



# CENTER FOR CITIZEN INITIATIVES

*Dedicated to Economic Reform in Russia*

**PRODUCTIVITY ENHANCEMENT PROGRAM**

## **Business Host Handbook**

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*(This program is supported by a grant from the U.S. Department of State)*

# **Business Host Training Manual**

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# W

## elcome to the world of volunteer business trainers!

You will be transferring business and production information vital to the survival and success of your Russian counterparts and their ability to lead Russia's historic transition.

Can you imagine what it would be like to do business in a country where there is a mere 12-year history of private production, little business infrastructure, and limited legal recourse to protect your investment or enforce contracts? For 74 years all aspects of entrepreneurship, independent thinking, creating profit, and generating solutions were strongly discouraged and even carried grave consequences. Russians deserve to finally get their chance to exercise their initiative, creativity and self-sufficiency!

While in the US, your trainees will be studying all aspects of how Americans organize and manage their businesses to be effective and efficient. They will also have a keen interest in learning about the supportive business structures on which American companies rely. By providing training to a PEP delegation, your company is playing a very important role in helping Russian businesses survive, grow, and create jobs and consumer products for their communities.

Your Russian counterparts will not be expecting academic training from you. They need to hear how you started your business, how your company operates, what your decision-making process is, how responsibilities are delegated, how you arrive at financial decisions within the company, how your labor force is supervised, how production is organized, how you maintain quality control, and how you motivate your employees. It also will be of great value if you can introduce them to the new technologies and know-how specific to your field.

**Thank you** again for opening your company to Russian entrepreneurs! If you have agreed to be a business host, and have not done so already, please go to the CCI website and submit a business host biography form ([www.ccisf.org](http://www.ccisf.org) - the form is under "PEP Volunteer Resources") or ask the CCI Delegation Coordinator.



**Drug Stores/Pharmacies 2001 (above):** These Russian business owners learn the ins and outs of radio marketing.



**Crop Farmers 2001 (above):** Russian delegates visit a packaging site and review their training notes.

**Investment Banking 2001 (below):** American bankers share their knowledge with the Russian delegates.



Where To Go?

### Please Note the Following Sections:

- 1. Introduction to Training Modules** pg 6
- 2. Sample Training Schedules** pg 7
- 3. Description of Key Business Training Elements** pg 8

## *Productivity Enhancement Program (PEP): An Introduction*

The Center for Citizen Initiatives is a nonprofit organization with a two decade history of linking American and former Soviet citizens for cooperation on issues of mutual concern. The Productivity Enhancement Program (PEP) is an adaptation of the historic Marshall Plan Technical Assistance Program, which helped reconstruct Europe after World War II. PEP brings non-English-speaking Russian private entrepreneurs from various industries to the United States to receive management training in American businesses. It consists of the following components:

- **Pre-travel training** — prior to the US business training, PEP candidates complete training designed to maximize their US experience.
- **US Modular Training** — learning in US firms is carried out via modular training at US worksites. PEP delegates are instructed on US production standards, business management, marketing, financial management, new technologies, product innovation, quality control, organization of labor force, and the importance of business partnerships.
- **Documentation** — PEP participants document their learning experiences daily in workbooks, which become teaching tools for presentations in Russia upon their return home.
- **PEP Fellowship** — PEP graduates become members of the PEP Fellowship, which provides long-term continuity through regular meetings, trade conferences, and expanded network contacts with fellows in other Russian cities.

Each Russian applicant undergoes a rigorous screening process by CCI staff who make site visits and evaluate the entrepreneur's potential in the Russian marketplace. The selection of PEP interns is based on both their business background and position within their companies. This program assists only those citizens of Russia who intend to remain in their country and contribute to the growth of its private sector. PEP concentrates on Russian producers and service providers in three sectors:

### **1. Production**

- **Agriculture/Food:** crop farming, horticulture, cheese production, bakeries, poultry farms, meat processors, fisheries
- **Other consumer goods or light industry products** that improve the quality of life for Russian citizens: furniture production, water bottling, clothing

### **2. Infrastructure**

- **Building and services:** construction, renovation, subcontractors, interior design, architecture
- **Communications:** telecommunications, radio and TV, newspapers
- **Transportation:** road construction, trucking and shipping

### **3. Service**

- **Financial:** auditing, accounting, banking, real estate, marketing
- **Health:** dental clinics, chiropractors, pharmacists
- **Other:** restaurants, legal services, auto repair, insurance

PEP, like all CCI programs, is targeted at empowering citizens rather than officials to take responsibility for societal change. Acknowledged as a pioneer in citizen diplomacy in the early 1980s, CCI has become a laboratory for groundbreaking projects in Russia.

