russian Highways&lt;br&gt;Dmitry Pankin, Chairman of the Management Board, the Eurasian Development Bank</td>
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<td>Building 5, Red Hall</td>
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<td>9.30 - 11.30 a.m.</td>
<td><strong>New Educational Technologies in the Digital World: Threats and Opportunities for Business Schools</strong></td>
<td><strong>Expert Discussion</strong>&lt;br&gt;&lt;br&gt;Discussions of innovative technologies in management education rarely go beyond remote and e-learning. In fact, the need for digital transformation of business schools and universities is much wider. All processes, from attracting prospective university students to interaction with university graduates do require the use of appropriate technologies. Business schools face many challenges during implementation of various technologies. If these challenges remain unresolved, digital technology could threaten the quality of education, instead of improving it.&lt;br&gt;&lt;br&gt;<strong>Issues for Discussion:</strong>&lt;br&gt;● What is the comprehensive approach to digital transformation of business schools?&lt;br&gt;● Does aggressive marketing lower the confidence of enrollees in remote learning?&lt;br&gt;● When Big Data will benefit education?&lt;br&gt;● Is it permissible to conduct examinations remotely?&lt;br&gt;● Can we trust digital diplomas?&lt;br&gt;● How can business schools remain in touch with their graduates using current technologies?&lt;br&gt;&lt;br&gt;<strong>Moderators:</strong>&lt;br&gt;Olga Veligurska, Director, CEEMAN&lt;br&gt;Yaroslav Pavlov, Director, Distance Learning Programmes, the Institute of Business Studies (IBS) at RANEPA&lt;br&gt;&lt;br&gt;<strong>Participants:</strong>&lt;br&gt;Santiago Iñiguez de Onzoño, Dean, Instituto de Empresa Business School</td>
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<td>Building 5 Room 223</td>
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| Toomas Danneber, Vice-Rector for International Collaboration, Estonian Business School |
| Dmitriy Voloshin, Director, GK Rostech Corporate Networking Academy |
| Vladimir Solovyov, Director, IT, Financial University |
| Adeniyi Adebayo, founder, ProctorEdu |
| Andrey Matuzov, Director, ANCS Group (BUMP) |
| Maxim Girin, Direction Head, Social Innovations, Social Development Association; Development Director, My University Project |
| Andrey Nesterov, Director, Marketing and Brand Development Department, NSPK AV |

9.30 - 11.30 a.m.  
**Building 5 Green Hall**

**1917: Lessons of the Bygone Century**  
**Expert Discussion**

This panel marks the centenary of the Russian Revolution. Thought of as a long process, centered on 1917, the experts examine the immediate social movements that led up to regime collapse, the role of WWI and the longer impact of structural factors and political opposition for the legacies of 1917 and the larger Revolution throughout the twentieth century. Events and their consequences in Russia in February 1917 bear similarities to later color revolutions globally. However, in Russia the struggle for power continued and the new “democratic” power, the Provisional Government, proved vulnerable to ongoing opposition from soldiers, returning from their defeat in World War I, peasants who aspired for more land and empowerment in the village, growing demands for autonomy from the borderlands and an organized revolutionary movement in St Petersburg.

**Issues for Discussion:**

- Did February 1917 provide a model for the color revolutions in Central and Eastern Europe?
- Were living standards actually rising before the Russian Revolution? If so, how can discontent be explained?
- Can it be said that the Russian Revolution of 1917 and its outcomes built on, but destroyed 19th century concepts of revolution?
- To what extent does persistent inequality play a role in 20th century revolutions?
- What is the role of power in the process of Revolution?

**Moderators:**

Carol Leonard, Professor, Director, Center for Russian Studies, Institute of Social Science, RANEPA  
Yury Petrov, Professor, Director, Institute of Russian History, the Russian Academy of Sciences

**Participants:**

Andrey Artizov, Head, the Federal Archival Agency  
Robert Service, Emeritus Professor of Russian History, St Antony’s College, University of Oxford; Senior Fellow, Hoover Institution, Stanford University  
Branko Milanovich, Professor, City University of New York; Lead Economist, the World Bank (1991-2013)  
Andrei Markевич, Associate Professor, Metalloinvest  
George Lawson, Associate Professor, Department of International Relations, LSE  
Daniel Orlovsky, Professor and George Bouhe Research Fellow in Russian Studies, William P. Clements Department of History, Southern Methodist University  
Leonid Borodkin, Head, the Center for Economic History of the Historical Department, Lomonosov Moscow State University  
Knick Harley, Emeritus Fellow, St Antony’s College, University of Oxford  
Vladimir Buldakov, Leading Research Fellow, Institute of Russian History, the Russian Academy of Sciences

9.30 - 11.30 a.m.  
**Business Schools in Dynamically Developing Societies:**  
**Identification of Management Models and Challenges of Eurasian**
**Integration**

**Expert Discussion**

The term *dynamically evolving society* is widely used at conferences of transition economies. In the revised mission of the Association of Business Schools from Central and Eastern European Countries (CEEMAH) the special focus is made on the emphasis the Association makes on business schools “functioning in transitional and dynamically evolving societies”.

The major part of the Deans of business schools in countries with transitional and dynamically evolving societies believe that management models and business specifics in these countries have a lot in common. However, serious and structured studies or attempts to make international expert judgments of these problems have not been made so far, or were limited and not fully representative in nature. This makes essential the discussion of opportunities and areas of collaboration between business in dynamically evolving societies.

The problem becomes even more important with intensification of development of the Eurasian cooperation observed in the recent years. The new impetus to Eurasian cooperation was provided with the ‘New Silk Road’, an integration project proposed by China (international project title: “One Belt - One road”). The project aims to expand the economic integration of the dynamically evolving Asian countries both among themselves and with countries of the Near and Middle East, Africa, Europe and America. The project provides for mutual research of business cultures and cultural tolerance, a wide range of mechanisms for mutually beneficial cooperation based on the principles of trust and respect. The project focuses on formation of a new value paradigm which will form the basis for economical, political, cultural and educational cooperation between the wide range of countries and continents.

In the event of success, the concept may have a strong impact on business schools of dynamically evolving societies, giving rise to new challenges and opportunities.

**Moderators:**

Danica Purg, President, CEEMAN
Natalia Evtikhieva, Director General, National Board of Business Education Quality Assessment (NASDOBR)

**Participants:**

Andrew Wilson, CEO, AMBA International
Alice Guilhon, Dean, SCEMA Business School
Krzysztof Rybinski, Principal, University of Narxoz
Asylbek Kozhakhmetov, Rector, International Business Academy in Kazakhstan; President, KAMAN
Zhao Guocheng, Minister Plenipotentiary, Counsellor for Education, Chinese Embassy to Russia
Veselin Blagoev, Vice Rector, Head of MBA program, International University College of Bulgaria
Virginijus Kundrotas, Dean, Adizesa Business School; President, Baltic Management Association
Sergey Serebryannikov, Dean, the Faculty of Engineering Management, RANEPA

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**Project and Investment Management in the Real Estate Market**

**Expert Discussion**

**Issues for Discussion:**

- Priorities of the state policy in the construction project management
- Project approach in the development and construction activities: problems and prospects
- Best design and investment practices: case studies
- Approaches and standards at the pre-investment stage of a project in terms of risk and return
- Professional standards for investment and construction activities

**Moderator:**

Elena Ivankina, Head, Institute of Industry Management, RANEPA
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<td>11.30-12.00 a.m.</td>
<td>Break</td>
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<td>12.00 a.m. - 2.00 p.m.</td>
<td>Competition Policy Priorities</td>
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**Competition Policy Priorities**

Expert Discussion

Competition implies instability. However, to become stable, we need to be competitive. Competitors legally cause harm to each other’s interests, and the scope of this damage often exceeds the damage caused by illicit actions of Penal Code. Competition can lead to loss of jobs and to ruin politically attractive entrepreneurs, including domestic producers and small businesses. Development of competition means that security will be reduced in some areas.

**Issues for Discussion:**

- Ethics and the eternal values of competition
- In which areas should protection be reduced?
- Should protection of Russian companies from foreign competition be reduced?
- Whether to use public procurement to support businesses?
- What should we answer to those who will suffer from the competition?

**Moderator:**

Andrey Makarov, Chairman, the Budget and Taxation Committee, the Russian Federation State Duma

**Participants:**

Igor Shuvalov, First Deputy Prime Minister of the Russian Federation
Tatiana Golikova, Chairman, the Accounts Chamber of the Russian Federation
Igor Artemyev, Head, the Federal Anti-monopoly Service
Anatoly Aksakov, Head, the Financial Market Committee, the State Duma of the Russian Federation
Alexey Mordashov, Chairman of the Board of Directors, Severstal PJSC
Esko Aho, Executive Chairman of the Board, the East Office of Finnish Industries; Prime Minister of Finland (1991-1995)

**Experts:**

Andrey Shastitko, Director General, the Bureau of Economic Analysis Foundation
Vadim Novikov, Senior Researcher at RANEPA

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<td>12.00 a.m. - 2.00 p.m.</td>
<td>Industrial Policy: Investment Attraction under Sanctions</td>
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<td>Building 5, White Hall</td>
<td>Panel Discussion</td>
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**Industrial Policy: Investment Attraction under Sanctions**

Panel Discussion

Issues for Discussion:

- How can the overcoming of raw material dependence and diversification of the Russian economy affect the place of Russia in the global distribution of production?
- What practical steps should be taken first to implement the policy of attracting investment into the industry?
- Which advanced sectoral makeup would be the most beneficial for Russia?
- What industries can become engines of growth?
- Did the traditional industry development tools reach their limits?

