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INTERNATIONALISATION OF RUSSIAN FIRMS TO FINLAND

– Case Study of Russian SMEs



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This study researched internationalisation of Russian small- and medium-sized firms to Finland. The number of Russian firms in Finland has been growing in the past years. The overall purpose of this research was to review relevant literature regarding the process of internationalisation of SMEs and to examine empirically whether Russian firms follow the acknowledged theories of internationalisation. The research strategy utilised was qualitative multi-case study research. The managers of case firms were interviewed by using semi-structured interviews.

The findings of this research suggest that Russian SMEs follow different existing theories of internationalisation. In addition, networks seemed to be an essential part of their internationalisation process. It was found that some of the case firms internationalised rapidly, whereas some followed the more traditional incremental process of internationalisation. The barriers and difficulties confronted were ambiguity in business practices and language barriers.

KEYWORDS:

Internationalisation, SMEs, Russia, Networks, Finland

Toni Kallio

VENÄLÄISTEN YRITYSTEN KANSAINVÄLISTYMINEN SUOMEEN: Tapaustutkimus venäläisistä PK-yrityksistä

Tämä opinnäytetyö tutki venäläisten pienten- ja keskisuurten yritysten kansainvälistymistä Suomeen. Venäläisten yritysten määrä Suomessa on kasvanut viime vuosina. Tutkimuksen tarkoituksena oli tutkia empiirisesti vastaako venäläisyritysten kansainvälistymisprosessi kirjallisuuskatsauksessa tunnistettuja, yleisesti hyväksytyjä kansainvälistymisteorioita. Tutkimustapana käytettiin kvalitatiivista tapaustutkimusta. Yritysten johtajia haastateltiin puolirakenteellisilla haastatteluilla.

Tutkimustulokset osoittavat, että venäläisten yritysten kansainvälistymisprosessit noudattavat eri kansainvälistymisteorioita. Lisäksi, verkostoilla on merkittävä rooli kansainvälistymisessä. Tutkimustulosten mukaan osa yrityksistä kansainvälistyi nopeasti, kun taas osa noudatti perinteistä asteittaista kansainvälistymistä. Esteet ja vaikeudet kansainvälistymisprosessissa liittyivät Suomen liiketoimintatapojen vähäiseen tuntemukseen sekä kielivaikeuksiin.

ASIASANAT:

kansainvälistyminen, PK-yritykset, Venäjä, verkostot, Suomi

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1 INTRODUCTION

The starting chapter of this thesis discusses the background of Russian firms and internationalisation. Also, research backgrounds and objectives are presented.

1.1 Background

Internationalisation of Russian small- and medium-sized enterprises (SMEs) to Finland has been growing in recent years (Statistics Finland, 2011). The number of Russian SMEs in Finland has also grown significantly, especially in the south-east region of Finland (Helsingin Sanomat, 25.1.2013). In fact, the total of foreign trade from Russia to Finland in 2012 was 22,3 milliard euros (Russian Customs, 2013). That is, a significant amount of foreign trade occurs between Russia and Finland. Furthermore, it is worth mentioning that Russia is the main export and import partner of Finland and the foreign trade between the countries has been steadily growing since 2008 (Finnish Customs, 2013).

Recent events such as World Trade Organisation membership of the Russian Federation has given more encouragement for Russian firms to expand to Finland which also offers a gateway to the European markets. Finland also offers entry to the Asian and American markets. Finland has the opportunity to establish itself as a business hub and a gateway to and from Russia (Helsinki Business Hub, 3.9.2012).

Finland is a stable economy and has gained more and more attention from Russian firms and investors. Another factor that increases Finland's appeal as a favourable business environment is its physical closeness to Russia. Finland and the Russian Federation share borders and this offers good logistical advantages for Russian firms and accessibility through Finland. Also, there is a long history of trade between Finland and Russia. The growth of trade to the European Union from the Russian Federation could indicate that the significance of European Union has grown for Russian firms. More importantly, the trade between Finland and Russia has grown and this offers opportunities for both Russian and Finnish firms.

Globalisation and growth of international business has created both challenges and opportunities for Russian firms. Openness and easier entry to foreign markets has given the possibility to expand abroad. On the other hand, this has also created foreign competition and it has put pressure on the Russian firms to seek growth for business from markets abroad.

Russia is an economy with different background and has had distinctive features in its development from what it is today. Firstly, Russia is an economy which has gone through a transition process to a free market economy (Ojala & Isomäki, 2011, 2). This fact sets the basis for internationalisation of Russian firms in different context as in the western industrial economies. Secondly, Russia has been categorised as an emerging market (Filatotchev, Liu, Buck & Wright, 2009, 1007). Filatotchev et al. (2009, 1017) argue that SMEs from emerging markets, such as Russia, can take advantage of increased knowledge transfer in the international trade, and global networks share an important role in their international operations. In the study of internationalisation processes in emerging markets, Elango and Pattnaik (2007, 551) argue that firms from emerging markets confront challenges in their internationalisation in accessing knowledge and resources in the target market. Also, SMEs tend to lack resources for R & D and marketing (Elango & Pattnaik, 2007, 552). Elango and Pattnaik (2007, 551) also highlight the importance of networks for firms from emerging markets. This research will examine the internationalisation process of firms from emerging markets, with specific focus on Russia, and will try to seek motives and methods for Russian firms' expansion abroad.

Internationalisation of Russian enterprises started to increase after the collapse of the Soviet Union. In 1992, the liberalisation of trade cancelled the government's monopoly on foreign trade. This ended a long period of government-controlled international trade in Russia (Väätänen, Podmetina & Pillania, 2009, 160). The liberalisation of markets through price liberalisation started the process of Russia's transition to a market economy. The transition process increased international competition in the domestic market and also in export market of Russian companies (Väätänen et al. 2009, 159).

The theoretical approach of this research is based on theories related to internationalisation as a process. One of the theories on internationalisation processes is

the gradual model of internationalisation, the Uppsala model by Johanson and Vahlne (1977). In addition to the gradual model are the theories of Born Global firms (Knight & Cavusgil, 1996), Born-Again Globals (Bell, McNaughton & Young, 2001) and International New Ventures (McDougall, Shane & Oviatt, 1994). In addition, extant literature on the network theory of internationalisation (Johanson & Mattsson, 1988; Coviello & Munro, 1997) and its relevance in the international process of SMEs will be reviewed.

It is often argued that in contrast to multinational companies (MNE), SMEs lack the resources and capabilities to expand to foreign markets and therefore networks are very important for smaller firms which are seeking to expand abroad (Coviello & Munro, 1997). Therefore, the networks and relationships will also be studied in this paper and what is their connection to the internationalisation process of Russian firms.

The focus of this study is on these above mentioned theories. The theories are presented in the literature review chapter and will offer more fundamental understanding of internationalisation of SMEs.

The objective of this research is to gain knowledge and understanding of the internationalisation process of Russian SMEs. The aim is to explore and possibly find variations in the processes of internationalisation. Also, the research will try to discover differences in the internationalisation patterns of the firms and possibly explain better the internationalisation process of Russian SMEs. The purpose of this study is to provide practical knowledge of the international processes of Russian SMEs.

Internationalisation process of Russian companies is not an extensively researched subject; mainly due to the fact that internationalisation of Russian SMEs is a rather new phenomenon (Väättänen et al. 2009, 163). This research will try to fill this research gap in the internationalisation of Russian SMEs to Finland.

This research had the support of the Finnish-Russian Chamber of Commerce in Helsinki and St. Petersburg. The initial idea for this research came from the regional director of Finnish-Russian Chamber of Commerce in St. Petersburg. The Finnish-Russian Chamber of Commerce and its employees have assisted in this research and provided contact information for research's data collection.

1.2 Research Questions

Russian SMEs in Finland is not a frequently studied subject. This research will explore the issue and tries to understand better the international behaviour of Russian firms. There is a research gap in exploratory research of small- and medium-sized firms, especially in emerging markets (Amal, Rocha & Filho, 2010, 610). Even though there has been a growing number of studies investigating the internationalisation process of SMEs, most of the studies tend to be focused on internationalisation of larger companies (Amal et al. 2010, 609). Also, many of the existing studies of internationalisation today are on the experiences of firms from developed countries (Gemser, Brand & Sorge, 2004). This research will take the qualitative research approach to the subject which will offer more in-depth and insightful answers for the internationalisation process of firms from emerging markets.

The objective of this thesis is to find out the methods and motives for expansion of Russian firms to Finland. The research questions are set as follows:

1. Does the process of internationalisation of Russian firms follow the acknowledged models of internationalisation?
2. What are the key reasons for Russian firms to expand to Finland?
3. What is the role of networks in the internationalisation process of Russian firms?
4. What difficulties or barriers Russian firms experienced when they internationalised to Finland?

The research will concentrate on SMEs by the definition of the European Commission (2003). An SME is a company which has less than 250 employees and the annual turnover is less than 50 million euros. This study is positioned as an exploratory research with a case study approach. For the purpose of answering the research questions, qualitative data will be gathered by interviewing the management of chosen firms.

2 THEORIES OF INTERNATIONALISATION

The literature review consists of theories of the process of internationalisation known in the international business literature. Each theory has a different approach to the internationalisation process. This research will focus on theories which concentrate on the process of internationalisation, development of firm's international operations and networks in the international environments. By definition, internationalisation is "to describe the outward movement in an individual firm's or larger grouping's international operations" (Welch & Luostarinen, 1988, 36). Johanson and Vahlne (1990, 11) define internationalisation as "a process in which the enterprise gradually increases its international involvement".

During the past decades, the research of internationalisation has generated different theories of the process of internationalisation from various perspectives (Amal et al. 2010, 610). Internationalisation studies focus on the analysis of the process of internationalisation. The analysis consists of motives, methods and behavioural theories of the internationalisation process of a firm (Johansson & Vahlne, 1977; Knight & Cavusgil, 1996; Bell et al. 2001). The basis of this research is the internationalisation theories which describe the incremental process of internationalisation. The essential theories in this field are the Uppsala model of internationalisation (Johansson & Vahlne, 1977) and the innovation-related models of internationalisation (Bilkey & Tesar, 1977; Cavusgil, 1980).

In the innovation-related models the internationalisation consists of different stages. The Innovation-related model is supported and developed further by the studies of Bilkey and Tesar (1977) and Cavusgil (1980). The main stages occurring in the studies are the pre-export stage, the initial export stage and the advanced export stage (Ruzzier, Hisrich & Antoncic, 2006, 483). However, the innovation-related models have been criticised of being inconclusive in terms of time, firm's operations between the stages and the distinctions between stages is difficult to analyse (Miesenbock, 1988; Andersen, 1993).