## **PEP Success Story:** \_\_\_\_\_

DELEGATE NAME: Tamara Grebneva

DELEGATION: Nursery/Horticulture Delegation, October 2000

Business owner Tamara Grebneva started her company in 1992. What began as a small business with 10 employees has grown into three separate entities- a nursery, a landscaping firm, and a light construction company. The number of employees now swells to 100 during the busy seasons. While on her US internship, Tamara developed new landscaping ideas that she implemented in her business upon returning to Russia. This, in turn, is generating a considerable interest in her company and spreading her reputation for professional, creative work throughout various regions. Since her return to Russia, Tamara has greatly increased her customer base. One of her newest clients is the local government, which has retained her services for the renovation of neighborhood landscapes and a public park. Amazed by the positive response to her training, Tamara is expanding her resources to meet an increase in demand for her services. One such step has been the complete overhaul of her company's finances. Prompted by PEP training, Tamara has moved her company to a computer-based accounting system, purchasing four computers and hiring a specialist. This new system is helping her business manage its future development. Tamara also set up a network of horticulture professionals, including her PEP colleagues, in order to establish business relationships and exchange goods and ideas. Some of them gathered recently in St. Petersburg to attend one of Tamara's plant exhibitions.

## *Productivity Enhancement Program (PEP): An Introduction*

### ***What is the Productivity Enhancement Program (PEP)?***

PEP is modeled after the Marshall Plan technical assistance program launched in Europe after World War II. Under the Marshall Plan, all foreign trainees matriculated through American worksites and factories as a group, learning as a team rather than individually. The effort was very effective, despite the language barrier. We are resurrecting this same strategy for non-English speaking Russian entrepreneurs. PEP's goal for Russia in the new millennium is the same as the Marshall Plan's goal for Europe in the '40s and '50s: to stimulate local manufacturing, production, and services to ensure economic and political stability in countries vital to America's future trade relations and strategic welfare.

### ***Who Will be Visiting Your Company?***

Delegations usually consist of up to 11 Russian entrepreneurs along with a group facilitator and a professional interpreter. A representative from PEP's US office or from the local coordinating organization may also be present with the delegation. A list of the names of the delegates who will be visiting your company is attached along with their stated training interests and brief biographies. This information should be helpful in forming your training program.

### ***The PEP Fellowship***

CCI fosters small business support networks and business clubs among participants of the program. Upon return to their home cities in Russia, PEP Fellows are required to make presentations and give seminars to industry groups, business colleges, business associations, and local media. These forums multiply the effect of the US management training by enabling PEP Fellows to share what they have learned with their Russian colleagues. In addition, Fellows meet, share mutual business concerns, and discuss problem-solving strategies for their own business communities. They also coach future PEP delegates who are participating in pre travel training. These meetings serve to break down communication barriers of suspicion, mistrust, and jealousy among business people and demonstrate the benefits of horizontal relations between entrepreneurs. By corresponding via fax and e-mail, US trainers often continue to offer support to those who visited them. CCI encourages ongoing communication among participants through periodic updates.



**Private Schools Delegation 2001: Children give delegate tips on the art of teaching at this on-site visit.**



**When asking past delegates "How has your PEP experience made a difference in the way you do business in Russia?" Their response was:**

**"This business training, actually to tell you the truth, has turned me upside down. I have become a completely different leader on my farm. We are working for the future."**

**Valeri Vassiliev, Director of Luga farm  
PEP Crop Farmers Delegation  
April 1999**

**"My experience in America helped my company finally make the transition from a state-run enterprise to a private company. Because of my US business training, I am more sure of myself and more sure I am doing work the right way. It's a hard process, but I have seen very positive results."**

**Vladimir Artioukhine, General Director  
PEP Architects Delegation  
April-May 1999**

**"My confidence...has increased as a journalist since my US training. I started a system of distribution modeled after what I saw in Longmont, Colorado. Now I can say that the circulation of my newspaper has gone up by 2,000 subscriptions to a total of 20,000."**

**Natalia Pashigina, Newspaper Editor  
PEP Publishing/Newspapers Delegation  
November 1999**



## Productivity Enhancement Program (PEP): An Introduction

### Russia's Dynamic Generation of Entrepreneurs

- Most started their first business between the ages of 20 to 30. A few founded their businesses as early as 1988, while the majority began in the early 90s.

