



**Graduate School  
of Management**  
St. Petersburg University



**GSOM  
EMC**

# BOOK OF ABSTRACTS

[gsom.spbu.ru/emc](http://gsom.spbu.ru/emc)

**OCTOBER 3-5**  
St. Petersburg, Russia

**ANNUAL GSOM EMERGING  
MARKETS CONFERENCE 2019**



## Abstracts by Tracks:

<b><u>Business in Society: a Change of Paradigm</u></b>		
<p><b>Yulia Aray</b></p> <p>Anna Veselova</p> <p>Tatiana Garanina</p> <p>Desislava Dikova</p>	<p>Graduate School of Management St. Petersburg University, Russia</p> <p>Graduate School of Management St. Petersburg University</p> <p>University of Vaasa, Finland</p> <p>Vienna University of Economics and Business, Austria</p>	<p>Firm's Internationalization and CSR Disclosure: Does Context Matter?</p>
<p><b>Irina Bakhtina</b></p> <p>Yury Blagov</p>	<p>Graduate School of Management St. Petersburg University, Russia</p> <p>Graduate School of Management St. Petersburg University, Russia</p>	<p>Building Circular Business Models in Digital Age: Teething Troubles as Shown by the 'Loop' Circular Delivery Service</p>
<p><b>Yury Blagov</b></p>	<p>Graduate School of Management St. Petersburg University, Russia</p>	<p>The Search for a New Model of Corporate Sustainability: Evidence from the CSR Strategies of Leading Russian Companies</p>
<p><b>Anna Cepelova</b></p> <p>Milan Dousa</p>	<p>Pavol Jozef Safarik University in Kosice, Slovakia</p> <p>Pavol Jozef Safarik University in Kosice, Slovakia</p>	<p>Rating of Eastern European and Russian Cities in Terms of the Concept of Sustainable Development</p>
<p><b>Jiyang Dong</b></p> <p>Guoli Chen</p> <p>Frank Zhang</p> <p>Jinshuai Hu</p>	<p>Graduate School of Business, Nazarbayev University, Kazakhstan</p> <p>INSEAD, Singapore</p> <p>Business School, University of Queensland, Australia</p> <p>Institute for Financial &amp; Accounting Studies, Xiamen University, China</p>	<p>An Asset-Assurance Perspective of International Acquisitions: Evidence from Chinese Privately Controlled Firms</p>
<p><b>Ekaterina Ivanova</b></p>	<p>IBS-RANEPA, Russia</p>	<p>Pioneering Sustainable Female Entrepreneurship in Russia – the Case of Bio Food Lab</p>
<p><b>Milind Kumar Jha</b></p> <p>Rakesh Kumar Mishra</p>	<p>Indian Institute of Foreign Trade, India</p> <p>Indian Oil, India</p>	<p>Ethical Dimensions of Digital Marketing: Potential Research Areas</p>
<p><b>Anastasia Petrova-Savchenko</b></p> <p>Maria Sobol</p>	<p>Graduate School of Management St. Petersburg University, Russia</p> <p>Graduate School of Management St. Petersburg University, Russia</p>	<p>Business and Society Relationships in the 4th Industrial Revolution Context: Main Challenges</p>

<b>Samba Mulondani</b>	National Research University Higher School of Economics, Moscow, Democratic Republic of the Congo	Factors of Fraud in Construction Industry
<b>Paul Varella Connors</b>	Mount Royal University, Canada	Institutionalization of External Environmental Governance of Firms a Microfoundation Study
<b>Sofia Villo</b>	National Research University Higher School of Economics, St. Petersburg, Russia	Hypocrisy of Being Climate- Friendly: the Case of Russian Aluminum Giant
<b>Subhasis Ray</b>  Chinmoy Bandyopadhyay	Xavier Institute of Management, Xavier University, India Xavier Institute of Management, Xavier University, India	Challenges for Achieving Sustainable Development: a Social Enterprise Marketing Perspective
<b><u>Digital Economy: Digital Business Models, Digital Ecosystems and Digital Innovations</u></b>		
<b>Evgeny Blagov</b>  Natalia Kulaeva	Graduate School of Management St. Petersburg University, Russia Graduate School of Management St. Petersburg University, Russia	Platform Business Models of the NTI Markets Companies
<b>Artem Chibisov</b>	National Research University Higher School of Economics, Russia	International Blockchain Technology and its Implication in the International Finance
<b>Iya Churakova</b>  Liudmila Serova	Graduate School of Management St. Petersburg University, Russia Graduate School of Management St. Petersburg University, Russia	Digitalization Trends and Benefits for the Russian Hospitality Industry
<b>Elizaveta Gavrikova</b>	National Research University Higher School of Economics, Russia	Digital Transformation of Electric Utilities
<b>Maria Gorgisheli</b>  Irina Volkova	National Research University Higher School of Economics, Russia National Research University Higher School of Economics, Russia	Digital Transformation of Business Model of Russian Generating Companies
<b>Olga Ignatyeva</b>  Dmitri Sokolov	IPERF, International Institute for Research Performance and Innovation Management e.V., Berlin, Germany Graduate School of Management St. Petersburg	Exploring Business Model for Emerging Technologies: a Multiple Case Study of Emotion Recognition Technology Developers

Olga Lukashenko	University, Russia	
Alexandra Shalakitskaya	Graduate School of Management St. Petersburg University, Russia	
Sebastian Denef	Graduate School of Management St. Petersburg University, Russia	
Tatjana Samsonowa	Innopolis University Innopolis, Russia OWN.space Berlin, Germany	
Svetlana Posokhova	IPERF, International Institute for Research Performance and Innovation Management e.V. Berlin, Graduate School of Management St. Petersburg University, Russia	
<b>Liudmila Kokoulina</b>	Faculty of Psychology St. Petersburg University, St. Petersburg, Russia	
	Graduate School of Management St. Petersburg University, Russia	Digitalization During Servitization: a Case Study
<b>Olga Markova</b>	RANEP, Russia	Regulation of Multisided Markets: Market Definition Technics
<b>Polina Petrusha</b> Kristina Ivanova Daria Kozlova	ITMO University, Russia ITMO University, Russia ITMO University, Russia	Academic Analytics: on the Way to Digital Higher Education
<b>Pernille Rydén</b> Vatroslav Skare Muhammad Ismail Hossain Efthymia Kottika	Technical University of Denmark, Denmark University of Zagreb, Faculty of Economics & Business, Croatia Department of Marketing, Faculty of Business Studies, University of Dhaka, Bangladesh University of Economics, (VŠE), Prague, Czech Republic	How Marketing Managers Sense and Seize Social Media Storms
<b>Olga Stoianova</b> Tatiana Lezina Viktoria Ivanova	St. Petersburg University, Russia St. Petersburg University, Russia St. Petersburg University, Russia	Assessment Companies' Digital Transformation Readiness: the Model Structure
<b>Dmitrii Trubnikov</b> Ekaterina Trubnikova	Higher School of Economics, Russia Higher School of Economics, Russia	The Competitive Order for the Digital Age

<b>Sultanbek Tultabayev</b>	AlmaU, Kazakhstan	Barriers to the Digital Transformation of Small and Medium-Sized Enterprises in Kazakhstan
<b>Anna Loukianova</b>  Arina Presnyakova  Aleksandra Kolesova	Graduate School of Management St. Petersburg Graduate School of Management St. Petersburg University, Russia University, Russia Graduate School of Management St. Petersburg University, Russia	Application of the Blockchain Technology in the Banking Area
<b><u>Entrepreneurship and Innovation in Emerging Markets</u></b>		
<b>Viktoria Bobakova</b>	Pavol Jozef Safarik University in Kosice, Slovakia	Innovation Activities of Small and Medium-Sized Enterprises in the Slovak Republic
<b>Karina Bogatyreva</b>  William Wales  Oleksiy Osiyevskyy  Patrick Kreiser  Galina Shirokova	Graduate School of Management St. Petersburg University, Russia University at Albany School of Business, USA Haskayne School of Business, University of Calgary, Canada University of Wyoming College of Business, USA Graduate School of Management, St. Petersburg University, Russia	Risky business? Integrating Perspectives of Entrepreneurial Orientation as Advantage to Explain Firm Performance
<b>Yegor Burda</b>	National Research University Higher School of Economics, Russia	Assessing the Influence of Institutional Factors on the Innovation Ecosystem Model in Russian Power Sector
<b>Daria Sokolova</b>	Far Eastern Federal University, Russia	The Russian Far Eastern Entrepreneurial Environment: Cross-Cultural Aspects
<b>Joan Freixanet</b>  Josep Rialp	Graduate School of Management St. Petersburg University, Spain Autonomous University of Barcelona, Spain	Learning-by-exporting, Radical Innovation and Firm Performance
<b>Margarita Gladkova</b>  Maxim Solonin  Alexander Marinskiy	Graduate School of Management St. Petersburg University, Russia Graduate School of Management St. Petersburg University, Russia Graduate School of Management St. Petersburg University, Russia	Building Digital Entrepreneur Profiles on the Basis of the Data from the Vkontakte Social Network

Evgenii Gilenko	University, Russia Graduate School of Management St. Petersburg University, Russia	
<b>Muhanad Hasan Agha</b>	School of Economics and Management, Far Eastern Federal University, Russia	The Importance of Strategic Entrepreneurship in Explaining the Performance of Small and Medium-sized Tourism Enterprises (SMTEs)
<b>Sergey Ilkevich</b>	Financial University under the Government of the Russian Federation, Russia	Lean Innovations in Manufacturing and Frugal Innovations in Services: Dualism or Convergence Towards Sustainable Innovations?
<b>Zulkarnain Muhamad Sori</b>  Jamal Nassar	INCEIF, Kuala Lumpur, Malaysia Independent Consultant, Yemen	The Role of Islamic Finance in the Relationship Between Culture and Innovation Among Technology Start up in Malaysia: Grounded Theory Approach
<b>Karina Nagieva</b>  Natalia Davidson  Oleg Mariev  Andrey Pushkarev	The Ural Federal University named after the first President of Russia B. N. Yeltsin, Russia The Ural Federal University named after the first President of Russia B. N. Yeltsin, Russia The Ural Federal University named after the first President of Russia B. N. Yeltsin, Russia The Ural Federal University named after the first President of Russia B. N. Yeltsin, Russia	The Impact of Innovations on Enterprise Productivity in Russia
<b>Natalia Safronova</b> Tatiana Maslevich	RANEPA, Russia RANEPA, Russia	Technological Entrepreneurship - the Driver of Emerging Markets
<b>Muhammad Babar Shahzad</b>	Pakistan Currency Exchange Company, Pakistan	Improving Lives of the Managers by Making Investment on Development of Greater Psychological Resources: Curvilinear Relationship Between Job Autonomy and Job Stress

<b>Tatiana Shusharina</b> Elena Gafforova	Far Eastern Federal University, Russia School of Economics and Management, Far Eastern Federal University, Russia	Entrepreneurial Leadership: an Analysis Based on Review Articles
<b>Paul Udofot</b> Nsikan John	Dept of Business Management, University of Uyo, Uyo, Nigeria Department of Business Management, University of Uyo, Uyo, Nigeria	Entrepreneurial Orientation (EO) and Supply Chain Performance of Nigerian Small and Medium Manufacturing Enterprises
<b>Almira Yusupova</b> Sophia Khalimova	Novosibirsk State University, Institute of Economics and Industrial Engineering SB RAS, Russia Novosibirsk State University, Institute of Economics and Industrial Engineering SB RAS , Russia	Concentration of Russian High Tech Business: Regional Differences and Key Determinants
<b><u>Healthcare Innovation Development in Countries with Emerging Economy</u></b>		
<b>Maxim Fokeev</b> Liudmila Ruzhanskaya Nadezhda Kislyak	Higher School of Economics, Russia Ural Federal University, Russia Ural Federal University, Russia	Losses of Russian Regions from Mortality Due to Sharp Climate Fluctuation
<b>Elena Kalabina</b>	USUE, Russia	The Policy of Drug Supply in the Regions of Russia: How to Restrain the Growth of Public Spending on Medicines?
<b>Maria Kaneva</b> Valerii Baidin Christopher Gerry	Gaidar Institute for Economic Policy, Russia Financial Research Institute of the Ministry of Finance, Russia Oxford University, United Kingdom	How Self-Rated is Self-Rated Health? Exploring the Role of Individual and Environmental Factors in Reporting Heterogeneity in a Russian Population Survey
<b>Alina Khabibullina</b> Christopher Gerry Ekaterina Aleksandrova	NRU HSE-Saint Petersburg, Russia Oxford University, United Kingdom NRU HSE-Saint Petersburg, Russia	Exploratory Study of Health-Related Quality of Life Dimensions in Russia
<b>Leila Kokkoz</b>	Almaty Management University, Kazakhstan	Customer Loyalty Analysis in Healthcare Organizations of Kazakhstan

<b>Konstantin Makshanchikov</b>	HSE, Russia	Bad Habits as Barriers to Sports for Health Purposes
<b>Tatyana Sklyar</b> Ekaterina Sokolova	GSOM SPbU, Russia GSOM SPbU, Russia	Smart Health for Smart Cities: Healthcare Innovations in Saint-Petersburg
<b>Yurii Fedotov</b> Kazimir Iablonskii  Marina Tretyakova	GSOM SPbU, Russia St. Petersburg City Administration, Committee for Health Care, Russia Graduate School of Management, St. Petersburg University, Russia	Designing Sustainable Performance Measure for the Saint-Petersburg Public Hospitals: Accounting for Heterogeneity of Healthcare Services' Profiles. Construction of the Performance Indices and Empirical Findings
<b><u><a href="#">Information and Knowledge Management in Business Administration</a></u></b>		
<b>Amitabh Anand</b>	SKEMA Business School, Universite Cote d'Azur, GREDEG, France	Identifying the Current and Future Events of Knowledge Hiding Through Reviews
<b>Olga Belyak</b>  Elena Kalabina	Ural State University of Economics, Russia Ural State University of Economics, Russia	Knowledge Sharing in Cross-Functional Teams
<b>Evgeny Blagov</b> Stefan Scherban	GSOM SPbU, Russia "Fact" JSC, Russia	Managing Organizational Forgetting Effectiveness Factors in Russian Mechanical Engineering Companies
<b>Vitaly Cherenkov</b> Natalia Cherenkova	GSOM SPbU, Russia St. Petersburg State University of Economics, Russia	Approaches to Delivering/Creating Students' Knowledge in The Digital Era: Instructivism, Constructivism, and Connectivism
<b>Elvira Grinberg</b>  Louisa Selivanovskikh  Anastasiia Pleshkova,	Graduate School of Management, St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia	Emergence of Knowledge Management in Russia: Towards Legitimacy for Practice
<b>Dmitry Kudryavtsev</b>	Graduate School of Management, St. Petersburg University, Russia	Towards Conceptualization of ISO Standards for Knowledge Management in Organizations



<b>Vera Gisbertowna Meister</b> Wenxin Hu	Brandenburg University of Applied Sciences, Germany Brandenburg University of Applied Sciences, Germany	A Knowledge Graph for Course Modules as an Efficient Information Management System for HEI
<b>Dmitriy Okhrimenko</b>	NRU HSE, Russia	Study of Hotel Satisfaction of Visitors Based on Booking.com`s Online User Reviews
<b>Gregorio Prez Arrau</b>	Chile Universidad de Santiago de Chile	Managing Knowledge in Developing Countries: An Analysis of Implementation of KM Initiatives in Organizations in Chile Between 2015-2019
<b>Francesco Santarsiero</b> Giovanni Schiuma	University of Basilicata, Italy Daniela Carlucci, University of Basilicata, Italy University of Basilicata, Italy	Understanding the Phenomenon of Innovation Labs
<b>Elvira Strakhovich</b>	Graduate School of Management, St. Petersburg University, Russia	Usage of Design Thinking and project-based learning for soft skills development
<b><u><a href="#">International Strategy of Emerging Market Firms</a></u></b>		
<b>Victor Arshavskiy</b> Arevik Gnutzmann-Mkrtchyan Aleh Mazol	BEROC, Belarus University of Hanover, Germany BEROC, Belarus	Institutions and Comparative Advantage in Services Trade
<b>Yuliya Averyanova</b> Anna Fedyunina	Higher School of Economics, Saint-Petersburg, Russia Higher School of Economics, Saint-Petersburg, Russia	Empirical Analysis of Factors Affecting the Choice of Bank for Firm Exports
<b>Ioannis Christodoulou</b>	GSOM SPbU, United Kingdom	Interdependence and Constraint Absorption in Export Organisations
<b>Nikolay Dimitriadi</b> Oxana Voronkova	Rostov State University of Economics, Russia Rostov State University of Economics, Russia	Strategic Decisions on Export Expansion Markets Choosing in the Context of Emerging Strategy
<b>Olga Garanina</b> Anna Abramova Natalia Piskulova	GSOM SPbU, Russia MGIMO-University, Russia MGIMO-University, Russia	AI Impacts on Sustainability Strategies of Energy MNEs from Emerging Economies
<b>Chaterina Agusta Paulus</b> Emil Azmanajaya Marthen Robinson Pellokila	Nusa Cendana University, Indonesia Balikpapan State Polytechnic, Indonesia Nusa Cendana University,	Strategy Management of Fisheries, Livestock and Agriculture Resources as a Leading Sector in Supporting

Yohanis Umbu Laiya Sobang,	Indonesia Nusa Cendana University, Indonesia	the Indonesia and Timor Leste Border Area Development Program in Belu Regency
<b>Daniel Rehmann</b> Natalia Ursul	RussiaContact, Russia HSE Russia	Success and Specifics of Market Entry Strategies of Swiss SME's to the Russian Market in 2011 and 2019
<b>David Schulzmann</b> Marin Marinov Yimei Hu	Aalborg University, Denmark Aalborg University, Denmark Aalborg University, Denmark	Resource Harmonization in Subsidiary Mandate Earning and Gaining in China
<b>Liudmila Veselova</b>  Anna Veselova	School of International Relations St. Petersburg University, Russia Graduate School of Management St. Petersburg University	Russian Food Products Penetrate Chinese Market: A Strategy to Overcome the Liability of Foreignness
<b>Matlubakhon Zohidova</b>	Plekhanov Russian University of Economics, Russia	Alternative Managerial Strategy to Finance Company Based in Developing Countries (by the Example of GAZ Group LLC)
<b>Jonas Eduardsen</b> Svetla Marinova	Aalborg University, Denmark Aalborg University, Denmark	Risk in Internationalization: Literature Review and Research Agenda
<b>Svetla Marinova</b> Jonas Eduardsen Joanna Karmowska  John Child  Said Elbanna Linda Hsieh  Rose Narooz  Pushyarag Puthusserry  Terence Tsai  Yunlu Zhang	Aalborg University, Denmark Aalborg University, Denmark Oxford Brookes University, United Kingdom Universities of Birmingham and Plymouth, United Kingdom Qatar University, Qatar SOAS University of London, United Kingdom University of Glasgow, United Kingdom University of Sussex, United Kingdom China-Europe International Business School, China China-Europe International Business School, China	Risk Perception in Internationalisation and Context
<b><u>Language and Communication in Times of Digital Transformation: Business Education Perspective</u></b>		

<b>Ekaterina Andreeva</b>	St. Petersburg University, Russia	Business Communication and Self-Disclosure as Aspects of a Second Language Teaching (Stating a Research Problem)
<b>Elena Bessmeltseva</b>  Julija Neumann  Natalia Pavlova	Graduate School of Management, St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia	Internet Resources Introduction for Business German Teaching
<b>Elena Bugreeva</b>	St. Petersburg University, Russia	Edutainment and Infotainment in University and Business e-Learning
<b>William Coyle</b>	Babson College, USA	Teaching Auditing in the US and Russia Simultaneously through Telepresence Technology
<b>Elena Kitaeva</b>  Olga Senichkina	St. Petersburg University, Russia St. Petersburg University, Russia	Creating Balance Between Digital Resources and Collaborative Work in Teaching English
<b>Vadim Klimachev</b>	Gazprom Corporate Institute, Russia	Corporate Language Training at an Oil and Gas Company: from Framework to Implementation
<b>Natalia Kudryavtseva</b>  Natalia Pavlova	Graduate School of Management SPbU, Russia Graduate School of Management, SPbU, Russia	Supporting online course Russian as a foreign language as an effective methodic additional tool to the Crash-Course
<b>Olga Lankina</b>	Saint Petersburg University, Russia	Classroom-based Assessment of Oral Mediation: Challenges and Opportunities
<b>Philippe Lecomte</b>	Toulouse Business School, France	What are the Challenges of Language-Sensitive Management Research and Education in the Digital Age?
<b>Eleonora Nikolaeva</b>	MGIMO University, Russia	Promotional Video as One of the Ways to Get Acquainted with Foreign Language Culture and a Way to Learn a Foreign Language

<b>Elena Orlova</b> Tatiana Martynova	Graduate School of Management St. Petersburg University Graduate School of Management St. Petersburg University	Beyond Traditional Boundaries and Communities. Co-creating Language and Communication Courses in the Times of Digital Transformation
<b>Pragyan Rath</b>	Indian Institute of Management Calcutta (IIMC), India	Digital Bio Power as the New Postmodern Economy: Research and Practice Agenda in Times of Digital Transformation
<b>Tatiana Repina</b>	St. Petersburg University, Russia	Teaching with Technology: How Visuals Can Produce Active Learners
<b>Irina Skvortsova</b>	Ural State University of Economics, Russia	Teaching in the Time of Technological Changes
<b>Sergei Zhiliuk</b>	St. Petersburg University, Russia	Social Media for Building Intercultural Competence
<b><u>Marketing in the Emerging Markets: Challenges and Opportunities in the Digital Age</u></b>		
<b>Olga Alkanova</b> Elizaveta Shpigel	Graduate School of Management, St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia	The Effect of Online Store Personalization on Customer Loyalty towards Internet Retailer Brand: An Exploratory Study
<b>Amitabh Anand</b> Megane Leparoux Pauline Minier	SKEMA Business School, France SKEMA Business School, France SKEMA Business School, France	The Online Influencers Strategies and their Impact on Consumers Decision Process
<b>Svetlana Berezka</b> Marina Sheresheva Anastasia Talnova	National Research University Higher School of Economics, Russia Lomonosov Moscow State University, Russia Lomonosov Moscow State University, Russia	The Role of Online-Communities and Internet Influencers in Consumer Behavior on the Russian Perfumery Market
<b>M Deniz Dalman</b> Debi P Mishra Satadruta Mookherjee	GSOM SPbU, Russia School of Management State University of New York Binghamton, USA Neoma Business School, France	The Role of Institutional Entrepreneurs in The Evolution of Modern Retailing in India
<b>Anna Daviy</b> Vera Rebiazina Maria Smirnova	HSE, Russia HSE, Russia GSOM SPbU	The Role of Trust in Consumer Behavior in the

		Russian e-Commerce Market
<b>Megi Gogua</b>	GSOM SPbU, Russia	Consumer Learning in the Context of Mobile Commerce
<b>Ksenia Golovacheva</b> Muravskii Daniil  Snezhana Muravskaia  Smirnova Maria	GSOM SPbU, Russia IBS-Moscow, The Russian Presidential Academy of National Economy and Public Administration under the President of the Russian Federation Graduate School of Management, St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia	Increasing Willingness to Participate in Frequency Reward Programs Through Gamification
<b>Muddasar Ghani Khwaja</b>  Ahmad Jusoh  Khalil MD Nor	Universiti Teknologi Malaysia, Malaysia; Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Pakistan Universiti Teknologi Malaysia, Malaysia Universiti Teknologi Malaysia, Malaysia	How Electronic Word of Mouth (eWOM) Leads to Information Adoption?
<b>Sergei Kladko</b>	Independent Consultant, Russia	AI-Human Cross-Cultural Interaction: Digital Expectations vs Analog Perception
<b>Olga Konnikova</b>  Oksana Yuldasheva  Olga Shirshova	Saint-Petersburg State University of Economics, Russia Saint-Petersburg State University of Economics, Russia Saint-Petersburg State University of Economics, Russia	Forming of Reasonable Information Consumption Patterns: Evidences from Russia
<b>Daria Lagutaeva</b> Elena Namchevadze	NRU HSE, Russia NRU HSE, Russia	Application Artificial Intelligence in Marketing: desk study
<b>Veronika Lizovskaya</b>  Yana Salichova  Ekaterina Khalina	Saint-Petersburg State University of Economics, Russia Saint-Petersburg State University of Economics, Russia Saint-Petersburg State University of Economics,	Experience Marketing in Banking

	Russia	
<b>Iuliia Malchenko</b>	GSOM SPbU, Russia	Open Collaborative Innovations as an Antecedent for Adoption of Smart City Solutions
<b>Vadim Merkulov</b>	GSOM SPbU, Russia	Analysis and Prediction of Customer Churn in Telecommunication Companies Based on Data Mining Technology
<b>Maria Smirnova</b> Vera Rebiazina	GSOM SPbU, Russia National Research University - Higher School of Economics, Russia	Do the Same Customer Orientation Principles Apply to B2B Firms?
<b>Maria Smirnova</b> Ksenia Golovacheva	GSOM SPbU, Russia Saint Petersburg State University, GSOM, Russia	Is there a Way for a Win-win Approach? The Case of Knowledge-oriented Consumer Digital Performance Research
<b>Natalia Strekalova</b>	Herzen State Pedagogical University of Russia, Graduate School of Economics and Management, Russia	Strategic Thinking: Process Approach to Training Managers Based on Case Study
<b><u>Public Procurement and Public-Private Partnership in Developed and Developing Countries</u></b>		
<b>Viktor Eremin</b>	Saint Petersburg University, Russia	Arbitrability of Public Procurement Contracts and PPP Contracts
<b>Andrei Ivanov</b> Evgenii Gilenko Olga Bezhenar	GSOM SPbU, Russia GSOM SPbU, Russia GSOM SPbU, Russia	On A New Approach to Collusion Identification in Public Procurement
<b>Igor Khodachek</b> Dmitrii Minaev	RANEPA, Russia RANEPA, Russia	The Use of Unified Procurement System zakupki.gov.ru for the Pricing of Air Ambulance Monopoly Services – Drawbacks and Risks
<b>Margarita Kravtsova</b>	High School of Economics, Russia	The Quality of Services and Public Procurement: the Case of Moscow Hospitals

<b>Michael Nnamseh</b> Sunday S. A.  Inemesit E.	University of Uyo, Nigeria University of Uyo, Uyo, Nigeria University of Calabar, Calabar, Nigeria	Strategic Implications of Abandoned Infrastructural Projects on Economic Development in Akwa Ibom State, Nigeria
<b>Tatiana Ponomarenko</b>  Ekaterina Khan-Tsai	Saint-Petersburg Mining University, Russia Saint-Petersburg Mining University, Russia	The Problem of the Use of Concession Arrangements in Integrated Mining Projects in Underdeveloped Areas of Russia
<b>Georgia Aimilia Voulgari</b>	University of Warwick, UK/Greece	How to Best Procure Innovation: the Case of the EU
<b>Elena Midler</b>  Timur Sharifyanov	Southern Federal University, Russia Southern Federal University, Russia	Digital Infrastructure as a Tool for Spatial Development: the Potential of Public-Private Partnership (Based on Russian Localities)
<b><u>Strategic Finance and Corporate Governance</u></b>		
<b>Vera Bukhvalova</b>  Barbara Bukhvalova Alexandra Vingert	St. Petersburg University, Russia Sage Consulting, Norway None, Russia	Behavioral Discounting: Empirical Results and Potential Pitfalls
<b>Alexander Burov</b>	St. Petersburg State University of Economics, Russia	Conceptual Framework of Capital Structure Optimization: Southern Copper Corp Case
<b>Yury Dranev</b>  Elena Ochirova Nickolay Naumov	NRU Higher School of Economics, Russia NRU HSE, Russia NRU HSE, Russia	Merger and Acquisitions and Technological Efficiency: the Empirical View
<b>Evgeniya Grigoryeva</b>  Olga Zamotaeva	High School of Economics (Nizhniy Novgorod), Russia High School of Economics (Nizhniy Novgorod), Russia	Bankruptcy Risk Assessment of Russian Construction Companies
<b>Andrey Maksimov</b>  Ilona Volkova  Natalia Maksimova	NRU HSE, Nizhny Novgorod, Russia NRU HSE Nizhny Novgorod, Russia NRU HSE Nizhny Novgorod, Russia	On the Issue of Models for Forecasting Probability of Bankruptcy of Russian and Italian Small and Medium- Sized Businesses
<b>Elizaveta Meshcheryakova</b>  Natalia Feruleva	Higher School of Economics, Russia Higher School of Economics, Russia	Can Non-Financial Indicators Shed Light on the Bankruptcy Risk in Russian Agricultural Enterprises?