**Moderator:**

Yermolai Solzhenitsyn, Managing Partner, the Moscow Office of McKinsey & Company

**Participants:**

Denis Manturov, Minister of Industry and Trade of the Russian Federation
Oleg Belozerov, President, Russian Railways OJSC
Petr Fradkov, Director General, Russian Export Center JSC

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<tr>
<td>12.00 a.m. - 2.00 p.m.</td>
<td><strong>Is It Possible to Bring Up an Inventor?</strong> Expert Discussion</td>
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<tr>
<td><strong>Building 5 Red Hall</strong></td>
<td><strong>Issues for Discussion:</strong></td>
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<tr>
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<td>- Detection of break points in the chain of the inventor's life cycle</td>
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<td>- Search for effective mechanisms of the system elements breaks elimination that generates thinking of an inventor</td>
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<td>- Competence and value matrix of a modern inventor as the basis for the development of technological entrepreneurship in Russia</td>
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<td><strong>Moderator:</strong></td>
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<td><strong>Marina Rakova</strong>, Director General, the Foundation for New Forms of Education Development</td>
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<td><strong>Participants:</strong></td>
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<td><strong>Alexey Komissarov</strong>, Director, Industry Development Fund</td>
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<td><strong>Isaak Kalina</strong>, Minister of the Moscow Government; Head, the Moscow Department of Education</td>
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<td><strong>Ivan Bortnik</strong>, Adviser to the Director General, the Innovation Promotion Fund</td>
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<td><strong>Vladimir Vasilyev</strong>, Rector, the St. Petersburg National Research University of Information Technologies, Mechanics and Optics</td>
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<td><strong>Alisa Chumachenko</strong>, Founder, Green Garage</td>
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<td><strong>Anna Bukhalo</strong>, Head, All-Russian Public Organization Young Innovative Russia; Project Manager, the Association of Innovative Regions of Russia</td>
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<tr>
<td>12.00 a.m. - 2.00 p.m.</td>
<td><strong>Provision of Medicines in Russia: Budget, Balance and Outcome</strong> Expert Discussion</td>
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<tr>
<td><strong>Building 5 Conference Hall</strong></td>
<td><strong>Issues for Discussion:</strong></td>
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<td>- The value-based medicine is a new reality in the world. What could those values be: health indicators, patient’s condition, impact on the health system, economy and society as a whole?</td>
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<td>- Cost management methods - cost containment or optimization?</td>
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<td>- Is it possible and justified to introduce in Russia such mechanism for effective interaction between the State and business within the drug procurement, where payment is made based on the efficiency of treatment?</td>
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<td>- What are probable conditions required for the introduction of such a system: legislation, regulatory environment in public procurement, monitoring, recording and quality evaluation system?</td>
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<td><strong>Moderator:</strong></td>
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<td><strong>Vitaly Omelyanovsky</strong>, Director, Center of Healthcare Expert Evaluation and Quality Control of the Ministry of Health of the Russian Federation</td>
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<td><strong>Participants:</strong></td>
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<td><strong>Veronika Skvortsova</strong>, Minister of Healthcare of the Russian Federation</td>
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<td><strong>Jane Griffiths</strong>, Company Group Chairman, Janssen Pharmaceutical Companies of Johnson &amp; Johnson</td>
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<td><strong>John Ketchum</strong>, Senior Vice-President and Region Head, Emerging Growth Markets at Novartis Oncology</td>
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<td><strong>Frank R. Lichtenberg</strong>, Professor of Business, Columbia University Graduate School of Business and Research Associate, National Bureau of Economic Research</td>
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<td><strong>Yulia Mikheeva</strong>, Director, the Social Development Department, the Ministry of Economic Development of the Russian Federation</td>
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<td>Dmitry Morozov, Chairman, the Health Committee, the State Duma</td>
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<td>Josep Figueras, Director, the European Observatory on Health Systems and Policies</td>
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<td>Christian Holmer, President, Eastern Europe, Middle East, Africa &amp; Turkey at MSD</td>
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<td>Tatiana Bykovskaya, Minister of Healthcare of the Rostov region</td>
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<td>Maxim Chemerisov, Director, the Contract System Development Department, the Ministry of Economic Development of Russia</td>
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<td>Evgeny Shlyakhto, Director General, Federal Almazov North-West Medical Research Center</td>
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| 12.00 a.m. - 2.00 p.m. |
| Building 5, Green Hall |

**Financial Infrastructure of Economic Growth**

**Expert Discussion**

It is impossible to solve the immense challenges of development without an adequate financial infrastructure. The Russian financial system is struggling due to the overall economic situation and structural difficulties. At the same time, long-term requirements and development challenges should be taken into account when solving short-term problems.

**Issues for Discussion:**

- International trends in the development of financial institutions
- Financial system and structural transformation
- How to change the country's financial infrastructure to implement the long-term economic development program?

**Moderator:**

Oleg Vyugin, Chairman of the Board of Directors, MDM-Bank

**Participants:**

Sergey Shvetsov, First Deputy Chairman, the Bank of Russia
Sergey Gorkov, Chairman, the State Corporation Bank for Development and Foreign Economic Affairs (Vnesheconombank)
Alexey Moiseev, Deputy Minister of Finance of the Russian Federation
Mikhail Zadornov, President, Chairman of the Board, VTB 24 Bank
Ekaterina Trofimova, CEO, the Analytical Credit Rating Agency
Sergey Drobyshhevsky, Scientific Director, the Gaidar Institute for Economic Policy
Neil Osborne, Independent Member of the Board of Directors, Euromoney Institutional Investor PLC
Gabriel di Bella, Chief, the International Monetary Fund Mission for Russia

| 12.00 a.m. - 2.00 p.m. |
| Building 5 Room 223 |

**Where Is the Silk Road Leading?**

**Panel Discussion**

In and around Eurasia, a broad integration outline is forming, i.e. a comprehensive Eurasian partnership involving Eurasian Economic Union, China with its Silk Road Economic Belt initiative, India, Pakistan, Iran, South Korea and Japan, and other major players. The renovated and expanded Shanghai Cooperation Organization shall play an important role in the development of a new community. Meanwhile, the Trans-Pacific Partnership Agreement (TTP) was signed, the discussion on the Comprehensive Regional Economic Partnership (CREP) initiative is going on.

**Issues for Discussion:**

- What is the strategic potential of interfacing the major integration projects in Eurasia?
- Are separate integration processes competing or complementary?
- Will they result in the establishment of a free trade area or more in-depth integration
forms in Eurasia and Asia Pacific?
- What global business projects can be implemented within such an outline?
- How can business development conditions change?
- What are the advantages the integration can create for companies?

Moderator:
Alexander Gabuev, Head, the Russia in the Asia-Pacific Region Programme, Carnegie Moscow Center

Participants:
Justin Yifu Lin, Professor, Peking University; Founder and Director, the China Center for Economic Research; Leading Economist, the World Bank (2008-2012)
Stanislav Voskresensky, Deputy Minister of Economic Development of the Russian Federation
Kairat Kelimbetov, President, the Astana International Financial Center; President, the National Bank of Kazakhstan (2013-2015)
Ho-Fung Hung, Professor, Johns Hopkins University
Veronika Nikishina, Member of the Board (Minister) for Trade, Eurasian Economic Commission
Djoomart Otorbaev, Prime Minister of Kyrgyzstan (2014-2015)

Money or people? Technological Entrepreneurship Frontiers
Expert Discussion
The competitiveness of Russian technology companies in global markets is among the most reliable criteria to assess the status of the private and public sectors of the national innovation system. The investment and financing efficiency is largely determined by competencies and strategic vision of the companies' owners and management, the ability to quickly enter new niches, by outstripping the competitors, take the most advantageous positions in the added-value chains, earning the "technological" rent. How can one accelerate the formation of a "critical amount" of quickly growing Russian technological companies to achieve economically meaningful contributions to the gross domestic product?

Issues for Discussion:
- Role and place of technological entrepreneurship in the modern Russian economy
- What’s a “bottleneck” now: money or expertise?
- How harmoniously do the hard and the soft infrastructure sectors blend?
- Is it time to shift priorities towards the business quality development?
- What can be done?
- Where is the "golden mean" determining the degree and possibility of the impact on "intangible" factors of the human capital development in the technological entrepreneurship environment?

Participants:
Evgeny Kuznetsov, Acting General Manager, RVK JSC
Igor Gladkikh, Executive Director, Regional Fund, St. Petersburg Research and Technology Advancement
Taliya Minullina, Head, Investment Development Agency of the Republic of Tatarstan
Ivan Rodionov, Professor, National Research University - Higher School of Economics
Natalia Podsozonaya, Administrative Board Chairperson, Russian Venture Investment Association; General Manager, Sberinvest Management Company CJSC

Business and Public Corporations: New Management Technologies and Specific Management Training
Expert Discussion
The issue of effectiveness of senior management training for state-owned companies and business is becoming of particular importance and relevance. Only professionals must take
leading positions for efficient operation of any company. In this connection, the role of management education is increased to train specialists and managers of high class, attention to the level of professional and personal competences is increased.