- About 90% started with a couple of employees, and a few have grown to over 1,000 employees since.

- All have identified their market niche and have one primary business now.

- Primary businesses range from 5 employees to over 1,000 employees. The average primary business employs between 50 to 100 people.

- Representing a spectrum of vocations, they are top managers and owners from a range of industry sub-sectors: banks to bakeries, dairy plants to architectural firms, and telecommunication companies to construction firms.

### Evaluating the PEP Experience

We want this program to continue to serve the growing, changing needs of business managers in Russia's dynamic economic and political environment. For this reason, we have designed a series of evaluation procedures to determine the impact of the program on the participants. PEP staff periodically interview Russian Fellows in order to hear further reflections on the training program. Such feedback helps to determine what additional information or support the Fellows need to continue to pursue their business plans.

### Funding for PEP

PEP is a program of shared costs. The Bureau of Educational and Cultural Affairs of the US Department of State funds basic operational expenses, which amount to 50-55% of PEP's cost. In-kind contributions and pro-bono services comprise an impressive 30-35%, and on average, Russian participants pay approximately 10-15%.

### Our thanks to:

- Local communities throughout the United States who bring delegations to their regions
- Civic clubs and their members who serve as sponsors and local coordinators of PEP delegations
- Business Hosts, Home Hosts, and other volunteers who provide training, housing, food, and transportation for the delegates



**Mixed Construction Delegation 2001 (left and bottom right):** Delegates had an opportunity to see a building from its blue-print to the laying of its foundation.

**Legal Services Delegation 2001 (bottom left):** Business Host explains the ways to build a strong and successful firm.





## **Introduction to PEP Business Training**

PEP is an essential training program for Russian business leaders, and we are asking you to make a earnest commitment to the program as a Business Host. In order to provide the Russians with an in-depth exchange of information and to allow for interpretation time, we ask, if possible, Business Hosts **spend one-day with the group.**

Not only do one-day visits give Business Host ample time to cover their modular topics, but a one-day visit gives the delegates an opportunity to ask questions pertaining to their interest. With less time spent in commuting from one site to another, the delegates can benefit from longer hours of either presentations or questions & answer sessions. If your business is an influential leader in the industry and if time permits, we would ask that you provide a two-day training session for the Russian delegates.

**The following pages will help familiarize you with: (1) the components necessary for a successful Business Training; (2) introduce you to training formats for a One-Day visit, Two-day visit or a Half-day visit; (3) provide a description of the key business training elements.**

### **INTRODUCTION TO THE TRAINING MODULES**

***Modular learning is the core of PEP's training.*** The training modules, a list of essential business management topics, are the curriculum for each delegation. Each module, or topic, addresses one aspect of running a business in the industry, such as marketing, quality control, human resources management, production management, etc. In the course of the delegation's three-week visit to your town, each module will be addressed by a Business Host.

**Adhering to the training modules is the key element in a successful PEP Business Training.** The training modules are a product of the delegates' interest and feedback from past Business Hosts. The training modules we have prepared on your industry are designed to limit the scope of your presentation and allow you to go into greater depth on a specific issue concerning your business while presenting you with a general guideline and a starting point. All in all, by using the training modules you are ensuring that the interest of the delegates are being met through your presentations and lectures.

#### **How you should implement the modules:**

We ask that you look through the enclosed list of training modules and work with your local business training coordinator to determine which would be the most appropriate module for your company to present. You will note that each module has 10-20 related questions. The questions for each Training Module are listed to help you present information to the delegates in a systematic format. Try to answer the questions to the best of your ability and share your own experiences. If you recognize other topics that should be included, feel free to improvise a little. Select the most essential points to make about each subject. It will be helpful if you share common industry practices with them, as well. In addition, it may be a good idea to have a staff member with specialized skills in the selected module to do a presentation (e.g. your marketing manager would likely be the best choice for a presentation about marketing strategy and techniques). We suggest each presentation of a module should be one to two hours, with at least a 30-minute question and answer period at the end. Finally, if possible, please provide your Business Training Coordinator and CCI with a copy of your presentation outline.

