SPONSORS AND SUPPORTERS

With kind support of Deutsche Post-Stiftung and MAN SE
Dear friends and supporters,

This year’s 6th German-Russian Young Leaders Conference took place in politically difficult times. The revolution in Kiev, the war in the eastern parts of Ukraine, the dispute over the status of Crimea, and the various sanctions and counter sanctions imposed by both the European Union, Russia, and the United States of America have undoubtedly led to the most challenging state in German-Russian relations for several decades.

It is precisely because of these challenges at the international level that we consider it so important that dialog continues at the individual level. With 240 young leaders in the 25- to 40-year-old age group and more than 150 experts and distinguished guests from both countries, the 6th German-Russian Young Leaders Conference sent a strong signal. It is the largest bilateral meeting at the civil society level to be convened since the start of the Ukraine crisis. Our Executive Committee with around 15 young professionals from both countries volunteered time and insights to create the best possible platform for effective exchange and an honest dialog among the energetic young leaders attending.

In our view, an honest dialog means two things: first, stating your own position clearly and not sweeping differences under the rug, and second, seriously listening to the views and opinions of others and critically scrutinizing your own position. We are convinced that this is the only way to bring about a new start.

The motto of our gathering was “RE|START – Lessons from Success and Failure.” In many areas of politics, business, and society, most of us have witnessed successes and failures: start-ups and their traps, integration of minorities in our societies, as well as the challenges of the German “energy transformation” and its importance for energy security in Russia and Europe, through to the realization of large-scale infrastructure projects. There are, indeed, many areas in which we can learn from one another. Therefore, it was decided that despite the current political situation, we should not put off the other content discussions. Furthermore, with the support of the Konrad Adenauer Foundation, a new multi-partisan working group was launched in Hamburg. This includes a new generation of parliamentarians from the State Duma and the German Bundestag as well as parliamentarians from the German federal states. We very much encourage this dialog to continue.

This report provides a summary of both the insights gained from the professional program and some of the speeches delivered by distinguished representatives, such as the First Mayor and President of the Senate of the Free and Hanseatic City of Hamburg, Olaf Scholz.

We would like to extend our heartfelt thanks to all those who continue to support the German-Russian Young Leaders Conference, despite the current difficult political climate.

Yours sincerely,

Christoph Oldenburg
Chairman
Tatiana Kadreleva
Deputy Chairwoman

CHRISTOPH OLDENBURG
Chairman
TATIANA KADRELEVA
Deputy Chairwoman
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The German-Russian Young Leaders Conference is the largest platform of its kind to foster a dialog among a new generation of passionate Russians and Germans with exceptional profiles in their respective fields of activity – business, politics, culture, science, and media. Once a year, 120 German and 120 Russian participants, selected from hundreds of nominations and applications, are invited to a three-day meeting. We particularly aim to recruit participants without intense prior relations to the respective other country. The conference is funded by supporters from business and society. Participants themselves make a substantial contribution by individually covering their cost of travel and accommodation at the conference hotel.

The German-Russian Young Leaders Conference is a joint initiative of the Berlin-based non-profit association “Deutschland-Russland – Die neue Generation” (Germany-Russia – The New Generation) and Saint Petersburg State University of Economics, Russia’s leading economic university. The annual German-Russian Young Leaders Conference itself is a private, non-profit, politically independent, non-partisan initiative with the goal of fostering relationships and mutual understanding among a new generation of Russians and Germans – irrespective of the state of the official bilateral relations. The annual conference provides young Germans and Russians with an open platform for professional and personal exchange. The participants are selected through a thorough application process focusing on young “leaders in mind” with exceptional profiles in their spheres of activity, such as business, politics, science, and media.

Besides offering a platform for personal exchange and inspirational debates, the German-Russian Young Leaders Conference aims to form a permanent active network among its alumni. The ongoing exchange shall help to build the foundation for better German-Russian and EU-Russian relations in the future.

The German-Russian Young Leaders Conference strongly welcomes applications to join the team to help organizing future activities.
In challenging political times, dialog among the young generation of decision makers and leaders is of particular importance. Under the theme “RE|START – Lessons From Success and Failure”, 240 top talents, present and future leaders from various fields such as business, politics, science, media, and culture convened in Hamburg from July 10-13, 2014. The conference, conducted in collaboration with the Hamburg Chamber of Commerce and Saint Petersbourg State University of Economics, invited young leaders to meet over the course of four days to interact in a constructive dialog toward establishing a common ground for future cooperation and friendship.

Dialog in difficult times

On Thursday (July 10) afternoon, prior to the start of the official program, 100 conference participants seized the unique opportunity to visit the factory of Airbus, the leading European aircraft manufacturer, in Hamburg-Finkenwerder. The visitors were warmly greeted by Oliver Haack, Manager Political and External Affairs Germany, who introduced Airbus in a company presentation. The presentation was followed by a lively round of questions and answers, in which pros and cons of the European aviation consortium were discussed. Participants were then split into groups and were given an exclusive tour around the plant, which involved such highlights as the final assembly line of the A320 and the equipment installation of the A380 double-decker airplane.

The official opening ceremony took place Thursday evening at the Hamburg Townhall by invitation of the Senate of the Free and Hanseatic City of Hamburg. The 6th German-Russian Young Leaders Conference was formally opened by Senator Frank Horch, Senator for Economic Affairs of the Free and Hanseatic City of Hamburg, who welcomed the participants on behalf of the Senate of the Free and Hanseatic City of Hamburg. He outlined the importance of trade between Hamburg and its partner city, Saint Petersburg, as well as the need for general cooperation and dialog between Germany and Russia. Prof. Maximtsev, Rector of the Saint Petersburg State University of Economics and Member of the Board of Trustees of the German-Russian Young Leaders Conference, welcomed the participants in his speech on behalf of his university, the co-host of the German-Russian Young Leaders Conference.

The highlight of the evening was an inspiring speech delivered by Henning Voscherau, former Mayor of the Free and Hanseatic City of Hamburg and Chairman of the Board of South Stream. He underlined the important fact that “Europe was always the most peaceful when Germany and Russia were on good terms with each other and cooperated for mutual benefit”.