**Issues for Discussion:**
- Specifics of management training for businesses and state-owned companies of the Russian Federation;
- Government officials and business executives: similarities and differences
- Prospects of educational products for senior managerial personnel;
- Preparation of the managerial personnel reserve for public companies in the Russian Federation;
- Creation of the uniform information base of the managerial personnel reserve for state-owned companies and businesses;
- Professional development programs for professional managers of the state-owned companies of the Russian Federation;
- Impact of federal executive bodies on the decisions of senior management personnel in business.

**Moderator:**
Nikolay Kalmykov, Director, the Expert-Analytical Center, RANEPA

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**Modern Leader: Facets and Characteristics of the Era**
Expert Discussion

Modern dynamically changing world poses introduces new management trends, adjusts management techniques and technology that involves formation of personality of a leader of a new formation: creative, receptive to innovation, stress-resistant, able to risk, find innovative solutions, being highly professional and responsible. This makes the need to find ways of formation of such leaders, to develop their leadership skills, adequate and effective individual life and career strategies reflecting value orientations aimed at serving the society in good faith and achieving socially significant results. This is especially important for effective administration at the top-level. Implementation of the "Ties of Blood idea", involvement of inner circle into it, as well as forming a management team capable of efficiently implementing it play a significant role in understanding the organizational behavior of leaders.

**Issues for Discussion:**
- Features of the era: new management trends
- A Leader in a changing world
- Evaluation of modern leaders and management personnel reserve: problem view
- Context and resource approaches to the evaluation of modern top-level managers
- Individual life strategies and value orientations of modern leaders
- Technology of individual support of personal and professional development of leaders
- Personality-oriented approach in management

**Moderators:**
Yuri Sinyagin, Deputy Director, Higher School of Public Administration at RANEPA
Tatyana Podolskaya, Consultant, the Center for Advanced Human Resource Technologies, RANEPA

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**Russian Local Self-Government in Focus of the Council of Europe: Conflict or Movement towards Harmonization**
Expert Discussion

2016 is the year of the 20th anniversary from Russia’s accession to the Council of Europe; mandatory ratification by the Russian Federation of the European Charter of local government, the document that envisages pan-European standards of local authorities, was one of the pre-
requisites for accession to the Council of Europe. The Charter played an important part in the
Russian local government development. However, its importance and role in the modern
environment is questionable, just like the more general question of whether or not foreign
experience can be applied to Russian conditions of municipal development. The debate about
whether or not participation of the Russian Federation in operations of the Council of Europe
and its entities, in particular, in the Congress of Local and Regional Authorities, is appropriate in
the existing foreign policy environment, is directly related to these problems.

Issues for Discussion:

● Mutual influence of Russian, international and European regulations
  in the field of local self-government
● Importance of the European Charter of local self-government in modern Russia
● Features of the Russian delegation work at the Congress of local
  and regional authorities of the Council of Europe in the light of the current foreign
  policy situation;
● Applicability of foreign European experience of the local self-government organization.

Moderators:
Elena Gritsenko, Professor, Chair of the State and Administrative Law, the St. Petersburg State
University
Catherine Shugrina, Director, the Center for Support and Maintenance of Local Self-
Government, RANEPA

Participants:
Marina Bespalova, Deputy, the State Duma
Nikolai Bondar, Judge, Constitutional Court of the Russian Federation
Sergey Glotov, Head, Chair of Constitutional and Municipal Law, International Law Institute
Andrey Maximov, Head, the Civil Initiatives Committee’s Project, Municipal Map of Russia:
Growth Points; Chairman, Expert Council of the Union of Russian Cities
Emil Markvart, Professor, Chair of Federal and Municipal Management, RANEPA

12.00 a.m. -
2.00 p.m.
Building 2,
Room 18

Modern HR Management Technologies in Public Administration
Expert Discussion

Decree of the President of the Russian Federation No. 261 dated March 10, 2009 “On the
Federal Program Public Service Reform and Development in the Russian Federation (2009-2013)”
defined, inter alia, the following tasks:
- implement effective technologies and modern methods of HR management to improve
  professional competence, motivation of public servants and to increase efficiency of their
  official professional performance;
- establish and implement programs for training for the public service and professional
development of public servants;
- develop a system of additional professional education of public servants.

The discussion suggests considering how this Decree and other documents of the President and
the Government of the Russian Federation with a similar focus are put into practice so far and
what tasks are yet to be completed. There shall be discussed strategic objectives, current trends
of development of an efficient human resources policy and the best Russian practice to
implement modern HR management technologies.

Issues for Discussion:

● Maturity of the existing practices of HR management in public administration. What is the
  target level for each practice and what it required to move forward to the next step?
● Key trends in the development of HR management, the most sought after technologies,
effective implementation sequence.
● Best practices: experience of implementation and use, assessment of results.
● Single format or individual approach: efficient use of methodological recommendations and adaptation of business technologies, taking into account regional and other specifics.
● Existing risks: administrative barriers, management system or human factor? What are the key success factors?

Moderators:
Maria Shklyaruk, Head, the Institutions and Society, the Centre for Social Research Foundation
Alexey Shipov, Member, ACIG SC; Partner, Alliance Consulting JSC

12.00 a.m. - 2.00 p.m.
Building 2, Room 139

Territory Development Management: How to Prepare a Team
Expert Discussion

Development management is a key challenge for today’s agenda, further development of Russia depends on the positive response to that. People, quality of their professional training and teamwork skills play a crucial role in any management process. Improving the quality of human resources is both an independent challenge and a method of solving most of the problems which our state faces these days. For the purpose hereof, it is suggested to discuss the possibility of development of such directions as strategic planning, municipal development, attraction of investments and development of company towns, through training of highly qualified personnel and creation of interlevel management teams.

Issues for Discussion:

● New educational technologies in the training of managerial personnel which are necessary for the development of the territory at the regional or municipal level
● Formal and actual occupational requirements to the managerial staff of the constituent entities of the Russian Federation, municipalities
● Gap in results of personal and professional diagnostics of the managerial staff of any state authorities and local self-government
● Mechanisms of attraction and retention of highly qualified personnel in the respective territory as part of its strategic development

Moderator:
Andrey Orlov, Deputy Director, Higher School of Public Administration at RANEPA

12.00 a.m. - 2.00 p.m.
Building 2, Room 19

New approaches to professional development of managerial staff
Expert Discussion

The modern management system changed. Tasks are becoming complex and may not always be clearly defined. The team of professionals who share common values and have common goals (the objectives cannot be handled by one leader and/or the leader alone) is required. Challenges should be addressed quickly and effectively. Resources allocated for solution of the problems are always limited. Managerial teams became unstable in terms of composition and the time spent by participants of the Teamwork, the unique competitive advantage.

Issues for Discussion:

● Managerial staff in modern Russia: new approaches to formation and development
● Improving the system of professional development of managerial human resources
● The modern practices of educational programs for managerial staff

Moderator:
Aleksey Kolesnikov, Deputy Director, Higher School of Public Administration at RANEPA

Participants:
**Ceremony of Awarding the Winners of the Youth Talent Platform “Sustainable Future of Russia”**

The Youth Talent Platform “Sustainable Future of Russia” is a unique structure to develop the human capital in our country through the establishment of a dialogue between the public sector, business community and the youth. The platform helps young Russian talents to develop key competencies to increase their relevance in the labor market and to contribute to their professional success. At the ceremony, the best participants of the Platform 2016 shall be awarded.

**Awarding of the winners in the categories:**
- Sustainable Commitment to Excellence: Implementing the Lean Production Concept in Russia (ACIG Group);
- Human Potential as a National Resource and a Factor of Public Policy in Russia (RANEPA),
- Legislative Regulation as a Factor of Sustainable Business Formation in Russia (Unilever),
- Digital Transformation: How Will the Economy Change in 2030 (SAP).

Wrap-up - Opening a new year of the Youth Talent Platform work, announcing subjects 2017, presenting partners.

**PRME: Does the Business Require Socially Responsible Managers?**

**Expert Discussion**

The Corporate Social Responsibility (CSR) concept emerged in the second half of the XX-th century in the USA. In many aspects, the basis for the concept was its business ethic being characteristic of Western countries. As modern researches show, the Corporate Social Responsibility concept is differently interpreted and perceived in various cultures.

In Russia, as in many other Eastern and Central European countries, the Corporate Social Responsibility concept is regarded by business representatives with mixed feelings. At that, in business schools the amount of academic hours allocated to the relevant courses is steadily growing.

However, to what extent the Corporate Social Responsibility concept is valid in the cultural context of the countries of the former Socialist camp is still undecided. In addition, scandals of the last few years (e.g. VW) allow you to bring up the question in the more straightforward manner, i.e. does the business require socially responsible managers?

**Issues for Discussion:**
- How do current cultural specifics of Eastern European and Central European countries affect the perception of the CSR concept?
- How can the CSR concept be adapted for the cultural context?
- To what extent can the business school affect the formation of socially responsible managers?
- How can we bridge the gap between CSR theory and CSR practice?
● Are socially responsible managers helpful for the business?

