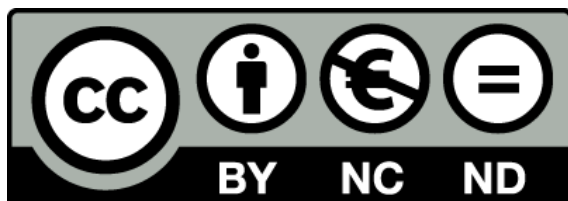

Treball Final de Màster

Títol:

Wood Design HUB Siberia

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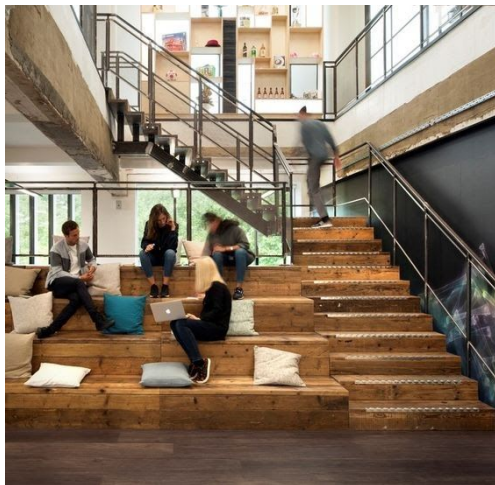
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Cultural Project

Wood Design HUB

Siberia



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Executive summary

Wood — one of our humanity's oldest natural resources. It has helped us safe, comfortable and warm for millions of years. We have used wood for so long that most of us don't really see it anymore, lost the cultural bond to wood and underestimate the numerous positive properties of the raw material.

The Wood Design Hub Siberia, our cultural project, wants to set a new focus and interest for wood design in Siberia. It will be the impetus for the economic development of the regional industry by bringing together designers, craftsmen and woodworking enterprises in Siberia who share creativity, innovation and knowledge.

The hub is located in Krasnoyarsk, Russia and will promote design innovation, collaborating to boost the creative economy and knowledge, all based on preserving, developing and promoting Siberian wood and designers — all of this based on rediscovering Siberian wood tradition and values. Our vision is to turn Krasnoyarsk into the centre of Siberian design and to become well known internationally in the future.

For a couple of years now, Siberia's young generation is moving to bigger cities outside of Siberia and abroad to look for a better future. The economy is losing talented and energetic people to help and shape the economy of the area for a better future of the area. That's why the hub can be a perfect project to boost the economical, social and cultural values of the region and support the new generation with new opportunities to stay in their region and shape it together for an attractive wood design sector national and international later.



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1. Project overview

1.1 The organization

The Wood Design HUB Siberia is a centre of activities and networks with the focus on wood for designers and wood lovers. It is located in Krasnoyarsk, Russia. The non-profit organization aims to develop and promote the Siberian wood culture in Russia locally now — and internationally in the future.

1.2 Vision, mission and values

Our vision

The Wood Design HUB aims to turn Krasnoyarsk into the centre of Siberian design. It will be the impetus for the economic development of the regional industry by bringing together designers, craftsmen and woodworking enterprises in Siberia who share creativity, innovation and knowledge. Our community network will focus on sustainable, world-class production and create conditions for the development and professional formation of a new generation in Siberia. The outcomes of the work of the Hub will give people reason not only to stay but to return to Krasnoyarsk to live and work successfully.



Our mission

To successfully establish Wood Design HUB in Krasnoyarsk, exchanging knowledge, skills, ideas, and opportunities worldwide. Our centre will promote design innovation, collaborating to boost the creative economy and knowledge, all based on preserving, developing and promoting Siberian wood and designers — all of this based on rediscovering Siberian wood tradition and values.



Our values

Supportive We give a space to network and exchange knowledge that will help designers to go from one idea to prototype, and from prototype to products and markets.

Sustainable We promote sustainable production and consumption of wood with a focus on: product distribution and fabrication and the circular lifecycle of products.

Responsive Our service is responsive to changing needs and priorities of our network.

1.3 Idea and reasons of the project

Why Siberia?