The Uppsala model by Johanson and Vahlne (1977) concentrates on the integration and how firms use knowledge of foreign market to increase commitment in the foreign market. The Uppsala model suggests that firms commit resources gradually to their business abroad. Usually, the assumption is that the firms operate first in their domestic

market and gradually increase their international operations (Johansson & Vahlne, 1977). This incremental model of internationalisation process is based on establishment of foreign subsidiaries, joint ventures, international trade and other such events occurring in the international operations of a firm planning venturing abroad (Johansson & Vahlne, 2009, 1412). This process model consists of stages. Through these stages the commitment to the target market grows and the international operations increase through gaining more experience from the target market (Johansson & Vahlne, 1977). In general, the Uppsala model has strong support from numerous studies from different countries and situations. Empirical findings confirm the incremental process of internationalisation and support the commitment and experience factors (Johansson & Vahlne, 2009, 1416). The Uppsala model and the innovation-related models are fairly similar, except the Uppsala model is more frequent in the international business literature and therefore is chosen to be more applicable in this research.

The incremental models of internationalisation have been accepted as the traditional theories of internationalisation (Chetty & Campbell-Hunt, 2004, 57; Cavusgil & Knight, 2009, 1475). However, the theories have been challenged and many studies have shown that the internationalisation process of firms, does not comply always with the gradual models of internationalisation (Reid, 1983; Turnbull, 1987; Knight & Cavusgil, 1996; Moen & Servais, 2002).

On the contrary, it is argued that internationalisation of SMEs tends to be more rapid and dedicated to the process than assumed in the Uppsala model of internationalisation (McKinsley & Co. 1993). Therefore, the concept of Born Global firms was created. The Born Global firms (Knight & Cavusgil, 1996) internationalise rapidly and soon after inception. Also, another important characteristic of Born Global firms is their internationally oriented management which has an international focus and is dedicated to rapid internationalisation (Bell, McNaughton, Young & Crick, 2003, 342).

A study of Born-Again Globals by authors Bell, McNaughton and Young (2001) has distinguished also firms that internationalise rapidly after operating a long period in domestic market. Such firms do not follow the deterministic Uppsala model of internationalised and cannot be categorised as Born Global because they have operated a long period in their domestic market. However, these firms known as Born-Again

Global firms can internationalise suddenly due to a certain event (Oesterle, 1997). Events such as sudden shrinking of one's home market can encourage firms to internationalise. The events can also be stimulated by domestic or international networks or clients that could influence the firm to expand abroad (Bell, Young & Crick, 1998).

Studies of internationalisation have also been discussed in the network theory, especially in the case of SMEs (Johansson & Mattson, 1988). The network model examines the relationships between networks and the internationalisation of SMEs. Such networks are argued to support the internationalisation in terms of access to information, contacts and finance (Bell et al. 2003, 342). According to Johanson and Mattsson (1988) such networks consist of relationships with firms' customers, distributors, suppliers, competitors and government. Furthermore, the authors argue that networks grow in the process of internationalisation in which the firm creates and maintains business relationships and networks (Johansson & Mattsson, 1988). Networks can be connected with the incremental process of internationalisation, the Uppsala model, and also with Born Global and Born-Again Global theories.

It is important to draw an overall picture of the theories most suitable for SMEs for the purpose of testing theory. For a qualitative multi-case study it is vital to gather and review thoroughly the existing literature (Eisenhardt, 1989). The main point for this study is to prove whether the Russian SMEs follow the internationalisation theories or how do the firms apply the internationalisation theories and crucially, do they follow them at all? Thus, the most influential internationalisation theories will be scrutinised in the following sub-chapters, starting from the Uppsala model of internationalisation.

2.1 The Uppsala Model of Internationalisation

One of the most well-known internationalisation theories is the Uppsala model (Johansson & Vahlne, 1977). According to Johanson and Vahlne (1977), based on their empirical research of Swedish enterprises, firms internationalise gradually to foreign markets. As the knowledge of the firm of the target market grows, their level of

commitments increases and thus their involvement in the foreign country increases (Johanson & Vahlne, 1977, 23).

Internationalisation is a step-by-step process, starting physically near and once knowledge is created internationalisation can grow in scale and scope. A firm can start their international activity with an agent and followed by establishment of subsidiary and in the long run, possibly, start production in the foreign country (Johanson & Vahlne, 1977, 25). Important to the Uppsala model is the concept of psychic distance, meaning not only the physical distance between countries but the distance one perceives the cultures of the home country and target country have in the decision making of where to internationalise (Johanson & Vahlne, 1977).

The Uppsala model bases its core arguments on the business literature of its time. Such as firms should make their choice of internationalisation by its risks, firms own resources and the target market's characteristics (e.g. Hood & Young, 1979). The observations of the Uppsala model collected empirical data of Swedish companies in international markets. The collected data showed that the Swedish companies internationalised gradually through intermediaries such as agents. As the international trade grew, the companies replaced their agents by their own sales subsidiary in the foreign markets (Johansson & Vahlne, 1977). Another aspect of the Uppsala model was the concept of psychic distance. Psychic distance was a factor that highlighted that the internationalisation would be targeted at a foreign market which would be close culturally to the domestic market of the firm (Johansson & Vahlne, 1977).

The central argument for the Uppsala model is the gradual process of internationalisation. The firms learn from experience abroad and this experience allows them to adjust their commitment to the foreign market (Johansson & Vahlne, 1977). Experience gives confidence and trust for the international operations of the firm and by committing more with better experience the firm can build up their foreign market awareness and investments. This dynamic model shows (Figure 1) that the knowledge raises the level of commitment and as a result the international operations grow in the foreign market. Consequently, as the operations grow the market commitment increases.

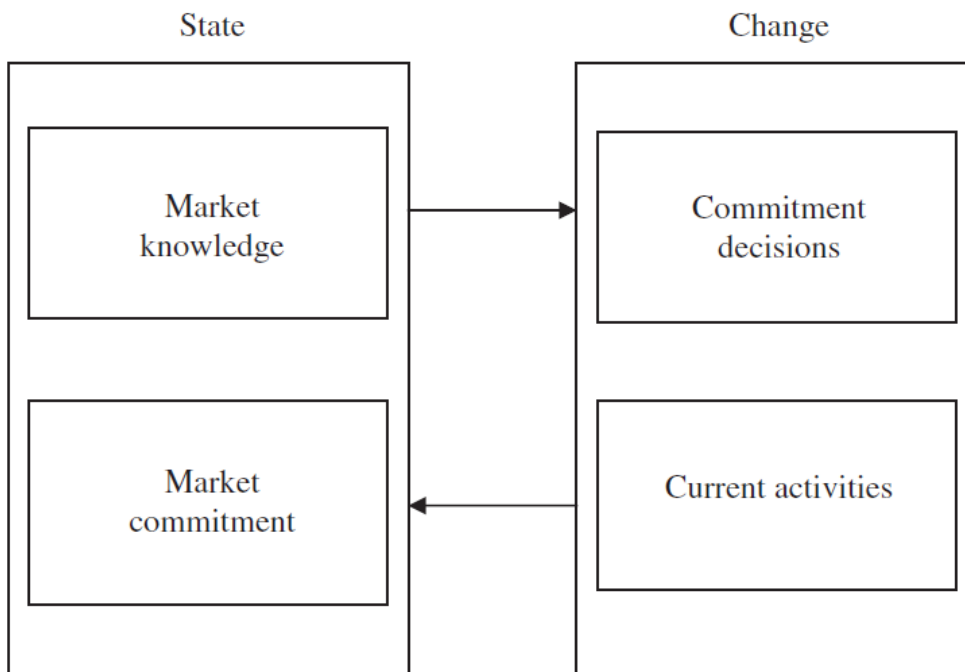


Figure 1 The process of internationalisation according to the Uppsala model (Johansson & Vahlne, 1977)

The Uppsala model describes a rational process of internationalisation. The main aspect of this process is the building of knowledge and through this knowledge the firm makes its decision on future actions. The main standpoint for developing knowledge is that knowledge accumulates changes in the firms' capabilities and subsequently resources and the firm can develop further its international operations (Johansson & Vahlne, 1977).

The Uppsala model of internationalisation has received criticism for being too deterministic (Lamb & Liesch, 2002). In their study, the authors Lamb and Liesch re-examine the Uppsala model. Empirical data collected from Australian SMEs, Lamb and Liesch (2002) were able to re-frame the Uppsala model to be more dynamic. The Uppsala model suggests that the process is an incremental process which starts from market commitment, cumulates to greater market knowledge and this leads to wider market involvement (see Figure 1). Lamb and Liesch (2002) argue that all of these factors interact, rather than follow a deterministic pattern (Figure 2).

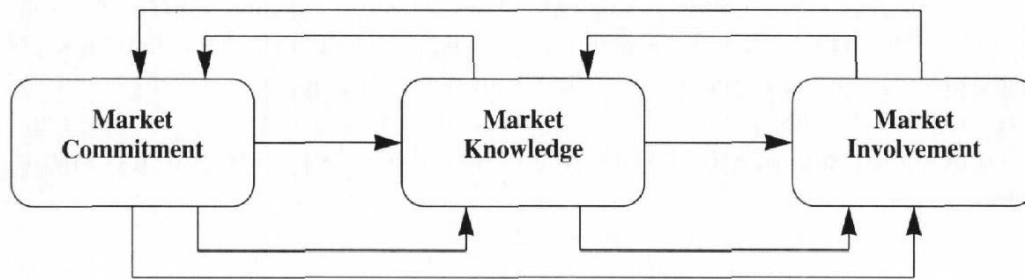


Figure 2 Interactive model of internationalisation (Lamb & Liesch, 2002)

The more interactive model of internationalisation suggested by Lamb and Liesch (2002) is a more dynamic model between the three factors in the internationalisation process – market commitment, knowledge and involvement. It was also suggested by Hertz (1993) before Lamb and Liesch (2002) that the process of internationalisation is a dynamic process of growth and learning and the factors can interact with one another. In this dynamic process, the international development accumulates knowledge and this encourages the firm to commit more to the foreign market (Hertz, 1993). The next chapter will introduce the concept of Born Global firms.

2.2 The Born Global Firms

Another theoretical viewpoint of internationalisation of the firm is the Born Global concept of internationalisation of firms (Knight & Cavusgil, 1996). A Born Global firm is an international business from the start or near the starting of the company (Oviatt & McDougal, 1994, 518). This theory of rapid internationalisation has been studied in various concepts under the terms of the “Born Globals” (Knight & Cavusgil, 1996; Moen & Servais, 2002) and “International New Ventures” (McDougall, Shane & Oviatt, 1994) and also “Global Start-ups” (Oviatt & McDougall, 1994). The Born Global term is the most frequently used in the international literature (Andersson & Evangelista, 2006, 644). Hence, the term Born Global firm will be applied in this research to represent the early internationalisation of firms.