Moderators:
Jonas Haertle, Head, PRME Secretariat
Yaroslav Pavlov, Director, IMBA program, Institute of Business and Business Administration at RANEPA

Participants:
Danica Purg, President, IEDC-Bled School of Management; President, CEEMAN (Slovenia)
Jean-Philippe Muller, General Manager, International University of Monaco
Dusan Kucera, Tutor, International School of Business and Management, University of Economics, Prague
Gábor Harangozo, Professor, Business School, Corvinus University of Budapest
Janez Škrabec, CEO, Riko
Alexander Arkhipov, Director, Corporate Philanthropy and Internal Communications, JTI Russia

2.00-3.00 p.m. Dinner Break

3.00-5.00 p.m.
Building 5, Assembly Hall

Where the Talk Ends and Assistance to Small and Medium-Sized Businesses Begins
Panel Discussion

Today, the State and society in Russia do request expansion of the entrepreneurial class, the further development of which will stimulate economic growth.

Issues for Discussion:
• What do small and medium-sized companies think about their development opportunities?
• How do they overcome economic challenges and administrative barriers?
• What assistance do they need?
• How do small and medium-sized companies select niches for their businesses?
• Do their products meet the needs of the largest customers?
• What hinders small and medium-sized companies?

Moderator:
Alexander Braverman, CEO - Chairman of the Management Board, Member of the Board of Directors, the Federal Corporation for the Development of Small and Medium-Sized Businesses JSC

Participants and experts:
Igor Shuvalov, Deputy Prime Minister of the Russian Federation
Dmitriy Tulin, First Deputy Chairman, the Bank of Russia
Oleg Fomichev, Deputy Minister of Economic Development of the Russian Federation
Alexei Abramov, Head, Federal Agency for Technical Regulation and Metrology
Mikhail Mamuta, Head, Agency for Financial Service Consumers’ and Minority Shareholders’ Rights, Central Bank of the Russian Federation
Dmitry Ananiev, Board Chairman, Promsvyazbank
Mikhail Oseevsky, Vice President - Board Chairman, VTB Bank (PJSC)
Andrey Sharov, Vice President, Sberbank of Russia
Yuriy Zafesov, Director, Procurement Department, Rosseti PJSC
Roman Zimonas, Director, Procurement, Logistics and Quality Management, Rosatom State Corporation
Anatoliy Chabunin, Vice President - Director for Internal Control and Audit, RZhD
Alexander Kalinin, President, the All-Russian Non-Governmental Organization of Small and Medium-Sized Businesses Opora Russia
Sergey Katyrin, President, Chamber of Commerce and Industry of the Russian Federation
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Alexander Shokhin, President, the Russian Union of Industrialists and Entrepreneurs
Anatoly Artamonov, Governor, the Kaluga region
Aleksey Dyumin, Governor, the Tula Region
Vladimir Miklushevsky, Governor, the Primorye Region
Rustam Minnikhanov, President, the Republic of Tatarstan
Dmitri Mironov, Governor, the Yaroslavl Region
Svetlana Orlova, Governor, the Vladimir Region
Yevgeny Savchenko, Governor, the Belgorod Region

3.00-5.00 p.m.
Building 5, White Hall

Technological Challenges and Economic Dynamics: What is Really Going on?
Part 1.
Expert Discussion

Issues for Discussion:
• The technological background of economic growth
• Typical methods to estimate the economic growth: still contemporaries or already dinosaurs?
• The great depression gave rise to gross domestic product (GDP), what will the current global recession generate?
• Institutional implications of new technologies

Moderator:
Vladimir Mau, Rector, RANEPA

Participants:
Herman Gref, CEO and Chairman, the Executive Board, Sberbank of Russia
Anatoly Chubais, Chairman, the Executive Board, RUSNANO Management Company LLC
Alexey Komissarov, Director, Industry Development Foundation
Pavel Betsis, President, Microsoft Rus LLC

Experts:
Evgeny Kuznetsov, Acting General Manager, RVK JSC
Kirill Ignatiev, Chairman of the Board of Directors, the Russian Investments Group of Companies

3.00-5.00 p.m.
Building 5, Red Hall

Long-Term Strategy for the Development of Agriculture of Russia and the World
Panel Discussion

A work over a long-term strategy for the agriculture development is carried out in Russia. The issues of the technologies development, setting development priorities are being discussed. Traditionally the question is about growth of the development and performance rate. What should be the basis for a long-term strategy for the development of agriculture? What should the long-term strategy include?

Issues for Discussion:
• Challenges of strategic development of agriculture
• What strategic development objectives are seen by the state?
• What regional strategies are built by the constituent entities of the Russian Federation?
• What is the contribution of private business in the national strategy for the agriculture development?

Moderator:
Natalia Shagayda, Director, the Center for Agreefood Policy, RANEPA
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Global energy market in new conditions: what do the technology revolution and concern about climate change bring to the world energy?

Panel Discussion

Issues for Discussion:
- What do the Paris agreements bring to world?
- Is the world price for CO2 emissions possible?
- Prospects of renewable energy development in the context of subsidies reduction?
- How will the world fuel and energy balance look like in 20 years?
- Can one say that a new age in the development of the world oil market is beginning?
- The role of OPEC in the context of new competition between manufacturers
- Prospects of shale development in and outside the United States of America
- What are the immediate and long-term effects of reduction of investments in the oil industry? How close is the peak of oil consumption? How significantly can electric cars and methane powered cars edge out petroleum products in the foreseeable future?
- Strategy of oil resources development in Russia in the new context
- Growth in the supply of LNG and the prospects of formation of the global natural gas market. Shale gas revolution in the United States, what is next?
- The growth of gas supply to the world market by new suppliers, where will the most intense competition get underway?
- What does the development of the gas market in Europe bring to the Russian gas?
- Russia’s gas trade with Europe and Asia: forming new logistic and institutional schemes

Moderator:
Vladimir Drebentsov, Chief Economist for Russia and CIS, BP plc; Vice President, BP Russia

Participants:
Alexander Novak, Minister of Energy of the Russian Federation
Valery Golubev, Deputy Management Board Chairman, Gazprom Public Company
Pavel Zavalny, Chairman, Committee on Energy, State Duma
Igor Bashmakov, Executive Director, the Russian Centre for Energy Efficiency
Vladimir Feigin, President, the Institute for Energy and Finance
Sergey Vakulenko, Head, the Strategic Planning Department, Gazpromneft
Grigory Vygon, Managing Director, VYGON Consulting LLC
Leonid Grigoriev, Chief Adviser to the Head of the Analytical Center, the Russian Federation Government

New Approaches to the Assessment of the Quality of Training of National Professional Managers

The public meeting of the National Board of Business Education Quality Assessment (NASDOBR)

NASDOBR’s main activities are aimed at development of the Russian Education Quality System. The tasks facing the Council relate to creation of professional environment, providing an independent public assessment of the quality of various levels of management education (Bachelor’s and Master’s degree, MBA, advanced training, etc.). Since January 14, 2016
NASDOBR is provided with powers of an expert organization responsible for conducting of state expert review of Bachelor’s and Master’s degree programs in an expanded Economy and Management specialty group.

**Issues for Discussion:**
- Topical issues of development of management education and new lines of activities of NASDOBR
- Management education: demand and development prospects (results of sociological research)
- The Russian President’s Programme of training of professional management personnel for Russian enterprises - 20 years’ results and improvement methods.
- National system of independent accreditation management programs: the independent professional standard of Bachelor’s programs
- Accreditation standards and quality of remote and mixed business education programs (for example, MBA program)

**Moderators:**
- **Sergey Myasoedov**, Vice-Rector, Director, Institute of Business Studies, RANEPA; President, the Russian Association of Business Education
- **Natalia Evtikhieva**, Director General, National Board of Business Education Quality Assessment (NASDOBR)

**Participants:**
- **Alexander Zhukov**, First Deputy Chairman, the State Duma of the Russian Federation; Chairman of the Presidium, the National Accreditation Council of Business Education (NASDOBR)
- **Andrey Soroko**, Director, the Government Department of Public Administration and Personnel of the Russian Federation
- **Sergey Kravtsov**, Head, the Federal Service for the Supervision of Education and Science
- **Alexander Murychev**, Executive Vice President, the Russian Union of Industrialists and Entrepreneurs; Member of the Presidium, NASDOBR
- **Konstantin Kottsev**, Director, Department of Personnel and Corporate Development, Ministry for Economic Development of Russia
- **Anatoliy Milyukov**, Executive Vice President, the Association of Russian Banks; Member of the Presidium, NASDOBR
- **Nikolay Ostarkov**, Vice-President, the All-Russian Public Organization Delovaya Rossiya; Member of the Presidium, NASDOBR
- **Maxim Fateev**, Vice President, the Chamber of Commerce and Industry of the Russian Federation; Member of the Presidium, NASDOBR
- **Vadim Kovalyov**, First Deputy Executive Director, the Association of Managers; Member, the Presidium of NASDOBR

**In Search for Future Leaders**

**Expert Discussion**

Nowadays, against the background of the World’s globalization process, the rate of changes is increasing in all areas. In the business, the concept of VUCA world becomes more and more popular, with its volatility, uncertainty, complexity and ambiguity, especially in the area of technologies and consumer markets. Just a few years ago, nobody thought that such projects as Facebook can become giants with huge capitalization. We gradually turn into an era of ideas. These Modern Times do require the business community to present new approaches to enhancing of effectiveness of the management process and whole new leaders.

