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Dve Palochki (Russia)

Galina Shirokova
St Petersburg University

Alexander Shatalov
St Petersburg University

William Coyle
Babson College

Luca Iandoli
University of Naples Federico II

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DVE PALOCHKI

Introduction

It was a cold winter's evening at the end of 2010. Mikhail Tevelev and Evgeny Kadomsky, founders and owners of a chain of Japanese cuisine restaurants, Dve Palochki ('Two Sticks'), are sitting in their empty restaurant in the center of St. Petersburg, Russia, attempting to make a difficult decision after a regular business day. Four years ago, it was an easy decision to renovate the Italyanskaya Street restaurant. Now, the renovation of the Sredny Prospect restaurant would have to wait as the owners needed to take a critical look at the entire company strategy. They thought about the past few years of business. The company had grown haphazardly but fast. This was set to change; they were already feeling the pinch of the economic downturn. In a stressed economy, it was now time for Mikhail and Evgeny to rethink the direction of their business and to think about the possible changes that they needed to make to the company strategy. In particular, Mikhail and Evgeny are concerned about the branding issues surrounding the Dve Palochki chain. They suspect that customers have the 'wrong' perception of their restaurants. They cannot afford to lose further business to their competitors in these worrying financial times. After a long day, they pondered the effectiveness of recent marketing initiatives aimed at communicating the unique image of Dve Palochki to their customers.

Company Background

Mikhail Tevelev and Evgeny Kadomsky are both graduates of St. Petersburg State University, School of Economics, although they were not acquainted with each other during their studies. Upon graduation Mikhail moved to Moscow to work at the Industry & Construction Bank. But Evgeny, who is three years older than Mikhail, had already decided he wanted to become an entrepreneur. His first opportunity, to establish a fashionable nightclub (Absinthe) in St. Petersburg brought him into contact with Mikhail in 2001. Evgeny's idea was a copy-cat idea of another St. Petersburg club, Metro. Evgeny was advised to contact Mikhail to further develop his idea. The pair began working on the nightclub concept, seeking suitable premises and writing the business plan. However, they failed to get a bank loan and decided to abandon the project. They stumbled across their next opportunity when dining out in a Japanese restaurant in Moscow. The pair remarked upon the lack of restaurants serving Japanese food in St. Petersburg and so the concept of Dve Palochki was borne.

The dynamic duo was determined to make this opportunity work and there was no time like the present. In just two months (normally it takes a minimum of four months) they opened their first restaurant in 2003 on Italiyanskaya Street 6, in the centre of St. Petersburg. It cost \$180,000 to build the restaurant, excluding the rent at \$16,000 per month. This was rather a significant amount of start-up capital at the time. Mikhail and Evgeny personally financed this investment, but they also had to borrow from their families and this time they did receive a bank loan. It was agreed that the amounts borrowed would be paid back in installments from the income generated in the restaurant once it got started. Mikhail and Evgeny were confident they would do well. The restaurant was conveniently located to service the patrons of two nearby nightclubs of Opium and Onegin. Both nightclubs opened late until 6 a.m. Within a short space of time, their confidence was rewarded, they were pleased with the figures and so they decided to establish a chain of Dve Palochki restaurants. In 2005, two new restaurants were established and in operation, bringing the total number in the chain to three restaurants. One of these restaurants required another bank loan, whilst the other was financed by income generated from the existing business. Each restaurant in the chain had a separate legal entity. The entrepreneurs were advised that this was the best option in financial terms, especially for taxation benefits. The headquarters of the Dve Palochki restaurant chain was in effect a shell company providing each restaurant in the chain with business services including personnel recruitment, staff development, unified accounting systems, quality control systems, marketing and other administrative functions (see Appendix 1).

Besides growing the Dve Palochki chain, the entrepreneurs were interested in developing additional projects. They opened several fast-service restaurants and cafes, including Frikadelki ('Meatballs'), Café People and Shater OpenCafe. The latter two were renowned as some of the most successful and interesting projects in St Petersburg. Mikhail and Evgeny later expanded their portfolio to include a night project (Led Lemon) and two Italian restaurants, Solntse ('Sun') and Marcelli's. By early 2006, the entrepreneurs found that the diversity within the portfolio was making their activities difficult to manage and they recognized they should focus on one theme. They would have to narrow the focus of their business portfolio and so they chose Dve Palochki since they had spent considerable time developing the philosophy behind the Dve Palochki restaurant chain.

By 2007 Mikhail and Evgeny had begun to re-brand the Dve Palochki restaurant chain to communicate the company's underlying philosophy. They needed to ensure that Dve Palochki

was unique and memorable. They began by developing a new logo and colour scheme. By the end of the year, the Dve Palochki restaurant chain was ranked fourth best in St. Petersburg. Their relative success spurred Mikhail and Evgeny to expand into Moscow where they opened two restaurants in 2008 on Bolshaya Serpukhovskaya Street and Myasnitskaya Street. By September 2008, the company employed over 1,500 workers in 11 restaurants in St. Petersburg and 2 restaurants in Moscow. Seven restaurants generated a turnover of 504 million Rubles (\$15 million) in 2007, with the 2008 plan at 1.3 million Rubles (\$39 million). Turnover in 2009 was forecasted to exceed 3 billion Rubles (\$90 million).