Authors Knight and Cavusgil (1996) suggest that there are various trends, such as increased role of niche markets and larger demand for differentiated products that have encouraged the born global firms to emerge. Also, significant advances in process and communication technologies, which enable the firms to have profitable small-scale production and use communication technologies to access more information. Moreover, it is argued by Knight and Cavusgil (1996) that smaller firms have more adaptability and flexibility as larger companies. Lastly, the effect of globalisation and global networks provide opportunities for rapid internationalisation.

Researchers have been interested in internationalisation of firms in the past decades and there has been studies implying firms' rapid internationalisation. An investigation by Hedlund and Kverneland (1985) of Swedish firms internationalising to Japan suggested that half of the firms decided to internationalise early and more rapidly than the Uppsala model had described. Additionally, the management of the firms which internationalised early had knowledge and experience of the target market Japan and it stimulated early internationalisation (Hedlund & Kverneland, 1985). This research clearly implied that not all firms follow the gradual pattern of internationalisation (e.g. Johansson & Vahlne, 1977).

Knight and Cavusgil (1996) began examining Born Global firms and drew conclusions that changed market situations demand different modes of internationalisation in contrast to the traditional view of internationalisation, the Uppsala model of internationalisation (Johansson & Vahlne, 1977). The distinctive feature of a Born Global firm is that it internationalises at an early stage and the management is aware of the global markets and its possibilities. For the most part, Born Globals are international SMEs (Cavusgil & Knight, 2009, 14).

However, the Born Global firms are rather young firms and might suffer from lack of financial and human resources. Also, a new firm might suffer from the lack of tangible resources such as property, equipment and other tangible assets (Cavusgil & Knight, 2009, 53). Moreover, stakeholders might be uninterested investing in new firms and global operations increase the liabilities of Born Global firms. Born Global firms also might encounter barriers in their entry, building networks in the global environment and gaining global customer base (Cavusgil & Knight, 2009, 53).

Still, according to Cavusgil and Knight (2009) the emphasis of internationalisation of born globals is on strategies and orientations of the firm. A Born Global firm can gain leverage through intangible resources and by applying appropriate strategies and orientation in their internationalisation efforts (Cavusgil & Knight, 2009).

It is suggested that Born Globals usually exploit the differentiation strategy. Differentiation strategy focuses on offering distinguished products (Porter, 1980). The differentiation strategy gives leverage to Born Global firms to compete against their global rivals with a unique product (Cavusgil & Knight, 2009, 60). Born Global firms have an advantage over their competitors and can be successful when venturing abroad (Oviatt & McDougall, 1994). Figure 3 demonstrates different strategies and orientations of a successful Born Global firm.



Figure 3 Orientations and strategies of a successful Born Global firms (Cavusgil & Knight, 2009)

The strategies and orientations presented in Figure 3 are all qualities that need to be developed and improved in order to stay successful and competitive. For instance, customer focus is important for a firm when it is expanding abroad. Customers might have different orientations and it is important to be aware of the differences in customer attitudes. Also, networking capabilities help the firm to gain better network position in the foreign market. By better network position, a firm can access knowledge and resources which compensates for the lack of resources of the internationalising firm (Cavusgil & Knight, 76).

Born Global firms have also been studied by McDougall (1989) in a research of 188 new ventures. The research showed that the strategies and profiles of firms that had early concentration on international business differed from the firms that first concentrated on their domestic markets before venturing abroad. The international new ventures clearly emphasised on building international operations from the start and the firms focused in their strategies on building international commitment to the target markets (McDougall, 1989). Moreover, in a study of Born Globals by McDougal et al. (1994) it was showed that the gradual model of internationalisation (e.g. Johanson & Vahlne, 1977) did not explain the international behaviour of the Born Global firms.

Many researchers studied the phenomena and after the Uppsala model was published a study was conducted by Roux (1979) which showed that 12 companies in France internationalised near their inception (Roux, 1979). Even more was found in Canada, where several companies internationalised early on after their establishment (Garnier, 1982).

To this date, many researchers study the phenomena of early internationalisation of firms and try to find explanations for such behaviour. A study by Moen and Servais (2002) examined exporting SMEs and made a notion that many of the firms which internationalised early outperformed the firms which waited several years before expanding to international markets (Moen & Servais, 2002). The research of Moen and Servais (2002) draws attention to the importance of resources and the competencies of the firm in order to succeed in the global market environments.

A study by Andersson and Evangelista (2006) identifies the importance of entrepreneurs and entrepreneurial teams' behaviour in the internationalisation process of a Born Global firm. In many studies, the importance of entrepreneurial behaviour has been argued to be a common factor in the Born Global firms (Rennie, 1993; Knight & Cavusgil, 1996; Madsen & Servais, 1997; McDougall et al. 1994). In Born Global firms, entrepreneurs are an important factor in the action of rapid internationalisation of a firm (Andersson & Evangelista, 2006, 645). In addition, a study by Bloodgood, Sapienza and Almeida (1996) pointed out that greater international experience amongst executives was strongly affiliated with the successful rapid internationalisation of their firms. It is suggested by McDougall et al. (1994) and Madsen and Servais (1997) that

the international experience of entrepreneurs influenced positively the Born Global firms. Born Global firms' entrepreneurs have a global mindset and are internationally experienced and most certainly are of great importance for the Born Global firm and its early successful internationalisation (Andersson & Evangelista, 2006). Knowledge plays a great role in the early internationalisation which is indicated by a research of companies in China (Zhou, 2009). More extensive foreign market knowledge accumulates from internationalisation operations right from the inception of the firm. On the contrary, the more deterministic international ventures gather foreign market knowledge gradually before expanding abroad (Zhou, 2009).

In addition to knowledge, the domestic market of the firm has an effect on the internationalisation strategies of a firm. A study of British international firms which internationalised early showed the fundamental reason for their international business was the size of the domestic market, the United Kingdom (Kudina, Yip & Barkema, 2008).

The research proved that the internationalisation process differs based on the domestic markets size and qualities. Hence, Russian firms share a completely different domestic market than British companies which could result in different mode of internationalisation. Kudina et al. (2008) underline important factors for early internationalisation are the existing global networks and relationships, homogenous global demand of buyers and advances in technologies worldwide.

Not only the size and qualities of the home market influence the birth of Born Globals. According to Cavusgil and Knight (2009) both export push and pull effect on the phenomena of Born Globals. There has been evidence that certain companies are established to answer to the international demand of a certain product and this need cannot be satisfied within the domestic market. Born globals start with a product which has international buyers from the establishment. Export push could be resulted by the international mindset of the management of the firm. Managers see from the start the potential of global markets and begin to drive towards international selling (Cavusgil & Knight, 2009, 16). Furthermore, global networks that already exist might inspire managers to internationalise (Coviello & Munro, 1995). Also, the international

networks and relationships provide valuable knowledge and give more confidence to internationalise (e.g. Welch & Luostarinen, 1993).

Globalisation has had a great deal of influence in the international behaviour and it motivates firms towards international business. Globalisation has created integrated markets and it has created unvarying demand for products and services globally. In addition, information communications have developed and the logistics networks have evolved which facilitates global trade of companies. The main encouragements are the growth which could be obtained through wider markets and also higher profits. Firms can gain economies of scale in both marketing and production. Moreover, international markets offer better competitive advantage against international competitors (Cavusgil & Knight, 2009, 6). The following chapter discussed the concept of Born-Again Globals, which to a certain extent resemble Born Globals.

2.3 The Concept of Born-Again Globals

Bell, McNaughton and Young (2001) extend the Born Global theory of internationalisation with the evidence of Born-Again Global firms. Born-Again Global firms are well-established firms that have been focusing in their domestic market but decide quickly to rapidly internationalise (Bell et al. 2001, 174). According to Baldegger and Schueffel (2010) the sudden and rapid internationalisation can be as structured and flexible as that of new firms (e.g. Born Globals).

Often, the sudden and rapid internationalisation is identified amongst SMEs which apply development strategy which aims for increasing company value through internationalisation (Bell et al. 2001). Moreover, the well-established SMEs in the domestic market might have potential to take advantage of international development strategy (Catanzaro, Messeghem & Sammut, 2011, 3). Furthermore, it seems that there is a consensus among Baldegger and Schueffel (2010) and Bell et al. (2001) that mature firms can behave similarly in terms of innovativeness, pro-activeness and also in terms of risk-taking as new firms.

A firm can experience a rapid internationalisation or even de-internationalisation due to circumstantial events (Oesterle, 1997). Such events can be new opportunities, favourable economic situations or the domestic market condition might encourage the firm to internationalise rapidly. The critical events or incidents can affect evidently to the international behaviour of Born-Again Global firms (Bell et al. 2001, 177). Also, according to Madsen and Servais (1997) the accelerated internationalisation of firms are as result of new market conditions, development of technology and increased individual international skills.

In study of SMEs' internationalisation in the UK regions by Bell et al. 2001, there was a strong evidence for such Born-Again Global firms. In their research over 30 % of the firms did not comply with the traditional stages internationalisation or Born Global theory of internationalisation (Bell et al. 2001, 179). According to Bell et al. (2001) these firms could be classified as Born-Again Globals. In the Born-Again Global cases the events or "episodes" leading to rapid internationalisation were change in ownership or management. The change of management might result in new global orientations in the firms. Also, new production technologies forced the firm to internationalise in order to recover investment costs. The study by Bell et al. (2001, 182) also found that Born-Again Global firm acquired rights to distribute a product or provide a service in the domestic market which influenced the firm to internationalise. In addition, in some cases the episode was a situation where a domestic customer of the firm internationalised and consequently, the firm followed the customer to international markets (Bell et al. 2001, 184).

Networks have a different role in Born-Again Global firms as in Born Global firms (Catanzaro et al. 2011, 10). Born-Again Globals build their networks and develop their networks in the international level. Whereas, Born Global firms might already have a global network when the firm is established and thus making the rapid internationalisation possible (Catanzaro et al. 2011, 10). The next chapter introduces networks in relation to internationalisation more in-depth.

2.4 The Network Approach

The network-based theories of internationalisation highlight the importance of networks in the international business field. The network theories of internationalisation highlight the importance of managing and developing international relationships. The main argument for these theories is the role of managing networks in internationalisation process and how does managing of networks effect on the position and outcomes of global trade activities (Johanson & Mattsson, 1992; Welch, Welch, Wilkinson & Young, 1996). Also, authors Coviello and Munro (1995) stated the importance of networks in the internationalisation of firms in their research.