Last year, at least two million young Siberians packed up and left their homes for the prosperous European part of the country or even abroad in search of better lives — like our team member Sofia Ostapenko.

Demography experts have described it as “destering of the territories” - and which the Pulitzer Center’s 2012 Persephone Miel prefers to call “the Russian exodus”. And statistics prove that the emigration numbers of young people in Russia is an increasing trend - it will double in the next three years.

As a result, the Siberian economy will face an economic depression, because of shrinking population and lack of labor force.





Why wood culture?

Siberia is the most forested region of Russia and one of the wood richest regions in the world. Wood was the main material for building houses until the middle of the 20th century. For hundreds of years, Siberian people carved not only furniture from wood, but also children's toys and home decorations. Every spring, people collect birch bark to create a traditional non-alcohol Russian drink *Kvas*. The connection of Siberian culture with wood is essential and inseparable from each other. Despite plastic, which has gained popularity in its time, a growing trend of wood design has been developed in Russia in the last few years.



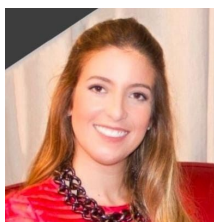
Why a hub?

A hub is the perfect place to provide ideal conditions for entrepreneurs, craftsmen and creatives to flourish and accelerate the growth of their businesses and creativity. It can give them a boost in a friendly business environment as well as direct support. When these elements are in place, amazing things can happen at the intersection of environment, education, innovation and networking.

Besides, hubs are not that common in Siberia yet. That's why this start-up form could be very attractive for the young population.

1.4 Team

The background of our three team members and understanding of the cultural sector will help to establish the Wood Design HUB successfully — and run the business effectively in the long run:



Renata Procópio Nascimento studied interior and furniture design and worked in different furniture factories, designing and following production in Brazil. After acquiring experiences, she founded an e-commerce focused on connecting design producers to final consumers, with the



objective of showing a range of good design that was produced handmade or in small scale inside Brazil. During these years she had responsibility for producing design events and a popup design store.



Sofia Ostapenko was born in Krasnoyarsk and worked in a marketing department of a big restaurant group in the past five years. She has a current understanding of the Russian market, economic opportunities, entertainment industry and has a huge network in different spheres of businesses in Siberia.



Karen Pecher grew up in a family where craftsmanship is the main business - the work of her father and brother is directly related to wood. She understands the problems of the industry from a very deep level and has close contact with the field. During her academic career she got insights in international marketing, internal and external communication, and cultural sensitivity.

1.5 Ambassadors

Our ambassadors support our project's vision, promote our hub locally and internationally, enrich our network and can be strong influencers for the young generation of young designers in Siberia:



Anastasiya Koshcheeva

Founder of MOYA - Furniture design brand which connects the uniqueness of Siberian birch bark with the accuracy of modern technology - Berlin, Germany

"I dreamed of being a designer, but I realized that I could not get a high-quality education and be professionally implemented in Krasnoyarsk. That's why I moved to Berlin. However, my connection with tradition and homeland inspires me to create. I would like for the next generation not to have a dilemma to leave their beloved city in order to become a successful designer. I believe that the Siberian Design Hub in Krasnoyarsk will be a big step to make this a reality"

**Artyom Begishev**

Founder of Coolhaus. Design company of urban spaces, 2019 - Krasnoyarsk, Russia

"I have been working in architecture and subject design for about 12 years, and doing this in Russia is not simple. The market is low and many people don't understand what modern design is. Since very few talented guys stay in the country to work, the lack of opportunities is also short. We try to develop the city in the global trends of urbanistic design, but in order to create a market, there should be more specialists like us. A project as Siberian Design Hub will help to develop ourselves and raise a new generation of designers".

Since we aim to develop and promote Siberian wood culture internationally in the future, we start building an international bridge with well-known designers in Brazil:

**Campana Brothers**

Furniture designers and founders of the Campana Institute - Brazil

"For many years, we have been working to revive craft techniques and artistic concepts in Brazil, to save traditions and make them more popular for modern youth. We see that these are common problems that exist in many parts of the globe. We believe that the Wood Design Hub will be a new important point in the culture of the young generation."