The Chairs of the German-Russian Young Leaders Conference, Christoph Herzog von Oldenburg and Tatiana Kadreleva, stressed the importance of dialog in their welcome speeches.
The opening ceremony was followed by a reception in the Hamburg Townhall’s Festive Hall, giving participants and guests of honor the opportunity to make new acquaintances and reconnect with old friends.

Engaging in various aspects of the German-Russian partnership

The formal conference program took place in the Hamburg Chamber of Commerce on Friday (July 11) and was kicked off with introductory speeches given by the Chairs Christoph Oldenburg and Tatiana Kadreleva. Prior to the start of the workshop program, participants were greeted by the Deputy President of the Hamburg Chamber of Commerce, Jaana Kleinschmit von Lengefeld, and by Ivan B. Khotulev, Consul-General of the Russian Federation in Hamburg. Robert Shlegel, Member of the State Duma of the Russian Federation (United Russia), after delivering a message from the Chairman of the State Duma, called upon the young leaders to seek out constructive dialog despite the challenging political times.

Ian Karan, former Hamburg Senator for Commerce and Labor, addressed participants and guests on the topic of success and failure. He spoke of his own restart after having lost all he had gained in his 18 years of personal endeavors, concluding that determination was a critical factor of success and failure – the most important prerogative to start all over again.

The subsequent first session of the professional program invited participants to engage in one of several workshops on topics such as entrepreneurship, energy, the sharing economy, or the Ukrainian crisis. The session was followed by a plenary discussion on current developments in German-Russian relations, including plenary host Jens Paulus, Section Head Europe and North America of the Konrad Adenauer Foundation, Ilya Kostunov, Member of the State Duma of the Russian Federation (United Russia), and Knut Fleckenstein, Member of the European Parliament (SPD). The discussion revealed the contrasting views on the current conflict in Ukraine. While Ilya Kostunov stressed the illegitimacy of the then Ukrainian government and criticized the Ukrainian leadership for taking military action against its own citizens in Eastern Ukraine, Knut Fleckenstein insisted that the annexation of Crimea was a violation of international law and, as such, unacceptable. However, both agreed on the need for ongoing dialog and cooperation to solve the conflict.

The second workshop session presented participants with the opportunity to gain new insights and exchange opinions on one of further topics, such as e-commerce, integration, or the future of the German-Russian partnership.

The highlight of the day was a reception and formal dinner on the museum ship Cap San Diego, which allowed guests to reflect on the shared maritime traditions of both countries. Olaf Scholz, First Mayor and President of the Senate of the Free and Hanseatic City of Hamburg, addressed the young leaders, highlighting the importance of personal exchanges as well as diplomatic, business, and cultural ties in complicated times and expressed confidence as to a promising future of the German-Russian partnership. He also reminded the audience of the long-standing partnership between the cities of Hamburg and Saint Petersburg, which was founded as early as in 1957, during the difficult days of the Cold War period.
In his after-dinner speech, Reinhard Führer, former President of Parliament of the State of Berlin and former President of the German War Graves Commission, reflected on the immense human sacrifice of the wars of the 20th century and called upon the audience to work for peace. Following President Führer’s commemorative remarks, the evening concluded by the solemn ceremony of the “Serenade”, the traditional sunset concert of the German Armed Forces, performing songs and hymns from both countries.

Exploring Hamburg and getting inspired about leadership

Saturday (July 12) gave participants an opportunity to explore the cultural and historic heritage of the City of Hamburg on guided walks and a boat excursion. The tour took participants to sights such as the Port of Hamburg, Elbe Philharmonic Hall, and the Warehouse District.

The farewell dinner took place at rural Basthorst Estate, a manor in the State of Schleswig-Holstein, which is the home of Vicky Leandros, Baroness Ruffin, who is a member of the Board of Trustees of the German-Russian Young Leaders Conference.

Following a welcome reception, participants witnessed a lively speech by Rolf Schmidt-Holtz, Member of the Board of Directors of RTL Group and Founding Shareholder of Hanse Ventures. Drawing upon his experiences of success and failure as the CEO of Sony Music Entertainment, Mr. Schmidt-Holtz addressed the question of leadership, stipulating that the abilities to listen, to strive for self-improvement, and to assemble the best team are a leader’s core traits.

Christoph Oldenburg gave the final speech of the conference, providing a positive recap of the three days and stressing the progress that the conference is making each year. The closing dinner was followed by an impressive concert of young Russian and German performers, delivering a worthy final to the 6th German-Russian Young Leaders Conference.

On Sunday (July 13), participants gathered for one last time for a farewell brunch. They are all encouraged to stay in touch via the alumni network and will be able to reconvene and meet participants from prior conferences at one of our scheduled alumni meetings.
Hamburg’s former First Mayor Henning Voscherau, Chairman of the Board of South Stream, delivers the opening speech.

Ian Karan, entrepreneur and former Senator of Economic Affairs, delivering a speech on leadership.

Russia’s Consul-General Ivan B. Khotulev greeting the participants.
Members of the Bundestag and the State Duma arriving for the inter-parliamentary working group.

Ms Kadreleva,
Mr von Oldenburg,
Parliamentary State Secretary,
Consul General Khotulev,
Members of Parliaments, Ladies and Gentlemen,

More than twenty years have passed since a delegation travelled from Hamburg to St. Petersburg to formally open the “ECAT”. That is not an abbreviation for the famous Czarina Yekaterina, better known here as Catherine the Great, but for the Environmental Centre for Administration and Technology, which was established as a joint venture between the two sister cities with assistance from the European Commission.

Back then several “Young Leaders” were at the table, or rather tables, because, as one would expect, various dinner events took place.

Just like today! Last year’s fifth German-Russian Young Leaders Conference was held in St. Petersburg, and so I am particularly pleased that Hamburg was chosen as the venue this year. On board this wonderful ship, which reminds us of shared maritime traditions.

Relations between the two cities stretch back into the 18th century; for us however, the year 1957 stands out as very important, because Leningrad, as it was then, took the initiative to conclude a treaty of friendship with Hamburg that was sealed with a handshake. This happened only two years after the German Chancellor’s first visit to Moscow, at a time barely ten years removed from the horrors of war, and in particular the long siege of Leningrad by a German army.

