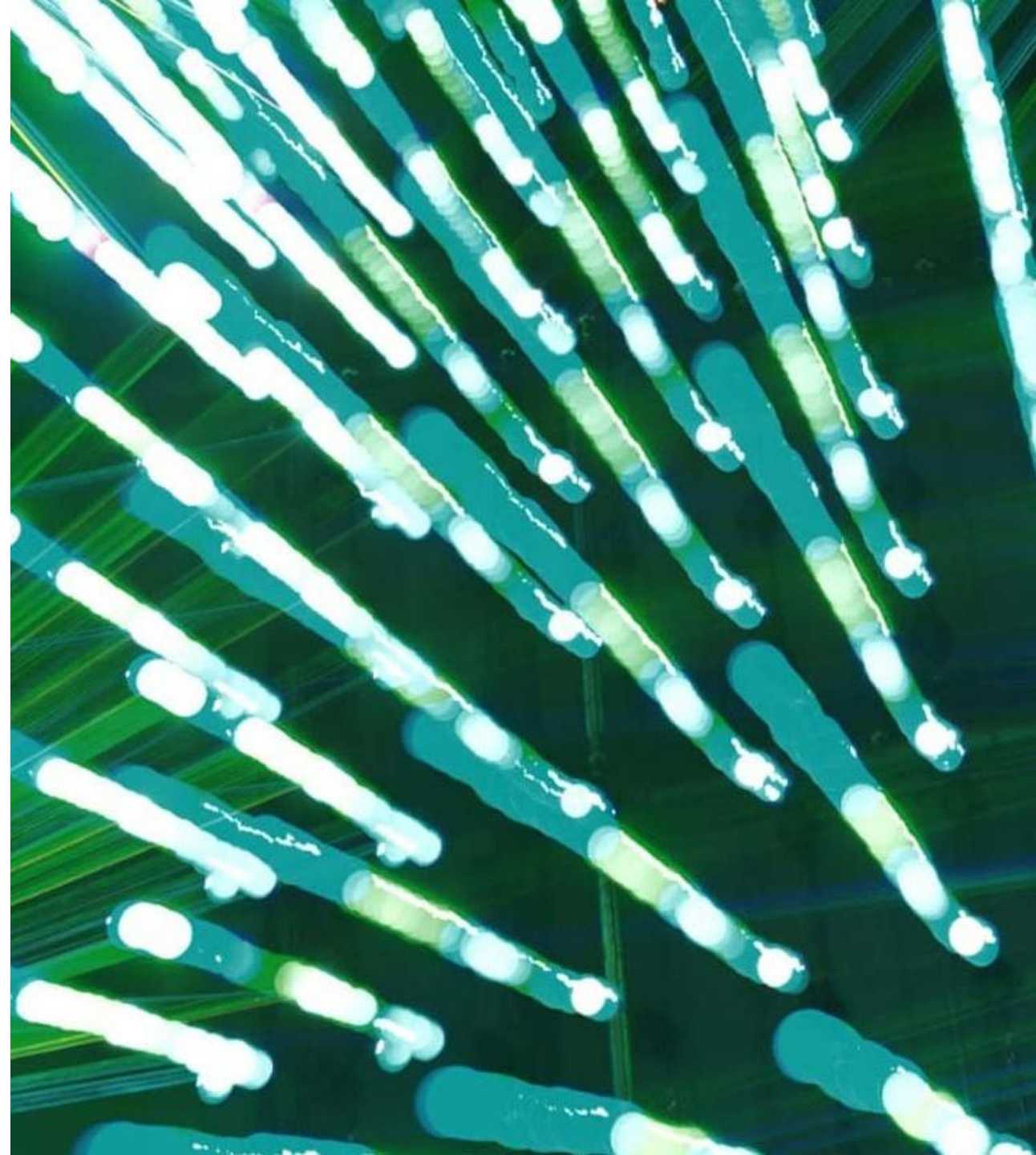


Political consulting and international affairs

UNN, Lobachevsky University
1 March 2022

Maksim Khaitovich
Ilya Chikh

KEARNEY



- 1. Introductions**
- 2. What is consulting?**
- 3. Political Consulting and Think Tanks**
- 4. Demo – solution for MFA**
- 5. Skills and development areas**

Maksim Khaitovich

Analytics Manager Dubai, UAE

“I am passionate about applying bleeding-edge analytical approach to help our clients solve their business problems.”



Areas of Expertise

Industry

- FinTech
- Telecom
- Retail
- Utilities

Functional

- Advanced Analytics
- Software Engineering
- Big Data

Education

- MBA, Carnegie Mellon University, (Info Systems, Quantitative Analysis, and Operations Management)
- Master of Science in Information Systems and Technology, Peter The Great University

Languages

- Russian (Native)
- English (Fluent)

Summary of Experience

With over 10 years of software engineering and data science experience, Maksim helps clients across industries to unlock value of AI, analytics and data for their businesses

Selected consulting engagement experience

- For ME Utilities company led an implementation for project performance tracking solution. Gathered requirements from the client teams including both line management and C-suite users, developed architecture of the solution and performed actual development of solution. System consisted of input web portal to gather information on project performance, backend data storage and calculation layer as well as output dashboards presenting information to stakeholder up to Minister level. Solution is rolled out across all project portfolio with combined budget of >20Bn USD and serves ~150 users
- For one of the largest EU Oil and Gas company implemented an advanced workforce planning system utilizing advanced analytics algorithms such as SARIMAX forecasting model and workforce segmentation through machine learning classification algorithms. Solution is rolled out across all departments delivering accurate forecasts for workforce of more than 20,000 delivering estimated benefit of ~€12Mn p.a.
- Developed new approach for assortment deployment at UAE Grocery chain through application of clustering, optimization and demand forecasting. Lead pilot project for developed approach, demonstrating 11% growth in Gross Margin in pilot stores.
- Developed new approach to Value Analysis/Value Engineering as part of product portfolio redesign effort, affecting two product categories with \$200 million global sales for appliances manufacturing client. Applied advanced data science and artificial intelligence techniques to identify key drivers of consumer decision making and proposed changes in product portfolio to senior management.
- Led the development of a Natural Language Processing (NLP) based solution to track localization trends in the GCC

Ilya Chikh
2nd year BA
Student
Nizhny Novgorod,
Russia



Summary of Experience

Ilya has been engaged in research in the field of international space policy and Russian foreign policy for the last three years. He has published several scientific articles. Participated in many major events as a volunteer and participated in many forums and competitions.