More details about our ambassadors and contact details can be found in annex 1a.

2. The Market

2.1 SWOT

A SWOT analysis was conducted to analyze the micro environment of the HUB. The results showed the strengths of our team which have roots in Siberia and knowledge about the economy and social infrastructure. The team embraces different disciplines with expertise in areas of international business, marketing, communication, cultural awareness and design markets, also presenting members that carry a personal connection with wood.



Wood, as a cultural element that has great importance for all generations of Siberians, offers us a chance to create a woodworking opportunity in the region, bringing together knowledge and creative economy through unique projects and key resources.

As weaknesses of the company we explored lack of capital and reputation because The Design Wood Hub Siberia is a new and unknown startup which needs funds from investors and sponsors.

Our main threat is the emigration of the young generation. As mentioned in Chapter 1, Russia, and especially Siberia, have to fight against waves of depopulation where young generations can't find a future career in their area, moving to Moscow, St. Petersburg or abroad.

More details about SWOT analysis can be found in annex 2a.

2.2 PESTEL

A PESTEL analysis was conducted to analyze the macro environment of the hub. The results showed that we have to focus on the main sector: the environmental.

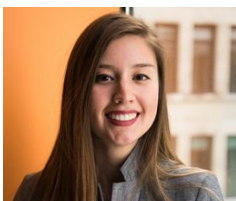
Climate change is not an abstract long-term environmental problem, but more and more a major social issue that has impacts all over the world; Russia plays a very important role in it. Building on this growing sense of urgency, implementing and teaching new practices to reduce emissions by developing and inspiring demonstration projects and action perspectives for governments, the business sector and consumers, both nationally and internationally. This global problem and the trend at the same time creates an opportunity for us, as the HUB, to build a global project, as for Siberia, where this problem is very acute, but many people do not have knowledge of what to do in order to contribute to solving this problem. We, as the Design Wood Hub Siberia, will be able to make knowledge and skills more accessible, give a new modern life to a wood's resource, make it fashionable and show how important its rational, conscious and thoughtful use will be for the planet.

For detailed results of the analysis see in annex 2b.

2.3 Target audience

After analyzing and segmenting the market (annex 2c), we have classified our customers into three different groups:

1. Target group - "Active citizens"



Nina Volkova is married, has two kids and is a business woman in a big organization in Krasnoyarsk. Next to her work she is running a DIY blog, because she loves to be creative. It can be anything from cooking, designing her own jewelry or building new toys for her



children. She likes to share her work, that's why she is running her own blog or giving her creations as a present to family and friends.

2. Target group - "Young professionals"



Boris Ivanov took over his father's carpentry workshop in Krasnoyarsk – a family business for three generations. This change generated a few problems: Boris learned how to work, but he doesn't have any marketing skills or ideas to run a business in a leader position. Boris is also of a newer generation than his father and needs to update his business, e.g. trends, technology.

3. Target group - "The creative student"



Aleksandra Yermosol visits the Design University in Krasnoyarsk. Her focus is product design with the focus on sustainability. Next summer she will graduate. Her grades and design skills are on a high level and the professors are proud of her. They say: "She is super talented". But Aleksandra has problems to find an organization in Krasnoyarsk where she can fulfill her needs and develop her talents. So she is thinking of moving to Moscow or St. Petersburg where she will have better chances on the market. This makes her worried, because she doesn't want to leave her family and friends.

More detailed information about personas can be found in annex 2d.

3. The HUB

3.1. Pillars of the project

The Wood Design HUB provides education and training to the professionals and Siberians young population of the future. This means that we make a substantial investment in people and in the future of Siberia. To be sustainable, our business is focused on three main areas:

SUSTAINABILITY

Together with guests, staff and our network, we will define ideas on sustainable development, securing a better quality of life for the creative sector, both now and for future generations. Working together for local economic growth, social progress and



effective environmental protection for the wood sector, workshops and seminars will include the three pillars of sustainability.