Apart from the successful Foundation for German-Russian Youth Exchange, Hamburg is also home to a Russkiy Mir centre. We can thus claim to be a city where great skills in the field of Russian affairs reside, and this is rooted in a willingness to promote understanding during the “Cold War” period. And for that we remain, to this day, very grateful to the Russian people, and in particular to the citizens of Saint Petersburg.
Obviously, we are eager to expand our Russian skills, preferably in as many different parts of your vast country as possible. And for a city like Hamburg, an event such as this conference is highly advantageous. Young Leaders are men and women whose engagement in business, scientific and cultural activities contributes – more or less by itself – to strengthening Germany and Russia and the mutual relationship between these two neighbours in Europe.

This holds good even when circumstances are more complicated and political differences become apparent. Young Leaders, I believe, probably know and sense better than others, that in the medium and long term there will be no place for alienation and thinking in terms of “spheres of interest”. Because the vast majority of today’s younger generation, whether they are leaders or not, are no longer able or willing to understand attitudes like those.

The consequences and significance of good, neighbourly relations between all Europeans go far beyond current, specific economic issues. These may be very important and urgent most of the time, but what I find crucial is, and I quote:

“If you want to understand life, don’t believe what they say or what they write, but make your own observations and think for yourself.”

These are the words of Anton Chekhov and he also knew why he underpinned his own observations and reflection by maintaining a permanent exchange with a wide range of contemporaries.

These days, exchange, and being able to engage in exchange, has long ceased to be the privilege of intellectuals and artists. In Russia, as in Germany and everywhere in between and around, there is an incomparably bigger flood of information and opinions than in Chekhov’s day, and soon no-one will be obliged to believe what “they” say and what “they” write.

Ladies and Gentlemen,
It seems indisputable to me that in complicated times personal exchanges are particularly important, and so are business and cultural ties, not to mention diplomacy.

A few months ago the Foreign Minister of the Federal Republic of Germany, Frank-Walter Steinmeier, arrived here in Hamburg for an international event, having travelled directly from Kiev. He gave a moving account of how, in conjunction with his Polish and French colleagues, and with the envoys from the President of Russia, he joined with the parties to the conflict in intense efforts to find a peaceful solution in Ukraine.

German politicians do not do this kind of thing because they believed it was their job to act as referees to the world; that would be inappropriate. They do it, just as politicians from Poland, France, Russia, Ukraine and other countries do, because they have learnt what can happen when people stop talking.

At the moment we see hopeful signs of a rapprochement between the Russian and Ukrainian governments, even if there is as yet no cease-fire in the East of the country. I very much hope that this will happen soon and that the situation will stabilize into something in which all the citizens can participate. And it goes without saying that the sovereign integrity of no country in Europe should be called into question. It must be possible for Russia and Ukraine to become good neighbours again.

Ladies and Gentlemen,
All of you, and the general public in this country, know that Germany and Russia are mutually important trading partners, although many will perhaps be surprised to hear that the Federal Republic is Russia’s second biggest supplier, accounting for 12 per cent of imports. However, at the moment imports are slipping a little; but you will know that too, because economic data will have been among the topics treated at your conference.

For the future, Russia will remain an important economic player in Europe and the world, thanks to its export-oriented economy, wealth of natural resources and energies and – not to be overlooked – its good standards of education and job training. That is one aspect!

Ladies and Gentlemen,
The “ECAT” that I mentioned at the outset still exists in St. Petersburg, although the name has changed and the
structure is slightly different. In recent years and decades we have made efforts to cooperate in other ways as well and, when necessary, to help; I know of many personal friendships that have grown during this process.

Sport is another area where friendships grow and sport has long since defied every border. Many years ago Aleksej Mischin caused quite a sensation in Hamburg by becoming the first Russian ice hockey player in the German professional league. And the football player Sergej Kirjakov, who came from distant Orel, became a favourite with the public.

As you see, just now, everyone is talking about the number one topic. The next World Cup will be held in Russia. Here in Hamburg, however, we cherish the hope of hosting an event betimes that Moscow has already staged: The Summer Olympics.

Joyful occasions, sometimes less joyful ones, economic cooperation, cultural exchange and political talks – all the things that promote intercultural understanding and communication between our countries are valuable and useful to us all. Russia is, and will remain, an important, steadfast partner to Germany and Hamburg.

I hope that many meaningful discussions lie ahead of you tonight and please do continue to enjoy a pleasant stay in Hamburg. Thank you very much.
MESSAGE FROM THE RECTOR OF SAINT PETERSBURG STATE UNIVERSITY OF ECONOMICS

Dear Friends,

On behalf of the St. Petersburg State University of Economics let me welcome you to the 6th German-Russian Young Leaders Conference in the City of Hamburg, the German partner city of Saint Petersburg.

There are several important goals that our countries are pursuing at the moment, and development of mutual partnership, creating new connections and strengthening existing contacts are among them – irrespective of day-to-day politics. Both countries will benefit greatly from enhanced international collaboration, and this crucial development solely depends on the new generation of leaders and their mutual effort, insight and hard work.

As the leading economic university in Russia, we understand and value the significant role of young people for our future. In these challenging times collaboration among academic, political and business communities of our countries are of utmost importance. This mutual partnership led by a new generation of “Young Leaders” may help to overcome political and economic frictions, both bilaterally and multilaterally.

Last year the 5th German-Russian Young Leaders Conference was held in Saint Petersburg, and we can say with confidence that it succeeded to be one of the most important and exciting events in the city in 2013. This year we proudly pass the baton to Hamburg, a city which represents industry and commerce – two essential factors for the development of cities in our modern world. Being major transport hubs, business and financial centers Hamburg and Saint Petersburg both play crucial roles for our nations.

Expectations in the new world are high, and we can only meet them by working together for common good and shared prosperity.

I wish you all the very best and encourage you to raise your voices loud and clear so that they are heard not just at the conference, but in your communities in both our countries. You are truly our “Young Leaders” and our future is in your hands.