The Market

Russia's first Japanese restaurants appeared in Moscow in the early 1990's. By 2000 Japanese cuisine was widely available, and by 2004 over 150 Japanese restaurants and sushi bars had sprung up throughout Moscow. In St. Petersburg alone, there were 60 Japanese restaurants by 2004, the number having grown fivefold in just a few years¹. The Japanese cuisine market in St Petersburg was serviced initially by two inexpensive Moscow chains, Yakitoria and Planet Sushi. These chains made St. Petersburg restaurateurs pay attention to the 'budget segment' of Japanese restaurants and sushi bars². However, it did not stop others targeting the higher budget segments and expensive Japanese restaurants, such as Fujiyama, Shogun and the Eurasia chain, were developed as mid-level 'branches' and were growing steadily. At first, most restaurants were opened in the city centre and not in the outskirts of St. Petersburg. Eventually, many chains began actively expanding towards the outskirts. This boom in Japanese cuisine has remained largely unexplained although some influential factors include:

- Customer value - budget chains in the city centre assisted in growing the customer base;
- Taste - besides its palatability, it contains less animal fats and cholesterol, little sugar and salt, yet a large quantity of fibre and vegetables, which makes the food low in calories and healthy;
- Convenience – Japanese food is convenient for business lunches. White collar workers, managers and middle class workers are the core clientele of Japanese restaurants;
- Low start up costs - relatively little investment is required to open a sushi bar. For example, it cost \$40,000 to open a 100 square metre Taiheo sushi brand in 2004 and it cost \$100,000 to open two Kyoto sushi bars; these costs are comparable to opening a

¹ Emelyanova, E. Yaponskie restorany v Rossii (*Japanese restaurants in Russia*): <http://www.allcafe.info/readingroom/kitchen/japan/japrest/1004>

cafe³. High customer turnover, double the returns on food costs and little initial investment contribute to the profitability of sushi bars. It is relatively more expensive to open a Japanese restaurant than a sushi bar however since Japanese restaurants have a minimalist interior decoration they have lower start up costs than other types of restaurants.

Experts now believe that the market is approaching its saturation point, with the demand for the Japanese cuisine slowly decreasing⁴. In December 2008, there were over 100 Japanese cuisine restaurants in St. Petersburg. The largest chains were Eurasia (50 restaurants), Wasabi (21), Dve Palochki (14), Yaposha (11), Ki Do (5), Yakitoria (3) and Shogun (3).⁵

The Japanese cuisine market in St. Petersburg can be divided into different price segments. Sakura, Fujiyama, Kyoto, Shogun and Ginza represent the more expensive segment. The budget segment includes chains such as Eurasia, Planet Sushi, Yakitoria, Wasabi, Yaposha, and Dve Palochki. In addition, consumers have become more discerning, which has forced businesses to improve the quality of their product and service offering in order to compete effectively⁶. Most Japanese dishes are made with rice and fish. St. Petersburg restaurateurs mainly import these ingredients, as their quality is essential for dishes. Major suppliers of rice are the US and Canada as their rice is considered the closest to the Japanese in its palatability. Fish is imported from the US, UK, Germany, Tunisia, France, Spain and Japan. Only a small part of seafood is bought in Russia because of concerns about freezing quality.

The Dve Palochki Brand

Dve Palochki are not Japanese restaurants per se, they are restaurants where Japanese cuisine is served (see Appendix 2). Unlike in most Japanese restaurants in the city, a visit to a Dve Palochki restaurant would not enable customers to find themselves in Japan for a while. Dining is casual in Dve Palochki restaurants. Company executives think, “*Dve Palochki is a space free of stereotypes, a space for communication*”. To create this casual communication space, Dve Palochki does not furnish the restaurant interior in traditional Japanese furnishings

² Birger, P. Asketichny fast-fud (*An ascetic fast food*) // *Expert North-West*, March 22, 2004, No. 11(168): www.expert.ru

³ Birger, P. Asketichny fast-fud (*An ascetic fast food*) // *Expert North-West*, March 22, 2004, No. 11(168): www.expert.ru

⁴ Emelyanova, E. Yaponskie restorany v Rossii (*Japanese restaurants in Russia*): <http://www.allcafe.info/readingroom/kitchen/japan/japrest/1004>

⁵ www.fitforum.ru: Restaurants and sushi bars. Eurasia, Emperor, Tanuki, Yaposha: <http://www.fitforum.ru>

⁶ Ershova, V.; Golovatskaya, E. Sushi-bary vyshli v narod (*Sushi bars have come to the people*): www.arsenal-moscow.ru/show2.php?n=15585

and staff do not wear the traditional uniform. The food that is served is convenient, made for sharing, healthy, quick to cook, and therefore suitable for breakfast, lunch, dinner or supper, and appropriate for both social occasions with friends and for professional business meetings.

Although experts had predicted the sector was reaching saturation point, Mikhail and Evgeny thought to the contrary. They had witnessed the growth of existing businesses in the city and they had also experienced little impact from new Japanese restaurants opening in the nearby vicinity. Mikhail and Evgeny also felt that they were not in direct competition with Japanese restaurants since Dve Palochki did not serve Japanese food only and their unique selling point was the casual atmosphere for gatherings – people chose Dve Palochki because they preferred it, rather than following the popular or fashionable choice. The entrepreneurs' greater concern was the changing socializing/dining patterns as a result of the economic downturn and how they could react to them.

Key Branding Issues for Consideration

Mikhail and Evgeny wanted to position Dve Palochki as a 'free flier' - "*without traditions, without distances*" is one of the company's key branding messages. The atmosphere is expected to contain spaces for 'freedom', free flight, free thought, free communication and free creativity. The challenge for the restaurant chain is figuring out the subjective nature of these notions of freedom for the consumer. When creating their first restaurant the entrepreneurs understood that it had to appear different from their competitors which were achieved by creating a more informal, friendly atmosphere. However, an atmosphere without boundaries, had consequences for staffing procedures. Within 2-3 years, the entrepreneurs realized they needed to put in force certain conditions so that employees could interpret the business philosophy appropriately.