ENTREPRENEURSHIP

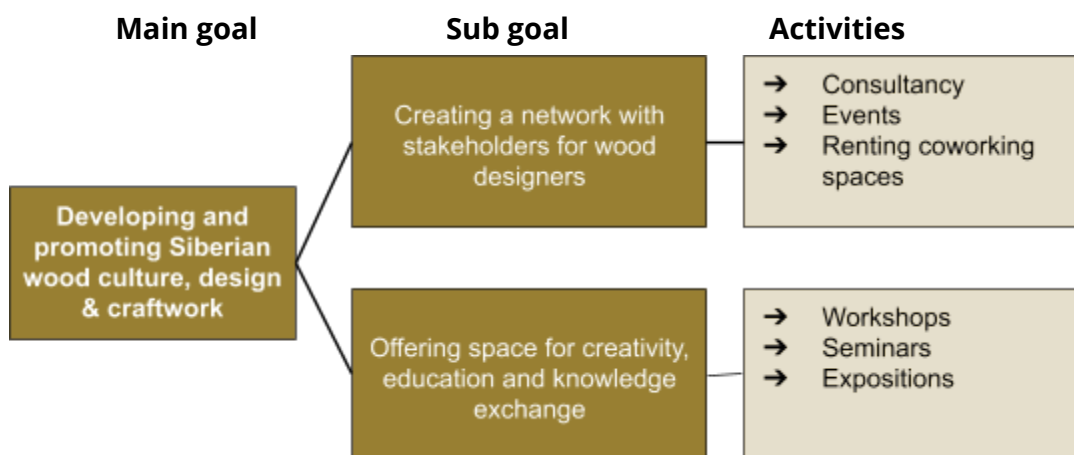
Discovering new ways of combining resources that can have an impact in the social and economic infrastructure of Krasnoyarsk and Siberia. The Wood Design HUB will be in contact with companies and institutions which we collaborate with, focusing on educating people to be able to set up and manage their own business. Collectively, we respond actively to developments, contributing to make Siberia a wealthier place.

TECHNOLOGY

We are educating a new generation of woodlovers and designers technology in wood processing and business development to use these tools for achieving their goals. We will work with various technological aspects from increasing productivity to integrating customer loyalty programs and social networks.

3.2 Goals

According to the vision, mission and values of our project we highlight the following goals:



3.3 Strategic Lines

Based on our vision, values, goals and objectives, we have developed two strategic lines: provide spaces for creativity and educational activities, develop and organize guidance in the sector, through our hub team. We will provide a place for: coworking for designers, working space for woodworkers, display corners to be rented in the store, cafeteria.

The content has different purposes, adapted for the tasks of young wood professionals in Siberia and focused on our three areas (sustainability, technology, entrepreneurship). Therefore, every opportunity will be designed in close collaboration with our network –



teachers, ambassadors, craftsmen, professionals - in order to fulfil the needs of our community. Our team will develop and organize the following activities:

WORKSHOPS

Providing modern space and exceptional content, we want to make workshops interesting both for young professionals who are still on their way to becoming, and for residents of Krasnoyarsk who work with wood and want to show their creative potential. Our task is not only to increase the value and interest for this industry but also to improve the quality of education in this area, developing the creative economic sector in Siberia and collaborating to construct a network of people that feels confident in investing and modernizing this sector. We plan to organize basic woodwork training, woodturning workshops and other types of workshops. More information can be found in the annex 3a.

SEMINARS

We will invite successful professionals, both from Siberia and from the world stage, to share their skills, knowledge, stories and secrets for success with the young generation of wood workers and entrepreneurs of Siberia. Our task is to provide knowledge and inspiration for organizations and workers in Krasnoyarsk and other cities of Siberia in order to show that organizing a successful business is possible here. More information about experts to be invited can be found in the annex 3b.

EVENTS

Events and Exhibitions will be designed to happen in our HUB, with the purpose of drawing attention to the development of the industry among professionals and the population of Krasnoyarsk, bringing a new life to wood and creating networks.

We do wood work fashionable, stylish and meaningful in Siberia. We plan to organize events like days of design, exhibitions, cinema sessions, competitions of young designers. To know more about these activities you can consult annex 3c.

