



# RESEARCH OF KEY TRENDS AND SPECIFIC WORK FEATURES OF SPECIALISTS IN GOVERNMENT RELATIONS IN RUSSIA

Based on the survey among GR-directors  
and GR-specialists of large enterprises

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“During the elaboration of this survey we ventured hypotheses about objectives and specific features, pertaining to the work of GR-specialists. Through the carried out research we were able to verify our assumptions and answer the questions as to what specialists in Government Relations do, how they see the evolvement of their profession and, finally, how it is possible to make the work of GR-specialists more effective and transparent.

The research outcomes proved the point that proactivity and the high-level self-organization skills are important characteristics of seasoned GR-professionals. Our ability to independently set objectives makes it possible to monitor risks, be ahead of the curve and create new tools and communication channels between business and government structures on a permanent basis. One of such instruments – legal expertise of legislative acts. In particular, according to the research, the implementation of legal expertise influenced opinions of colleagues about the professional environment – those who conduct expertise rarely assume that the GR-market is non-transparent. So, that is a fair point to suggest that our proactivity makes our work better in terms of quality, thus dispelling the myths, regarding the impact of “backstage” talks, negotiations which take place “behind the scenes”.

We cordially thank all the participants of our survey. We express our appreciation to all experts, who had time to share their commentaries. Hope that the survey’s results will be useful for multi-level GR-specialists and CEOs. We are ready to answer all your questions with regard to the implemented research”.



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# ABOUT THE RESEARCH

## GOAL OF THE RESEARCH:

Identification of key trends and functional specific professional features of specialists in Government Relations in Russia.

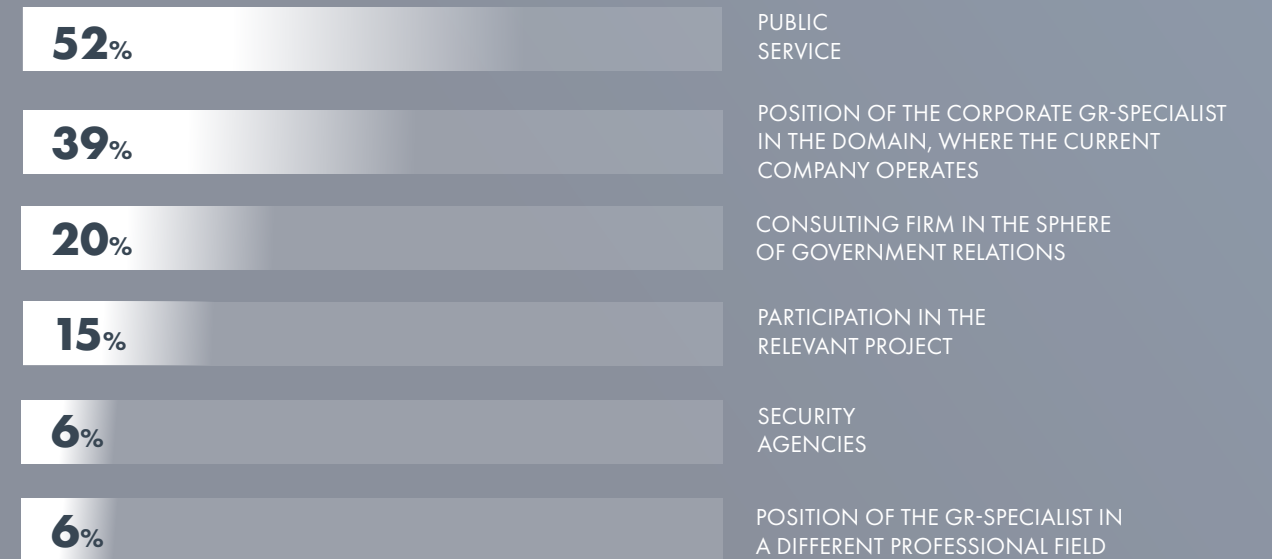
## OBJECTIVES OF THE RESEARCH:

- Determine the key activity directions of corporate GR-specialists and major tasks before them;
- Unveil the most important communication channels between business and government structures;
- Identify the main personal qualities and professional skills of GR-specialists;
- Review the trends with regard to the operation of a GR-department (a specialist) within the company as well as ways of recruiting specialists in Government Relations;
- Evaluate the current state of affairs in the domain of GR-services in Russia.

# ABOUT THE RESEARCH

→ We carried out the exploratory research among specialists of the GR-industry, working in the corporate large-business segment, through the online questionnaire survey. Among the respondents of the online questionnaire survey are 103 GR-specialists of large Russian and international companies with the minimum sectorial representation. As the next step, a number of expert interviews among CEOs of large business structures and GR-specialists were conducted. 15 CEOs provided expert commentaries and answered the survey's questions.

## AMONG THE PARTICIPANTS OF THE ONLINE SURVEY WERE EXPERTS WITH THE FOLLOWING WORK EXPERIENCE:



WORK EXPERIENCE IN GR (TOTAL), YEARS
  WORK EXPERIENCE IN THE COMPANY, YEARS
  WORK EXPERIENCE IN THE CURRENT POSITION, YEARS

### MEAN VALUE



### MEDIAN VALUE



### MINIMUM VALUE

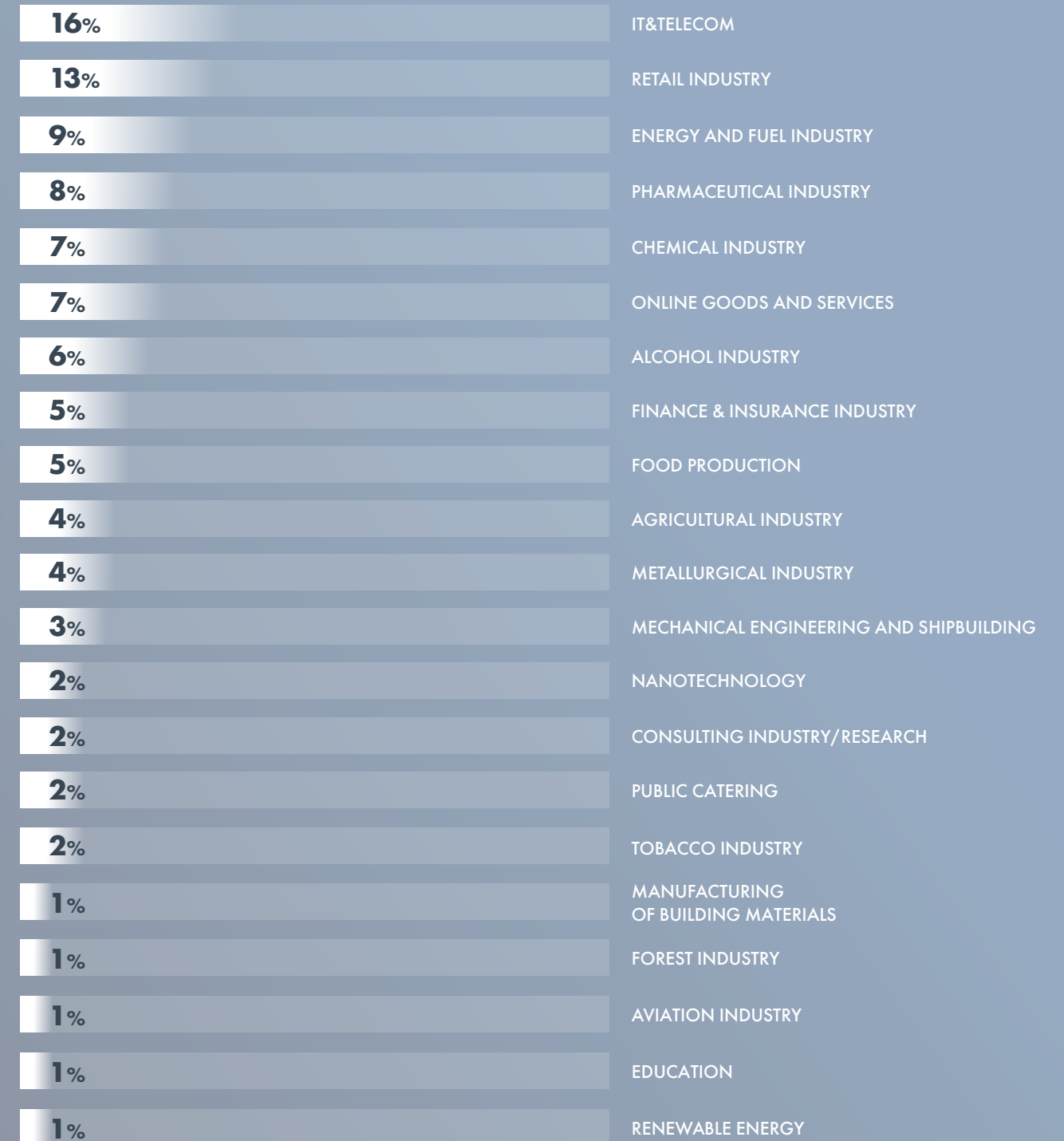


### MAXIMUM VALUE



## ABOUT THE RESEARCH

### SECTORIAL REPRESENTATION:



# KEY CONCLUSIONS

## 1.

From the standpoint of GR-specialists, the work through business and sectorial associations as well as within the framework of advisory and consultative bodies is the most popular transparent way of supporting dialogue between business structures and public authorities.