They researched on small software firms and found out that the importance of networks influence on the choice of target market and their mode of entry to the selected market. Moreover, the networks played a crucial role in their international processes and operations (Coviello & Munro, 1995). In addition, Coviello (2006) did case analyses and created network patterns for new international companies.

Networks help a firm to gain access to foreign markets (Chetty & Holm, 2000, 81). Through forming new relationships, increasing already existing networks and integrating networks to internationalisation processes firms can access the resources and knowledge of the target market. The basic assumption made by Johanson and Mattsson (1988) is that business transactions occur within established relationships and networks. The networks need to be maintained, developed and they might change. The network can also be disrupted due to, for example competitive situation between firms (Johanson & Mattsson, 1988, 291). Moreover, networks constantly change in the interest of firms' gaining satisfactory economic returns and creating position in the network in order to secure the survival and development of the firm (Johanson & Mattsson, 1988, 292).

As in the Uppsala model of internationalisation (Johanson & Vahlne, 1977), also the network theory shares incremental nature in market positions of firms within the network. The position of the firm in the networks might change and develop through knowledge and commitment. Positions can develop through the change of role and importance of the firm in the networks. Positions can also change due to changes in strengths of the relationships in the network (Johanson & Mattsson, 1988, 292). For

instance, a firm can be the sole distributor of a certain product which distinguishes its role from other firms in the network. On the other hand, a firm might have market leadership and this makes it more important in the network. Additionally, a firm might have substantial knowledge and also has strong economic and legal relationships with its customers or suppliers, which strengthens its position in the network (Johanson & Mattsson, 1988, 292).

According to the network model by Johanson and Mattsson (1988) networks are established and developed constantly in the internationalisation process of firms. Firstly, a firm can establish new relationships in the international environments (e.g. international extension). Secondly, a firm can develop and increase its commitment for its international networks that it already has (e.g. penetration). Lastly, a firm can increase the integration of its position to its international networks (e.g. international integration) (Johanson & Mattsson, 1988, 294). Johanson and Mattsson (1988) describe four types of internationalising firms (Figure 4). These types are the Early Starter, the Lonely International, The Late Starter and the International Among Others. The internationalisation of a firm can be characterised by its degree of internationalisation and the degree of influence of the market to the internationalisation process (Johanson & Mattsson, 1988, 295).

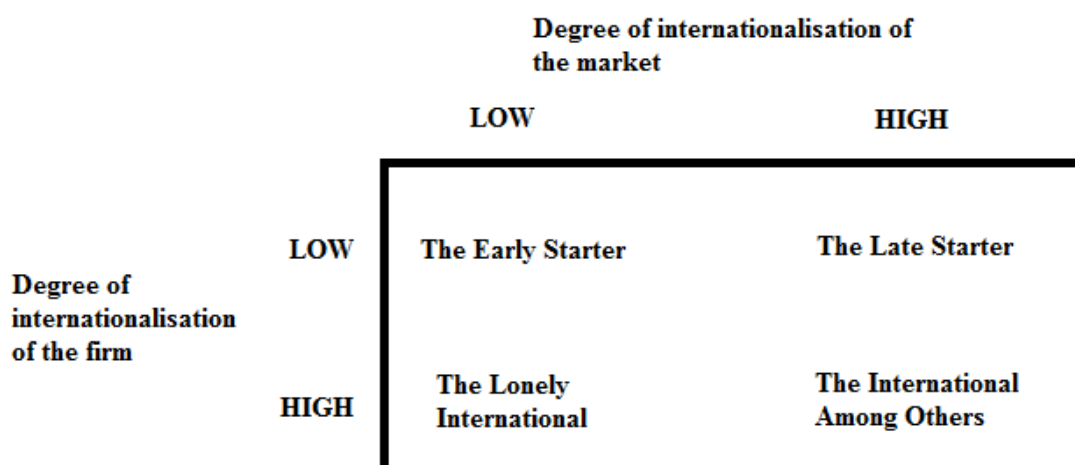


Figure 4 Internationalisation and networks (Johanson & Mattsson, 1988)

The Early Starter is firm with few international contacts and the relationships are not important. Hence, the assumption is that the firm does not have much knowledge and has a small possibility to acquire this knowledge from its networks and relationships. It is best to utilise agents in the expansion abroad. The use of agents minimises the need of building knowledge and the use of agents decreases the need for the firm to invest or take risks in the foreign market (Johanson & Mattsson, 1988, 296).

The Lonely International is a situation where a highly internationalised firm is operating in an environment which is internationalised to a very low degree. Thus, the firm is one of few which operate in the international field. The advantage of being the Lonely International is the opportunity to develop networks before its competitors and benefit from being the first in the market. In addition, the Lonely International has the possibility of encouraging firms in its network to internationalise which also might strengthen its position in the network (Johanson & Mattsson, 1988, 297).

The Late Starter is a firm which operates in an internationalised market environment. Its networks consist of actors that have already internationalised. This fact drives the firm towards internationalisation. However, the Late Starter has a disadvantage in the foreign market because it does not possess much knowledge or experience as its competitors. Moreover, it is difficult for the Late Starter to gain access to the already existing networks in the foreign market. Its suppliers might already have a strong relationship with other firms and it is difficult to penetrate this network structure (Johanson & Mattsson, 1988, 298).

The situation of the International Among Others is where both the firm and the market environment are intensely internationalised. The advantages of being International Among Others are strong base of knowledge in the network and also having the opportunity to expand further to other markets. All in all, the International Among Others share great opportunities and knowledge for promoting development in the network (Johanson & Mattsson, 1988, 299).

2.4.1 The Uppsala Model and the Network Model Combined

To revisit the Uppsala model of internationalisation, there has been changes in the internationalisation of firms since the first article of the Uppsala model was published. The Uppsala internationalisation model is now looked through changed perceptions, because the business practices have changed a lot since the year 1977 (Johanson & Vahlne, 2009). More studies have been published in the field on internationalisation and such concepts and insights did not exist in 1977 (Johanson & Vahlne, 2009, 1411).

Mainly, Johanson and Vahlne (2009) examine the Uppsala model of internationalisation and develop it with a specific focus on the business network model. In addition to increasing knowledge and commitment in the foreign market, a firm is also engaged in strengthening its network position.

The business network is studied further by Johanson and Vahlne (2009). The characteristics of business networks expand to different markets and firms are connected to one another through complicated relationships. These various linking networks can be described by the term insidership. Such insidership in international networks is important for a firm to build knowledge and trust in a foreign environment and it also facilitates making of decisions for foreign markets commitments (Johanson & Vahlne, 2009).

The Uppsala model of internationalisation does not take into account the influence of networks and relationships of internationalising firms. Fundamentally, for networks the basic idea is that through networks firms find partners in the foreign market. Through these partners, both parties begin a global mutual relationship from which both of them interact and build their knowledge (Johansson & Vahlne, 2009). Basic argument by Johansson and Vahlne (2009) is that an international firm needs associates in foreign market for successful internationalisation. The Uppsala model figure is reframed to correspond more to the network theory (Figure 5).

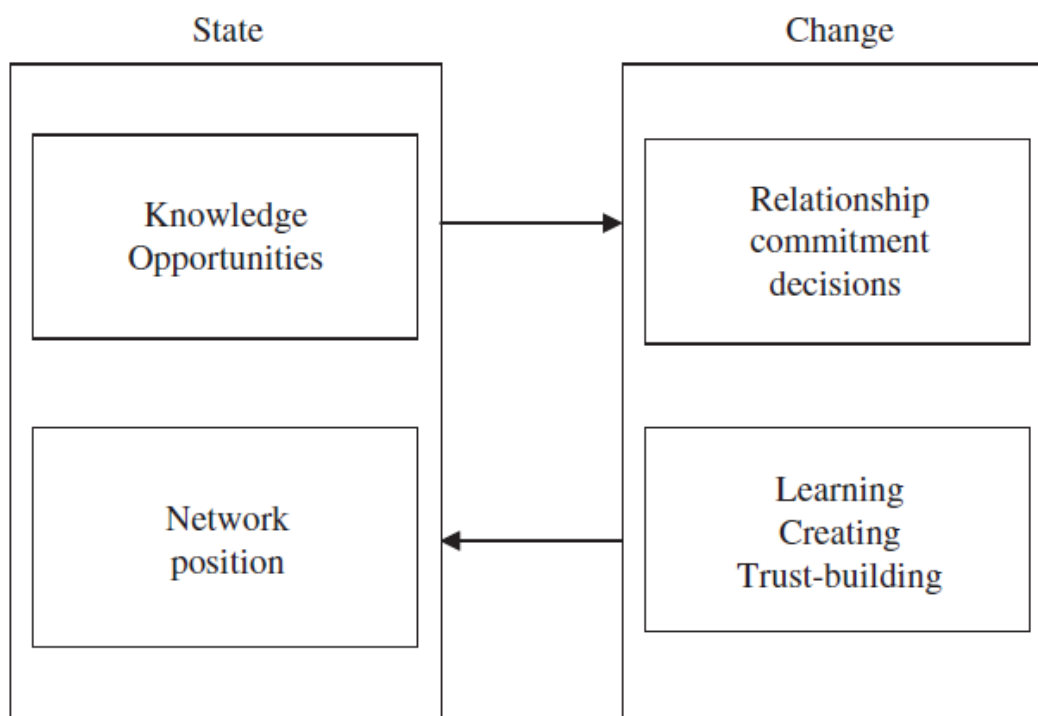


Figure 5 Uppsala model modified to the network theory (Johansson & Vahlne, 2009)

It is worth revising the Uppsala model for internationalisation and integrating the network theory to the Uppsala model of internationalisation (Figure 5). By adding knowledge with opportunities is meant to highlight the importance of knowledge of networks. Moreover, knowledge is adding the component of being aware of capabilities, strategies and possible networks related to the firm's international operations (Johansson & Vahlne, 2009). It is hardly possible for a Russian SME to expand to Finland without necessary networks. This research will try to find confirmation for the necessity of networks in internationalisation process.

It is important to realise that not all knowledge is exposed to all managers. There is knowledge that is only accessible through relationships and networks, better described insiderships (Johansson & Vahlne, 2009). The insidership amongst networks creates opportunities to learn and build knowledge with partners affiliated with the internationalisation of a firm. Networks provide knowledge that could facilitate the internationalisation process. Companies planning expansion abroad can take advantage

of their networks and business relationships and access knowledge concerning their internationalisation and use this knowledge to internationalise more successfully (Welch & Welch, 1996).