<b>Maria Cristina Mina</b>	Edinburgh Napier University, United	Owning Structure, Risk Management and Performance: The case of Latin American Banks
<b>Majdi Quttainah</b>	Kuwait University College of Business Administration, Kuwait	Banking Board Structure and Accounting Earnings
<b>Marat Smirnov</b> Egor Nikulin  Polina Orlova	GSOM SPbU, Russia Graduate School of Management SPbU, Russia  Graduate School of Management SPbU, Russia	The Relationship of Earnings Management and Dividend Payouts: Empirical Analysis of Russian Companies
<b>Ekaterina Smirnova</b>  Anna Loukianova	Institute for Regional Economics Studies of the Russian Academy of Sciences, Russia Graduate School of Management Saint Petersburg University, Russia	Software Platform's Value Correction by Idiosyncratic Risk and its Application in the SaaS Business Model
<b>Qaiser Rafique Yasser</b>	Centre for Rural Economy, Planning Commission, Pakistan	Corporate Social Responsibility and Age of Productivity: Upper Echelon Prospective

### [Supply Chain Management and Operations in Digital Age](#)

<b>Inessa Airapetian</b> Daria Kolmychenko Maria Tipyaeva Elena Serova	Higher School of Economics, Saint Petersburg, Russia Higher School of Economics, Russia Higher School of Economics, Saint Petersburg, Russia Higher School of Economics, Saint Petersburg, Russia	Procurement Process and SRM: Complex Analysis in the Case of the Mining Company
<b>Anastasiia Ivakina</b> Egor Lapin  Nikolay A. Zenkevich,	GSOM SPbU, Russia St. Petersburg University, Graduate School of Management, Russia St. Petersburg University, Graduate School of Management, Russia	Cooperative Game for Working Capital Management in Distributive Supply Network
<b>Dmitrii Knatko</b>  Yulia Aray  Anna Levchenko	Graduate School of Management St. Petersburg State University, Russia Graduate School of Management St. Petersburg State University, Russia Graduate School of Management St. Petersburg State University, Russia	Antecedents and Outcomes of Sustainable Supply Chain Integration in Emerging Economies: The Study of Large Russian Companies



Anna Veselova	Graduate School of Management St. Petersburg State University, Russia	
<b>Iana Kuzmina</b> Nikolay Zenkevich	GSOM SPbU, Russia St. Petersburg University, Graduate School of Management, Russia	Joint Working Capital Management in Supply Chains
<b>Anna Levchenko</b> Pavel Shrakhin	GSOM SPbU, Russia Economics faculty SPBU, Russia	4PL Flexibility in Business Models
<b>Natalia Nikolchenko</b> Irina Berezinets  Yulia Ilina  Margarita Meshkova	GSOM SPbU, Russia Graduate School of Management St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia	The Problem of Supply Chain Profit Maximization Using Sales Rebate Contract
<b>Elena Serova</b>  Anatoly Kazantsev	National Research University Higher School of Economics, Russia Graduate School of Management St. Petersburg University, Russia	Cluster Approach to Evaluation and Analysis of Regional Transport and Logistics Complexes
<b>Shoaib Yousaf</b>	International Islamic University, Pakistan	Empirical Investigation of Bullwhip Effect with Sensitivity Analysis in Supply Chain
<b>Nikolay Zenkevich</b> Sajad Kazemi	GSOM SPbU, Russia Graduate School of Management, St. Petersburg University, Russia	Efficiency-based Leadership in the Banking Sector
<b>Andrey Zyatchin</b> Ekaterina Senicheva	GSOM SPbU, Russia GSOM SPbU, Russia	Identification of Factors Affecting the Implementation of the Internet of Things for Evolutionary Stable Strategy in Supply Chain Management
<b><u>The Digital Contribution into Effectiveness and Efficiency of the Public Sector</u></b>		
<b>Aleksei Egorov</b>  Tommaso Agasisti  Margarita Maximova	National Research University Higher School of Economics, Russia Politecnico di Milano School of Management, Italy National Research University Higher School of Economics, Russia	Do Merger Policies Increase Universities' Efficiency? Evidence from a fuzzy Regression Discontinuity Design

<b>Kamran Iqbal</b> Tehreem Fatima	University of Lahore, Pakistan University of Lahore, Sargodha Campus, Pakistan	Transformational Leadership as a Determinant of Organizational Commitment: Testing a Multiple Mediation Model
<b>Eugenio Orlandi</b>	Former Europol Deputy Director, Italy	Corporate Governance and Financial Performance in the EU Agencies
<b>Nikolay Zhunda</b> Alexander Semenov	ICSER Leontief Centre, Russia St. Petersburg Foundation for Investment projects (FISP), Russia	Evaluating the Gap between Tourist Potential and Attractiveness of Small Historical Towns in Russia
<b><u>The New Role of Talent and Human Resource Management in International Business</u></b>		
<b>Aleksandra Bordunos</b> Sofia Kosheleva	GSOM St. Petersburg University, Russia GSOM St. Petersburg University, Russia	Inclusiveness of Employees with Childcare Commitments in Different Work Systems: Russian Case
<b>Aleksandra Bordunos</b> Sofia Kosheleva Daria Khasieva Marina Latukha	GSOM SPbU, Russia GSOM St-Petersburg University, Russia GSOM SPbU, Russia  Graduate School of Management, St. Petersburg University, Russia	Diversity-driven Talent Management and its Relationship with firm Performance
<b>Alexei Koveshnikov</b> Heidi Wechtler	Aalto University, Finland Newcastle Business School, Australia	Political Skill, Employer's Psychological Contract Fulfilment and Cross-Cultural Adjustment among Self- Initiated Expatriates
<b>Dmitry Kucherov</b> Elena Zavyalova Victoria Tsybova	GSOM SPbU, Russia Graduate School of Management, St. Petersburg University, Russia Graduate School of Management, St. Petersburg University, Russia	High-performance Work Systems in Russian and Indian IT Companies
<b>Maria Kurganskaya</b> Maria Pertaya	The Herzen State Pedagogical University of Russia, Russia The Herzen State Pedagogical University of Russia, Russia	Double Work of Women in Russia
<b>Antonina Lisovskaia</b>	GSOM SPbU, Russia	Recruitment Goes Digital. Challenges and Opportunities for the Russian Companies
<b>Louisa Selivanovskikh</b>	GSOM SPbU, Russia	Exploring the Essential Impact of Talent Management on

		Innovation Performance: An Ambidexterity Perspective
<b>Mariia Shagalkina</b> Marina Latukha	GSOM SPbU, Russia Graduate School of Management, St. Petersburg University, Russia	Gender-driven Talent Migration and its Implication to Talent Management
<b>Mariia Shagalkina</b> Marina Latukha	GSOM SPbU, Russia Graduate School of Management, St. Petersburg University, Russia	Talent Migration in Emerging Markets: Agenda for Global Talent Management
<b>Ekaterina Vlakh</b>  Natalia Volkova  Valeria Pomyalova	National Research University Higher School of Economics, Russia National Research University Higher School of Economics, Russia National Research University Higher School of Economics, Russia	Cultural Sensitivity to HR Business Partner's Competencies: Insights from Job Advertisements Across Six Countries
<b>Yelena Yakhontova</b>	RANEPA, Russia	HRM Humanization as Core Factor of Success in Digital Economy
<b>Andrey Zamulin</b>	GSOM SPbU, Russia	Personality, Work Engagement, And Extra-Role Behavior

## Business in Society: a Change of Paradigm

### **Firm's Internationalization and CSR Disclosure: Does Context Matter?**

**Yulia Aray**, Graduate School of Management St. Petersburg University, Russia (aray\_yulia@gsom.pu.ru), **Anna Veselova**, Graduate School of Management St. Petersburg University a.s.veselova@gsom.spbu.ru; **Tatiana Garanina**, University of Vaasa, Finland tatiana.garanina@uwasa.fi; **Desislava Dikova**, Vienna University of Economics and Business, Austria desislava.dikova@wu.ac.at

#### **Abstract:**

The paper explores the relationship between internationalization of Russian companies and the disclosure of the information about their CSR initiatives. It hypothesizes the positive relationships between the level of internationalization of Russian companies and the level of their CSR disclosure, including environment-oriented, community-oriented, workplace, and marketplace CSR initiatives. Moreover, the paper states the specificity of internationalization paths of Russian companies and hypothesizes the effect of geographical focus of internationalization of Russian companies on the relationships under investigation. The paper uses the panel data on 221 large Russian companies for the period of 2014 and 2015 and tests the empirical models. The results confirm the positive and significant effect of internationalization on CSR disclosure for the companies that choose their internationalization destinations in non-CIS countries.

**Keywords:** *CSR, CIS, Disclosure, Internationalization, Russia*

### **Building Circular Business Models in Digital Age: Teething Troubles as Shown by the 'Loop' Circular Delivery Service**

**Irina Bakhtina**, Graduate School of Management St. Petersburg University, Russia (ibakhtina@inbox.ru), **Yury Blagov**, Graduate School of Management St. Petersburg University, Russia (blagov@gsom.spbu.ru)

#### **Abstract:**

"Circular economy receives increasing attention as a sustainable development economic model contributive to achievement of the most of UN SDGs. Meanwhile, profitability and scalability of circular business models poses a question mark while their profound focus on environmental issues leaves social aspects of sustainability and UN SDGs largely non-addressed.

This paper examines the first online waste-free delivery service in the FMCG sector (Project 'Loop') as a circular business model that adopts and propagates circular economy principles as formulated in strategic self-regulatory frameworks available both on national, supranational, sectoral and cross-sectoral levels.

The paper also reviews strategic management tools that have or have not been leveraged to ensure the 'Loop' Project scalability and profitability, and provides recommendations regarding the shifts in regulatory framework required for a positive discrimination of circular business models vs regular, linear ones."

**Keywords:** *Circular Business Model, Circular Economy, Corporate Sustainability, Strategic Management, Sustainable Development, UN Sustainability Development Goals (UN SDGs)*

# **The Search for a New Model of Corporate Sustainability: Evidence from the CSR Strategies of Leading Russian Companies**

**Yury Blagov**, Graduate School of Management St. Petersburg University, Russia (blagov@gsom.spbu.ru)

## **Abstract:**

The study examines the peculiarities of the search for a new model of Corporate Sustainability (CS) through the transformation of the CSR strategies of leading Russian companies. The research is based on the empirical data from the new edition of the leading nation-wide research project in the fields of CSR and sustainability — “Report on Social Investments in Russia —2018”. The conclusions are made considering the predominant role of the “Corporate Sustainability 2.0” model with the minor search for the “Corporate Sustainability 3.0” one based on the lack of systemic changes in the very system of Corporate Social Performance as well as on the inadequate cooperation for sustainable development at the industry and cross-sector levels.

**Keywords:** *Corporate Social Responsibility (CSR), Corporate Sustainability, Corporate Social Performance, Emerging Markets, Russian Business*

# **Rating of Eastern European and Russian Cities in Terms of the Concept of Sustainable Development**

**Anna Cepelova**, Pavol Jozef Safarik University in Kosice, Slovakia (anna.cepelova@upjs.sk),  
**Milan Dousa**, Pavol Jozef Safarik University in Kosice, Slovakia (mil.dousa@gmail.com)

## **Abstract:**

The economic and technological changes in the world caused by globalisation processes naturally put pressure not just on businesses but also on European cities. Cities already face challenges arising from the need to increase competitiveness and to achieve sustainable urban development. The aim of the contribution is to present the results of a study of selected Eastern European and Russian cities in terms of the extent to which they meet the criteria of the Cities in Motion Index (CIMI). The Cities in Motion Index (CIMI) was designed to create an assessment indicator that would be exhaustive in terms of defined characteristics, as well as comparable and objective in terms of the analysed information. Its objective is to allow the measurement of world cities’ future sustainability and of the quality of life of their residents. The contribution is part of the VEGA No. 1/0302/18 project: “Smart cities as a possibility to implementation the concept of sustainable urban development in the Slovak Republic”, developed at the Faculty of Public Administration of Pavol Jozef Šafárik University in Košice, and is funded by the Ministry of Education, Science, Research and Sport of the Slovak Republic.

**Keywords:** *Index, City, Sustainable Development, Information, Quality of Life*

# **An Asset-Assurance Perspective of International Acquisitions: Evidence from Chinese Privately Controlled Firms**

**Jiyang Dong**, Graduate School of Business, Nazarbayev University, Kazakhstan (jiyang.dong@nu.edu.kz), **Guoli Chen**, INSEAD, Singapore (guoli.chen@insead.edu), **Frank Zhang**, Business School, University of Queensland, Australia (f.zhang@business.uq.edu.au), **Jinshuai Hu**, Institute for Financial & Accounting Studies, Xiamen University, China (hjsxmu@gmail.com)

## **Abstract:**

**Prior studies suggest that firms pursue international acquisitions to access competitive foreign resources. We propose that firms controlled by owner-managers engage in international acquisitions to transfer resources abroad when faced with disruptive political events at home. Our asset-assurance perspective argues that disruptive political events give rise to greater risks of asset depreciation and expropriation, which lead owner-manager-controlled firms to make international acquisitions so that the firms' assets and owners' property can be safeguarded at a time of political uncertainty. We find support for the asset-assurance perspective of international acquisitions from data analyses on a sample of Chinese privately controlled firms which were confronted by unprecedented political uncertainty in the wake of the national Anti-Corruption Campaign launched in 2012. By revealing the circumstances under which firms utilize international acquisitions to transfer resources abroad strategically, our study sheds light on the complex drivers of international acquisitions and on an unintended consequence of governments' anti-corruption efforts. It also highlights international acquisitions as a market response to a non-market environmental shock.**

**Keywords:** *International Acquisitions, Asset-Assurance, Disruptive Political Events, Anti-Corruption Campaign, China*

# **Pioneering Sustainable Female Entrepreneurship in Russia – the Case of Bio Food Lab**

**Ekaterina Ivanova**, IBS-RANEPA, Russia (dr.ekaterina.ivanova@gmail.com)

## **Abstract:**

**Unhealthy lifestyles became a serious problem in in the Western world caused by irresponsible businesses on the supply side and unconscious overconsumption on the demand side. This paper presents the case of Elena Shifrina, founder of Bio Food Lab, a healthy snacks company. Shifrina has been successful in creating innovative healthy lifestyle solutions on the Russian market and has implemented a number of societally and environmentally resilient activities that can inspire other business leaders, especially women in post-communist countries transitioning to market economy, to engage in more sustainable business practices. The paper provides an account of the background of Shifrina's health consciousness and vegan lifestyle that makes her and her business a role model of business as a force for good.**

**Keywords:** *Entrepreneurship, Sustainability, Sustainable Development Goals, Healthy Lifestyle, Russian Federation*

## **Ethical Dimensions of Digital Marketing: Potential Research Areas**

**Milind Kumar Jha**, Indian Institute of Foreign Trade, India (milinddbg@gmail.com), **Rakesh Kumar Mishra**, General Manager at Indian Oil, India (mishrarakeshk@indianoil.in)

### **Abstract:**

**This paper aims to explore ethical issues associated with marketing function in businesses and in particular with digital marketing. Large amount of marketing data available today can be both supportive and detrimental to the long term interests of business. Based on the review of previous literature, this paper tries to explain where and how businesses can cross the ethical boundaries while remaining within acceptable legal boundaries in this digital era. The paper proposes probable research areas in the domain which might provide guidelines to have sustainable business relationship based on mutual trust among invisible partners. In this wide ranging literature review focused on digital marketing and ethical issues, we have synthesized the work of different authors. Revolution in digital technologies and explosion in technical innovation have brought marketer and consumer closer to each other, however, they also pose new challenges to marketers because modern consumers have become more aware and powerful as ever. Organizations face a double-edged sword. At one hand, different digital platforms provide an edge to the business by knowing the customer in and out, on the other hand it also provides an opportunity to businesses using that data in an unethical way either consciously or unconsciously. Even if the transactions are legal, mere perception of an unethical conduct by organizations may deteriorate the brand value leading to loss of customers and market value.**

**Keywords:** *Digital Marketing, Ethical Issues, Social Media, Trust, Ethics, India, Research Areas, Modern Organizations*

## **Business and Society Relationships in the 4th Industrial Revolution Context: Main Challenges**

**Anastasia Petrova-Savchenko**, Graduate School of Management St. Petersburg University, Russia (savchenko@gsom.spbu.ru), **Maria Sobol**, Graduate School of Management St. Petersburg University, Russia (st049849@student.spbu.ru)

### **Abstract:**

**The paper investigates main challenges in business and society relationships caused by the fourth industrial revolution technologies. Nowadays, the fourth industrial revolution is a popular topic of conversation across many people and organizations worldwide, which is accompanied with an increasing number of sources describing tremendous benefits of the fourth industrial revolution technologies implementation in companies' value chains. The major technologies include additive manufacturing, virtual and augmented realities, artificial intelligence, big data, cloud computing, Internet of things, cryptography and blockchain, and autonomous robots. Despite this, there is a growing concern among international business and governmental leaders on the effects of the fourth industrial revolution on the medium and long-term future of the business and society all over the world. Still there is no systematization of the major risks that new technologies bring into the society's life as well as corresponding challenges caused by them within business and society relationships. The paper addresses this research gap focusing on new relationship challenges that arise between business and its stakeholders due to the fourth industrial revolution. The paper results imply to be used for further management decisions in**

preventing and resolving potential conflicts, reducing risks, developing relationship assets and creating shared value.

**Keywords:** *the Fourth Industrial Revolution, Business and Society Relationships, Sustainable Development Goals*

## **Factors of Fraud in Construction Industry**

**Samba Mulondani**, National Research University Higher School of Economics, Moscow, Democratic Republic of the Congo (samulondani@gmail.com)

### **Abstract:**

The present work highlights fraud factors principally in the field of the construction industry. Fraud in the manufacture business domain is “commonplace sometimes endemic across different cities. Basically, frauds arise in manufacture business domain for the reason that many aspects and phenomenon were ignored. It may depend on two aspects; the first manager did not get time or probability to solve the principal problem either he ignored it and secondly the issue that a company agent has to fix. The triggers and promoter of fraud are economic troubles often caused by employers in companies. Furthermore, two actors are strongly concerned by consequences of fraud, we have politics and administration because first, the political rule stays about people protection for any form of spoliation and the Business owners because they guarantee the survival of the population by offering the necessary goods and services. Consequences of fraud in term of cost to the company are very meaningful and every player involved in it is touched directly or indirectly.

**Keywords:** *Motivation, Performance and Teamwork*

## **Institutionalization of External Environmental Governance of Firms a Microfoundation Study**

**Paul Varella Connors**, Mount Royal University, Canada (pvarella@mtroyal.ca)

### **Abstract:**

This paper introduces a qualitative study that investigates microfoundational processes for external green governance of corporations, societal external governance onto firms for issues associated with the natural environment. The study investigates the agency of professionals working in corporations and eNGOs and the related social structures associated with green governance. We then evaluate, through a series of propositions, how agency and social structures recursively overtime help shape the institutions aimed at governing corporate sustainability. The content analysis of the interviews with 24 senior level professionals in this study offers additional insights to how agency and social structures interface, as institutions evolve into establishing different governing approaches to corporate action with sustainability relevance. The study is relevant to help understand institutionalization processes related to the natural environment, which is a critical aspect to the sustainable growth of economies of emerging markets.

**Keywords:** *Microprocess, Institutions, Governance, Environmental NGOs, Corporate Sustainability, Comparative Study*



# **Hypocrisy of Being Climate-Friendly: the Case of Russian Aluminum Giant**

**Sofia Villo**, National Research University Higher School of Economics, Moscow, Russia  
(villo.sofia@gmail.com)

## **Abstract:**

**Drawing on the Brunsson's ideas about organized hypocrisy, this paper discusses how corporate environmental irresponsibility can be preserved under the guise of fighting against man-made climate change. While much research on corporate irresponsibility focuses on large-scale accidents like the BP Deepwater Horizon oil accident, this study viewed environmental irresponsibility as an ongoing destructive action that damages and changes ecosystems, communities and world treasures. The empirical part of my research is based on the in-depth case study of a new brand of aluminium that was designed by a Russian aluminium giant RUSAL in an attempt to defeat its Chinese rivals. The company promotes this new brand as climate-friendly since, as it claims, it features a slight carbon footprint. The company also claims that this new brand shows the company's environmental credential. However, the company features multiple adverse environmental impacts. As a result of my study, I develop a process model that explains how an attempt to fit the climate-friendly labelling results in preservation of environmental irresponsibility. The findings of my research largely contribute to the business and society literature and challenge a popular view on the ways by which we should fight against man-made climate change.**

**Keywords:** *Hypocrisy, Climate-Friendly, Climate Hype, Hazardous Legitimacy, Environmental Irresponsibility, RUSAL*

## **Challenges for Achieving Sustainable Development: a Social Enterprise Marketing Perspective**

**Subhasis Ray**, Xavier Institute of Management, Xavier University, India  
(mail.sray@gmail.com), Chinmoy Bandyopadhyay, Xavier Institute of Management, Xavier University, India (chinmoy@stu.ximb.ac.in)

## **Abstract:**

**In their quest for addressing the social and environmental challenges and keeping up with sustainable development goals, various efforts have been taken by different organizations. However, the limited success of these initiatives stresses the need for a better-fit model. Social enterprises are designed to overcome these shortcomings by adopting a sustainable business model. Much like any other business organizations, social enterprises rely on marketing activities to compete and survive in the marketplace. However, social enterprises grapple with issues such as inadequate fund, manpower, and planning for executing marketing campaigns. While much is known about these marketing challenges faced by social enterprises, but it is unclear how they overcome them. Through an inductive study of four social enterprises in India, we show that they use cost effective inbound marketing strategies rather than traditional approaches. The results further show that social enterprises appeal to stakeholders with different mandates by having a differential marketing communication approach. Our findings shed lights on how social enterprises deal with the marketing challenges, which can serve as guides for organizations striving for sustainable development.**

**Keywords:** *Social Enterprise Marketing, Sustainable Development, Strategic Marketing, Social and Business Performance*

# Digital Economy: Digital Business Models, Digital Ecosystems and Digital Innovations

## **Platform Business Models of the NTI Markets Companies**

**Evgeny Blagov**, Graduate School of Management St. Petersburg University, Russia (evgeniy.blagov@gmail.com), Natalia Kulaeva, Graduate School of Management St. Petersburg University, Russia (st034761@student.spbu.ru)

### **Abstract:**

The paper describes the results of analysis of the business models of the companies working on the NTI markets and participating in the NTI infrastructure. 67 companies the representatives of which have replied to the questionnaire have been classified by the criterion of a platform element presence in their business models (namely, is the company an owner of a platform, a participant in a platform, or does not take part in any platform business models). The comparison of business model elements (on the basis of the business model canvas instrument as modified in (Yablonsky, 2018) of the companies with different platform element presence allow figuring out specific traits of the business models of such companies (e.g., export or import substitution orientation, type of interaction with clients, value creation drivers and pricing strategy) and potential areas of development, as well as developing recommendations for the companies and for the administration of the NTI supporting programs, e.g., the NTI platform.

**Keywords:** *National Technology Initiative, Business Models, Multi-Sided Platforms, Platform Business Models, Platform Participants, Platform Owners*

## **International Blockchain Technology and its Implication in the International Finance**

**Artem Chibisov**, National Research University Higher School of Economics, Russia (chibisov.artem@gmail.com)

### **Abstract:**

At the modern stage of the international doing business especially on the financial technology business the most relevant is the issue, in fact clashing two positions: on the one hand enterprises and financial institutions are trying to reduce their costs of initial document processing and therefore address to the help of the blockchain algorithm for consolidation of financial statements and for aggregation of other data about company, retrievable from the digital environment, which can be predictor for its future financial dynamics. This dilemma and clash of positions of “code opening” for cost reduction on the one (managerial) hand and of the commercial secret safe from the point from “commercial secrecy” perspective is very relevant nowadays. One of the most important circumstances, making this situation the real issue is the overdevelopment of the blockchain technology on the one markets and in one dimensions (market is currently overfed with cryptocurrencies) and total non- development of its application to the platform screening of financial and other accompanying statements on the level of the preventive evaluation of the applicants for the external financial aid in different forms (i.e., credits, loans, mortgage loans, leasing financing of the deal etc.) (Guo, Liang, 2016).