Prof. Dr. Igor A. Maximtsev

Prof. Dr. Igor A. Maximtsev

Rector of Saint Petersburg State University of Economics
# AGENDA

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<tr>
<td>12h30</td>
<td>Radisson Blu Hotel</td>
<td>Buses depart for visit of Airbus factory site, Hamburg-Finkenwerder – prior registration required</td>
<td>Hamburg Chamber of Commerce</td>
<td>Welcome coffee at the Grand Hall of the Stock Exchange</td>
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<td>17h00</td>
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<td>Informal welcome in the lobby of Radisson Blu Hotel</td>
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<td>Official Opening of the conference at Albert Schäfer Hall</td>
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<td>17h45</td>
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<td>Buses depart from Radisson Blu Hotel for Official Opening Ceremony at Hamburg City Hall</td>
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<td>Workshop session 1 (You will be assigned to 1 of 5 working groups)</td>
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<td>08h15</td>
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<td><strong>FRIDAY, 11 JULY, 2014 - FIRST CONFERENCE DAY</strong></td>
<td>09h00</td>
<td>Lunch break</td>
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<td>09h00</td>
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<td>Plenary session at Albert Schäfer Hall</td>
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<td>Plenary session at Albert Schäfer Hall</td>
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<td>10h00</td>
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<td>Workshop session 2 (You will be assigned to 1 of 7 working groups)</td>
<td>13h00</td>
<td>Busses depart from Hamburg Chamber of Commerce for the venue of the “Hanseatic Dinner”</td>
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<td>13h00</td>
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<td>Informal After Party at the lobby of Radisson Blu Hotel</td>
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<td>Busses depart from Radisson Blu Hotel</td>
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<td>14h00</td>
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<td>Busses return from Hamburg City Hall to Radisson Blu Hotel</td>
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<td>Busses depart from Hamburg Chamber of Commerce</td>
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<td>15h00</td>
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<td>16h30</td>
<td>Hamburg City Hall</td>
<td>Official Opening Reception of the Senate of the Free and Hanseatic City of Hamburg</td>
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<td>17h30</td>
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<td>Workshop session 2 (You will be assigned to 1 of 7 working groups)</td>
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<td>17h45</td>
<td>Radisson Blu Hotel</td>
<td>Buses depart from Radisson Blu Hotel for Hamburg Chamber of Commerce</td>
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SATURDAY, 12 JULY, 2014 – SECOND CONFERENCE DAY

18h00 | Cap San Diego
Dress: Dark Suit/Cocktail/Business

19h30 | Reception and formal dinner

22h00 (sharp) | Traditional sunset concert

22h30 | After-dinner reception and party

24h00 | Busses start departing for Radisson Blu Hotel

LOCATION

16h00 | Groups return to Radisson Blu Hotel

17h00 | Busses depart from Radisson Blu Hotel for the venue of the “Schleswig-Holstein Night”

18h00 | Basthorst Estate
Dress: Smart Casual/Country Style

24h00 | Closing Reception and Seated Dinner

LOCATION

SUNDAY, 13 JULY, 2014 – DEPARTURE DAY

10h00 | Radisson Blu Hotel
Dress: Casual

12h00 | Groups depart from Radisson Blu Hotel for Interactive Working Sessions
(Please stick to the group you have been assigned to)

LOCATION

12h00 | Official Closing

LOCATION
WORKING GROUPS

MORNING SESSION

1. Entrepreneurship: Rocky Roads to Success
2. The World After Crimea. Rethinking the Common European House
3. The New Owning: Sharing Economy
4. Securing Energy for Russia and Germany – Real Options or False Myths?
5. Leaving Afghanistan

AFTERNOON SESSION

6. Is Traditional Business Doomed to Fail?
7. Rethinking Investing: “Infrastructure Core” as an Advantage for Sustainable Economic Development
9. Integration: Success Stories from Russia and Germany
10. The Arts: State Weapon or Munition in the Fight against the State?
11. Developing Ideas for the Future of German-Russian Relations
12. Special Parliamentary Working Group (for Members of Parliaments only)
This workshop’s purpose was to reflect on the chances and challenges young entrepreneurs encounter in Russia and Germany. First of all, personal and social prerequisites were elaborated on.

A perfect setting would involve an inspiring, independent and disciplined leader, passionate about their business idea, obsessed with the customer and capable of motivating partners and employees. They would further be able to take criticism and assign tasks, reflect on their mistakes, have a lot of staying power in order to start again in case of a failure and be eager to shape an industry. They would be able to draw upon financing offers either from a bank, a business angel or a crowdfunding platform. Finally, they would have access to a network of supporters and like-minded people offering advice and act in an educated society open for innovations, which would allow failures and grant second chances.

In Germany, many of these prerequisites seem to already exist. The German government offers generous support to entrepreneurs, loans or venture capital can be obtained easily, as opposed to Russia, where start-up facilitation and funding are still in their infancy, bureaucratic barriers are quite low in Germany. Institutions such as Chambers of Commerce grant further support. These very different start-up support cultures may explain why small and medium-sized companies account for 65 percent of the employed population in Germany, but only for 20 percent in Russia. Additionally, German employees are rather willing to share an entrepreneurial vision and identify themselves with their company – in contrast to Russian employees who frequently change employers. Still, even without substantial financial support, it is always possible to found a small business and let it grow.

However, Germany, too, needs to optimize some parts of its rather conservative corporate law. At the moment, once your company fails and you file for bankruptcy, you are not allowed to start a business until six years later. Such stipulations correlate with a general culture that doesn’t allow failure and refuses the second chance. In contrast, many successful start-up countries such as the US regard failing as a crucial part of the learning process and do not have such strict regulations and thus allow for more business ideas to unfold. Apart from legal straits, young entrepreneurs, no matter which country they are starting their business in, may encounter other difficulties such as lack of expertise, difficulties in winning customers or refining their products. To tackle such challenges, it is always advisable to look for competent partners as well as to observe and to establish sustainable channels of communication with customers as well as to observe them and to analyse their needs.

No matter how many obstacles an entrepreneur will encounter in their way, the workshop revealed that entrepreneurial success belongs to the most passionate ones that learn from mistakes, follow a vision, and are able to convince and enthral sponsors, customers, partners, as well as employees.
Designed in order to address legal, political, and historical aspects of the crisis in Ukraine as well as to explore its role for the future development of European and world politics, the workshop was introduced by recalling the development of the crisis from its start in November 2013 – the participants were reminded of the Euromaidan demonstrating for closer ties with the EU and against President Yanukovich’s corrupt system, the beginning of a contra-Maidan movement in Eastern Ukraine, the Crimean crisis leading to a controversial referendum and a change of the peninsula’s status, and finally the escalating civil-war-like situation in Eastern Ukraine, with an armed conflict between rebels and Ukrainian armed forces.

