

Holding company

A1 Attract and maintain nominal capital

A1.1 Communicate information about the company to investors (promote the company)

- A1.1.1 Prepare and publish the company's international and/or domestic financial reports
- A1.1.2 Prepare and publish the company's reports on social work
- A1.1.3 Prepare and publish information on the company's business activities
- A1.1.4 Represent the company before federal and regional authorities
- A1.1.5 Organize interaction between the company and local authorities
- A1.1.6 Represent the company before international and/or domestic organizations

A1.2 Attract equity (share capital) of the company

- A1.2.1 Prepare, register and place the company's additional share issues
- A1.2.2 Enter information about issue of the company's additional shares into the shareholder register
- A1.2.3 Monitor trading of the company's shares on stock markets
- A1.2.4 Maintain the company's share prices

A1.3 Identify expectations of the company's shareholders

- A1.3.1 Study needs of the company's shareholders
- A1.3.2 Identify specific requirements of the company's shareholders
- A1.3.3 Approve methods and ways of providing the company's shareholders with information
- A1.3.4 Negotiate model and scope of dividend policy with the company's shareholders

A1.4 Provide services to the company's shareholders

- A1.4.1 Analyze complaints and requests of the company's shareholders and identify procedural inconsistencies
- A1.4.2 Prepare reports for the company's shareholders
- A1.4.3 Hold reporting meetings for the company's shareholders
- A1.4.4 Carry out quantitative assessments of satisfaction of the company's shareholders

A2 Design business development strategy

A2.1 Analyze the external environment as part of shaping the company's development strategy

- A2.1.1 Analyze external political changes and the legal and regulatory environment as part of shaping the company's development strategy
- A2.1.2 Evaluate technological innovations and scientific trends in the external environment as part of shaping the company's development strategy
- A2.1.3 Analyze demographic, social and cultural trends in the external environment as part of shaping the company's development strategy
- A2.1.4 Analyze economic changes and industry trends in the external environment as part of shaping the company's development strategy
- A2.1.5 Analyze external markets (sales markets, suppliers, contractors, etc.) as part of shaping the company's development strategy
- A2.1.6 Analyze competition as part of shaping the company's development strategy

A2.2 Analyze the internal environment as part of shaping the company's development strategy

- A2.2.1 Analyze existing subsidiary companies

- A2.2.2 Assess and analyze costs in subsidiary companies
- A2.2.3 Assess and analyze efficiency of subsidiary companies' business processes
- A2.2.4 Assess and analyze subsidiary companies' labor efficiency

A2.3 Develop business concept and development strategy for the company

- A2.3.1 Define future set of subsidiary companies
- A2.3.2 Generate or coordinate development programs for subsidiary companies
- A2.3.3 Develop business plans for project/investment solutions of the company
- A2.3.4 Develop the company's strategic development plan
- A2.3.5 Develop the company's long-term financial plan

A2.4 Prepare the company's short-term development plan

- A2.4.1 Develop program for short-term expansion of the company's assets
- A2.4.2 Develop program for short-term disposal of the company's assets
- A2.4.3 Develop or coordinate short-term development programs for subsidiary companies

A3 Organize management

A3.1 Develop the company's management concept

- A3.1.1 Translate shareholders' (owners') needs and wants into requirements for the company's management system
- A3.1.2 Develop structure of the company's management system
- A3.1.3 Plan development of (adjustments to) the company's management model
- A3.1.4 Identify resources necessary for implementing changes to the company's management system

A3.2 Develop the company's management model

- A3.2.1 Develop organizational goals and management policies for the company
- A3.2.2 Design business processes and management subsystems for the company
- A3.2.3 Generate technical specifications for automating business processes of the company
- A3.2.4 Design the company's organizational structure
- A3.2.5 Design the company's workplace conditions
- A3.2.6 Design procedures for surveying and analyzing the company's external and internal environment
- A3.2.7 Develop staff incentive schemes for the company

A3.3 Develop information provision strategy for organizational changes in the company