Based on the results of numerous studies, the companies that pay acute attention to identification and development of internal leadership demonstrate significantly higher revenue and profit growth figures as compared to competitors that do not use such practices. Thus, there exists a direct causal link between the availability and quality of the “substitutes' bench”, i.e. potential future leaders in the company, and the effectiveness of its activities. These findings

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encourage investments in programs aimed to identify and develop high potential employees, also known as HiPo programs. Recently, the market has brought a lot of various integrated approaches and solutions in HiPo selection and employee capacity assessment areas, but the following issues remain key factors for many companies:

- How do companies in various industries define the term potential?
- What “potential models” already exist in the Russian market?
- What goals and objectives are set in the course of employee potential assessment?
- What HiPo identification approaches demonstrate the highest accuracy and predictability?

**Issues for Discussion:**

- What is the potential? Relation between the potential model, sector profile of a company, management culture, etc.
- Potential assessment - myth or reality? Approaches and solutions in employee potential assessment.
- Can one grow a leader? Employee potential development approaches.

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**Russian Demographic Sheet 2016**

Expert Discussion – presentation

Russian demographic sheet is the result of joint work of RANEPA, Rosstat and the International Institute for Applied Systems Analysis (IIASA). It contains information about the current demographics situation and projection by regions of Russia until 2035. Both traditional demographic indicators and a number of the newest demographic indicators, calculated for Russia for the first time (such as "old-age threshold", prospective demographic burden, etc.) are reflected in this demographic sheet. Demographic sheet allows to analyze regional demographic situation in many respects, as well as to take a fresh look at the regional demographic processes in Russia.

**Issues for Discussion:**

- The results of the Russian demographic sheet 2016
- Population projection till 2035 by regions of Russia
- Population differentiation of regions of Russia

**Moderator:**

Tatiana Maleva, Director, Institute of Social Analysis and Forecasts, RANEPA

**Participants:**

- Alexander Surinov, CEO, Federal Service for National Statistics
- Pavel Kabat, Director, International Institute for Applied Systems Analysis (IIASA, Austria)
- Wolfgang Lutz, Director, Wittgenstein Center, Director, the World Population Program, International Institute for Applied Systems Analysis (IIASA, Austria)
- Serghei Scherbov, Head, International Laboratory for Demography and Human Capital, RANEPA; Deputy Director, World Population Program, IIASA
- Svetlana Nikitina, Head, Department for Population and Health Statistics, Federal State Statistics Service
- Valery Yelizarov, Head, Center for Population Studies, Lomonosov Moscow State University
- Sergey Shulgin, Deputy Head, the International Laboratory of Demography and Human Capital, RANEPA

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**Managerial Personnel of Modern Russia in the Field of Public Administration and Public Service**

Panel Discussion

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| Room 237 | Issues for Discussion:  
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| • Improving HR management processes in the modern period of the state HR policy implementation  
| • Professional development of managerial human resources: ways to improve and prospects  
| • Managerial skills of modern Russia: assessment of the state, forms and ways of optimization  
| • Improving the system of professional development of managerial human resources (by the example of a constituent of the Russian Federation)  
| • Modern approaches and technologies to form and develop human resources in the public administration in China  
| • Expansion and maintenance of a network of international partnerships in the public administration, civil service and HR policy in the Republic of Kazakhstan  
| Moderator:  
| Dmitry Butashin, Vice-Rector, RANEPA; Director, Graduate School of Public Administration, RANEPA  
| Participants:  
| Anton Fedorov, Head, Presidential Civil Service and Personnel Directorate of the Russian Federation  
| Andrey Soroko, Director, Government Department of Public Administration of the Russian Federation  
| Mikhail Dmitriyev, Chief Researcher, Center for Public Policy and Public Administration, Institute of Social Sciences, RANEPA  
| Natalia Antoshina, Director, Center for Public Administration and Public Service, RANEPA  
| 3.00-5.00 p.m. Building 5 Room 514 | Strategy and Tactics of the Monetary Policy of the Central Bank of Russia  
| Expert Discussion  
| Issues for Discussion:  
| • Priorities of the monetary policy and optimal reaction to the inflationary shocks  
| • Improving the efficiency of the transmission mechanism of the monetary policy  
| • Coordination of the monetary and fiscal policy  
| • Managing inflation expectations of economic agents, including the information policy of the Central Bank of the Russian Federation  
| • Long-term strategy of the monetary policy of the Central Bank of the Russian Federation  
| Moderator:  
| Pavel Trunin, Head of "Macroeconomics", the Center for Strategic Research Foundation (CSR)  
| Participants:  
| Igor Dmitriev, Director, Monetary Policy Department, Bank of Russia  
| Alexander Morozov, Director, Research and Forecasting Department, Bank of Russia  
| Oleg Solntsev, Head, Monetary Policy and Banking Sector Analysis, Center for Macroeconomic Analysis and Short-Term Forecasting  
| Vladimir Kolychev, Director, Budgetary Policy and Strategic Planning Department, Russian Finance Ministry  
| Sergey Drobyshevsky, Scientific Director, the Gaidar Institute for Economic Policy  
| Evsey Gurvich, Head, Economic Expert Group  
| Nataliya Orlova, Chief Economist, Alfa-Bank JSC  
| 5.00-5.30 p.m. | Break  
| 5.30-7.30 p.m. | Technological Challenges and Economic Dynamics: What is Really Going on? |
Part 2.

Expert Discussion

How to stimulate long-term growth in the face of adverse external shocks? How difficult is it for a technologically backward country to make its economy more complex and diversified? Although economists have always paid attention to these issues, in recent years, they gained a central importance in view of the stagnation that has affected the post-industrial economies after the global financial crisis 2008.

In view of low population growth, the advance of postindustrial economies is connected with their ability to increase the production efficiency. Tools for this growth are the new breakthrough technologies that enable a significant reduction in production costs and increase in the competitiveness of industries; horizontal technological development of the economy, corresponding to selective mastering of new export productions, and, above all things, institutions facilitating such technological renovation and development. The right choice of new industries, development of financial markets and improved legal environment will make it easier for companies to attract foreign direct investment and to become integrated into international production chains.

Issues for Discussion:
- Technological development and economic growth
- Diversification and economic growth
- Human capital and economic growth
- Reforms and economic growth

Moderators:
Maria Kazakova, Deputy Head, International Department for Fiscal Sustainability Studies, the Gaidar Institute for Economic Policy; Head, Department for Economic Growth Studies, RANEPA
Carol Leonard, Professor, Director, Center for Russian Studies, Institute of Social Science, RANEPA

Participants:
Knick Harley, Emeritus Fellow, St Antony’s College, University of Oxford
Alessandro Nuvolari, Associate Professor of Economic History, Sant’Anna School of Advanced Studies
Sergey Kadochnikov, Director, the National Research University Higher School of Economics Campus in St. Petersburg
Ilya Voskoboynikov, Senior Researcher, the Research Laboratory for Inflation and Economic Growth Problems, the National Research University Higher School of Economics
Ivan Lyubimov, Senior Researcher, the Research Laboratory for Economic Growth Problems, RANEPA
Chris Papageorgiou, Deputy Division Chief, The International Monetary Fund

International Agribusiness and Food Security of Russia

Expert Discussion

Issues for Discussion:
- Food security of the Russian Federation: advances and challenges
- Prospects of cooperation between the agribusiness in the Russian Federation and foreign companies in the innovative development of the agroindustrial complex
- Import substitution tactics and export opportunities for the Russian agroindustrial complex
- International Center for Agribusiness and Food Security (ICAFS), Higher School of Corporate Management (HSCM): Development Programme until 2020

Moderators:
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**Building 5**  
**Room 222**  

### Expert Discussion

Inter-budgetary relations in Russia have been constantly undergoing active transformation for the past two decades. The delineation of authority between the levels of the budget system is changing, both in terms of revenue sharing and delineation of expenditure commitments. However, according to experts, these processes are far from being over. The existing challenges in the regulation of inter-budgetary relations and delineation of authority affect both federal and regional state authorities, local self-government bodies and require in-depth informative expert examination.

#### Issues for Discussion:

- What is the potential for increasing the tax autonomy of regions and municipalities?
- What are the directions of optimization of expenditure powers between the federal center, regions and municipalities?
- How to improve the financial support tools for regions?
- To which extent is it possible to use the extra-budgetary financial tools for regional development?