- Organization of the VI Eastern Economic Forum: as the head of a team of volunteers, he was engaged in the reception and accommodation of forum guests. He was responsible for the distribution of tasks, the development of solutions to the problems that arose
- Organization of the party Congress: participated in the organization of the party congress, with the participation of the Governor of the Nizhny Novgorod region and deputies of the Nizhny Novgorod City Duma, met delegates and participants, informed them about the course of the event.
- Studied the issues of militarization of space, ways to establish relations between Russia and the EU, the UAE space program, and have a number of publications on these topics.

Industry

- International relations
- Middle East
- Space politics

Functional

- –Preparation of analytical notes
- –Organization of events

- UNN, Lobachevsky University, Institute of International Relations and World History, (foreign regional studies)

What do you expect from this presentation?



Key things to cover as I see it

Skills you need

Reality on the ground

Your way into consulting

As international relationship students we learn number of skills...

Country analysis

Methods of regional analysis

Foreign languages

Communication skills

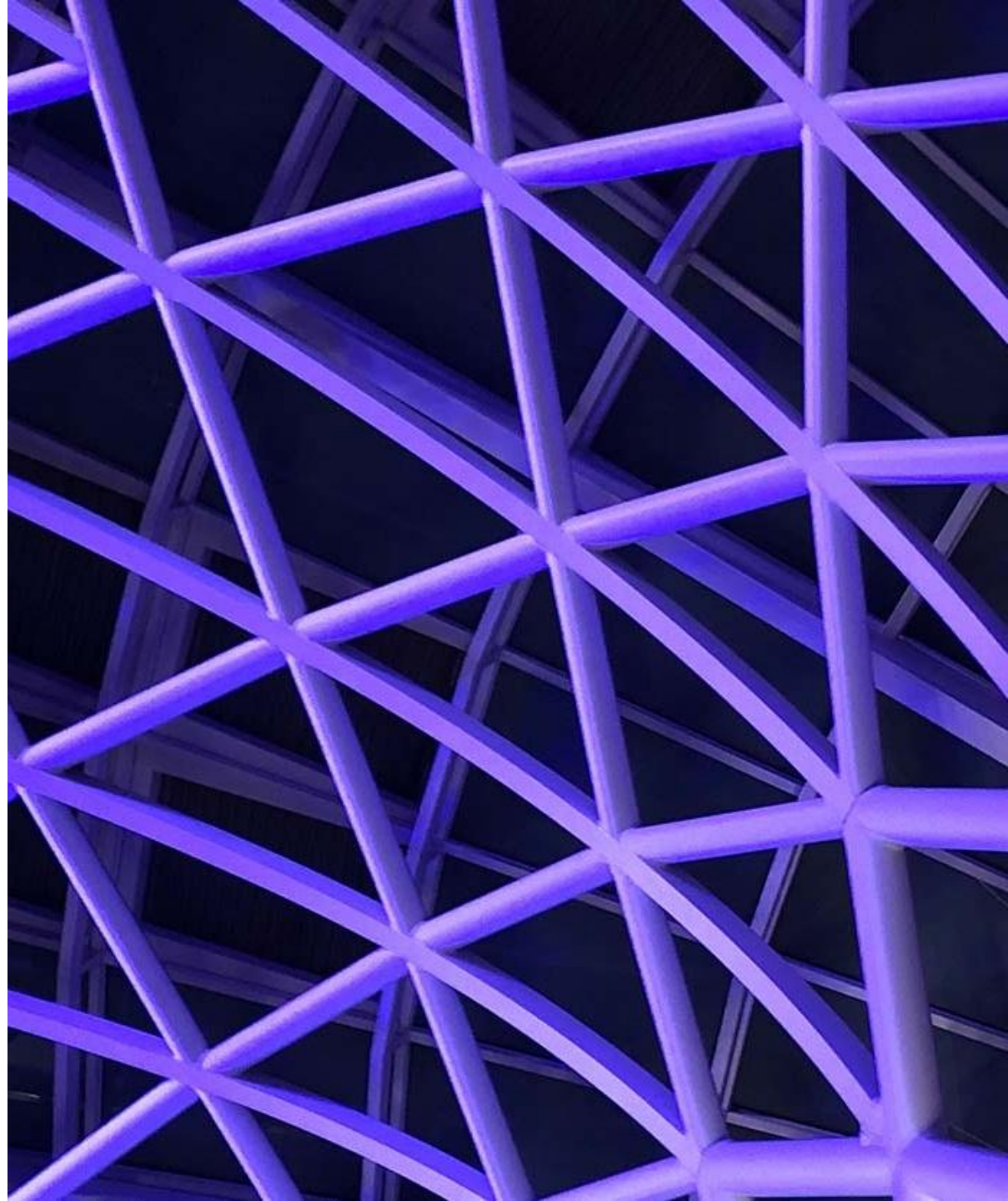
Public speech

International political processes

But how do we apply them in the real world?

Potential work opportunities beyond MFA?

What is consulting?





