

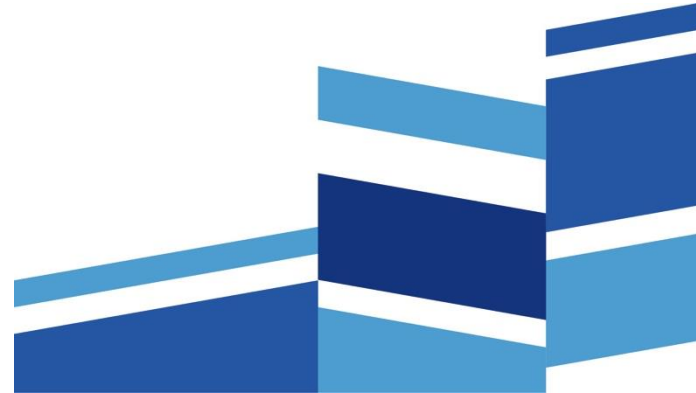
INSTITUTE  
FOR EMERGING MARKET  
STUDIES (IEMS)



# SKOLKOVO Institute for Emerging Market Studies (IEMS)

*Profile*

2017



# SKOLKOVO IEMS at a Glance

**We believe that there is always an emerging market - be it a region, a country, or just a niche market. Even when the overall economy is stagnant, there are opportunity zones where double-digit growth is possible.**

## WHAT WE DO

- We help business understand the dynamics and nature of market transformations
- We explore the competencies that companies need to benefit from opportunities as they arise
- We publish research reports and briefings that help companies make more informed decisions in emerging markets
- We maintain strategic focus and a holistic approach while illuminating the bigger picture

## RUSSIA FIRST

Being Russia-based, we always pay special attention to Russia in our research.

- We are committed to building bridges and promoting Russia's multi-dimensional and seamless integration into the world economy
- We help the international business community better understand Russia as a market and as a global player
- We develop Russian businesses' capacity to attract investors and enter international markets

We set Russia in the context of other emerging and developed economies, while remaining independent and objective in our observations and judgments

## HOW WE WORK

IEMS is built around centers of excellence in

- Regional Transformation
- International Strategies
- Digital and Innovation
- Sustainability
- Urban Development

Working as a team, we publish interdisciplinary studies providing deeper insights.

# Ideas That Make Impact

## IDEAS

### Regional Transformation

The phenomenon of emerging markets and economic growth - market transformations and business opportunities

### International Strategies

Management practices of mid-market companies from emerging markets and their strategies in going global

### Digital and Innovation

Effects of digital transformation on living environments, conventional industries and consumer

### Sustainability

Sustainable business models, how they emerge, transform and create new markets

### Urban Development

The transformative nature of rapid urbanization in emerging markets and growing competition of cities for business and talent

## IMPACT

### Research

Papers and briefings that **inspire** and help executives make better informed decisions

### Education

Programs and teaching materials that **stimulate** and **equip** decision-makers with knowledge and skills

### Networking/Outreach

Media statements and events that **inform**, **involve** and **engage**

# Russia First

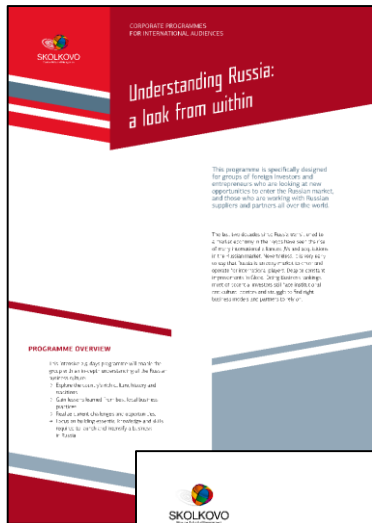
## WHY RUSSIA NOW?

- Russia is an important geopolitical and economic power, as well as a business destination for companies from both developed economies and emerging markets
- Amidst multiple geopolitical challenges and economic recession, Russia is steadily approaching the 2018 presidential elections - a date which significantly impacts the country's international trade and domestic business environment
- Russia's unique business culture, and its complicated social and economic landscape need to be deciphered and explained

**Research:** Special report on the challenges for the Russian economy and competing ideas about how those challenges might be overcome as they emerge in the run-up to the 2018 Presidential election in Russia

**Education:** Doing Business in Russia - a tailor-made intensive program - a mix of lectures, expert presentations, company visits, networking events and cultural experiences, enriched with proprietary teaching materials

**Networking/Outreach:** Countdown: an analytical bi-weekly news digest on major developments in Russia with a view to the Presidential election coming in 2018



# Global Growth

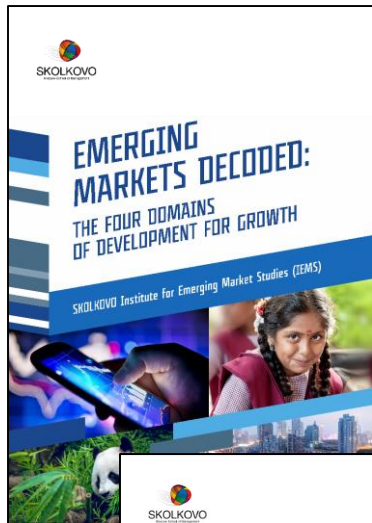
## WHAT GROWTH?

