

Ukraine is after Russia Europe's second biggest country in terms of size. Since the collapse of the Soviet Union in 1991, Ukraine has been independent. On 9 September 2008 Ukraine and the EU signed an agreement for an association treaty in Paris, the aim is for the country to join the EU in due course.

Focus Eastern Europe

New shores in sight!



These images seem familiar, but no, not Vienna nor Graz is the motif here, but Lviv. In 1772 the company was annexed by Austria and Lemberg became the capital of the Kingdom of Galicia and Lodomeria. The appearance of the old town is characterised by the Renaissance, Baroque and Classicism. It was listed by UNESCO as World Cultural Heritage in 1998.

But this is not meant to contribute to overbearing associations: Lviv and not Lemberg is today's name of this "cultural capital of Ukraine". The patriotic, religious and educated population is proud of its independence and cultural identity after a turbulent past.

The capital of Ukraine is Kiev, which is to east and in the centre of the 604,000 sq km of the country's territory. ARGO and Ukraine – what is the connection? Our focus of work has moved increasingly to international projects, Fokus CEE, over the past years. In addition to English as our second official language, this also meant developing local partners. In Hungary, Slovakia, Romania, we have developed a network of cooperation partners; training sessions in ARGO, joint certifications and lively exchange support the cooperation in terms of quality.

Ukraine, a country with 47.6 million inhabitants (in 2004) and Germany and Austria amongst the leading foreign



investors (Austrian companies have invested USD 2.45 billion to date, making Austria the fourth largest investor) is of interested beyond these EU states.

Finding local partners and building trust and quality over this considerable distance is difficult. In Oleksandr Sakharsky we came to know a man, who soon convinced us of his integrity and professional competence.

Jointly, ARGO has now been preparing since the start of the year further cooperation: Small joint test projects have been successfully processed, topics aligned and contacts made. ARGO has become a member of the European Business Association. With the support of the EU, EBA has established

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itself in Ukraine since 1999 as a discussion and promotion platform for private business initiatives and set the objective of enable and promote the full implementation of European business practices and values in Ukraine. (www.eba.com.ua).

At the start of July 2009 ARGO was given the option to explore Ukraine for 2 days as part of HBP Dr. Fischer as a participant of an official working visit. Ronald Thoma, one of the four ARGO managing directors, was delighted to accept the invitation and returned with a wealth of impressions and experience.

From our point of view, Ukraine and in particular Lviv offer a series of interesting opportunities:

- 1)** Lviv as the intersection of European trade routes: The Lviv region is at the intersection of trade routes from Europe to Asia, from Scandinavia to the south and provides access to 100 million consumers from Ukraine, Russia and other members of the Commonwealth of Independent States.
- 2)** High level of education of the population: Ukraine provides qualified staff, which are committed to adapting to market requirements due to their strong motivation to improve and find success.
- 3)** Old traditions of trade relations with Russia and other members of the Commonwealth of Independent States.
- 4)** A range of new international development and promotion programmes.

5) Cost-effective production basis and great business potential for Austrian business interests in particular: ***Infrastructure and tourism*** with a view to EURO 2012 and beyond: the castles and ruins in the Lviv region offer just like the sport region of the Carpathian Mountains vantage points for creative business ideas, energy and ***environmental technology***, with new dynamicism from joining the Kyoto Protocol, ***health and medical technology***, also with a view to the demographic development, ***agriculture***.

But there are of course less positive things to be reported: Interregionally, Ukraine has been hit hardest of all central and East European countries. The political situation is unstable, which elections to be held in January 2010 dominate domestic politics. AWO experts expect to see a strong GDP retraction in 2009 and no growth until 2010 at the earliest. However, they agree with other market observers that the medium- and long-term growth prospects are given and Ukraine will develop more dynamically than other East European countries if the global economy develops positively.

With this prospect of an EU-oriented, dynamically growing Ukraine, ARGO is continuing to work towards getting to know this remote port with its familiar images and to offer our business approaches to business partners there. In 2012 Ukraine is welcoming international guests for the European football championships, this might also be a first reason for you to get to know the country?

| *Welcome on board!*



Beatrice Piontek is strengthening the ARGONAUTS as the new apprentice in the office, welcome!

| *Good luck!*



Elisabeth Stauder is leaving ARGO at her own request in order to devote her entire professional life to her activity as a psychotherapist. For special projects she will still be available for us, we are delighted at this opportunity and wish her all the best in her new profession.



Eucusa Summer meeting 2009

Under the title "The only consistent thing in life is change", this meeting was held already for the 7th time in order to discuss the topic with the speakers in dialogue. Dr. Josef Moser, President of the Treasury, Dir. Adolf Inzinger, Overall Head of the Province Council of the Barmherzige Brüder, and Stefan Meyer, Managing Director of Meyer Parkett GmbH, provided exciting insight into their success strategies when handling change.

ARGO and Eucusa took the opportunity of this platform to present the future cooperation this year : Wherever ARGO has competence in change management, Eucusa supplements it with top-quality web-based surveys for the evaluation of the processes. In lively discussions the summer evening came to a close in the Gartenhotel Altmansdorf.



