



# BISNIS BULLETIN

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## RUSSIAN RAIL SYSTEM REFORM WORTH WATCHING

by Marina Vigdorichik

Rail transport plays an enormously important role in Russia's economy, accounting for 80 percent of total freight turnover and 43 percent of passenger turnover. The railway system is still state owned and operated by the Ministry of Railways, one the most conservative structures in Russia. The Russian government has embarked on a major restructuring program for the railway system aimed at creating a market environment in the sector, which should allow an increasing role for private sector players.

The Russian government recently approved a \$3.7 billion investment program for the rail system for 2002 to upgrade infrastructure and replace obsolete rolling stock. Many Russian officials believe that the U.S. railroad system offers a good model for freight transportation in Russia because of similarities in distances, freight volumes, and climate. Therefore, the restructuring and planned investment may present significant opportunities for U.S. equipment suppliers and systems providers. However, to date, U.S. companies have found it difficult to enter the market. Moreover, U.S. firms will probably be encouraged to team with Russian partners to access the opportunities flowing from the railway investment program.

### Reform of Russia's Railway System

Russian railway transport is a vitally important sector

of the country's economy. Comprising 86,000 kilometers of track, the Russian railway system transports much of the country's industrial goods and raw materials, including coal, ores, fertilizers, grain, and oil and oil

products. The stability of railways, therefore, has a direct effect on the operational capability of a number of sectors in the country. However, many observers believe the system is inefficiently run, employing obsolete technologies and failing to replace worn-out rolling stock.

The Russian Ministry of Railways (MPS), which both regulates the rail system and operates most of it, is 100 percent state-owned. It develops its own budget and policies and is responsible for coordinating railway operations, determining rail policy and the legal framework governing railway operations, and planning and allocating investments, including the construction of new railways. As a coordinating agency, the MPS defines technical standards, sets tariffs, collects and apportions revenue among the regional railways, and sets train schedules.

In May 2001, the Russian government approved a three-stage plan (2002-2010) to restructure the rail system. The plan aims to transform the monolithic and heavily bureaucratic railway system into several entities more responsive to the demands of a market economy and better able to attract needed investment. In so doing, the planners expect improvements in operational efficiency, safety, and accessibility, as well as more rapid deployment of advanced technologies.

The first stage of the plan involves creating a legislative basis for the restructuring, separating the regulatory function of the MPS from the operational function, and organizing (or "corporatizing") the latter as a 100 percent state-owned joint stock company, OAO Russian Railways.

The second stage of the restructuring plan (2004-2006) involves separating the operational divisions han-

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## New BISNIS Program!

### ExpoLink Eurasia— Promoting U.S. Companies in Eurasian Markets

**BISNIS ExpoLink Eurasia** is a free service that offers U.S. firms a new tool for attracting buyers and long-term partners in Eurasian markets. U.S. company profiles are displayed on the BISNIS Russian-language website and distributed to local companies through BISNIS' 18 representatives in Eurasia, as well as through a network of cooperative relationships in the region.

To participate in the program:

1. prepare a brief company profile according to program guidelines,
2. translate it into Russian, and
3. submit it to a BISNIS industry specialist.

*For more information, visit BISNIS Online at [www.bisnis.doc.gov/nis/ele.cfm](http://www.bisnis.doc.gov/nis/ele.cfm)*

## **BISNIS**

*Business Information Service  
for the Newly Independent States*

BISNIS is the U.S. government's primary market information center for U.S. companies exploring business opportunities in Eurasia. Operated by the **Market Access and Compliance** unit of the **International Trade Administration**, BISNIS disseminates information in print form, electronically, and through consultations by its staff of trade specialists. For more information, please contact:

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*Articles by non-U.S. government employees express the views of the authors and should not be construed as a statement of U.S. government policy.*

## UNITED STATES THE TOP FOREIGN INVESTOR IN RUSSIA

by Tanya Shuster

The United States continues to be Russia's leading provider of foreign direct investment (FDI). U.S. firms provided more than a quarter of all FDI attracted by Russia in 2001, a level nearly double that of Russia's second most important direct investor last year, the Netherlands. Russia has accumulated more than \$4 billion in FDI from the United States since 1991, and just over \$14 billion from other countries (including Cyprus, whose \$3.08 billion is presumably mostly capital returning Russian after being whisked abroad).

