



TURUN KAUPPAKORKEAKOULU
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The New Role of Russian Enterprises as Actors in International Business Arena

Introduction of the research project

23.2.2006

Additional information on the project:

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General information on the project

- Project leader: professor Kari Liuhto, Pan-European Institute, Turku School of Economics (TSE)
- Financed from the Academy of Finland's Russia in Flux – research programme
- Duration of the project: 2004-2007
- Participating organizations and personnel:
 - Pan-European Institute, Turku School of Economics:
 - Project leader professor Kari Liuhto
 - Post-doc researcher Peter Zashev
 - Ph.D. researchers Elina Pelto and Harri Lorentz
 - Finland Futures Research Centre, Tampere Office, Turku School of Economics
 - Senior researcher Jyrki Luukkanen
 - Ph.D. researcher Anna Korppoo
 - Department of Regional Studies, University of Tampere
 - Professor Ilari Karppi
 - Ph.D. researcher Elina Lillstrang



Background to the research project

Due to the break-up of the centrally-planned economy, giant state organisations have largely been replaced by small privately-driven firms, and the enterprise sector has gained a new role in the economic life of post-socialist states. Companies are the key driving force in implementing economic reforms in practice and making the ex-centrally planned economies catch up with the developed West. In order to succeed in this catching up process, a new entrepreneurial class has to be formed and the old enterprise population has to be transformed to meet the requirements of the present day.

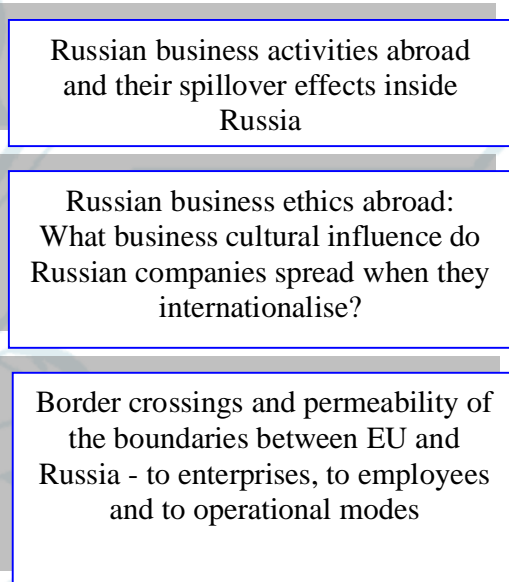
In Russia, the formation of new entrepreneurial class and the transformation of the old enterprise population has been rather slow. In order to accelerate entrepreneurial development, the local firms have to be pushed to learn advanced management practices by enforcing both domestic and foreign competition. Moreover, eroded post-Soviet business ethics should be tackled. And finally, Russian corporations should be encouraged to internationalise, since it is ultimately these firms which integrate the Russian economy towards the global economy. This microeconomic transformation shapes a new role for Russian enterprises in the international business arena.

Even if the aforementioned challenges facing Russian enterprises have already been voiced by several scholars, surprisingly few research projects have been designed to analyse the relationship between the internationalisation process and microeconomic development in Russia. This research project for its part, aims at filling this knowledge gap.



The structure of the project

Outward internationalisation



Inward internationalisation



Microeconomic transformation in Russia

- **Business development in Russian regions**
- **Business ethical transformation**
- **Industrial restructuring**
- **International mobility of new professionals**



A concluding report:
New role of Russian enterprises
as actors in an international business arena