However, the use of networks in internationalisation is not straightforward. There are certain factors that need attention and the firm has to verify its networks' reliability (Welch & Welch, 1996). Firstly, the firm needs to seek the most prospective partners in the foreign market. Also, the firm needs reliable information about the partner and is the partner really trustworthy. Moreover, the partner in the foreign market should also share the trust with the firm planning to venture abroad. The shared trust amongst partners reduces the cost of internationalisation, such costs as the cost of searching partners, transactions and contracting. Also, it reduces ambiguity, liabilities and opportunism (Barney & Hansen, 1994). Networks and business relationships consists of knowledge and opportunities that can be used in the advantage of internationalisation process. The next chapter introduces networks in relation to emerging economies.

2.4.2 Networks for Firms from Emerging Economies

The Russian Federation is an emerging economy. This fact creates certain differences to the internationalisation process. Firms from emerging markets may not have the same basis for starting international operations, especially, when an emerging economy is still going through changes in adaptation to the free-market principles (Arnold & Quelch, 1998). Russian companies do not have a long history in international business. The Soviet Union collapsed in 1991 and after that Russian companies have internationalised and the reality is that Russian firms do not have as much experience in the field of internationalisation as, for example, Finnish firms.

Emerging economies, like Russia, have the issues such as institutional protection from foreign competition. In the Soviet Union, foreign competition was almost non-existent. After the collapse of the Soviet Union, this protection vanished and the products and services faced challenges in adapting to the international competition. This transition

process is very frustrating to the firms in emerging markets (Eriksson, Majkgård & Sharma, 1997).

Networks can also be seen as business groups. According to Khanna and Rivkin (2001) business groups are more frequent in emerging economies. These business groups share their knowledge and information among the group members. Business groups offering support and the possibly sharing of resources can aid internationalising firms to perform better. Khanna and Rivkin (2001) found out that being a member of such business group affected positively on the firm's performance. Furthermore, in the study of Gulati, Nohria and Zaheer (2000) business groups are characterised as a strategic network for internationalising firms. This strategic network offers access to knowledge and resources. Also, members of business groups share information and technologies which aids the firms in their process of internationalisation (Gulati et al. 2000).

Firms from emerging economies that have networks have a better chance of acquiring resources and these networks can be used for learning and building knowledge of the internationalisation process. Especially for companies from emerging markets share the importance of having networks which fills the gap of lacking resources, knowledge and moreover the institutional foundation for international business. As now the most influential theories of internationalisation have been discussed, the next section introduces the methodological choices made for the empirical research of this study.

3 METHODOLOGY

The purpose of this study is to examine how Russian SME's internationalise to Finland, more specifically what are the motives and methods of internationalisation. To achieve this, this study is positioned as an exploratory research. Exploratory research approaches allow the researcher to discover new aspects of different phenomena (McQuarrie, 2006, 6). With exploratory research this study can identify the methods used and also explain patterns which enable generalisation. However, this study does not aim to generalise but to contextualise. The three main characteristics of conducting exploratory research are a thorough literature review, interviewing experts and conducting focus group interviews (Saunders, Lewis, Thornhill, 2007, 133).

According to Robson (2002, 59) exploratory research is a beneficial tool for formulating a situation, exploring new insights, enquiring information and presenting an event in a new context. An exploratory study is flexible and more importantly adaptable to the research situation (Saunders et al. 2007, 134). Also, Ghauri and Grønhaug (2010, 56) argue that the main characteristics of exploratory research are the skill to observe, collect information and also construct information. Exploratory research is appropriate when the research problem is not completely understood and requires new research to seek new insights (Ghauri & Grønhaug, 2010, 56).

While exploratory research approach was chosen, it was acknowledged that explanatory and descriptive research approaches exist. A descriptive research approach characterises the form of the phenomena through data collection before the analysis of the situation (Saunders et al. 2007, 134). Moreover, Ghauri and Grønhaug (2010, 56) point out that the research problem is clear and understood.

A research that seeks to find relationships between different factors in the studied phenomena is an explanatory research (Saunders et al. 2007, 134) or causal research (Ghauri & Grønhaug, 2010, 57). In relation to descriptive research approach, the causal research approach also takes into account the causal relationships and problems (Ghauri & Grønhaug, 2010, 57). The findings in causal research approach base on studying what causes result in certain effects or outcomes (Ghauri & Grønhaug, 2010, 57).

The most appropriate approach for studying internationalisation of Russian SMEs is the exploratory research approach. The objective of this study is to define the phenomena amongst the case companies, possibly discover new information on the research subject and also to cross-examine the information between cases to introduce new arguments and connections. This research will contribute to exploratory research in terms of observing and collecting information from cases through in-depth semi-structured interviews.

Qualitative research method was chosen, as it became evident that Russian firms in Finland were only little studied, and those who had tried had had extremely poor response rates to their quantitative questionnaires. Qualitative interviews in Russian, the native language of the interviewees, were considered to lower the barriers of giving interviews. Qualitative research is the most appropriate method in management to build and test theory (Eisenhardt, 1989; Yin, 1989). According to Zhang and Tansuhaj (2007) qualitative research method is a useful tool for further examination and expansion of knowledge in a new area of research. The objective of this study is to research new areas and find the key reasons for the internationalisation of Russian SMEs to Finland. This research will not rely on quantified data or statistics as it was felt new aspects could be discovered if using qualitative methods. That is, this research studies the behaviour of Russian firms and tries to collect insights from the viewpoint of Russian managers in Finland. The procedure of collecting data through interviews is a qualitative research method (Ghauri & Grønhaug, 2010, 104). According to Saunders et al. (2007, 470) “qualitative data refers to all non-numeric data that have not been quantified”.

The data used in this thesis is qualitative in nature. The qualitative data was gathered via semi-structured in-depth interviews with managers. The interviews were held in Russian. In-depth interviews are most beneficial when exploring and they allow a more dynamic research of the subject (Ghauri & Grønhaug, 2010, 107). In fact, interviews are regarded to be one of the most suitable tools for collecting information (Ghauri & Grønhaug, 2010, 125).

In-depth semi-structured interviews require good interviewing skills and thorough knowledge of theory from the interviewer (Ghauri & Grønhaug, 2010, 127). However, the open-ended questions are flexible and the interviewer can obtain more information and make new discoveries during the interview. Interviews were chosen for their exploratory nature and because of the demand for qualitative data. Also, it was considered that open-ended questions could provide answers the researcher could not anticipate and thus provide rich explanations on the phenomena.

It should also be noted that Russian entrepreneurs are more comfortable speaking their native language. In researches regarding Russian firms, there should always be a Russian speaking person. If interviews are conducted in English, some questions or issues could be falsely interpreted or essential issues could be left out. It is always better to use the native language in order to get more insightful answers from managers of international firms.

Furthermore, contacting Russian firms demand persistence and acquiring their contact information can be demanding. Most of the contact numbers did not answer and the rest were false numbers, thus contacting the right person in the right firm can be challenging. In fact, it was noticed that firms that established the Russian firms in Finland, for example law firms, offered their phone number and address to include in the Russian firms' contact information. This lead to numerous phone calls to law firms which were misleading and did not have information about the Russian firms they had established in Finland.

A total of four interviews were gathered from Russian SMEs in Finland. All of the case companies are small companies that have been operating in Finland. The companies were chosen because of their size and turnover which both could be categorised as a small company. All of the managers of the chosen companies answered the interview question via telephone and gave answers to all of the questions. After the four interviews, the collected data was sufficient in order to analyse data and have thorough findings. All of the case companies revealed different modes for the process of internationalisation and had different viewpoints to the internationalisation process.

After contacting the selected Russian SMEs, a total of four interviews were conducted of Russian SMEs in Finland. All of the four managers seemed pleased to answer the interview questions and gave thorough answers to the questions of the semi-structured interview. Two of the managers of the companies received the list of questions before the interview and were contacted later for the interview. The other two companies answered immediately during the first contact by phone.

At the beginning of the interview the interviewee was asked about the process of the internationalisation, how did it start and how did it proceed from there. Also, the first part of the interview concentrated on the difficulties when establishing and operating in Finland. Also, the interviewee was asked about the future plans of internationalisation of the company. In the middle of the interview the interviewee was asked about the motives of internationalisation. Why did they start business in Finland? Furthermore, it was also inquired whether the case company did business in Russia. This question was followed by questions about their imports from Russia to Finland. The last theme of the interview was networks and this part consisted of questions about the contacts and relationships the case company had in Finland.

The research strategy is multi-case study research. According to Eisenhardt (1989, 534), by using the case study approach it is possible to comprehend complex dynamics in different environments. Ghauri and Grønhaug (2010, 109) indicate that case studies are appropriate when the research problem is not completely understood and the data is challenging to quantify. Furthermore, case study research is applicable when the research problem is best to research in its natural environment and current context (e.g. Yin, 1994; Ghauri & Grønhaug, 2010, 110). Multi-case study was chosen due to the vastness of the research subject. The objective is to identify different cases and cross-examine their behaviour in relation to the known theory. All of the cases will have a purpose in this research and it is expected to find out differences among the cases.

This research of internationalisation will not rely only on one theory of internationalisation. The objective is to examine the internationalisation of Russian firms based on most relevant theories in the international business literature. By reviewing various theories, the research can study the subject more widely and have a solid foundation on known theory (Doz, 2011, 584). This research will not only try to

test the theories, but also combine the theories with findings of the qualitative data and interpret it to correspond and communicate with the theories.

As stated by Doz (2011) the more theoretically open nature of qualitative research can create opportunities for discovering new information and new perspective to known theories. Moreover, Doz (2011) argues that qualitative research examines the “insights from the field” which are investigated amongst managers of Russian SMEs. Qualitative research also tends to cross the borders of theories into new areas of research and possibly discover contradictions in the theories (Doz, 2011, 586).

More importantly, the qualitative research method allows the researcher to compare the theories in the process of the research and use cross-analysis between the cases (Doz, 2011, 586). This kind of dialogue between the theories and findings will be able to point out important issues in the internationalisation of Russian firms.

Based on the essential argument by Cheng (2007) the context of the internationalisation theories is difficult to apply to different countries and cultures. This contextualisation, for example with Russian firms, needs tangible research of firms and their export behaviour. By using multiple case study approach, this study will contribute to the contextualisation of general internationalisation theories. The multiple case study research method will look more closely on theories and how they are applied in practice. After the interviews were conducted, the interviews were transcribed in Russian. The next stage of the analysis was thematic coding, after which individual interviews were analysed and written in English. The last stage of the analysis process was cross-case analysis.