My greatest strength as a
consultant is to be ignorant
and ask a few questions

Peter Drucker

We at Kearney have a rich and proud, nearly 100-year history



1926

Predecessor firm established

1964

Firm opens first inter-national office in Düsseldorf

1972

First Asian office opens in Tokyo

1988

Firm surpasses \$100 million in revenue

2008

Kearney receives Excellence in Diversity award from *Consulting* magazine

2015

Firm recognized as one of *Consulting* magazine's Best Firms to Work For

2018

Alex Liu is elected as Kearney's ninth managing partner

2019

Kearney acquires Cervello, a business analytics consultancy

2020

Kearney launches a bold new brand with clients and our people at the center

1935

Tom Kearney becomes managing partner

1993

Firm marks 10th straight year of double-digit growth

2016

Kearney celebrates its 90th anniversary

We are Kearney



We represent consulting that is **personal and practical**



We're **big enough** to have it covered, **small enough** to really care



We believe in the **power of apprenticeship**



We're **individual and inclusive** at our core



Great opportunities for you to **make it happen** and **make your mark**



Personality

Real
Refreshing
Relatable
Innovative

Our Values

Generosity
Solidarity
Passion
Curiosity
Boldness



How we sound

Human
Jargon-free
To the point

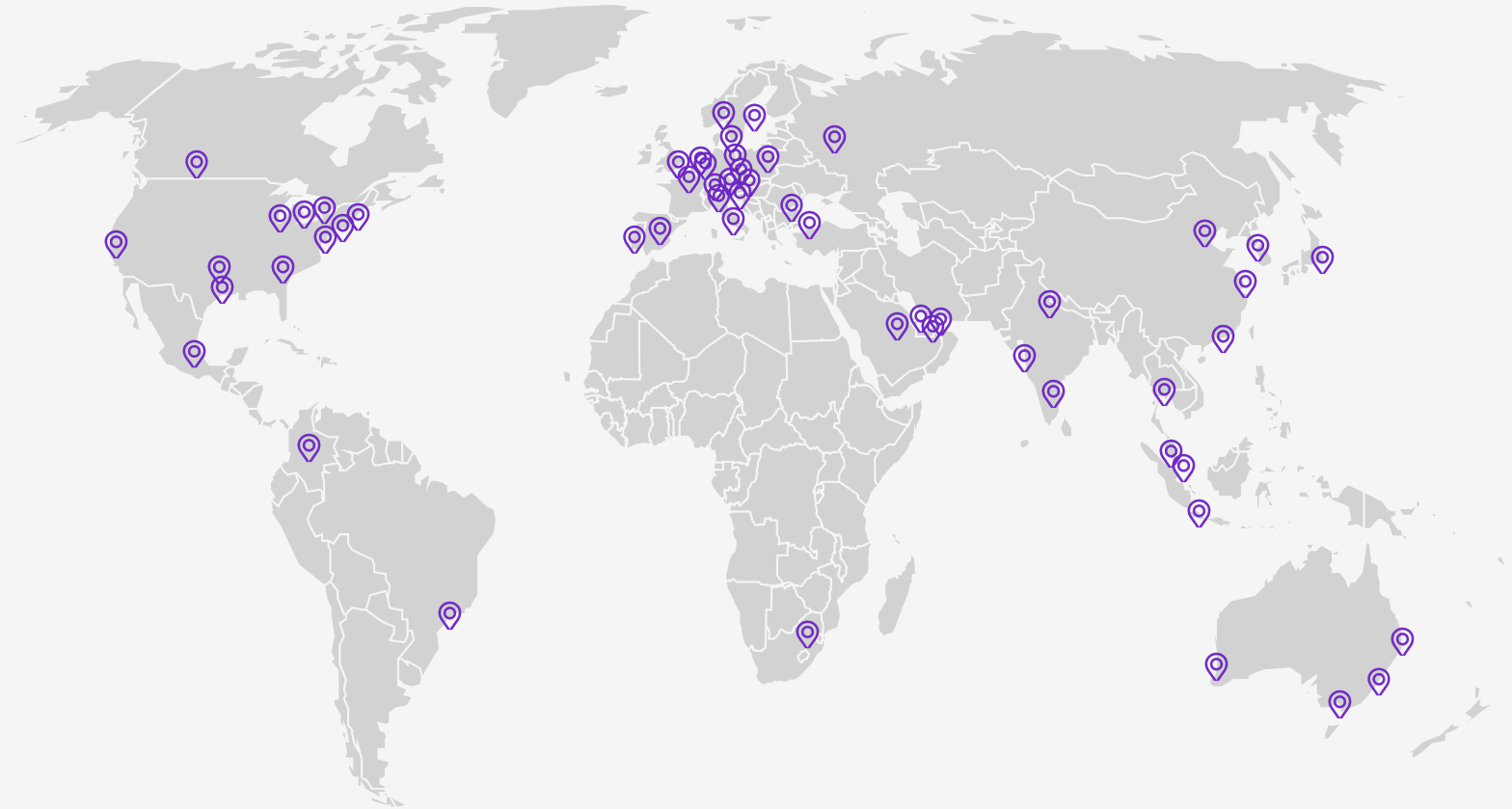


Kearney is the only global partnership that works with the world's largest companies *and* is small enough to still feel like a family.

As a global consulting partnership, **our people make us who we are.** We're individuals who take as much joy from those we work with as the work itself. Driven to be the difference between a big idea and **making it happen**, we focus on measurable results to help our clients break through.

More than **3,600 people strong** in **40+ countries.**

Serving more than **three-quarters of the Fortune Global 500** with curiosity, boldness, generosity, solidarity, passion, and genuine commitment to **client success.**



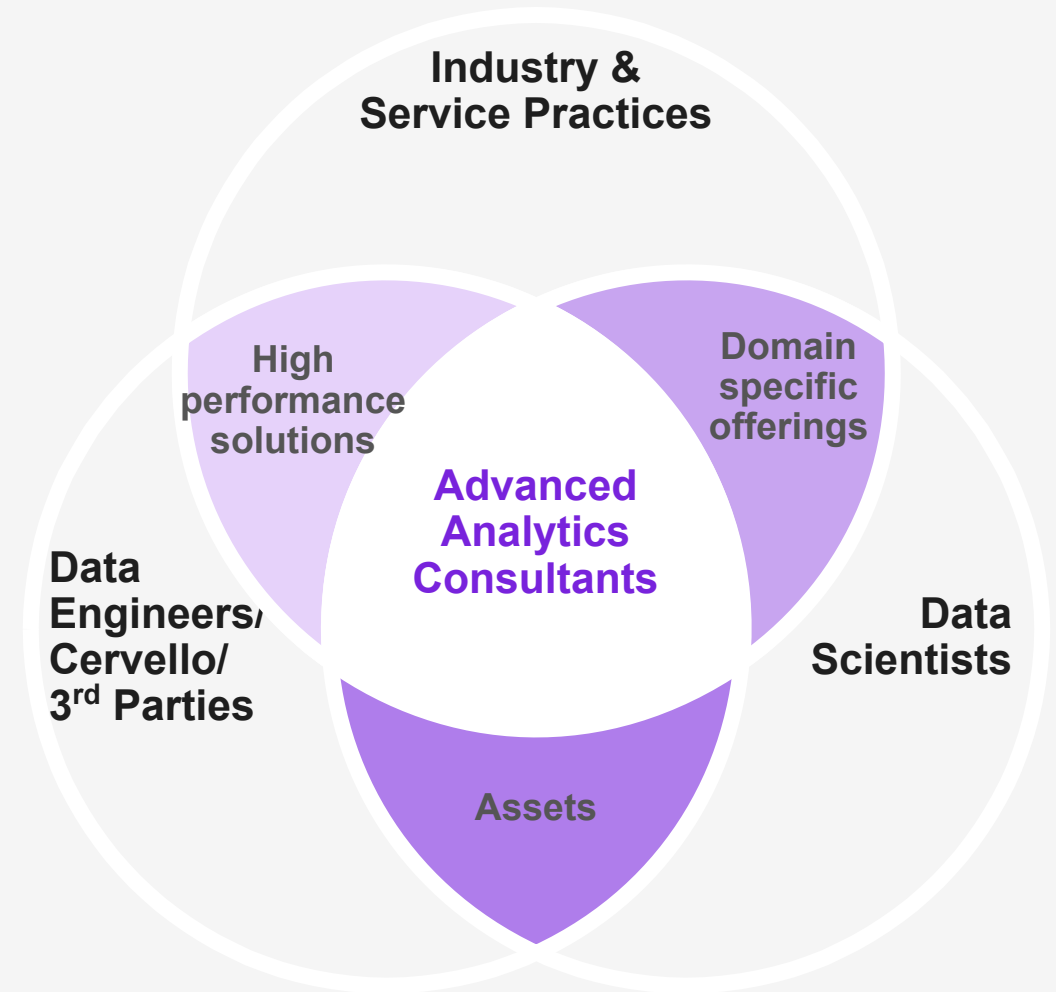
Global community with opportunity to work across industries and solutions

Advanced Analytics is a **global** community of deep analytics practitioners ...