**Keywords:** *Digital Economy: Digital Business Models, Digital Ecosystems and Digital Innovations Scoring, Financial Scoring, Financial Diagnostics, Functional Approach, Tools and Mechanisms of Call Scoring, Distributed Ledger Technologies, Blockchain, Smart Contracts*

## **Digitalization Trends and Benefits for the Russian Hospitality Industry**

**Iya Churakova**, Graduate School of Management St. Petersburg University, Russia (churakova@gsom.pu.ru), **Liudmila Serova**, Graduate School of Management St. Petersburg State University, Russia (serovals@gsom.spbu.ru)

### **Abstract:**

**Digital technologies are actively entering the current reality changing the environment of the business and the business model elements. The hospitality industry is actively developing now, and its role in business models transformation is sufficient starting from the first multisided platform Arnb to the use of new forms of customers' cooperations in creating a peer-to-peer service. This paper summarises the key digitalization trends that, according to the opinion of specialists will provide value creation in the industry. The first trend represents the increasing importance of digital technologies in the service sector. Even in Russia, the proportion of online services is increasing, but the number of employees is going down. The second trend is the development of the sharing economy model use that works together with the third trend, which is the use of multisided platforms. The hospitality industry itself includes more and more various services provided by companies around the world, totally changing the nature of competition.**

**Keywords:** *Digitalization, Sharing Economy, Hotel Business, Business Models, Peer-To-Peer Platforms, Digital Economy*

## **Digital Transformation of Electric Utilities**

**Elizaveta Gavrikova**, National Research University Higher School of Economics, Russia (egavrikova@hse.ru)

### **Abstract:**

**This paper is devoted to the analysis of challenges and opportunities that emerge from the process of digital transformation in electric utilities. It presents a part of an ongoing study on asset management in electric utilities. Increasing demand for electricity and technological advancement are one of the main factors stimulating digital transformation both in developing and advanced economies. While digital transformation implies high costs and long-term investments, electric utilities can benefit significantly during this process. We propose a theoretical model of value creation in the process of digital transformation with the use of the Porter's value chain framework. It turns out that generation, transmission and distribution, and retail companies seem to have opportunities to capture significant value form digitalization.**

**Keywords:** *Digital Transformation, Asset Management, Electric Utilities, Smart Grid, Value Chain, Organizational Change*

## **Digital Transformation of Business Model of Russian Generating Companies**

**Maria Gorgisheli**, National Research University Higher School of Economics, Russia (mgorgisheli@hse.ru), **Irina Volkova**, National Research University Higher School of Economics, Russia (iovolkova@hse.ru)

### **Abstract:**

**The digital transformation of energy market, which is also taking place in Russia, creates a number of challenges for generating companies, which are one of the key players in the industry. In the current conditions, companies need to transform their business model and use new technological solutions to be competitive on the market. The using and applying of new technologies are some kind of competitive advantages for energy companies. The main directions of transformation of generating companies lie in the field of using of renewable energy sources (RES), of development of solutions for distributed generation (since consumers become prosumers) and of solutions for intelligent energy. New financial and demand management technologies allow companies to optimize their own business processes. Digital business transformation is becoming the main source of growth for generating companies.**

**Keywords:** *Digital Business Model, Energy Companies, Energy Technologies, Business Transformation, Distributed Energy*

## **Exploring Business Model for Emerging Technologies: a Multiple Case Study of Emotion Recognition Technology Developers**

**Olga Ignatyeva**, IPERF, International Institute for Research Performance and Innovation Management e.V., Berlin, Germany (olga.ignatyeva@iperf.eu), **Dmitri Sokolov**, Graduate School of Management St. Petersburg University, Russia (d.sokolov@gsom.pu.ru), **Olga Lukashenko**, Graduate School of Management St. Petersburg University, Russia (lelya.lukashenko@gmail.com), **Alexandra Shalakitskaya**, Graduate School of Management St. Petersburg University, Russia (shalakitskaya@gmail.com), **Sebastian Denef**, Innopolis University Innopolis, Russia OWN.space Berlin, Germany (sebastian@denef.com), **Tatjana Samsonowa**, IPERF, International Institute for Research Performance and Innovation Management e.V. Berlin, Graduate School of Management St. Petersburg University (t.samsonowa@gsom.pu.ru), **Svetlana Posokhova** Faculty of Psychology St. Petersburg University, St. Petersburg, Russia (svetpos@mail.ru)

### **Abstract:**

**In this paper we analyze and describe business models of emotion recognition (ER) technology companies using secondary data on 80 firms and primary interview data on five firms. The findings indicate that ER technology business models involve not fully understood value proposition, B2B customer segment, customer relationship through free demos and trials, revenue streams based on SaaS and technology licensing, investors and academia as key partners and R&D as a key activity. Our study contributes to the existing literature on disruptive business models for technological innovations by consolidating existing practices of ER sector and emphasizing on important patterns for emerging technology industries in general.**

**Keywords:** *Innovation, Emerging Technologies, Disruptive Business Models, Artificial Intelligence, Affective Computing*

## Digitalization During Servitization: a Case Study

**Liudmila Kokoulina**, Graduate School of Management St. Petersburg University, Russia  
(liudmila.kokoulina@gmail.com)

### Abstract:

In recent years, organizations have increasingly implemented servitization strategies aimed at digitalization tactics. Although industrial organizations struggle to succeed in integrating digital business models into existing ones, little is known about how digitalization projects evolve within a multi-level context. This study uses an explorative single case study of the development of Partners Opportunity Management Platform (POMP) in a large electrotechnical MNC. Over 2 years, the study traces the evolvement of POMP considering multi-level context factors, beginning with the initial decision and ending with country-wide implementation. The study identifies 9 context factors on organizational, industrial, and country levels. These factors explain the mechanics of POMP development and realization. The study contributes to the servitization literature bringing the context perspective to the study of digitalization projects.

**Keywords:** *Servitization, Knowledge Management, Knowledge Acquisition, Case Study, Electrotechnics, Manufacturing Companies*

## Regulation of Multisided Markets: Market Definition Technics

**Olga Markova**, RANEPa, Russia (olya.eule@gmail.com)

### Abstract:

Platforms were around for a while: trade fairs may be considered as their ancestor. They are intermediaries that enable transactions between two or more distinct groups of economic agents on the demand and supply sides. Platforms have become a phenomenon of the 21st century as they grow extremely fast and change the way traditional markets look: Uber and Amazon displaced taxi companies and bookstores, Google and Airbnb created new markets. Recently several mergers between platforms in multisided markets have been cleared by antitrust authorities in different countries including one between Uber and Yandex.Taxi in Russia. Yet the existing literature on multisided markets does not provide a clear answer on appropriate instruments for antitrust analysis of competition in multisided markets. This paper discusses various tools of platform market definition. In particular, I define the features of the SSNIP test, the analysis of price changes and demand elasticities when applying to markets with platforms. Having analyses tools for platform market definition in terms of possible type I and type II errors, I come to the conclusion that one should consider a platform as a player in multisided market to reduce the likelihood of type I and type II errors in competition law enforcement. Apart from this, in order to use the discussed in the paper tests, antitrust authorities need a larger dataset compared to the analysis of one-sided markets.

**Keywords:** *Multisided Markets, Platforms, Indirect Network Effects, Market Definition, Antitrust Enforcement, Type I and Type II Errors*

## **Academic Analytics: on the Way to Digital Higher Education**

**Polina Petrusha**, ITMO University, Russia (pgpetrusha@itmo.ru), **Kristina Ivanova**, ITMO University, Russia (kyivanova@itmo.ru), **Daria Kozlova**, ITMO University, Russia (dkozlova@mail.ifmo.ru)

### **Abstract:**

**This paper investigates taxonomy and application of academic analytics (AA) systems. These systems extract meaningful information from multiple data sources to predict, cluster, find relations, and prepare data for decision making process aimed at creating knowledge crucial for improving the quality of educational process in HEIs. Academic analytics incorporate three main types of systems: Learning Analytics (LA), Educational Data Mining (EDM) and Educational Big Data (EBD). As AA research field is rapidly developing even though a considerable number of papers have provided substantial insight on the theoretical basis of LA, EDM and EBD systems, taxonomy, classification and differentiation of types of the systems are still undefined and often overlap. The main research question of the study is to provide classification of academic analytical systems in HEIs according to the needs and goals of universities. Our findings are based on the analysis of papers on academic analytics in higher education published in 2010 - 2018. The focus of classification is based on three main categories: subject of analysis, target of analysis and primary source of information of academic analytics.**

**Keywords:** *Academic Analytics, Learning Analytics, Educational Data Mining, Educational Big Data, Innovations in Universities, Performance Prediction*

## **How Marketing Managers Sense and Seize Social Media Storms**

**Pernille Rydén**, Technical University of Denmark, Denmark (pryd@dtu.dk), **Vatroslav Skare**, University of Zagreb, Faculty of Economics & Business, Croatia (vskare@efzg.hr), **Muhammad Ismail Hossain**, Department of Marketing, Faculty of Business Studies, University of Dhaka, Bangladesh (muhammad.hossain@du.ac.bd), **Efthymia Kottika**, University of Economics, (VŠE), Prague, Czech Republic (efthymia.kottika@vse.cz)

### **Abstract:**

**Social media storm (SMS) is usually framed as a crisis situation. However, new research suggests that SMS entails a promotive perspective which can empower some direct and indirect stakeholders namely customers, firms and society. To complement such new findings, and to understand the pathways of marketing managers to sense and seize SMS, this paper surveys the cognitive, affective, and behavioral perspective of SMS to generate novel insights around the domain of marketing management, consumer behavior and technology. A preliminary communication of the results of study on the sample of 226 companies showed that managers are expressing mixed feelings about SMS, but it makes them curious about people's thoughts, and they are prone to open a dialog with upset customers. Since silencing the storm and changing people's minds are preferred actions towards the storm, many managers hesitate to see SMS as an opportunity. Those contradictions call for further research on the alternative approaches to SMS in the area of marketing management.**

**Keywords:** *Social Media Storms, Marketing Strategy, Consumer Sentiment, Empowerment*

# Assessment Companies' Digital Transformation Readiness: the Model Structure

**Olga Stoyanova**, St. Petersburg University, Russia (o.stoyanova@spbu.ru), **Tatiana Lezina**, St. Petersburg University, Russia (t.lezina@spbu.ru), **Viktoria Ivanova**, St. Petersburg University, Russia (v.ivanova@spbu.ru)

## **Abstract:**

One of the main reasons of digital transformation projects failure is a lack of companies' readiness. There are several concepts concerning company readiness for digital transformation such as "readiness for digital transformation", "digital readiness", "digital maturity", "digital business aptitude", and others. In research on digital transformation, these concepts are often mixed and replaced with one another. As a result, existing readiness assessment models evaluate different concepts and the results of the assessment are difficult to transform into practical recommendations. Therefore a readiness assessment model with the structure justified by existing management methodologies and confirmed by practical cases of successful digital transformation projects is needed.

The study's result is the structure of the model for assessing companies' digital transformation readiness. The model allows to identify barriers to digital transformation considering not only the companies' current state but its previous development. The structure of the model includes the domains "Systematic management", "Business processes", "Enterprise architecture", "Using of data", "Human Resource Readiness" and corresponding characteristics. The characteristics, specifying the parameters of readiness in the context of domains, are formed in appliance with management methodologies and verified by practical cases.

**Keywords:** *Digital Transformation, Readiness, Assessment Model, Practical Cases, Model Domains, Case Study Research*

## The Competitive Order for the Digital Age

**Dmitrii Trubnikov**, Immanuel Kant Baltic Federal University, Russia (da.trubnikov@gmail.com), **Ekaterina Trubnikova**, Immanuel Kant Baltic Federal University, Russia (ei.trubnikova@gmail.com)

## **Abstract:**

The market environment of the new economy represents a set of highly concentrated industries, while a slowdown of the economic growth and an expanding gap between different strata of society have become urgent problems of modern days. The current trend does not give the reason to assume that these problems are just a temporary issue. The digital economy has opened new horizons for the problem of concentrated economic power. One of the most prominent schools of economic thought that have been obsessed with the issue of power concentration is the Freiburg school of law and economics, which appeared in the 1930s and later have been noticeably overlooked by the mainstream. This study assesses the possibility of application of the views and methods of the Freiburg school to the problems of modern days. In the light of this theory, there are no needs to regulate the economic process and redistribute incomes, but what should be done is to create a

competitive order that will yield the most efficient solutions for the society in various spheres.

**Keywords:** *Digital Economy, Innovation, Regulation, Competitive Order, Competition, Ordoliberalism, Market Concentration*

## **Barriers to the Digital Transformation of Small and Medium-Sized Enterprises in Kazakhstan**

Sultanbek Tultabayev, AlmaU, Kazakhstan (tsultanbek@mail.ru)

### **Abstract:**

The introduction of digital technology in business is a key trend in the modern world this is confirmed by the results of a literature review. Most of the leaders of small and medium-sized enterprises (SMEs) in Kazakhstan do not pay attention to this trend and do not try to get on the path of digital transformation. Why do the SME managers Kazakhstan not follow the path of digital transformation? What is the barrier to digital transformation? Answers to these and other questions related to digital business transformation are not so easy to find. On the one hand, there can be many reasons, but on the other -each business can have its own barriers. This article attempts to study the barriers to digital transformation in SMEs in Kazakhstan. Expected results: test the hypothesis, identify and group the barriers in the form of the concept - “SME managers are not focused on digital technologies”, and develop a practical model that can be applied in the implementation of digital technologies in SMEs.

**Keywords:** *Barriers to the Introduction of Digital Technology, Management Model with Digital Technologies, Digital Transformation, Coordination of Digital Transformation in SMEs, Digital Technology*

## **Application of the Blockchain Technology in the Banking Area**

Anna Loukianova, Graduate School of Management St. Petersburg University, Russia (Anna.Loukianova@gsom.spbu.ru), Arina Presnyakova, Graduate School of Management St. Petersburg University, Russia (st049472@student.spbu.ru), Aleksandra Kolesova, Graduate School of Management St. Petersburg University, Russia (a.kolesova@icloud.com)

### **Abstract:**

In the modern world of digital technologies, the financial function should be flexible, forward-looking and facilitate prompt decision-making. The face of the financial services industry has been experiencing radical changes led by technologies over the past few years and the world of finance is rapidly changing, becoming digital. This research provides an analysis of the use of blockchain technology for managing banks' business processes. In particular, the further hypothesis is being investigated: is it possible to reduce time of the banking processes execution by applying the blockchain technology and, if possible, on which amount?

**Key words:** *Digitalization, blockchain technology, smart contracts, banking processes, simulation modeling*



## Entrepreneurship and Innovation in Emerging Markets

### **Innovation Activities of Small and Medium-Sized Enterprises in the Slovak Republic**

**Viktoria Bobakova**, Pavol Jozef Safarik University in Kosice, Slovakia  
(viktoria.bobakova@upjs.sk)

#### **Abstract:**

**This document studies the innovation activities of small and medium-sized enterprises in the Slovak Republic. Because small and medium-sized enterprises make up 99% of all enterprises, we study the results and determinants of the innovation activities of this substantial group of enterprises over a 10-year period. We evaluate the development in the number of SMEs and their structure. We study the intensity of innovations and evaluate the development and the types of innovations used. We dedicate attention to the development of SMEs in high-tech sectors. We believe that the low innovation performance of the Slovak Republic is due to the low spending on research, development and innovations. The causes of the low level of innovation activities of enterprises in the Slovak Republic are as follows: Insufficient capital, especially risk capital, a low level of cooperation among enterprises in the field of innovations, a lack of a unified innovation system and underestimation of the importance of innovations. Only an economy capable of promoting the creation of innovations and of applying innovations can ensure the well-being of the population.**

**Keywords:** *Innovations, Small and Medium Enterprises, Spending on Innovations*

### **Risky business? Integrating Perspectives of Entrepreneurial Orientation as Experimentation and Advantage to Explain Firm Performance**

**Karina Bogatyreva**, Graduate School of Management St. Petersburg University, Russia (k.bogatyreva@gsom.pu.ru), William Wales, University at Albany School of Business, USA (bill.wales@gmail.com), Oleksiy Osiyevskyy, Haskayne School of Business, University of Calgary, Canada (oosiyevs@ucalgary.ca), Patrick Kreiser, University of Wyoming College of Business, USA (pkreiser@uwoyo.edu), Galina Shirokova, Graduate School of Management, St. Petersburg University, Russia (shirokova@gsom.pu.ru)

#### **Abstract:**

**This paper investigates the influence of two components of entrepreneurial orientation (managerial attitudes towards risk and entrepreneurial behaviors) on the level and variability of firm performance with a particular focus on the role of human capital in these relationships. The empirical settings are based on a robust national random sample of 509 Russian small and medium-sized enterprises (SMEs) collected from 2015 to 2016 during a period of economic crisis. Our results suggest that the EO-as-experimentation perspective is principally driven by entrepreneurial attitudes. Managerial attitudes towards risk-taking do not influence the magnitude of firm performance but do significantly increase variance in firm performance and produce a wider distribution of performance outcomes. However, and in line with an EO-as-advantage perspective,**

firm**Б**<sup>ТМ</sup>s entrepreneurial behavior increases mean growth and reduces variance. These relationships are contingent on the level of human capital. The current study sheds the light on the causal mechanisms underlining the EO-performance relationship.

**Keywords:** *Entrepreneurial Orientation, Attitudes Towards Risk, Entrepreneurial Behaviors, Performance Variability, Human Capital, Russia*

## **Assessing the Influence of Institutional Factors on the Innovation Ecosystem Model in Russian Power Sector**

**Yegor Burda**, National Research University Higher School of Economics, Russia (yburda@hse.ru)

### **Abstract:**

This paper investigates the influence of institutional factors on the ecosystem model of EnergyNet within the Russian power sector. We argue that creation of ecosystem value proposition depends not only from the activities of actors, their positioning and links between them, but from the external environment as well. This environment can be described in terms of availability of resources, essential for ecosystem, possibility of partnership among actors, and state support of innovative activity. This allows to expand the ecosystem model point of view and reveal factors that determine current state of ecosystem development. Preliminary results of the research show disproportion in the assessment of importance to collaborate among big companies and SMEs. We also revealed that state support is considered to be the least important from the participants' point of view, which seems to be contradictive to the current point of view on innovations in Russia. In addition, we can observe a considerable imbalance in the assessment of availability and importance of various institutional factors.

**Keywords:** *Innovation Ecosystem; Russian Power Sector; EnergyNet; Ecosystem Model; Ecosystem Value Proposition; Institutional Determinants*

## **The Russian Far Eastern Entrepreneurial Environment: Cross-Cultural Aspects**

**Daria Sokolova**, Far Eastern Federal University, Russia (dariasokolova84@gmail.com)

### **Abstract:**

The Russian Far East economic progress is not exactly aimed at the total amount of entrepreneurs increase, but to development business area with high potential growth. In that regard, regional entrepreneurial culture insight based on cross-cultural communicative and business practices is necessary. The leading Far Eastern companies' sociocultural business area overview might define the major institutional factors challenging the international entrepreneurship. The regional "networks of trust" implementation as well as at the personal and institutional levels for the ventures operating in the emerging market is essential. That definitely will lead to the new business interrelation type formation in the Russian Far East based on different national cultures' elements merging. Study aim is to identify a set of strategies and daily practices for the foreign entrepreneurial network growth.

**Keywords:** *Russian Far East, Entrepreneurship, Business Ecosystem, Cross-Cultural Actors, Network Society, Business Culture*

## **Learning-by-exporting, Radical Innovation and Firm Performance**

**Joan Freixanet**, Graduate School of Management St. Petersburg University, Spain (j.freixanet@gsom.pu.ru), **Josep Rialp**, Autonomous University of Barcelona, Spain (Josep.Rialp@uab.cat)

### **Abstract:**

**This study strives to contribute to the topical conversation on the antecedents and effects of product innovation, by analyzing the impact of the engagement in international activities and its impact in the development of new products, a phenomenon called “learning-by-exporting”, and the relationship of the latter with business performance. Furthermore, our fine-grained analysis differentiates between the effects of two different internationalization facets, internationalization degree and scope, and the outcomes in terms of product incremental and radical innovations. Based on a sample of 1064 manufacturing firms over the period 2007 to 2014, our results show that a higher internationalization involvement and geographical diversification result in a greater incremental and radical innovation output. In turn, the findings indicate an opposite effect of these innovation types on sales growth for performance leaders and laggards. Our findings thus suggest a generation of new knowledge and dynamic capabilities stemming from both innovation and internationalization activities, although the final effects on sales growth depend on previous performance.**

**Keywords:** *Learning-by-exporting; Geographical Diversification; Internationalization Degree; Incremental Innovation; Radical Innovation; Firm Performance*

## **Building Digital Entrepreneur Profiles on the Basis of the Data from the Vkontakte Social Network**

**Margarita Gladkova**, Graduate School of Management St. Petersburg University, Russia (gladkova@gsom.spbu.ru), **Maxim Solonin**, Graduate School of Management St. Petersburg University, Russia (st072180@student.spbu.ru), **Alexander Marinskiy**, Graduate School of Management St. Petersburg University, Russia (st070738@student.spbu.ru), **Evgenii Gilenko**, Graduate School of Management St. Petersburg University, Russia (e.gilenko@gsom.spbu.ru)

### **Abstract:**

**Development of entrepreneurship is among the core priorities of economic policy in any country, thus, issues related to entrepreneurship and entrepreneurs are frequent objects of research and policy discussions. Economic forecasts on entrepreneurship development and growth are associated not only with the trend of digitalization of the existing processes, but also with the appearance of fundamentally new business models and technologies. One example of such technologies are digital platforms and social networks. This research investigates the peculiarities of behavior of business agents in digital platforms with help of big data analysis. This data is provided by one of the biggest Russian social networks VKontakte where about 400 thousands of business agents are now registered.**

**Keywords:** *Entrepreneurship, Social Network, Profiling, Digital Business*

## **The Importance of Strategic Entrepreneurship in Explaining the Performance of Small and Medium-sized Tourism Enterprises (SMTEs)**

**Muhanad Hasan Agha**, School of Economics and Management, Far Eastern Federal University, Russia (agha.muhanad@gmail.com)

### **Abstract:**

With the increasing role played by tourism worldwide, several economies are turning to use tourism as an effective tool for overall development. Tourist destination offers a variety of products, all of which constitute a tourism experience. These different products are usually offered by several Small and Medium-sized Tourism Enterprises (SMTEs) operating in the destination. Thus, there is a growing interest in the performance and management methods of such companies. Through the analysis of literature, this paper examines SMTEs by studying their characteristics and the challenges they are facing. The paper also investigates Strategic Entrepreneurship (SE) as a management method appropriate for managing SMTEs. The study finds that both components of SE (exploration and exploitation) are compatible with the factors that affect the performance of SMTEs. Consequently, the application of SE in SMTEs might enable managers and owners of SMTEs to overcome the various challenges and shortcomings experienced by these companies and to exploit their resources in a way that helps them achieve the best possible performance.

**Keywords:** *Strategic Entrepreneurship, Tourism, Small and Medium-sized Business, SMTEs, Tourism Company Performance, Entrepreneurial Orientation, Competition*

## **Lean Innovations in Manufacturing and Frugal Innovations in Services: Dualism or Convergence Towards Sustainable Innovations?**

**Sergey Ilkevich**, Financial University under the Government of the Russian Federation, Russia (ilkevich83@mail.ru)

### **Abstract:**

The article focuses on the issue of the accumulated deficiencies in understanding and conceptualizing types and categories of innovations: economic, lean, good-enough, frugal, and sustainable ones. It could be argued that there is an increasing need for deeper interpretations of interrelations for innovations of different origins, especially in view of growing similarities in basic principles of innovative thinking and business model applications among different economic sectors. The field of innovation typologies and categorization of innovative (incremental and disruptive) influences on business models demands study efforts in a number of fields, incorporating prospective interdisciplinary trends, notably, sustainable development, community-based models for industries. For emerging markets that presents specific difficulties, as there is still some lagging behind both in innovative practices, and fundamental factors of future trends. The paper presents a preliminary framework for critical understanding of the research area which is becoming complex and versatile, and that brings opportunities for more comparative studies.

**Keywords:** *Lean, Frugal, Sustainable, Innovations, Community-Based, Experiences, Cost, Economical, Good-Enough, Low-Cost*

# **The Role of Islamic Finance in the Relationship Between Culture and Innovation Among Technology Start up in Malaysia: Grounded Theory Approach**

**Zulkarnain Muhamad Sori**, INCEIF, Kuala Lumpur, Malaysia (drzul2013@gmail.com), **Jamal Nassar**, Yemen (jamal.b2c@gmail.com)

## **Abstract:**

**The objectives of this study are to explore: (i) entrepreneur profile of technology start-ups (TSs), (ii) ethnic culture issues of TSs, (iii) innovation issues of TSs, (iv) government interventions issues of TSs, (v) ethnic group's preference of Islamic Finance of TSs. The study employs grounded theory as the main methodological approach to analyze primary data. We conducted a semi-structured interview with technology entrepreneurs, government agencies, industry associations, venture capitalists and leading accelerators. The study finds culture to be an impediment to innovation. Factors such as collective culture and herd mentality behavior were identified as barriers to innovation and fear of failure was attributed to low entrepreneurial innovation. Entrepreneurial attitude on the other hand was identified as a significant quality that is positively related with innovation among technology start-ups. Data analysis reveals that technopreneurs who display positive attitude, determination, perseverance and self-efficacy are more likely to display some form of innovation in their start-up. These technopreneurs were more likely to be financed by venture capital funds and private or angel investors.**

**Keywords:** *Innovation, Technology Start-Ups, Culture, Islamic Finance, Entrepreneurship, Malaysia, Grounded Theory, Technopreneurs*

## **The Impact of Innovations on Enterprise Productivity in Russia**

**Karina Nagieva**, The Ural Federal University named after the first President of Russia B. N. Yeltsin, Russia (nagieva1995@list.ru), **Natalia Davidson**, The Ural Federal University named after the first President of Russia B. N. Yeltsin, Russia (natalya.davidson@gmail.com), **Oleg Mariev**, The Ural Federal University named after the first President of Russia B. N. Yeltsin, Russia (olegmariev@mail.ru), **Andrey Pushkarev**, The Ural Federal University named after the first President of Russia B. N. Yeltsin, Russia (empdtj@gmail.com)

## **Abstract:**

**This paper investigates the factors behind innovations and the effects of innovations on firms' productivity based on the CDM model, using BEEPS data for 2012-2014 on the Russian companies. We consider a range of firms' characteristics and a number of exogenous factors, such as institutional climate, human capital, and government involvement. It is confirmed that business environment and state policy substantially affect firms' innovation activity. A range of problems of innovative activity of the Russian firms are revealed. First of all, there is underdevelopment of institutions, not high enough quality of human capital, low competition and inefficient government spending. In addition, cooperation of large and small firms should probably be more intensive, since small firms often require financial support and since the amount of time needed to implement an innovative project can be too long for small firms. It is worth taking into account that quality of institutions is important for innovation activity and improvement of conditions for human capital on the enterprise and regional levels facilitates innovations.**

**Keywords:** *Innovations, R&D, CDM Model, Firms, Business Climate, Productivity, Human Capital, Compet-Itiveness, Social Capital*

## **Technological Entrepreneurship - the Driver of Emerging Markets**

**Natalia Safronova**, RANEPА, Russia (safronova@ranepa.ru), **Tatiana Maslevich**, RANEPА, Russia (maslevich@ranepa.ru)

### **Abstract:**

The purpose of the present work is to analyze the experience of implementing a joint student's projects of two universities - RANEPА and MIPT to create conditions for development of technological entrepreneurship, training personnel capable of working in a multi-tasking environment, and forming a community of future leaders of emerging markets. The projects based on a mechanism for developing and implementing marketing decisions on positioning technology projects, developing cooperation between innovative project developers and marketing specialists. The focus of 11 technology projects is diverse and reflects the current trends of the digital era: from the development of chat bots and hydrophones to post-quantum data protection technologies and gamified education of schoolchildren.