Russia's food processing sector has attracted the largest accumulation of U.S. foreign direct investment (nearly \$1 billion), although Russia's increasingly well-known oil industry has captured a noticeable share (half a billion dollars). To a lesser degree, the country's machinery/automotive and telecommunications sectors are also recipients of U.S. FDI. One third of all U.S.

direct investment in 2001 went into transportation projects in Russia. Other Russian industry sectors that attracted U.S. direct investment last year included forestry and trade/catering.

<i>Country</i>	<i>(\$ millions)</i>	<i>% of total FDI</i>
<b>United States</b>	<b>1,084</b>	<b>27</b>
Netherlands	576	14
Cyprus	512	13
Germany	495	12
Britain	273	7
France	51	1
<b>Total (all countries)</b>	<b>\$3.98 billion</b>	

Source: Russian State Statistics Committee (Goskomstat).

## *BISNIS Director's Message: Next Generation Russian Managers*

by Trevor Gunn

Where the Russian economy is going and how quickly it will get there are key questions dogging decision makers, whether in the private sector or in government. Although we at BISNIS aren't comfortable making predictions, we have observed a number of trends, traits, and organizations that typify the future Russian manager and are thus indicative of Russia's economic growth prospects. Although we see this progress primarily in Russia, these trends are increasingly apparent elsewhere in Eurasia as well.

### **Stronger Russian Managers**

It's a given that strong and competent management of firms is a critical component of any vibrant private sector. Although I often hear complaints about old-style, Soviet-era managers at Russian firms, rarely do I hear discussed examples of what will likely become a new cadre of managers—people with new attitudes and training who are changing the face of Russian private sector companies. It is too simplistic to divide Russian managers into two categories: those who “get it,” and those who “don't get it.” Who are they, what are their influences, and where are they receiving their training? How are they coming together as a group and acting as agents of reform and change in their own companies and in the countries or regions in which they operate? Here are traits being seen in new Russian managers and some organizations that support them.

### **Traits**

◊ **A New Work Ethic:** The quality consistently ranked most important among managers being hired in *The Financial Times* surveys is “good attitude.” Many Russian colleagues have a strong work ethic; they work 12 to 14 hour days with little or no hope for compensation for any “overtime.” I had an employee in Eurasia who the other day practically apologized for taking his first vacation in 3 years.

◊ **Aiming to Please:** It is not by happenstance that large, service-based Western companies such as McDonald's, IKEA, Marriott (or Russian organizations like aviation company TransAero or local advertising companies), see a new service culture emerging that only a few years ago nobody believed was possible in Eurasia at all.

◊ **Cannot Get Home Quickly Enough:** Many Russians with MBAs from the finest American and European institutions are hurrying home to make a contribution to Russia's economic situation, rather than seeking to remain abroad.

◊ **Seeking Practical Management Training Abroad:** Whether via the Commerce Department's SABIT program, programs funded by the EU's TACIS, or other programs, a new generation of individuals qualified to lead their organizations to new heights is emerging. These managers, often middle-aged and increasingly women, often return to Russia after foreign training programs changed and ready to implement new ideas.

### **Organizations**

◊ **Junior Achievement Russia** ([www.ja-russia.ru](http://www.ja-russia.ru)) has been nurturing the youngest among the next generation of entrepreneurs in Russia (analogues also exist elsewhere in Eurasia) since 1991, and recently celebrated its 10th year of existence. JA Russia teams have distinguished themselves by winning top awards in several JA international competitions. Other major accomplishments during this decade include: the building of a regional network of 32 centers equipped with Internet classes; creation of a nonstop JA business and economic curriculum in grades 1-11; training of 10,000 teachers in JA Russia's 17 educational programs for students aged 6-17; and a total of nearly 2 million JA students in Russia. Mentoring is critical to creating a modern-thinking group of managers. The success of JA Russia has been a positive trend and a superb indicator of entrepreneurial quality of the next generations.