The company was re-branded in 2007 and the company logo and colours were changed which helped customers to visualise the company's values more effectively. Staff opinion was important to Mikhail and Evgeny and so staff were given the opportunity to voice their views at meetings, and many actively participated in group discussions organized by the company. In addition, a moderated session was held to discuss company strategy which concentrated on formulating key intentions for the company mission statement and company values. The entrepreneurs were also keen to learn how staff perceived the brand and their attitude towards

its new visualisation (logo). The brand shifted from its initial functional concept of sticks to an emotional function as depicted by the free bird silhouettes (See Appendix 3).

Unfortunately the current emotional brand for Dve Palochki is proving problematic. According to qualitative data of customer attitudes produced for the company, the customer is now confused about the brand. The company is considering launching a marketing strategy to address this issue. The entrepreneurs felt that the strategy would be well-informed by the extensive satisfaction data that the company collects from its customers on ongoing continuous basis. The data has enabled Dve Palochki to classify its consumers into two relatively homogeneous groups as:

1. Image seekers – consumer image is connected with constant searching for something new;
2. Image creators – consumer image is connected with how they communicate with their peers through language etc. (for example, this grouping prefers comical commercials).

The challenge is how to bring these two distinct groups together under one marketing strategy.

Marketing Strategy

In the recent past, the company has trialed a range of innovative marketing techniques with varying degrees of success. The founders believe it is important to trial novel ideas in each restaurant and to continue to seek to improve upon these ideas. In 2008 Dve Palochki organised a public relations campaign ('Migratory People') to select participants for an expedition to Norway and Iceland to watch migratory birds. Dve Palochki did not use the obvious advertising media of TV, Radio or Internet. Instead Dve Palochki communicated by introducing the pink flamingo concept to each customer during their dining experience. Customers were given badges and other accessories that promoted the concept and reinforced the company values. The pink flamingo was chosen since it is a migratory bird; cardboard cut-outs of the bird were strategically positioned in the vicinity of Dve Palochki restaurants. Customers were offered binoculars to view the rooftops of nearby houses to watch out for nestling flamingos. On another occasion, to announce the launch of a new restaurant, Dve Palochki launched the 'They Have to Be Together' Campaign. Left-hand mittens were delivered to mail-boxes in the neighbourhood with a note inside it written on behalf of the 'lost' right-hand mitten to encourage potential customers to come and visit the restaurant and retrieve the 'lost' mitten. The campaign was intended to reveal the Dve Palochki sense of communication with fun, but only 10% of right-hand mittens were claimed.

Since Dve Palochki restaurants have a lot of open space, with open terraces in the summer, many restaurants have made use of this huge space to display unusual items. For instance, in some restaurants customers would find departure/arrival panels with imaginary flight timetables, as well as screens to display videos with flying birds. The company now has four annual events for communicating with customers: Fool's Day (April 1), Traffic Police Day ('02 Sticks')⁷, St. Valentine's Day (February 14) and Halloween - these would be unusual holiday dates in the Russian calendar. Staff uniforms have also formed a key component in the brand of the Dve Palochki restaurant chain. Whilst each employee is provided with a blank canvas t-shirt, they are encouraged to personalise their own t-shirt with a motto, phrase or picture which demonstrates their own individuality.

Whilst the diverse range of Dve Palochki marketing techniques have been fun and provided valuable learning lessons for the company and its employees, it has often proven difficult to merge these divergent ideas and to directly link them to the company brand and image. Instead these campaigns have thrown up more business issues for the owners to contend with, not least the strategic direction of the chain – each restaurant tends to have its own unique character. When Mikhail and Evgeny compared their business to traditional chains in the marketplace it was clear they were distinctly different. Therefore, in recognition that they had to do a better job of communicating what the Dve Palochki restaurant chain was about, in August 2008, the company developed a series of cards but these were only available at restaurants (at the entrance). The cards explained some features of the Dve Palochki's concept (See Appendix 4). For example, the cards highlighted the attention paid to creating the restaurant atmosphere. The cards also provided an opportunity for customers to engage with staff on restaurant design, etc. and the company received suggestions through its website for improving communication flows in the restaurant. Some comments encouraged the possibility of close interaction with other diners but yet they also wanted more table space between diners. However, the company executives still had mixed feelings about the cards. They were afraid that the company had become more trivial by placing the cards on each table. They believed there should be a mystery to their restaurant; something should always stay 'off screen'. Actually it was arguable that Dve Palochki could only partly explain how the atmosphere was created, since part of creating the atmosphere rests with customer

engagement. It is important to create a spirit so that people come to Dve Palochki without giving a second thought as to why they have chosen the place and simply ‘feel cozy’ there.