- A3.3.1 Identify and evaluate stakeholders influencing organizational changes in the company
- A3.3.2 Forecast behavior of stakeholders influencing organizational changes in the company
- A3.3.3 Develop information provision and promotion strategies for organizational changes in the company
- A3.3.4 Develop programs for retaining key employees during implementation of organizational changes in the company
- A3.3.5 Develop information support programs and PR programs for organizational changes in the company

A3.4 Implement organizational changes in the company

- A3.4.1 Plan organizational changes in the company
- A3.4.2 Take steps to implement organizational changes in the company
- A3.4.3 Monitor implementation of organizational changes in the company

A3.5 Support and monitor the company's management performance

- A3.5.1 Audit the company's internal regulatory and administrative documentation
- A3.5.2 Monitor the company's compliance with its regulatory and procedural requirements
- A3.5.3 Monitor the company's management performance and effectiveness

A4 Create new subsidiary companies

A4.1 Develop business concept for a new subsidiary company

- A4.1.1 Translate investors' needs and wants into requirements for a new subsidiary company
- A4.1.2 Plan and design features of a key product (service) of a new subsidiary company
- A4.1.3 Design life cycle for a new subsidiary company
- A4.1.4 Determine market value of a new subsidiary company

A4.2 Attract co-investors into projects of creating new subsidiary companies

- A4.2.1 Communicate information on projects of creating new subsidiary companies to strategic investors
- A4.2.2 Attract co-investments from funds into projects of creating new subsidiary companies
- A4.2.3 Attract co-investments from direct investors into projects of creating new subsidiary companies

A4.3 Set up a new subsidiary company

- A4.3.1 Determine legal form for a new subsidiary company and officially register a new legal entity
- A4.3.2 Develop business management model for a new subsidiary company
- A4.3.3 Recruit and deploy personnel for a new subsidiary company
- A4.3.4 Define and formulate development strategy for a new subsidiary company
- A4.3.5 Develop short-term plans for a new subsidiary company
- A4.3.6 Organize monitoring of a new subsidiary company's activity

A4.4 Design, create and evaluate product (service) prototype for a new subsidiary company

- A4.4.1 Develop design specification for a product (service) of a new subsidiary company
- A4.4.2 Prepare design documentation for a product of a new subsidiary company
- A4.4.3 Design product (service) prototype for a new subsidiary company
- A4.4.4 Develop prototype manufacturing (service provision) process for a new subsidiary company
- A4.4.5 Evaluate product (service) prototype of a new subsidiary company and efficiency of its prototype manufacturing (service provision) process
- A4.4.6 Patent, license and certify a product (service) of a new subsidiary company

A4.5 Develop manufacturing (service provision) process for a product (service) of a new subsidiary company

- A4.5.1 Identify types of materials and equipment needed to manufacture a product (provide a service) in a new subsidiary company
- A4.5.2 Select and design tools and equipment to manufacture a product in new subsidiary company
- A4.5.3 Develop material and temporal standards of a product's manufacturing (a service's provision) in a new subsidiary company
- A4.5.4 Issue process documentation for a product's manufacturing (a service's provision) in a new subsidiary company
- A4.5.5 Generate requirements for production equipment and engineering and technical infrastructure necessary for a product's manufacturing (a service's provision) in a new subsidiary company

A4.6 Create production and technical capacities for a new subsidiary company

- A4.6.1 Organize major infrastructure development to launch a new subsidiary company
- A4.6.2 Organize purchasing of process equipment to launch a new subsidiary company
- A4.6.3 Organize purchasing of equipment for engineering and technical infrastructure to launch a new subsidiary company
- A4.6.4 Organize installation and start-up of equipment to launch a new subsidiary company
- A4.6.5 Recruit and deploy production personnel to launch a new subsidiary company
- A4.6.6 Train production personnel to launch a new subsidiary company
- A4.6.7 Put into operation production facilities prepared for a new subsidiary company

A4.7 Launch production and start test sales of products (services) in a new subsidiary company