◊ **Rotary International** was the world's first service club association to open a club in Russia. In September 2000, Rotary (<http://rotarian.org.ru/>) celebrated 10 years in Russia. Rotary came to Russia in 1990, when the first club was founded in Moscow. Today, there are 70 clubs across Russia. Rotary International has become an important agent of change in Russia, as well as a breeding ground for progressive senior managers who can enact change in reforming companies.

◊ Embodied in the platform of **Club 2015** ([www.Club2015.ru](http://www.Club2015.ru)) is a Russian-authored agenda for the Russian private and public sectors on which managers on both sides of the Atlantic could easily agree.

◊ A number of future Russian managers have been or are being trained at U.S. and other foreign business schools, in large part through the assistance of scholarship or fellowship programs such as **Muskie** and other **Freedom Support Act** graduate student programs ([www.actr.org/programs/Current/MuskiePr.htm](http://www.actr.org/programs/Current/MuskiePr.htm)). Moreover, a number of new Russian business schools and programs have emerged and many have ties to foreign universities; for example, the St. Petersburg School of Management has a formal relationship with the Haas School at UC Berkeley. An organization that brings together many Russian and other graduates of U.S. and other business schools is aptly called **CluMBA** ([www.CluMBA.com](http://www.CluMBA.com)).

More closely following these traits, trends, and organizations will help us to estimate the velocity of change (however bumpy), at grass-roots level, in the quickly moving Russian business environment. I, for one, choose to look to the future and take my clues on where Russia is going directly from Russian managers themselves—their plans, their objectives, their accomplishments. In so doing, a more robust picture than the one popularly portrayed in the media and in some academic circles is now being painted.

*Trevor Gunn is director of BISNIS in Washington, DC.*

*(RAILWAYS, continued from p. 1)*

dling cargo and passenger traffic within OAO Russian Railways, creating a new tariff structure, and spinning off and privatizing various railway construction and repair companies. The creation of a new tariff structure (and moreover, a potentially stable tariff structure) should have an important effect on the bottom line of U.S. firms' transportation costs, particularly in terms of making these costs more predictable.

In the final stage of restructuring (2006–2010), OAO Russian Railways' daughter companies will be sold as means of attracting investment into the system. However, the rail track infrastructure and centralized dispatcher system, considered critical to the country's economy and security, will remain under government control.

Although the reform process has been proceeding slowly, due to the lack of necessary legislation, creation of OAO Russian Railways is planned for the beginning of 2003. At the same time, some of Russia's largest companies are positioning themselves to take advantage of the railway system reforms. Some major metals, mining, and oil companies are creating operating companies, with their own rolling stock, to transport their products. Many of these firms have already been operating their own limited rail systems to carry their products to the national rail networks.

Currently, MPS has certified 54 large companies to transport cargo by rail. These companies are expected to transport around 90 million tons of cargo in 2002, which would account for 9 percent of total cargo traffic in Russia (in comparison with 8 percent in 2001). Private operators currently own a total of 34,300 freight wagons and are expected to invest \$200-250 million to develop their rolling stock in 2002. According to MPS estimates, by 2010 there will be around 200 private companies operating in Russia, capable of transporting up to 50 percent of Russia's freight.

#### **2002 Investment Program**

Recently, the Russian government approved the Ministry of Railways \$3.7 billion investment program for 2002, with most of the funds generated from Ministry revenues. (Some estimates put total investment needed to upgrade the Russian rail system at \$22-25 billion.) The bulk of MPS's investment program targets infrastructure development (some \$1.75 billion), which includes development of management, information and telecommunications technologies; energy-saving and safety solutions; track infrastructure development; modernization of passenger facilities; and development of repair facilities.

The other main area targeted is rolling stock replacement and modernization (approximately \$740 million), including locomotives, passenger cars, containers, track maintenance equipment, and freight wagons. In addition, the program proposes investments in electrification projects, social facilities and services, and other railroad facilities.