... who **collaborate** with industry/service practices, other specialist teams (e.g., Cervello, PCE, etc.) and a 3rd party ecosystem ...

... to develop innovative, high-performance **solutions**, domain specific **offerings** and other **assets** (as part of the Solutions Factory) ...

... to **solve problems** and drive **results** for our clients



Your career path

Analyst

Senior Analyst

Associate

Manager

Principal

Partner

Analytical skills,
problem solving,
communication
skills, creativity,
and teamwork

Project management
and people management

Business development,
client relationships, and
thought leadership

Overview – about the GBPC/NTI



Our globally recognized internal think tank, the GBPC/NTI, specializes in strategic foresight and public policy

GBPC/NTI's core activity is to help business, government, and other leaders anticipate, plan for and capitalize on a chronically uncertain and volatile future.

GBPC/NTI combines think tank research and consulting



Trends Monitoring and Scenario Analysis



Strategic Advisory Services



Global Network of Thought Leaders and Exclusive Leadership Retreats



Proprietary Intellectual Capital

GBPC/NTI monitors key forces of change through both analysis and collaborative foresight leveraging its global network

Global economy



Demographics



Governance



Technological innovation



Natural resources

The Global Business Policy Council is a recognized global think tank, dedicated to helping leaders anticipate and plan for the future

Established in 1991 by **Kearney Partner and Chairman Emeritus Paul Laudicina**, the Council is a strategic service that helps business and government leaders worldwide to **distill the key global forces driving change in the market and develop anticipatory insights to inform their strategies.**

The Council achieves its mission through **world-class thought leadership, global forums, and advisory services**, including direct engagement with client work, from foresight and macro-trends analysis to assessments of competitiveness.

For more than a quarter century, the Council has been a leader in providing strategic insight on the changing marketplace, **interaction with the world's top CEOs and business-minded thought leaders**, and various **high-profile initiatives.**

In 2014, the Council established the **National Transformations Institute** as its platform in the Middle East, dedicated to **strategic foresight and policy design.**

In **2020**, for the ninth consecutive year, the Council was recognized as one of the **“Best For-Profit Think Tanks”** in the world by the University of Pennsylvania Lauder Institute’s “Global Go-To Think Tank Index Report.”

The National Transformations Institute is the Council's Middle East Platform, based in Dubai and working across the region

The National Transformations Institute is dedicated to helping senior business and government leaders in the Middle East and Africa anticipate and drive the diverse, accelerating transformations underway globally and across the region based on rigorous strategic foresight.

Specialized foresight services strategic planning and policy design

Application of the analytic disciplines of Strategic Foresight – e.g., scenario planning, horizon scanning, etc.

Strategic Foresight



Insight-generating, leadership events

Design and orchestration of content-centered events

Client-facing events, including Strategy Summits, Spotlight Dinners, CEO Breakfast Series

Representation at regional events



Regionally-focused Thought Leadership

Creation of regionally focused macro-level thought leadership

Independent foresight-driven analysis (ME trends analysis, Economic Diversification and the Future of Work, digital Innovation in Government, etc.)



The GBPC/NTI is ranked in the Top 5 private sector think tanks in the world

Global Go To Think Tank Ranking



"To preserve their future, think tanks will need to adopt entrepreneurial and tech-savvy communication strategies while continuing to produce rigorous, policy relevant analysis"

Professor Jim McGann, lead author of the University of Pennsylvania
"Global Go To Think Tank Index Report"

2020 Global Go To Think Tank Index

Background

In January 2021, for the twelfth consecutive year, the University of Pennsylvania has published the prestigious ranking of global think tanks.

Examining over 8,000 think tanks worldwide, the study provides rankings based on regional specialization, sector, and area of focus.

Key findings

Kearney's Global Business Policy Council has **consistently ranked in the Top 10** for best private sector think tank in the world.

In 2020, the GBPC was ranked #4 in the world, ranking higher than Deutsche Bank, the Economist Intelligence Unit, and Eurasia Group

The GBPC/NTI informs global leaders through forums, thought leadership, and customized advisory services

Kearney's internal think tank that helps CEOs and government leaders anticipate and plan for the future.

Global forums



CEO retreat—two-day, Chatham-House Rule event limited to ~70 CEOs and chairmen to provide a highly exclusive and content-rich setting

Regional roundtables—interactive forums to evaluate trends and prospects for each region, assessing over-the-horizon forces of change

Foresight series—annual forums to help organizations incorporate scenario planning and strategic foresight methodologies into planning processes

University of Oxford Scenarios Programme—two-day program that enables partners and their clients to “co-learn” the Oxford scenario approach

Spotlight events—issue-specific forums held in various cities globally with intimate discussions among global thought leaders and senior business executives

Thought leadership

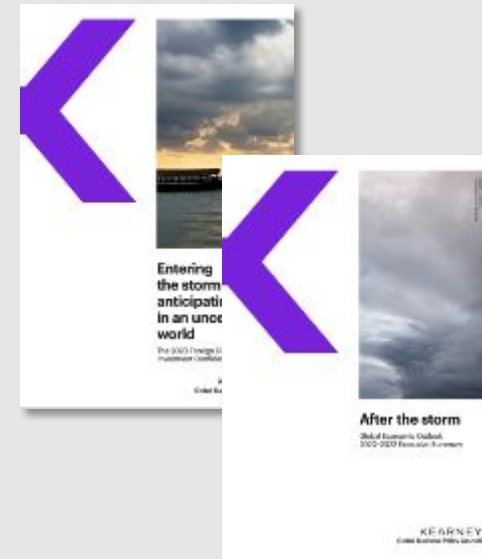


Flagship publications:

- Foreign Direct Investment Confidence Index
- Global Trends
- Views from the C-Suite
- Year-Ahead Predictions

