

## Independent Management Consultancies Network IMCN

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 European
 

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 Professional
 

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 Personal
 

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**STEP CONSULTING**
*Name of the firm*
**STEP Consulting**
*Full address  
(incl. phone, fax etc.)*
**Spiridonovka str, 20 bld.2, of. 501  
123001 Moscow**
**Russia**
**Tel +7 495 258 2502**
**E-mail step@stepconsulting.ru  
svetlanae@stepconsulting.ru  
paz@stepconsulting.ru**
**Internet www.stepconsulting.ru**
*Established*
**1994**
*Responsible person for the  
network*

**Svetlana Emelianova**
*Name of managing partner(s),  
executive director(s)*
**Evgenii N. Emelianov (President)  
Svetlana E. Emelianova (Managing Partner)**
*Name of senior consultants*
**Yuliya Kapitanchuk  
Vladimir Khomutov  
Lubov Gorbunova**
*Total number of consultants*
**14**
**October 2020**

(The profiles of the members are permanently up-dated. Please ask for the latest version.)

## Independent Management Consultancies Network IMCN

### STEP Consulting

*Specialisations  
(FEACO classification/  
main fields of activity)*

We offer our clients something far more useful than abstract book knowledge. We offer thoughtful solutions, which have been proven in real life environments, as well as providing the assistance to integrate them into their businesses. We have experience in how this works in many businesses and companies. We work with business structures, processes, people, and technologies. All changes in a company are made by people, which is why we are specialists in adapting new tools and technologies to real people.

Corporate strategy and organisation development  
Change management  
Financial and administrative systems  
Human resources (including executive search and interim management)  
Marketing and corporate communication  
Project management

*Type of clients/branches  
(industry areas)*

- Retail
- Banking
- Insurances
- Consulting
- Transportation
- Media and Telecommunications
- Production
- Non-profit organizations (NPO)
- Government entities

*Consulting products or service  
packages (self-developed)*

1. «Third Eye» (service of ownership monitoring) provides the owner with an independent view of the state of the business by collecting and systematically presenting information on the status of key aspects of the organisation. This service frees the owner from having to participate in day-to-day management of their business.
2. Self-developed training programs in Sales, Management Accounting, Change Management, etc.

*International practice  
(foreign countries where assign-  
ments were completed;  
in order of priority)*

**Georgia**  
**Ukraine**  
**Belarus**

*Language ability in the firm*

**Russian**  
**English**

*Professional membership  
and cooperations*

- ASCONCO (Association of Consulting Companies, Russia), Svetlana Emelianova was elected president
- ACMP (Association of Change-Management Professionals, USA)
- Moscow Chamber of Commerce (Cooperation)

*Periodicals*

Bulletin «Business Life» (in Russian) for more than 15 years

## Independent Management Consultancies Network IMCN

### STEP Consulting

#### *Mission statement / consulting philosophy*

Our primary mission is to continue to help emerging Russian businesses develop and become stronger and more client-centred. Our job is to help bona fide private businesses that have been created from scratch to become the healthiest organisations, as well as the most competent part of society and the foundation of an active middle class.

STEP Consulting was founded while the concept of entrepreneurship was still taking root in Russia. While establishing our company, we formulated four basic principles of our work:

- Ensure the confidentiality of personal data and the non-disclosure of information received by the organisation
- Focus on specifics and the client's requests: as consultants, we respond to what is important to our customers
- Take responsibility for both the proposed areas of work and for their implementation in the organisation's life
- Apply the use of modern, real-life work practices: our methods become a customer's asset.

#### *Credentials (short description of some typical assignments)*

- Type of client / branch (industry area)
- Field of activity
- Assignment summary and results

#### **MAIN PLAYER ON THE RUSSIAN TOY MARKET**

*Long-term complex project*

During the project, partnership agreement and corporate governance were created. Change management: strategy development, new assortment and client-centred policy implementation. Organisation structure, business processes. Finance and budgeting. Team building and coaching.

#### **MAIN PLAYER IN THE RUSSIAN PERFUME & COSMETICS RETAIL INDUSTRY**

*Creation of the Project Management Office within the client company*

The new management body (PMO) was created in a large retail company. The main task of the project office was to manage the company's strategic projects. It was a completely new experience for the top managers, since they all needed to learn how to achieve results not vertically, but in the framework of cross-functional and cross-thematic cooperation.

Training sessions in project management were conducted; roles in the project team were clarified; special regulations were created. During several years, the STEP consultants acted as the PMO head (outsourcing), helping to instill a culture of horizontal project work.

#### **INTERNATIONAL SPORT RETAIL COMPANY**

*Strategic session for the top management and owners*

Interviewing all top managers of the company. Search for best-practices to address the identified problems. Organisation of the special session in order to develop a strategy for the next 3-5 years.

#### *Selection of important and well known clients (location)*

Sportmaster Group (Retail, Russia, CIS and China)  
 L'Etoile (Retail, Russia)  
 Elecsnet (Telecommunications, Russia)  
 Satori (Construction company, Russia)  
 Gazprombank (Banking, Russia)  
 Beeline (Telecommunications, CIS)  
 Nobel Oil (Energy, Russia)  
 Sheremetyevo International Airport (State Enterprise, Russia)

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**STEP Consulting**

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*Partners / senior consultants  
short profile*

**EVGENII N. EMELIANOV – President**

Evgenii Emelianov is the founder of STEP Consulting. During the whole history of our company, he has been and remains the main generator of new ideas. Evgenii holds an undergraduate degree in Psychology from Moscow State University (MSU) and a postgraduate degree in psychology from the Institute for the History of Science and Technology of the Russian Academy of Sciences (IHST RAS). In 1992, he was awarded a fellowship to the Institute of International Connection, USA.

Evgenii Emelianov also has more than 25 years' experience in management consulting. He has taken part in over 500 consulting projects for 250 different Russian and foreign organisations, operating in such industries as industrial and agricultural production, construction, retail and distribution, logistics, telecommunications, advertising business, NPO and many others.

Evgenii is the author of a great number of publications on general management, change management and corporate governance. He and Svetlana Emelianova co-wrote the "Business Psychology" Book, which is used as a textbook in universities. Since 2011, he has been the Editorial Board Member of the Organisational Psychology Journal (Higher School of Economics, Russia). In 2014, Evgenii joined the Independent Directors' Association of Russia.

**SVETLANA E. EMELIANOVA – Managing Partner**

Svetlana is CEO and founder of STEP Consulting. For about 25 years, she and Evgenii Emelianov have contributed to the development of Russian businesses by providing them with management consulting services. Svetlana acquired a Master's degree in Psychology at Moscow State University (MSU) in 1981. In 1996, she finished a general and financial management program at the University of Western Ontario, Canada. Three years later in 1999, she was invited to participate in the International Seminar on Quality Management for Senior Managers from Central and Eastern Europe, which took place in Stockholm, Sweden.

Svetlana Emelianova has 25 years' experience in management consulting. She completed a significant number of projects during these years. Among them were organisational development projects for state, political and business entities, facilitation of the cross-cultural interaction between Russian and Western business environments, creation of effective management teams in different organisations and human resource management (selection, evaluation, training and executive coaching) projects.

Svetlana E. Emelianova is the author of numerous publications on management consulting.