To achieve long-term objectives and milestones, goals were set for the first 3 years. Designated as a sales plan, this table includes information on the maximum capacity of each location, which will be used to generate the Inc., planned goals for each activity for each of the described years. You can find the sales plan in the annex 3d.

3.4. Location

Siberian Wood Design HUB will be located in the city centre of Krasnoyarsk. At the moment, the premises in the lease are for commercial organizations. The place is not very attractive for most tenants due to the fact that it is located away from the main walking streets, and also does not have the characteristics of a comfortable business center (requires renovation before entering this space).



Nevertheless, for our project, this site has several advantages:

1. Located in the city center of Krasnoyarsk. Address: Red Army Street, 10 K4, Krasnoyarsk, Russia. The HUB is easily accessible by public transportation and parking nearby.
2. Affordable rent - 500 rubles / m² per month. In addition, landlords are ready to provide a discount when renting a large amount of space. Based on the fact that we plan to rent m², the rental rate for us will be 300 rub / m².
3. Since the closure of the plant, various creative organizations have rented premises in this building (theater project, photo studio, designers, yoga studios and many others). Thanks to this, the place has an image of a creative point on the map of the city that we plan to develop.

We want to give a voice to modern local artists that will be part of the project, e.g. collaborate with the Krasnoyarsk graffiti artist Sasha LSD to create a new appearance of the fallen factory.

BEFORE



AFTER



The HUB will maintain the following venues: Lobby, office & co-working place, design shop, seminar rooms (transformative to cinema), workshop studios, restrooms and cafe. The floor plan and moodboards of venues can be found in the annex 3e and 3f.

3.5. Production planning

Production planning includes such tasks as registration of a non-profit organization, communication with sponsors, repair of the premises and more. Some key dates will be the signature of the building contract, to be done until the 26/03/2021, to directly start the repair of the premises on the 01/04/2021. The repairs shouldn't take more than 5 months. In parallel we will be working on commercial proposals for the different areas of our HUB, finding designers, experts and creating a strategic line of contents. The full list, dates and persons in charge can be found in the annex 3g.



3.6. Communication strategy

To build a supportive community and communicate the value of the hub, the following aims were set to develop the communication strategy of the hub:

1. *Raise awareness* about the Wood Design HUB in Krasnoyarsk.
2. *Inform* the target group what the Wood Design HUB is and what they are doing.
3. *Convince* the target group to come and visit the Wood Design HUB.
4. Target groups who are *interested* in visiting the Wood Design HUB again.
5. Make the "*brand*" value and to expand it first in the local context and then in the international context.
6. Communicate the social, cultural and economic impact that the hub generates for the city and its partners.

To achieve these aims, the organization's media partners were selected, a media strategy was drawn up, a timeline for launching the media hub, communication channels that will be used by the company's team. You can find the detailed communication strategy in the annex 3h.

4. Organisational structure

4.1 Management model

The management team includes Renata Procopio, Sofia Ostapenko, Karen Pecher. For each participant, a zone of responsibility is selected in accordance with skills, previous experience and interests, which were highlighted in the Program and administrative manager, Program and communication manager, Communication and dissemination manager.

Creating workshops and seminars programs, events organization, communication with sponsors, HR tasks, and more includes our work. More details can be found in the annex 4a.

4.2 Human resources structure

Human resources structure of The Wood Design Hub Siberia includes a manager's team, full-time employed such as sales representative, part-time employed as workshop and seminars teachers, and outsourcing specialists like facility managers, accountant and others. The type of employment is selected based on the time scope of the company's tasks and the ability to reduce costs for the enterprise without losing quality of work. To know more about tasks of employees you can consult annex 4b.



4.3 Risk assessment plan

The following risks were identified: sharpening tools, noise, electricity, fire, risks of using equipment. Each risk was awarded a level from low to high, and measures were developed to reduce its likelihood.

For example, in order to reduce the risks associated with the use of professional equipment, only certified specialists will be allowed to use it. Will be possible to obtain certification after studying at our center, passing an exam about wood general knowledge and best techniques, or by providing a certificate. Before using the equipment, each specialist must sign that he is familiar with safety precautions when working with this equipment.