**Keywords:** *Technological Entrepreneurship, Multi-Tasking Environment, Emerging Markets, Development of Chat Bots, Post-Quantum Data Protection Technologies, Gamified Education*

## **Improving Lives of the Managers by Making Investment on Development of Greater Psychological Resources: Curvilinear Relationship Between Job Autonomy and Job Stress**

**Muhammad Babar Shahzad**, Pakistan Currency Exchange Company, Pakistan (babar.iiui@live.com)

### **Abstract:**

This study examines the moderating role of psychological capital in the nonlinear relationship between job autonomy and job stress. The researchers collected the data from six hundred and eighty-eight (N = 688) financial services employees using the time-lagged method from an emerging market. Multiple hierarchical regression analysis was used to test the hypothesis. The results depicted the curvilinear relationship between job autonomy and job stress. Furthermore, it depicted a negative relationship between psychological capital and job stress. The results also show support for the moderation of psychological capital in the curvilinear relationship between job autonomy and job stress. The scientific endeavor at hand has indicated that (i) the moderate level of job autonomy may be more beneficial to employees, (ii) a reasonable level of job autonomy might intrinsically motivate the employees by making the job meaningful, interesting and enjoyable, hence experiencing less job stress, (iii) too high job autonomy is beneficial in decreasing stress only for employees who possess higher psychological capital.

**Keywords:** *Job Autonomy, Psychological Resource, Job Stress, Emerging Market, Job Design, Non Linear Relationship*

## **Entrepreneurial Leadership: an Analysis Based on Review Articles**

**Tatiana Shusharina**, Far Eastern Federal University, Russia (tshusharina@mail.ru), Elena Gafforova, School of Economics and Management, Far Eastern Federal University, Russia (gafforova.eb@dvfu.ru)

### **Abstract:**

**Entrepreneurial leadership, as a new concept of research, has recently become increasingly popular among scholars and practitioners, both in the field of entrepreneurship and in the field of leadership. The purpose of this study is to provide an analysis of main research on entrepreneurial leadership theory and empirical research published in academic journals from 2004 to 2018. The analysis identified the stages of development, main directions of entrepreneurial leadership studies and research areas in which entrepreneurial leadership logic has not been studied yet. Entrepreneurial leadership is still evolving, lacks definitional clarity and has not yet developed appropriate tools to assess its characteristics and behaviours. The conceptual and empirical papers in this Special Issue address some of these limitations by consolidating existing embryonic theory development, stimulating new conceptual thinking and highlighting unanswered questions and opportunities for further research.**

**Keywords:** *Entrepreneurial Leadership, Leadership, Entrepreneurship, Literature Analysis, Leader, Entrepreneur*

## **Entrepreneurial Orientation (EO) and Supply Chain Performance of Nigerian Small and Medium Manufacturing Enterprises**

**Paul Udofot**, Dept of Business Management, University of Uyo, Uyo, Nigeria (podofot@yahoo.com), Nsikan John, Department of Business Management, University of Uyo, Uyo, Nigeria (nsikiman5000@gmail.com)

### **Abstract:**

**The complexity of contemporary business environment requires a proactive approach with an entrepreneurial mindset. This paper introduces entrepreneurial orientation model to the management of small and medium manufacturing enterprise supply chains. It specifically examined the mechanism in which EO variables interact and influence supply chain performance in small and medium manufacturing enterprises in Nigeria. The survey method was adopted to randomly select 236 supply chain managers using a questionnaire. Data were subjected to descriptive and multivariate test using mean score, standard deviation, and correlation and regression analyses. The results indicate that four dimensions of EO namely: innovativeness orientation ( $r = 0.46$ ,  $p < 0.01$ ), risk assessment orientation ( $r = 0.43$ ,  $p < 0.01$ ), Self-efficacy orientation ( $r = 0.34$ ,  $p < 0.01$ ), and proactiveness orientation ( $r = 0.24$ ,  $p < 0.01$ ) are important competencies for supply chain managers of manufacturing SMEs. Orientation towards innovativeness presented the greatest influence. Self-efficacy construct with (OI = -0.106;  $t=0.008$ ;  $p.>0.01$ ) of EO made no significant positive contribution towards enhancing supply chain performance.**

**Keywords:** *Supply Chain Management, Entrepreneurship, Entrepreneurial Orientation, Small and Medium-Sized Manufacturing Enterprise (SMME)*

# **Concentration of Russian High Tech Business: Regional Differences and Key Determinants**

**Almira Yusupova**, Novosibirsk State University, Institute of Economics and Industrial Engineering SB RAS, Russia (yusupova\_a@mail.ru), **Sophia Khalimova**, Novosibirsk State University, Institute of Economics and Industrial Engineering SB RAS, Russia (sophiakh@academ.org)

## **Abstract:**

**Paper deals with regional factors of High Tech business development in Russia. Empirical basis is presented by SPARK database and official regional statistics. High Tech companies were selected using formal classification introduced by Rosstat. 2016 data were used. The results of analysis of general sample of High Tech companies revealed their high regional heterogeneity; the majority of firms operate in 3 out of 81 analyzed regions. Differentiation was also confirmed with the help of suggested special coefficients which reflect regional concentration of High Tech business. Influence of regional environment on high tech entrepreneurship was studied within 5 groups of factors including regional economic profile, labor, investment and innovative potentials and digital infrastructure. Special statistical indicators were chosen for each group. It was proved that such factors as high level of manufacturing industries, high share of employees with secondary professional education, availability of PCs, employees' involvement in R&D and technological innovations have positive significant influence on the development of regional High Tech business.**

**Keywords:** *High Tech Business, Regional Differentiation, Research and Innovation Potential of Region, Regional Concentration*

## **Healthcare Innovation Development in Countries with Emerging Economy**

### **Losses of Russian Regions from Mortality Due to Sharp Climate Fluctuation**

**Maxim Fokeev**, Higher School of Economics, Russia (fokeev.maxim@ya.ru), **Liudmila Ruzhanskaya**, Ural Federal University, Russia (l.s.ruzhanskaya@urfu.ru), **Nadezhda Kislyak**, Ural Federal University, Russia (nadezhda.kislyak@urfu.ru)

## **Abstract:**

**The ecological problem is particularly acute in emerging markets due to the lack of attention to environmental protection against the background of ensuring stable high rates of economic growth. Climate change in Russia is significantly higher than the world average. The paper is an attempt to determine the economic losses of the regions of Russia from the mortality of the population of working age. The unit for data collection was Russian cities with a population of over 50,000 people. Climate change refers to air temperature fluctuations in extreme ranges (colder than  $-30^{\circ}\text{C}$ , and hotter than  $+25^{\circ}\text{C}$ ) from 1997 to 2017. The data on mortality are collected by groups of patients most sensitive to sharp climate fluctuations: cardiovascular diseases, coronary heart disease, and respiratory diseases. Losses of the gross regional product from mortality of the population at working age (from 14 to 60 years) for 82 constituent entities of the Russian Federation are estimated. There are regions where there is a statistically steady increase in the number of days with extreme temperatures per year in the last 20 years of meteorological observations. Based on the analysis of an array of publications in peer-reviewed journals of the Scopus and WoS databases devoted to studies of the effects of temperature anomalies**



on a person's life, the authors of this article have identified the most important directions for developing regional development strategies with regard to improving the quality of life and sustainable growth objectives.

**Keywords:** *Climate Change; Mortality; Loss of GRP; Weather; Emerging Market, Extremely Hot and Extremely Cold Temperatures*

## **The Policy of Drug Supply in the Regions of Russia: How to Restrain the Growth of Public Spending on Medicines?**

Elena Kalabina, USUE, Russia (kalabina@mail.ru)

### **Abstract:**

The article deals with the problems of implementation of the state policy in the field of provision of vital and important medicinal products of the population on the example of the Sverdlovsk region. Based on the data of the Monitoring of the assortment and the prices of vitally important and important medicinal preparations for the period from 2011 to 2017, on the hospital and outpatient segment, an analysis is made of the change in the average retail price for domestic and foreign, original and generic medicines. The results of the analysis showed the existing limitations and opportunities in the field of state regulation of assortment and pricing policies for medicines on the example of the Sverdlovsk region.

**Keywords:** *Policy of Drug Supply, Health Care, Outpatient Segment, Hospital Segment, Vital and Important Medicinal Products*

## **How Self-Rated is Self-Rated Health? Exploring the Role of Individual and Environmental Factors in Reporting Heterogeneity in a Russian Population Survey**

Maria Kaneva, Gaidar Institute for Economic Policy, Russia (kaneva@iep.ru), Valerii Baidin, Financial Research Institute of the Ministry of Finance, Russia (vbaidin@nifi.ru), Christopher Gerry, Oxford University, United Kingdom (christopher.gerry@sant.ox.ac.uk)

### **Abstract:**

This paper provides the first analysis of the drivers of heterogeneity in self-reported health of the Russians based on the RLMS and Rosstat data for 2006-2014. Potential drivers are chosen from the set of both individual and macroeconomic factors. The methodology of eliciting heterogeneity drivers is based on the assumption that systematic differences exist between true health and self-reported health of the individuals. To fix true health at a certain level and re-solve an identification problem the authors use objective disease index based on the six diseases diagnosed by a physician: diabetes, myocardial infarction, stroke, anaemia, hepatitis and tuberculosis. Generalized ordered probit model demonstrates that for the following factors influenced reporting behavior in assessment of health for males and females: age, income, incomplete secondary education, residence in several Russian regions, on the macrolevel – log of GRP per capita, share of labour with tertiary education. Presence of heterogeneity should be accounted for when comparing SRH across samples of population, including international comparisons which currently do not account for heterogeneity and incorrectly show lower values for SRH for the Russians. It is important to note that algorithms for detecting heterogeneity have been developed only recently since calculations require computer power that had not been available until mid-2000.

**Keywords:** *Reporting Heterogeneity, Self-Reported Health, Russia, RLMS, Objective Disease Index, Generalized Ordered Probit Model*

## **Exploratory Study of Health-Related Quality of Life Dimensions in Russia**

**Alina Khabibullina**, NRU HSE-Saint Petersburg, Russia (akhabibullina@hse.ru), **Christopher Gerry**, Oxford University, United Kingdom (christopher.gerry@sant.ox.ac.uk), **Ekaterina Aleksandrova**, NRU HSE-Saint Petersburg, Russia (ea.aleksandrova@hse.ru)

### **Abstract:**

**Self-assessed health (SAH) is a widely used indicator for summarising population health. A lot of literature discussed and exploring the demographic, socio-economic, psychological and physical determinants of SAH. Despite of the global advance of health-related quality of life tools, in Russia, there has been relatively little use of them. This work addresses this gap directly, as it is based on a population survey which was the first in Russia to collect EQ-5D returns from the general population, using the official EuroQoL protocol (REF). The study assesses the health-related quality of life for forming health population indicators, calculate EQ-5D index regression model for Russia and find dependencies between SAH and other health-related indicators.**

**Keywords:** *Health-Related Quality of Life, Health Technology Assessment, EQ-5D, Self-Assessed Health, Health Economics*

## **Customer Loyalty Analysis in Healthcare Organizations of Kazakhstan**

**Leila Kokkoz**, Almaty Management University, Kazakhstan (leila.kokkoz@gmail.com)

### **Abstract:**

**The healthcare marketing is the priority sector of Kazakhstan and an indicator of social and economic processes in the emerging economy. Since the moment of independence the healthcare marketing in the Republic has had a number of transformations. On the basis of the primary data collected by means of personal cooperation with patients, the author carried out collecting empirical data and the comparative analysis of the loyalty index (Net Promoter Score) on 5 healthcare institutions of various specialization. As a result, the factors affecting loyalty of patients are revealed. The author makes recommendations about practical use of research results. Article can be of interest to researchers of Service marketing, to Managers of Healthcare organizations and Faculties, who teaches Service Marketing, Healthcare Marketing, Marketing research.**

**Keywords:** *Healthcare in Kazakhstan, NPS of Healthcare Organizations, Healthcare Marketing, Net Promoter Score, Service Marketing, Emerging Economies*

## **Bad Habits as Barriers to Sports for Health Purposes**

**Konstantin Makshanchikov**, HSE, Russia (kmakshanchikov@hse.ru)

### **Abstract:**

This paper investigates adult individuals' decisions about non-professional sports. Probability models of binary choice and models with sample selection were used to analyze the data obtained from the 2017 health survey of the analytical center of Yuri Levada on the attitude of people to their own health and the quality of medical care in Russia. The sample is representative at the national level and contains data for 4006 individuals aged 16 and over. The main hypothesis is that the probability of sports and the probability of paying for sports is associated with bad habits, such as smoking and alcohol abuse. The results of the study indicate the relationship between the presence of bad habits in the individual and the probability of sports and the probability of paying for sports.

**Keywords:** *Sport; Probability of Sports; Probability of Paying for Sports; Bad Habits; Smoking; Alcohol; Health; Human Capital; Russia*

## **Smart Health for Smart Cities: Healthcare Innovations in Saint-Petersburg**

**Tatyana Sklyar**, GSOM SPbU, Russia (tmsgsom@gmail.com), Ekaterina Sokolova, GSOM SPbU, Russia (sokolova@gsom.spbu.ru)

### **Abstract:**

The paper analyses smart city and smart health concepts and their interrelation. The cases on introduction of technological innovations in healthcare in St. Petersburg are used as the basis of the analysis. The best practices of innovations in healthcare, based on information-communication technologies, are analyzed. The expert opinions of heads of public and private medical organizations of St. Petersburg are used to identify factors of external and internal environment influencing development of smart health concept on the basis of three elements – smart regulators, smart technologies, smart patients and smart medical organizations. The recommendations for regulatory bodies and medical organizations concerning enhancement of the process of introduction of innovations are formulated.

**Keywords:** *Smart Cities, Smart Health, Medical Insurance, Healthcare Innovations, Private Medical Organizations*

## **Designing Sustainable Performance Measure for the Saint-Petersburg Public Hospitals: Accounting for Heterogeneity of Healthcare Services' Profiles. Construction of the Performance Indices and Empirical Findings**

**Yurii Fedotov**, GSOM SPbU, Russia (fedotov@gsom.spbu.ru), Kazimir Iablonskii, St.Petersburg City Administration, Committee for Health Care, Russia (kazzz.125@gmail.com), Marina Tretyakova, Graduate School of Management, St. Petersburg University, Russia (m.tretyakova.spbu@gmail.com)

### **Abstract:**

Nowadays national healthcare systems face numerous challenges on the way to improve delivery of the health services to the communities they serve. Patient satisfaction and

patient experience are becoming the front-and-center given trends within the healthcare as assumed by “patient-centered care model”. Rapidly changing field of healthcare makes previous performance measurement models of hospitals no longer relevant.

The study develops the stakeholders’ satisfaction approach to performance assessment. Particularly, it investigates sustainability of St. Petersburg public hospitals’ ranking obtained from the overall performance index (OPI) estimated from general sample of the city’s public hospitals. Sustainability of OPI based ranking implies that obtained ordering of the hospitals is invariant across the field-oriented subgroups of hospitals.

The 47 St.Petersburg public hospitals form 4 field-oriented subgroups of hospitals, which are believed to be more homogeneous as compared to the general sample. The study distinguishes the following subgroups: maternity hospitals, child hospitals, multi-specialty hospitals and special hospitals, which embraces the hospitals that do not belong to the first 3 subgroups.

The study highlights the most significant stakeholder groups as well as foreground quantitative and qualitative indices describing hospital’s performance. The indices are further used to build the OPI of public hospitals. The multifaceted performance assessment applies the Neely’s concept of Performance Prism. It relies on the analysis of the stakeholder specific preferences. To reveal them Data envelopment analysis (DEA) and aggregated preferences indices system (APIS) are used.

An OPI function for a general sample of 47 St.Petersburg public hospitals has been constructed for the specified stakeholders’ preference patterns. Field-oriented cluster formation of hospitals served in place for testing the OPI’s sustainability and comparisons of the OPI based ordering of the hospitals with those obtained from ranking within field-oriented subgroup.

**Keywords:** *Healthcare Organizations, Public Hospitals, Maternity Clinics, Performance Measurement, Neely’s Performance Prism, Data Envelopment Analysis, Aggregated Preference Indices*

## **Information and Knowledge Management in Business Administration**

### **Identifying the Current and Future Events of Knowledge Hiding Through Reviews**

Amitabh Anand, SKEMA Business School, Universite Cote d’Azur, GREDEG, France (enviamit@gmail.com)

#### **Abstract:**

The significance of managing and sharing employee knowledge for successful organizational change, innovation, and for sustainable advantage has indeed been suggested by research since the last few decades. Despite numerous attempts to foster the sharing of knowledge in organizations, employees may not always be willing to share knowledge attributed due to personal beliefs or situational constraints leading to hiding of knowledge. This article provides a theoretical basis by identifying and illustrating the present and the possible myriad of knowledge hiding events by employees within organizations. The proposed framework can help organizations and managers to advance strategies like adopting organizational change, restructuring, or developing strategies to increase sharing of knowledge. By presenting promising avenues for future research are discussed with conclusion and limitations.

**Keywords:** *Knowledge Hiding, Knowledge Hoarding, Knowledge Events, Knowledge Sharing, Knowledge Management, KM*

## **Knowledge Sharing in Cross-Functional Teams**

**Olga Belyak**, Ural State University of Economics, Russia (o.j.belyak@mail.ru), Elena Kalabina, Ural State University of Economics, Russia (kalabima@mail.ru)

**Abstract:**

**This article deals with the project of studying the influence of coordination mechanisms affecting the knowledge sharing when developing innovative products in organizations and cross-functional teams. The article is aimed at analyzing the influence of various coordination mechanisms on the knowledge sharing in cross-functional teams when developing innovative products. Such coordination mechanisms as formalization, bilateral relationship, informal socializing, and common views are taken for consideration analysis. As a result of the study, it is planned to determine the degree of influence of various coordination mechanisms on the knowledge sharing in cross-functional teams, which will allow developing effective strategies for managing the knowledge of these teams.**

**Keywords:** *Cross-Functional Teams, Knowledge Sharing, Coordination Mechanisms, Formalization, Bilateral Relationship, Informal Socializing, Common Views*

## **Managing Organizational Forgetting Effectiveness Factors in Russian Mechanical Engineering Companies**

**Evgeny Blagov**, GSOM SPbU, Russia (blagove@gsom.spbu.ru), Stefan Scherban, "Fact" JSC, Russia (Stephen.sherban@mail.ru)

**Abstract:**

**The paper investigates the effectiveness of various methods of organizational forgetting management (including counteracting accidental loss of necessary and supporting intentional unlearning of unnecessary knowledge) in Russian mechanical engineering companies. The methodology of the research is based on an econometric estimation of the influence of intensity of usage of several knowledge management practices on the organizational forgetting management effectiveness, applying regression analysis in the form of an ordered logit regression. The questions of the survey have been answered by respondents belonging to senior management of 81 companies. According to the results, a positive influence is exerted by intensity of regular analysis and documentation of critically important knowledge and knowledge gaps, control of quality of knowledge obtained from partners, and adaptation of the new knowledge to the existing; intensity of getting rid of knowledge having lost its actuality is negative. On the basis of the obtained results, recommendations are suggested considering the development of organizational forgetting management in Russian companies of mechanical engineering industry.**

**Keywords:** *Knowledge Management, Knowledge Sharing, Organizational Forgetting, Organizational Unlearning, Mechanical Engineering*

# **Approaches to Delivering/Creating Students' Knowledge in The Digital Era: Instructivism, Constructivism, and Connectivism**

**Vitaly Cherenkov**, GSOM SPbU, Russia (cherenkov@gsom.spbu.ru), Natalia Cherenkova, St. Petersburg State University of Economics, Russia (cherenkovanat51@gmail.com)

## **Abstract:**

**"Purpose – The paper presents some theoretical suggestions and practical applications resulted from the work on studying an evolution of dominant teaching approaches applied in classes of economic schools in the chain “instructivism – constructivism – connectivism”. Besides, here there is a criticism of excessive enthusiasm for a connectivist approach to teaching students in economic schools.**

**Design/methodology/approach – The said work is arranged as critical analyzing a representative set of relevant academic papers, textbooks and monographs that were mainly published abroad. A set of appropriate Internet blogs is also analyzed in the same way. Critical considerations concerning the connectivism approach are justified by appropriate academic works and comparative tests of students in the chosen discipline with a ban and permission to use the Internet, respectively. For an experimental testing students' creativity the dramatization method is used where a case on international marketing is taken as a scenario to be played by students.**

**Findings – While analyzing the content of the sources mentioned above an ambiguous attitude to different teaching approaches among academics is revealed in the said sources, while the vast majority of students are passionate about the Internet (especially when using mobile digital de-vices). However, primitive questions asked by a number of students during personal interviews (such as, a multiplication of two-digit numbers in the mind, basic knowledge of economic geography to solve the simplest logistical issues or defining Russian-language professional terms adequate to English ones and vice versus) showed their horrific Internet and digital devices addiction. This leads to the conclusion that it is necessary to use a ""weighted"" mix made up of all three approaches to teaching students. Then the instructivism is best suited for the initial stage of learning. The connectivism is very useful as a powerful source of information that a student should use when she or he has an advanced critical thinking. The constructivism should remain a dominant approach developing students' creative and critical thinking**

**Originality/value – The present paper, in our mind, covers a lacuna in the field of research de-scribed above, namely: (1) a comparative analysis of three teaching approaches is done; (2) the connectivism approach has been criticized reasonably but its use as a powerful auxiliary tool is noted; (3) the drama method is defined as a field for testing students' creativity and capacities in solving business problems; and (4) a draft of future of further research is presented".**

**Keywords:** *Connectivism, Constructivism, Dramatizing Business Cases, Instructivism, Knowledge Consumption, Knowledge Creation*

## **Emergence of Knowledge Management in Russia: Towards Legitimacy for Practice**

**Elvira Grinberg**, Graduate School of Management, St. Petersburg University, Russia (elviramitim@gmail.com), Louisa Selivanovskikh Graduate School of Management, St. Petersburg University, Russia (louisa.selivanovskikh@gmail.com), Anastasiia Pleshkova, Graduate School of Management, St. Petersburg University, Russia (pleshkova@gsom.pu.ru)

**Abstract:**

The explicit assumption of the knowledge-based view of the firm is that knowledge is an organization's most valuable resource for the creation of a competitive advantage. This suggests that knowledge resources, along with the knowledge-related policies, practices, processes and technological tools, are necessary components for a firm's survival and success in the modern volatile, uncertain, complex and ambiguous world; and it becomes quite clear that firms – considering the present economic, political and social trends that are tangibly reshaping the business landscape – cannot remain globally competitive by basing their strategy primarily on 'traditional' tangible resources. The advancing globalization forces, digitalization of business, technological evolution, etc. – all of these exogenous factors have facilitated the emergence and formation of knowledge management. Although the popularity of knowledge management has been steadily increasing over the last decade, pertinent literature has had little conversation about the legitimation of knowledge management and related practices in non-Western contexts, including countries of CEE and the Former Soviet Union (known as transition economies). In this article we reflect upon the emergence of knowledge management in Russia and offer context-specific explanations as to how knowledge management practitioners seek legitimacy with different constituencies.

**Keywords:** *Russia; Knowledge Management Emergence; Pragmatic Legitimacy; Moral Legitimacy; Cognitive Legitimacy; Transition Economy*

## **Towards Conceptualization of ISO Standards for Knowledge Management in Organizations**

Dmitry Kudryavtsev, Graduate School of Management, St. Petersburg University, Russia (d.v.kudryavtsev@gsom.spbu.ru)

**Abstract:**

In order to be competitive and survive in knowledge economy, enterprises must be knowledge-driven nowadays. It means that knowledge must be a key value-creating resource for such organizations and knowledge management system must be embedded into overall enterprise management system. Knowledge management now is not only a possible best practice of industrial leaders and a topic of academic research, but also a "must have" element of every company. It is reflected in recent inclusion of knowledge management within ISO 9001:2015 and in ISO 30401 standard, which specifies requirements for knowledge management systems. Now ISO requirements for knowledge management are distributed between these standards and are not conceptualized, so usage of these standards is complicated. This paper conceptualizes and merges knowledge-related requirements from ISO 9001:2015 and in ISO 30401 standards. Such conceptualization may help companies to develop their own knowledge management framework. The paper also establishes links between ISO 30401 standard and two theoretical models – PDCA cycle from total quality management and SECI model from knowledge management.

**Keywords:** *Knowledge-Driven Organization, Knowledge Management, Knowledge Transformation, ISO Standards, ISO Requirements Management System*

# **A Knowledge Graph for Course Modules as an Efficient Information Management System for HEI**

**Vera Gisbertowna Meister**, Brandenburg University of Applied Sciences, Germany (vera.meister@th-brandenburg.de), **Wenxin Hu**, Brandenburg University of Applied Sciences, Germany (wenxin.hu@th-brandenburg.de)

## **Abstract:**

**During the overall digital transformation, Information Management Systems are also gaining in importance at HEI. Semi-structured descriptions of course modules, so-called module catalogs, are among the essential constituent and quality-assuring information artifacts for study programs at HEIs. In addition, they meet the valid information needs of a wide range of stakeholders. Basic quality and structural requirements for module descriptions are defined by European and national guidelines, which, however, leave the local actors a great deal of leeway. The systems currently in use provide inadequate support for academic processes. The paper suggests a Knowledge Graph-based Information Management System to overcome the shortcomings observed. The results are derived from a qualitative research and a prototypical implementation in a German HEI.**

**Keywords:** *Digital Transformation, HEI Domain Ontology, Digital Module Catalog, Knowledge Graph-Based Information Management System, It Support of Academic Processes*

# **Study of Hotel Satisfaction of Visitors Based on Booking.com`s Online User Reviews**

**Dmitriy Okhrimenko**, NRU HSE, Russia (dmitriiohrimenko@gmail.com)

## **Abstract:**

**The present paper describes a study of customer satisfaction of hotels based on online-reviews of users of Booking.com. The main object of the research is to study the aspects of satisfaction with the characteristics of hotels and to create recommendations based on the study for companies that own hotels and hotel-like formats. The research includes theoretical part which contains studying of theoretical aspect of customer satisfaction and literature review of previous studies of customer satisfaction based on online reviews, and empiric research based on methods of machine learning and natural language processing. The database for the research was obtained from reviews of European hotels from the online platform Booking.com which contains 515,000 customer reviews and scoring of 1493 hotels across Western Europe. As a result, we will create a study design that will be used to analyze feedback from hotel industry and related industries.**

**Keywords:** *Guest Satisfaction, Hotels and Tourism, Machine Learning, Natural Language Processing, Online Reviews*



# Managing Knowledge in Developing Countries: An Analysis of Implementation of KM Initiatives in Organizations in Chile Between 2015-2019

Gregorio Prez Arrau, Chile Universidad de Santiago de Chile (gregorio.perezarrau@usach.cl)

## Abstract:

Recently, the emerging concept of knowledge management (KM) has captured increasing interest in organizations in Chile. However, although there is growing interest of managers in this subject, there is a significant lack of research on KM experiences in organizations in Chile and how these projects have been put into practice, how organizational and cultural barriers influence the development of KM programs and what results have been achieved. This paper seeks to contribute to the debate on the importance of the context in carrying out KM policies and practices in organizations by describing fifteen cases of KM initiatives carried out in Chile between 2015 and 2019. The data collected suggests that, presently, KM is an important issue for Chilean organizations and that managers have become aware that, in the new economy, knowledge is a critical resource of competitive advantage. Secondly, the origin of most of these initiatives lies in the human resources units or 'ad hoc' teams created merely for the purpose. Also, it was found that most of the initiatives described started in the last five years, suggesting that KM is a very recent phenomenon in the Chilean business environment.