## 2.

The most in-demand tasks, which lie before GR-specialists, predominantly touch upon the domain of communication – interaction with public, sectorial, expert associations, building rapport and relations with representatives of legislative and executive authorities, arrangement of events or participation in events with the engagement of public officials.

## 3.

There are substantial differences as regards the work profile of GR-specialists of Russian and international companies<sup>1</sup>: GR-specialists within Russian companies are twice as likely than GR-specialists within international companies to tackle the tasks of legal and financial nature, in particular, with regard to the implementation of legal expertise and the receiving of benefits and subsidies. Within international companies GR-specialists more often have to tackle tasks, concerning the analysis of regulatory risks, competitors and stakeholders.

## 4.

The work of GR-specialists is almost equally composed of planned and spontaneous tasks. Among the first-category tasks are the analysis of regulatory environment and the implementation of legal expertise, building rapport and relations with public authorities. At the same time, the arrangement of events or participation in events with the engagement of public officials, creation of sectorial expertise and preparation of speech texts and materials for corporate managers, vice versa, occur spontaneously.

## 5.

Among those, who consider that communication between business structures and public authorities is non-transparent, are GR-specialists, who do not use the instrument of legal expertise with regard to legislative acts and their drafts.

## 6.

The key qualities/soft skills of GR-specialists: stress resistance, goal orientation, proactivity and sense of responsibility. On top of that, the competent GR-specialist should possess communication and negotiation skills, adaptability, multitasking skill.

## 7.

Most often, recruitment for the purpose of executing the GR-function is carried out by the internal HR-service and directly CEO (as a rule if the GR-specialist is directly subordinate to the CEO). It is a less common practice to hire external HR-specialists for recruitment purposes.

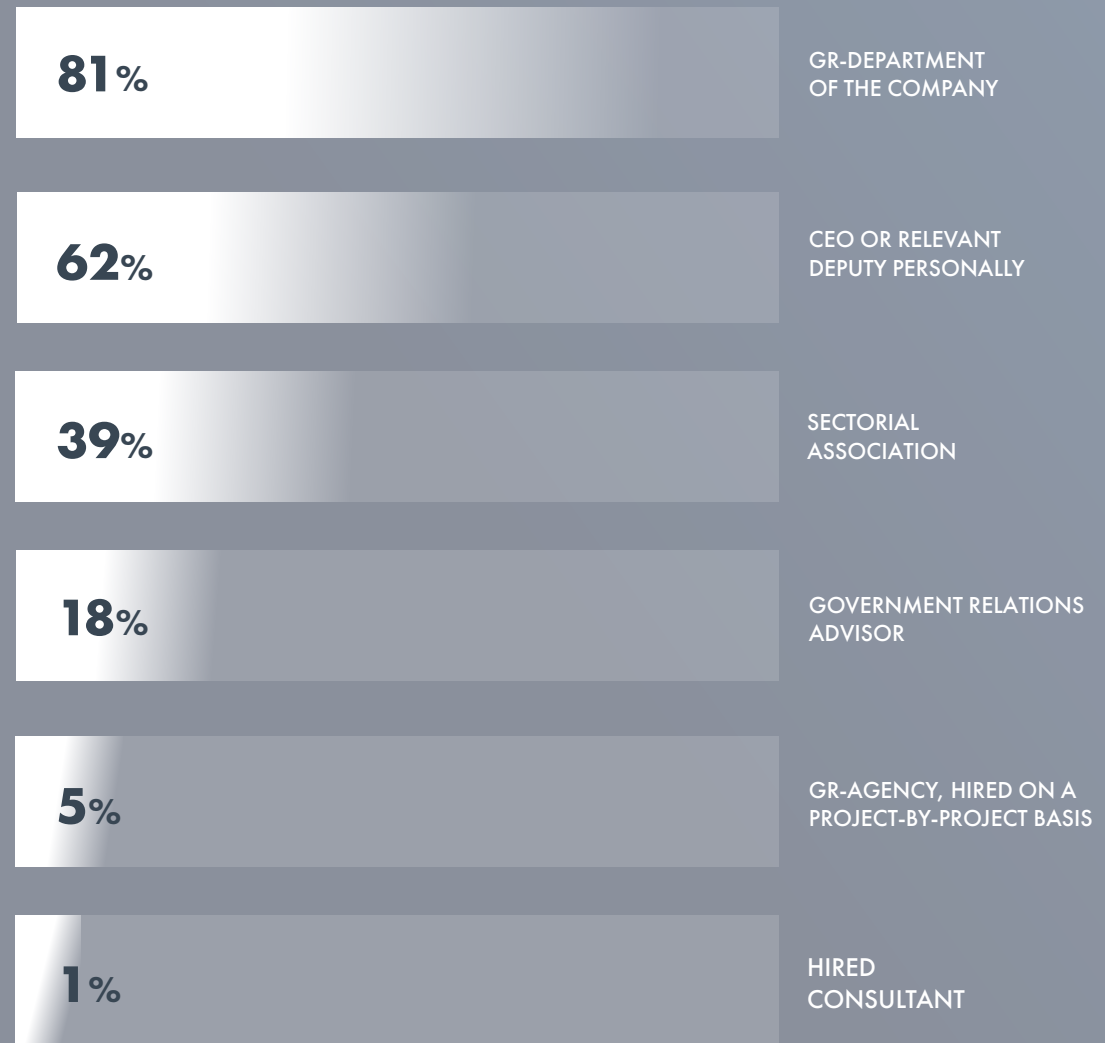
## 8.

Some part of respondents, preferring the work through business and sectorial associations, are certain that this tool is very effective for promoting business interests, compared with the employment of professional consultants in Government Relations. At the same time GR-specialists, who utilize the analytical instruments (analysis of the regulatory environment, legal expertise) as well as the public-private partnership strategy, vice versa, highlight the considerable effectiveness of external consultants for achieving GR-goals. Such a position is shared by specialists, whose work is associated with tackling the company's economic and financial tasks as well as with promoting its interests at the international level.

## 1

Russian companies – companies, established in Russia, which do business both in the territory of the country and abroad.  
International companies – companies, which were initially launched abroad and which currently do business in other countries, incl. Russia.

# REPRESENTATION OF THE COMPANY'S INTERESTS WITHIN PUBLIC AUTHORITIES<sup>1</sup>



**1** \_\_\_\_\_

## 103 RESPONDENTS

Distribution of answers to the question "As far as the representation at the governmental level of interests of the company where Your work is concerned, who most often represents the company's interests?", it is possible to choose several options, % of respondents, sampling – 103 respondents.



"In my point of view, nobody can replace an in-house GR-specialist who is loyal to the company to the maximum extent possible and is always aware of it's agenda. Further it makes sense and even necessary to involve industrial associations, because it is impossible to resolve some issues without them. And the last-priority task is to hire external GR-specialists for a particular project. Such specialists can be useful if they are able to form the team of specific experts to tackle a certain task".