**Moderators:**  
**Vladimir Klimanov**, Head, the Department for State Economic Regulation, the School of Public Policy, RANEPA  
**Sergey Ryabukhin**, Chairman of the Budget and Financial Markets Committee of the Federation Council

**Participants:**  
**Larisa Yeroshkina**, Director, Inter-Budget Relations Department, Ministry of Finance of the Russian Federation  
**Igor Orlov**, Governor of the Arkhangelsk Region  
**Edkham Akbulatov**, Governor of Krasnoyarsk  
**Maxim Reshetnikov**, Moscow Government Minister - Head of the Department of Economic Policy and Development

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**5.30-7.30 p.m.**  
**Building 5**  
**Conference Hall**  

### Religious and Ethnic-Cultural Diversity: Development, Stability, Security

**Expert Discussion**

**Issues for Discussion:**

- Ethnic-religious identity: conflicts and ways of solving them in a dialogue of cultures
- Civil nation and civil identity in the national policy strategy
- Religious traditions and religious institutions in the contemporary Russian society
- Monitoring and scientific expert support of problems of inter-religious and interethnic relations
- Scope of interreligious and interethnic relations: quality standards and training

**Moderators:**  
**Father John**, Vice-Rector, Education, Saints Cyril and Methodius All-University Postgraduate and Doctoral Studies; Director, Religion and Society Center, RANEPA  
**Igor Bartsits**, Director, the Institute of Public Administration and Civil Service, RANEPA

**Participants:**  
**Metropolitan Hilarion of Volokolamsk**, Chairman, the Department for External Church Relations of the Russian Orthodox Church; Member, the Interreligious Council of Russia  
**Igor Barinov**, Head, the Federal Agency for Nationalities  
**Sergey Gavrilov**, Chairman, the Committee on the Affairs of Public Associations and Religious

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Current version on the site www.gaidarforum.ru/en
### Smart Cities Technologies: Opportunities to Improve the Quality of Life of the Population and to Solve the Infrastructural Problems of Russian Cities

**Expert Discussion**

The expert panel will discuss global and domestic best practices in the field of Smart City technologies introduction, as well as tools that will address the challenges and remove barriers to the introduction of Smart City in Russia.

**Issues for Discussion:**

- Are Russian cities ready to introduction of Smart City technology? Is it necessary for future urban development?
- What is the impact of Smart City technologies on the quality of life of urban population? Is it possible to monetize this influence in the form of increasing the competitiveness and investment attractiveness of Russian cities?
- Misplaced priorities. How to combine reasonable investment in the obsolete infrastructure with the intellectualization of urban systems?
- Who is the customer of the Smart City technology introduction? What is needed to promote such projects? What areas are the most attractive for introduction of this technology, taking into account the impact on the social-economic indicators of a city?
- How to overcome the barriers and move towards a broad launch of real Smart City projects in the cities of Russia?

**Moderators:**

- Maxim Ageev, Director, Global Directorate for Services in the Energy and Sustainable Development, Schneider Electric
- Anna Makarova, Director, Management Consulting Department, Management Practice for Changes, Alliance Consulting JSC as part of GK AGIK

**Participants:**

- Elena Ivankina, Head, Institute of Industry Management, RANEPA
- Artem Yermolaev, Minister of the Moscow Government, Head, Department for Information Technologies
- Tatiana Zelenskaya, Head, Agency for Science and Innovation Development, the Krasnoyarsk Region
- Victor Znatkov, First Deputy Chairman of the Government, the Novosibirsk Region
- Dmitry Sharonov, Deputy Prime Minister of the Government, the Republic of Bashkortostan
- Leonid Morozov, Minister of Economic Development, the Perm Region
- Michael Sonkin, Deputy Governor of the Tomsk region on scientific and educational complex and innovative policy
- Galina Ganeeva, Vice President, Master Card
- Alexei Kalinin, Director, Institute for the Study of Developing Markets, SKOLKOVO
- Mikhail Shapiro, General Manager, Danfoss LLC

### Global Transformation in the Mirror of Historical Sociology

**Expert Discussion**

The majority of the future forecasts of the 20th century was based on the growth prospects, whether of the economy, science and engineering, or population, or recovery of specific countries and regions. The first decades of the new 21st century brought considerable disillusion verging on disappointment in the modernistic pattern of steady progress. From everywhere, one
can hear some doubts not only in the usefulness, but already in the inconvertibility of globalization. What is journalistic noise and what is really captured by the methods of modern science? This session offers a kind of stress test for the world powers. Leading academic experts analyze the prospects of traditional centers of capitalism and newly emerging market regions.

**Moderator:**
*Georgi Derluguian*, Professor of Sociology, the New York University, Abu Dhabi

**Participants:**
- *Monica Prasad*, Professor, Northwestern University (USA)
- *Ho-Fung Hung*, Professor, Johns Hopkins University
- *Wolfgang Streeck*, Emeritus Director, Max Planck Institute for the Study of Societies
- *Mishaal Al Gergawi*, Founder and Managing Director, the Delma Institute
- *Kevan Harris*, Professor, The University of California-Los Angeles

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<th>Time</th>
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<tr>
<td>10.00-12.00 a.m.</td>
<td>Islamic Finance: Experience and Prospects Expert Discussion</td>
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The active discussion on the establishment of the Islamic financial sector in the current financial system has been taking place in the past two years in the Russian Federation. Until recently, the main subject of discussions was what benefit this new type of financial relations can bring for the Russian economy. In general, all discussions agree that the development of Islamic finance will make it possible to attract in the economy, first of all, the savings of the part of the population, which did not use the services of banks before for religious reasons, and secondly, foreign investments by means of the issuance of Islamic securities by Russian companies. In this regard, the main task today is to establish standards governing the activities of Islamic financial institutions, and to introduce amendments into the existing legislation, sufficient for the successful functioning of the sector.

**Issues for Discussion:**
- Development of Islamic finance in the regions: the experience of companies and government agencies
- In what direction is the process of amending the legislation moving, towards a separate law or towards multiple legislative amendments?
- The role of the Central Bank in regulating Islamic finance
- Demand, supply, regulation: which one of these factors in the development of Islamic financial services lags in Russia?
- International experience of state regulation of the sector

**Moderator:**
*Bekkhan Chokaev*, Deputy Head, the International Investment and Financial Market Research Laboratory, RANEPA; Senior Research Fellow, the Gaidar Institute for Economic Policy

**Participants:**
- *Sergey Platonov*, Deputy Director of the Financial Policy Department at the Ministry of Finance of the Russian Federation
- *Pavel Filimoshin*, Economic Adviser to the Department for Admission to Financial Market, Bank of Russia
- *Linar Yakupov*, President of the Islamic Business and Finance Development Fund, Adviser to the Prime Minister of the Republic of Tatarstan on interaction with Islamic financial institutions
- *Midkhat Shagiakhmetov*, Deputy Chief of the Volga-Vyatka Main Branch, Bank of Russia; Manager of the Branch - National Bank of the Republic of Tatarstan
The Mysterious World of Public Procurement
Expert Discussion

According to the World Bank, the Russian public procurement legislation is recognized one of the best in the world and outruns the oldest in the world contract system in force in the United States and the system formed in Germany, the EU's largest economy.

It is the current procurement system of the Russian Federation that is an effective mechanism to support small and medium-sized businesses.

In addition, the integration of the Electronic Budget and Unified Information system in the field of procurement provides the openness of budget and procurement processes from the initiation of needs, planning and implementation of procurement, all the way to the conclusion of a contract in electronic form, work acceptance and evaluation of the contract fulfilment result in accordance with the principles stipulated in the procurement legislation.

The completion of the transfer of bidding to the electronic form and of total document circulation from paper to digital form will significantly reduce the procurement costs, eliminate corruption element and improve access for new companies.

Issues for Discussion:

- Procurement management strategy: new opportunities for business?
- Competition for efficient suppliers
- Contract system functionality
- E-budget - a new mechanism of the effective spending of budgetary funds
- Practice of the Federal Antimonopoly Service of Russia based on the procurement audit findings
- Unified information system: digital transformation
- Procurement professionals - who are they?

Moderator:
Elena Agapova, Director, Center of Competition Policy and Public Contracts

Participants:
Tatiana Demidova, Head, Department for State Order Placement Monitoring, Federal Anti-Trust Service of Russia
Ilia Dimitrov, Member, Presidium of Small and Medium-Sized Businesses, Opora Rossii, Public Ombudsman for e-commerce and electronic public and municipal services
Irina Vershinina, Deputy Director, Legal Department, Federal Autonomous Institution RosKapStroy
Christina Kryuchkova, Head, Legal Department, Moscow Higher School of Social and Economic Sciences

Business Education as a Development Driver for the Russian Business. Business Schools, Corporate Institutions and Training Centers - Competitors or Partners?
Expert Discussion

Training and development of employees of the contemporary Russian companies is one of the keys of success to improve business efficiency, its successful transformation. The leading business schools in Russia and all over the world are looking for ways to enhance cooperation with the business community, in parallel trying to retain the fundamental nature of educational programs and dramatically increase their relation with the business needs. In contrast, the importance of corporate universities, training and consulting centers, is growing that flexibly and quickly react to the business needs.
Issues for Discussion:

- What does the future belong to - in-house corporate training or outsourcing educational services?
- Who shall shape the training programs for the business education?
- Forms of interaction between business schools, corporate universities and training centers - competition or integration?
- How to ensure the integration of the management and business science, the role of corporate interests

Moderators:
Mark Kukushkin, Managing Partner, BEST T&D Group
Sergey Kalendzhyan, Dean, the Graduate School of Corporate Management, RANEPA

Participants:
Alexander Chekanskiy, Dean, Faculty of Strategic Management, Institute of Business Studies, RANEPA
Vladimir Solovyov, Managing Partner, Consultant of EVERYCO Group
Marina Petrova, CEO, Leader Business Group
Sergey Zhukovsky, Director, Gazprom Corporate Institute branch, the Moscow region

Estimation of Economic Indicators in Russian Statistics: Problems and Solutions
Expert Discussion

Over the past 25 years, a great work has been done in Russian statistics to introduce modern approaches to the measurement of economic indicators and to raise the level of its conformity to international standards. There are more data and tools for the economy analysis in the hands of researchers of Russian economy today.