#### **Prospects for U.S. Companies**

According to many Russian rail officials, the U.S. offers Russia a very good model for efficient freight railroading. The two countries transport freight over comparatively long distances, volumes transported are similar, and the climatic conditions are equally varied and occasionally severe. U.S. technologies and equipment (in particular, freight rolling stock and diesel locomotives) should, therefore, find a ready market in Russia over the next 5 to 10 years. To date, however, U.S. rail suppliers have experienced more frustration than success in entering the Russian market. Obstacles include an onerous equipment certification process, the conservative mentality of MPS and other railway officials that complicates business with foreigners, and uncertainty surrounding the restructuring program.

Moreover, industry observers believe that, when making procurement decisions for upgrading the rail system, preference will likely be given to those foreign companies that have, or are developing, domestic Russian production capabilities or have joint venture partners in Russia. However, this is not an easy option as bureaucratic obstacles to setting up business in Russia are significant.

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*For more information on the Russian rail system, visit **BISNIS Online** at [www.bisnis.doc.gov/bisnis/isa/isa-transp.cfm](http://www.bisnis.doc.gov/bisnis/isa/isa-transp.cfm).*

*For information on U.S. Dept. of Commerce efforts to improve U.S. rail suppliers' access to the Russian market, including a project to harmonize rail equipment standards, contact Matt London, Russia and Independent States Division, at [matt\\_london@ita.doc.gov](mailto:matt_london@ita.doc.gov).*

*The Russian Ministry of Railways has an impressive website (although it is mainly in Russian) at [www.mps.ru](http://www.mps.ru).*

### **Russian Science and Technology: Opportunities for U.S. Business**

**June 27, 2002  
Harrisburg, Pennsylvania**

Organized by: The Pennsylvania-Russia Business Council and the U.S. Department of State

This is the ninth seminar in a series on commercialization of Russian technologies.

For more information, contact Val Kogan, PRBC president, by email: [prbc@att.net](mailto:prbc@att.net) or tel: (215) 708-2628 or visit <http://fita.org/prbc>.

## INTERFACE CONSULTANT: A TOOL FOR SUCCESS IN RUSSIA

by Julia Karpeisky

*Editor's note: Understanding the cultural and business issues that may serve as barriers to communicating with a potential Russian partner or customer is a key to doing business in this region. Doing research or seeking the advice or assistance of experts on the region are essential to U.S. businesses entering or active in this market.*

It is no longer news that in order to succeed in Russia, you have to be friends with your counterparts, which means tremendous amounts of travel, dinners, vodka, banya, conversation, etc. In Russia, relationships come before results, context is vitally important, professional mistakes are easily forgiven, but personal lapses are not. This makes doing business in Russia a very expensive undertaking both in terms of time and money, especially if the Russian project is just one of your many responsibilities. One way to cope is to work with an "interface person" or consultant who will build and manage your relationships with Russian partners or customers.

Although there is no substitute for face-to-face meetings, an interface person will minimize your personal involvement, while maximizing effectiveness of your communication with Russians. You will spend less time in crisis mode, as you will have significantly fewer misunderstandings and frustrations.

### What Are the Functions of an Interface Person?

The main goal of such a consultant is to carry out your agenda by performing some or all of the following functions.

#### 1. Team Member

He or she works as part of your team on such things as developing strategy, providing necessary contacts, and drafting and reviewing documents.

#### 2. Relationship Manager

He establishes and maintains open lines of communication with key people in Russia. When talking to the Russians, he always makes it clear that he works for you and talks on your behalf. The consultant maintains contact with you and/or your team to stay fully informed. He also regularly talks with your Russian partners and the appropriate Russian government people. He creates an open, nonthreatening environment where the Russian side is comfortable asking questions. He explains your position and the context in which you have to operate; he knows what information you are likely to need and asks questions on your behalf. After each exchange with the Russian side he writes a report, alerting you to new opportunities, to a possible conflict or to an action that you need to take.