Infrastructure

The company has a clear corporate strategy which details its development plans of the future. The aim of Dve Palochki is to build 300 restaurants within five years starting from 2007. The indicator was based on the idea of annual doubling - 20 in 2008, 40 in 2009, then 80, 160, and 320 in 2012. The founders believe that the existing senior management team could manage 40 to 60 restaurants. Mikhail and Evgeny want to expand the company’s presence in St. Petersburg and also enter new regions. They are mindful that rapid growth can compromise quality and atmosphere, this was why Dve Palochki did not use franchising to open new restaurants; besides as each restaurant was uniquely different, the atmosphere cannot be exactly replicated. For example, the restaurant on Vosstaniya Street was built in full accordance with the company set-up procedures and standards, but it failed to become a true Dve Palochki restaurant. As a result it was decided to close the restaurant for two weeks to make changes. Since the delayed opening was a costly mistake, a valuable lesson was learnt. The company now uses 3D design software to produce a preview of a new restaurant before it is built. The owners recognize that mistakes could still happen because the atmosphere is difficult to homogenise. In 2008, the average investment in a new restaurant was 40 million Rubles (\$1.2 million) - the 530 square metre restaurant on Serpukhovskaya Square in Moscow cost 56 million (\$1.67 million). A significant fraction of these start-up costs is related to equipment and technology costs. Construction tends to be financed from loans, and the company usually invests its own money in personnel, offices and branding. When and if the company expands up to 40 restaurants, its net worth will be \$100 million, which will make the IPO option available. An IPO could release investment capital to the tune of 2-3 times higher than the company’s own turnover or net profit. Mikhail and Evgeny are not ruling out this possibility.

Staff

Mikhail and Evgeny were also concerned about how to appropriately recruit and train employees to work in the growing Dve Palochki chain. To date, when selecting people, the recruitment process allowed for a cross-check between the values and ideals of the company

⁷The name of the event alludes to several things: the Russian colloquial diminutive (literally ‘stick’) of the term

versus the individual. Applicants are subjected to a number of different types of interview techniques in order to assess their individual qualities. Once hired, a group of new employees, with the same role function, meet with the Dve Palochki Communications Manager as part of their initial training. Therefore early in the process, new employees become aware of the underlying philosophy and values of Dve Palochki. The difficulty the company faces is that most employees are primarily students, which creates high staff turnover due to the summer vacation. Students typically graduate in June and new student job seekers flood the marketplace in August. Most Dve Palochki employees leave the job for external reasons. There was little or no staff turnover in the category (minority) of young employees in the company who are not college-goers. Recruitment is specifically linked to the need to hire new staff for new restaurants. In the summer of 2008 there were no vacancies, 170 new employees were hired although the salaries offered were lower than the market average. New employees - and not just in the senior management positions - were thought to be attracted by the power of the Dve Palochki brand. Dve Palochki was also renowned for its fair treatment and care of each individual employee – employees were willing to remain with the company on a long-term basis. The only exception is cooks who believed they could find a job where they could work less for the same money. The company now has to consider how to create more attractive conditions for cooks in order to retain them.

The senior management team of Dve Palochki promote employee engagement intensively within company decision making. The founders believe that the company's success is based on a team capable of making decisions and convincing others of their legitimacy. For example, one group project to create a new menu had taken twice as long to complete due to opposing views of the plastic it was printed on, but it was considered important to apply the same open decision-making process to all company projects. There are a number of ways in which employees can engage:

- Permanent committees exist to make routine decisions in the area of: marketing, finance, personnel, development (including construction and sourcing new premises). Additional committees can be formed on an ad hoc basis to solve specific issues. Committees are chaired by senior executives and others from different departments are welcome to attend meetings which take place on either a weekly or biweekly basis.

'traffic police baton', the emergency phone number for police (02), and, of course, the name of the company.

- The company also has a series of creative workshops that are open to all employees. The purpose of these workshops is to develop ideas and provide feedback on these ideas to the committees. With committee approval, ideas are submitted to the General Director of Dve Palochki who is charged with overall responsibility of implementing these ideas in conjunction with senior executives. An important condition is that although everyone's opinion is welcome, committee decisions should be unanimous.

The growing Dve Palochki chain would also have to consider how it would communicate its values to the customer. A major servicing principle was unobtrusiveness, the customer dictated when and how the group of diners would be served – turnover in seats could be significantly reduced as a consequence. In Dve Palochki, customers are not subjected to common phrases such as “*Please come again*” or “*Do you like our food?*” The existing Dve Palochki model treats diners as equal to waiting staff and as a result the dining space is very much controlled by the diners. It did not matter if some employees did not know all the features of the restaurant as long as they were capable of engaging with customers on equal terms. Managers tried to avoid standardising employee behaviour or strictly framing it so as to ensure that employee individuality was not compromised. To deliver the mission of the Dve Palochki, freedom, this could only be done in the absence of stereotypes and therefore employees themselves had to feel and behave that way.

Renovation

In November of 2007, the company decided to close the restaurant on Italiyanskaya Street for renovation, the first restaurant to undergo this process. The restaurant was closed for two months. It had been planned to take seven weeks, but another week was needed. The marketing department carried out a survey to show that most customers thought that the restaurant's atmosphere and decoration were worse than other Dve Palochki's restaurants (See Appendix 5). Decoration was perceived as being less enticing which negatively impacted upon customer perception. When the ideas underlying the company's concept were formulated, it became clear what exactly should be changed or added in the restaurant. The founders agreed it was necessary to make the necessary changes to bring this restaurant in line with the standards of the growing chain. The owners requested that the new restaurant would also be a more comfortable space for employees. Whilst it was initially intended to carry out minor alterations, the decision was made that if other improvements were necessary to produce the end result of a new looking restaurant, they could also be carried out at this time. illustrate part of this process the water supply and the ventilation system were also improved

during this renovation. During the renovations, the entrance was adorned with an enormous present box bound with two ribbons indicating distances to the nearest Dve Palochki restaurants measured in wing beats. During the renovation work, employees were temporarily re-located to other restaurants of the chain. The renovation work of restaurants was paid for through advance budgeting or loans.