Vilena Galkina,  
Director of Government Relations,  
GEROPHARM

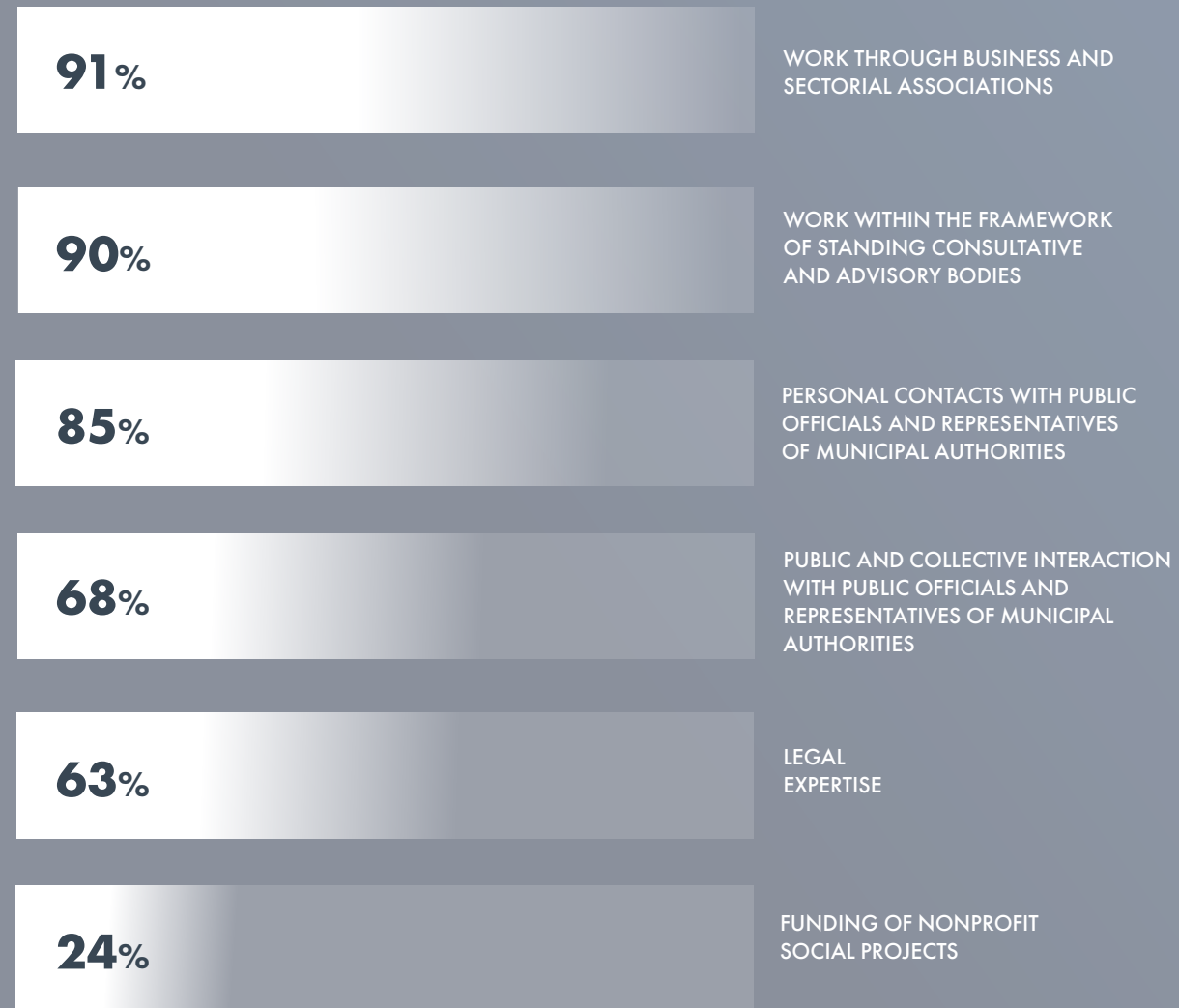
→ Interests of the company within public authorities are represented by: GR-specialists – in 81% of all cases, by relevant deputies or CEOs personally – in 62% of all cases, by sectorial associations – in 39% of all cases.

→ If the GR-department is subordinate to the head office of the corporation, then it is highly probable that the company's interests within public authorities are represented by GR-specialists and not by the company's CEO. By contrast, there is a situation, when the GR-department is directly subordinate to the CEO or relevant deputy – in this case the company's interests within public authorities are most often represented by the CEO personally.

→ CEOs more often suggest that they personally or sectorial associations should represent the company's interests within public authorities, while GR-specialists are more often of opinion that they are mainly responsible for the company's representation within public authorities, while the secondary role lies with CEOs and sectorial associations.

# COMMUNICATION WITH PUBLIC AUTHORITIES

## WAYS OF INTERACTION BETWEEN BUSINESS STRUCTURES AND PUBLIC AUTHORITIES<sup>1</sup>



1

### 103 RESPONDENTS

Distribution of answers to the question "Please, note, what are the most popular transparent ways, instruments of interaction between business structures and public authorities, which are actively utilized in Russia, in Your opinion?", it is possible to choose several options, % of respondents, sampling – 103 respondents.



→ GR-specialists note that the most effective and transparent dialogue with public authorities is conducted on behalf of the entire industry and implemented through the work of business and sectorial associations, standing consultative and advisory bodies and through other public dimensions.

→ On top of that, there are two distinct groups<sup>2</sup> among GR-specialists. The first group performs the GR-function exclusively through the public communication with authorities: round tables, press conferences, forum sessions. The second group gives more preference to the systemic work within the framework of consultative bodies of regulators, sectorial business associations and large business unions, as well as the second group prefers personal contacts with public officials.

→ Legal expertise as an effective transparent way of communication between business and government structures is more popular in Russian companies than in international ones, as well as among GR-specialists with over 10 years of work experience or with the public sector's work experience.

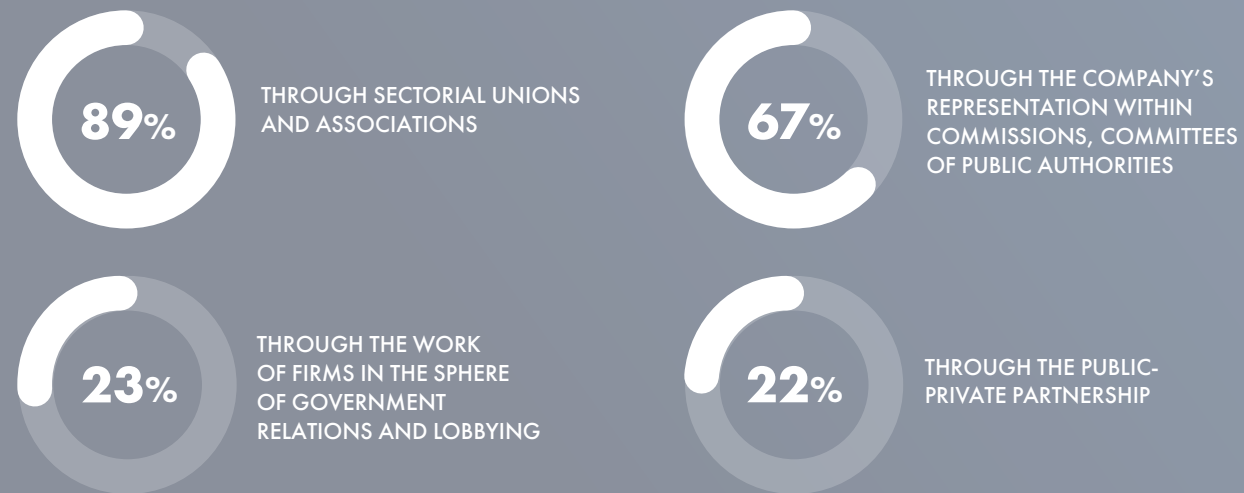
2

These groups were identified, using cluster analysis.

"Traditionally the implementation of legal expertise is not considered as an activity direction of GR-specialists. However, in practice the domain of legal expertise is an effective instrument for resolving GR-issues: it not only helps build communication with public officials, but also makes it possible to directly participate in the decision-making. Due to the legal expertise of legislative acts and their drafts, private interests obtain the pertinent justification and can be delivered at the governmental level exclusively through the toolkit of transparent GR".

Anastasia Parfenchikova,  
Director-General  
of the Research Center  
for Legal Expertise

# PROMOTION STRATEGY WITH REGARD TO THE COMPANY'S INTERESTS AT THE LEVEL OF PUBLIC AUTHORITIES<sup>1</sup>



→ Experts pointed out that the work through sectorial unions and associations is the most popular strategy of promoting the business interests within public authorities: almost 90% of GR-specialists agree with this statement.

→ 67% of GR-specialists underline that the company's representation within commissions, committees of public authorities is another in-demand strategy of promoting the private interests.

→ 22% of GR-specialists suggest that the public-private partnership is also a favorite instrument, which is utilized by business entities for the purpose of promoting their interests at the governmental level.

→ 23% of experts point out that consulting agencies in the field of GR and Lobbying can position themselves as effective intermediaries with regard to the promotion of corporate interests within public authorities. Besides, the strategic decision to hire external consultants is not triggered by the lack of GR-specialists in the company. It is equally likely that both companies with one GR-specialist and companies with 8 or more GR-specialists are going to utilize the professional assistance of consulting firms. It is worth noting that involvement of external consultants is a more common practice among GR-specialists of international companies, than Russian ones.

→ Apart from the enumerated strategies, experts had opportunities to name their own effective means of promoting the private interests: for instance, the following tools were mentioned: CEOs' communication at the highest level as well as participation in the key business forums.

## 1

### 103 RESPONDENTS

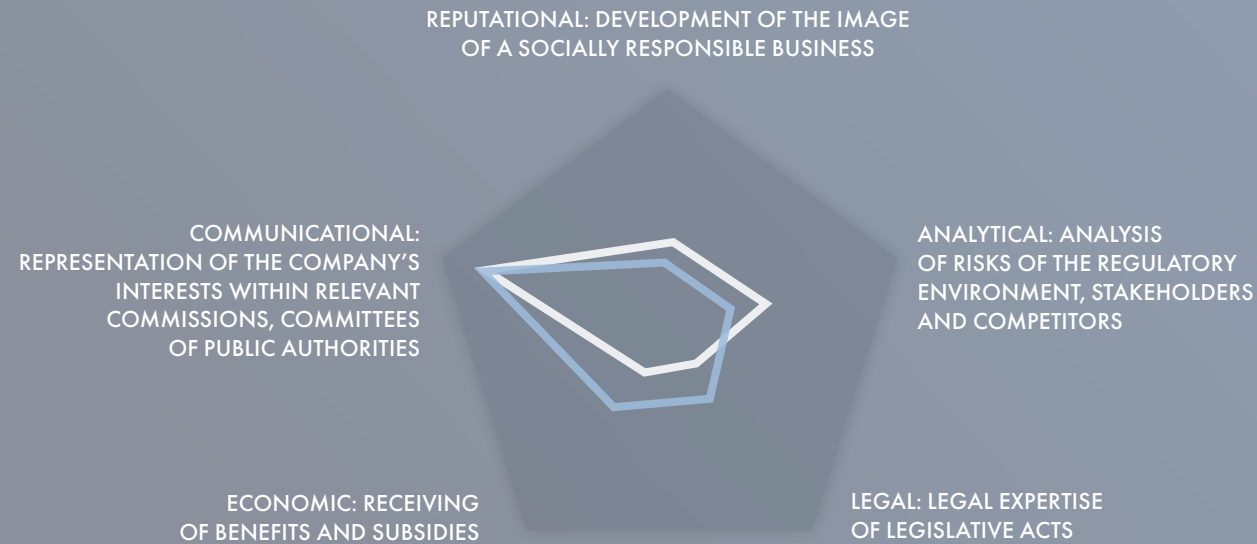
Distribution of answers to the question "What is the most popular strategy of promoting the company's interests at the governmental level, in Your opinion?", it is possible to choose several options, sampling – 103 respondents.