**Keywords:** *Knowledge Management, Emerging economies, Chile, Cases, Organization Studies, Organizational Learning*

## Understanding the Phenomenon of Innovation Labs

Francesco Santarsiero, University of Basilicata, Italy (francesco.santarsiero@unibas.it), Daniela Carlucci, University of Basilicata, Italy (daniela.carlucci@unibas.it), Giovanni Schiuma, University of Basilicata, Italy (giovanni.schiumai@unibas.it)

## Abstract:

Innovation is a high-risk process that hides various uncertainty factors and several barriers. The key challenge is how to innovate successfully and to cope with the innovation pace, rather than decide if it is worth innovating or not. Since the last decade, Innovation Laboratories are increasingly emerging as creative environments in support of innovation processes of organisations. The interest on Innovation Labs is growing in economic markets. However, to date there is a lack of exhaustive studies on the topic and the term Innovation Lab does not have an agreed definition. Moreover, definitions found in the academic literature, all refer to structural and functional traits, leaving aside aspects referring to a management philosophy based on approaches, mindset or tools. This paper aims to investigate the role of the creation and use of Innovation Labs to support organisations' innovation. Drawing on a literature review and through a taxonomy that compares the most relevant studies describing Innovation Labs adopting different perspective of analysis, this research proposes an exhaustive working definition of Innovation Laboratories.

**Keywords:** *Innovation Lab; Innovation Development; Collaborative Innovation, Taxonomy Framework, Open Innovation*

# Usage of Design Thinking and project-based learning for soft skills development

Elvira Strakhovich, GSOM SPbU, Russia (e.strakhovich@spbu.ru)

## Abstract:

The study's result is the structure of the model for assessing companies' digital transformation readiness. The model allows to identify barriers to digital transformation considering not only the companies' current state but its previous development. The structure of the model includes the domains "Systematic management", "Business processes", "Enterprise architecture", "Using of data", "Human Resource Readiness" and corresponding characteristics. The characteristics, specifying the parameters of readiness in the context of domains, are formed in appliance with management methodologies and verified by practical cases.

**Keywords:** *Keywords: Design Thinking, Soft Skills Development, Project-Based Learning, Multicultural Environment*

## International Strategy of Emerging Market Firms

### Institutions and Comparative Advantage in Services Trade

Victor Arshavskiy, BEROC, Belarus (victor.arshavskiy@gmail.com), Arevik Gnuzmann-Mkrtychyan, University of Hanover, Germany (av\_mkr@fastmail.fm), Aleh Mazol, BEROC, Belarus (mazol@beroc.by)

## Abstract:

Recent studies have highlighted the role of human capital and good economic institutions in establishing a comparative advantage in trade in complex institutions-intensive goods. We show that the effect of institutions on comparative advantage in services trade is quite different: in fact, countries with bad institutions rely significantly more on service export. More specifically, as the quality of institutions deteriorates, the share of information technology sector (ICT) services export in total ICT export increases significantly and countries with worse institutions get a substantial comparative advantage in the provision of ICT services. This is especially applicable to transitional economies characterized by high, arguably exogenous, human capital at the level of most advanced countries.

**Keywords:** *Service Trade, ICT Services, ICT Goods, Human Capital, Economic Institutions, Transition Economies, Comparative Advantage*

### Empirical Analysis of Factors Affecting the Choice of Bank for Firm Exports

Yuliya Averyanova, Higher School of Economics, Saint-Petersburg, Russia (javeryanova@hse.ru), Anna Fedyunina, Higher School of Economics, Saint-Petersburg, Russia, (afedyunina@hse.ru)

## Abstract:

In this paper, we investigate whether firms choosing internationalized banks to export have higher export intensity than firms working with non-internationalized banks, keeping other factors constant. Our hypothesis is based on the transmission of foreign market

knowledge from banks to firms, which helps to decrease information barriers of international trade. Most of the papers focus on financial influence of banks on firms. Our research hypothesis is that exporting using internationalized banks increases a firm's export intensity. We test the hypothesis using instrumental variables (IV) regression based on the data of the Federal Customs Service of Russia. The data on banks is gathered from RUSLANA database and Spark-Interfax database. Increasing export intensity might be effective for firms because it leads to export expansion. Therefore, supporting international banks and their relationships with exporters could be valuable. We expect to find a positive relationship between a firm's export intensity and internationalization of the firm's financing bank while considering a number of firms' and banks' characteristics.

**Keywords:** *Internationalization, Firm-Bank Relationships, Export, Export Intensity, Foreign Banks, Russian Economy*

## **Interdependence and Constraint Absorption in Export Organisations**

Ioannis Christodoulou, GSOM SPbU, United Kingdom (ichristj@gmail.com)

### **Abstract:**

This research tries to add a new dimension to the notion of the relationship between interdependence and constraint absorption which is central to the organisational research by adding a new International Business perspective on these two important tenets. We first propose that in contrast to four distinct conditions of interdependence and constraint absorption evidenced from the literature, our research findings support the first three conditions. These three conditions expose the focal export firms' absorption of institutional and resource constraints by entrenching their strategic interests to fit in with the home resource partners in a non-equity alliance but this strategic fit does not keep with the institutional fit that produces the resource constraints. We explain that the non-equity strategic alliance is in conformity to the institutional constraints where the strategic fit of the alliance keeps the institutional fit signifying consensus to institutional settings.

**Keywords:** *Institutional and Resource Constraints, Interdependence and Constraint Absorption, International Business, Export Firms, Strategic Alliances*

## **Strategic Decisions on Export Expansion Markets Choosing in the Context of Emerging Strategy**

Nikolay Dimitriadi, Rostov State University of Economics, Russia (ndimitriadi@yandex.ru),  
Oxana Voronkova, Rostov State University of Economics, Russia (vipoksanka@yandex.ru)

### **Abstract:**

The paper contains the description of an authors' original method of target markets choosing for Russian manufacturers when internationalizing their economic activity. The authors suggest to take into account when choosing the most perspective foreign markets for export interventions the following three factors: the market's attractiveness, cash flow in foreign trade by specific materials and general level of international cooperation of the analyzed country with Russia. The general level of international cooperation with Russia can be evaluated using a complex index calculated for each country by data characterizing import from Russia volume and its dynamics, transport accessibility, GDP volume and its dynamics, and some other indexes. Initially (on the first step of the method implementing)

countries with the biggest negative cash flow in foreign trade by specific textiles (fibres) are identified. Then (on the second step) the authors recommend to use for identifying the most perspective foreign target markets levels of market size and market growth (from one side) and a general level of international cooperation of the analyzed country with Russia (from other side).

**Keywords:** *Strategic Decision, Market Size, Target Market, Market Selection, Export Expansion, Emerging Strategy*

## **AI Impacts on Sustainability Strategies of Energy MNEs from Emerging Economies**

**Olga Garanina**, GSOM SPbU, Russia (olgagaranina@hotmail.com), Abramova Anna, MGIMO-University, Russia (anna.vl.abramova@gmail.com), Piskulova Natalia, MGIMO-University, Russia (n.piskulova@mail.ru)

### **Abstract:**

Digitalization is expected to play a significant role in the transition towards low-carbon energy systems, to respond to climate change, environmental pollution and natural resource constraints challenges. The paper examines the factors underlying the use of AI in the sustainable strategies of energy MNEs, possible short term and long term direct and indirect benefits, problems that MNEs are facing while pursuing these strategies. The research method is based on deep interviews. For the research the energy MNEs from emerging markets are considered. Our intention is to provide a holistic study of AI impacts on competitiveness of energy MNEs, with a specific focus on sustainability performance.

**Keywords:** *Artificial Intelligence, MNEs, Sustainability, Strategy, Competitiveness, Energy, Emerging Economies, Russia*

## **Reconceptualising Political Risk: Types, Nature, and Ways to Deal with It**

**Yulia Muratova**, Aarhus University, Denmark (yulia.muratova@mgmt.au.dk), Gerhard Schnyder, Loughborough University London, United Kingdom (G.Schnyder@lboro.ac.uk), Liudmyla Svystunova, Loughborough University London, United Kingdom (L.Svystunova@lboro.ac.uk)

### **Abstract:**

The increasing globalisation of firm activity has led to an increasing exposure of multinational firms engaging in foreign direct investment to a variety of political risks. Political risk literature has distinguished different types of political risks, in particular continuous and discontinuous and regular versus episodic risks. In this paper, we argue that the empirical literature on emerging markets hints at a large variety of political risks, which cannot easily fit into these simple dichotomies. While existing reviews focus on theoretical perspectives, we review the empirical literature on political risk to assess the phenomena that have been studied as sources of political risk. We categorise these empirical phenomena according to the type, source and nature of risk involved. We then draw on the non-market strategy literature to discuss empirically observed and theoretically possible response strategies by multinational firms and their effectiveness across contexts.

**Keywords:** *Political Risk, FDI, Non-Market Strategy*

# **Strategy Management of Fisheries, Livestock and Agriculture Resources as a Leading Sector in Supporting the Indonesia and Timor Leste Border Area Development Program in Belu Regency**

**Chaterina Agusta Paulus**, Nusa Cendana University, Indonesia (chatepaulus@undana.ac.id),  
Emil Azmanajaya, Balikpapan State Polytechnic, Indonesia (emil.azmanajaya@poltekba.ac.id),  
Marthen Robinson Pellokila, Nusa Cendana University, Indonesia  
(marthenrobinsonpellokila@yahoo.com), Yohanis Uumbu Laiya Sobang, Nusa Cendana  
University, Indonesia (umbusobang@gmail.com)

## **Abstract:**

The concept of Nawacita which builds Indonesia from the periphery has become a passion for local governments in planning their regional development by optimizing rural resources to improve the economy and welfare of rural communities. Belu border area has a low HDI of 59.72 and the percentage of poor people reaches 14.58%. Therefore, the economic acceleration in Belu can only be done through optimizing the management of superior sectors through technological innovation, so as to have an economic impact for the region and its people. The economic contribution in Belu is dominated by agriculture, livestock, fishery and forestry sectors. The purpose of this research is to find resource management strategies from the leading sectors of fisheries, livestock and agriculture so as to provide economic benefits for the community, especially in the border area.

**Keywords:** *Strategy Management, Fisheries, Livestock, Agriculture, Border Region, Leading Sector, Belu Regency, Indonesia, Timor-Leste*

## **Success and Specifics of Market Entry Strategies of Swiss SME's to the Russian Market in 2011 and 2019**

**Daniel Rehmman**, RussiaContact, Russia (dredl@hotmail.com), Natalia Ursul, HSE Russia (natalia.ursul@gmail.com)

## **Abstract:**

The paper investigates the success of market entry strategies of Swiss SME's to the Russian market in 2011 and 2019. Not only multinational Swiss companies are present in the Russian market but also small & middle sized ones which have specialized in certain market niches.

Based on qualitative descriptive analysis, this paper compares various market entry strategies used by Swiss companies in 2011 and 2019 for the Russian market, considering the different economic environment in Russia since 2014.

**Keywords:** *Market Entry of SMEs, Internationalization of SMEs, Cross-Cultural Management, Market Barriers, Russian Economy after 2014, Emerging Markets*

## **Resource Harmonization in Subsidiary Mandate Earning and Gaining in China**

**David Schulzmann**, Aalborg University, Denmark (schulzmann@business.aau.dk), **Marin Marinov**, Aalborg University, Denmark (marinov@id.aau.dk), **Yimei Hu**, Aalborg University, Denmark (yimei@id.aau.dk)

### **Abstract:**

**This paper focuses on the responses of the dynamic changing eco-system in China of how foreign MNE subsidiaries have gained or earned their mandates over time. This continuous transformation has been accompanied by willingness of foreign MNEs to internationalize R&D and innovation activities in search for new knowledge and capabilities outside of their home market. Until now, research has not focused on differentiating the role of internal resource distribution in relation to mandate gaining or earning. We take into consideration the national context of China, the different industry context between B2B and B2C, and the resource allocation within the corporate network. Furthermore, we differentiate between the proactivity and passivity of foreign MNE subsidiary mandate development. Based on 75 semi-structured interviews from two in-depth case studies collected during two sequential four-months research stays, this study investigates the difference in the evolutionary subsidiary mandate development processes either by earning or gaining. The two different processes have impact on how resources are available, distributed, harmonized, and utilized between the subsidiary and the corporate network. This study is subject to some limitations and potential for future research. For example, only the subsidiary perspective has been taken into consideration. This means that there is a potential for future research to focus on the headquarters' perspective on the evolutionary mandate process by earning or gaining.**

**Keywords:** *China; Earning; Evolutionary Process; Gaining; Multinational Enterprises Resource-Based View; Subsidiary Mandate*

## **Russian Food Products Penetrate Chinese Market: A Strategy to Overcome the Liability of Foreignness**

**Liudmila Veselova**, School of International Relations St. Petersburg University, Russia (l.veselova@spbu.ru), **Anna Veselova**, Graduate School of Management St. Petersburg University (a.s.veselova@gsom.spbu.ru)

### **Abstract:**

**At the end of the 20th century China has opened its domestic market to imported food. Considering the fact that in 2019 China has increased import duties for 128 goods for the USA, Russian food producers have a great potential to serve Chinese consumers. At the moment, Russian goods are poorly represented in non-border cities, however, due to the development of e-commerce, state support of Russian import and the activities of various intermediaries, Russian entrepreneurs have lots of opportunities to take their niche in the Chinese market. Through the survey of Chinese consumers, the study identifies major drivers and obstacles for market penetration by Russian producers and develops a set of practical recommendations to stimulate these processes.**

**Keywords:** *China, Food, Import, Liability of Foreignness, Russia*

# Alternative Managerial Strategy to Finance Company Based in Developing Countries (by the Example of GAZ Group LLC)

Matlubakhon Zohidova, Plekhanov Russian University of Economics, Russia  
(mzohidova@mail.ru)

## Abstract:

This paper investigates the international strategy of lean production used by most Japanese enterprises in automobile industry. The strategy of lean production becomes the part of a comprehensive managerial strategy which was developed and proposed by the author to GAZ Group LLC in the process of undergoing research and practical training. The author added a lever for financing the company's projects to this complex strategy that aims to attract funds from the company's employees and managers salaries. The results of the research show that implementation of this strategy of financing the company's projects is possible and has quite promising outcomes in the period of economic decline such as liquidity trap or economic sanctions.

**Keywords:** *liquidity trap, developing countries, managerial strategy, lean production, automobile industry, GAZ Group LLC*

## Risk in Internationalization: Literature Review and Research Agenda

Jonas Eduardsen, Aalborg University, Denmark (jse@business.aau.dk), Svetla Marinova, Aalborg University, Denmark (svetla@business.aau.dk)

## Abstract:

The paper synthesizes key themes on risk in international business (IB) research with the aim take stock of integrated knowledge on internationalization and risk that can help identify avenues for future research and inform management decisions. Based on an in-depth review of 134 internationalization risk-related studies, we develop an integrated framework highlighting the interdependencies between risk and internationalization, illustrating strategies for minimizing downside risk when expanding internationally, and identifying factors that shape managers' assessment of risk in international contexts. Finally, we discuss the directions for future research on risk implications of international expansion, the impact of risk on internationalization strategies, and the ways in which firms identify and deal with risks associated with internationalization. Accordingly, our study contributes to extant knowledge by presenting a systematic accumulation of existing research through identifying and discussing contested findings, developing an integrated framework, and drawing out promising future research avenues on risk in internationalization.

**Keywords:** *Risk; Risk Management; Internationalization; Multinationality; Systematic Review; Narrative Synthesis; Bibliometric Analysis; Bibliographical Coupling, Risk Mitigation*

## Risk Perception in Internationalisation and Context

**Svetla Marinova**, Aalborg University, Denmark (svetla@business.aau.dk), Jonas Eduardsen, Aalborg University, Denmark (jse@business.aau.dk), Joanna Karmowska, Oxford Brookes University, United Kingdom (jkarmowska@brookes.ac.uk), John Child, Universities of Birmingham and Plymouth, United Kingdom (j.child@bham.ac.uk), Said Elbanna, Qatar University, Qatar (selbanna@qu.edu.qa), Linda Hsieh, SOAS University of London, United Kingdom (hh24@soas.ac.uk), Rose Narooz, University of Glasgow, United Kingdom (rose.narooz@glasgow.ac.uk), Pushyarag Puthusserry, University of Sussex, United Kingdom (p.n.puthusserry@sussex.ac.uk), Terence Tsai, Yunlu Zhang, China-Europe International Business School, China (tterence@ceibs.edu), Yunlu Zhang, China-Europe International Business School, China (zlulu@ceibs.edu)

### **Abstract:**

**This paper relates managers' risk perceptions in SME internationalisation to context by drawing upon situated cognition theory to explore how context shapes decision-makers' different perceptions of risk in firm internationalisation. It contributes to extant knowledge on risk by developing a systematic tree map on perceived risks based on primary data from 180 interviews in six different country contexts and three industry sectors, and by showing what similarities and differences exist in the risk perceptions of SME internationalisation decision-makers across countries and industries. We suggest that the core types of risk can be described as a combination of outside-in and inside-out conditioning related to: (1) Legitimation and compliance, (2) Change and volatility, (3) Opportunism and betrayal, and (4) Strategy making and execution. These core risk perception groups may have a different degree of manifestation in view of the firm-specific objectives and goals. Findings show that country context conditions more prominently affect all main SME internationalisation perceived risks, whereas industry context conditions are most important in risk perceptions of legitimation and compliance.**

**Keywords:** *Perceived Risk, SME Internationalisation Decision-Makers, Context, Legitimation and Compliance, Change and Volatility, Opportunism and Betrayal, Strategy Making and Execution*



# Language and Communication in Times of Digital Transformation: Business Education Perspective

## **Business Communication and Self-Disclosure as Aspects of a Second Language Teaching (Stating a Research Problem)**

Ekaterina Andreeva, St. Petersburg University, Russia (e.andreeva@yahoo.com)

### **Abstract:**

The paper states a problem of business communication and language teaching in the times when technological advances in communication inevitably exert their influence on the way people speak. Efficiency of business negotiations heavily relies on the speech etiquette and level of self-disclosure while negotiating. While business communication prescribes a specific code of linguistic behavior, the necessity to establish a relationship of mutual trust between the parties brings about the desire to self-disclose. A proper level of self-disclosure and business style of verbal communication are equally important, along with grammar and vocabulary of a second language. It seems imperative to take these facts into account while teaching English to university students majoring in management, international relations and other fields.

**Keywords:** *Business Communication, Self-Disclosure, Speech Etiquette, Second Language Acquisition, Foreign Language Teaching*

## **Internet Resources Introduction for Business German Teaching**

Elena Bessmeltseva, GSOM SPbU, (bessm\_nem@mail.ru), Julija Neumann, Graduate School of Management, Russia (neyman-yulia@yandex.ru), Natalia Pavlova, Graduate School of Management, Russia (natalypav@hotmail.com)

### **Abstract:**

This paper investigates the perceived benefits and pitfalls of internet resources introduction within the framework of the language-specific business German course, oriented at professional communication skills development. The usage of internet resources is described from the point of view of the shift to online education as a new paradigm in learning, proceeding by the era of digital transformation. The aim of this research is to determine existing problems and highlight perspectives of the further usage of this method of education. The work analyses students' feedback on the classroom and homework activities, based on the usage of internet resources in many forms. The article concludes by discussing the signposts to future advances in the internet resources introduction.

**Keywords:** *Internet Resources, ESP, Digital Transformation, Student Survey, Online Testing Platform, Quiz, Application*

## **Edutainment and Infotainment in University and Business e-Learning**

Elena Bugreeva, St. Petersburg University, Russia (elena.a.bugreeva@yandex.ru)

### **Abstract:**

The era of digitization has changed many aspects of our life. University and business e-learning is burgeoning now. However, surveys reveal some disputable aspects in the domain. The outcomes efficiency of online courses and trainings is not still measured in comparison with offline teaching. This paper investigates edutainment and infotainment as an approach to the instructional design for digital university and business education. Apart from the brief history of edutainment and infotainment, the research includes an attempt to realize the nature of edutainment, specify the concept and regard its advantages and disadvantages. The article also shows the formats and instruments of edutainment and infotainment that could be used in university and business e-learning. The findings of a survey carried out among students are also analyzed and presented. The research may be interesting for the faculty engaged in creating online courses for their disciplines as well as the trainers responsible for corporate online trainings. The main conclusions are as follows: the nature of perception is changing in students and adult learners; the traditional lecturing method needs changing; the e-learning is becoming more popular, but cannot always replace offline learning; the instructional design of online courses and trainings can and should include the elements of edutainment or adapt infotainment products to the content information of the course.

**Keywords:** *Edutainment, Infotainment, Technotainment, E-Learning, Online and Offline Courses, Instructional Design, University and Business Education*

## **Teaching Auditing in the US and Russia Simultaneously through Telepresence Technology**

William Coyle, Babson College, USA (coyle@babson.edu)

### **Abstract:**

Necessity and opportunity came together to produce the idea of teaching auditing simultaneously to undergraduate students at Babson College in Wellesley, Massachusetts and at St. Petersburg University, Russia. This paper discusses the planning and development of the initial course offering, the structure of the course, the opportunities and challenges for the students, the professor and the institutions, and the Babson students' assessment of the unique course experience and teaching format (as opposed to a traditional auditing course) based on their Student Opinion Surveys. The paper concludes with specific recommendations for faculty who may be considering similar opportunities to teach innovative accounting courses to international audiences from multiple academic institutions.

**Keywords:** *US-Russia Joint Course; Blended Learning; Education Technologies*

## Creating Balance Between Digital Resources and Collaborative Work in Teaching English

Elena Kitaeva, St. Petersburg University, Russia (yelena.kitaeva@mail.ru), Olga Senichkina, St. Petersburg University, Russia (olgasenichkina@yandex.ru)

### Abstract:

The research focuses on three approaches of teaching English with various ways of digital resources implementation. The experiments carried out show levels of efficacy in developing professionally significant qualities along with soft skills in university students. The approaches in question have been aimed at creating conditions for increasing teaching/learning quality and making graduates more competitive in the labor market. Evidence-based research was conducted with 72 students majoring in psychology. Research methodology included pedagogical observation, analysis of test results, questionnaire and psychodiagnostic surveys. Different amount of DR application in the study characterizes methodology approaches, the course design including 80%, 60% and 45% of digital study time in each case. Results of the study show that efficacy of each approach mostly correlates with lexical and grammar material. The questionnaire survey along with test results show that students groups involved in this experiment prefer blending approaches in the study process, and consider digital resources as a “supplementary aid” rather than the basis for the study.

**Keywords:** *Digital Resources, Soft Skills, Open Pair/ Group Methodology, Class Management, Course Design, University Students*

## Corporate Language Training at an Oil and Gas Company: from Framework to Implementation

Vadim Klimachev, Gazprom Corporate Institute, Russia (vadim.klimachev@gmail.com)

### Abstract:

This paper examines approaches and practices that contribute to configuring an effective system of corporate language training delivered to the employees of a large oil and gas company (Gazprom's case). Corporate language learning is an intrinsic element of the company's HR development and an important means of increasing the employee's cross-cultural awareness as well as enhancing their professional competencies. Being one of the company's main training and development arms, Gazprom Corporate Institute has been running a wide range of English for special purposes programmes since 2010, and it has succeeded in shaping a consistent and coherent language learning system. The system features unique learning facilities, including specialist long-term and short-term courses implemented both in the classroom and online. The company's employees can also benefit from an integrated LMS which provides a wide range of eLearning solutions designed specially to assist students in setting up their independent work. The corporate language training system has been implemented across Gazprom Group and proved its effectiveness through continuously performed assessments and audits.

**Keywords:** *Corporate Language Training, Syllabus Design, Learning Management Systems, Elearning Solutions, Language Assessment*

## **Supporting online course Russian as a foreign language as an effective methodic additional tool to the Crash-Course**

**Natalia Kudryavtseva**, Graduate School of Management SPbU, Russia (natalia.solveig@gmail.com), **Natalia Pavlova**, Graduate School of Management, SPbU, Russia (natalypav@hotmail.com)

### **Abstract:**

The paper investigates the importance of creating of the online course Russian as a foreign language for international GSOM students. The course should play a supporting role for the offline Crash-course, thus both courses are aimed at the development of the professional communication together with the intercultural communication skills. The necessity of the supportive online course is based on the pedagogical experience of instructors of the Crash-course. A learner centered, interactive and flexible environment of online learning is aimed to support students in their learning process, offering an individual student-oriented approach and integration of different kinds of feedback. The analysis of the success factors of the course helps to construct the system of evaluation of learning outcomes results, thus measuring the effectiveness of the course.

**Keywords:** *Intercultural Education, Language Teacher Education, Intercultural Competence, Foreign Language Teacher Education, Professional Competence, Pedagogical Innovation, Culture, Intercultural Dialogue, Communicative Language Teaching, Effectiveness, Language, Online Learning, Skills*

## **Classroom-based Assessment of Oral Mediation: Challenges and Opportunities**

**Olga Lankina**, Saint Petersburg University, Russia (olga\_lankina@mail.ru)

### **Abstract:**

The paper examines the classroom-based assessment of collaborating in a group from the perspective of oral mediation when communicants use one language, English and mediation constitutes part of the test task. The main goal of the paper is to analyse B1 and B2 discussions and their special features which would be typical of students' performance at these levels. Even though group work is extensively used in the modern English language classroom, it is still a problem to find an adequate way to assess it. The paper shows the advantages and challenges of using group discussions for formative and summative assessment of students of management and suggests that it can be done by giving students Global Achievement marks for mediation on a par with Analytical marks. The conclusions are based on the psychometric analysis of data from tests and are used to work out recommendations for some effective teaching techniques. The challenges of the method, including group format and reliance on peer and self-assessment, are discussed.

**Keywords:** *Oral Mediation, Collaborating in a Group, B1-B2 CEFR, CEFR Descriptors, Global and Analytical Assessment, Managerial Skills*

# What are the Challenges of Language-Sensitive Management Research and Education in the Digital Age?

Philippe Lecomte, Toulouse Business School, France (p.lecomte@tbs-education.fr)

## Abstract:

This paper investigates the challenges faced by language-sensitive management education in the digital era. It argues that the dismissal of language in management education programmes and international companies is due to a wrong conceptualisation of what language really means. The paper first analyses the nature of language, then discusses the impact of the conceptualisation of language on translation issues, on knowledge transfer and ultimately on language learning. To conclude, artificial intelligence opens promising perspectives when it comes to memorise, analyse and deal with billions of data in record time. But at the head of a MNC, one will never find a computer. The human remains at the heart of language interactions.

**Keywords:** *Language, Education, Tacit vs Explicit Knowledge, Translation, Digitalisation, Recontextualisation, Linguistic Turn*

# Promotional Video as One of the Ways to Get Acquainted with Foreign Language Culture and a Way to Learn a Foreign Language

Eleonora Nikolaeva, MGIMO University, Russia (eliconik@gmail.com)

## Abstract:

The performance involves viewing several promotional videos. What's it? Entertainment? The game? Serious methodical material? A rich source of socio-cultural, paralinguistic, linguistic information? Of course! In addition, advertising is a mirror of society, a bright indicator of changes in the culture of consumption and habits of cultural community. In 20 seconds, the commercial is able to tell a life-long story. Our presentation is designed to share the experience of using commercials in teaching practice at different stages of language learning, to demonstrate the methodological techniques of operation of "short films". We will also show you what the advertising video is made of, tell you about the experience of the evening of "advertising lovers", in which students of different levels of language proficiency take part with pleasure. Commercials are so diverse, rich in content, and sometimes - close to works of art that can not capture the audience. We will try to be convincing that the language can be learned in a festive atmosphere.