- A4.7.1 Select contractors for promotion, sales and additional services as part of launching a new subsidiary company
- A4.7.2 Organize production and sales of a trial batch (Organize provision of a service on a trial basis) in a new subsidiary company
- A4.7.3 Analyze customer satisfaction with a new subsidiary company's product (service)
- A4.7.4 Revise product (service) documentation of a new subsidiary company

A5 Acquire necessary corporate assets

A5.1 Attract corporate assets

- A5.1.1 Formulate the company's requirements for corporate assets
- A5.1.2 Formulate requirements for the terms and conditions of an asset acquisition
- A5.1.3 Formulate requirements for warranties and procedures of satisfying claims arising as a result of an asset acquisition
- A5.1.4 Analyze asset database to select assets for acquisition
- A5.1.5 Attract and select asset providers

A5.2 Negotiate terms and conditions of an asset acquisition with an asset provider

- A5.2.1 Evaluate reliability of an asset provider
- A5.2.2 Negotiate composition of assets with an asset provider
- A5.2.3 Negotiate terms and conditions of an asset acquisition with an asset provider
- A5.2.4 Negotiate guarantees and procedures of satisfying claims with an asset provider
- A5.2.5 Prepare a payment schedule for assets acquired from an asset provider

A5.3 Contract with an asset provider

- A5.3.1 Draft a contract with an asset provider
- A5.3.2 Carry out legal assessment of a contract with an asset provider
- A5.3.3 Sign a contract with an asset provider

A5.4 Manage an asset acquisition

- A5.4.1 Monitor preparations for disposal of assets carried out by an asset provider
- A5.4.2 Issue accompanying and reference documentation for assets acquired from an asset provider
- A5.4.3 Record changes concerning an asset acquisition in the shareholder register
- A5.4.4 Obtain documents confirming ownership of assets acquired from an asset provider

A5.5 Analyze and evaluate asset acquisitions

- A5.5.1 Carry out quantitative assessment of asset acquisitions
- A5.5.2 Assess effectiveness of the asset acquisition procedure

A6 Manage subsidiary companies

A6.1 Develop or coordinate operational plans for subsidiary companies

- A6.1.1 Develop or coordinate sales plans for subsidiary companies
- A6.1.2 Develop or coordinate production plans for subsidiary companies
- A6.1.3 Develop or coordinate financial plans for subsidiary companies

A6.2 Monitor and analyze activities of subsidiary companies

- A6.2.1 Monitor and analyze whether subsidiary companies meet sales targets
- A6.2.2 Monitor and analyze whether subsidiary companies meet production targets
- A6.2.3 Monitor and analyze subsidiary companies' operational management reports
- A6.2.4 Monitor and analyze subsidiary companies' financial reports

A6.2.5 Monitor and analyze subsidiary companies' accounting reports

A6.3 Audit subsidiary companies' activities

A6.3.1 Audit subsidiary companies' financial and economic activities

A6.3.2 Audit subsidiary companies' accounting systems

A6.3.3 Audit subsidiary companies' quality management systems

A6.3.4 Audit subsidiary companies' external environment management systems

A6.3.5 Audit tax law compliance of subsidiary companies

A6.3.6 Audit subsidiary companies' industrial safety systems

A6.3.7 Audit health and safety as well as labor protection systems of subsidiary companies

A6.3.8 Audit subsidiary companies' compliance with sanitary standards

A7 Manage promotion and sales of subsidiary companies

A7.1 Promote subsidiary companies to stock markets

A7.1.1 Create and analyze database of potential buyers of subsidiary companies

A7.1.2 Develop and implement programs for retaining buyers of subsidiary companies

A7.1.3 Identify need for attracting new buyers of subsidiary companies

A7.1.4 Develop and implement steps to promote subsidiary companies to stock markets

A7.2 Identify needs of a buyer who wants to purchase a subsidiary company

A7.2.1 Identify needs of a buyer who wants to purchase a subsidiary company

A7.2.2 Assess credibility of a subsidiary company's buyer

A7.2.3 Negotiate basic conditions of a purchase with a buyer of a subsidiary company