# COURSES OF ACTION AND OBJECTIVES OF GR-SPECIALISTS<sup>1</sup>

● RUSSIAN COMPANIES

● INTERNATIONAL COMPANIES



→ GR-specialists point out that they most often have to tackle issues in terms of the representation of the company's interests within commissions and committees of public authorities – 4 out of 5 GR-specialists perform such kind of function; it is followed by the analytical objectives, aimed at evaluating the regulatory environment, stakeholders and competitors – every third GR-specialist has to tackle these tasks. Every fourth GR-specialist is responsible for tackling the reputational (development of the image of a socially responsible business) and legal (legal expertise of legislative acts and their drafts) objectives.

→ There are substantial differences in terms of the work profile of GR-specialists between Russian and international companies: GR-specialists within Russian companies are twice as likely than GR-specialists within international companies to tackle the tasks of legal and financial nature, in particular, with regard to the implementation of legal expertise and the receiving of benefits and subsidies. Within international companies GR-specialists more often have to tackle tasks, concerning the analysis of regulatory risks, competitors and stakeholders.



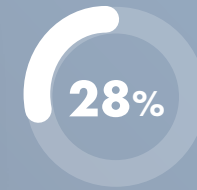
COMMUNICATIONAL: REPRESENTATION OF THE COMPANY'S INTERESTS WITHIN RELEVANT COMMISSIONS, COMMITTEES OF PUBLIC AUTHORITIES



ANALYTICAL: ANALYSIS OF RISKS OF THE REGULATORY ENVIRONMENT, STAKEHOLDERS AND COMPETITORS



REPUTATIONAL: DEVELOPMENT OF THE IMAGE OF A SOCIALLY RESPONSIBLE BUSINESS



ECONOMIC: RECEIVING OF BENEFITS AND SUBSIDIES



LEGAL: LEGAL EXPERTISE OF LEGISLATIVE ACTS

→ The most popular tasks among GR-specialists are interaction with public, business, sectorial and expert associations, building rapport and relations with representatives of legislative and executive authorities, as well as arrangement of events or participation in events with the engagement of public officials.



## 101 RESPONDENTS

Distribution of answers to the question "What are the specific tasks, which lie most often before You?", it is possible to choose several options, % of respondents, sampling – 101 respondents.

## COURSES OF ACTION AND OBJECTIVES OF GR-SPECIALISTS



"Most often GR-specialists face tasks, aimed at evaluating the risks, development opportunities and buttressing the continuous business performance – Business Continuity Planning".

Oleg Klein,  
Director-General,  
Cargill Russia

# COURSES OF ACTION AND OBJECTIVES OF GR-SPECIALISTS

## OBJECTIVES OF GR-SPECIALISTS, THAT THEY HAVE TO EXECUTE IN THEIR DUTIES<sup>1</sup>



→ As far as the timeframes for the completion of tasks are concerned, GR-specialists encounter both the long-term objectives and the instantaneous problem-solving. 91% of respondents equally tackle the long-term and short-term issues.

→ CEOs more often point out that they set planned, systematic objectives for GR-specialists, while every second GR-specialist is of opinion that the spontaneous objective-setting prevails.

→ According to the views of respondents, among the planned tasks are most often: implementation of the specific legal expertise, building rapport and relations with control and oversight authorities. Among the spontaneous tasks are most often: arrangement of events or participation in events with the engagement of public officials, creation of sectoral expertise, preparation of speech texts and materials for corporate managers.

## 1

### 103 RESPONDENTS

Distribution of answers to the question "What are the work tasks, which lie before You within Your current position?", it is possible to choose several options, % of respondents, sampling – 103 respondents.



"GR-managers' scope often demands work in an uncertain and volatile environment. Important to emphasize the availability of the risk map split into «Impact» and «Probability» sections. The map is being updated on the regular basis and each risk refers to its own tailored made anti-crisis scenario. For us it is a consistent and ongoing work".

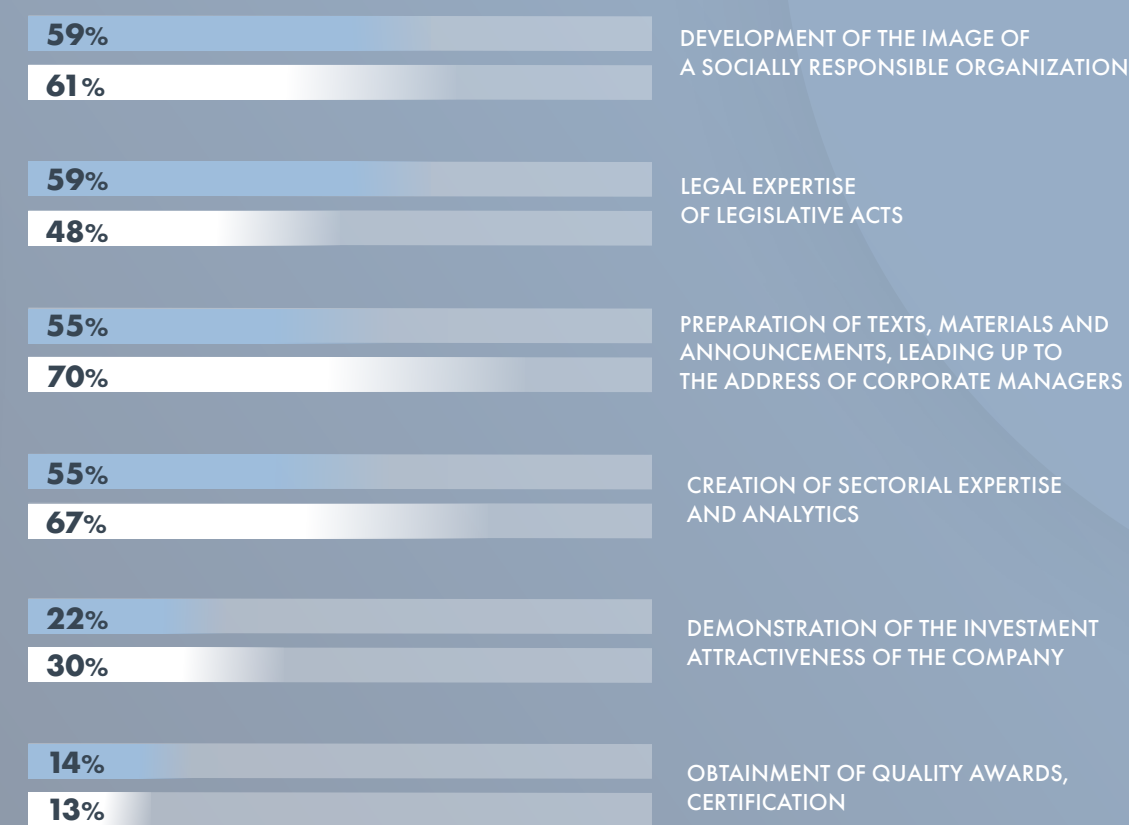
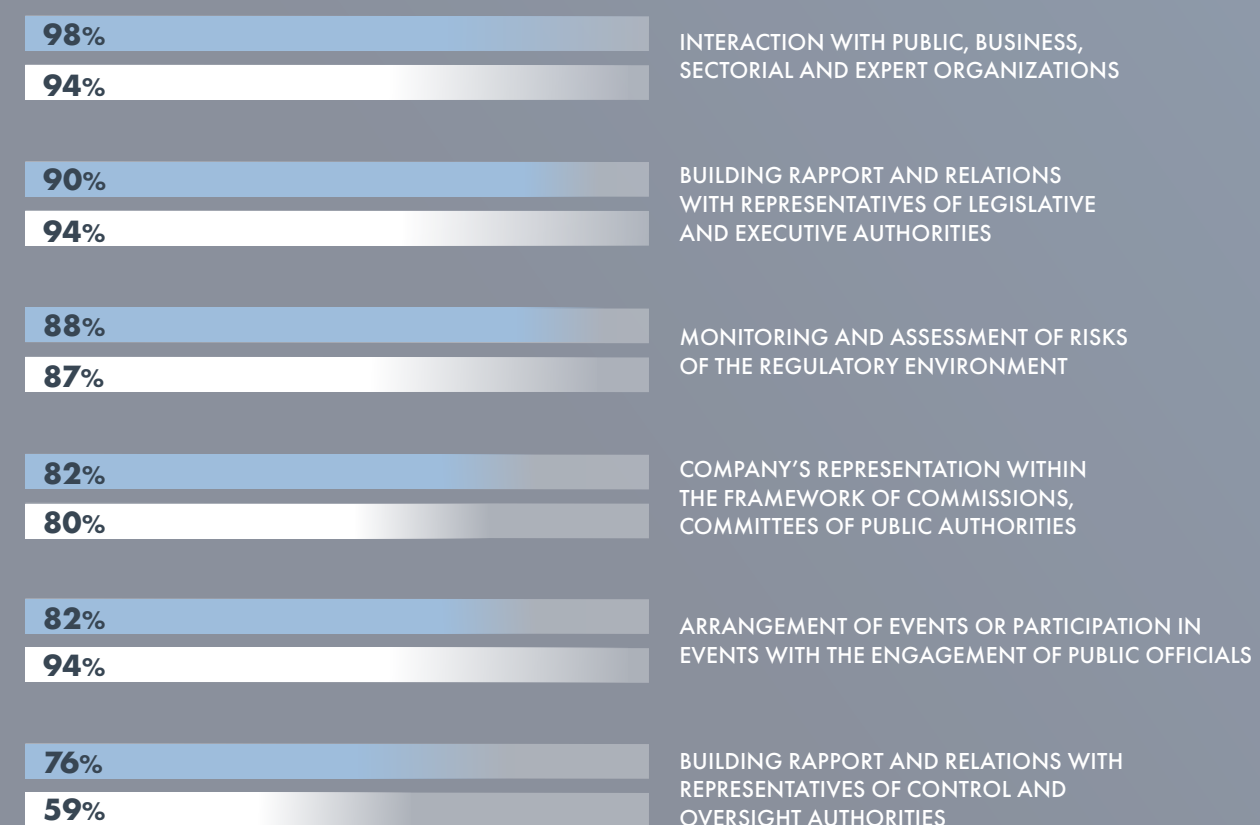
Oraz Durdyev,  
Legal & Corporate Affairs Director,  
AB InBev Efes