At the heart of the training on equipment and safety will be a checklist which will be compiled on the basis of GOST, SAN-PIN and other documents underlying the state regulatory requirements for labor protection. A risk assessment plan can be found in the annex 4c.

4.4 Legal aspects

Since part of the management team of the Wood Design HUB are foreigners in Russia, it was important for us to find out whether they can work in the country and whether they can be founders of a non-profit organization in the country. The Federal Law (Article 15. 1.1.) states that foreign citizens and stateless persons legally residing in the Russian Federation may be founders (participants, members) of non-profit organizations.

Business form

Our business entity is a *Non-Profit Organization* which is owned by our team Sofia Ostapenko, Renata Procopio Nascimento and Karen Pecher. According to the Russian classification of non-profit organizations, the HUB is an Institution.

Contracts and partners

As the Wood Design HUB is offering very specific workshops and seminars about wood knowledge, which will be given by employees, freelancers and outsiders; it is important for us to make clear arrangements between them and our customers. This will split the risks of our business as well as the business of our partners.

We plan official employment for only those employees who will work full time. A contract agreement will be made with other employees. This form allows us to pay for a specific work done. We will also draw up sublease rent contracts with companies renting premises for their projects (for example, cafes, designers - a corner in the store).



Taxes and dividends

In Russia, non-profit organizations pay taxes. We have chosen a simplified filing system. According to this system, we will pay 6% taxes. At the same time, we will pay taxes only on income from the sale of goods, work, services, property rights and non-operating income, and earmarked financing and earmarked income (e.g, donations) are not considered income.

5. Financial Plan

5.1. Funds and supporters

Based on our research, we have chosen the following financial supporters:

Ministry of Culture of Krasnoyarsk Krai, Russian Forest Protection Fund, Russian timber industry company, European Federation of Woodworking Machinery, Alfa Bank, OJSC "Lesosibirsky LDK No. 1" Segezha Group, Restaurant Group Berrywood Family organizations as potential partners.

Among the key reasons for supporting our project for them will be: The project aims to enrich the strong creative economy in Siberia, promote responsible forest management, construct a better ethic and sustainable environment view around Russia.

For machine supporters we have: European Federation of Woodworking Machinery, European Federation of Woodworking Machinery Manufacturers EUMABOIS, SCM woodworking technology, to build strong bridges between countries and continents with values of sustainability, creativity and wood love, given them back more notability in a different country expanding their market to a rich wood area.

As educational supporters: Institute of Architecture and Design of Siberian Federal University, moved by the aim of constructing a strong educational structure for Siberia and preventing emigration and increasing their number of students. If you want to know more about companies and reasons to collaborate with the HUB, you can consult annex 5a