A7.2.4 Negotiate warranties and procedures of satisfying a buyer's possible complaints following the sale of a subsidiary company

A7.2.5 Develop a payment schedule with a buyer of a subsidiary company

A7.3 Contract with a buyer of a subsidiary company

A7.3.1 Draft a contract with a buyer of a subsidiary company

A7.3.2 Carry out legal assessment of a contract with a buyer of a subsidiary company

A7.3.3 Sign a contract with a buyer of a subsidiary company

A7.4 Plan transferring of a subsidiary company to a buyer

A7.4.1 Plan transferring of a subsidiary company to a buyer

A7.4.2 Develop budget for selling a subsidiary company's assets to a buyer

A7.4.3 Determine resource requirements for transferring of a subsidiary company to a buyer

A7.4.4 Schedule transferring of a subsidiary company to a buyer

A7.4.5 Forecast payments from a buyer of a subsidiary company

A7.5 Manage transferring of a subsidiary company to a buyer

A7.5.1 Prepare assets of a subsidiary company for transferring to a buyer

A7.5.2 Issue supporting and reference documents for the assets of a subsidiary company being transferred to a buyer

A7.5.3 Record transferring of title to a buyer of a subsidiary company in the shareholder register

A7.5.4 Transfer a subsidiary company's title to a buyer

A7.6 Analyze buyer satisfaction with subsidiary companies

A7.6.1 Analyze inconsistencies and procedures of satisfying claims from buyers of subsidiary companies

A7.6.2 Carry out quantitative assessment of subsidiary companies' sales

A7.6.3 Assess effectiveness of subsidiary companies' sales

A8 Manage information systems and IT infrastructure equipment of the holding company

A8.1 Determine configuration of information systems and IT infrastructure equipment of the holding company and develop plans for supplying such systems and equipment

- A8.1.1 Analyze requirements for information systems and IT infrastructure equipment of the holding company
- A8.1.2 Analyze failures of information systems and IT infrastructure equipment of the holding company
- A8.1.3 Forecast failures of information systems and IT infrastructure equipment of the holding company
- A8.1.4 Determine need for purchasing, developing or upgrading of information systems and IT infrastructure equipment of the holding company
- A8.1.5 Schedule purchase or production of new or upgrade of existing information systems and IT infrastructure equipment of our company

A8.2 Schedule maintenance and repairs of information systems and IT infrastructure equipment of the holding company

- A8.2.1 Schedule routine maintenance of information systems and IT infrastructure equipment of the holding company
- A8.2.2 Schedule repairs of IT infrastructure equipment of the holding company
- A8.2.3 Identify need for spare parts and materials to maintain and repair IT infrastructure equipment of our company
- A8.2.4 Identify need for outside services to maintain information systems and IT infrastructure equipment of the holding company

A8.3 Carry out ongoing maintenance of information systems and IT infrastructure equipment of the holding company

- A8.3.1 Monitor state of information systems and IT infrastructure equipment of the holding company
- A8.3.2 Carry out routine maintenance of information systems and IT infrastructure equipment of the holding company
- A8.3.3 Carry out primary failure diagnosis of information systems and IT infrastructure equipment of the holding company

A8.4 Purchase information systems and equipment for IT infrastructure of the holding company

- A8.4.1 Select suppliers of information systems and equipment for IT infrastructure of the holding company
- A8.4.2 Contract with a supplier of information systems and equipment for IT infrastructure of the holding company
- A8.4.3 Manage ongoing supplies of information systems and equipment for IT infrastructure of the holding company
- A8.4.4 Receive and store equipment for IT infrastructure of the holding company
- A8.4.5 Settle disputes with suppliers of information systems and equipment for IT infrastructure of the holding company
- A8.4.6 Evaluate suppliers of information systems and equipment for IT infrastructure of the holding company

A8.5 Repair (restore) or upgrade information systems or IT infrastructure equipment of the holding company

- A8.5.1 Prepare repairs to or upgrade of an information system or IT infrastructure equipment of the holding company
- A8.5.2 Decommission an information system or IT infrastructure equipment of the holding company
- A8.5.3 Repair (restore) or upgrade an information system or IT infrastructure equipment of the holding company