However, it is not enough for working out economic policy methods in the modern world due to the remaining traditional problems of Russian statistics and because of global changes in the world economy and, as a result, the statistical standards. The current state of statistics of the developed countries suggests that cross-country comparability of these indicators should be ensured at the detailed level. The discussion is supposed to be devoted to the revision of these issues and to the search of ways to strengthen cooperation between Russian research and analytical community and Russian statistics for their solving.

Issues for Discussion:

- What are the priorities for the development of Russian statistics in the field of economic growth measurement?
- To what extent do the tasks resolved today by the Russian statistics correspond to the today’s requirements?
- What impact do measurement problems have on the elaboration of economic policy measures?
- Structure of the Russian economy and its reflection in Russian statistics
- Possible approaches aimed at improving Russian statistics of industrial production
- Industry accounts of economic growth of Russia KLEMS as a prototype of production factors and output statistics: what will the researcher get upon development of official
### Statistical Methodology Towards 2008 SNA

- Scientific and technological progress in the Russian statistics: what do we see and what we can see?

**Moderator:**
**Marina Turuntseva**, Director, Center for Macroeconomic Forecasting, RANEPA

**Participants:**
- **Alexander Surinov**, CEO, Federal Service for National Statistics
- **Alexander Shirov**, Deputy Director, the Institute of Economic Forecasting, the Russian Academy of Sciences
- **Vladimir Salnikov**, Deputy Director General, the Center for Macroeconomic Analysis and Short-Term Forecasting
- **Ilya Voskoboynikov**, Senior Research Fellow, the Research Laboratory for Inflation and Economic Growth Problems, the National Research University Higher School of Economics
- **Vladimir Bessonov**, Head Research Fellow, the Research Laboratory for Inflation and Economic Growth Problems, the National Research University Higher School of Economics
- **Alexander Abroskin**, Leading Researcher, the Laboratory of Macroeconomic Studies, Institute of Applied Economic Research (IAER), RANEPA
- **Alina Sanakoeva**, Junior Researcher, the Institute of Applied Economic Research (IAER), RANEPA
- **Roza Semenova**, Expert, the Association of Innovative Regions of Russia

### Financial Sector Sustainability

**Expert Discussion**

The banking sector has traditionally been the core of the Russian financial system, accumulating the bulk of financial assets in both households and the corporate sector and providing a significant portion of debt financing in the Russian financial system. Without a stable and well-balanced development of the banking sector, the stability of the entire financial system or the rapid development of the Russian economy are unimaginable.

**Issues for Discussion:**
- Overall results of the development of banking sector in 2016.
- Systemic risks in the banking sector
- Possible approaches to reform regulation and supervision in the banking sector

**Moderator:**
**Michael Khromov**, Senior Researcher, Laboratory of Structural Studies, RANEPA

**Participants:**
- **Maxim Bogdashkin**, Principal, Oliver Wyman Financial Services
- **Alina Vetrova**, Vice President, Rossiya Association of Regional Banks
- **Mikhail Mamonov**, Leading Expert, Center for Macroeconomic Analysis and Short-Term Forecasting
- **Dmitry Miroshnichenko**, Leading Expert, Development Center Institute, the National Research University Higher School of Economics

### Management of Tourism Clusters

**Expert Discussion**

**Issues for Discussion:**
- Peculiarities of cluster management and the role of clusters in the regional economy development
- What are the conditions required to form a recreational tourism cluster?
- Regional peculiarities of the development of various recreational tourism types?
- New personnel training programs for recreational tourism clusters

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## Open Scientific Infrastructure: in Search for Development Model

### Expert Discussion

Annually, the international scientific community produces a great number of open data about the processes and the results of their research. The task, not less important than the production of these data, is to provide global access to them. The answer to this challenge is the Open Scientific Infrastructure that enables scientists to monitor the quality of scientific research better and faster and to influence its results.

The social institutions for research quality self-control and self-regulation mechanisms in science, emerging based on the Open Infrastructure, will be able to build a more effective system of science organization, while significantly reducing the level of participation of commercial and governmental structures.

### Issues for Discussion:

- Open Scientific Infrastructure as a successor of the Open Access movement. What is in store for the scientific community: gradual movement towards greater transparency and openness of research results or quick and radical change of the current paradigm of science organization?
- Technologies and innovation in support of research with a higher level of openness.
- What do the higher educational institutions, science and state need the Open Scientific Infrastructure for: current tools and prospects.

### Moderator:

**Sergey Parinov**, Deputy Director for Academic Affairs, the Central Economics and Mathematics Institute, the Russian Academy of Sciences

### Participants:

**Thomas Krichel**, founder, RePEc (electronic library on Economics)

**Daniel O’Donnell**, Founding Director, Lethbridge Centre for the Study of Scholarly Communication; Founding Chair, Global Outlook: Digital Humanities; Vice President, Executive Committee member, FORCE11

**Cameron Neylon**, Professor of Research Communication, the Centre for Culture and Technology, Curtin University; President, FORCE11

**Lynn Woolfrey**, Manager, DataFirst Data Service, University of Cape Town

**Oksana Medvedeva**, Director, the Department of Scientific and Informational Development, RANEPA

**Alexey Chaplygin**, Head, the International Information Group Interfax

**Dmitry Semyachkin**, Founder and Head, the CyberLeninka Open Electronic Library

**Mikhail Sergeev**, Director for Development, the CyberLeninka Open Electronic Library
**Federation**

Expert Discussion

**Issues for Discussion:**
- State policy to improve financial literacy of the population
- Forming the reasonable financial conduct and responsible attitude among Russian citizens to personal finance through the development of a system of financial education for population
- Public awareness in the field of financial literacy
- Protection of rights of financial services consumers

**Keynote report:**
**Andrey Bokarev**, Director, the Department of International Financial Relations, the Ministry of Finance of the Russian Federation

**Participants:**
**Anna Zelentsova**, Strategic Coordinator, the Be Finance Savvy project
**Nikolay Berzon**, Director, the Federal Methodology Center for Financial Literacy in General and Secondary Vocational Education
**Leonid Kolodkin**, Deputy Managing Director, SPN Communications
**Sergey Makarov**, Professor, Financial University

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**10 Years of Endowment Market: Results and Development Trends**

Expert Discussion

Over 10 years when the endowment capital market existed in Russia, we gained extensive experience and practice in application of this tool to support the nonprofit sector. Experts estimate that the aggregate assets involved in the endowment capital amount to approx. RUB 20 bln, and the annual proceeds from endowment capital are estimated at over RUB 1.5 bln. According to the market practitioners, endowment capital is an efficient tool for long-term financing and ensuring financial sustainability, allowing you to complement (and in some cases, substitute) the existing funding. However, the available practical knowledge suggests there is a number of challenges in the applicability of the existing laws and also identified the need for further improvement of the legal framework and for consolidation of efforts of public authorities and the non-profit sector to create favorable conditions for the most efficient endowment capital development.

**Issues for Discussion:**
- Summing up the results of activities of endowment markets - the market and its players 10 years later
- Evaluation of applicable law and application practices
- Difficulties in the way of development of endowment capitals
- New prospects What support can funds count on?