GBPC perspectives

- Special white papers
- Short-form analyses
- Coronavirus podcast



Advisory services



Boardroom briefings—timely briefings on key global issues to boards of directors and other leadership groups

Competitive assessments—strategic review for governments at the national, regional, and local levels to improve competitive positioning, attract investment, and increase exports

Global radar—horizon scanning to assess unforeseen significant risks and opportunities of disruptive change with long-term impact on the global business operating environment

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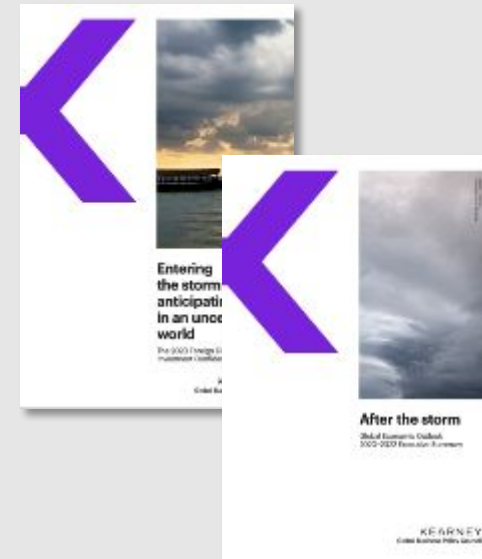


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**GBPC/NTI
gatherings create
exclusive
environments for
business leaders
to engage global
peers and SMEs
on strategic
issues**

CEO Retreat

The Council's flagship two-day forum that brings together select CEOs, world-class thought leaders, and influential government officials to decipher the complex global environment and seize competitive advantage.



Regional Roundtables

Interactive forums held throughout Europe, Asia, the Middle East, Africa, and the Americas that evaluate trends and prospects for each region by assessing over-the-horizon forces of change.

Foresight Series

Annual forums held across the globe to help organizations anticipate changes by incorporating scenario planning and other strategic foresight methodologies into their strategic planning processes, including our signature Kearney-Oxford University Scenarios Programme.



Spotlight Events

Issue-specific forums held in various cities throughout the world that enable intimate discussions among global thought leaders and senior business executives.

Source: Kearney Global Business Policy Council

For the past two decades, leaders from around the world have been participating in Kearney's GBPC CEO Retreat

| Year | Location | Host/Special Theme |
|------|--|--|
| 2021 |  Virtual | The Long-Range Outlook for Human Health |
| 2019 |  Mallorca | Technology Redefining Business (Summer 2019) |
| 2018 |  New Orleans | Weathering the Anti-Globalization Storm |
| 2017 |  Taormina | 25 th Anniversary Celebration: Stability and Prosperity at Risk |
| 2016 |  Warsaw | Runaway World! |
| 2015 |  San Francisco | Technology's Double Edge |
| 2014 |  Cartagena | President Juan Manuel Santos |
| 2013 |  Marrakech | His Majesty King Mohammed VI |
| 2012 |  Istanbul | Muhtar Kent, CEO, Coca-Cola |
| 2011 |  Shanghai | 20 th Anniversary of CEO Retreat |
| 2010 |  St. Petersburg | Vladimir Yakunin, CEO, Russian Railways |
| 2009 |  Bad Ragaz | Thomas Schmidheiny, Chairman, Spectrum Value Management |
| 2008 |  Chicago | Mayor Richard Daley |
| 2007 |  Dubai | Sheikha Lubna Al Qasimi, Minister of Economy and Planning |

| Year | Location | Host/Special Theme |
|------|--|--|
| 2005 |  Kuala Lumpur | Abdullah Badawi, Prime Minister |
| 2004 |  Washington, D.C. | Presidential election analysis |
| 2003 |  Lisbon | José Manuel Barroso, President, European Commission |
| 2003 |  Vancouver | Gordon Campbell, Premier, British Columbia |
| 2002 |  Berlin | Gerhard Schroeder, Chancellor of Germany |
| 2001 |  Rio de Janeiro | Fernando Henrique Cardoso, President of Brazil |
| 2000 |  Phoenix | Joseph Biden, U.S. Senator |
| 1999 |  London | Shimon Peres, Prime Minister of Israel & Sir G. Howe, former UK Chancellor |
| 1998 |  Palm Beach | Vicente Fox, Governor, Guanajuato |
| 1997 |  Shanghai | Xu Kuangdi, Mayor of Shanghai |
| 1997 |  Rome | Zlatko Matesa, Prime Minister of Croatia |
| 1996 |  Hawaii | Benjamin Cayetano, Governor of Hawaii |
| 1995 |  Washington, D.C. | Newt Gingrich, U.S. Speaker of the House |
| 1994 |  Budapest | Árpád Göncz, President of Hungary |

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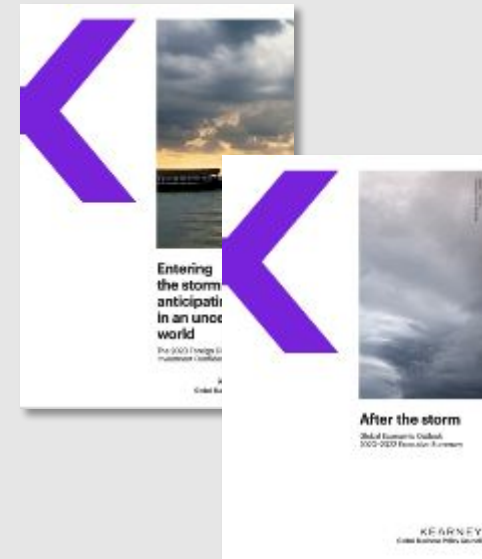


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**GBPC/NTI
research and
analysis offers
global business
leaders unique,
forward-looking
perspectives on
key issues**

**Global
Economic
Outlook**

Assessment of the key characteristics of the global economy and the medium-term outlook (five years) in key markets.



**FDI
Confidence
Index**

Survey of business leaders that ranks which markets are likely to attract the most investment in the next three years.



**Global
Trends**

Exploration of key trends shaping the global outlook and operating environment over the next five years.



**Year-Ahead
Predictions**

Key predictions for the global operating environment in the year ahead.



**Council
Perspective**

Specialized studies on a diverse array of timely issues of particular relevance to global business.