- **Emerging markets:** becoming a key driver of the world economy
- Focus on regional **windows of business opportunity:** Iran, Cuba, Myanmar, Africa, Central Asia
- **Formative global processes:** migration, urbanization, private development

**Research:** Emerging market areas of growth: business opportunities in selected countries; growth stimulation policies and successful cases

**Education:** educational modules on how to read regional dynamics, discover similarities and differences in growth patterns, and develop intuition about emerging opportunities

**Networking/Outreach:** cooperating with think tanks, institutions and individual researchers globally to develop a comprehensive agenda and keep track of important recent developments, speaking at international forums on key issues of development in emerging markets



# China Studies



## WHY CHINA?

- **Russia's key business partner** in the Asia/Pacific region
- Russian business elites have only **fragmentary and mostly touristic knowledge of China** and are largely unaware of the finer details of Chinese dynamics
- **Impossibility of replication of traditional business practices in the Chinese environment, which is a serious challenge for Russian companies**



**Research:** current transformations in Chinese political, economical and business domains demand a deeper understanding of change and its implications for Russian entrepreneurs

**Education:** educational programs for Russian corporations and SMEs to quickly master the critical knowledge and skills necessary for starting and/or intensifying their business in China

**Networking/Outreach:** Independent stakeholder engagement platform bringing together business, government/policy-makers and academia from Russia and China to discuss current developments and ways to foster trade and investment

# Eurasian Studies

## WHY EURASIA?

- **Changing market landscape** due to the integration and free trade initiatives of the **Eurasian Economic Union**
- **Transformation of the economies of the region** from resource dependence to industrial and technological capability as a result of low commodity prices
- Opportunities in infrastructure development, international cooperation and trade with the **Silk Road Economic Belt**

**Research:** Insight and analysis of the current transformative political and economic trends in Eurasia and their effect on the business community.

**Education:** educational programs for Russian and Eurasian corporations in addressing changes in the market as well as seminars for international businesses about doing business in the Eurasian Economic Union and along the Silk Road Economic Belt

**Networking/Outreach:** Independent stakeholder engagement platforms bringing together business, government/policy-makers and academia from Russia and Eurasia to discuss current developments and ways to foster regional trade and investment



# International Strategies

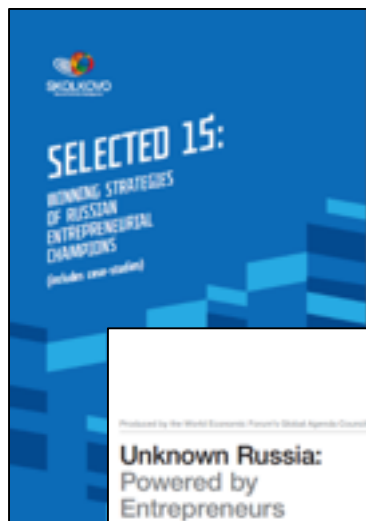
## WHY GLOBAL STRATEGIES FOR SMALL AND MEDIUM-SIZED FIRMS FROM EMERGING MARKETS?

- The global marketplace is not for large companies only; **smaller firms can also benefit from internationalization.** The next wave of globalization is expected to come from SMEs
- Lessons from **mid-sized firms that play operate internationally are unexplored**; this is even more so for companies based in emerging economies
- As the bi-polar, West-East view of the world dates and **more emerging markets make mutual connections**, understanding the business practices of rising new champions becomes increasingly important

**Research:** case-based insights and comparative analysis of strategic decision-making in mid-sized firms from Russia and other emerging markets when going global

**Education:** specialized educational modules and teaching cases for Russian SMEs looking to tap into global opportunities and seeking to understand the strategic and operational implications of internationalization

**Networking/Outreach:** knowledge exchange and thematic events to bring together the Russian and international business communities to augment strategic thinking and share successful business practices





# Digital and Innovations

## WHY DIGITAL AND INNOVATIONS?

- A **transformative force** all across the globe
- Affecting **businesses, living environments and persons**
- Emerging markets are often at the **global frontier of digital development**
- **Frugal/bottom of the pyramid innovations** coming from the emerging world are becoming an increasingly important in the **advanced markets**

**Research:** “Digital Mindset” cases, Digital Life Index of the Russian regions, cooperation of BRICS countries in digital and innovations, digital finance

**Education:** “Managing a Company in Digital Transformation” educational programs for Russian corporations and SMEs

**Networking/Outreach:** bringing the “digital angle” to audiences of top business executives, entrepreneurs and government policy makers, including key economic forums (Krasnoyarsk, Sochi, Moscow Urban forum), industry conventions (banking, communications) and international councils (WEF)



# Sustainable Development

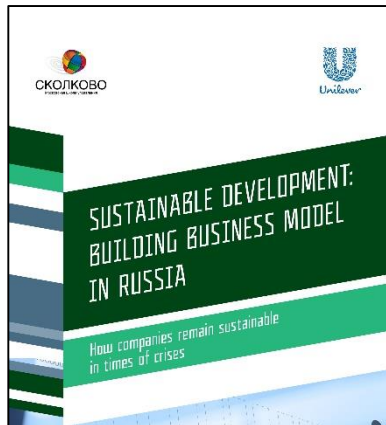
## WHY SUSTAINABLE BUSINESS?