4 FINDINGS

This chapter will go through the findings of the interviews. First, there will be a short presentation of each company interviewed. For confidentiality reasons each company will be referred to as case company A, B, C and D. Also, the introduction of the companies will not include specific products or services, only the business sector of the company. Secondly, each interview will be analysed and investigated for findings in their internationalisation behaviour. Lastly, the cases will be cross-examined in order to find similarities and differences among the cases.

The cross-examination will be done with reference to the research questions of this research presented in the introduction chapter. Firstly, does the process of internationalisation of the Russian firms interviewed follow any of the known models of internationalisation? Secondly, what were the key reasons for their expansion to Finland? Thirdly, what role did networks play in their internationalisation to Finland? And lastly, what difficulties and/or barriers did the firms have when they internationalised to Finland or started to do business in Finland?

4.1 Case Companies

The following subchapters introduce the case companies in relation to background, turnover, personnel, and aspects related to internationalisation.

4.1.1 Case Company A

Company A is a construction company which was established in 2003 and it was registered in Finland in 2006. Company A offers products and services in construction in Finland and in Russia. According to the interview, the company started operations in Finland in 2007. Company A is categorised as an SME with turnover of 74 000 euros and with personnel of 1-4.

The process of internationalisation started in company A with supplying materials from Finland to Russia. The main business of company A is construction services in Finland for its Russian clients. Total of 90 per cent of the business is in Finland and company A imports 10 per cent of its products and services to Russia. The process of internationalisation will continue with the search of new contacts and business partners in Finland. The business manager of company A also mentioned of possibly setting up an unrelated business in the tourism sector.

Company A imports 10 per cent of its products and services to Russia. The portion of imports to Russia depends on the transportation services from Finland to Russia. Company A's manager referred to the 2008 financial crisis which is still affecting its business. Many of its clients are looking for cheaper products and services which unfortunately Finnish markets cannot offer. Almost all of the suppliers of Company A are from Finland, with exception a few suppliers are from Estonia.

Future plans for internationalisation of company A consist of finding new contacts from different countries in Finland. Seemingly, case company A is looking for a similar expansion model through industrial networks which it found successful in Finland.

4.1.2 Case Company B

Company B is a service company in the field of research and development in the information technology industry. It was established in Russia around 1991 and it started operations in Finland in 2006. Overall, company B's international operations started in 2001 in India. Company B is an SME with an estimated turnover of 981 000 euros and personnel of 1-4 in 2012.

As mentioned before, the process of internationalisation started in company B first in India and later in Finland. The main reasons for expanding to Finland were the physical closeness of Finland to Russia and the favourable investment environment of Finland. Also, the interviewee mentioned the need of good employees which was one of the reasons of expanding to Finland.

Company B does not import any of its services to Russia and is more concentrated on expanding further to the European Union. Only demand for the target market of further expansion is low taxation in the target country.

4.1.3 Case Company C

Company C is a wholesaler in industrial materials and machinery. The Russian partner of the company has been operating in Russia for 18-20 years according to the interviewee. Company C itself has been operating only for a few years since 2011. Company C has also operated in Finland since it was established, in 2011. Company C's turnover in 2012 was 242 000 euros and total number of personnel was 2.

The internationalisation started through a partnership with a Russian company in the field of wholesaling of industrial products. In fact, Company C is importing 100 per cents of its products to Russia. The business of company C is to offer European production and products to the Russia markets.

In the future, company C will seek partnership with other suppliers from different countries. However, no expansion to other countries is planned yet, only partnership with other suppliers from other countries for supplying their production to Russia.

4.1.4 Case Company D

Case company D has been operating in the Finnish market since 1986. The company was established to facilitate the trade of innovations and materials between Finland and Soviet Russia. It has been providing its industrial products to Scandinavian, European and Asian markets. The total turnover in 2012 was 4 319 000 euros and number of personnel was 3.

The process of internationalisation started from the inception of case company D in 1986. The international orientation of the firm from the beginning was to provide production to international markets, the Scandinavia and Europe. The key method in expansion was their networks and relationships in Finland. In the future, company D will concentrate on their operation in Scandinavia and the European Union. Also, the Baltic countries are in their interest for expansion.

4.2 Cross-Case Analysis

In this section the process of internationalisation of the case firms are holistically analysed. How do the motives and methods differ between each company? And is there possibly similarities or differences? Also, each company will be investigated in their relation to the network theory and did networks have value in their process of internationalisation. Lastly, the difficulties or barriers which the case companies confronted when they internationalised to Finland will be analysed and whether the challenges were similar or did they differ between cases. Table 1 summarises the case companies' profile in terms of their size.

Table 1 Case Company Profiles

	Company A	Company B	Company C	Company D
Turnover (EUR)	74 000 €	981 000 €	242 000 €	4 319 000 €
Personnel	1-4	1-4	2	3
Exporting to Russia (%)	10 %	0 %	100 %	1 %

4.2.1 Analysis of the Process of Internationalisation

For each company the process of internationalisation was different. For company A the main reason was the partnership with Finnish suppliers which encouraged it to internationalise to Finland. For company C it was partnership with Russian clients and suppliers which encouraged it to internationalise. Companies A and C could not really be categorised to the traditional model of internationalisation (e.g. Uppsala, I-model). Company A internationalised because it was encouraged by its suppliers to internationalise and this could be categorised as a certain event which applies to the theory for Born-Again Global firms (e.g. Bell et al. 2001). When asked to describe the beginning of their process internationalisation, company A's manager answered:

“Basically, it was the partnership, like, for example, the supplying of material from Finland”. (Manager of company A)

On the other hand, in the case of company C, the international operations started right from the inception of the firm. Company C was established in Finland only to serve the demand of the Russian market through European suppliers via Finland. This behaviour of internationalisation could be categorised as a Born Global firm (e.g. Knight & Cavusgil, 1996). The motive to start a business in Finland was clearly to satisfy an existing demand which also supports the theory of Born Global firms. Without such demand existing, there would not be a company C at all in Finland.

“We satisfy the demand of the Russian market with importing our products from Europe. Meaning, that our main business is export business to Europe and import business to Russia”. (Manager of company C)

Company C also confirmed the assumption of authors Knight and Cavusgil (1996) of global mindset of managers in Born Global firms. It was clear that the manager of company C had an international view of the business possibilities and this stimulated at the time of establishment of the company which is a Born Global firm.

“By no means I don't plan to compete with Finnish industrial companies of our business field. I chose another direction which was 100 % import to Russia”. (Manager of company C)

Company D was established already in the time of Soviet Union in 1986 and it started its international operations from its establishment and thus company D can be classified as a Born Global firm (e.g. Knight & Cavusgil, 1996). It was clear to company D that it would pursue international operations right from the beginning. The Soviet-Finnish relationships played a crucial role in its internationalisation.

“It was already in 1986, the same year as the company was established, and it started immediately operate in many markets in the European Union, in Asia and the Soviet Union and with it the internationalisation started immediately...”. (Manager of company D)

Company D started its operations because of the possibility to utilise its relationships in order to start a business. Possibly, company D’s manager identified the vast possibilities in Finland for business between Soviet Russia and Finland.

In the case of company B, the process of internationalisation was more traditional and followed a more incremental behaviour of internationalisation (e.g. the Uppsala model). For Company B the physical closeness of Finland affected the decision for internationalisation to Finland. Company B operated more than a decade in its domestic market before internationalising abroad. Main reasons for company B to internationalise to Finland were the physical closeness, favourable investment environment and reliable work force in Finland.

“Firstly, it has to be close to Russia to our main office and a fast route to Finland. Secondly, I have to have a good investment environment and thirdly there has to be a decent work force available”. (Manager of company B)

The main methods and motives are presented in Table 2 and also the timespan which is very essential in the process of internationalisation of firms. In the first column, methods, the starting of international operations is compared to the theories described in the literature review. In the second column, the main reasons for expansion to Finland are presented and in the last column is the timespan from the establishment of the company to the starting of international operations in Finland.

Table 2 The Process of Internationalisation of the Case Companies

	CORRESPONDING THEORY	MOTIVES	TIMESPAN
Company A	Born-Again Global Firm The Network Approach	-Partnership with suppliers in Finland	-4 years after establishment
Company B	Traditional Internationalisation	-Physical closeness of Finland -Favourable environment to do business	-More than 10 years after establishment.
Company C	Born Global Firm The Network Approach	-International networks	-Immediate internationalisation
Company D	Born Global Firm The Network Approach	-International networks between Russia and Finland	-Immediate internationalisation

The key motives and methods for the Russian case companies did correspond with the existing literature on the process of internationalisation (Table 2). Among the case companies, there were the traditional international ventures which internationalised incrementally (case company B). Also, there were the Born Global firms which internationalised rapidly near their inception (case companies C & D). Lastly, company A internationalised due to a certain event and possibility to internationalise and can be categorised as a Born-Again Global firm.

Each case company was different, but there were similarities in their process of internationalisation. In all of the case companies, networks and contacts were a central part of their internationalisation. Networks were a frequent issue and therefore the role of networks is discussed more closely in the next subchapter. In cases of C and D, the expansion was rapid and because of networks in Finland. Both case companies expanded to Finland right from the establishment and the main reasons for the expansion were the existing networks which gave the possibility to expand to Finland.

Case company A operated first four years in its domestic market before venturing abroad. However, it had no characteristics of traditional internationalisation where it would expand incrementally. The method of internationalisation would be closer to the Born-Again Global theory, where a certain event led to rapid internationalisation. In this case, it was the industrial network of suppliers in Finland which encouraged the company to expand to Finland. Also, company A's manager mentioned to have established a business in Finland in the field of tourism which implies of a more global mindset. This is assumed to have had a positive effect in the process of internationalisation.

A different approach was with case company B, which had internationalised to India and after that to Finland. The process of internationalisation to Finland followed the traditional internationalisation model (e.g. the Uppsala model). Finland was the target of internationalisation due to its close distance, favourable investment environment and good work force availability.

4.2.2 Networks

From the network perspective, all of the case companies had networks as a large part of their internationalisation. Assumably, without the networks most of the case companies would not do business in Finland. The patterns in the process of internationalisation of Russian SMEs were the networks and taking advantage of those networks in the internationalisation process.

It can be speculated that Finland and Russia are very different and for Russian entrepreneurs the environment is different than in Russia. Therefore, the networks are important in their expansion to Finland. Even more, networks provide the tools to acquire knowledge and expertise in the Finnish market. On the contrary, the process of acquiring such information would be through incremental internationalisation, which demands resources and time. In the case of Russian SMEs, the network approach was more frequent.

The network approach which was presented by Johansson and Mattsson (1988) was an essential part of internationalisation of the case companies. The case companies confirm the importance of networks when expanding abroad. If the case was not rapid internationalisation because of existing networks, the networks encouraged the case companies to venture abroad. Hence, the important element of Russian firms' internationalisation is assumed to be networks.