The workshop initially focused on the concept of the “Common European House”, which is made up of common values that are based on the initial idea that economic integration would provide for peace and stability in the region. It remains unclear whether Russia sees itself as part of this community of values. It was discussed whether the EU would act too cautious in this conflict due to economic interests or whether the EU’s behavior needs to be ascribed to a strategy of de-escalation. The workshop backed a political solution for the conflict in order to prevent future crises of this kind. The workshop also addressed the question of legality and legitimacy in the current conflict, being a major focal point in the political assessments in the EU and Russia.

Particular attention was paid to the role of journalism in the conflict. While it was pointed out that it was challenging for journalists to really understand the conflict, the participants criticised the ongoing propaganda war on both sides that makes it hard to understand what is going on in Ukraine. The participants addressed the lack of predictability of the conflict’s future development and discussed whether a breach of international law would be a reason to isolate Russia, as Western countries had also broken international law before.

The workshop was then split into three working groups on politics, media, and international law. The consensus sentiment in the media group was that media influenced our perception of the outside world and, whilst it is supposed to convey objective observations, there is still a danger of manipulation. It was agreed that there was an overall feeling of misunderstanding. The politics group discussed whether Ukraine could become a neutral zone between the West and Russia, whilst participants were emphasising the lack of dialog as well as lack of understanding for the fact that the conflict cannot be solved from beyond. The group elaborating on legal aspects discussed the term of terrorism, which is lacking a clear definition in international law and is rather used politically and not in a legal sense.

The final conclusive discussion in the plenum resulted in three key points. First: the media has to avoid misinformation and regain trust. Second: there are no simple solutions that can be applied to such complex situations. And third: it is necessary to search for common grounds, especially among the young generation of Germans and Russians.

2 The World After Crimea. Rethinking the Common European Home

Panelists
Claudia Crawford, Konrad Adenauer Foundation, Head of Moscow Office
Igor Gretsky, Saint Petersburg State University, Associate Professor for International Relations
Meike Dülffer, ZEIT ONLINE, Managing Editor

Host
Maximilian Kall, Freelance Journalist
European economies experience a new phenomenon, with more and more consumers not buying, but borrowing: driven by Internet services, people rent cars, power drills, and sandwich makers for a period of time as short as they need it. The workshop tried to elaborate on whether this shift in consumption is a revolution or a “flash in the pan”, explore its social and economic impact and its perspectives in Russia, where “sharing economy” is still in its infancy.

The workshop introduced Francis Fukuyama and Clayton Christensen’s theories on human behavior, stating that an attack from below can disrupt the existing market structures if a change of values reaches a critical mass. Regarding the sharing economy development, the creation of a new value network as regards demand and consumption might change existing industries with the Internet being the disruptive technology. The ongoing sharing economy development was compared to the ideology of punk movements, as service providers equal users and consumers that affect established industries from the bottom.

Sharing in the framework of sharing economy is not to be regarded as altruistic, but as a way of letting one’s assets work. Car sharing as well as room sharing with Airbnb offering more beds than Hilton Hotels in some countries demonstrate that disruption from the bottom works. According to experts, the sharing market has huge potential in both, Russia and Germany. Especially in Russia, there is a big need for modernization in various areas sharing can create solutions for, not to forget about such obvious advantages as saving costs and resources as well as reducing pollution. The main barriers that may hinder sharing from becoming more popular are low level of trust, unresolved taxes and insurance issues, distribution of fees amongst owners and users, high risk of damage or theft, as well as high standards of consumer protection and competition regulations. Another problem is the lack of investors, which can be explained by small profit margins generated in the sector.

The World Café concept with participants working in a café atmosphere was implemented for discussions. Sitting down at the inviting coffee tables worked immediately when people entered the room and led to lively discussions on what can and cannot be shared as well as on the impact sharing economy may have on society. According to participants, objects with great sharing potential are real estate, equipment as well as expensive and prestigious valuables, while objects of everyday use are unlikely to be shared.

When it comes to social impact, sharing may lead to a higher degree of interaction between strangers, improved living standards as regards convenience, mobility, and cheap access to equipment, new kinds of entrepreneurship, but also to lower quality standards as well as an altered privacy concept. Also, the differences between cities and villages have been highlighted, with the latter being rather excluded from sharing economy. Finally, the workshop has addressed whether sharing will lead to production and therefore to job cuts and whether it will trigger a capitalization of further areas of our societies.

Panelists
Dennis Behncke, Focke & Co., Project Controller
Nico Lange, Konrad Adenauer Foundation, Politics and Consulting Department, Deputy Head of Department
Philipp Gloeckler, WHY own it, CEO
Lyubava Taneeva, Veter, CEO

Host
Dina Sierralta Espinoza, OuiShare, Hamburg Coordinator
The workshop dealt with questions of security of energy supply as well as energy demand with a focus on Europe and energies based on gas resources.

There was a broad agreement that the balance and interplay of supply and demand of gas is crucial for the development of the German energy markets. Even though the question of energy supply is subject to controversial discussions, it must be stressed that security of gas supply in Germany can be regarded as safe at an overall level, due to various supply options (Norway, Russia, LNG from Africa and even the US) – even without taking significant shale gas production in Europe into consideration. Security of gas supply is more a question of price than of availability.

A more pressing issue (especially for the supplier side) is the security of demand, triggered by the strong buildup of renewables in the power sector across Europe and especially in Germany and the strong push for energy efficiency. Both measures exert pressure on gas demand. A particular attention was paid to the question whether fracking technologies could help Europe to become more energy-independent. While fracking is technologically feasible and in parts already used in Europe, the current political debate focuses on risks, such as the negative impact on nature, on drinking water, etc. Some participants stressed that these risks are exaggerated by politics/media and that technical solutions exist. Nevertheless it is a given that the topic is in the center of the political and medial debate. This implies that the real risks and opportunities need to be made more transparent and a fact-based debate needs to be supported.