#### 3. Communications Consultant

He prepares your correspondence to the Russian side and makes sure that it meets the requirements of your partners. If there is a need for a Russian letter to come to the United States, the consultant will help the Russians draft the letter so that it says what the U.S. side needs to see.

#### 4. Negotiator

He often negotiates on your behalf. This may involve something as simple as the minutes of the board meeting, or as involved as a letter of intent, parts of a joint venture agreement, or pricing structure of your joint bid. You will rely on your interface person to conduct back channel negotiations.

#### 5. Facilitator

He may facilitate your internal meetings to assist your company in arriving at a unified position on your Russian project. He also helps you take advantage of opportunities to enhance your network. When you travel to Russia, the interface consultant will make sure that you are comfortable, and that the trip is smooth and productive.

#### 6. Project Manager

Small businesses often cannot afford to dedicate a manager to your Russian endeavor. The interface person then fills in. In my experience, this function often has to do with keeping people informed of what others are doing, and making sure that documents, such as a joint venture agreement, go through your internal review process in a timely manner.

#### 7. Translation and Interpretation Manager

He will have all documents translated, and will hire interpreters for face-to-face meetings.

### How to Hire a Good Interface Person

Below are qualities, skills, and background recommended for a good interface person.

- Graduate degree preferred (negotiation or mediation training recommended)
- Bilingual and bicultural
- Ability to understand complex business issues
- Initiative and creativity
- Patience
- Excellent writing skills in both languages
- Excellent communication skills
- Strong analytical ability
- Ability to work well as part of the team
- Ability and willingness to serve as interpreter and translator

The most important qualities to look for are integrity and judgment. Remember that you are hiring a person to promote your agenda for you, to speak for you, sometimes to think for you. When interviewing, consider, "Do I feel comfortable with this person? Can I trust them? Can I trust their judgment?"

### How to Best Use an Interface Person

For a small to medium-sized business, the function of the interface person is best served by an outside consultant as you

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## TRICKS OF THE TRADE: *Tips for Finding a Translator*

by Natalie Shahova

How much does one letter of the alphabet cost? As much as \$10,000, a Russian forest products executive learned to his chagrin. He lost twice that sum as a result of a translator's error in the contract for a delivery of wood chips to an overseas customer. Because the translator ignored the letters "BD" in the abbreviation BDMT (bone-dry metric tons), the supplier delivered several tons of wet wood chips, and the money he received for the reduced tonnage—after the chips were dried out—didn't even cover his shipping costs.

That is just one example of how costly miscommunication with foreign partners can be. Americans entering the Russian market must be attuned to problems associated with the language barrier.

### When Do You Need a Translator?

Operating on the Russian market, American companies have various translation needs. Among the types of documents they work with are letters, product manuals, advertising materials, contracts, and market surveys. Some of these need to be translated from English into Russian and some from Russian into English. And while letters are just working tools and don't have to be perfect, translations of contracts must be very accurate, while ads need to be translated with some flair. These differences determine which translator is needed for a given job.

There are several options. Most working documents (letters, reports) can be written in either English or Russian—whichever you require—by Russian employees who know English. However, to create documents that are accurate and consistent in two languages (such as contracts), or to translate texts that have to sound absolutely native (such as ads), you need the help of professional translators. And, as the example of the wet wood chips shows, the ones you hire must also be familiar with your type of business in order to handle standard terms and abbreviations. So, rule number one for translation jobs: *Hire a professional translator, preferably one who specializes in your area.*

Contrary to a common belief that any translator can translate in either direction between two languages, most translators are good only at translating into their native language. That's why rule number two reads: *Hire Americans to translate into English and Russians to translate into Russian.* Russian companies often break this rule and engage Russians to translate into English. You can see the results on many Russian websites, where, for example, visitors are urged, "Right us please!" You wouldn't want to risk ending up with an equivalent Russian mistake in your ad.