Case company A started its business operations in Finland because of its industrial networks. It had suppliers in Finland and they were the reason why case company A internationalised to Finland. When asked about other contacts, case company A's manager said to have none. In this case, it was the international suppliers which offered the possibility and encouragement to internationalise. Without such networks, company A would have less knowledge of the Finnish market and would not have such a position in the Finnish market. The alternative would have been gradual internationalisation like the Uppsala model for internationalisation. However, company A acquired its experience and knowledge from its industrial networks and this way successfully internationalised to Finland. Then again, case company B answered to have had a number of contacts before internationalisation and said them to be the reason for their internationalisation to Finland.

“Well, yes. I knew two persons in Finland and that is why we are here”.

(Manager of company B)

This fact implies that the main reason for company B to internationalise were its contacts in Finland. Assumedly, without its contacts the process of internationalisation would have been more incremental. On the contrary, by having contacts in Finland,

company B had easier access to Finland and this led to a more successful internationalisation to Finland. The contacts in Finland offered connection to Finland and this provided more facilitated entry to the Finnish market.

Case company C also explained that networks and its contacts were the reason for its internationalisation. Furthermore, company C's manager mentioned it had met its contacts by accident and the possibility to begin international business operations were because of this unexpected opportunity. Through its contacts and networks, company C started its business and it fully corresponds to the network theory which is mentioned in the literature regarding the internationalisation of firms.

“At first, when we opened our business, our business, we found partners in Russia...we started for the reason that we work 90 per cent particularly for that Russian company”. (Manager of company C)

Company C's findings support the fact that global networks support the internationalisation of Born Global firms. Company C only exists because of its contacts in Russia, which were discovered by accident. The Russian company which was the reason for company C to start business in Finland offered its resources to company C and this way company C had the possibility of starting its international business in Finland. Through its contacts, company C was able to overcome the difficulties of being an SME with limited resources and its contacts offered company C the resources to begin international operations in Finland. In Figure 6, the Uppsala model reframed for the network theory is presented in the context of case company C. It demonstrates the path to internationalising in terms of network theory.

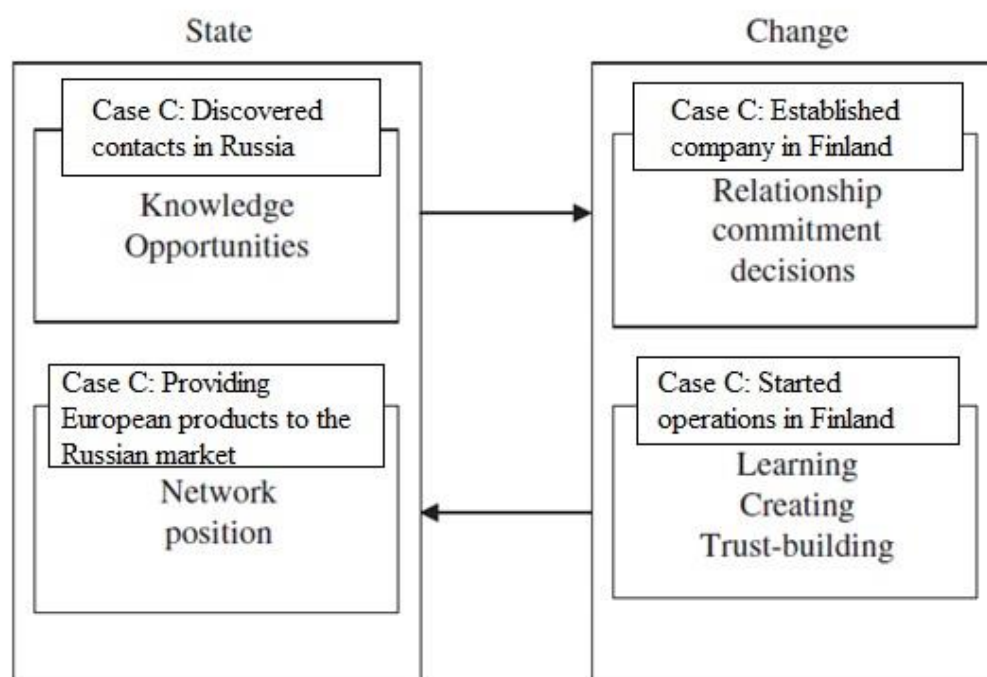


Figure 6 Case company C: Uppsala model modified to the network theory (Johanson & Vahlne 2009)

Case company D also described its Soviet-Finnish relationships and networks to be one of the main reasons why it started its international operations in Finland.

“Business itself started in the Soviet times when it was established that the Soviet Russian and Finnish governments would support trade between the countries”. (Manager of company D)

Internationalisation of company D was made possible because of its relationships between the Soviet Russia and Finland. However, company D sets itself apart by the fact that it internationalised during the Cold war and long before globalisation had an effect between Russia and Finland. This gives more emphasis to its networks and how networks affect its behaviour in expanding abroad.

In line with the reviewed literature was the finding that SMEs’ internationalisation has an emphasis on networks because the networks compensate for the lack of resources and expertise which the companies would need in order to drive for successful internationalisation to Finland (Khanna & Rivkin, 2001). Moreover, the study of case

companies in this research is consistent with the network theories in which business networks are utilised as a tool in sharing knowledge which assists the process of internationalisation.

The case companies' data also corresponds to the theory of networks by Johansson and Vahlne (2009) of insidership among networks. This theory of accessing knowledge through networks conforms to the findings of case companies in this research. Seemingly, through networks company managers gained access to knowledge and expertise of doing business in Finland and this encouraged the firms to start international operations in Finland.

The findings support the network approach to the internationalisation of firms (e.g. Johansson & Mattsson, 1988). The influence of networks can be confirmed in all of the case companies. When examined closer, the types for the network approach were the Early Starter, the Late Starter, the Lonely International and the International Among Others (Johansson & Mattsson, 1988). Case company A internationalised through its industrial networks, its suppliers. It had no contacts and hence it can be described as the Early Starter. The contacts are not important and neither is the knowledge building in the target market. It only works with its suppliers and looks for ways to expand its operations in Finland.

Case company B can be categorised as the Late Starter. It had a few contacts which already had operations in Finland. These contacts encouraged it to internationalise. However, the Late Starter like the case company B, it has the disadvantage of lacking knowledge and experience in Finland. This can be linked to the difficulties which company B had, for instance, it had issues understanding the business culture in Finland and taxation caused problems in case company B's operations in Finland.

“Many business practices are not clear (in Finland)...you have to learn them by yourself”. (Manager of company B)

Both case companies C and D were in the category of International Among Others. Both companies had strong networks in the international business field which gave them good knowledge and expertise in their target market, in their cases, Finland. For

example, company C had partners in Russia which had been operating for 18-20 years in international business environments.

All in all, in every case company networks were an essential part for their internationalisation. Such networks were either industrial networks (company A) or personal/business networks (companies B, C and D). Findings support the assumption of authors Welch and Luostarinen (1993) that international networks offer knowledge and encouragement towards a successful internationalisation.

4.2.3 Difficulties and Barriers Confronted

Even though Finland has the image of being a favourable business environment, the interviewees were asked about difficulties or barriers which they encountered when they expanded to Finland. Also, interviewees were asked how had they overcome the difficulties if they had had any.

Company A answered directly of having difficulties with adapting to Finnish business customs and business culture. Company A also mentioned that compromises have been its solution to problems in Finland. Also, company B said to have had problems with the differences in business culture in Finland. Manager of company B said to have sought solutions to problems himself, for example for taxation issues. Company B did not mention to have used consultation services or other services related to business practices in Finland, which can also result in confronting more difficulties in Finland.

“Many business practices are not totally clear. To get answers to many questions, like taxation, you have to study yourself. There are many questions about taxation and nobody is providing answers for them”.
(Manager of company B)

However, company C said to have no difficulties or barriers in Finland. Then again, company C manager explained to have taken advantage of services available in Finland such as municipal services for internationalisation and private consultation services.

Also, company C used documentation services in Finland in order to properly do documentation work.

Company D manager answered to have confronted language barriers when they started their operations in Finland. Manager of company D explained how language barriers affected their business practices in Finland. In order to overcome the language barrier, patience and getting to know the business practices in Finland was required. However, company D started operating in 1986 when the private consulting businesses offering services for Russian firms in Finland were less common. Company D also had used documentation services and consultation services in Finland.

“Well, let’s say, with much patience...business practices in Finland demand a lot of patience”. (Manager of company D)

In contrast to companies A and B, companies C and D took advantage of different services in their internationalisation in Finland. This reflected to the extent of difficulties or barriers encountered. There is a pattern identified with companies which did not take advantage of services in the field of internationalisation in their process of internationalisation. Case companies which did not have such services in Finland felt that internationalisation had more difficulties and barriers as companies which had used internationalisation services in Finland.

Company A did not use consultation services or other services in its internationalisation which can be related to their difficulties confronted. In contrast to company C which had consultation services and did not have such difficulties when internationalised to Finland. Furthermore, the overall attitude towards Finland was more positive for companies which had used internationalisation services in Finland.

Finland is a completely different business environment for Russian firms and usually the entry to the new market can be far easier through networks and services provided for Russian firms in Finland. Business practices in Finland were unclear to most case companies and in some cases language barriers did affect their business practices in Finland. However, all of the case companies had experienced a successful market entry to Finland. For some case companies the knowledge was acquired through networks and for others with the aid of services of Finnish companies and networks. The following

section introduces the discussions and conclusions of the findings and the study as a whole.

5 DISCUSSIONS AND CONCLUSIONS

In the last chapter, the analysis of the data will be further discussed and conclusions will be presented. This chapter will also include implications for managers, especially for those who are affiliated with the internationalisation of firms or planning to internationalise. In addition, limitations of this research will be discussed along with possible future research opportunities in the field of internationalisation of SMEs.

5.1 Theoretical Discussion

What can be argued based on the analysis of the data and findings? Firstly, it would appear that majority of Russian SMEs internationalise with the support of networks. In contrast to concentrating resources to gradual internationalisation, SMEs are using networks to achieve rapid internationalisation. By networking firms can gain entry to foreign markets which demands less resources and time in terms of gathering knowledge and expertise in the target market. Networks are also assumed to be important when firms are internationalising to different markets than their domestic market. For example, when Russian SMEs internationalise to Finland, the business environments are different for Russian entrepreneurs and probably networks can offer more facilitated entry to the foreign markets.