The GBPC/NTI publishes annual outlooks presenting its forecasts on the global economy and trends

Sample

Global Trends

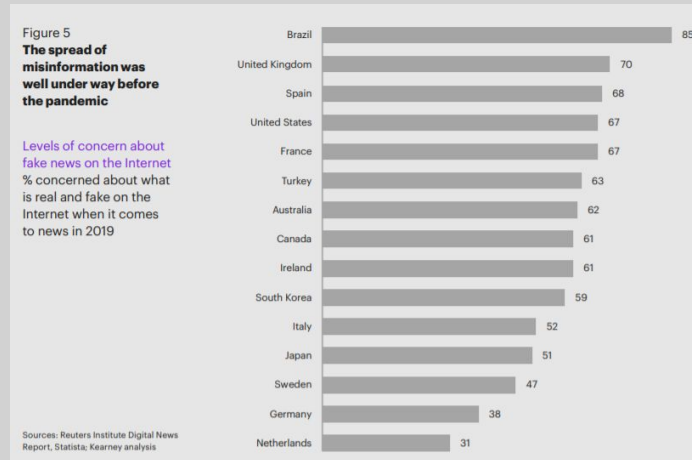


Global trends 2021 - 2026

Promise and peril

Five significant trends will dramatically shape the global outlook and business operating environment

- The race for quantum primacy
- A sharp rise in water dislocations
- Escalation of ungovernability
- Central bank digital currencies going mainstream
- The new age of genetic manipulations



Source: Kearney Global Business Policy Council

Year-ahead predictions

Year-ahead predictions 2022

- COVID crises will continue to affect government and business in 2022. With global supply shortages set to persist, youth mental health reaching new lows, and climate change only becoming a more urgent imperative, the year ahead will be anything but smooth sailing

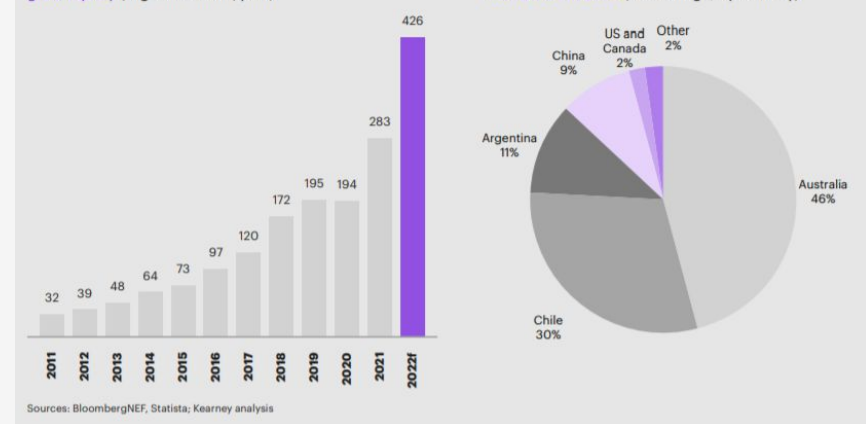


Figure 3

Demand for lithium is spiking while production remains limited to few countries

Demand for lithium-ion batteries continues to grow rapidly (Gigawatt hours/year)

Distribution of announced lithium capacity worldwide in 2022 (Percentage, by country)



Our most recent report in collaboration with the World Government Summit identifies key strategic priorities for government leaders as we emerge from the pandemic crisis

Sample



In collaboration with
KEARNEY
National Transformations Institute

Priority Themes

Repairing the Social Fabric

Reimagining and Reinforcing Policy Institutions

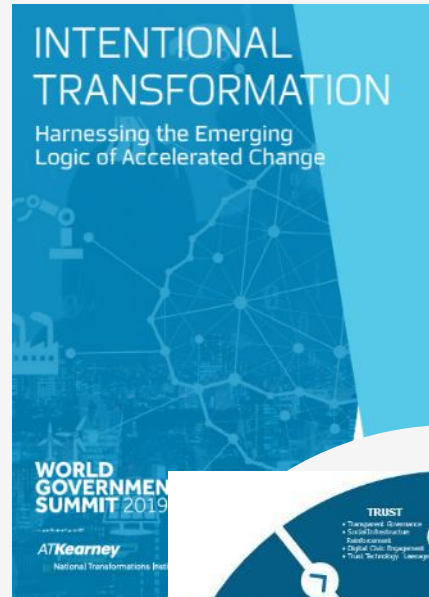
Navigating a Transformed Geo-technological Order

Competing in a Transformed Economy

Securing the Future



Our recent publication, 'Intentional Transformation', defines policy instruments that can be used to drive intentional change



Sample

The Emerging Logic of Accelerated Progress: Toolset Overview



DOMAINS OF CAUSAL LOGICS



Strategic

Strategic logics derive their transformative power **from external factors**.



Connective

Connective logics derive their transformative power **from bridging informational gaps and removing obstacles to productive collaboration**.



Cognitive

Cognitive logics derive their transformative power **from human agency**. They leverage advances in **cognitive psychology and behavioral economics** to strengthen the capacity of citizens to take action and to minimize the costs of cognitive biases.



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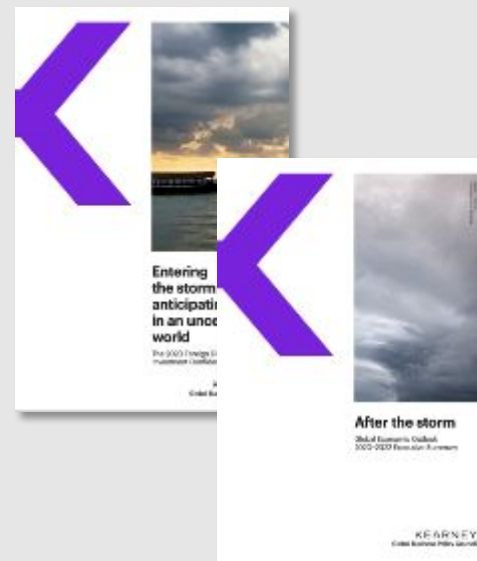


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Our advisory services translate macro insights into their strategic and policy implications

Boardroom Briefings

Thought-provoking and timely briefings on key global issues to boards of directors and other leadership groups.



Global Radar

Horizon scanning to assess unforeseen significant risks and opportunities of disruptive change with long-term impact on the global business operating environment.



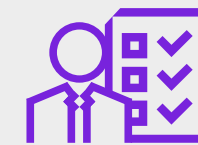
Scenario Planning

Structured strategic planning methodology to identify future issues that organizations and businesses are likely to face in a complex and turbulent world.



Competitiveness Assessments

Strategic review for governments at the national, state, and local levels to improve competitive positioning, attract investment, and increase exports.



Bespoke Engagements

Identification of current trends in politics, economics, business, technology, and other relevant areas, and deciphering what they mean for a business.