With new restaurants, new seating arrangements would arise. By expanding the number of seats, the restaurant could increase gross revenues and monthly sales growth (See Appendix 6 and 7). In November 2008, the restaurant on Sredny Prospect was also planned to be closed for renovation. The impressions that customers had of the atmosphere in this restaurant was quite poor, like it was on Italyanskaya Street in 2007 (See Appendix 8). The interior in particular was perceived to be much worse than in other restaurants, and perception was worsening as time went by. The employees thought that the restaurant on Sredny Prospect had one of the worst sushi bars. The situation was a replica of the Italyanskaya Street restaurant. The company is now considering renovating all restaurants in the chain every four to five years, and there is sufficient leeway in the financial plan to allow this to happen in the fifth-sixth year of operation. Though it seems obvious that a better ambiance would have brought benefits in terms of business results, renovation efforts were not accurately based on a cost/benefit analysis. Rather, there was a feeling expressed by both employees and visitors that some renewal needed to be pursued, and since both restaurants (on Italyanskaya Street and Sredny Prospect) used to make large profits, they actually were not worth closing for renovation on a pure financial basis. Nevertheless, after the renovation, the interior had become more comfortable for both working and dining; the company had also demonstrated that it was not stagnating but fully committed to innovation and development, working not only for profit, but striving to create something brighter, more interesting, and comfortable for both employees and customers. The renovation process also led to the creation of a ‘Space Management Group’; the purpose of this grouping was to ensure that the resultant design worked and that the space was being used to its maximum effect. An external specialist was hired to work with the space management committee.

Innovation

Like in every restaurant, one of the most important components is the quality of the food served. Dve Palochki’s founders checked the ‘Desk’ section on the company website every day to review customer feedback. Naturally, most attention was paid to any complaints and

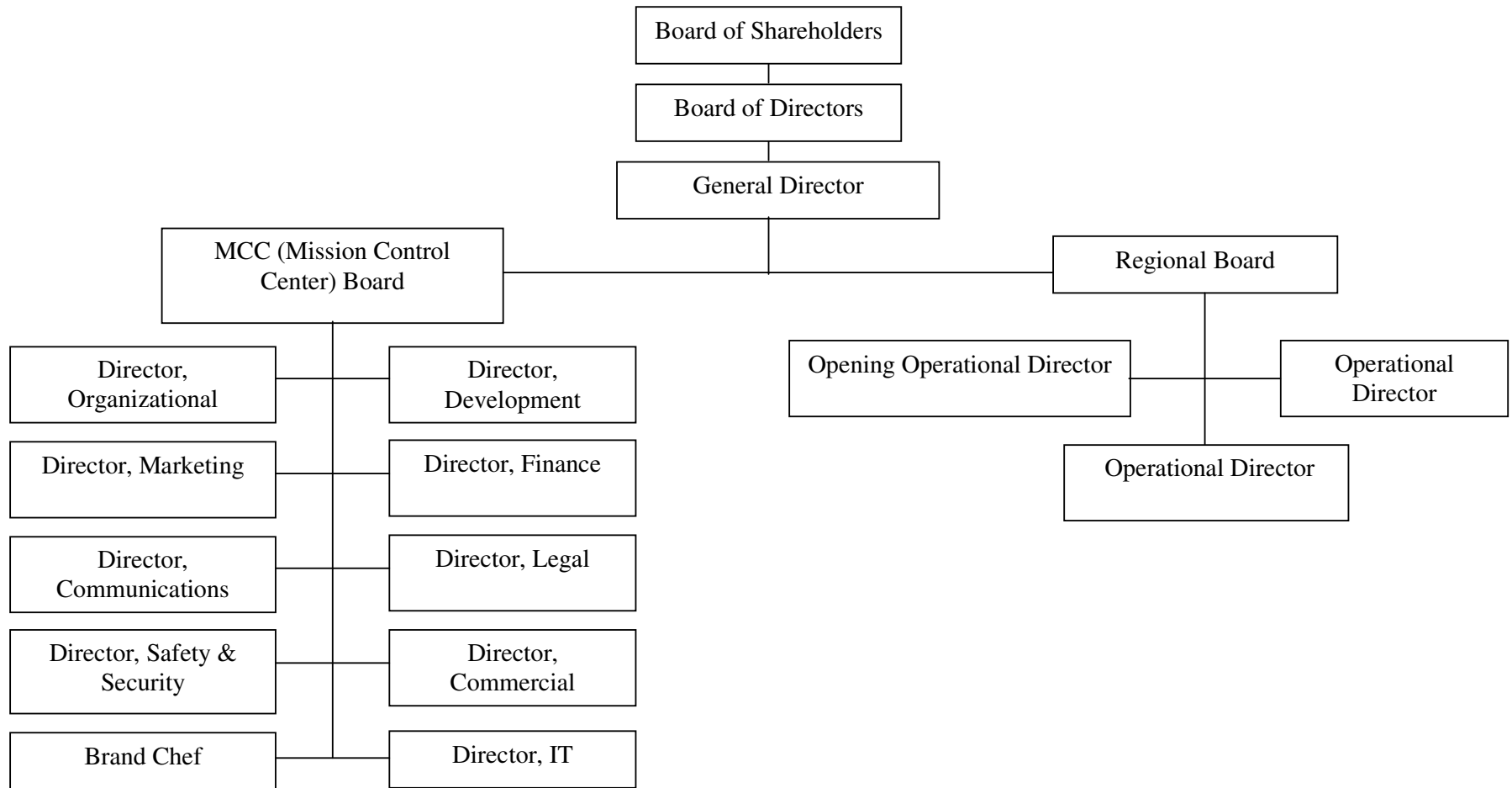
these were addressed by monitoring quality control with restaurant managers. The Dve Palochki chain now has a sophisticated system in place for quality control at both cooking and service levels. Evaluation forms could be completed on pocket PCs which completely automated the process and provided a quicker turn around time for any problems or mistakes to be rectified. It also meant that traditional paper questionnaires could now be abandoned.

