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STRATEGIC MANAGEMENT TOOLS AND TECHNIQUES IN SMES IN
FINLAND AND RUSSIA

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Title

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Abstract

In this thesis, we study how small and medium sized enterprises in Finland and Russia use strategic management tools and techniques, finding out the level of satisfaction on usage of these tools, and finding out which tools businesses gave up using and reasons for this. The work also provides a general analysis of both countries in terms of business environment, including the importance of SMEs in the countries. The aim of this thesis is to understand the trends in usage of strategic management tools and techniques in Finland and Russia, cultural and other effects for this, and differences in the countries.

The methodology is both qualitative and quantitative at the same time in order to widen the range and value of the responses. We interviewed face-to-face randomly chosen SMEs in Finnish North Karelia (overall 35 companies) and Russian Republic of Karelia (overall 46 businesses). In order to interpret the results, we have counted average measurements for usage percentage and satisfaction level.

As a result, the sample group seems to be quite satisfied with all the tools. The most used tool in Finland is benchmarking, while businesses in Russia commonly use outsourcing. The less satisfying tools in both countries are virtual teamwork, SWOT analysis, and expert system.

To conclude, the research shows rather positive results on the usage of strategic management tools and techniques, according to the sample group. The satisfaction level of all tools is very high, representing their efficiency.

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1 INTRODUCTION

The thesis describes strategic management, strategic management tools and techniques, and concentrates on the usage of strategic management tools and techniques in small- and medium-sized enterprises (SMEs). The research on usage and satisfaction of strategic management tools and technique among small- and medium-sized companies in Finland and Russia is conducted in order to find out which tools are mostly used and the reasons for choosing these tools, what tools and techniques do not meet companies' preferences, and the levels of satisfaction in using the tools and techniques.

Finland and Russia had been chosen for a few reasons. First of all, Finland was a choice due to the fact that the work is going to be a continuation of research made in 2011, which discovered the situation of usage of strategic management tools and techniques among Finnish small- and medium-sized businesses. Secondly, in order to push the research into the field of internationalism, we decided to compare Finnish small- and medium-sized companies to small and medium sized businesses in Russia, as these countries are neighbors. They have a lot of cross-border business cooperation. In addition, the business cultures in these countries are at the same time sometimes partly similar and very polar, which makes the research and analysis process very interesting and informative.

Nowadays, the amount of information on strategic management tools and techniques precisely in SMEs is rather limited, especially, in countries such as Finland and Russia. At the same time, research on strategic management and strategic management tools and techniques for large companies is noticeably wider and deeper. However, there is a rather high need for updating information on the strategic management for SMEs due to changing approaches in managing small businesses.

Small and medium sized enterprises are defined by their size and turnover. Thus, micro enterprises employ no more than nine employees, and their turnover per year does not

exceed € 2 million. Small companies employ from 10 to 49 workers, and their turnover is not higher than € 10 million (Smallbone & Todorov 2014).

The turnover of medium-sized companies is a maximum of € 50 million, when giving jobs to 50 to 249 workers. This definition is applied to small and medium sized companies. However, it varies globally. For Finland and Russia though, the definition remains the same.

Small- and medium-sized enterprises are very important parts of the business world, economy, and society; however, sometimes their role is underestimated. This sector of business employs millions of people all over the world and brings a rather big percentage of GDP in the majority of countries (Baporikar 2014). The role of SMEs is huge nowadays. For instance, in the situation of a crisis, small- and medium-sized companies are extremely important: due to mobility and flexibility, they are able to smooth negative processes in terms of employment of the society, provide social adaptation to people that happened to be fired from big companies, and also form new market niches and preconditions for economic growth.

According to the humanitarian and legal portal “PSYERA”, small- and medium-sized enterprises have many advantages. Here are a few examples:

1. Ability to adapt and change. Due to increased level of competition (between each other and with big companies), small and medium sized business always have to find ways how to survive.
2. Being close to clients. In most cases, SMEs have close constant contact with their customers; this allows such businesses to understand and satisfy clients' desires better and faster, and as a result, get customers' loyalty.¹ However, this aspect is rather tricky and meets disagreement among some experts, and quite often, in reality, is very different from current statement. Thus, large companies show a tendency to be closer to customers by providing them with such bonus systems as discount/bonus cards, while small and medium sized businesses provide their products and services without any interaction with their clients.

¹ PSYERA. 2005. <http://psyera.ru/6579/sushchnost-rol-i-znachenie-malogo-biznesa>

3. Lower indirect costs. Small and medium sized entrepreneurships can keep their indirect costs reduced due to lower expenditure on administration, and others.
4. New niches. As the market is getting replete, there is a need to find new niches. In comparison with big companies, whose main aim is growth, SMEs see a necessity in finding small vacant niches to occupy them.

Managing SMEs is no less important than the management of bigger companies. Strategic management is the basis of the whole work of businesses but it is still only a part of the holistic management and well-being of any company.

This work is going to concentrate on strategic management. The performance of any company is the main intention and outcome of strategic management. According to the Management Study Guide, strategic management is a bundle of decisions and acts which a manager undertakes and which decides the result of a firm's performance.

Differences in the roles of executives in large and in small and medium sized businesses is very significant. Usually, in small and medium sized enterprises, an executive has to implement many tasks by themselves: accounting, planning, and many others. In large companies, specially employed people can do the tasks mentioned before. Moreover, in many cases, managers of SMEs do not have business education, which causes a lack of knowledge in management and especially in various tools and techniques that allow a businessperson to ease the management process and make it more efficient.