# COURSES OF ACTION AND OBJECTIVES OF GR-SPECIALISTS

HIGH-PRIORITY OBJECTIVES OF GR-SPECIALISTS, THAT THEY HAVE TO EXECUTE IN THEIR DUTIES, DEPENDING ON THE OBJECTIVE-SETTING TIME<sup>1</sup>

● PLANNED OBJECTIVE-SETTING

● SPONTANEOUS OBJECTIVE-SETTING

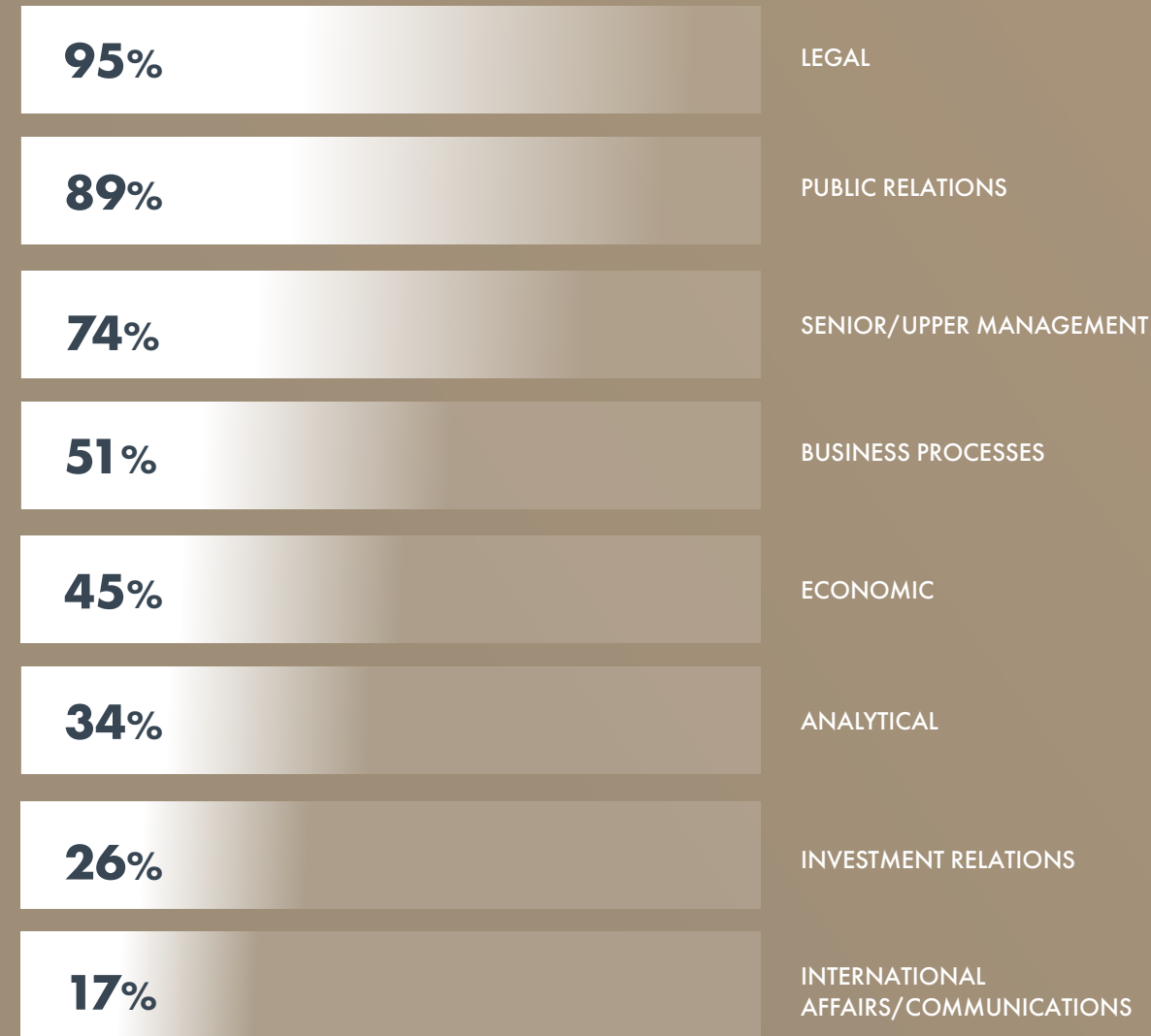


**1** \_\_\_\_\_  
**103 RESPONDENTS**

Distribution of answers to the question "What are the work objectives, which lie before You in Your position?", it is possible to choose several options, % of respondents, sampling – 103 respondents.

# CORPORATE INTERACTION

## INTERNAL INTERACTION WITH OTHER DEPARTMENTS<sup>1</sup>



1

### 102 RESPONDENTS

Distribution of answers to the question "Which internal departments are You interacting with?", it is possible to choose several options, % of respondents, sampling – 102 respondents.

→ Most often, GR-specialists interact with the Legal Department, Public Relations Department as well as with the Senior/Upper Management of the company.