In 2009 the company set about planning its entry into the international market. It formed a department for international development and listed preferred cities for the brand. The list had been composed intuitively on the basis that the company was looking for places without stereotypes and prejudices, which are big cities. The department is now required to analyse the cities on the list and support their intuition with qualitative research. Another issue on the department's agenda is to find out how the company should work in the new markets, the logistics required and how they could build remote relations and international operations. The entrepreneurs are considering entering only one new market at a time so as to minimise risks.

Conclusion

Mikhail and Evgeny are understandably nervous about expanding the Dve Palochki chain during a period of economic crisis. In the past the restaurants have grown organically but with significant expansion planned, the two entrepreneurs now have to look at branding the business in Russia and potentially into international markets. It is not a good time for expansion as positive lenders are few on the ground. Yet the entrepreneurs think that making changes would be a better position than sticking with the status-quo. They have identified a wide range of issues that need to be addressed internally which some employees feel should be solved before they consider any further expansion. The local business media are suggesting that the entrepreneurs are in danger of expanding too quickly and that they could bring about the collapse of the company. But Mikhail and Evgeny know that without taking risk they would never have achieved their current success and they believe that the best way of beating the economic crisis is to challenge it directly.

Appendix One: Dve Palochki's Organization Structure

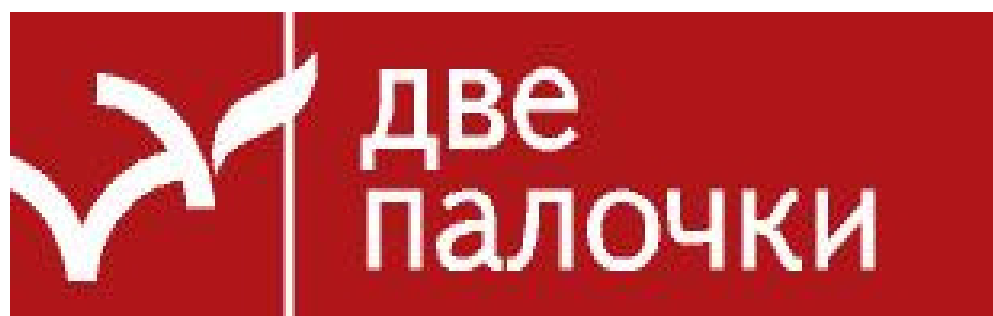
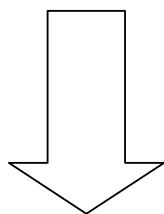


Appendix Two: Dve Palochki's Menu



Source: Dve Palochki's Website, www.dvepalochki.ru

Appendix Three: Dve Palochki's Old and New Logos



Appendix Four: Information Cards



ДВА УНИТАЗА В ТУАЛЕТНОЙ КОМНАТЕ

Употреблять после еды.

- Если вы девушка и привыкли ходить в туалет с подружкой, наше ноу-хау не может вам не понравиться. Удобно устроившись на наших унитазах, вы можете обсудить с ней последние сплетни, выпить по паре коктейлей, отдохнуть и расслабиться..
- Если же вы мужчина, то вы тоже можете прихватить с собой приятеля и устроить с ним увлекательные состязания в скорости и меткости, или сыграть в настоящий морской бой..
- Если вы первый раз в подобном туалете, и не уверены в своих силах, используйте один из унитазов как тренировочный. Пристрелявшись и набив, как говорится, руку вы можете воспользоваться основным снарядом..
- Дамы в таком туалете могут краситься, не вставая с унитаза! Для этого им всего лишь нужно найти похожую на себя девушку, посадить ее на унитаз напротив и попросить ее в точности повторять все ваши телодвижения. В этом случае можно воспользоваться ею как зеркалом..
- Переливая воду из одного унитаза в другой, можно попытаться опровергнуть правило сообщающихся сосудов и стать лауреатом Нобелевской премии по физике..

• Используя клавиши смыва и стульчаки обоих унитазов в качестве музыкального сопровождения, можно попытаться исполнить пьесу для ударных «Плеяды» Янниса Ксенакиса. Партитуру вы можете спросить у менеджера зала..

• В таком туалете можно сыграть в прятки. Водящий поворачивается лицом к правому унитазу, а второй игрок в это время прячется за левым. Игра очень увлекательна и требует от участников не только логического мышления, но и недюжей ловкости..

• Можно использовать разные унитазы, в зависимости от ваших потребностей и степени нужды. Для больших, неотложных дел лучше использовать унитаз, находящийся южнее..

Не рекомендуется садиться на шпагат между двумя унитазами, разговаривать с ними, а так же пить из них воду..

Запрещается приносить с собой и устанавливать третий унитаз..

Категорически запрещается употреблять в таком туалете наркотики! В противном случае, отвернувшись от одного унитаза, и вдруг увидев перед собой другой, вы рискуете затупить, не воткнуть или попросту ох...еть..