Despite the fact that global and European energy demand will rise dramatically (30% by 2020, 50% by 2050 – globally) it was stated that shale gas will probably not be a game changer in Germany/ Europe as it has been in the US. Main reasons are: lack of data on drillings, setup of respective infrastructures would take a long time, highly populated areas in Europe compared to less dense areas in the US, different ownership rights in the US vs. Europe. Shale gas exports from the US could be an opportunity for Europe, but two major reasons will most likely limit the impact: 1) The US will probably limit their export licenses (due to macroeconomic reasons) and if there was a commitment to more exports, other countries would be preferred (such as Asia with a lot higher prices). 2) Shale gas exploration in the US gives the US a large competitive advantage due to much lower gas prices in the US compared to Europe – but import prices in Europe would be a lot higher due to additional cost for liquefaction, transport, and re-gasification. Prices would probably be higher than the current gas price in Europe.

Overall, a stronger gas demand in Europe would be beneficial for ecologic reasons (gas plants with less than 50% of emissions by coal plants) as well as stability reasons in the power-sector (to balance the volatile renewables). For that promotion and fact-based communication of upsides of gas would have to be pushed and coordinated.

It was highlighted that political decisions like the German “Energiewende” require resolute strategies and more efforts to raise energy efficiency. A way of how to deal with the cost of the “Energiewende” needs to be found.

Regarding the currently limited impact of alternative energy supplies, the resulting high cost and the failure to meet our CO₂ target and the economic competitive target (EU target), it was discussed whether the cooperation between Germany and Russia could be enhanced in a long-term strategy. This scenario would be worth to talk about given that political tensions do not amplify.

### 4 Securing Energy for Russia and Germany – Real Options or False Myths?

**Panelists**
- Uwe H. Fip, E.ON Global Commodities, Senior Vice President
- Dr. Klaus-Dieter Barbknecht, VNG, Board Member
- Dr. Dr. Alexander Weiss, McKinsey & Company, Director
- Dzhamil Bulgakov, GAZPROM Germania GmbH, Senior Manager

**Host**
Matthias Gohl, Zeiss Group, Senior Vice President, Head of Strategy and M&A
Afghanistan faces decisive challenges this year, even though the crises in the Ukraine, Syria, Iraq, or Palestine have distracted public attention. By the end of 2014 the NATO is planning to withdraw its ISAF mission (International Security Assistance Force) and hand over the responsibility for the country’s security to national forces. The workshop discussed the achievements of the international community in Afghanistan, security threats, possible roles of Russia and NATO in post-2014 Afghanistan, and future scenarios for the region.

It was stated that the ongoing military operations in Afghanistan started in 2001 as a fight against terrorism and only subsequently turned into a nation-building mission under ISAF. However, the international community had little sustainable success in dealing with the situation in Afghanistan. Even though ISAF is going to withdraw this year, solutions for many problems with domestic and international impact have not been found yet.

Russia fears spill-over effects of violence, instability, terrorism, and human security threats, which potentially destabilize the Central Asian neighborhood. This could develop into a direct threat for Russia’s national security with a worst-case scenario of incursion of former militants. As a countermeasure, security cooperation among the bordering countries becomes crucial for the region. The most serious current issue for Russia is narco-trafficking, which has increased massively after the fall of the Taliban regime. Experts regard overproduction of heroine, unguarded borders, a developed infrastructure, and low prices as the main reasons for the catastrophe, which is widely believed to get worse. While there are a number of trafficking routes out of Afghanistan, the heroine shipped through the so-called northern route is almost entirely consumed inside Russia, fueling the country’s severe drug problems.

None of the experts dared to present a roadmap out of the crisis. One reason for the failure of the international efforts was attributed to the fact that too little was done to educate the Afghans – a long-term investment. Instead, vast sums were spent on the military operation, which was originally designed as a short-term mission. Education is a factor whose effects are not felt until at least ten years later – which might seem long, but is still very quick in historical perspective. The often infrastructure-focused projects undertaken during the ISAF period such as building schools, roads, and wells envisaged to quickly raise the quality of everyday life in Afghanistan, were often destroyed shortly after completion and could not deliver the desired effects.

The ISAF mission aimed at facilitating nation building in Afghanistan, without seriously taking the tribal character of its society and the deep rooted mistrust towards foreign intervention into account. As was noted, it is important to talk with the Afghans and not only about them. A lesson that must definitely be drawn from this mission is that ultimately a society has to evolve itself because external forces cannot transform certain cultural features. Again, education might have a facilitating effect here.

The prospects for Afghanistan were described as rather bleak. No one can foreclose the possibility of the return of the civil war. The clashes between the Afghan security forces and the insurgents are gaining frequency and only after the end of ISAF will the resilience of the Afghan security forces be truly put to the test. However, the responsibility towards Afghanistan that the international community, including Russia, is bearing cannot be ignored. Central Asia is a crucial region for all stakeholders, with some state of self-sustained stability being in everyone’s interest. Still, a solution to the crisis in Afghanistan will be found easier if NATO and the Russian Federation cooperate on this issue.
The workshop dealt with the challenges traditional retail faces in light of the current evolution of e-commerce. It was revealed that while up until 2010 ecommerce only substituted traditional distant (catalog) shopping, it had since then been taking over segments of retail shopping. While more and more traditional businesses in Germany have to close down, one third of retail revenues is expected to be generated online by 2020. German shopping malls have lost 50% of their customers since 2010. Based on the observation that traditional retailers are not yet able to gain a foothold online, it was outlined that e-commerce was not a chance for traditional business in Germany. The fact that very few offline retail spaces have been opened in the past few years backs this opinion: retailers are aware of the challenges to compete with e-commerce-led innovations.

Apart from the fact that offline retail is growing and shopping malls are gaining popularity (due to the fact that they are quite a new phenomenon), the situation looks quite similar in Russia. Since the Internet is reaching more and more households, the number of online shoppers, including elderly, is soaring. It seems paradoxical that only four years ago hardly anyone dared to shop online due to security concerns. The excellent development of online retail in the last few years may also be ascribed to the excellent service online retailers provide. The online fashion shop Lamoda.ru, for example, has its own courier service and delivers the day after the order was placed. It must be added that, in Russia as well, hardly any successful offline company managed to become successful online.

Experts agreed that traditional business’ main problem was the lack of innovative power as well as the inability to adapt to new trends. On the contrary, online retailers are excellent at analyzing market dynamics and meeting their customers’ needs quickly. Still, certain retail segments such as food are expected to remain offline since customers are expecting packing and delivery costs to be paid by the shops, which leads to tiny margins in this field.