**Moderator:**
**Irina Tolmacheva**, Head, Research Projects and Intellectual Property Division, RANEPA

**Participants:**
**Artem Shadrin**, Director of Strategic Development and Innovations, Ministry of Economic Development of the Russian Federation
**Irina Vdovenko**, Head, Endowment Capitals Program, Donors Forum
**Daria Miloslavskaya**, Branch Director, International Center for Not-for-Profit Law in Russia; Chairman, Association of Lawyers for Civil Society
**Alia Samoletova**, Chief of Staff, the Rector’s Office, the European University at St. Petersburg
**Lyudmila Panteleyeva**, Deputy Head, Investment Management Department, Gazprombank PJSC
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<tr>
<td>10.00-12.00 a.m.</td>
<td><strong>Ecological and Economic Approach to Development of Territories</strong></td>
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<tr>
<td>Building 5 Room 306</td>
<td>Expert Discussion</td>
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<td><strong>Issues for Discussion:</strong></td>
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<tr>
<td>• Ecological and economic approach to territorial development</td>
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<td>• Socio-economic development strategy for Bigger Yalta</td>
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<td>• Project for the creation of a federal resort of the Crimea Southern Coast Center</td>
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<td>• Socio-economic development strategy for Sevastopol</td>
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<td>• Ecological economics, external effects of economic growth</td>
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<td>• Indicators of socio-economic progress and sustainable development</td>
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<td><strong>Moderator:</strong></td>
<td>Vladimir Komarov, Head, Knowledge Economics Laboratory, Institute of Applied Economic Research, RANEPA</td>
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| **Participants:** | Sergey Bobylev, Head, Chair of Environmental Economics; Head, Center for Bio-Economy and Eco-Innovations, Economic Department, Lomonosov Moscow State University  
| | Irina Khovavko, Senior Researcher, Chair of Environmental Economics, Economic Department, Lomonosov Moscow State University  
| | Christina Opritova, Director, Department for Economic Development of Yalta Urban District, Republic of Crimea  
| | Vladimir Kotsyubynsky, Senior Researcher, Knowledge Economics Laboratory, RANEPA |
| 12.00-12.30 a.m. | Break                                                               |
| 12.30-2.30 p.m. | **Universities 3.0: The Future is Coming**                         |
| Building 5 Assembly Hall | Expert Discussion                                                      |
| Discussion on the role and place of entrepreneurship within universities lasts more than 100 years already. In recent years, it was given a renewed momentum: University 3.0 must not only deal with education, but also rapidly develop technological and business competences and engrain the entrepreneurial culture. |                                                                  |
| **Issues for Discussion:** |                                                                  |
| • Revision of the education paradigm or a way to ensure the employment of graduates in overheated market conditions? |                                                                  |
| • Can a university become the center of changes and development in regions, sectors, and the country? |                                                                  |
| • How versatile is this model? |                                                                  |
| • How should the structure of the Russian higher education look like? |                                                                  |
| • How reasonable is the retention of departmental and sectoral structure of the higher education? |                                                                  |
| • How to promote education and universities? |                                                                  |
| **Moderator:** | Vladimir Vasilyev, Rector of the St. Petersburg National Research University of Information Technologies, Mechanics and Optics |
| **Participants:** | Olga Vasilyeva, Minister of Education and Science of the Russian Federation |
Options for the Regulation of the Market for Alcoholic Beverages and Their Socio-Economic Effects

Presentation and discussion of the report on the assessment of socio-economic and fiscal findings of different scenarios of regulation of the market for alcohol products in Russia until 2020.

Issues for Discussion:

- Beer production trends and consumption factors in the Russian Federation
- Current global trends of the alcoholic beverages market regulation
- Selection of the best possible strategy for excise taxes in the alcohol market in Russia
- Separate regulation of alcohol products in Russia

Moderator:
Sergei Prikhodko, Executive Director, the Gaidar Institute of Economic Policy

Participants:
Sergey Drobyshevsky, Scientific Director, the Gaidar Institute for Economic Policy
Vadim Zhivulin, Director, Regulatory Impact Assessment Department, Russian Ministry for Economic Development
Andrey Gubka, Chairman, Union of Russian Producers of Beer and Nonalcoholic Products
Kirill Bolmatov, Director, Corporate Relations, United Breweries Heineken
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<th>Time</th>
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<tr>
<td>12.30-2.30 p.m.</td>
<td>Building 5 Room 308</td>
<td><strong>Change Management: Global Supply Chains and Industry 4.0</strong></td>
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<td><strong>Expert Discussion</strong></td>
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<td>Change management in the technological chain of value creation, distributed production and relationship of the value-addiing processes from start to finish of the product development/supply chain provide a new dimension to the problem of forming a common platform for interaction of industrial, commercial and transport-and-logistics companies and for networking security. The digital economy (industry 4.0), IT is already changing the structure of companies, sectoral borders, business models and business strategies applied, set of core competencies and management technologies. The discussion aims to uncover new trends in the management of global supply chains, to develop strategic proposals and recommendations on the integration of the national economy into global value chains, to continue and strengthen the expert dialogue on key issues on arranging networking cooperation.</td>
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<td><strong>Issues for Discussion:</strong></td>
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<td>● Global supply chains and digital transformation processes: challenges for Russia in industry and business object deployment, international trade and economic cooperation, transport and logistics interaction</td>
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<td>● Digital ecosystems and business transformation strategies, networking cooperation models, opportunities of translogistic platforms for cooperation and collaboration</td>
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<td>● Sources/factors of change in the industry 4.0, new trends in the management of global supply chains under the influence of digital transformation</td>
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<td>● Directions and opportunities of technology innovation in supply chain management; company personnel as the most important asset in implementation of new changes</td>
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<td><strong>Moderator:</strong></td>
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<td>Oleg Dunaev, Deputy Chairman, Chamber of Commerce and Industry of the Russian Federation</td>
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<tr>
<td>12.30-2.30 p.m.</td>
<td>Building 5</td>
<td><strong>State in the middle of Century 21: what are the strengths?</strong></td>
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<td><strong>Expert Discussion</strong></td>
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<td>Valday Club and Russian Public Opinion Research Center launched the project: Russia: Readiness</td>
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Room 222

The debate will become the starting point of the expert dialogue aimed at identifying ideas and directions that are likely to lead the country to success with the right policies.

Today there is a variety of ratings and indicators worldwide: economic development indicators, institutions, democracy and many other indicators. All of them have one significant limitation: the development understood as merely quantitative growth does not lead to a qualitative shift from one state to another. The image of the future includes technological breakthroughs, cultural transformation, changing social relations, new governance systems and other areas, in which changes in the next 15-20 years may become decisive for our society.

The discussion will focus on possible changes in the public administration system, the strategy-setting basics and sustainable development prospects for the country.

Issues for Discussion:

- What should the modern state be like to be efficient and ensure social prosperity?
- What indicators can measure the features of such an efficient state and is such measurement possible at all?
- What is in the medium and long-term role of the state in the community, what models and scenarios are possible?

Moderators:
Fyodor Lukyanov, Director, Research, Valday Fund; Editor-in-chief, Russia in Global Politics
Valery Fyodorov, General Manager, Russian Public Opinion Research Center

Participants:
Vasily Kashin, senior researcher, Center for Comprehensive European and Global Studies, the National Research University Higher School of Economics
Alexander Filippov, Professor, the National Research University Higher School of Economics
Vadim Volkov, Vice Principal, the European University at St. Petersburg
Vitaly Kurennoy, Head, School of Cultural Studies, the National Research University Higher School of Economics
Andrey Bezrukov, Associate Professor, MGIMO

12.30-2.30 p.m.
Building 5 Room 223

Trade and Economic Development Strategy for Russia and EAEU in the Current Context

Expert Discussion
The major breakthroughs in the global trading system triggered by regionalization, deepening Eurasian integration, wider global interests of domestic businesses as the Russian economy opens up to internationalization and transnationalization, the changing nature of economic integration necessitate shaping of the new approaches to the Russian integration strategy. The active integration agenda should be built so that to foster higher growth rates of the Russian economy.

Issues for Discussion:

- How can Russia advance its interests in WTO?
- What strategy of cooperation with the new-generation trade agreements should it follow?
- Results of EAEU Treaty two-year application
- What export potential development methods does EAEU offer?
- Can the trade policy be used as an economic growth tool?

Moderator:
Alexander Knobel, Director, Center for International Trade Studied

Participants:
Natalia Volchkova, Policy Director CEFIR
Andrey Lipin, Deputy Director, Monetary Policy Department, Bank of Russia
David Tarr, Consultant, the World Bank
Andrey Portansky, Professor, National Research University - Higher School of Economics
Evgeny Vinokurov, Director, the Center for Integration Studies, EDB

14.30-15.00 a.m. Break

3.00-5.00 p.m.
Building 2 Room 237

Business Education: the Role of Emotional Intelligence and Adaptability to Changes
Expert discussion dedicated to the 50th anniversary of the AMBA International

AMBA International Association is the world leader in the evaluation of quality of Master of Business Administration programs and evaluation of the quality management training. The Association has been in the Russian market for almost 15 years, and during this time it has seriously altered the entire landscape of management education in the country, as well as greatly raised quality of the MBA programs.

In addition to the accreditation activities, AMBA International is the popularizer of achievements of management and business education, a platform for exchange of the best world experience. The latest trends in business education, its achievements and problems are discussed through conferences, roundtables carried out by AMBA.

In year 2017 AMBA celebrates its 50th anniversary. Its celebration is opened by a plenary section in the Gaidar Forum dedicated to the most topical problems of business education.

Issues for Discussion:
● How will a new information age, the fourth industrial revolution and breakthrough technology affect business education?
● What qualities should modern manager-leaders have?
● What should a modern leader do for the development of emotional intelligence and adaptability to changes?
● How will the role of business schools and MBA programs structure change under the influence of breakthrough technological factors?
● How to achieve synergy through business schools and real business development;
● What qualities should a successful manager have in the digital age?

Moderators:
Andrew Wilson, CEO, AMBA International
Ashot Seferyan, Director, the Executive MBA program, Institute of Business Studies, RANEPA

Keynote report:
Sir Paul Judge, President, AMBA

Participants:
Vladimir Mau, Rector, RANEPA
Laurie Bristow, British Ambassador Extraordinary and Plenipotentiary to Russia
Sergey Myasoedov, Vice-Rector, Director, Institute of Business Studies, RANEPA; President, the Russian Association of Business Education
Sergey Kalendzhyan, Dean, the Graduate School of Corporate Management, RANEPA
Boris Shcherbakov, General Manager, Dell Russia
Konstantin Krotov, First Deputy Director, Higher School of Management at St. Petersburg State University
Maxim Kuznetsov, Vice President, Russia and CIS, Philips
Alsu Akhmetshina, Director, Higher Business School at Kazan Federal University