KENT

ВИНОВАТЫМ В НАШЕЙ ПРОБЛЕМЕ
СТАНОВИТСЯ ТОЛЬКО ОДИН ИЗ НАС

две палочки

www.dvepalochki.ru

Translation:**Why are there Two Toilet Bowls?****Two Bowls in One Toilet**

To be used after meal.

- If you are a girl and like to visit the WC with your girlfriend, ours is like no other experience. Having comfortably nestled on our bowls, you both can discuss recent gossips, have a couple of drinks, relax...
- If you are a man, you can also bring along your friend to arrange a speed or accuracy contest or even play a real battleship game...
- If it is your first time in such WC, you can use one bowl for training and switch to the other (principal) one as soon as you master the process...
- Ladies in such WC can do their makeup without rising from the bowl. The only thing you have to do is to find a girl who looks like you, ask her to sit down on the second bowl and copy all your moves just like looking through a mirror...
- Pouring water from one bowl to the other, you can invalidate the U-tube effect and earn a Nobel Prize in Physics...
- Using flush buttons and cans, you can try and play Pleiades, a percussion ensemble by Iannis Xenakis. The score is available from the manager.
- In such WC, you can play hide-and-seek. One player should turn his/her face to the bowl on the right, while the other should hide behind that on the left. The game is very enthralling and requires both logic and dexterity...
- You can use different bowls depending on your needs. For important, urgent needs, it is recommended that you use the bowl situated more to the south...

Stretching out between the two bowls, speaking to or drinking from them is inadvisable.

Bringing and installing your own bowls is forbidden.

Drugs are strictly prohibited. Otherwise, having turned away from one bowl, you will see the other, which may cause slowing, stupor or simply pissing off.

[Written around the stamp: User's Manual]

ПОЧЕМУ У НАС ЗЕЛЁНЫЕ ЯБЛОКИ



две
палочки



ЗЕЛЕННЫЕ ЯБЛОКИ В ЗАЛЕ



Не употреблять. Выставочные экземпляры.

• Если вы следите за модой, то вы должны знать, что зеленый - весьма актуальный на сегодня цвет. Поэтому если вы пришли к нам ресторан в чем-то зеленом, постарайтесь занять место напротив яблок. На их фоне вы будете смотреться просто неотразимо..

• Если вы помните, каждое яблоко гонит прочь врача.. Исходя из этого, зайдя всего один раз в ресторан Две палочки, вы сможете отогнать от себя сразу, порядка 30-50 врачей! Т.е. фактически стать бессмертным..

• Вы можете попробовать сосчитать все зеленые яблоки в ресторане. Потом умножить это число на 3, прибавить к полученному результату ваш возраст и разделить эту сумму на стоимость Сливочного рулета из нашего меню.. Получится полная по-чень, но хоть займетесь чем-нибудь..

• Если вы любите зеленые яблоки.. вы можете заказать в баре яблочный fresh..

• Вы можете сфотографировать одно из зеленых яблок и постараться по фотографии отыскать в других наших ресторанах его брата-близнеца. Если вам это удастся, мы найдем вам хорошего психиатра..

• Если словосочетание «зеленое яблоко» для вас не пустой звук и вам не безразлична судьба России, вы можете устроить политические дебаты со своими друзьями прямо у нас в ресторане. Партия «Зеленых» против партии «Яблоко».. Проигравший оплачивает счет..

• Если вы знаете, сколько в зеленом яблоке килокалорий, по вам плачет Тина Канделаки и ее телешоу «Самый умный»..

• Вы можете запомнить, как выглядит зеленое яблоко и вспоминать это потом сколько угодно раз совершенно бесплатно! При этом, если вы вдруг забудете как оно выглядит, вы сможете прийти к нам и, опять же абсолютно бесплатно, вспомнить!

Не рекомендуется жонглировать зелеными яблоками.. Во-первых, у вас, скорее всего не получится, а во-вторых, этого достаточно..

Запрещается подносить зеленые яблоки ко рту на угрожающе близкое к нему расстояние.. Им страшно!

Категорически запрещается кусать зеленые яблоки.. Им больно!

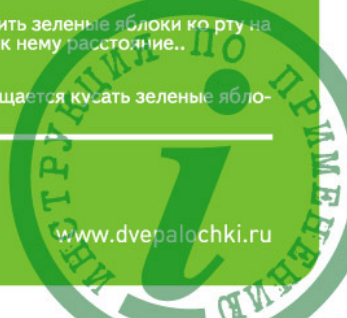
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МИНИСТРАМИ РОССИИ ПРЕДУПРЕЖДАЕТСЯ:
КУРЕНИЕ ОПАСНО ДЛЯ ВАШЕГО ЗДОРОВЬЯ



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Translation

Why are there Green Apples?

Green Apples in the Restaurant

Exhibits. Do not eat.

- If you follow the fashion, you must know that green is very fashionable today. So, if you are wearing green, try to find a seat in front of the apples—you will look fabulous!
- If you remember, an apple kicks out a doctor. Thus, a visit to Dve Palochki can kick out 30 to 50 doctors at once! This will make you virtually immortal...
- You can count all the apples in the restaurant, multiply by three, add your age and divide by the price of the Cream Roll in our menu. You will get a total bullshit, but at least it will occupy you for a while...
- If you like green apples, you can order fresh apple juice...
- You can take a picture of an apple and use the photo to find its twin in our restaurants. If you succeed we will find a good psychiatrist for you...
- If the phrase 'green apple' rings familiar bells with you, and you care for Russia, you can hold a political debate with your friends right in the restaurant. The Apple Party against the Green Party. The defeated party pays the bill...
- If you know how many calories there are in a green apple, The Brainiest is where you belong!
- You can memorise what a green apple looks like and then remember it as much as you wish, totally free of charge! Yet, if you forget, you can come back and remember, for no additional charge, either!