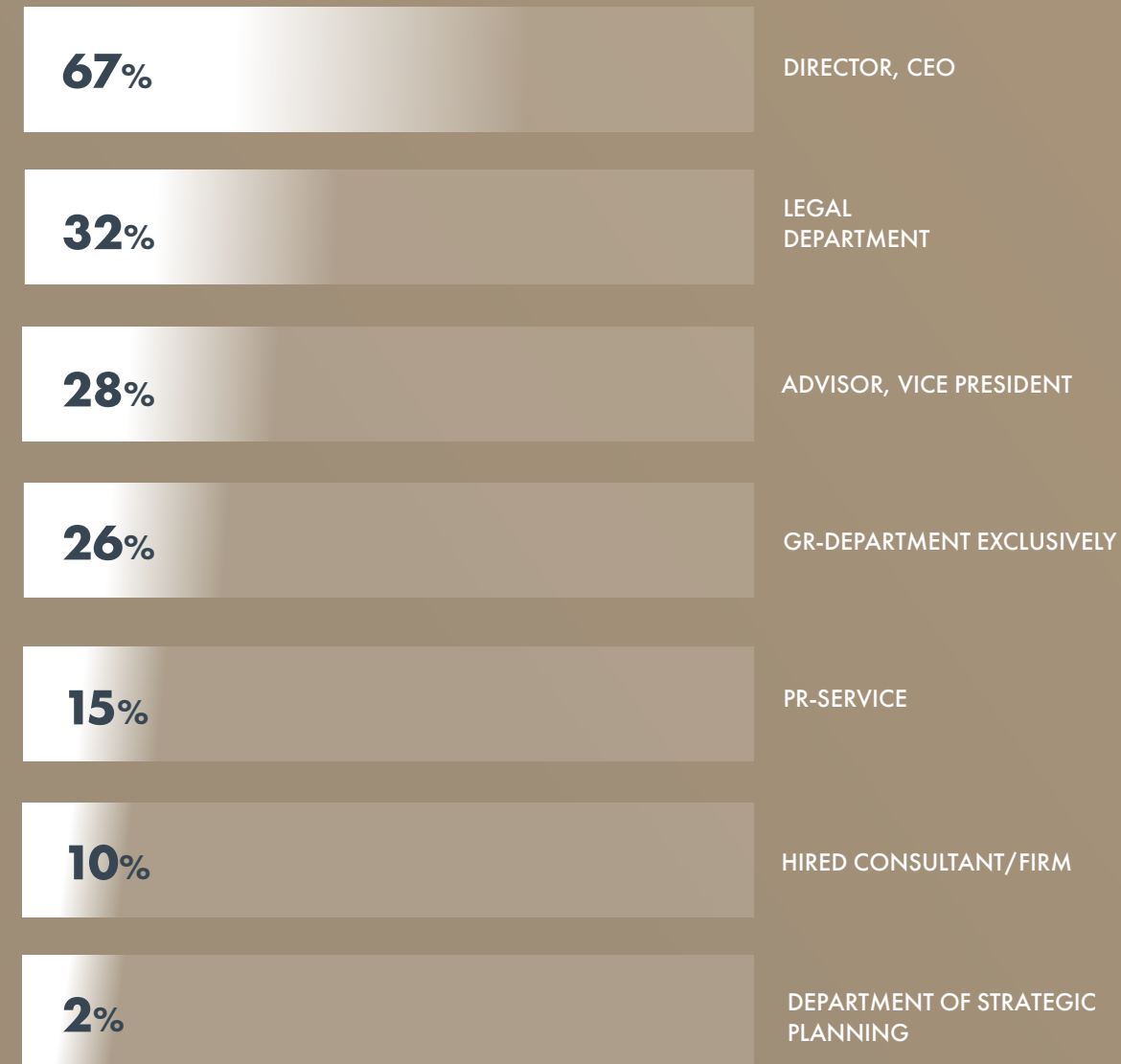
→ Moreover, experts noted the relevant communication of GR-specialists with the Business Division, Tax Division, Financial Department, Department of Environmental Security.

→ It is feasible to underline three the most popular directions for interaction of GR-specialists with other divisions of the company. The first group interacts with the Legal Department, Business Processes Department, Public Relations Department and the Senior/Upper Management. The second one more often interacts exclusively with the Legal Department, while the third one – only with the Senior/Upper Management.

→ CEOs are of opinion that GR-specialists often enough interact with the Analytical Department, while GR-specialists themselves truly interact with it only in one third cases. At the same time every second case touches upon the cooperation with the Business Processes Department.

# DELEGATION OF THE GR-DEPARTMENT'S FUNCTIONS

## EXECUTION OF GR-FUNCTIONS<sup>1</sup>



1

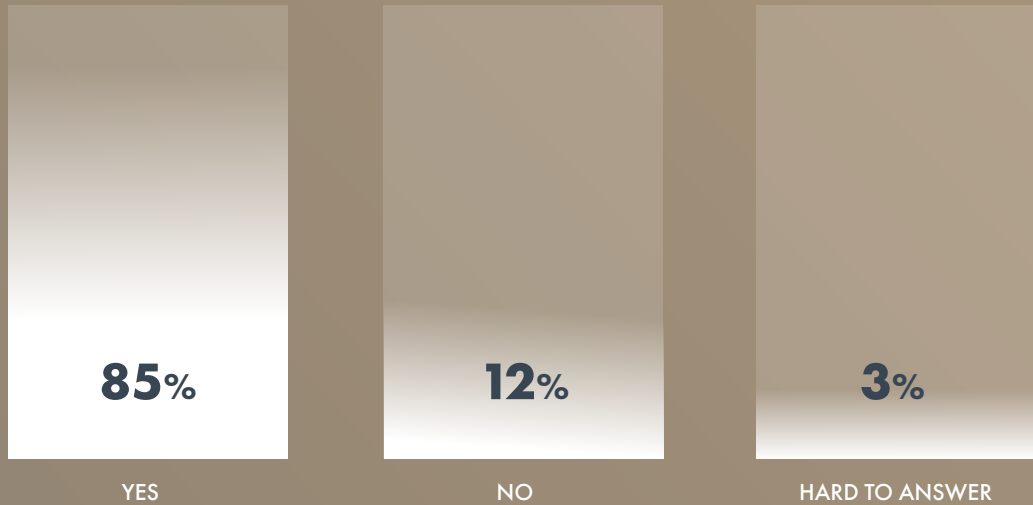
### 93 RESPONDENTS

Distribution of answers to the question "Who else executes the GR-function (apart from the representation at the level of public authorities) in Your company?" depending on the company, it is possible to choose several options, % of respondents, sampling – 93 respondents.

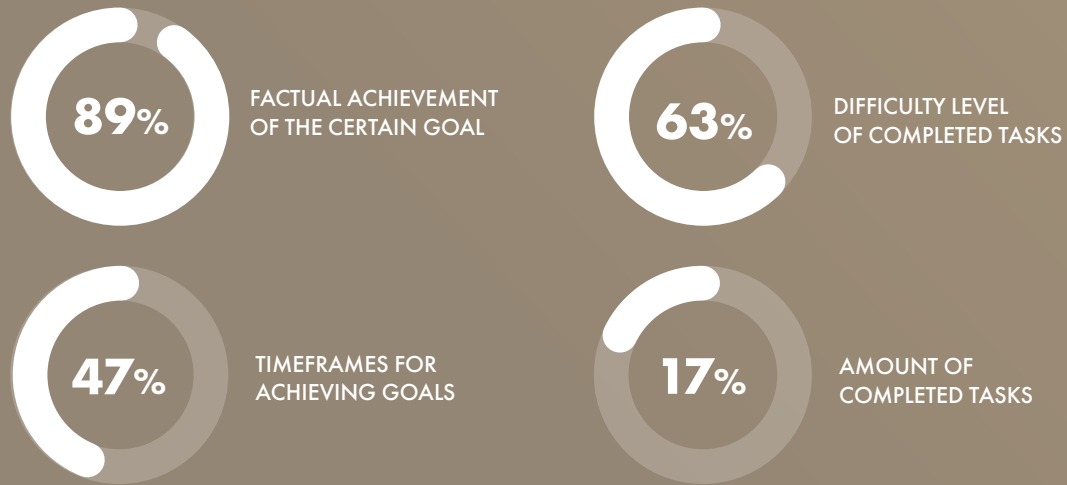
→ Objectives of the company within the broader GR-framework (apart from the representative function) are executed, according to GR-specialists, by the CEO/Director-General of the company, in one third cases – by the Legal Department. In addition to that, respondents noted the GR-function is partly executed by the Investment Director, shareholders, Department of External Affairs/Communications.

# FORMATION OF THE KEY PERFORMANCE INDICATORS (KPIs) SYSTEM

DISTRIBUTION OF ANSWERS TO THE QUESTION "DO YOU HAVE KPIs?", 102 RESPONDENTS



"WHAT ARE THE PERTINENT KPI METRICS IN YOUR WORK, IN YOUR OPINION?", 101 RESPONDENTS \*



\* It is possible to give several answers

→ 85% of GR-specialists emphatically highlighted the presence of specific KPI metrics, 12% of GR-specialists underlined the lack thereof, it was hard to give a direct answer for other respondents.

→ CEOs of companies are of opinion that timeframes for achieving goals is the paramount criterion for the relevant KPI setting, at the same time GR-specialists themselves underline the difficulty level of completed tasks.

→ To answer the KPI question, respondents were able to provide their own feedback. For example, among the essential criteria for the KPI setting were the following metrics: revenue and expenditure volume of the company, the number of engaged actors, possibility to exclude consequences of earlier identified risks or risk postponement. One of the experts prefers the Objectives and Key Results (OKR) method, and not KPIs.