Below are training formats based on typical one-day, two-day and half-day visits. PEP training usually consists of introductions, a brief company history, presentations covering a set of training modules (see following page for description), a site tour, and a question/answer session. At the end of the training day, the delegation will participate in a one-hour brainstorming session to recap on new ideas. You may be asked to provide meeting space for this session, or it may take place on a remote site depending on the schedule. Either way, you will not need to be present for the brainstorming session.

**Sample One Day Training Schedule: Private Colleges/Universities Delegation**

Northwest Mississippi Community College

8:45 am	Welcome and Introduction
9:00	Presentation of Training Modules: Community College Marketing Strategies by David Haraway, President
11:00	Questions & Answers
12:00	Lunch with Presenter
1:15	Presentation of Training Modules: Personnel Management by Joe Will, VP of Human Resources
3:30	Questions & Answers
4:00	Daily Group Brainstorming Session
5:00	End of Day

**Sample Two Day Training Schedule: Delegation of Construction Company Owners**

Tuttle Construction, Inc.

**Day One**

8:45 am	Welcome and Company History by Clyde Rauch, President
9:15	Presentation of Training Modules: Personnel Management and Safety Regulations by Chris Fortman, Vice President
10:30	Presentation of Training Modules: Project Management by Mike Yakir, Vice President
11:30	Questions & Answers
12:00	Tour of Office Area
12:30	Lunch with presenters
1:30	Presentation of Training Modules: Business Organization and Strategic Planning by Clyde Rauch, President
3:30	Questions & Answers
4:00	Brainstorming session
5:00	End of Day

**Day Two**

9:00 am	Guided Site Visit to hospital under construction
10:30	Guided Site Visit to YMCA
1:00	Lunch at Tuttle Construction
2:00	Guided Site Visit to hotel and parking garage under renovation
3:30	Questions & Answers
4:00	Brainstorming Session
5:00	End of Day

**Sample Half Day Training Schedule: Delegation of Supermarket Owners**

Citizens National Bank

8:45 am	Welcome and Introduction
9:00	Presentation of Training Modules: Consumer and Commercial Banking by Todd Lester, Vice President of Commercial Lending
11:30	Questions & Answers
12:00	Lunch with Presenter

## *Description of Key Business Training Elements*

### 1) Welcome and Introductions (approximately 15 minutes)

#### **OVERVIEW**

After welcoming the delegation, please provide a brief general overview of your company. The overview will give the delegates a basic understanding of your company's history and operations and will prepare them for training. The overview should be given from a top-down -- or macro-to-micro level perspective. Soviet education at all levels taught students to start with the large picture and later taught how and where the small pieces fit. Citizens of the former USSR find it confusing to learn information in the opposite way. They request that Americans explain the big picture first. Please use this suggested sequence as a guide for your presentation:

- Briefly explain your company's origin, history, original market niche, management structure and ownership and management principles and philosophy
- Briefly describe your successes and failures, offering the Delegates advice on how they can learn from your experience.
- Show your company's present organizational structure and if possible, distribute a graphic organizational chart

#### **MODULES**

**Modular learning is the core of PEP's training.** The training modules are the curriculum for each delegation—a list of essential business management topics which must be covered in any comprehensive training in the given industry. In the course of the delegation's visit to your town, each module will be addressed by a Business Host. The training modules are a product of the delegates' interest and feedback from past Business Hosts. For this reason, adhering to the training modules is the key element in a successful PEP Business Training. Please find a list of these topics in these orientation materials or contact your Business Training Coordinator or the CCI representative at 1-888-729-7071.

#### **TOUR**

The third stage of training includes a tour of your production area or property, which may give the delegates ideas on how their business in Russia could be managed more effectively. Many previous Business Hosts have found it helpful to prepare an outline for showing the production area or property. Similarly, it is also important to brief key employees or managers in advance and to decide what information is most important to share with the delegation. Below is a general guideline:

- Give a sequential tour, for example, starting with the first step of production and ending with the last.
- Explain the layout of your business (use graphics if possible).
- If applicable, as you walk through the facility, describe the step-by-step flow of production, packaging, warehousing, inventory control and new technology being used.
- Discuss how you oversee quality control and safety standards.
- Encourage questions on the spot.