### Finding a Translator

Choosing among Russians, you have two options: Russian

expats living in the United States or Russia-based translators. The former usually have a better knowledge of English and of the American environment, so they can better understand the nuances of your English original. The latter, however, are more fluent in contemporary Russian. They can produce more idiomatic translations, as well as help with another dimension of a translated text—localization. Will your advertisement say what you intend it to say in the social and cultural setting of your audience? For instance, a local Russian translator would surely have warned a Swiss sewing-machine manufacturer against promoting its product in Moscow with the slogan it used at home: *Dependable as a bank!* In Switzerland, the comparison would evoke that country's famously rock-solid financial institutions, but it sounds a bit dubious to Russian citizens after the 1998 financial crisis.

It is often assumed that Russia-based translators are cheaper than others, but nowadays that is true only to a certain extent. The cost of translation services in the Russian market varies more widely than in the United States. It's true that, especially outside Moscow, you can find translators who charge five or even 10 times less than Americans, but most of them—with rare exceptions—are either novices (are you ready to take a risk?) or produce poor quality of work. The recent wide and rapid spread of the Internet in Russia has given Russian translators access to the international market, so highly qualified professionals usually can offer their services worldwide and thus price them at standard international rates. Rule number three: *If you pay peanuts, you get monkeys.*

Having established these criteria, the next question is where to find reliable, qualified translators. The short answer is through reliable organizations like the American Translators Association, or from friends and acquaintances with experience. There are also two other approaches that may be helpful, though time-consuming. First, you can use Internet search engines to collect information about freelancers and/or agencies, and then contact the ones you select. Secondly, you can publish an ad—either online or in print—inviting translators to send you short samples of their work in the relevant area (usually one or two pages of an original, with its translation, will suffice). However, these methods take a lot of time and effort. Whichever method you choose, keep in mind that you need a person who combines a good knowledge of both English and Russian with extensive experience in your area of business.

All this legwork will give you a generous paycheck. First of all, the Russian Consumer Rights Law requires that any product sold in the country come with instructions in Russian. And the need for Russian documentation is especially great, because knowledge of foreign languages in general, and English in par-

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*(INTERFACE, continued from p. 5)*

might find it difficult to keep your interface person busy full-time. Also, the interface person usually talks to people at all levels in your company—from a secretary to vice president, and sometimes CEO. In my experience, it is much easier to perform this function when working outside the company hierarchy. You will find much more freedom in communicating with the interface person when he is not in your direct employ. At times you will want to find out your partner's reaction before putting a proposal on the table. Besides, the back channel negotiation is much easier when the interface person is not an employee and therefore is not viewed as representing an official position of your company. Putting your interface person on retainer will help keep costs down and ensure that the person is available when you need him.

There are two key things you need to do to ensure that your interface person is effective. First, he has to be fully informed of what's going on with and around your Russian endeavor. You need to share your thought processes, not just decisions and facts. He needs to know much more than what he will end up transferring to the Russians. Second, you should appropriately position this person with your Russian counterparts: The Russians need to understand that you fully trust your interface person, that you designate him to speak for you, and that if the Russians need to communicate something to you, they need to get in touch with your interface person.

*Julia Karpeisky is a president of JMK Contact, Inc., a firm offering a full range of interface services to U.S. organizations doing business in Russia and other former Soviet republics. She can be contacted by email at [jmk\\_inc00@yahoo.com](mailto:jmk_inc00@yahoo.com).*

## VISA ALERT: NEW REGULATION FOR MALE TRAVELERS TO RUSSIA

As of May 1, 2002, U.S. male citizens age 16 to 45 seeking a Russian entry visa are required to attach a supplementary form to the standard visa application. The new form requires information on military service, participation in military conflicts, college or university degree, a list of countries visited in the last 10 years, and more.

The new Russian requirement mirrors a procedure introduced in January 2002 by the U.S. consular offices for nonimmigrant visas to the United States.

*For more information on this new regulation (including the necessary form) and on applying for a Russian visa, visit the website of the Embassy of the Russian Federation at [www.russianembassy.org](http://www.russianembassy.org).*

## EX-IM BANK OPEN FOR LONG-TERM FINANCING IN RUSSIA

Source: Ex-Im Bank Press Release

The Export-Import Bank of the United States (Ex-Im Bank) opened in Russia for long-term (over 7 years) financing in both the public and private sectors to support U.S. exports on May 16, 2002. Ex-Im Bank previously was open under its short-term (up to 1 year) and medium-term (1 to 7 years) financing programs in Russia. The decision to expand activity followed a recent U.S. government interagency review of Russia's risk rating.