GF ARGO Mag. B.Gattermeyer, RH Präsident Dr. J. Moser, GF Stefan Meyer, Dir. A. Inzinger, GF Eucusa H. R. Preyer (f.l.t.r.)

ARGO talktime 2009

ARGO talktime surprised again this year with the speed of how people from the most different sectors and organisations achieved a lively and product exchange of experience before the backdrop of the Baumschläger Berg! Leadership styles and ARGO navigator were the starting topics; all documents are available for download at the ARGO isl@nd web platform. We look forward to ARGO talktime 2010 on October 7/8!



HRD Management by ARGO

By: C. Rumpler

As already announced last year, ARGO assumed in April a comprehensive HRD outsourcing project for an international industry group. It involves the expansion of ARGO's core competence area.

What is HRD Management and what requirements are needed?

We mainly understand HRD Management as the creation, implementation and operation of organisational structures

and processes, within which the sustainable development of man with a view to optimum performance can be guaranteed. These conditions are geared towards direction, the nature and the long-term targets of the company. If the organisation's strategy is clearly defined, transparent and lived in everyday life, the individual development of man can be applied efficiently. Personal development, which is not strategy controlled and is therefore too limited to individual competence development, does often not provide the desired effect and added value in the sense of the corporate objectives.

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We increasingly regard HRD as part of an organisation's HR system. HRD is therefore required to meet the criteria of a business partner. The understanding of economic conditions, recognition of cycles and principles is a requirement for successful HRD Management as well as in-depth insight into the understanding of products and services. In this sense, direct and transparent communication routes to line managers are crucial success factors.

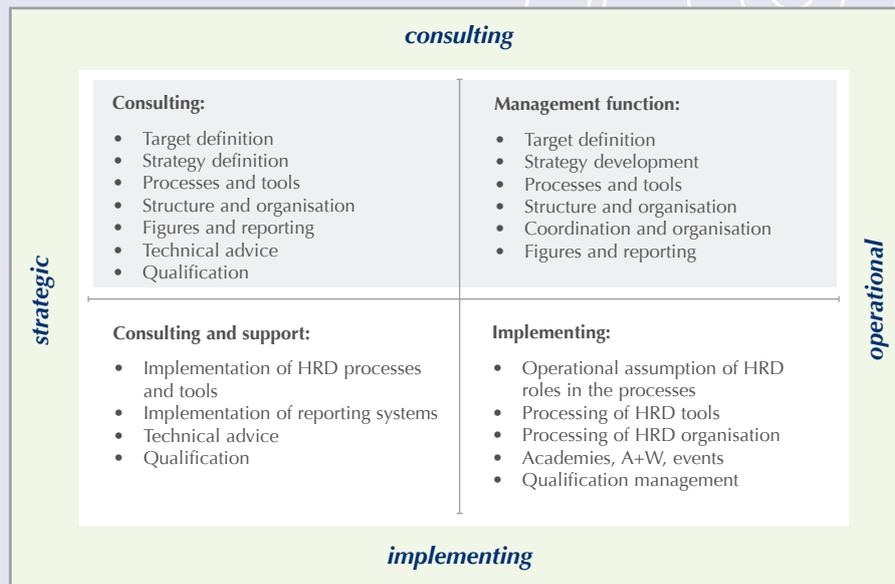
What services does ARGO provide as part of HRD?

As a rule, all services are geared towards the status and the requirements of the relevant company. If the conditions described are met, we support HR-Managers in the HRD target and strategy development and advise during the development of the structures in the organisation. Our focus here is on a clear positioning and transparent understanding of roles. In the implementation of HRD processes (tools) job descriptions and requirement profiles, integration processes, employee meetings, target agreement processes,

management development, vocational training systems, talent management and employee surveys are the focus of our activities. These processes are accompanied and supported in their efficiency by suitable controlling and reporting systems. To efficiently process them in the company, we offer consulting on the selection and implementation of suitable IT tools. In addition, all administrative processes, from the organisation of training sessions through to complete academy management, are covered in the ARGO office.

Outsourcing?

In many companies, the discussion is being held on "make it or buy it" for various reasons and for good reason. Other companies do not have the option and for some it would not be practical to align one's organisation to the operation of the above processes in terms of staff as well. Therefore, the topic of outsourcing is also becoming more significant in the HRD area. ARGO is not only able to act in a consulting capacity, but also to assume HRD functions as an outsourced partner.



The assumption of HRD functions both as a consulting and outsourcing partner by ARGO allows companies to fall back on a team of specialists, use a broad basis of know-how and, not least, achieve cost benefits.

Outlook

- On November 23 & 24, '09 the 7th Process Management Summit / Euro Plaza Conference Center Wien is being held. As a partner of the company for process management, the ARGO managing directors D. Bernold, B. Gattermeyer and B. Thoma will hold a seminar and make a presentation. We are looking forward to your participation. Invitations will follow.
- On Feb. 18, 2010 the Austrian Social Business Day is being held, information at www.socialbusinessday.org.



Editorial

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I look forward to hearing from you.