Note: Most delegates will have cameras or video cameras so that they can bring home images of the worksite and ideas for Russian managers. If you would not like the delegates to photograph your property, please let them know in advance.

#### **BRAINSTORMING SESSION**

If you have the space, we ask that you allow delegates to remain in the meeting room after your presentation and site tour so that they can brainstorm and discuss among themselves what they learned, can adapt, and need to remember for the future as conditions in Russia continue to evolve. This one-hour session is conducted among the delegates themselves, in Russian, and your staff does not need to be present. During the Brainstorming Session delegates refer to notes they took in their CCI provided Documentation Notebooks throughout your presentation. These Brainstorming Sessions and Documentation Notebooks are the backbone of the presentations CCI asks all delegates to give at the end of their US training program. Delegate presentations cover "New Business Strategies" and are presented to the other PEP delegates, and to colleagues and associates in Russia. The Brainstorming Sessions are a vital component of the Productivity Enhancement Program and your cooperation is greatly appreciated.

## *Additional Suggestions:*

- **Draft a “Training Plan” prior to the delegation’s arrival** and collect all the information and presentation materials pertinent to the training.
- **Please use visual materials such as charts, diagrams, and samples as often as possible.** Russians say that they learn far more easily from visual materials and from direct observation of business operations and the production site. Sophisticated charts are not necessary; hand-drawn charts on a flipchart or erasable board are perfectly suitable. If possible, please provide photocopies of these materials. Otherwise delegates can simply copy charts or graphs in their Documentation Notebooks. **NOTE:** Slides with too much text or videos in English might bog down your presentation because of interpreting time.
- **We encourage you to utilize interactive problem-solving activities into your training.** Delegates tell us that they learn most through doing.
- **When speaking to the group through the interpreter, use short sentences and simple vocabulary, avoiding colloquial phrases.** Pause after every three-four sentences to allow for translation. When planning your presentation, please remember that translation will effectively double the time required.
- **Try to encourage questions.** Allowing frequent breaks for questions will let the Russians ask about specific technical details that interest them. A direct prompt such as, “What questions do you have at this point?” will help the Russians overcome their traditional hesitation to ask questions. At the same time, please set limits to the question periods so that the presentation stays on track.
- **Put forth your normal friendly personality!** Russians are generally warm, deep and sensitive human beings. They will be immediately put at ease by your welcoming spirit. We have observed that information is transferred far more quickly when the “human factor” is present between the mentor and the recipient. We find that presentations are most effective when business information is given in a concise presentation and surrounded by sincere interest and warmth.
- **Keep in mind that the delegates do have exposure to modern technologies as well as international business.** Many Russian business people use modern computer and electronic equipment in their workplace and have access to the internet and email. In addition, many of the delegates may have business partners in foreign countries. Therefore, introductions to topics such as office equipment and international business need not be too detailed in your presentation.
- **Whenever possible, provide handouts in both printed and electronic versions.** Hard copy handouts are very useful in conveying information to the Russian delegates during presentations, but may not be practical for them to take back home. We would suggest providing take-home materials in CD-R or diskette format.
- In regards to **press releases**- The PEP staff writes and sends press releases to media in the hosting communities and makes every effort to attract press attention to this novel foreign assistance program and the many businesses and organizations in your community that are involved. If we are aware that representatives of the media will be accompanying the group, we will notify you in advance and will make every effort to promote your company.

**If you have any questions or concerns, please feel free to contact us at the Center for Citizen Initiatives’ toll free number (888) 729-7071 or refer to our website: [www.ccisf.org](http://www.ccisf.org)**

**The Center for Citizen Initiatives  
Presidio of San Francisco  
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At the same time, we ask all business trainers to send any original press clippings, photos, or other documentation to the San Francisco PEP Office. For press clippings, please send the entire page from the newspaper or journal so we can mount the article and give credit where it is due.