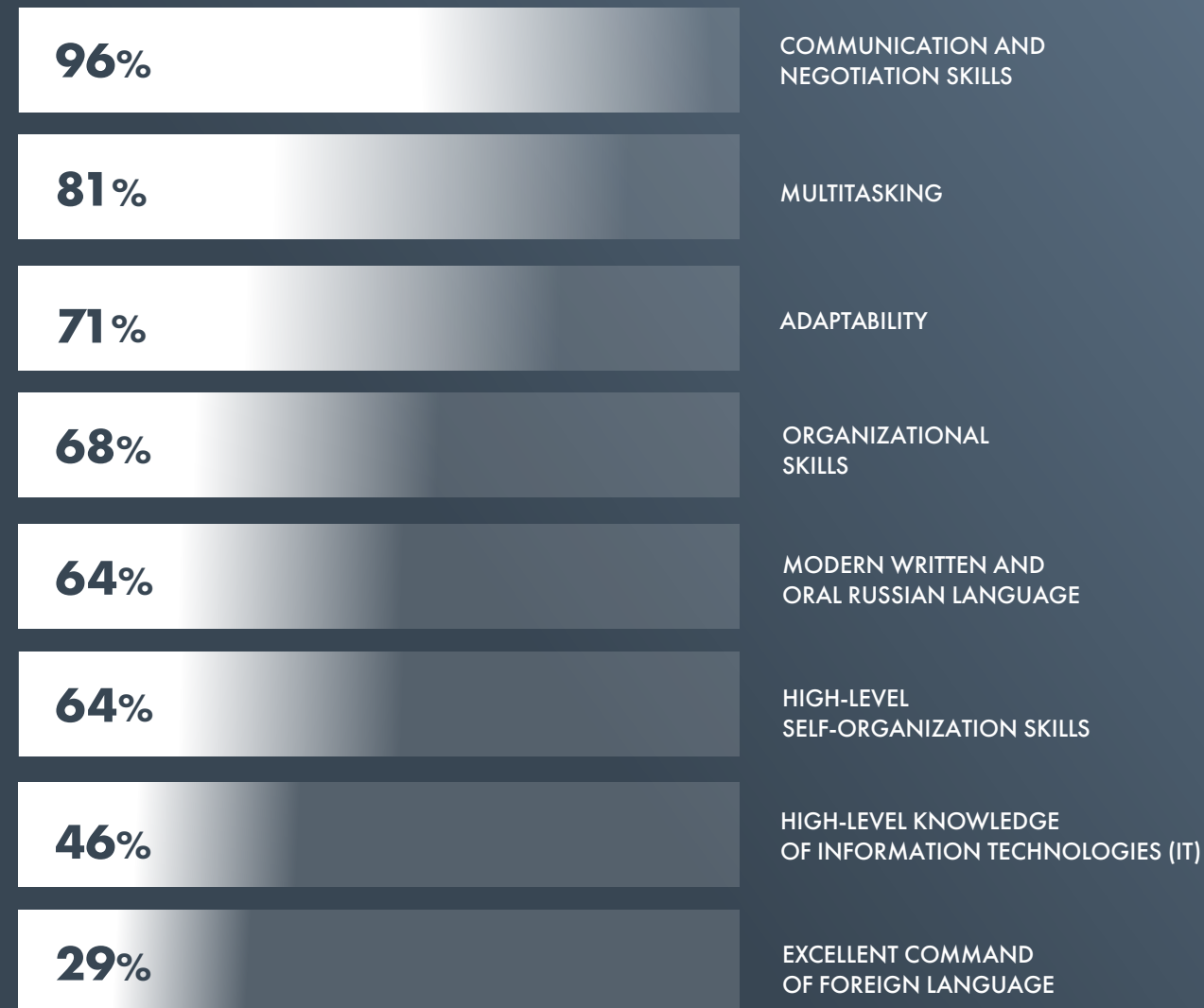


"How to measure was the GR successful or not? First you would need to get impact analysis done – if the changes should get place what would happen to the business, measure its losses and opportunities. If there are no new opportunities even through transformation of business processes or its core model, you should fight to "delay" the inevitable losses. And if such analysis is done together with business it is not an issue to create KPI's even for GR".

Elman Mekhtiyev,  
President of NAPCA

# IMAGE OF AN “IDEAL” SPECIALIST IN GOVERNMENT RELATIONS

## KEY SKILLS OF A COMPETENT GR-SPECIALIST<sup>1</sup>



<sup>1</sup> \_\_\_\_\_

### 102 RESPONDENTS

Distribution of answers to the question “In Your opinion, what are the key skills, that should be possessed by a competent GR-specialist?”, it is possible to choose several options, % of respondents, sampling – 102 respondents.

## PROFESSIONAL SKILLS

- The majority of experts highlighted the communication and negotiation expertise, adaptability and the multitasking mode among the key skills of a competent GR-specialist.
- As their own answer to the question, respondents highlighted the analytical mindset, ability to form alliances and build personal contacts with people, vast general knowledge, strategic thinking.
- Experts with over 10 years of professional experience in GR are prone to underline that a competent GR-specialist should possess the high-level self-organization skill.
- CEOs among respondents are unanimously of opinion that GR-specialists should possess organizational skills. GR-specialists themselves suggest that the multitasking mode and adaptability are more essential skills.

## IMAGE OF AN “IDEAL” SPECIALIST IN GOVERNMENT RELATIONS

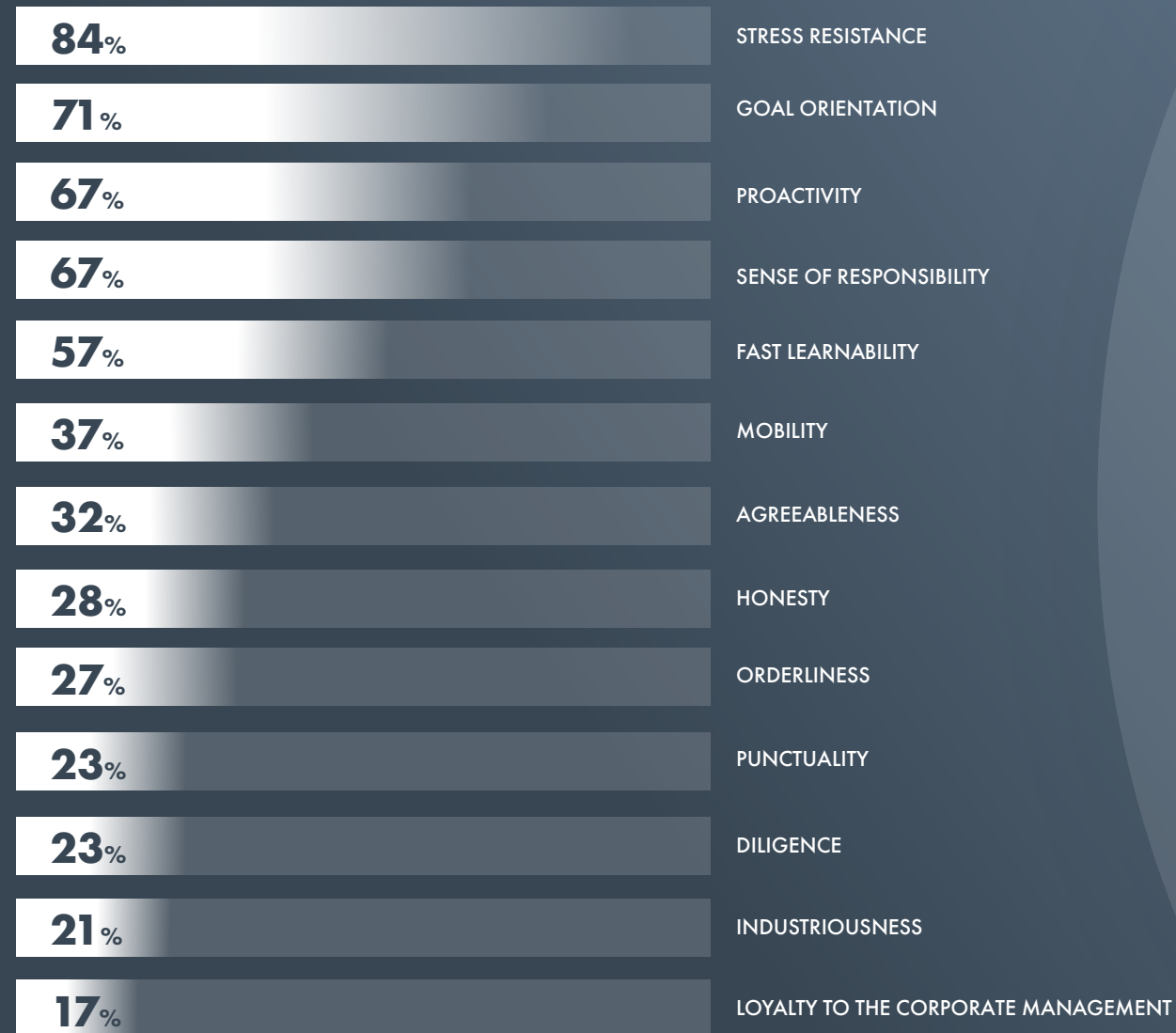


“GR-specialist – it is, first of all, a business partner. The certain professional education is not critical for this role. It is a person, who knows how business works, who is able to see and evaluate risks, to be an effective team player. Such personal qualities as proactivity and contribution mindset, which help GR-specialists be the a real business partner, are very important. Professional GR person never takes the approach: “Tell me what to do and I’ll do it”. Engagement, effectiveness, and high performance are core personal qualities for this role”.

Elena Rassudimova,  
CEO, Guardian Glass in Russia and CIS

# IMAGE OF AN "IDEAL" SPECIALIST IN GOVERNMENT RELATIONS

## PERSONAL QUALITIES<sup>1</sup>



1

## 103 RESPONDENTS

Distribution of answers to the question "In Your opinion, what are the personal qualities, which most often characterize a GR-specialist?", it is possible to choose several options, % of respondents, sampling – 103 respondents.