**Keywords:** *Foreign Language Teaching Methods, Advertising Video, Teaching French, Socio-Cultural Material, Different Levels of Proficiency*

## **Beyond Traditional Boundaries and Communities. Co-creating Language and Communication Courses in the Times of Digital Transformation**

**Elena Orlova**, GSOM SPbU, Russia (orlova@gsom.spbu.ru), Tatiana Martynova, Graduate School of Management St. Petersburg University (martynova@gsom.spbu.ru)

### **Abstract:**

**This paper elucidates the solution to foster the process of co-creation of integrated language and communication courses at business school in collaboration with business and management disciplines as a credible option of new pedagogy in times of digital transformation. The decision stems from the empirical research conducted by program designers at the Languages for Academic and Business Communication department for the Graduate School of Management, SPSU.**

**Keywords:** *Co-creation, Interdisciplinary Language and Communication Courses, Boundary Spanning, Translation, Diversity*

## **Digital Bio Power as the New Postmodern Economy: Research and Practice Agenda in Times of Digital Transformation**

**Pragyan Rath**, Indian Institute of Management Calcutta (IIMC), India (pragyan@iimcal.ac.in)

### **Abstract:**

**This paper investigates how in times of digital transformation a new form of expertise culture is evolving because of digital platforms, networked systems, and orchestrations. Hence, knowledge systems within institutions may start conceding to a new form of collaborative expertise culture that is mushrooming outside of traditional forms. For the paper, 46 insight reports across 6 major consulting firms have been analysed to locate the mega-market trends. Using innovative mixed methods from Foucault's concepts of governmentality, bio-power, and panopticon, and Thornton's subcultures, the paper projects a prognostic conceptual model for estimating the future expertise culture with a deferred market value - we call this the subcultural capital. And our proposition is that digital subcultural capital will be the CV point with the edge. The enculturation mode of the digital subcultural capital into traditional business consciousness will comprise of future actionable business plans of startupreneurs.**

**Keywords:** *Post Foucault Industry, Crowdcultures, Mega Trends, Consulting Firms, Governmentality, Digital Subcultures, Startupreneurs, Digital Bio-Power*

# Teaching with Technology: How Visuals Can Produce Active Learners

Tatiana Repina, St. Petersburg University, Russia (repina.spb@mail.ru)

## Abstract:

The digital age offers greater opportunities to apply visuals in business education. Visuals can best develop the 21st century skills and help understand complex theories and abstract ideas, lead to activating cognitive processes in analyzing and systematizing the data and find a focused condensed way of representing them, produce the required emotional and aesthetic appeal. The direct connection between language and cognition provide rationale for this study. The use of images in language learning has a long history and can set an example how to motivate students and turn them into active life-long learners. The experience of combining language instruction with content learning and developing critical thinking skills, creativity, collaboration, communication has shown good results at the faculty of Liberal Arts and Sciences of St. Petersburg state university, where interdisciplinarity and liberal educational methods create the right environment for studying visual literacy and joining the efforts of the faculty in working out the criteria for choosing the visuals for the course and studying their impact on the learning outcomes of students enrolled in disciplines other than Visual Arts.

**Keywords:** *Visual Literacy, Image, Visuals, Visuals Selection Criteria, 21st Century Skills, Teaching English*

## Teaching in the Time of Technological Changes

Irina Skvortsova, Ural State University of Economics, Russia (toirinask@gmail.com)

## Abstract:

Our reality is defined with ongoing technological changes, impacting on our approach to education. This paper gives an overview of technological trends in education, including personalized learning; video-based, game-based and mobile-based learning; using virtual reality, augmented reality and mixed reality; and Artificial Intelligence. Though innovative technologies offer multiple benefits to modern learners, they are not going to replace the teacher. The article tackles the issue of bridging the gap between the preferences and motivations of the digital generation and the traditional views on teaching strategies. The approach that will equip students with the skills they need today is the comprehensive approach using the advantages of both classical and modern methods, developed and guided by contemporary teachers.

**Keywords:** *Personalized Learning, Video-Based Learning, Augmented Reality, Mixed Reality, Artificial Intelligence, Generation Z.*

# Social Media for Building Intercultural Competence

Sergei Zhiliuk, St. Petersburg University, Russia (s.a.jiluck@gmail.com)

## Abstract:

This paper investigates use of social media for development of intercultural competence, which is a difficult task for a foreign language teacher, specially, for one teaching German as a foreign language. First, students are afraid of original texts in German which provide the overview of basics needed for the intercultural competence. Second, it is difficult to define what country to teach about as German is spoken in Germany, Austria and Switzerland. The use of modern media as Instagram can facilitate obtaining intercultural competence by students even if they are not majoring in languages. The paper is to demonstrate the examples of the new media use in foreign language class and its outcomes.

**Keywords:** *Communication Teaching, Digital Transformation, Intercultural Competence, New Media, Social Network, Instagram for German Teaching*

## Marketing in the Emerging Markets: Challenges and Opportunities in the Digital Age

### The Effect of Online Store Personalization on Customer Loyalty towards Internet Retailer Brand: An Exploratory Study

Olga Alkanova, GSOM SPbU, Russia (alkanova@gsom.spbu.ru), Elizaveta Shpigel, Graduate School of Management, St. Petersburg University, Russia (shpigel\_1@mail.ru)

## Abstract:

The paper investigates the effects of personalization of online stores on customer loyalty towards internet retailer brand. Recently, more and more attention in the research community is paid to automated marketing systems that can increase company's financial performance and as well contribute to the appropriation of intangible assets expressed in goodwill and well-formed positive image of the company. The research is aimed to find how personalization technologies impact brand loyalty of consumers towards online-stores. This study provides an insight on how personalization technologies may contribute to customer loyalty. The model is empirically proven based on online survey data collected in May 2019. EFA and PLS-SEM are used for data analysis. The research results confirm that personalization has an overall positive impact on loyalty through mediation of customer based brand equity components and customer involvement. Negative moderation effects of gender (for men) and presence of children are also observed. The results of the study contribute to general understanding of the role of personalization in brand equity formation and provide some insights for further research.

**Keywords:** *Personalization, Customer Loyalty, E-Commerce, Internet Retail, Online Retail, Brand Equity, PLS-SEM*



# **The Online Influencers Strategies and their Impact on Consumers Decision Process**

**Amitabh Anand**, SKEMA Business School, France (amitabh.anand@skema.edu), **Megane Leparoux**, SKEMA Business School, France (megane.leparoux@skema.edu), **Pauline Minier**, SKEMA Business School, France (pauline.minier@skema.edu)

## **Abstract:**

**Over the last decade, social media influencers have been emerging on social networks. It is notable that over the last ten years they have been starting to multiply and are now playing a key role in shaping the consumer decision making process. Since then, influencing communities and influencers have become contemporary trends and have gone viral on all social media platforms. In this regard, the aim of this current study is to analyze the impact of influencers on the consumer purchase decisions and to understand their impact on our society. Additionally, this paper will analyze the factors that will help us comprehend the brand endorsement, credibility, authenticity, sponsorship, and influencers strategies for growing in market. Using a mixed method approach this study will understand the consumer behaviors, feelings and preferences on consumption through influencers.**

**Keywords:** *Influencer, Social Media, Consumerism, Consumption Decision, Lifestyle, Social Networks, Online Media*

## **The role of online-communities and internet influencers in consumer behavior on the Russian perfumery market**

**Svetlana Berezka**, National Research University Higher School of Economics, Russia (sberezka@gmail.com), **Marina Sheresheva**, Lomonosov Moscow State University, Russia (m.sheresheva@gmail.com), **Anastasia Talnova**, Lomonosov Moscow State University, Russia (talnova.as@gmail.com)

## **Abstract:**

**This study addresses consumers' decision-making process of online-communities participants in the Russian perfumery market through determining important criteria and exploring the role of internet-influencers. The special attention is paid to the impact of community opinion leaders, community members, and non-members reviews on consumer preferences. The purpose of the study is to understand the role of different types of internet influencers in consumers' decision-making process. A structured questionnaire was distributed among Russian-speaking perfumery focused online-communities and communities that have no strong thematic framework. The sample size of the study was 635. Statistical data analyses were conducted in order to identify consumer segments and the difference in decision-making by segments. Based on cluster analysis two segments of consumers in Russian perfumery market were identified: advanced and general consumers. The preliminary results show that is typical to the advanced consumer to use perfumes targeted to men or women audience regardless of their gender and worth the opinion of industry experts higher.**

**Keywords:** *Marketing, Consumer Behavior, Online-Communities, Perfumery Market, Internet Influencers, Consumer Perceptions*

# **The Role of Institutional Entrepreneurs in The Evolution of Modern Retailing in India**

**M Deniz Dalman**, GSOM SPbU, Russia (m.dalman@gsom.spbu.ru), **Debi P Mishra**, School of Management, State University of New York Binghamton, USA (debi.mishra@gmail.co), **Satadruta Mookherjee**, Neoma Business School, France (mookhe2@binghamton.edu)

## **Abstract:**

**India, with a population of more than 1.3 billion people, a burgeoning middle class, and a business-friendly political environment offers a highly lucrative and largely untapped market for big-box and modern-day retailers. Despite this potential, in recent years the overall experience of such retailers in India has been mixed. Against this backdrop, the research describes the evolution and growth of modern institutional entrepreneurs in India, i.e., retailers that have successfully overcome significant entry barriers and social stigmatization by performing the seemingly paradoxical task of pursuing change while embracing tradition. Using several real-life examples and case studies, this paper offers guidance to practicing managers wishing to transform their firms into institutional entrepreneurs and tap into the vast and mostly unrealized potential of the Indian retail market.**

**Keywords:** *Institutional Entrepreneurs, Institutional Theory, Legitimization, Indian Retailing, Channels of Distribution, Kirana Stores*

# **Limiting and Driving Factors of E-commerce Market Development in Russia: Evidence from an Empirical Research**

**Anna Daviy**, HSE, Russia (adaviy@hse.ru), **Vera Rebiazina**, HSE, Russia (rebiazina@hse.ru), **Maria Smirnova**, GSOM SPbU (mmsmirnova8@gmail.com)

## **Abstract:**

**While trust is a one of the factors that may influence consumer behavior in the e-commerce market, its role depends on the research context. This study examines the role of trust in the consumer behavior in the e-commerce market in Russia. Drawing on the Theory of Planned Behavior (TPB), this research considers the effect of trust on consumer intention to purchase online, on current online purchasing behavior and anticipated behavior. We propose that trust improve more online consumer behavior and repurchase intentions than consumer intention to buy online. Using structural equation modelling, the conceptual model will be tested with a sample of 1093 Russian Internet buyers. Additionally, influence of actual behavior on anticipated behavior will be calculated.**

**Keywords:** *Internet Retailing, Trust, Theory of Planned Behavior, Online Consumer Behavior, Emerging Markets, Russia*

# Consumer Learning in the Context of Mobile Commerce

Megi Gogua, GSOM SPbU, Russia (m.gogua@spbu.ru)

## Abstract:

This paper investigates consumer learning in regards of the consumers' competences, cognitive readiness and motivation to engage in the mobile commerce from the points of view of the cognitive psychology and economic theory. This topic hold high value due to the fact that new tools of mobile commercial communication require refined competences and abilities. In order to understand dynamically changing environment, consumer engages in the process of learning. However, due to the increased number of factors influencing the communication between consumer and business, learning interruptions occur. Current academic research recognizes this problem with increasing number of articles, however it remains fragmented and does not refer to mobile commerce. Therefore, this paper's output will lay in the systematization of currently existing concepts and their application to the context of mobile commerce. This paper contributes theoretically by establishing the links between concepts of consumers' competences, cognitive readiness and motivation to engage in the commercial activities, and managerially by offering to the business practitioners an insight into their behavioural patterns.

**Keywords:** *Consumer Learning; Mobile Commerce; Consumer Behavior; Competences; Motivation; Cognitive Readiness; Learning Interruptions*

## Increasing Willingness to Participate in Frequency Reward Programs Through Gamification

**Ksenia Golovacheva**, GSOM SPbU, Russia (k.golovacheva@gsom.spbu.ru), Muravskii Daniil, IBS-Moscow, The Russian Presidential Academy of National Economy and Public Administration under the President of the Russian Federation (daniil.muravskii@gmail.com), Snezhana Muravskaia, Graduate School of Management, St. Petersburg University, Russia (snezhana.romadanova@gmail.com), Smirnova Maria, Graduate School of Management, St. Petersburg University, Russia (mmsmirnova8@gmail.com)

## Abstract:

This paper examines the effects of gamified frequency reward programs (FRPs) on consumers' willingness to participate in such programs. The results of online survey-based experiment support the notion that gamification may be considered as a valid tool to increase consumers' willingness to participate in FRPs provided that the game nature of FRPs is obvious to consumers. The study shows that communicating a FRP in the form of a story makes it look more like a game than a commercial offer. The positive effect of perceived gamification is achieved through a higher entertainment value of a gamified FRP, which in turn partially derived from a higher reward attractiveness.

**Keywords:** *Frequency Reward Programs, Gamification, Reward Attractiveness, Entertainment Value, Grocery Retailing*

## **How Electronic Word of Mouth (eWOM) Leads to Information Adoption?**

**Muddasar Ghani Khwaja**, Universiti Teknologi Malaysia, Malaysia; Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Pakistan (khawajamuddasar@gmail.com), Ahmad Jusoh, Universiti Teknologi Malaysia, Malaysia (ahmadj@utm.my), Khalil MD Nor, Universiti Teknologi Malaysia, Malaysia (m-khalil@utm.my)

### **Abstract:**

The proclivity of electronic-word-of-mouth (eWOM) in the social media websites has led to extensive online sales. The inclination of people towards online buying is escalating, but at the same time, authenticity of the online selling platforms needs verification. Risk issues arising in the online sales are problematic, especially in the developing countries. Similarly, information adoption mechanisms on the social media websites have been revamping too. Due to online information bombardment, it is difficult to examine the correct information posted on the social media websites. Nevertheless, eWOM deems to be of the most important facet in elevating online sales. The current study provides a framework of information adoption prototype by the customers. The inception of customer's journey from eWOM till information adoption is precisely elaborated, considering the mediation effects of several factors. The study provides a framework which can be empirically tested and verified.

**Keywords:** *Electronic word-of-mouth, Trust, Information Adoption Model, Social Media Networks, Generation Z, Online Buying*

## **AI-Human Cross-Cultural Interaction: Digital Expectations vs Analog Perception**

**Sergei Kladko**, Independent Consultant, Russia (s2kladko@gmail.com)

### **Abstract:**

The article analyses the impact of cross-cultural problem arisen in the dialogue between humans and artificial intelligence (AI) on different spheres of business. Having underestimated the importance of cross-cultural components in human-AI interaction in the beginning, real-life business is currently facing new digital challenges arisen due to the inability of numerous AI systems to process correctly the ethical, moral and other socio-cultural characteristics of the individual. The problem has already attracted serious attention from the governmental bodies of different countries; however, the attempts to find adequate remedies for this situation remain declarative than practical. On the basis of the studies recently performed in several universities (Princeton, Arizona, MIT, etc.), the author identifies several industries with the biggest potential to suffer from the ignorance to such a problem in the near future and presents his opinion about the possible ways to improve human-AI cross-cultural interaction.

**Keywords:** *Cross-Cultural Management, Artificial Intelligence, Human-Ai Interaction, Communication Traps, International Marketing*

## **Forming of Reasonable Information Consumption Patterns: Evidences from Russia**

**Olga Konnikova**, Saint-Petersburg State University of Economics, Russia (olga.a.konnikova@gmail.com), **Oksana Yuldasheva**, Saint-Petersburg State University of Economics, Russia (uldasheva2006@yandex.ru), **Olga Shirshova**, Saint-Petersburg State University of Economics, Russia (olga.i.shirshova@gmail.com)

### **Abstract:**

Using the concepts of sustainable consumer behavior, information consumption and information overload this paper investigates the process of information consumption with a focus on strategies of coping with information consumption. This exploratory study examines how the different demographic groups of people search and consume information, how they recognize the information overload and what they do to cope with consumption of information. Thus, the purpose of this study can be formulated as to develop the patterns of reasonable consumer behavior regarding to conscious coping with information consumption. During the data processing the basic method of grounded theory was used to reach the "theoretical sensitivity" by technics of coding (Corbin & Strauss, 1990). Using open and axial coding we have identified and grouped key topics which characterized the categories describing the information consumption patterns based on the reasonable content limitation practices. As a result of research three information consumption patterns were identified and described: emerging, established and predominantly entertainment. First two patterns were referred to reasonable information consumption.

**Keywords:** *Sustainable Consumer Behavior, Reasonable Information Consumption Patterns, Information Overload, Information Overload Coping Strategies, Social Media, Mass Media, Information Assessment*

## **Application Artificial Intelligence in Marketing: desk study**

**Daria Lagutaeva**, NRU HSE, Russia (dlagutaeva@hse.ru), **Elena Namchevadze**, NRU HSE, Russia, namchevadzeelena@mail.ru)

### **Abstract:**

This paper investigates the multiple ways to use Artificial Intelligence (AI) in the sphere of marketing in order to optimize company's activity, boost profit, cut costs and increase the profitability of marketing campaigns. AI nowadays is the largest global technological trend, and companies who implement its technologies as pioneers can gain leadership. However, at the rapid speed the technology is developing, incorporating AI is likely to become a necessity for many firms' survival. It is the main reason to examine the process of AI implementation in the company, to analyze existing technologies for marketing purposes and to evaluate them. There are some constraints concerning AI implementation and it is indispensable to examine them while incorporating AI technologies. These constraints are ethical questions about AI implementation, possible but unknown consequences and AI regulation. Through an extensive analysis of contemporaneous literature it becomes possible to systematically categorize recent developments in AI and

**their impact on marketing activities. Based on this categorization, several fruitful research directions are provided.**

**Keywords:** *Artificial Intelligence (AI), AI Technologies, Industry 4.0, Marketing Activity, Digital Marketing, Levels of AI Implementation, Constraints of Implementing AI, AI Ethical Issues, AI Regulation and Standardization*

## **Experience Marketing in Banking**

**Veronika Lizovskaya**, Saint-Petersburg State University of Economics, Russia (Lizovskaya.vv@mail.ru), **Yana Salichova**, Saint-Petersburg State University of Economics, Russia (yana.salichova@mail.ru), **Ekaterina Khalina**, Saint-Petersburg State University of Economics, Russia (khalina.e@unecon.ru)

### **Abstract:**

**Digitalization influence was significant in banking and a lot of digital banking services appeared. Use of banking cards changed the customer behavior in general and made consumers interaction with banks more close and enhanced it's importance. As the market of banking cards is now saturated, banks are trying to use different opportunities in order to keep the existing customers. Improving the banking service quality can be considered to be an important principle of customer loyalty in banking sphere, based on understanding the customer experience using the instrument of customer journey maps. Experience marketing is becoming a popular and important tool to trace the possible changes and find new service opportunities for the companies, which takes into account both rational reasons of customer behavior and emotional ones. Empirical research of different groups of customers on the market of banking cards, considering their economic behaviour and degree of their involvement in bank transactions, show an ongoing transformation and a need for further improvement of banking services and client's convenience.**

**Keywords:** *Customer Experience, Customer Behavior, Loyalty, Payment (Cash) Cards, Experience Marketing, Qualitative Research*

## **Open Collaborative Innovations as an Antecedent for Adoption of Smart City Solutions**

**Iuliia Malchenko**, GSOM SPbU, Russia (malyulya@list.ru)

### **Abstract:**

**The paper investigates the issue of involving consumers to smart city solutions through open collaborative innovation. Participation in such initiatives requires growth organizational mindset or changing a fixed one due to the fact that companies will need to consider the option of changing their organizational culture for making open innovation happen. The research unveils the correlation between organizational mindset, capabilities to participate in open collaborative innovation initiatives and organizational culture as endogenous and exogenous factors for collaborative innovation initiatives. The paper uses an incorporated theory applicable to the topic open collaborative innovations in smart cities.**

**Keywords:** *Collaborative Innovations, Organizational Mindset, Cultural Distance, Smart City, Smart City Solutions, Consumer Adoption*

## **Analysis and Prediction of Customer Churn in Telecommunication Companies Based on Data Mining Technology**

**Vadim Merkulov**, GSOM SPbU, Russia (vadimmer@mail.ru)

### **Abstract:**

**This article examines the issues of churn of subscribers in the telecommunications industry. The life cycle of the market of mobile network providers over the past 10 years is considered in detail. A comparative analysis of existing works on this subject in the world is given. Existing tools to predict and prevent telecom churn are considered. Herein, a practical model has been simulated that allows predicting the subscriber outflow tendency with an accuracy of 88%. The task of preventing the client churn is one of the most discussed ones today, as the cost of attracting clients is much higher than the cost of retaining them. The results of the model are used in the program on retention of clients carried out by a certain mobile network provider.**

**Keywords:** *Customer Churn, Prediction, Telecommunication, Data Mining, Subscriber Base, Forecasting, Machine Learning Models, Neural Networks, Decision Trees, Evolutionary Algorithms*

## **Do the Same Customer Orientation Principles Apply to B2B Firms?**

**Maria Smirnova**, GSOM SPbU, Russia (mmsmirnova8@gmail.com), Vera Rebiазina, National Research University - Higher School of Economics, Russia (rebiазina@gmail.com)

### **Abstract:**

**This paper explores the specifics of B2B firms' CO on the example of Russia's emerging market. The empirical survey of 272 and interviews with 63 B2B firms represents the platform for applying well-established CO measurement tools as an integrated complex measure. The results of data analysis indicate a critically important aspect of CO, which helps to differentiate the customer oriented firms from those with "declared" CO. The results of the qualitative part of the study provide an in-depth perspective into the link between the "location" of CO-related business processes or their stages and the perception of the CO concept.**

**Keywords:** *Customer Orientation, Russia, Emerging Markets, Quantitative Study, Exploratory Study, Cluster Analysis*

# **Is there a Way for a Win-win Approach? The Case of Knowledge-oriented Consumer Digital Performance Research**

**Maria Smirnova**, GSOM SPbU, Russia (mmsmirnova8@gmail.com), **Ksenia Golovacheva**, Saint Petersburg State University, GSOM, Russia (golovacheva\_k@mail.ru)

## **Abstract:**

Active development of the digital economy influences all market agents, including consumers. Moreover, consumers become a driving force behind adoption of technology in their economic activities. They learn through this adoption process, developing both objective and subjective knowledge components. As an outcome, consumers' satisfaction, trust, value and overall perception of a win-win nature of economic interaction are affected, influencing consumer performance, e.g. causing innate dissatisfaction or stimulating inferences of manipulative intent. Current conceptual paper addresses and critically revises existing research on measuring consumer digital activities, decomposing existing indices and screening them for consumer knowledge components. Most of the indices are biased towards objective consumer knowledge, while the large body of consumer research on the relevance of subjective components, associated, for example, with the overall marketplace perception, persuasion knowledge and skepticism are omitted and thus represent potential contribution to strengthening our understanding of the knowledge perspective of consumer digital performance.

**Keywords:** *Consumer Knowledge, Digital Marketplace, Consumer Performance, Digital Competences, Emerging Markets, Russia, Win-Win*

# **Strategic Thinking: Process Approach to Training Managers Based on Case Study**

**Natalia Strekalova**, Herzen State Pedagogical University of Russia, Graduate School of Economics and Management, Russia (strekalova\_spb@mail.ru)

## **Abstract:**

This paper focuses on professional training to think strategically. Strategic thinking is one of the most important competences for managers. However, we still know quite little about how to develop it. Relying on works on strategy, strategic thinking, cognitive re-searches and adult training, this paper recommends process approach and situational analysis (case study) to be applied in strategic thinking training. Proposed is a model of teaching to analyze, identify and solve strategic problems. The model is presented as a dynamic, iterative and interactive training process. Visualization, game modeling, questioning, conceptualizing and hypotheses testing are used. The training model was tested experimentally. Areas for further research are suggested in order to better comprehend and develop the strategic thinking training process.

