



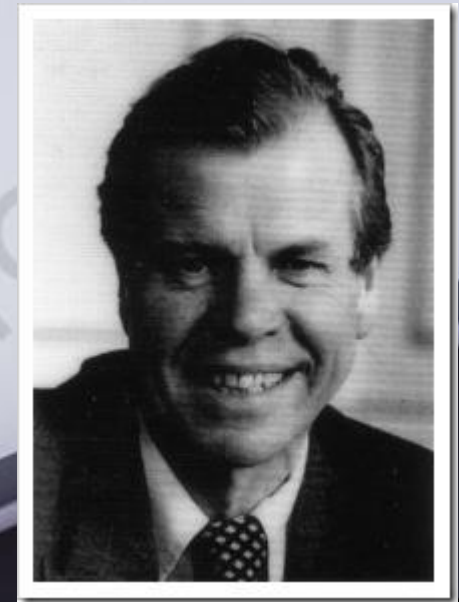
AGENDA

1. *a little background*
2. *a few SSE Russia success factors*
3. *lessons learned, and looking ahead...*

What Was Not Supposed to Work Out, Sixteen Years of Swedish Academic Spirit in Russia

1. a little background

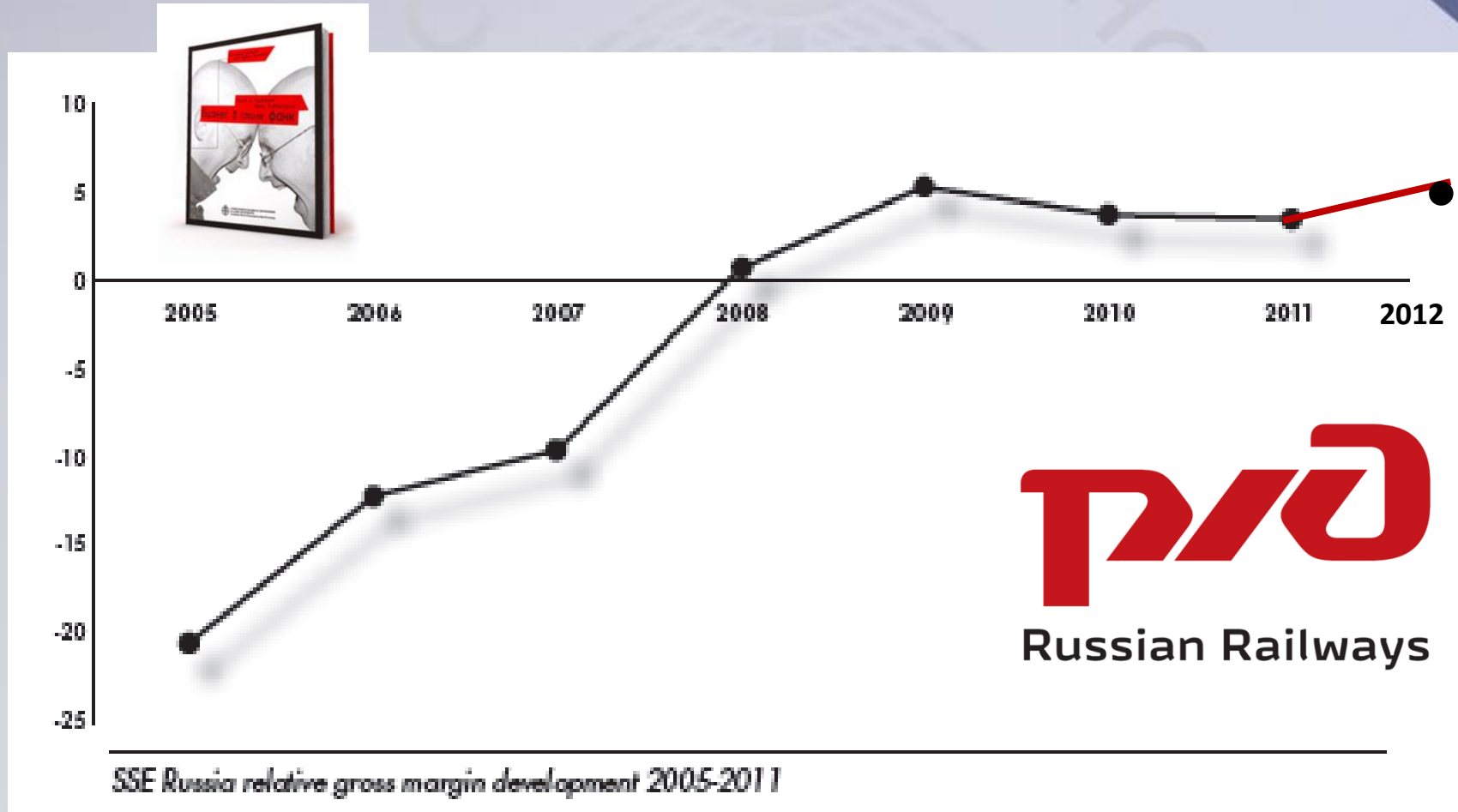
- SSE Russia (SSERU) is an offspring of century old Stockholm School of Economics
- establishing SSERU in 1997 was a function of Burenstam-Linder's csr-vision for the East <SSE Riga established in 1994> and the generosity of the Rausing and Af Jochnicks



What Was Not Supposed to Work Out, Sixteen Years of Swedish Academic Spirit in Russia

1. a little background

- considerable resources were spent in the initial diversified phase which established SSE Russia on the Russian higher business education market, eventually entailing a financially viable, *self-sufficient*, position



What Was Not Supposed to Work Out, Sixteen Years of Swedish Academic Spirit in Russia

1. a little background

- today, SSE Russia is a pretty smooth-running piece of operations...
 - hosting some 27 employees out of which 1.5 SSE, 6 PhDs, 6 MBAs
 - turning over some EUR 4 million
 - located in rented premises in StPetersburg and Moscow
 - delivering Executive MBA and customized corporate (FT-ranked) programs
 - with some 900 MBA alumni and some 300 currently enrolled program participants
 - where some 50% of the faculty are SSE and some 20% from Russian institutions
 - that until rather recently had further-reaching BSc-ambitions...



2. a few SSE Russia success factors

- a viable vision, anchored in devoted individuals, sustaining recurrent skepticism
- a perceived *devoted* presence in Russia, ie premises, committed resources, language skills
- close and good ties to the Russian establishment
- a local organization sharing founder values
- a viable business idea,

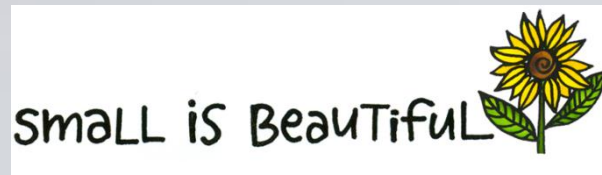


capitalism with a human face

as discerned in a few unique USPs, such as

tradition and innovation

earned diplomas



3. lessons learned, and looking ahead

- overcoming prejudice about Russia (the 'East') is crucial to gain and maintain HQ-support
- physically bringing people over to Russia is essential to communication in full
- HQ-support must be firmly anchored in relevant governing bodies
- the governance structure is a key pillar in creating trust at home and being *out there*
- transparency!
- playing the game by the proper local rules is a *sine qua non* of any take
- proper use of own official bodies can make miracles (ie *Svenska Institutet* and *UD*)
- *not providing fish but nets by means of which fish can be caught*
- not everyone is apt to appreciate the very demanding/most rewarding Russian context!

SSE as a leading provider of higher business education