Discussion can also be highlighted in the theoretical field of internationalisation studies. All of the acknowledged theories of internationalisation did occur amongst the cases. More frequent were the firms following rapid internationalisation (e.g. Born Globals). However, gradually internationalising firms (e.g. the Uppsala model) did occur and this proved that Russian firms can have different methods in their internationalisation to Finland. While the importance of networks was supported in the findings of this research, in many other studies firms did internationalise gradually and in correspondence to the traditional internationalisation theory, for example the Uppsala model of internationalisation. It can be assumed, based on the findings of this research, that firms from emerging economies, such as Russia, have different standpoint to the internationalisation theories.

The process of acquiring knowledge is different when company is internationalising to different business environments. In such cases, gradual internationalisation can be very resource consuming course of action and demands a considerable amount of time. Hence, networking and more rapid internationalisation offers more suitable mode of internationalisation for SMEs.

In contrast to when internationalising to, example from Finland to Germany, the assumption is that the firms are more comfortable within the European Union. In such environments the business field is more familiar and business practices are more clear, stable and safe. Then again, for Russian firms to internationalise to Finland, the starting point is different. More theory should be built around these assumptions. It should also be noted how different the business environment is for SMEs in Russia and this should be taken into account when examining their internationalisation.

5.2 Managerial Implications

The managerial implications are related to networking and internationalisation services offered in Finland. For managers of Russian SMEs, networking is important and facilitates the entry to the Finnish market. By networking managers can access to knowledge through their contacts and relationships. This creates more knowledge and expertise in the target market, which is especially crucial for SMEs. In contrast to MNEs, SMEs do not possess such resources or have time to gradually internationalise. Networks offer a faster approach towards internationalisation. Also, business practises and culture are different in Finland. Having networks and contacts helps to understand the business customs in Finland. Above mentioned issues can be solved with taking advantage of internationalisation services offered both in Finland and also in Russia

The mentioned issues offer possibilities for service companies in Finland, which can concentrate more on the internationalisation services offered for Russian firms. Such firms should offer customer services in Russian language. Also, companies offering internationalisation services should enhance their visibility, even in Russia.

Networking in Russia could prosper firms expanding to Finland which brings more business to Finland. Moreover, networking events could be prosperous in Finland for both the Russian and Finnish entrepreneurs. The promotion can be implemented through trade fairs, business forums and seminars. In these events, prosperous networking can result in business operations between the internationalising firm and a service company. Presumably, there might be many firms in Russia which are seeking resource- and time-efficient ways of expanding to Finland

Networking in Russia could also result in prosperous relationships with Russian firms which could enhance the services' quality in Finland. Finnish companies in the sector of internationalisation services should develop and tailor their services more to suit the needs of Russian firms. That is, internationalisation service companies should be associated in the networks of Russian firms and promote their services to Russian firms. It can be assumed that more Russian firms in Finland would use internationalisation services in Finland.

Also, in such different countries as Finland and Russia, the internationalisation services would facilitate the internationalisation of firms. In contrast to resolving issues by themselves, the overall perception of managers towards expansion abroad was more positive in firms which had used internationalisation services. This fact entails that it is suggested to managers to take advantage of internationalisation services in their target market. For companies, which did not take advantage of the internationalisation services in Finland had a more negative view of internationalisation and possibly were not aware of all of the services available in Finland.

5.3 Conclusions

The purpose of this research was to study the internationalisation of Russian SMEs to Finland. The main research question was, whether Russian firms follow any of the theories of internationalisation published in the international business literature? From that perspective, this study concentrated on examining the internationalisation processes of Russian SMEs to Finland. The research of internationalisation of Russian SMEs has

been uncommon and rare to be researched in the light of internationalisation theories, especially from Russia to Finland.

Additionally, Russia is an emerging economy which is reflected to the different environments in which the firms operate compared to Finland. Russia has gone through economic changes in the last few decades and especially Russian SMEs do not have a long history in the internationalisation processes. Internationalisation of SMEs is a rather new phenomenon in Russia and therefore can possess different perspectives towards the process of internationalisation.

The data was collected through semi-structured interviews with managers of the case companies in order to obtain qualitative data. Interviews were conducted via phone. Interview questions were open-ended questions which gave the researcher the ability to acquire primary information from managers of Russian firms. The findings of the interviews provided dynamic and insightful answers in the field of internationalisation of Russian SMEs. The objective was to discover key methods and reasons for internationalisation to Finland. In the interview, managers answered the questions and contributed to this study with their answers regarding their internationalisation to Finland.

The findings supported the assumption of Russian SMEs following the known internationalisation theories. Every case company offered its own pattern of internationalisation. Each pattern was in correspondence to the internationalisation theories presented in this paper. However, in all of the cases, the networks and relationships had a substantial part in their process of internationalisation.

The key reasons to choose Finland as a target market for the Russian firms' internationalisation were their networks and the possibility to expand to Finland and start doing business in Finland. Amongst the cases, networks were a frequent subject and also Finland was seen as a gateway to Europe. Finland was also seen as a good logistics route to European markets. Also, Finland served as a gateway for products and services from Scandinavia and Europe to the Russian market.

Additionally, Finland is a physically close country to Russia, but in terms of business practices and regulations it is completely different than Russia. That is why it can be presumed that networks offer necessary knowledge and expertise in Finland in order to lead successful business operations. Three cases of the four cases were associated with rapid internationalisation which draws the conclusions that knowledge was acquired through networks. In contrast, one of the cases, internationalisation occurred gradually and the firm increased its knowledge through step-by-step internationalisation to Finland.

Managers of internationalising companies shared a global mindset. This mindset seeks possibilities from abroad and possibly can result in Born Global and also in Born-Again Global firms which follow rapid internationalisation. The findings confirmed this amongst the cases and the identified global orientation of managers of firms had a positive effect towards their process of internationalisation.

Russian case firms confronted controversies in their internationalisation to Finland. However, most difficulties confronted were in firms which used less of internationalisation services in Finland in comparison to firms which took advantage of services provided in Finland. Hence, the conclusion is that internationalisation can be facilitated through services provided in the target market of internationalisation. Firms can use services such as establishing the company, consultation, financial and legal services.

This research draws the conclusion that Russian SMEs' process of internationalisation follows the acknowledged internationalisation theories. However, Russian SMEs recognise networks as an important part of their internationalisation. Networks, relationships and contacts were a method and a motive to start operations in Finland and further expanding to European, Asian and American markets.

The assumption of this research was that networks are important for Russian firms in their internationalisation. Acquiring knowledge and expertise through traditional internationalisation (e.g. the Uppsala model) is demanding for an SME which requires vast resources and time. Research data and analysis of findings confirmed that networks were an important part of internationalisation of Russian firms expanding to Finland.

To conclude, Russian cases' internationalisation had the features of different internationalisation theories published in the international literature. Accompanying, networking was a large part of Russian SMEs' internationalisation along with important contacts in Finland. Russian firms which had contacts in Finland took advantage of their networks in Finland in order to internationalise successfully. Also, Russian managers who decided to expand abroad possessed a global mindset and recognised the possibilities across borders. More often, Russian firms that internationalised had the characteristics of rapid process of internationalisation.

Usually, difficulties were confronted in the business practises in Finland and many of the managers of Russian firms solved the issues by themselves. However, internationalisation was perceived more positively by the firms which took advantage of internationalisation services provided in Finland.

5.4 Limitations of the Study and Future Research Opportunities

One of the limitations of this study was the limited number of interviews. It is possible that with more interviews the results of the study might be different. Also, other limitations of this research were affiliated with the implementation of interviews. The interviews were conducted via phone. It is preferred, that interviews are conducted face to face and more time is reserved. This way the interview situation is more interactive and could provide more dynamic interview situation. In face to face interviews, it can be assumed that the interviewee would be more open and the interviewer can observe body language and facial expression to support the answers. The reason for not carrying out face to face interviews in this research was strictly due to financial reasons.

Internationalisation should be studied further and especially the networking perspective. Implications for future research are in the field of networking in the global environments. How are networks created and further developed? In addition, how are networks managed?

This study examined the process of internationalisation of Russian SMEs to Finland and found that networks are an essential part of that process. However, this study was limited to only examining the overall internationalisation and its methods and motives. In the future studies, the internationalisation of Russian firms should be studied more closely and with more detail. Especially, the role of networks seems to be a fundamental part of the Russian firms' internationalisation and it should be scrutinised more in-depth.

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Appendix 1 Interview Questions English

1. Process of Internationalisation

IQ1. How did the process of internationalisation start with your firm?

IQ2. How did it proceed?

IQ3. When was your firm established? When did you began you international operations?

IQ4. What difficulties / barriers did you encounter in Finland?

IQ5. How did you overcome these difficulties/barriers?

IQ6. What about the future, do you plan to internationalise to other markets?

➤ Follow-up. Why to those markets?

2. Motives of Internationalisation

IQ7. What were the reasons why you wanted to start business in Finland?

IQ8. Do you do business also in Russia?

IQ9. Do you import products / services from Finland to Russia?

➤ Follow-up. What is the percentage of your turnover from importing from Russia to Finland?

3. Networks

IQ10. Did you have any contacts in Finland before the internationalisation?

IQ11. (Products). Are your subcontractors Finnish or Russian firms, if other what?

IQ11. (Services). Do you buy any services from Finland?

IQ12. Did you have any assistance / consulting in Finland or Russia for your expansion?

- Follow-up. What kind of assistance / consulting?

Appendix 2 Interview Questions Russian

Интервью

1. Процесс интернационализации

ИБ1. Как началось процесс интернационализации в Вашей компании?

ИБ2. Как процесс продолжался?

ИБ3. Когда Ваша компания было создана? Когда Вы начали международные операции?

ИБ4. У Вас были какие-то трудности / барьеры в Финляндии?

ИБ5. Как Вы преодолевали эти трудности / барьеры?

ТВ6. В будущем, у Вас есть планы интернационализации в других стран?

➤ Продолжение. Почему именно в этих стран?

2. Мотивы интернационализации

ИБ7. Какие причины у Вас были начинать бизнес в Финляндии?

ИБ8. Вы также занимаетесь бизнесом в России?

ИБ9. Вы импортируете продукцию / услуги из Финляндии в Россию?

➤ Продолжение. Какую процентную долю из оборота имеет импорт из Финляндии?

3. Связи

ИБ10. У Вас были какие-то связи / контакты в Финляндии до интернационализации?

ИБ11 (Продукция) Ваши субподрядчики Финские или Российские, или из других стран?

ИБ11. (Услуги) Вы покупаете услуги в Финляндии?

ИБ12. У Вас было помощь или консультация в Финляндии или России по поводу Вашей интернационализации?

➤ Продолжение. Какая помощь / консультация?