When asked for a long-term outlook, the speakers expected virtual reality to have an impact on e-commerce. They also anticipated developments towards personalized shopping involving remembering customers as well as automated shopping for products required on a regular basis. Few huge online shops offering a wide range of products are probable to become established. Offline shops will probably serve exclusively as representative areas and therefore grow in size and become more aesthetic.

**Participant’s Opinion Poll**

**Is e-commerce a threat, a chance, or neither for the traditional business in Russia or Germany?**

- Threat 17% - Chance 67% - Neither 16%

**Can e-commerce replace commercial streets?**

- Yes 21% - No 79%

**What are the biggest challenges for e-commerce in Russia and Germany?**

- Ailing population 0% - Lack of infrastructure 23%
- Lack of trust 13% - Data protection issues 4%
- Tough competition 40% - Other 20%

**How can traditional businesses survive alongside e-commerce?**

- Partnerships 31% - Growth in niche markets 3%
- Create unique experiences - 52% - Decrease prices 7% They can’t 0% - Other - 7%

**Where do you see current trends in e-commerce?**

- Food 44% - Fitness & Health 24%
- Lifestyle & Luxury 16% - Furniture 8% - DIY - 8%
The workshop elaborated on the role of the “infrastructure core” as one of the most important mechanisms for attracting domestic and foreign investments. In Russia, this mechanism aims to ensure sustainable economic development for all regions and for the nation as a whole whilst providing high and secure return on investment. Factors such as underfunded regional infrastructure, existing human capital, natural resources, high consumption as well as significant export rates were identified as the foundation for growing investment opportunities.

In this regard, positive developments in the course of the last few years that were named are higher public spending on infrastructural projects and energy efficiency in Russia as well as the decreasing level of brain drain, with further stimuli triggered by scientific projects. The sectors of engineering infrastructure, social infrastructure, agriculture, power generation, and other utilities were identified as most attractive to invest into in the near future. Yet, Russia still needs to raise the attractiveness of conditions for private investors by abandoning barriers, providing transparency of the investment process and to increase the visibility of potentially profitable areas of investment. In turn, investment is to be distributed to all regions of Russia to stimulate growth throughout the whole country. Also, the issue of corruption needs to be tackled, which would help to increase the attractiveness and efficiency of investment in Russia and moreover lead to more sustainability in infrastructural projects. Small and medium enterprises especially are believed to encounter investment opportunities in the near future.

One of the key topics addressed was the infrastructure progress triggered within German-Russian cooperation initiatives. Currently, cooperation exists in such fields as medical and hospital services, education or energy efficiency, which Russia is aiming to modernize in the course of the next few years. German experts are supporting their Russian colleagues by providing know-how, exporting equipment or advising on how to optimise the legal framework or to meet market demands. Initiatives to export the successful German dual education system (combination of apprenticeship and vocational training) to raise qualification standards in Russia have existed for years, with pilot projects being currently run.

These projects were identified as essential to Russia’s strive for modernization, yet being put at risk at current times of decreasing mutual trust. While it is of eminent importance for Russia to provide for better investment conditions, the trust the country has lost in the framework of the Crimean crisis is in urgent need of being rebuilt.
At the start of the workshop, an overview of the current situation on the Russian financial market was given. Since last year, the Russian financial system has been flooded with cheap money. A slight stabilization of the stock market was observed for some time. However, the stock market has recently suffered under the escalation of the crisis in the Ukraine and the real value of Russian companies and the cash flow they create are not reflected in their market capitalisation.

All experts agreed on the self-inflicted, most severe problem of the Russian financial system: too much regulation. Thus, the capital lacks the freedom it needs and entrepreneurs find it hard to set up new businesses. Unlike in Germany, where medium-sized companies have a century-long tradition of regional competition, these resulting self-regulative implications are missing in Russia. Also, the Russian economy is struggling refinancing itself, which might become a serious problem in a couple of years when the amount of substantial infrastructural projects requiring funding will grow.

Oil and gas revenues account for ¾ of the national income – therefore, Russia strongly benefits from high oil prices. However, compared to Germany, the share of governmental spending on education and social welfare is quite low in Russia, while the share of spending on defence and military can be regarded as high.

Domestic banks are dominating the Russian banking system. As strong regulations prevent foreign banks from entering the market, the ratio of foreign banks is very low. It is also important to mention that the circulation of physical money is much higher in Russia than in the EU since people struggle with trusting banks, especially since the crisis of 2008 and because the banking system is fairly underdeveloped and susceptible to corruption. A persisting problem is the depreciation of the Russian ruble, originally desired by the Russian Central Bank, but later accelerated by the Crimean crisis, leading to inflation and forcing producers to switch to Russian primary products since imports have become more expensive. Additionally, the situation makes lending in rubles very expensive and unpredictable.

The open discussion let the audience realize that Russia does not seem to strive for the most possible internationalization. International regulations have been adopted very slowly, while often national rules are still applied. Experts indicated that it might be advisable for Russia to align its economic system to international standards – this is where Russia can learn from its German counterpart. The investment climate can be improved by providing for higher yields and the security of investment. A positive aspect of the Russian financial system to be mentioned is its relative transparency, for example, when it comes to annual reports. However, in the field of finances, too, the trust lost in the course of the last few months needs to be rebuilt.
The opening remarks indicated that as of 2014, 20% of Germans are of migrant descent. However, many Germans still need to adapt to this development, while migrants are still experiencing discrimination.

When elaborating on the legal and social aspects of migration to Germany and Russia, experts argued that even though Germany and Russia followed the US as the countries with the number of largest migrant populations, they didn’t consider themselves as immigrant countries until recently. In Germany, the situation started to change in 2005 when the Federal Republic declared integration a key task to be addressed. Migrants are provided with free German and integration courses and often represented in political bodies. Furthermore, they have access to welfare benefits such as unemployment allowances, the German health care system, and public education.

This is not the case in Russia. Additionally, after a short liberal period in 2007, since 2010 more restrictive migration laws have been adopted, e.g. no more than one migrant can be registered in an apartment and children of unregistered migrants do not have access to public school education. In general, Germans are more in favour of migration to their country than Russians. However, both countries offer special conditions for investors for obtaining a citizenship and a residence permit.