## *A Final Word to Business Hosts*

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After the delegations' visit, the PEP San Francisco office will send you an evaluation form. Your comments are extremely important to us. Such feedback helps us to improve the program for future participants, both Russian and American. Please take special note of the following:

- What helped in your preparations for the delegation's visit?
- What additional materials would have been helpful to have either before or during the delegation's visit?
- How can this handbook be modified to help future business trainers better prepare?

Please try to incorporate these insights into the Post Training Evaluation Form.

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***Again, we extend our gratitude to you for participating in the Productivity Enhancement Program. We appreciate the generous donation of your valuable time to help Russian entrepreneurs hone critical management skills and enhance the productivity of their enterprises. Thank you for your contribution to Russia's economic development. We look forward to working with you. THANK YOU!***

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# APPENDIX

# English-Russian, Russian-English Phrasebook

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Each business training session will be accompanied by an interpreter. However, if you would like to communicate with the delegates on a one-on-one basis, we have included words and a pronunciation guide. The words and phrases represent very basic interactions you may have with the Russian delegates. For more substantial communication please refer to the list of Russian-English, English-Russian dictionaries listed below. Please feel free to use impromptu sign language — it is often the easiest method of communication.

**Russian in 10 Minutes a Day**. Including practical everyday Russian vocabulary illustrated with pictures, this book comes with 150 labels that you can post around the house to learn the names of common household items.

**The New Oxford Picture Dictionary (Russian-English)**, published by Parnwel/Hague.

Katzner's **English-Russian, Russian-English Dictionary** (paperback) A "definitive" resource for translation and communication, this full-sized dictionary is the only one based on American (rather than British) English. It also covers rudimentary Russian declension and conjugation patterns.

Langenscheidt's **Pocket Russian Dictionary** (Russian-English, English-Russian) This pocket-sized reference tool includes a Cyrillic alphabet chart, a pronunciation guide, and metric-English measurement conversions.

**<http://www.translate.ru/>** (Web Site) This site not only serves several functions (translating text, translating web pages and translating e-mails), but it carries out the translations in both English-Russian and

# Russian Phrases in English

<i>English</i>	<i>Russian</i>	<i>Pronunciation</i>
<b>INTERROGATIVE WORDS AND PHRASES</b>		
Who?	Кто?	Kto?
What?	Что?	Shto?
Where?	Где?	Gdye?
When?	Когда?	Kogdá?
Why?	Почему?	Pochemóo?
How?	Как?	Kak?
How much?/How many?	Сколько?	Skól'ka?
How much does this cost?	Сколько стоит?	Skól'ka stóit?
How old are you?	Сколько вам лет?	Skól'ka vam lyet?
What time is it?	Сколько сейчас времени?	Skól'ka sichás vrémeni
<b>CONVERSING IN RUSSIAN</b>		
Yes	Да	Da
No	Нет	Nyet
What is your name?	Как Вас зовут?	Kak vas zovóot?
My name is...	Меня зовут...	Menyá zovóot...
I work as a ...	Я работаю...	Ya rabótayoo...
I do not speak Russian.	Я не говорю по-русски.	Ya ne govoryú po rúsски.
Do you speak English?	Вы говорите по-английски?	Vy govoríte po angliiski?
I do not understand.	Я не понимаю.	Ya ne ponimáyoo.

Do you understand?	Вы понимаете?	Vy ponimáyetye?
I understand.	Я понимаю.	Ya ponimáyo
How are things?	Как дела?	Kak dyelá?
How was your day?	Как прошёл день?	Kak proshól dyen'?
Well, thank you.	Хорошо, спасибо.	Kharashó, spasibo.
Bad/badly	Плохо.	Plókha.
Normally/OK	Нормально.	Normál'no
I am sorry / It's too bad.	Мне жаль/как жаль.	Mnye zhal' / kak zhal'.
Thank you	Спасибо	Spasíba
You are welcome.	Пожалуйста	Pozhálooista
Please	Пожалуйста	Pozhálooista
You are a good person.	Вы хороший человек	Vy kharóshyi chelovyék.
Hello	Здравствуйте	Zdrávtstvooyte
Hi	Привет	Privyét
Good Morning.	Доброе утро	Dóbroye óotra
Good Night.	Спокойной ночи	Spakóinoi nóchi
Good bye/until we meet again.	До свидания	Do svedánya
Good luck/all the best.	Счастливо	Schastlívno
Welcome!	Добро пожаловать!	Dóbra pozhalovat