→ Stress resistance, goal orientation, proactivity and sense of responsibility – the most essential characteristics of a GR-specialist, according to the majority of respondents.

→ As their own answers to the question, regarding the personal qualities of a GR-specialist, experts added the competence to see and evaluate the situation from the standpoint of public authorities, flexibility, decisiveness, knowledge of the work of bureaucratic institutions, understanding the governmental mission.

→ Respondents with less professional experience more often highlighted the agreeableness feature as the most significant quality of a GR-specialist, while experts with more professional experience put an emphasis on the goal orientation ability.

## PROFESSIONAL EXPERIENCE

→ GR-specialists in Russian companies more often have the former professional experience in the public sector, than GR-specialists in international companies.

→ It is a more common practice in international companies, than in Russian companies to employ specialists, whose work experience is associated with the similar domain, where the company-employer operates.

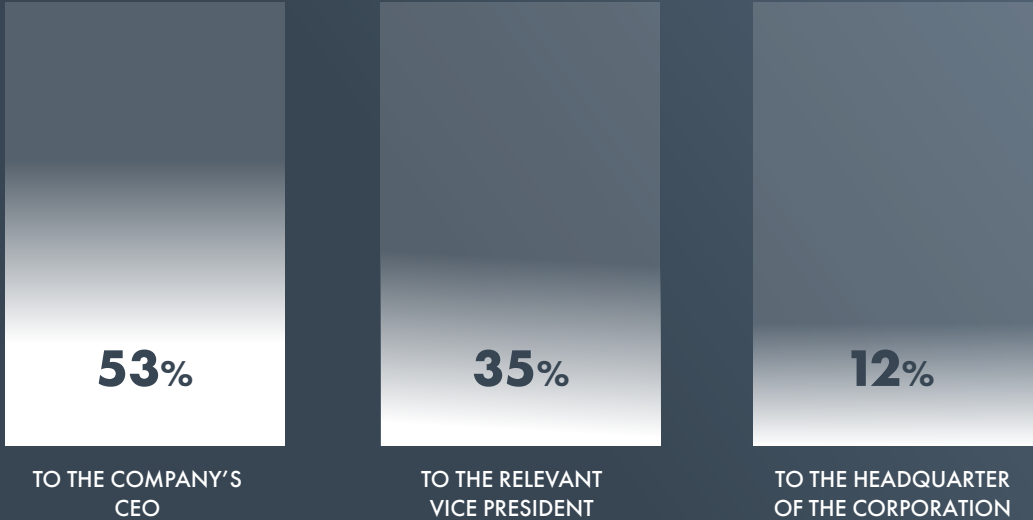
→ CEOs note that the work experience of GR-specialists in the relevant project is considered as more valuable, than the work experience in the public sector.



# STAFFING ARRANGEMENTS AND RECRUITMENT

→ 53% of GR-specialists point out that the GR-service is directly subordinate to the company's CEO, 35% – that it is subordinate to deputies/vice presidents, 12 % of specialists – that it is subordinate to the headquarter of the corporation.

## DISTRIBUTION OF ANSWERS TO THE QUESTION "TO WHOM IS THE GR-DIVISION/GR-SPECIALIST DIRECTLY SUBORDINATE?", SAMPLING – 96 RESPONDENTS \*



\* One answer, % of respondents.

→ Recruitment for the purpose of performing the GR-function within the company is more often executed by the internal HR-service or directly by the company's CEO.

→ If the GR-specialist is directly subordinate to the CEO, most often the CEO personally chooses such a specialist.

## DISTRIBUTION OF ANSWERS TO THE QUESTION "WHO MORE OFTEN SELECTS GR-SPECIALISTS?", 103 RESPONDENTS \*



\* It is possible to choose several options, % of respondents.

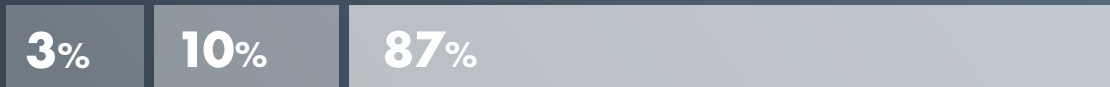
→ For the recruitment purposes the assistance of external HR-services is used less often (most often it is done by companies, which do business in the sphere of online trade and services).

→ In Russian companies CEOs more often personally select specialists, at the same time in international companies it is more often done by external HR-services.

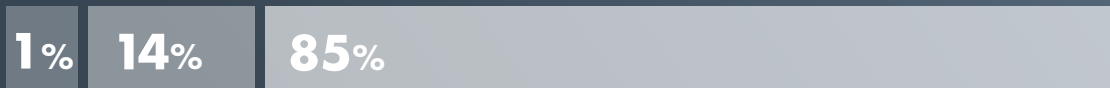
# GR-INDUSTRY

MORE LIKELY AGREE
  AGREE AND DISAGREE SIMULTANEOUSLY
  MORE LIKELY DISAGREE

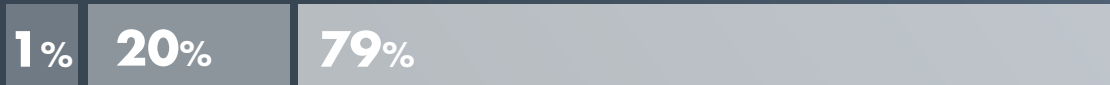
LARGE ENTERPRISES MORE OFTEN NEED GR-SPECIALISTS<sup>1</sup>



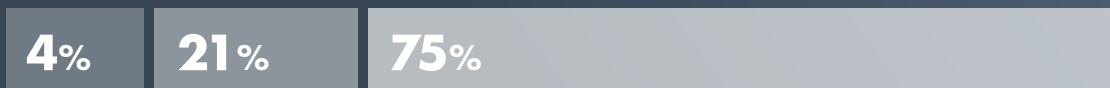
GR-SPECIALISTS CANNOT BE REPLACED WITH GOOD PERSONAL CONNECTIONS AND ACQUAINTANCES OF THE SENIOR MANAGEMENT PERSONNEL IN THE DOMAIN OF PUBLIC SERVICE<sup>2</sup>



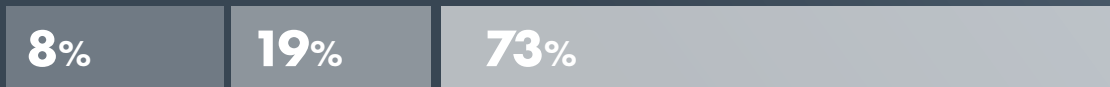
COMPANIES GIVE MORE PREFERENCE TO CORPORATE (IN-HOUSE) GR-SPECIALISTS AND LESS PREFERENCE TO CONSULTING COMPANIES IN THE SPHERE OF GOVERNMENT RELATIONS<sup>1</sup>



ETHICAL NORMS SHOULD BE ABOVE MATERIAL INTERESTS OF THE COMPANY<sup>1</sup>



THE MARKET IS UNDER CONSTANT CHANGE, AND THE INFORMAL WAYS OF COMMUNICATION ARE BEING CURRENTLY REPLACED BY THE NEW TOOLKIT OF TRANSPARENT GR<sup>2</sup>



THE HIGHLY PROFESSIONAL CLUSTER OF GR-SPECIALISTS HAS NOT BEEN FORMED IN THE RUSSIAN FEDERATION YET<sup>2</sup>



MOST OFTEN THE COMMUNICATION BETWEEN BUSINESS AND GOVERNMENT STRUCTURES IS NON-TRANSPARENT<sup>2</sup>



SECTORIAL ASSOCIATIONS PROTECT BUSINESS INTERESTS BETTER, THAN PROFESSIONAL CONSULTANTS IN THE SPHERE OF GR<sup>2</sup>



→ The majority of respondents agree that personal connections and contacts of the senior management personnel cannot replace the work of GR-specialists in terms of the effective implementation of communicational and strategic objectives of the company.

→ For the majority of GR-specialists ethical norms are above material interests of the company, what is more, they use exclusively the toolkit of transparent GR.

→ Some part of respondents, preferring the work through business and sectorial associations, are certain that this tool is very effective for promoting business interests, compared with the employment of professional consultants in Government Relations. At the same time GR-specialists, who utilize the analytical instruments (analysis of the regulatory environment, legal expertise) as well as the public-private partnership strategy, vice versa, highlight the considerable effectiveness of external consultants for achieving GR-goals. Such a position is shared by specialists, whose work is associated with tackling the company's economic and financial tasks as well as with promoting its interests at the international level.



"We don't supersede in-house GR-specialists, we create added value for their work. In view of that, most often we are requested to elaborate GR-strategies and strategies of lobbying projects, ensure their implementation. Besides, we are requested to provide legal expertise of legislative acts (other normative acts), risk and opportunity assessment and the regulatory environment analysis".

Eduard Voytenko,  
CEO, Baikal Communications Group

## 1

Distribution of answers to the question "Please, evaluate how strongly You agree or disagree with the following statements", one answer, 101 respondents were questioned in total.

## 2

Distribution of answers to the question "Please, evaluate how strongly You agree or disagree with the following statements", one answer, 103 respondents were questioned in total.