- The world is changing dramatically (growing population, scarcity of natural resources, climate issues, urbanization, etc.)
- Over 80% of global CEOs and over 35% of Russian ones see sustainability as one of their top priorities
- Sustainable business models in Russia are underappreciated, despite having the potential to create competitive advantage

**Research:** conducting in-depth interdisciplinary research on the most relevant sustainable business topics (business environment, responsible consumption, new market niches, sustainable supply chains, leadership, cleantech, agri markets, sustainable forestry, private development initiatives)

**Education:** integrating sustainability into business education, developing case-studies, conducting unique open enrollment sustainability program with strategic focus

**Networking/Outreach:** empowering individuals and organizations by sharing best practice and creating a platform for multi-stakeholder dialog among practitioners in Russia; conducting regular events and distributing analytical monitoring data



# Urban Studies



## WHY URBAN?

- **Rapid urbanization**, especially in emerging markets, demands urgent implementation of policies to cope with the consequences
- **Need for Russian cities to become economic engines and compete globally** through greater sustainability, resilience and intelligence
- **Lack of coherent academic and professional practice**, common professional framework, standards and vocabulary in Russia



**Research:** Carrying out interdisciplinary research aimed at generating knowledge and data on Russian cities that would also be available to the international community in the areas of smart and resilient urban development

**Education:** Designing and delivering educational programs to train a new generation of urban development leaders in government and business, as well as professionals in the area of urban development

**Networking/Outreach:** Developing a platform for interaction between the business, government and professional communities on issues of urban development in Russia and globally. Acting as a key local partner for international organizations in research and technical assistance projects

# International Partnership Network

## Leading Academic Institutions, Corporations, NGOs

### — IEMS NETWORK —

- Institutes of Emerging Market Studies are linked in a global network focused on managerial and economic issues and the challenges for emerging markets. Their purpose is to promote insightful, connected and responsive conceptual leadership
- IEMSs aim to participate in, and lead the discussion on, various policy-making forums related to emerging markets, and inform decision-makers with insightful perspectives on issues that matter to the global economy
- IEMSs are independent entities based in the leading academic institutions in emerging markets, including Moscow (SKOLKOVO), Hong Kong (HKUST), Shanghai (CEIBS) and Hyderabad (Indian School of Business). The IEMS network is facilitated and supported by EY and its Emerging Markets Center



### — SECTORAL PARTNERS —



### — ACADEMIC PARTNERS —



## iems supervisory board



**Ruben Vardanyan**  
Entrepreneur and Philanthropist  
Vice-Chairman of SKOLKOVO International Advisory Board



**Karl Johansson**  
Chairman of Analytical Credit Ranking Agency of Russia (ACRA);  
Chairman of IEMS Management Committee



**Andrey Sharonov**  
President of the Moscow School of Management SKOLKOVO



**Vladimir Preobrajensky**  
Professor, Moscow School of management;  
IEMS Research Mentor



**Alexey Kalinin**  
Director



**Vladimir Korovkin**  
Head of Growth and Innovations



**Oleg Remyga**  
Head of China Studies Lab



**Anastasia Belostotskaya**  
Analyst, Sustainable Development



**Bulat Nureev**  
Managing Director



**Ekaterina Molchanova**  
Head of Global Strategies



**Gaukhar Nurgalieva**  
Head of Eurasian Studies Lab



**Maria Printseva**  
Junior Analyst, Sustainable Development



**Andrey Shapenko**  
Head of Economics and Leadership



**Natalia Zaitseva**  
Head of Sustainable Business Centre



**Kamila Novak**  
Senior Analyst, Sustainable Development



**Elizaveta Mineeva**  
Coordinator

## IEMS TEAM

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**There is  
always an  
emerging  
market**

**SKOLKOVO**  
Institute  
for Emerging  
Market Studies

Experience  
Based

Research  
Enriched

# Research Agenda 2017

## Regional Transformation

- Market transformations and new business opportunities in Russia, Iran, India, Central Asia and the Caucasus
- Chinese reforms and the One Belt One Road initiative and their effect on the markets covered
- Migration and the economic opportunities it creates

## Digital and Innovation

- How to read digital transformation
- The digital landscape of Russian megapolises
- Booming mobile healthcare

## Urban Development

- Integrated spatial and economic planning
- Urban eco-mobility policies
- Urban resilience in the Arctic

## International Strategies

- Lessons from Russian globally competitive but lesser-known champions
- Inspirational practices of Germany's famous *Mittelstand* companies
- A comparative study of internationalization strategies of Russian and Chinese mid-sized companies

## Sustainability

- Strategies: responsible consumption and consumer behavior, sustainable sourcing and supply chains
- Transforming the global development landscape
- Opportunities in agroforestry and the bioeconomy