As some speakers noted, successful integration depends on the legal framework to a certain extent only, and is mainly generated by national discourse. If immigrants are perceived as a threat to the strength of the country rather than a continuation of the national story, a sense of community can never arise. In recent years, many European countries, including Germany, have experienced a rise of right-wing parties. So far, the right “Alternative für Deutschland” has had limited success since Germany demands high qualifications and language skills from potential migrants.

Whilst in the long-run Germany must become aware that its current economic strength is also due to post-war migration, it was lamented that latent discrimination still existed in Germany. For example, migrant actresses usually are offered stereotypical roles of cleaning ladies.

In the subsequent discussion about discrimination, it became evident that the typical question of “Where are you from?” is hurtful because in Germany it implies that this person doesn’t belong here. In other countries, such as the US or Australia, this same question signals pure interest. Furthermore, there was a consensus on the need for more migrant representation in German TV programs.
“To what extent can arts genuinely be free?” and “Is Art able to survive without the state” were the questions the workshop tried to elaborate upon. Jackson Pollock, a US abstract expressionist painter, was used as an example of an artist instrumentalised and promoted by the state.

Experts tried to compare state influence on artists in Germany and Russia. The German state is quite eager about promoting and funding arts, e.g. in the form of subsidies – which might be regarded as a form of influence. Since the state is run by bureaucrats, as experts noted, their taste sometimes does not correspond with that of the public, which is why state-funded art may be unpopular. Regarding artistic freedom it was stated that in Germany, artists are seldom influenced by external forces and thus can create openness and idealism. Still, even German architects sometimes hit walls when they cannot convince governmental bodies with the pure power of their ideas or lose competitions.

When it comes to Russia, it was claimed that censorship played a heavy role, even though it was still a much smaller problem than e.g., in China. It was further argued that art house cinema was dying out in Russia, also because state influence on the arts was enshrined in some Russian laws.

On the contrary, it was also argued that many artists were able to express themselves freely in Russia. Since 2011, the situation has changed in Russia: Many new artists are coming up, there are many things that are happening underground; various museums in Moscow have very young and liberal directors. It might be fruitful if artists are suppressed, an expert stated: “A hungry artist is the best artist, it makes you working in a different way”. Hence, from this point of view suppression creates creativity, while the tension between the state vs. artists can be an enrichment or even a catalyst. This statement triggered a controversial debate, which led to the conclusion that a positive impact of suppression depended on its degree and the overall circumstances.

The discussion was concluded by a survey among all participants of the workshop, who predominantly agreed that art was allowed to override conventions, that campaigns by the Pussy Riot-forerunner Voïna can be described as art as much as e.g., the Nazi salute in an artwork by Jonathan Meese.
The workshop discussed in a world café format how a way towards a solution in the prevailing conflict can be found in the four crucial areas of German-Russian relations: civil society, politics, business and economies as well as security and defence. As regards the area of civil society, the participants proposed school, university and professional exchanges, visa facilitation agreements as well as the promotion of Russian language and culture in Germany as the main instruments to foster German-Russian relations. It was further suggested that an alteration of the Russian Foreign Agent Law might have a positive impact as well as the establishment of bilateral conferences for actors from various aspects of society.

In the field of politics, participants discussed regular exchange formats for politicians, e.g., on a parliamentary level, as a valuable contribution to the development of bilateral relations. A call in of an external mediator was also regarded thinkable. Some participants proposed a promotion of bilateral projects on all levels, e.g., on developing the idea of what Europe should look like or initiating the process of developing new ideas for international law. Several participants considered of importance that Germany gives up its attitude of expecting Russia to quickly adopt German/European values and laws.

As regards the business area, the participants agreed that economic interdependencies lead to closer political cooperation and thus play a role in peacekeeping. They also agreed on the benefit from such ideas as cofinancing of German-Russian start-ups and sponsoring events such as the German-Russian Young Leaders Conference. It was further regarded as important that investments are made both by Germany in Russia and vice versa and that bilateral research and development projects are implemented.

Some attendees suggested that business should be uncoupled from political decisions, which others strongly opposed, arguing that the two areas are severely intertwined. A vivid discussion arose following the idea of a free-trade area between Germany and Russia (at least for some sectors) in the backdrop of the country’s institutional affiliation with the EU and respectively the Eurasian Union.

Looking to security and defense cooperation, participants suggested possible collaborations in regions where Russia’s and Germany’s interests correspond (e.g., Afghanistan, Iraq, Iran, or Egypt). Although admitting the fact, that German security issues are being dealt within NATO, a German-Russian security council and mutual cybersecurity projects have been suggested. Acknowledging growing antagonism between NATO and Russia, participants agreed that an important step would be to try to take the opposite perspective, which might be easier if teaching the history of the respective other country would be promoted at schools.

**Participant’s Opinion Poll**

**Do you think that the Russian-German relations are damaged by the crisis in Ukraine?**
- Yes 83%
- No 17%

**Can the Russian-German relations reach precrisis level again?**
- Yes 88%
- No 12%

**Do you think that the German-Russian relations are built on:**
- Cultural proximity 23%
- Civil society relations 11%
- Common values 8%
- Overlapping economic interests 33%
- Geostrategic considerations 25%

**Will the future of German-Russian relations in 20 years be:**
- Unchanged 13%
- New Cold War 0%
- Pragmatic partnership 74%
- Value-based alliance 13%

**Do you think that Russia and Germany share the same values of “liberty, rule of law, human rights, and political participation”?**
- Yes 10%
- No 90%

**Do you think Russia is culturally more:**
- Eastern European 58%
- Western Asian 6%
- Something very different 36%

**What should Russians and Germans focus on?**
- Strengthening cultural links 15%
- Increasing civil society exchanges 7%
- Debating common values 15%
- Integrating their economies 30%
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1. RADISSON BLU HOTEL HAMBURG
   Marseller Straße 2
   20355 Hamburg-Dammtor

2. AIRBUS FACTORY
   Kreetslag 10
   21229 Hamburg-Finkenwerder

3. HAMBURG CITY HALL
   Rathausmarkt I
   20095 Hamburg

4. HAMBURG CHAMBER OF COMMERCE
   Adolphsplatz 1
   20457 Hamburg

5. BASTHORST ESTATE
   Auf dem Gut 3
   21493 Basthorst (Holstein)

6. CAP SAN DIEGO
   Überseebrücke
   20459 Hamburg

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