We have a strong track record of successfully enabling clients in global foresight, visioning, and strategic planning

Selected client examples

For four years conducted the Scenario Thinking module of the prestigious National Security Executive Leadership Seminar for the Foreign Service Institute at the U.S. State Department

Developed risk and reward model for global service delivery for a major global bank

Provided thorough analysis of long-range macro trends affecting the chemical industry for a major European chemical company

Identified global locations for R&D talent for a major oilfield services company

Scenario planning project in the wake of the financial crisis for a major transportation company

Source: Kearney Global Business Policy Council

Global foresight

- Development of potential opportunities and risks
- Training & capacity building in foresight & scenario planning
- Cataloging of discontinuous contingencies
- Defining ranges of plausible outcomes



Global trends

- Identifying current trends in politics, economics, business, technology, and other relevant areas
- Assigning priorities to drivers of change



Visioning

- Providing third-party perspective
- Aligning leadership structures on strategic goals
- Wind-tunnel prevailing assumptions



Strategic planning

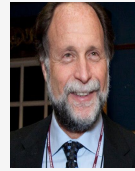
- Wide-spectrum strategic assessments
- Extending planning horizons
- Pre-positioning for an external environment marked by disruptive change and higher complexities



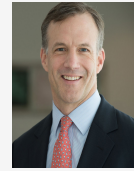
Our global network of thought leaders and practitioners provides access to world-class, differentiating expertise

Selection

Experts



Dr. Ricardo Hausmann
 Director at Harvard's Center for International Development and Professor of International Political Economy at Harvard Kennedy School



Dr. Stewart M. Patrick
 Senior Fellow in Global Governance and Director of the International Institutions and Global Governance Program at CfR



Dr. Matthew Spence
 Affiliate at Stanford's Center for International Security and Cooperation (CISAC), and Managing Director at Guggenheim Partners



Dr. Eswar Prasad
 Tolani Senior Professor of Trade Policy and professor of economics at Cornell University



Dr. Francis Fukuyama
 Senior Fellow at Stanford's Freeman Spogli Institute for International Studies (FSI), & Director of FSI's Center on Democracy, Development, and Rule of Law



Dr. Daron Acemoglu
 Author and MIT Economics Professor



Dr. Raghu Rajan
 Former Chief Economist at the IMF



Amb. Eric Edelman
 Former U.S. ambassador to Finland and Turkey



Amb. Tom Pickering
 Former U.S. ambassador to the United Nations, the Russian Federation, India, Israel, and Jordan



Dr. Peter Feaver
 Professor of Political Science and Public Policy at Duke University



Richard Maude
 Executive Director, Policy, and Senior Fellow, Asia Society Policy Institute



David M. Walker
 Former Comptroller General of the United States



Michèle Flournoy
 American defense policy advisor and former government official



Dr. Anders Aslund
 Senior Fellow at the Atlantic Council



Dr. Angela Wilkinson
 Secretary General & CEO of the World Energy Council

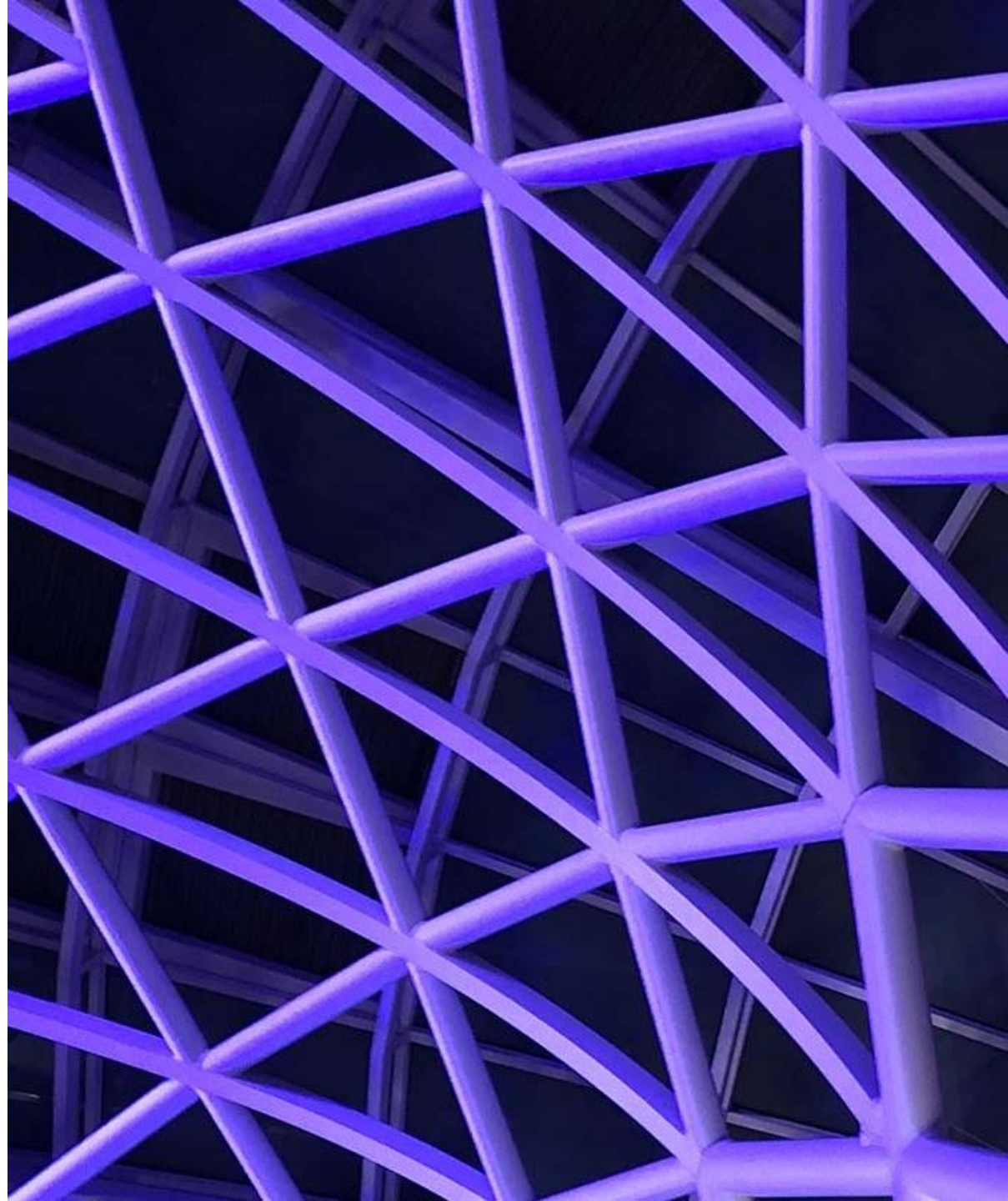
Our relationships with leading global think-tanks and academic institutions provides opportunities for differentiated delivery partnership