A8.6 Design or improve information systems of the holding company

- A8.6.1 Develop design documentation to build or improve information systems of the holding company
- A8.6.2 Design or improve software for information systems of the holding company
- A8.6.3 Prepare supporting documentation for information systems of the holding company

A8.7 Put information systems or IT infrastructure equipment of the holding company into operation

- A8.7.1 Install an information system or IT infrastructure equipment of the holding company
- A8.7.2 Set up a newly launched information system or IT infrastructure equipment of the holding company
- A8.7.3 Test a newly launched information system or IT infrastructure equipment of the holding company
- A8.7.4 Design documentation and operations manuals for a newly launched information system or IT infrastructure equipment of the holding company
- A8.7.5 Provide orientation courses for users of a new information system or IT infrastructure equipment of the holding company
- A8.7.6 Commission an information system or IT infrastructure equipment of the holding company

A9 Manage human capital

A9.1 Plan personnel recruitment

- A9.1.1 Analyze personnel requirements
- A9.1.2 Analyze skill pools
- A9.1.3 Estimate personnel requirements
- A9.1.4 Plan steps to recruit personnel

A9.2 Select personnel

- A9.2.1 Implement steps to recruit personnel
- A9.2.2 Assess a candidate's competence
- A9.2.3 Assess a candidate's dependability
- A9.2.4 Negotiate salary and working conditions with a candidate
- A9.2.5 Sign an employment contract with a candidate

A9.3 Integrate new employees into the working environment

- A9.3.1 Provide health and safety training
- A9.3.2 Implement programs for engaging a new employee into his/her job
- A9.3.3 Assess suitability of a new employee based on the results of his/her trial period

A9.4 Appraise employee performance and manage employee development

- A9.4.1 Appraise employee performance
- A9.4.2 Create individual employee development plans
- A9.4.3 Organize personnel training

A9.5 Ensure employee capability

- A9.5.1 Provide periodic training for personnel
- A9.5.2 Ensure that the working environment meets all applicable standards
- A9.5.3 Organize corporate events
- A9.5.4 Organize internal PR events

A9.6 Manage employee rotation and dismissal

- A9.6.1 Manage an employee's promotion and demotion
- A9.6.2 Manage an employee's temporary absence (annual leave, sick leave)
- A9.6.3 Manage an employee's termination

A10 Finance business activity and settle accounts

A10.1 Perform budgeting

- A10.1.1 Manage budgeting at department level in the holding company
- A10.1.2 Prepare consolidated budgets

A10.1.3 Create balance-sheet forecasts

A10.2 Forecast incomes for a short-term period and monitor incomes

A10.2.1 Forecast incomes for a short-term period

A10.2.2 Forecast incomes on investments for a short-term period

A10.2.3 Monitor incomes

A10.3 Estimate expenditure

A10.3.1 Regulate business units' expenditure in excess of budget

A10.3.2 Assess expenses for accounts payable

A10.3.3 Assess expenses for loan servicing and repayment

A10.3.4 Calculate payroll

A10.3.5 Assess payments to extra-budgetary funds

A10.3.6 Calculate dividend payments

A10.3.7 Calculate tax payments

A10.4 Balance a payment schedule and identify need for financial resources

A10.4.1 Balance a payment schedule

A10.4.2 Assess extent of fundraising needs

A10.4.3 Determine deadlines for and marginal rates of loan raising

A10.5 Provide financial resources

A10.5.1 Manage returns on investment

A10.5.2 Manage loan raising

A10.5.3 Invest free cash flows

A10.6 Manage settlements

A10.6.1 Prepare a daily payment schedule

A10.6.2 Make payments

A10.7 Prepare financial statements

A10.7.1 Collect and process source documents

A10.7.2 Document business operations in accounting records

A10.7.3 Prepare management statements

A10.7.4 Close accounting periods

A10.7.5 Prepare internal accounting reports

A10.7.6 Prepare accounting statements for external reporting purposes