**Keywords:** *Strategic Thinking, Strategic Management, Management Training, Process Approach, Case Study*



# Public Procurement and Public-Private Partnership in Developed and Developing Countries

## **Arbitrability of Public Procurement Contracts and PPP Contracts**

**Viktor Eremin**, Saint Petersburg University, Russia (eremin.cisp@gmail.com)

### **Abstract:**

**This article concerned on the problem of possible arbitration of disputes from public procurement contracts and PPP contracts. This problem recently arose in Russian judicial practice. Today there is no conceptual understanding of the admissibility of using private-law dispute resolution (arbitration) in relation to such disputes; this is due to the presence of the so-called «public element” in such disputes. The public element ultimately pursues both public goals and public interest, which in turn is a restriction for the application of a purely private dispute resolution mechanism - an appeal to an arbitration court.**

**Keywords:** *Arbitrability, Arbitrage, Public Policy, Public Private Partnership, PPP Contract, Public Procurement Contract*

## **On A New Approach to Collusion Identification in Public Procurement**

**Andrei Ivanov**, GSOM SPbU, Russia (ivanov@gsom.spbu.ru), **Evgenii Gilenko**, GSOM SPbU, Russia (e.gilenko@gsom.pu.ru), **Olga Bezhenar**, GSOM SPbU, Russia (st039712@student.spbu.ru)

### **Abstract:**

**In softening price competition at the tendering stage, collusive suppliers may jeopardize the effectiveness and efficiency of a public procurement procedure. The institutional environment of the Russian Federation is characterized by a relatively high corruption level, a medium level of democracy, permitting mass-media to reflect corruption cases, and a low level of regulatory impact assessment. This puts significant pressure on the authorities and encourages them to apply exceptionally rigid anti-corruption methods. From the academic perspective, this rises several problems concerning identification and analysis of stability of collusion schemes both on the *ex ante* and the *ex post* basis. The current research addressed these issues.**

**Keywords:** *Public Procurement; Oligopoly Market; Collusions; Corruption; Auctions; Mala Fide Behavior; Logistic Regression*

# **The Use of Unified Procurement System zakupki.gov.ru for the Pricing of Air Ambulance Monopoly Services – Drawbacks and Risks**

**Igor Khodachek**, RANEPa, Russia (khodachek-ia@ranepa.ru), **Dmitrii Minaev**, RANEPa, Russia (minaev-dv@ranepa.ru)

## **Abstract:**

**This paper investigates the implementation of a government decree, which establishes a legal background for the monopolistic pricing of a state-owned company services on the emerging market of air ambulance services in Russia. Being based on firsthand empirical data the research unveils the pitfalls and shortcomings of the Russian unified procurement system zakupki.gov.ru (UPS) both in terms of its design and use. Even though the UPS is one of the most advanced systems in terms of the scope of the data it provides and the declared transparency, being a part of larger contractual system of public procurements, the UPS creates space for distortion and manipulation of data that characterizes the transactions between customers and providers. The latter concerns incomplete and untimely upload of primary documents, vague description of the procurement object, etc. In the construction when the UPS used as a primary source for pricing monopoly services, this may create risks of fraud and consequently - excessive spending of public funds. The empirical sample consists of 3257 entries in the database, which concern air ambulance services throughout Russia. The sample has been collected in the UPS within 2 months of 2019.**

**Keywords:** *Unified Procurement System Zakupki.Gov.Ru, Monopoly, State-Owned Enterprise, Air Ambulance Aviation Services, Russian Federation*

# **The Quality of Services and Public Procurement: the Case of Moscow Hospitals**

**Margarita Kravtsova**, High School of Economics, Russia (mkravcova@hse.ru)

## **Abstract:**

**In our research we consider public procurement as the necessary resources through which the hospital provides services. We assume that the competent public procurement has a positive impact on the quality of services provided by the hospital. In this regard we are trying to answer the question: “Does the high competition at the auction help hospitals to give quality services?”. We consider the public procurement system of health care of the Russian Federation, identify the specifics of procurement, determine the stages of interaction between customers and suppliers, and also conduct a comparative analysis of two hospitals considering their actual indicator and strategies at auctions. In the research the following hypothesis is tested: Customers providing high quality services conduct more efficient procurement. The study data on the procurement of 2 Moscow hospitals for 2011-2018. Also we showed that the customer with a high rating and the customer with a low rating of quality services the auctions are held differently.**

**Keywords:** *Public Procurement, Efficiency, Quality Of Services, Hospitals, Health Care, Customers, Suppliers, Auction*

## **Strategic Implications of Abandoned Infrastructural Projects on Economic Development in Akwa Ibom State, Nigeria**

**Michael Nnamseh**, University of Uyo, Nigeria (mp.mike8@yahoo.com), Sunday S. A., University of Uyo, Uyo, Nigeria (sundaysakpan@uniuyo.edu.ng), Inemesit E., University of Calabar, Calabar, Nigeria (inemuwahe@yahoo.com)

### **Abstract:**

Despite the huge mineral resources endowed in the State in addition to attractive revenue earned from the federation account, it appears a daunting task for the state to achieve economic development benefits given the spate of abandoned infrastructure observed around the length and breadth of the State. This study examined the implication of abandoned government infrastructural projects (AGIP) on economic development of Akwa Ibom State (EDAKS). A quantitative research method was employed and secondary data, drawn from secondary sources including budget archives of Akwa Ibom State government for the period under review was used. The data collected were analyzed using both descriptive and inferential statistical techniques. Particularly, an ordinary least square (OLS) statistical technique was employed to test the hypothesized relationships. Results shows that abandoned Ibaka deep seaport and Ibom science park have a significant negative effect on economic growth of the state while abandoned Ibom power plant has no effect on the economic growth of the state. Result also shows that abandoned Ibaka deep seaport and Ibom power plant have a significant negative effect on unemployment in the state while abandoned Ibom science park has no effect on unemployment in state. Finally, the result reveals that Ibom science park significantly affect population growth negatively while other abandoned projects do not. The study concluded that, abandonment of infrastructural projects has detrimental effect on the economic development of the state. Based on the findings, the study recommended among others that, government of Akwa Ibom State should conduct adequate feasibility study and make adequate plans for the project at starting point and should make sure there are sufficient funding available as estimated by the quantity surveyor also at the starting point as well.

**Keywords:** *Project Abandonment, Economic Development, Gross Domestic Product, Unemployment, Population Growth*

## **The Problem of the Use of Concession Arrangements in Integrated Mining Projects in Underdeveloped Areas of Russia**

**Tatiana Ponomarenko**, Saint-Petersburg Mining University, Russia (stv\_mail@mail.ru), Ekaterina Khan-Tsai, Saint-Petersburg Mining University, Russia (ekat2312@bk.ru)

### **Abstract:**

The purpose of the study is to identify and analyze the problems of concession arrangements for the construction of the railway as a key element of the transport infrastructure necessary for the successful implementation of the project for the development of a large field in the underdeveloped region.

**Research methods:** strategic, institutional, investment analysis of integrated mining projects, methods of modeling and forecasting the effects of the use of concession arrangements in projects.

**Results:** it is proved that the construction of transport infrastructure is a necessary condition for the implementation of an integrated mining project; the problems of the use

of concession agreements in the railway infrastructure are analyzed; technical, economic and financial parameters of the concession arrangements implemented in the implementation of a complex mining project are specified.

**Conclusions:** the analysis shows that the lack of transport infrastructure complicates the development of large deposits of mineral raw materials in underdeveloped regions of Russia, increases the capital intensity of the project, or makes its development impossible. As a result of the analysis of railway concession projects, the main problems were identified, including the discrepancy between the actual project indicators, financing, the lack of a risk sharing mechanism between the parties, interaction with stakeholders. The formation of economic effect for the companies-subsoil users, and also social effects for the population of territories of presence and public effects for the state is proved. The basic technical and economic parameters and financial conditions of the concession agreement (compensation of the minimum guaranteed income, capital grant, overdraft, etc.) were developed. The suggested CA (Concession Arrangement) model reflects the scheme of interaction between the state and private business with the concession regulator, partners and other stakeholders of the integrated mining project (contractors, suppliers, carriers, public organizations, etc.).

**Keywords:** *Concession Arrangement, Transport Infrastructure, Mining Project, Railway Infrastructure, Underdeveloped Region, Economic Effect, Economic Parameters, Minimum Guaranteed Income, Capital Grant*

## **How to Best Procure Innovation: the Case of the EU**

**Georgia Aimilia Voulgari**, University of Warwick, UK/Greece (voulgariyouli@gmail.com)

### **Abstract:**

The paper investigates the use and impact of the tools provided by EU legislation in the procurement of innovation. The issue is of current interest, due to the fact that recent data are available in the Innovation Procurement Policy Framework Benchmarking (2018) and the re-examination of the regulatory frame of innovation public contracts is part of the “Public Procurement Package” which has been adopted by the European Commission on 3.10.2017, as a basis for further discussion and interventions. Innovation has been placed at the heart of the European strategic policy EUROPE 2020 for smart, sustainable and inclusive growth, since it may address efficiently important challenges, in various important sectors, such as the health sector, climate change, energy, transportation, environmental protection, water management, waste management etc, by providing solutions. The paper outlines the reasons why the traditional public procurement procedures (open or restricted procedures) are not suitable for procuring innovation. The paper further outlines the tools for Public Procurement of Innovation provided in the EU legislation, namely (a) the Pre-Commercial Procurement (PCP), (b) the Public Procurement of Innovative solutions (PPI) and (c) Innovation Partnership. The paper provides a comparative assessment of their advantages and disadvantages, in order to suggest the best procedure to be used according to the specific features of each case. The paper presents feedback from Greek Contracting Authorities which participated in recent EU Projects, critically assesses the existing tools of public procurement of Innovation and provides suggestions for their improvement.

**Keywords:** *Innovation, Public Procurement, Pre-Commercial Procurement, Innovation Partnership*

# Digital Infrastructure as a Tool for Spatial Development: the Potential of Public-Private Partnership (on Materials of Russian Localities)

Elena Midler, Southern Federal University, Russia ([midler2005@yandex.com](mailto:midler2005@yandex.com)), Timur Sharifyanov, Southern Federal University, Russia

## Abstract:

The article examines the conditions and possibilities for leveling digital imbalances in the spatial development of Russian localities with the help of public-private partnership (PPP).

In developing the economic model of spatial diffusion of the digital social infrastructure of the region through PPP, statistical, logical-structural, functional methods, as well as comparative analysis were used. In determining the territorial factors of heterogeneity of access to digital infrastructure and the development of a model of matching the type of access to localization - cluster, statistical and network analysis methods. When developing a strategy for coordinated planning of the development of the digital subsystem of a region in a PPP format, the scenario method.

We used empirical analysis data obtained from a survey of a sample of localities included in the PJSC Rostelecom digital inequality elimination program (2014-2018), as well as data from panel studies to determine the effectiveness of integration forms of interaction between subjects of the digital subsystem in the PPP format, infrastructure security and density conducted by the authors in the settlements of the Yamalo-Nenets Autonomous District in 2014-2018.

A hierarchical model of the digital subsystem of the social infrastructure of the region and the economic model of the territorial diffusion of digital infrastructure were developed based on the allocation of state-subsidized and market segments and their mutual integration through the PPP mechanism. An organizational mechanism for the creation, distribution and development of digital infrastructure has been proposed, a feature of which is the coordination of the interests of federal and regional stakeholders, the technological neutrality of access infrastructure development and the typology of access. A joint planning strategy has been developed for the development and use of the digital infrastructure market segment.

**Keywords:** *Digital infrastructure, public-private partnership, spatial development, investment resources, social infrastructure*

## Strategic Finance and Corporate Governance

### Behavioral Discounting: Empirical Results and Potential Pitfalls

Vera Bukhvalova, St. Petersburg University, Russia ([vera\\_cut@mail.ru](mailto:vera_cut@mail.ru)), Barbara Bukhvalova, Sage Consulting, Norway, [barbara.bukhvalova@berkeley.edu](mailto:barbara.bukhvalova@berkeley.edu), Alexandra Vingert, none, Russia ([alex.vingert@gmail.com](mailto:alex.vingert@gmail.com))

## Abstract:

We document that results of empirical/experimental studies of discounting are sensitive to the list of questions. We compare results of our survey conducted in 2018 to the results of a similar smaller survey (Scholten and Read (2006)). Based on the overlapping questions, our results are remarkably similar to these earlier results. At the same time, the overall conclusions from our survey are markedly different. The earlier declared conclusions do

not survive a more complete set of alternative choices offered to the respondents. A much greater share of respondents deviate from choice consistency between the alternatives. Deviations seem to increase in the considered time horizons and time intervals. This may be driven either by the direct effect of time on discounting or by inclusion of choices with higher nominal amounts. Sensitivity of discounting to amounts being discounted warrants further investigation.

**Keywords:** *Behavioral Finance, Discounting, Intertemporal Choice, Subadditivity, Superadditivity, Transitivity, Survey*

## **Conceptual Framework of Capital Structure Optimization: Southern Copper Corp Case**

**Alexander Burov**, St. Petersburg State University of Economics, Russia  
(aleksandr.burov@hec.edu)

### **Abstract:**

The study aims to provide a conceptual framework for company's capital structure optimization. As the maximization of equity holders' wealth remains the main goal of the company's financial managers, research in this area is also topical for corporate finance practitioners. To reach this goal, the paper provides a brief theoretical background of the topic, describes key steps in a practice-oriented approach to finding the optimal capital structure, and discusses limitations of the framework in respect to companies in emerging markets. The framework is illustrated with a case study of Southern Copper Corp, a US-based metals & mining company due to limitations discussed in part three of the paper.

**Keywords:** *Capital Structure, Financial Leverage, Leverage, Cost of Debt, Cost of Equity, Cost of Capital, WACC*

## **Merger and Acquisitions and Technological Efficiency: the Empirical View**

**Yury Dranev**, NRU Higher School of Economics, Russia (ydranev@hse.ru), **Elena Ochirova**, NRU HSE, Russia (eochirova@hse.ru), **Nickolay Naumov**, NRU HSE, Russia (naumovnikolay@yandex.ru)

### **Abstract:**

The aim of this research is to investigate the efficiency of technological M&A deals and find factors of the efficiency for both acquirers and targets. As it was said before, we consider by TM&A deals where at least one party has either R&D expenses or patents. In this work we tested several research questions that are in scope of our interest. Firstly, the information of patent and R&D of a target is necessary to evaluate efficiency of an acquirer. However, the majority of M&A studies investigated companies focusing on either patents or R&D. Since patents indicate the technological diversity of companies, while R&D expenses are a sign of technological depth, thus, we would like to address this issue and try to estimate the impact of both characteristics all together. To calculate the efficiency we employed data envelopment analysis (DEA) In accordance with the aim of the study we proposed that the substitution effect prevails over a complementarity effect of

technology of acquirers with respect to technology of a targets. In the literature review it was discussed that there is no consensus regarding what effect of the two dominates. However, in practice, it may depend on what firm

**Keywords:** *Mergers and Acquisitions, Strategic Motives, Data Envelopment Analysis, Research and Development, Patents, M&A Efficiency*

## **Bankruptcy Risk Assessment of Russian Construction Companies**

**Evgeniya Grigoryeva**, High School of Economics (Nizhniy Novgorod), Russia (grigoreva.jane@yandex.ru), **Olga Zamotaeva**, High School of Economics (Nizhniy Novgorod), Russia (zamolga609@yandex.ru)

### **Abstract:**

Nowadays more and more companies are becoming bankrupts. According to statistics, the average number of bankrupt companies is about 12 thousand per year. In order to prevent bankruptcy, it is necessary to assess bankruptcy risk in a proper way. Despite of the fact that there are plenty of models which help to evaluate this kind of risk, all of them are outdated and not adopted to Russian economy. This research aims to create the most accurate model for prediction bankruptcy for Russian construction firms. Thanks to analysis of the most prominent researches in this field it became clear, that it was necessary to concentrate on assessment of bankruptcy risk with the help of a logistic model. We could find out the main difference between successful and bankrupt companies thanks to a descriptive statistics method. Economic modeling made it possible to build our own model to evaluate bankruptcy risk. The results anticipated could lead to better assessment of financial risk and will be very useful for companies' risk-management departments. It could also result in reducing the number of bankrupts in Russia in the nearest future.

**Keywords:** *Bankruptcy Risk, Bankruptcy Risk Assessment, Logistic Model, Construction Industry, Financial Coefficients, Qualitative Characteristics*

## **On the Issue of Models for Forecasting Probability of Bankruptcy of Russian and Italian Small and Medium-Sized Businesses**

**Andrey Maksimov**, NRU HSE, Nizhny Novgorod, Russia (amaksimov@hse.ru), **Ilona Volkova**, NRU HSE Nizhny Novgorod, Russia (involkova.me1@yandex.ru), **Ilona Volkova**, NRU HSE Nizhny Novgorod, Russia (involkova.me1@yandex.ru), **Natalia Maksimova**, NRU HSE Nizhny Novgorod, Russia (nvmaksimova@hse.ru)

### **Abstract:**

An important part of the management of the organization is to maintain the business, so the issue of forecasting the probability of bankruptcy of small and medium-sized businesses in modern conditions should be given careful attention. Modern theory offers many methods of this process, but some of them are outdated, some are relevant for foreign firms, some have a rather low accuracy of forecasts. In this study, the authors propose logit-models based on statistical data of small and medium-sized businesses in Russia and Italy. As a result, logit-models were evaluated and proposed as a set of logistic models for predicting the probability of bankruptcy of small and medium-sized businesses. When forecasting the probability of bankruptcy of an enterprise over different time horizons (1

year, 2 years, 3 years), it is more efficient to use different models. The model for predicting the probability of bankruptcy of an enterprise for 1 year contains indicators characterizing to a greater degree the business activity of the enterprise than its solvency; and for 3 years are more likely indicators that characterize solvency. The set of predictors included in the national forecasting model of the probability of bankruptcy of Russian companies differs from the set of predictors for the model for Italian enterprises. The quality of the forecast by the developed models of the fact of the occurrence of bankruptcy is rather high, and higher for Italian enterprises. The resulting model shows relatively good statistics of predictions and can be used in practice by all stakeholders.

**Keywords:** *Small Business, Medium-Sized Business, Diagnostics, Model, Solvency, Econometric Modeling, Logisyc Model*

## **Can Non-Financial Indicators Shed Light on the Bankruptcy Risk in Russian Agricultural Enterprises?**

Elizaveta Meshcheryakova, Higher School of Economics, Russia (lizzamesh@gmail.com), Natalia Feruleva, Higher School of Economics, Russia (natasha.feruleva@mail.ru)

### **Abstract:**

This paper investigates the factors which influence the risk of bankruptcy in Russian agricultural enterprises. Currently the number of bankruptcies in agricultural sector remains one of the highest and stakeholders need the instruments for bankrupt identification. Despite the features of this industry, the majority of existing bankruptcy prediction models developed for agricultural firms includes only financial indicators. Although the researchers claim that the performance of these companies strongly depends on external environment and the corporate management, these factors remain underrepresented in the models. Thus their influence should be investigated carefully.

In our paper we include in our model such parameters as number of companies affiliated with the CEO (relational data), combination of the ownership and management function by CEO, core activity and the state of agriculture in the region. To check the hypotheses we employ logit model. On the sample of more than 100 Russian agricultural companies it was proven that not only the financial ratios but also non-financial indicators matter. In particular, it was found that the number of companies affiliated with the CEO has the positive impact on the probability of going bankrupt. Thus, this relational data may serve as important non-financial indicator of the bankruptcy risk.

**Keywords:** *Bankruptcy Prediction Model, Agricultural Enterprises, Logit Model, Bankruptcy Factors, Russian Companies*

## **Owning Structure, Risk Management and Performance: The case of Latin American Banks**

Maria Cristina Mina, Edinburgh Napier University, United Kingdom (m.mina@napier.ac.uk)

### **Abstract:**

Our analysis uses data gathered from a sample of 81 large banks from six Latin American countries over the 2013 - 2017 period to examine the impact of alternative ownership models, together with the degree of ownership concentration on profitability, cost efficiency and risk management. Three main results emerge. First, after controlling for bank



characteristics, country and time effects, mutual banks and state-owned banks exhibit a lower profitability than privately owned banks, in spite of their lower costs. Second, public sector banks have poorer loan quality and higher insolvency risk than other types of banks while mutual banks have better loan quality and lower asset risk than both private and public sector banks. Finally, while ownership concentration does not significantly affect a bank's profitability, a higher ownership concentration is associated with better loan quality, lower asset risk and lower insolvency risk. These differences, along with differences in asset composition and funding mix, indicate a different financial intermediation model for the different ownership forms.

**Keywords:** *Ownership Structure, Performance, Risk Management, Profitability, Latin American Countries*

## **Banking Board Structure and Accounting Earnings**

**Majdi Quttainah**, Kuwait University College of Business Administration, Kuwait (majdi.quttainah@ku.edu.kw)

**Abstract:**

**Conclusions:** the analysis shows that the lack of transport infrastructure complicates the development of large deposits of mineral raw materials in underdeveloped regions of Russia, increases the capital intensity of the project, or makes its development impossible. As a result of the analysis of railway concession projects, the main problems were identified, including the discrepancy between the actual project indicators, financing, the lack of a risk sharing mechanism between the parties, interaction with stakeholders. The formation of economic effect for the companies-subsoil users, and also social effects for the population of territories of presence and public effects for the state is proved. The basic technical and economic parameters and financial conditions of the concession agreement (compensation of the minimum guaranteed income, capital grant, overdraft, etc.) were developed. The suggested CA (Concession Arrangement) model reflects the scheme of interaction between the state and private business with the concession regulator, partners and other stakeholders of the integrated mining project (contractors, suppliers, carriers, public organizations, etc.).

**Keywords:** *Accounting Earnings, CEO Duality, Board Size, Reputation, Compensation, Tenure, and Corporate Governance*

## **The Relationship of Earnings Management and Dividend Payouts: Empirical Analysis of Russian Companies**

**Marat Smirnov**, GSOM SPbU, Russia (zavred\_rjm@gsom.spbu.ru), **Egor Nikulin**, Graduate School of Management SPbU, Russia (nikulin@gsom.spbu.ru), **Polina Orlova**, Graduate School of Management SPbU, Russia (st049228@student.spbu.ru)

**Abstract:**

Current study investigates the relationship between the level of earnings management and dividend policy of Russian companies. Dividend policy represents itself one of corporate governance mechanisms that are generally presumed to restrain earnings management. Prior research considered this relationship in different countries and delivered mixed results. What is more, it primarily considered developed markets. Hence, there is a necessity to analyze this relationship on emerging markets, like Russia. We use dividends payouts as a proxy for dividend policy. The sample includes 144 Russian traded companies

for a period of 2006-2017. Using the classical Jones model we assess the level of earnings management, and then regress it on the number of characteristics of sample companies. We revealed that the average level of earnings management of dividend payers is lower than that of non-payers. The results also show that the payout ratio along with proportion of closely held ownership in a company have inverse relationship with the earnings management in Russian companies.

**Keywords:** *Earnings Management, Abnormal Accruals, Jones Model, Dividend Policy, Corporate Governance, Russia*

## **Software Platform's Value Correction by Idiosyncratic Risk and its Application in the SaaS Business Model**

**Ekaterina Smirnova**, Institute for Regional Economics Studies of the Russian Academy of Sciences, Russia (eksmir@gmail.com), **Anna Loukianova**, Graduate School of Management Saint Petersburg University, Russia (Anna.Loukianova@gsom.pu.ru)

### **Abstract:**

**One of the main digitalization risks is the information overwhelming that either consumers either companies face with. The digital economy rearranges the risks, so rare events in the past nobody considered as worth to be afraid of seriously become real. A huge volume of information needs to be structured to become at least partially manageable. But as this is still the problem for institutional organizations, this is far more true for the individual users. So, one of the main risks for a company arising specifically with the digital economy is customer disloyalty. In the study, one of the risks that denote those “disloyalty issue” is called idiosyncratic risk, as far as it is manageable from the company’s perspective but it is covered by the market risk. The main aim of this study is to assess whether the idiosyncratic risk influences a company’s value or not and if it does, whether that could be utilized in the decision-making mechanism.**

**The Software-as-a-service business model is under consideration. The reasons for the model choice include the rapid growth of SaaS businesses in recent decades (Choudhary, 2007; McKenzie, n.d.). One doesn’t need to visit a store to make one’s choice. In this sense all software developers are in the comparatively equal conditions, and a company’s physical location doesn’t matter, at least in the same language region. All consumers who buy the same given software license use totally identical service, and the software bugs or weird features are the same, so the negative reviews on the software will draw much more public attention that they would in case of FMCG market. Software development is considered to be innovative industry (OECD, 2011). Innovation spillover can damage companies’ performance (Hamel & Prahalad, 1994; Майснер, 2012), so the companies could see innovation spillovers as a risk.**

**Keywords:** *Idiosyncratic Risk, Software-as-a-Service Business Model, Software Platform, Emerging Markets, Real Option Approach*

## **Corporate Social Responsibility and Age of Productivity: Upper Echelon Prospective**

**Qaiser Rafique Yasser**, Centre for Rural Economy, Planning Commission, Pakistan (qaiser\_rafique1@hotmail.com)

### **Abstract:**

**What is the relationship between corporate social responsibilities and director age? To shed light on this issue, we examine whether, and how, positive and negative Corporate Social Responsibility (CSR) events relate to a director's age in Asian emerging economies. By using the upper echelon hypothetical perspective of Hambrick and Mason (1984), we found that the demographic characteristics of top management teams, particularly directors' age, has a significant relationship with corporate social responsibilities. Demographic characteristics of directors are an important way to measure individual cognitive bases; cognitive bases in turn combine to create certain team abilities and tendencies, resulting in patterns inboard decision outcomes.**

**Keywords:** *Directors' Age, Corporate Social Responsibility, Emerging Economies, Upper Echelon Theory, Corporate Governance*

## **Supply Chain Management and Operations in Digital Age**

### **Procurement Process and SRM: Complex Analysis in the Case of the Mining Company**

**Inessa Airapetian**, Higher School of Economics, Saint Petersburg, Russia (airapetyan.inessa@yandex.ru), **Daria Kolmychenko**, Higher School of Economics, Russia (d.kolmy@yandex.ru), **Maria Tipyaeva**, Higher School of Economics, Saint Petersburg, Russia (mariahse97@gmail.com), **Elena Serova**, Higher School of Economics, Saint Petersburg, Russia (egserova@hse.ru)

#### **Abstract:**

**The academic literature has paid less attention to the procurement from both process approach and relationship theory perspectives on the SRM concept and the impact this process has on supply base performance, specifically in regard to mining companies. The study aims to identify the effect the procurement process has on supply base performance improvement illustrated in the case of a leading Russian mining company. Particularly, 'as-is' and 'to-be' procurement process modeling is applied, and the structural model is tested using partial least squares structural equation modeling approach to estimate the influence of the capabilities on the supplier portfolio improvement. The thesis shows that pre-Initiation, initiation and development capabilities affect positively the supply base performance whereas ending capability has no statistically significant effect.**

**Keywords:** *Supplier Relationship Management, SRM Capability, Procurement Process Model, Mining Company, PLS-SEM*

### **Cooperative Game for Working Capital Management in Distributive Supply Network**

**Anastasiia Ivakina**, GSOM SPbU, Russia (anastasiyaivakina@gmail.com), **Egor Lapin**, St. Petersburg University, Graduate School of Management, Russia (egor.lapin.wv@gmail.com), **Nikolay A. Zenkevich**, St. Petersburg University, Graduate School of Management, St. Petersburg, Russia (zenkevich@gsom.pu.ru)

#### **Abstract:**

**Globalization, technological breakthroughs and steadily growing competition between supply chains shape working capital management as important means of liquidity and profitability improvement. More importantly, for companies still focusing on their**

individual SC issues and taking their own interests into account rather than understanding the whole SC and cooperating with their partners this has become critical. Authors address the problem of joint WCM by developing cooperative game working capital cost game aimed at minimizing total financial costs associated with each SC stage. The focal network is a distributive supply network consisting of N suppliers, one distributor and M retailers connected through material, information and financial flows. The members of the network can form various coalitions with the distributor. Each member's working capital position is constrained by liquidity and profitability requirements. For this cooperative game we investigate Shapley value. As a result, we provide empirical evidence of fair SC cost redistribution through a case study focusing on a large Russian ICT supply chain and develop cost redistribution policy.

**Keywords:** *Supply Chain Finance, Supply Chain Collaboration, Working Capital Management, Cooperative Game, Cost Imputation*

## **Antecedents and Outcomes of Sustainable Supply Chain Integration in Emerging Economies: The Study of Large Russian Companies**

**Dmitrii Knatko**, Graduate School of Management St. Petersburg State University, Russia (d.knatko@spbu.ru), **Yulia Aray**, Graduate School of Management St. Petersburg State University, Russia (aray\_yulia@gsom.spbu.ru), **Anna Levchenko**, Graduate School of Management St. Petersburg State University, Russia (a.v.levchenko@gsom.spbu.ru), **Anna Veselova**, Graduate School of Management St. Petersburg State University, Russia (a.s.veselova@gsom.spbu.ru)

### **Abstract:**

The adoption of sustainability practice in the large business agenda is growing trend and it goes along with the increasing number of claims that sustainability business leaders generate more value and with a growing public and state attention to the transition of world economy to the green model of wellbeing, specifically in the field of supply chain management due to its high external effect. In order to push the agenda forwards there is a high demand of researchers for learning about antecedents and drivers of the sustainability adoption in the supply chain management, especially in the context of emerging economies where sustainability trend is still on the early rise. The paper explores the antecedents and outcomes of sustainability adoption in supply chain management in the Russian context using a multiple case-study approach. The data of research includes cases from oil & gas companies Gazprom, Rosneft, SIBUR, Lukoil and is used as an empirical evidence and background for articulation of antecedents and outcomes of sustainable supply chain. Through the analysis of the cases several drivers of sustainable supply chain integration in large Russian oil & gas companies were indicated including strategic, governance, and cultural drivers of sustainability.

