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ENDERO

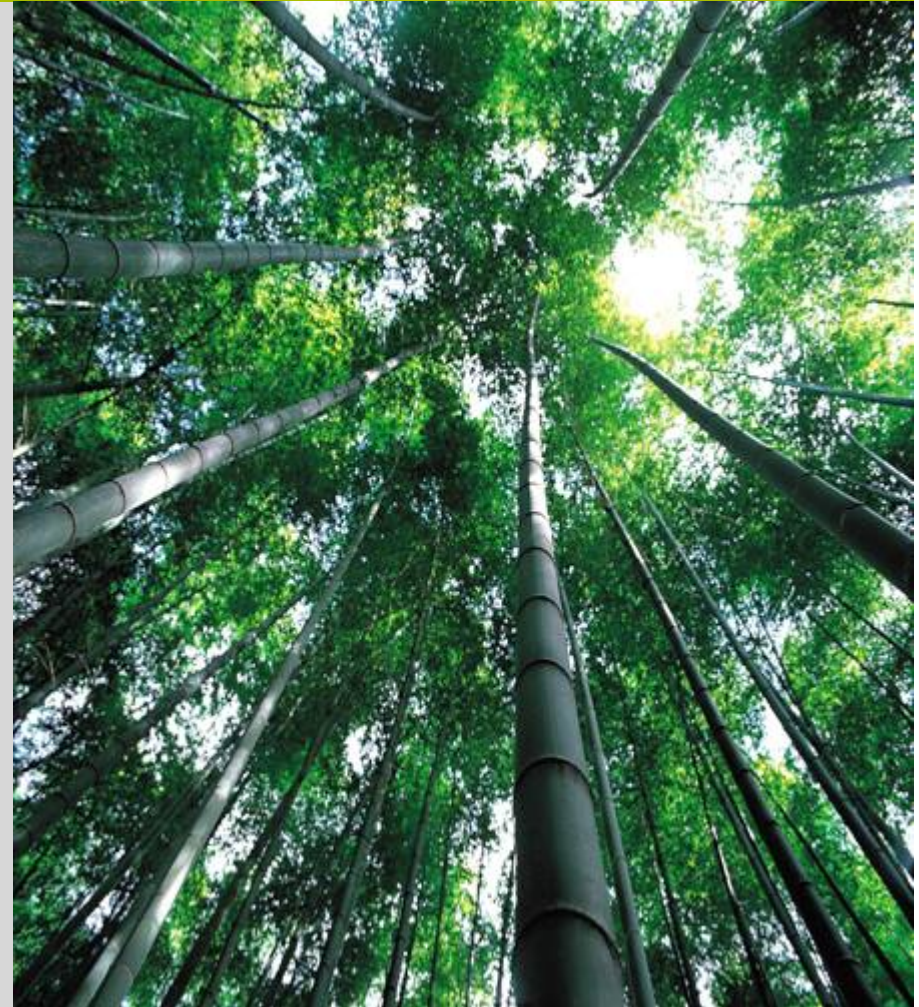
WHAT DID WE FIND OUT BEING IN RUSSIA

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ENDERO

The Interactive Art of Business Success

- Interactive, innovative and business oriented ICT service provider
- Services for the entire lifecycle of digital communication, information management and software production
- Customers include ICT organizations, business management and communication organizations, research and development and service providers
- Service centers in Helsinki and St. Petersburg
- More than 10 M€ annual revenue and 140 employees, rapidly growing
- Owned by Atine Group Plc.



WHAT DID WE FIND OUT BEING IN RUSSIA

Highly lucrative markets

- Fast growth in almost any subsector
- Competition relatively low
- Market share can be taken

Labor pool

- Size exaggerated in many sources but quality quite good
- HR management must be done better than in Finland

Bureaucracy

- Primitive labor and bookkeeping legislation causing unnecessary costs

Innovation network weak but gladly industry driven

WHAT DID WE FIND OUT BEING IN RUSSIA



- Process of starting business is similar in both countries. Most differences are technical, not strategic or obstacles for entering on market.
- Major differences when partnerships created
 - Background information search
 - National differences in negotiation process
 - Co-operation models differs a lot
- Marketing and sales process differences
- Good planning is essential for success everywhere but in Russia company needs more reaction skills.

Value of network must never be undervalued – in both countries. Structures of relevant networks are similar. Time is needed to build them.