Institutions

Selection



Solution for MFA



DEMO: As international relations specialists you shouldn't hesitate to use bleeding edge solutions

MFA political analysis solution

Country:

Risk Indicators

| Indicator | Score |
|-----------------------|-------------|
| Business Environment | 4.0 |
| Ideology and Policy | 3.8 |
| International... | 3.7 |
| National Security | 3.5 |
| Political Stability | 3.2 |
| Sovereign Credit R... | 3.1 |
| Environment | 3.8 |
| Trade Credit Risk ... | 3.9 |
| Overall Score | 3.74 |

Global Standing

| Region | Score |
|----------|-------|
| Region 1 | 4.7 |
| Region 2 | 4.1 |
| Region 3 | 3.7 |
| Region 4 | 3.1 |

Environment

Debates under way to increase usage of nuclear power to cut carbon emissions. Nuclear power is emerging as an answer to keep the planet from getting too warm. There has been a renewed interest in nuclear power since new age companies have developed cheaper nuclear reactors to supplement the national grid.

International Relations

Foreign policy became more unilateral and capricious under Trump's 'America First' mantra, emphasising geopolitical competition and stark pursuit of national interests. Biden has outlined a much more familiar, conventional US foreign policy built around alliances, institutions and values. Biden used his first foreign leader

Political Stability

General political instability remains elevated, posing a low threat to business. Deep political divisions persist. While the November 2020 election was generally regarded as fair and transparent, former president Trump refused to concede, actively contested election results, and mobilised his supporters to reject the

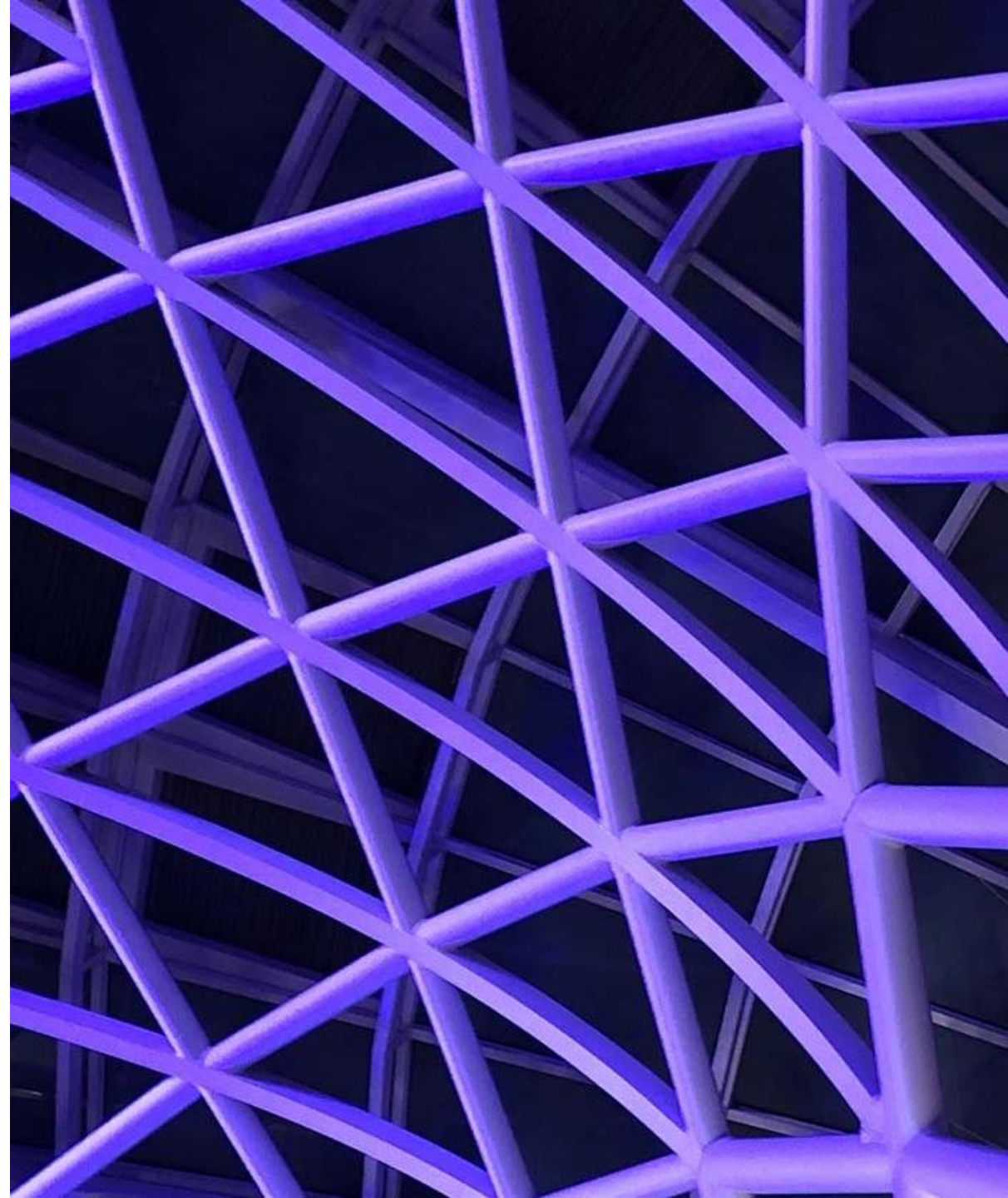
National Security

Security risks do not prohibit routine business activities in most locations, but continuing social unrest poses both operational and security threats to business in some major cities. Nationwide social unrest erupted in May-June 2020 in response to the death in police custody of George Floyd in Minneapolis.

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Skills and development areas



To be able to apply skills in the real world setting, one needs to concentrate on the following development areas

Cognitive

- Time management
- Structural approach to problem solving
- Finding relevant information
- Flexibility of thinking
- Adaptability

Communication

- Storytelling and public speaking
- Ability to ask the right questions
- Ability to summarize and extract new meanings from the received information
- Active listening

Digital skills

- Data analysis and statistics
- Digital literacy and cybersecurity
- Ability to apply technology at work

Self-management

- Responsibility and decisiveness
- Self-development
- Self-control
- Result orientation
- Stimulating change and innovation

Skills of interpersonal cooperation

- Successful negotiation
- Sociability
- Conflict resolution
- Coaching
- Empathy



Thank you

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