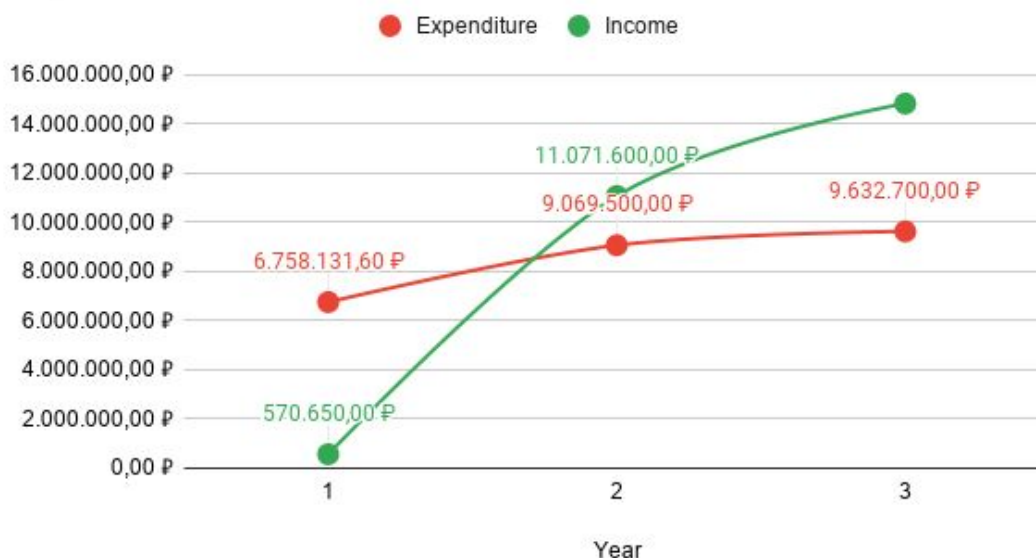
5.2 Budgeting plan

The budget of the Siberian Wood Design HUB was drawn up for the period from November 2020 to October 2023 and includes both variable and fixed expenses of the company.



The budget includes capital needs and operational needs (1, 2, 3 year) of the Siberian Wood Design Hub. The amounts are 3.113.656,00 P (€399.186,70) and 3.644.475,60 P (€467.240,15), 9.069.500,00 P (€1.162.756,41), 9.632.700,00 P (€1.234.961,54) respectively.

Expenditure and Income



The amount of expenses for 1 year equals - **6.758.131,60 P (€84.476,65)**, the amount of expenses for 2 - **9.069.500,00 P (€113.368,75)**, the amount for 3 - **9.632.700,00 P (€120.408,75)**. You can find the full list of expense items in appendix 5b.

The planned revenues of the hub are: 1 year (1 month of operation of business - **570.650,00 P (€7.133,13)**), 2 year - **11.071.600,00 P (€138.395,00)**, 3 year - **14.830.800,00 P (€185.385,00)**, and the company plans to achieve break-even-point for 2 years of operation. Detailed information about sales plan and income items can be found in annex 5c.

Based on the planned expenses and revenues of the Hub, a decision was made to search for investments in the amount of **7.000.000,00 P (€87.500,00)** for the 1 year and **2.000.000 P (€25.000,00)** for subsequent years. The planned list of sponsorship resources can be found in annex 5d.

6. Future Prospect

Over the next 5 years we hope to steadily contribute to an increase of popularity of the city, local designers and wood culture, and therefore we will focus on creating additional value for tree lovers from around the world.

The work will consist not only of creating special training programs and exhibitions that are interesting for external creators, but also organizing accompanying tourist programs that could show the incredible nature of the Krasnoyarskiy Kray, as well as the features of forests and the fruits of the culture. We assume that this will be the impetus for an increase

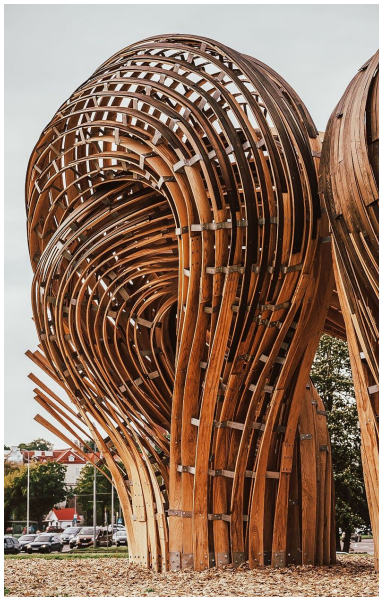


in the number of tourists in the city and the development of Krasnoyarsk as a strong player in the agritourism market. This will lead to the second wave of economic development of the city and may attract foreign investors for the development of the regional economy.

Another aspect that we highlight as important for the work of the HUB in the international direction is the creation of an online platform that will give more opportunities for wood designers to sell worldwide their pieces and share creativity and wood love.

Through the online platform will also be possible to do courses which will be available only for our community members. With this “membership” will be easier to book workspaces online and afterhours, have access to exclusive contents created by our team, contact other members and expand the networking area.

We predict a decrease of the number of migrations of the young population from Krasnoyarsk, the emergence of new successful companies in the field of wood design and related industries, which will lead to interest to the city from the outside, the return of Krasnoyarsk people and moving people from other cities. A change in the vector of interest in the city and its culture, the creation of a positive reputation, including due to the activities of the Siberian Wood Design HUB, will be the impetus for the international development of the organization and the Siberian region.





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