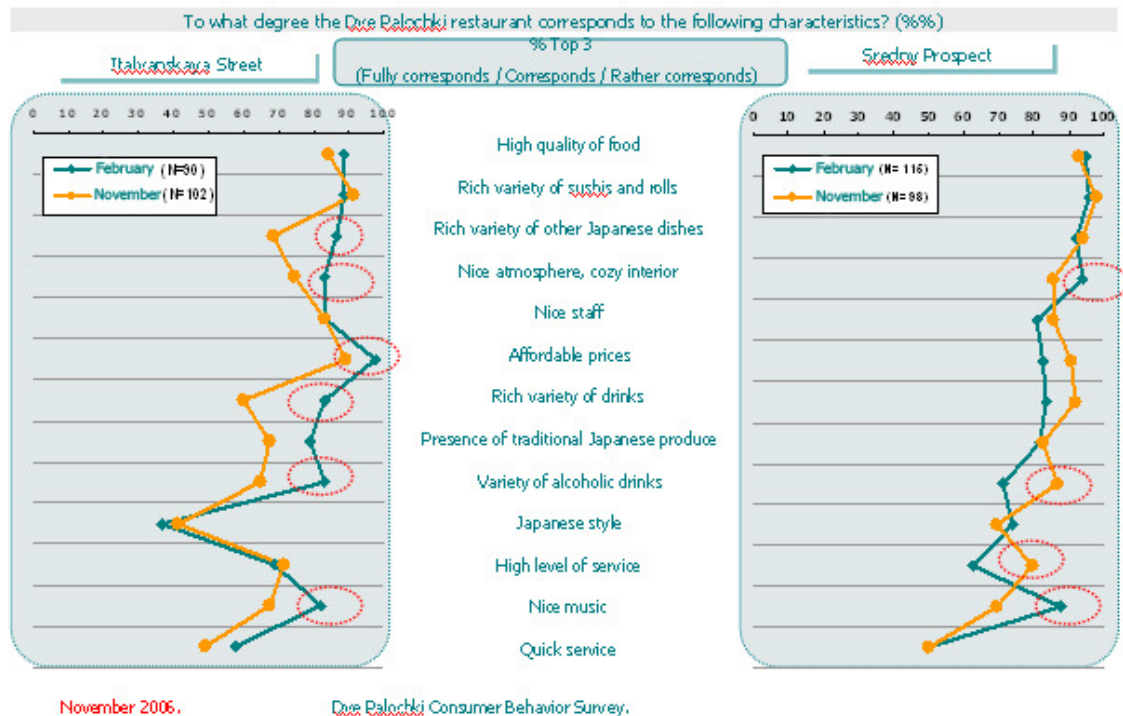
Juggling green apples is inadvisable. The first reason is that you are most likely to fail. The second reason is that the first one is enough...

Bringing green apples too close to your mouth at a threatening distance is forbidden. They get afraid!

Biting green apples is strictly prohibited. It hurts them!

Appendix Five: Visitors' Perception of the restaurants in Italyanskaya Street and Sredny Prospect. Comparison (February and November 2008)

In November, the restaurant in Italyanskaya Street got lower points for the variety of food and drinks and interior. Visitors of the restaurant in Sredny Prospect mentioned nice music or cozy atmosphere less, but were noting high quality of service and a wide range of alcoholic drinks more often.



Appendix Six: Results of the restaurant in Italiyanskaya Street (before / after the renovation)

Indicator	3rd quarter 2007		3rd quarter 2008	
Seats	70		96	
Visitors	33,371		35,428	
Average bill, \$ U.S.	6,8		8,3	
			<i>100.0</i>	
Earnings, \$ U.S.	290706,8	<i>100.0%</i>	374216,8	<i>%</i>
Production costs, \$				
U.S.	79967,06	<i>27.5%</i>	98604,37	<i>26.3%</i>
Rent, \$ U.S.	30841,57	<i>10.6%</i>	31503,44	<i>8.4%</i>
Personnel costs, \$				
U.S.	79389,04	<i>27.3%</i>	107256,7	<i>28.7%</i>
Other costs, \$ U.S.	34522,31	<i>11.9%</i>	40970,35	<i>10.9%</i>
Operational profit, \$				
U.S.	65986,82	<i>22.7%</i>	95882	<i>25.6%</i>

1 \$ U.S. = 33.39 RUB (28th April 2009)

Appendix Seven: Results of the restaurant in Sredny Prospect (fall 2008)

Indicator	3rd quarter 2008	
Seats	74	
Visitors	28,357	
Average bill, \$ U.S.	8,945792	
	<i>100.0</i>	
Earnings, \$ U.S.	322503,7	%
Production costs, \$ U.S.	84273,73	26.1%
Rent, \$ U.S.	22602,58	7.0%
Personnel costs, \$ U.S.	98547,47	30.6%
Other costs, \$ U.S.	24381,55	7.6%
Operational profit, \$ U.S.	92695,42	28.7%

1 \$ U.S. = 33.39 RUB (28th April 2009)

Appendix Eight: Visitors' perception of the restaurant in Sredny Prospect compared with other restaurants

Against the previous year, the restaurant in Sredny Prospect got lower points in some categories (interior, variety of drinks and food, service), whereas that in Vosstaniya Street improved.