"Ex-Im Bank's action results from Russia's improved economic performance and commitment to economic reform, and will expand opportunities for U.S. exporters to participate more fully in this very large, important market," said Ex-Im Bank Vice Chairman Eduardo Aguirre, Jr.

In fiscal year 2002, Ex-Im Bank authorized \$156.7 million in financing to support a wide range of U.S. exports to Russia, from sewing equipment to engineering services and equipment for a refinery upgrade to hospital and medical equipment. Ex-Im Bank's total exposure in Russia is approximately \$1.8 billion.

Ex-Im Bank ([www.exim.gov](http://www.exim.gov)) is the official export credit agency of the United States and provides loans, guarantees, and export credit insurance in support of U.S. companies seeking to expand into the global marketplace.

*For a recent report on U.S. Export-Import Bank activities in Russia, visit **BISNIS Online** at [www.bisnis.doc.gov/bisnis/isa/isa-banking.cfm](http://www.bisnis.doc.gov/bisnis/isa/isa-banking.cfm).*

*(TRICKS, continued from p. 6)*

ticular, is not widespread in Russia. That's why comprehensive and well-worded Russian announcements, descriptions, and manuals will give you a significant competitive advantage in the Russian market.

*Natalie Shahova is managing director of EnRus Translation Agency ([www.enrus.ru](http://www.enrus.ru)) in Moscow.*

*BISNIS maintains a list of companies and individuals providing Russian-language translation/interpretation services in the United States and the NIS at **BISNIS Online** at [www.bisnis.doc.gov/bisnis/isa/011106rustransl.htm](http://www.bisnis.doc.gov/bisnis/isa/011106rustransl.htm).*

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## TRADE EVENTS CALENDAR

<b>Dalinyrbprom</b> Organized by: Tel/Facsimile: Email: Sectors:	<b>July 2–4, 2002</b> Primorye Expo +7 (4232) 259-889, 250-844 primoryexpo@mail.primorye.ru Fishery and fish processing, new technology, fire and theft security	<b>Vladivostok</b>
<b>SIGOLD 2002</b> Organized by: Tel/Fax: Email: Sectors:	<b>August 27–29, 2002</b> Sakhalin Expocentr +7 (4242) 741-142, 744-169 Sakhexpo@isle.ru Mining and energy technologies	<b>Yuzhno- Sakhalinsk</b>
<b>Batimat/Heat Vent</b> Organized by: Telephone: Facsimile: Email: Website: Sectors:	<b>Sept. 11–14, 2002</b> ITE Group Plc +44 (207) 596-5000 +44 (207) 596-5106 building@ite-exhibitions.com www.buildingshows.com Building and construction, heating, air-conditioning, ventilation, refrigeration	<b>St. Petersburg</b>
<b>Uztel 2002</b> Organized by: Telephone: Facsimile: Email: Website: Sectors:	<b>Sept. 17–19, 2002</b> BEM Exhibitions +44 (20) 8951-1555 +44 (20) 8951-1553 ingram@bemltd.com www.bemltd.com Computer hardware and peripherals	<b>Tashkent</b>

Featured Trade Show  
**MAGIC Int'l Summer**  
August 26–29, 2002  
Las Vegas, Nevada

Sector: Apparel

Produced by:  
**MAGIC International**

*For more information on the show, visit  
[www.magiconline.com](http://www.magiconline.com)*

The U.S. Department of Commerce (DOC) has designated MAGIC Int'l Summer as an International Buyer Program (IBP) event. IBPs help U.S. companies to make contact with international buyers at major U.S. trade shows.

*For more information on the DOC's IBP, visit  
[www.export.gov](http://www.export.gov) or [www.buyusa.com](http://www.buyusa.com).*