**Keywords:** *Circular Economy, Closed Loop, Supply Chain, Sustainability, Sustainable Supply Chain Management*

## **Joint Working Capital Management in Supply Chains**

**Iana Kuzmina**, GSOM SPbU, Russia (kuzmina.jana.i@gmail.com), **Nikolay Zenkevich**, St. Petersburg University, Graduate School of Management, Russia (zenkevich@gsom.spbu.ru)

### **Abstract:**

The research is devoted to joint working capital (WC) management in supply chains (SC) aiming to improve joint WC management methods through minimization of financial SC costs on WC using SC finance (SCF) solutions. Although in recent years the topic of SC finance has gained academic attention aiming at its applicability to financial SC management to relieve access to capital sources, there are uninvestigated areas such as managerial perspective of SCF solutions use. Thus, the research suggests the managerial algorithm that contains four developed models: the model of Collaborative cash conversion cycle (CCCC), two model of SCF solutions and the model of joint WC optimization. The models imply using such SCF solutions as Factoring, Reverse Factoring and Inventory Financing to improve joint WC in terms of costs on WC and liquidity of both SC members and entire SC and to provide the optimal conditions of SCF solutions use to achieve the results. Quantitative optimization with SCF solutions use demonstrates on the cases of SCs the improvement of financial position and liquidity of all SC members. The research has strong potential to be applied in businesses since the algorithm represents a comprehensive managerial tool for joint WC management in a SC. It may be used to achieve optimal cash conversion cycle values for minimal SC costs on WC constrained by liquidity and profitability target levels.

**Keywords:** *Working Capital Management, Collaborative Cash Conversion Cycle, Supply Chain Finance, Supply Chain Finance Solutions, Reverse Factoring, Inventory Financing*

## **4PL Flexibility in Business Models**

**Anna Levchenko**, GSOM SPbU, Russia (annakalvaraskaya@gmail.com), Pavel Shraikhin, Economics faculty SPbU, Russia (pavel.sharakhin@metso.com)

### **Abstract:**

Current development of delivery types in various business models makes logistics schemes numerous and more complex. Supply chain and its efficiency or agility (or together) become one of the key factors to win in market competition. The flexibility of logistics used in business models vary depending on chosen way to compete. The role of 4PL has incredibly changed the forces in supply chains. 4PL became creators of business models and main innovators in the market. Technological development also contributes to this transformation. Based on internet platforms services 4PL are not needed to be a big company, it could be the smallest (in terms of assets) company, managing all other participants, but it should be the most flexible among them. The paper is devoted to the description of theoretical background for 4PL innovativeness.

**Keywords:** *Supply Chain, Business Model, Innovation, Fourth Party Logistics*

## **The Problem of Supply Chain Profit Maximization Using Sales Rebate Contract**

**Natalia Nikolchenko**, GSOM SPbU, Russia (st057455@student.spbu.ru), Irina Berezinets, Graduate School of Management St. Petersburg University, Russia (berezinets@gsom.spbu.ru), Yulia Ilina, Graduate School of Management, St. Petersburg University, Russia (jilina@gsom.spbu.ru), Margarita Meshkova, Graduate School of Management, St. Petersburg University, Russia (rita.meshkova@gmail.com)

### **Abstract:**

**The paper considers the problem of supply chain profit maximization using the sales rebate contract. The problem solving is proposed for the two-echelon supply chain model with risk-neutral partners (supplier and retailer) and the assumption of triangular distributed demand. It was shown that the sales rebate contract is not coordinating in general, as it does not fulfill the condition of individual rationality for the supplier. The authors considered conditional coordination of the supply chain with sales rebate contract, when the expected profits of the supply chain and the retailer reach their maximum, and the supplier's expected profit is greater than for the case of the wholesale price contract. It can be argued that the sales rebate contract implementation under certain conditions is beneficial for both partners involved in the supply chain and provides the maximum of the supply chain expected profit. The algorithm for constructing a coordinating sales rebate is proposed. To verify the algorithm for constructing a coordinating contract, the case of the pharmaceutical supply chain was investigated.**

**Keywords:** *Supply Chain, Profit, Supply Chain Coordination, Coordinating Contract, Sales Rebate Contract*

## **Cluster Approach to Evaluation and Analysis of Regional Transport and Logistics Complexes**

**Elena Serova**, National Research University Higher School of Economics, Russia (serovah@gmail.com), **Anatoly Kazantsev**, Graduate School of Management St. Petersburg University, Russia (kazantcev@gsom.spbu.ru)

### **Abstract:**

**In recent years, the issues of strengthening inter-regional relationships, increasing the efficiency of trade between regions and countries, and improving the management of transport flows are becoming increasingly important. The purpose of this work is to assess the level of development and to conduct a comparative analysis of regional transport and logistics complexes based on the cluster approach. The findings of the research are based on providing of algorithm for assessing regional transport and logistics complexes (RTL) condition, proposing an effective system of indicators, which allows to combine regions into clusters, taking into account the degree and dynamics of transport logistics complexes development.**

**Keywords:** *Regional Transport and Logistics Complexes, Transport and Logistics Clusters, Cluster Analysis, System of Indicators*

## **Empirical Investigation of Bullwhip Effect with Sensitivity Analysis in Supply Chain**

**Shoaib Yousaf**, International Islamic University, Pakistan (shoaib.phdtm19@iiu.edu.pk)

### **Abstract:**

**The main purpose of this research is to empirical investigation of bullwhip effect under sensitivity analysis in two tier supply chain. Simulation modeling technique has been applied in this research as a research methodology to see the sensitivity analysis of bullwhip effect in the rice industry of Pakistan. The research comprises two case studies that has been chosen as a sample. The results of this research have confirmed that reduction in production delay reduces the bullwhip effect. The result of this research also**

indicates by increasing the value of time to adjust inventory decreases the bullwhip effect. Furthermore, by decreasing the value of alpha increases the damping effect of the exponential smoother. Moreover, by reducing the value of time to work in progress also reduces the bullwhip effect. This research will help practitioners and operation managers to reduce the major costs of their products in three ways. They can reduce their i) inventory levels, ii) better utilize their capacity and iii) improve their forecasting techniques. However, this study is based on two tier supply chain while in reality supply chain has got many tiers. Hence, future work will extend.

**Keywords:** *Supply Chain Dynamics, Bullwhip Effect, Simulation, Sensitivity Analysis, Rice Industry of Pakistan*

## **Efficiency-based Leadership in the Banking Sector**

**Nikolay Zenkevich**, GSOM SPbU, Russia (zenkevich@gsom.spbu.ru), Sajad Kazemi, Graduate School of Management, St. Petersburg University, Russia (st073959@student.spbu.ru)

### **Abstract:**

Nowadays, organizations have faced extremely competitive situations due to uncertain, dynamic, and complex environment in the business market. In the strategic management research, competitive advantage and organizational performance are linked, and organizations prefer to follow the leaders in such an environment but more efficiently. In this research, we will develop a new data envelopment analysis (DEA) model based on the gaps in the literature, theoretically and practically. This research contributes to the leadership literature with the investigation of efficiency-based leadership among a set of rival organizations and in the DEA models with developing a new model according to the initial assumptions. From the practical point of view, we will test the applicability of our developed model in the banking sector to find the leader among 100 Melli bank branches in Isfahan city of Iran. The results will help managers to follow the right organizations as a leader according to the competitive dynamics and neo-institutional theories.

**Keywords:** *Leadership, Efficiency, Data Envelopment Analysis, Efficiency-Based Leadership, Common Set of Weights*

## **Identification of Factors Affecting the Implementation of the Internet of Things for Evolutionary Stable Strategy in Supply Chain Management**

**Andrey Zyatchin**, GSOM SPbU, Russia (zyatchin@gsom.spbu.ru), Ekaterina Senicheva, GSOM, Russia (senich.kk@gmail.com)

### **Abstract:**

Research object of this study is the IoT implementation in supply chain management. Research subject is the analysis of factors influencing the implementation of the Internet of Things in supply chain management and their contribution to the evolutionary stable strategy. The context of the research is the Russian telecom industry, which was chosen as the main provider and integrator of IoT solutions. For the purposes of the current research, the partial least squares regression (PLS method) was chosen in order to evaluate factors which affect the implementation of the IoT in SCM. The main result of the paper

are: a comprehensive approach for factors evaluation was developed and applied to the Russian telecom industry; benefits and challenges affecting the Internet of Things implementation in supply chain management were evaluated based on the PLS method; based on the empirical part, relevant assumptions for the evolutionary stable strategy were stated and incorporated in the mode.

**Keywords:** *Logistics, Supply Chain Management, Internet of Things*

## **The Digital Contribution into Effectiveness and Efficiency Of The Public Sector**

### **Do Merger Policies Increase Universities' Efficiency? Evidence from a fuzzy Regression Discontinuity Design**

**Aleksei Egorov**, National Research University Higher School of Economics, Russia (aegorov@hse.ru), **Tommaso Agasisti** (Politecnico di Milano School of Management, Italy (tommaso.agasisti@polimi.it), **Margarita Maximova**, National Research University Higher School of Economics, Russia (maximovamargaritam@gmail.com)

#### **Abstract:**

This paper focuses on the effect of merger policies in Russia on universities' efficiency. We consider one particular type of involuntary mergers conducted by Ministry of education based on universities' performance indicators. At the first stage we estimate efficiency scores using bootstrapped DEA non-parametric technique. The efficiency scores were evaluated for universities that were merged and for appropriate control group which was formed by propensity score matching approach before and after implemented policy. Then, fuzzy regression discontinuity design was conducted to reveal the impact of mergers on efficiency level. We find non-linear statistically significant effect of merger policy on universities' efficiency. The results of the analysis suggest that merged universities experienced greater efficiency gains (smaller efficiency declines) after the merger was implemented.

**Keywords:** *Higher Education, Efficiency, Mergers, Public Policy in Higher Education, Data Envelopment Analysis, Regression Discontinuity Design*

### **Transformational Leadership as a Determinant of Organizational Commitment: Testing a Multiple Mediation Model**

**Kamran Iqbal**, University of Lahore, Pakistan (sgd.kamran@gmail.com), **Tehreem Fatima**, University of Lahore, Sargodha Campus, Pakistan (tehreemfatima1010@gmail.com)

#### **Abstract:**

Drawing on the conservation of resource theory, the present study aims to examine the linkage between transformational leadership and organizational commitment through two underlying mechanisms of psychological empowerment and psychological well-being. Data were collected from (n=299) hospital nurses in Sargodha district of Pakistan. Preacher and Hayes (2008) procedure was used to test direct and mediating hypotheses. The results of the study indicate that transformational leadership positively influences the organizational commitment of nurses. The results further support the mediating role of psychological empowerment and psychological well-being between transformational leadership and



**organizational commitment. These findings suggest that when the nursing staff perceives their leader as transformational, they feel more empowered and higher in well-being, which in turn increase their commitment to their hospitals. This study offers a better understanding of the psychological mechanisms through which transformational leadership influence organizational commitment.**

**Keywords:** *Transformational Leadership, Psychological Empowerment, Psychological Well-being, and Organizational Commitment*

## **Corporate Governance and Financial Performance in the EU Agencies**

**Eugenio Orlandi**, Former Europol Deputy Director, Italy (orlandi.eugenio@libero.it)

### **Abstract:**

**Object of this paper is answering the research question: “Is state-of-art financial management of help in fulfilling the institutional goals of EU Agencies”? Corporate performance depends on sound administrative support. In the case of the European Union Agencies, a reform agreed by the Council, the Commission and the European Parliament provided a unified schema for the funding acts. In a previous work evidence has been provided that uniformity of funding acts and standard auditing methods indeed have improved financial performance, but at the same time have reduced overall corporate performance: the ability to take into account some of the objectives of the Agencies’ stakeholders represented in the Board of Directors. In this paper pros and cons of applying public sector audit practices to Agencies that should provide services in an unstable and evolving environment are challenged. Standard financial performance reports of the EU Court of Auditor that attribute poor values to the budget without context-related considerations, can have potential negative effects on the ability to react to changes in the environment.**

**Keywords:** *Agencification, Corporate Governance, Funding Act, Financial Performance, Principle of Annuality, Carryover*

## **Evaluating the Gap between Tourist Potential and Attractiveness of Small Historical Towns in Russia**

**Nikolay Zhunda**, ICSEER Leontief Centre, Russia (nick@leontief.ru), Alexander Semenov (St. Petersburg Foundation for Investment projects (FISP), Russia (semenov@fisp.spb.ru)

### **Abstract:**

**In recent years federal authorities in Russia undertook a number of initiatives to shape public policy on spatial development of the country and address the issues of regional and urban development. These initiatives raised the discussion amongst both experts and officials about fate of the smaller towns and settlements. Small historical cities constitute a special group of settlements, which on the one hand are characterized by typical problems of social and economic development attributing to small towns in Russia including amongst the most acute depopulation, crisis of labor market and the deterioration of urban infrastructure. On the other hand, the cultural heritage of which these cities are the possessors and custodians is a resource capable to provide, under certain conditions, a significant driver of the economic growth through tourism development.**

**This study carries an attempt to understand the factors which undermine the tourist potential of the small historical towns and explain the gap between potential and**

attractiveness of the particular historical settlements for the tourists and further suggest receipts for policymakers addressing the preservation and valorization of cultural heritage and providing the state support to tourism development in small historical towns.

**Keywords:** *Small Historical Towns; Cultural Heritage; Tourism Potential, Tourist Attractiveness; Public Policy; Evaluation*

## **The New Role of Talent and Human Resource Management in International Business**

### **Inclusiveness of Employees with Childcare Commitments in Different Work Systems: Russian Case**

**Aleksandra Bordunos**, GSOM SPbU, Russia (abordunos@bk.ru), Sofia Kosheleva, GSOM St. Petersburg University, Russia (kosheleva@gsom.pu.ru)

#### **Abstract:**

The paper presents the first phase of the research aiming to reveal legitimate solution for raising inclusion of employees with childcare commitments. The research focuses on questions: how firms understand inclusion of this marginal group and why they engage in it; acknowledged barriers for inclusion and factors shaping legitimacy of possible interruptions. The empirical part of the research grounds on the Q-methodology, thus, the goal of the first phase is to analyze the concourse - a 'flow of communicability' for this social topic, in order to prepare the Q-set – a sample of the most relevant initiatives from the concourse. For this goal, the comprehensive literature review intersects perspectives of two research domains: gender inclusion for revealing the content of initiatives and strategic Human Resource Management for defining the context of them. It results in nine options for each of the three analysed Work Systems, forming a concourse of 27 statements; and the final Q-set consisting of nine final initiatives, pre-sorted for the Q-sort in the Russian context. The research decouples findings from the feminism agenda or gender studies and treats parenting as part of a personal identity work. There are several applications of findings: to acknowledge the list of possible initiatives sorted according to their legitimacy for different business context; to understand the reasons behind each item in the set; to learn from contradictions of their previous approbation.

**Keywords:** *Childcare, Fatherhood, Gender Inclusion, High-Commitment Work System, High-Involvement Work System, High-Performance Work System, Motherhood, Parenting*

### **Diversity-driven Talent Management and its Relationship with firm Performance**

**Aleksandra Bordunos**, GSOM SPbU, Russia (abordunos@bk.ru), Sofia Kosheleva, GSOM St. Petersburg University, Russia (kosheleva@gsom.pu.ru), Daria Khasieva, GSOM SPbU, Russia (daria.khasieva@gmail.com), Marina Latukha, Graduate School of Management, St. Petersburg University, Russia (marina.latuha@gsom.spbu.ru)

#### **Abstract:**

**Diversity creates for business both: new challenges and new opportunities. The positive relationship between diverse workforce and firm performance is proven by number of studies. This is the reason why diversity management becomes a strategic task for the companies. The easiest way of diversity management realization at firm-level is HRM practices with diverse focus.**

**This study explores gender-diverse talent management practices in the context of emergent market. Being a part of HRM, talent management is system of practices, addressing to the most effective employees of the firm. Our goal is to investigate specificity of gender-diverse talent management practices, examine the determinants, driving these practices at firm-level and assess their impact on firm performance. Focusing on female talent we analyze data from 300 MNC operating on the Russia market. We find positive relationship between gender-diverse talent management practices and firm performance, identify groups of determinants, influencing gender-diverse practices significantly, and specify the role of the emergent market context.**

**Our results have several theoretical, context-specific and practical implications in diversity management and talent management fields.**

**Keywords:** *Talent Management; Gender Diversity; Female Talent; Russia*

## **Political Skill, Employer's Psychological Contract Fulfilment and Cross-Cultural Adjustment among Self-Initiated Expatriates**

**Alexei Koveshnikov**, Aalto University, Finland (alexei.koveshnikov@aalto.fi), Heidi Wechtler, Newcastle Business School, Australia (alexei37@hotmail.com)

### **Abstract:**

**Based on our analysis of 200 self-initiated expatriates (SIE), in this study, we, first, we examine the relationship between SIEs' political skill, as a measure of their social ability and effectiveness, and cross-cultural adjustment, defined as the degree of SIEs' psychological (dis)comfort in the new environment. Second, to explain one of the mechanisms, through which the relationship operates, we test whether SIEs' psychological contract (PC) fulfilment, i.e. the fulfilment of the terms of the social exchange relationship between SIEs and their organizations, mediates this relationship. We use PC fulfilment as an indication of the SIEs' ability to secure organizational endowments in their employment relationships. We find support for the proposed relationships and discuss their theoretical and practical implications.**

**Keywords:** *Self-Initiated Expatriates, Political Skill, Psychological Contract, Cross-Cultural Adjustment*

## **High-performance Work Systems in Russian and Indian IT Companies**

**Dmitry Kucherov**, GSOM SPbU, Russia (kucherov@gsom.spbu.ru), Elena Zavyalova, Graduate School of Management, St. Petersburg University, Russia (zavyalova@gsom.spbu.ru), Victoria Tsybova, Graduate School of Management, St. Petersburg University, Russia (tsybova@gsom.spbu.ru)

### **Abstract:**

**The empirical verification of the relationship between High Performance Work Practices (further – 'HPWPs') and firm performance is one of the key topics in strategic human resource management (strategic HRM) literature for the past 25 years. This study aims to**

examine the HPW systems (further – ‘HPWSs’) in IT sector of two emerging markets, Russia and India. Our research design is based on the assumption that IT companies both in Russia and India use HPWPs which in turn contribute to organizational performance. Meanwhile the combination of these practices for each country is different and caused by institutional context. Thus, we stick with contingency (best fit) approach. By the use of well-known European quality standard “Investors in People” (IiP) applied in developed countries as a framework for the assessment of HRM system in organizations, we compare IiP with Russian and IT companies’ HPWPs. Additionally, we identify those HPWPs that impact the performance of Russian and Indian IT companies. The findings, based on the survey in 132 companies, indicate that there are differences in HRM practices between Russian and Indian IT companies which construct particular HPWSs. Further, these systems impact differently on firm performance.

**Keywords:** *High-Performance Work Systems, High-Performance Work Practices; Performance, IT Companies, Russia, India*

## **Double Work of Women in Russia**

**Maria Kurganskaya**, The Herzen State Pedagogical University of Russia, Russia (marysia.95@mail.ru), **Maria Pertaya**, The Herzen State Pedagogical University of Russia, Russia (pertaja@mail.ru)

### **Abstract:**

The work is devoted to the problem of gender discrimination of women in the labor market in Russia. The authors identify two main reasons for the current income situation. They analyze the statistics of executive positions that women and men held and the distribution of home duties in the family. The authors conclude that the stereotypes that rule today in the family are the basis of the double work of women in Russia. The dominance of the patriarchal type of interaction holds this model both for women and men. Authors discover a discrepancy between the norms that dominate under women and their real place. In authors’ opinion, this also increases discrimination against women in the labor market

**Keywords:** *Gender Inequality, Labor Market, Executive Positions, Domestic Responsibilities, Stereotypes, Patriarchal Type*

## **Recruitment Goes Digital. Challenges and Opportunities for the Russian Companies**

**Antonina Lisovskaia**, GSOM SPbU, Russia (a.lisovskaya@spbu.ru)

### **Abstract:**

This paper investigates the origins of E-recruitment and address some challenges that Russian HRs meet. The results of the study "International trends in human capital for 2019" showed that the issue of digitalization of HR functions is in the top 5 priorities for Russian companies (SAP, Deloitte, 2019). Recruitment refers to one of such HR activities covered by technology (Thite, 2019). The data were collected from semi-structured in-depth interviews with the HR-representatives from construction, manufacturing, retail companies (4 cases) who are responsible for recruitment process and have already implemented any e-recruitment practice in their everyday life.

The results demonstrated that E-recruitment is introduced in order to improve efficiency, but there are some crucial challenges such as devaluation the expertise and professional experience of HRs.

**Keywords:** *Human Resource Management, Digital Human Resource Management, e-HRM, Traditional Recruitment, E-Recruitment*

## **Exploring the Essential Impact of Talent Management on Innovation Performance: An Ambidexterity Perspective**

Louisa Selivanovskikh, GSOM SPbU, Russia (louisa.selivanovskikh@gmail.com)

### **Abstract:**

Depending on the form, magnitude, referent and type of desired organizational innovation, a firm can be overwhelmingly oriented at maintaining a close relative balance between its potential and realized capabilities for ‘absorbing’ talent, whereas in other cases it can be focused on increasing their combined magnitude. Building on the organizational ambidexterity and absorptive capacity literatures, I argue that the balance and combined dimensions of a firm’s capability to acquire, assimilate, transform and exploit talent resources rely on different causal mechanisms, thus making them conceptually distinct. I offer a conceptual framework that explores this relationship in relation to innovation performance and discuss the possible synergistic benefits that concurrent high levels of balance and combined dimensions may yield. It is expected that in resource-constrained and highly competitive contexts firms may benefit from a focus on managing trade-offs between potential and realized talent absorption capacity, but for firms that have access to sufficient resources, including international human capital (i.e. human capital, which is not firm- or location-specific), the simultaneous pursuit of potential and realized talent absorption capacity development is both possible and desirable.

**Keywords:** *Organizational Ambidexterity Perspective; Innovation Performance; Process-Driven Talent Management; Talent Acquisition; Talent Assimilation; Talent Transformation; Talent Exploitation*

## **Gender-driven Talent Migration and its Implication to Talent Management**

Mariia Shagalkina, GSOM SPbU, Russia (mari.shag.101@gmail.com), Marina Latukha, Graduate School of Management, St. Petersburg University, Russia (marina.latuha@gsom.spbu.ru)

### **Abstract:**

This paper investigates gender-specific determinants of talent migration and the role of talent management practices in mitigating their effect in the Russian context. Using the data from 557 senior students which were considered as potential talent, we found that men and women are influenced by diverse factors when deciding on migration. While men are more prone to industry-level push factors, women are more sensitive to socio-individual push factors such as equality, status inconsistencies, and self-actualization. Moreover, both men and women who are notably influenced by push factors, highly evaluate the possibility of talent management practices to change their migration intention.

**Keywords:** *Talent Management, Gender Migration, Labor Mobility, Brain Drain, Diversity Management, Russia, Female Talent*

# Talent Migration in Emerging Markets: Agenda for Global Talent Management

**Mariia Shagalkina**, GSOM SPbU, Russia (st059695@student.spbu.ru), **Marina Latukha**, Graduate School of Management, St. Petersburg University, Russia (marina.latuha@gsom.spbu.ru)

## **Abstract:**

Although the problem of talent migration (brain drain) is not new and many countries, especially emerging markets, experience it currently, there is no universal remedy for solving it. Most research connect brain drain with macro-level determinants (institutional, economic, political). Little attention has been paid to firm-level talent management (TM) as a possible tool for overcoming national-level brain drain. Using primary data from 557 talented graduates of Russian universities we find that business- and country-level push factors which determine their migration intension may be influenced by talent attraction, talent development and talent retention practices if implemented in local companies. The result implies the possible positive effect of TM development on brain drain problem at a country level.

**Keywords:** *Brain Drain; Student Migration; Determinants of Talent Migration; Talent Management; Strategic Human Resource Management; Emerging Markets; Human Capital*

## **Cultural Sensitivity to HR Business Partner's Competencies: Insights from Job Advertisements Across Six Countries**

**Ekaterina Vlah**, National Research University Higher School of Economics, Russia (kate.vlah@gmail.com), **Natalia Volkova**, National Research University Higher School of Economics, Russia (nv.volkova@hse.ru), **Valeria Pomyalova**, National Research University Higher School of Economics, Russia (valeriauu1237@gmail.com)

## **Abstract:**

**Purpose** - Over the past decades, Russian businesses have demonstrated rapid growth that leads to urgent needs in developing Human Resource (HR) management knowledge. However, there is a lack of details about similarities or differences between HR practices in Russia and other countries. The aim of this study is to identify the key job requirements and skills for HR business partners sought by employers in both Russia and five English-speaking countries (Australia, Canada, India, the UK, and the US) and juxtapose them with cultural values according to the Hofstede cultural dimensions. **Design/methodology/approach** - Having followed the proportion of 300 job posts for each country, 1 800 vacancies randomly selected from two sources (www.hh.ru and LinkedIn) were studied. **Findings** - Russian job ads frequently emphasize local employment law and recruitment that could reflect the high Power Distance and Uncertainty Avoidance with a low level of Individualism. While highly individualistic countries have demonstrated a successful background in working on Employee relations or Performance Management.

**Keywords:** *Cultural Values, Recruitment Advertising, HR Business Partner, Content Analysis, Cultural Differences*

# HRM Humanization as Core Factor of Success in Digital Economy

YelenaYakhontova, RANEPa, Russia (Yakhontova@hotmail.com)

## Abstract:

This paper investigates a core role of HRM humanization for successful digital transformation of Russian companies in Digital Economy. This economy based on digital technologies which are penetrating to any economic and social areas. The paper focuses on factors that determine human potential utilization and development for digital growth strategy. Poor HRM system based on hard methods establishes a set of barriers of human resources involvement on innovation and professional development during digital transformation. The term "humanization" is applied to an iterative method of human relation development for human resources satisfaction and high results of organizational performance in Digital Economy. Humanization of HRM bases on a set of Strategic HRM values and principles. Humanization as a mainstream of HRM. The core direction for humanization HRM system are Management by Value, Talent Management, human resource development, motivation and expanding work opportunities. The best way to provide it - create good organizational condition for teamwork and delegation. The paper grounds linkage between HRM humanization and digital transformation projects effect by example of Russian.

**Keywords:** *Humanization, Human Resource Management, Digital Economy, Soft Management, Labor Market, Talent Management, Human Resource Potential, Digital Technologies Leaders and Leadership*

## Personality, Work Engagement, And Extra-Role Behavior

Andrey Zamulin, GSOM SPbU, Russia (zamulin@gsom.pu.ru)

## Abstract:

Although the role of employee engagement has been intensively analyzed and discussed in the literature, individual personal characteristics, which are crucial for the success of such a process insufficiently studied. The paper explores a possible link between personality types and characteristics of engagement and its consequence in the form of extra-role behavior of production employees. An exploratory study in International brewing company X using qualitative methods showed that production employees with different personality types demonstrate different levels of extra-role behavior. At the same time, a distinct relationship between the type of personality and the level of work involvement could not be identified. Case of company X is used as an empirical evidence and background for further articulation of suggested propositions.

**Keywords:** *Work Engagement, Personality, Extra-Role Behavior, Individual Differences, Implementing Innovations, Functional Responsibilities*