The range of strategic management tools and techniques is wide and can be counted even in the hundreds. Their aim is to make planned and useful steps implemented from theory in order to develop a company and create a healthy strategy (Smallbone & Todorov 2014). Strategic management tools and techniques help to set a direction, how a company ought to move and what it should do. The success of a company in most cases may depend on tools that they are using and also on the way they use them. The proper choice and smart usage of any tool or technique can make big changes inside the company and affect achievements of a business (Rothaermel 2012).

The tools used for the research are: *Measurement of Customers' Satisfaction, Business Strategy, Incentives for Employees, Balanced Scorecard, Quality System, Vision,*

Growth Strategy, Outsourcing, Strategic Alliances with other Companies, Benchmarking, Scenario Planning, Direct Marketing, Expert System, Virtual Team Work, and SWOT Analysis.

In this work, only certain strategic management tools and techniques are mentioned and included in the analysis, because the research is a continuation of the research “Strategic Management Tools and Techniques in SMEs” made in 2011 but supplemented with the research made in Russia as well. In addition, the following tools and techniques have been chosen as commonly used ones globally. Therefore, this research will give an opportunity to monitor changes in the usage of these strategic management tools and techniques since the previous research and during the time even for further researchers.

1.1 Aim of the study

The aim of the study is to find out about the usage of different strategic management tools and techniques in SMEs in both Finland and Russia, especially what the most used tools are and how they vary between these two countries. In addition, the questions of why companies have stopped using some tools and to name these tools that are not in use anymore are addressed in this thesis.

It is important to dedicate thesis questions in order to reveal the research in a better way. For the researchers, it is interesting to find out the reasons of usability of some tools and reasons for non-acceptance of other ones. To understand this, we will need to figure out the most popular and unpopular strategic management tools and techniques among SMEs in both countries.

In addition, it is important to understand the reasons why some tools are beneficial and others are not. These reasons will likely depend on the business environments of the countries and other factors on the local level.

As a result, comparison of the situation with the usage of strategic management tools and techniques in Finland and Russia to figure out the differences and similarities between the countries in context of strategic management.

Thus, the research is going to be conducted in order to give answers to the following questions:

- What are the commonly used strategic management tools and techniques in Russia and Finland and why? What makes companies stop using various tools and techniques?
- What is the satisfaction level of chosen strategic management tools and techniques?
- What is the difference in the usage of strategic management tools and techniques in Russia and Finland (comparison)?

Figure 1 briefly represents the structure of the aim of the current research.

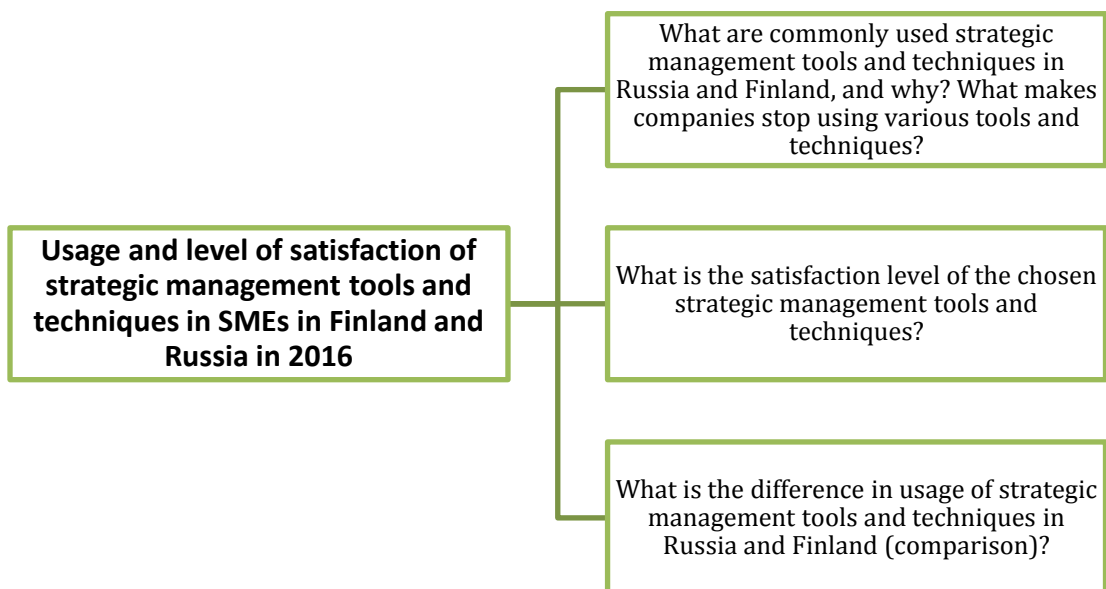


Figure 1. The aims of the research.

In order to find out the answers to these questions, the authors are going to conduct a research, which will be at the same time qualitative and quantitative. The research will be implemented by interviewing small and medium sized companies in the Russian Federation and Finland. These companies will receive a questionnaire survey which is three pages long in total (Appendix 1 & 2). The questionnaire will cover all the research questions stated above and also have a short part for the background information of the company in order to better understand the answers and the reasons behind these answers.

1.2 Methods

The study method chosen for the research was to do a quantitative study, which at the same time acts as qualitatively as well due to the wide variety of open questions that will help to reveal the similarities and differences between Finnish and Russian SMEs and their strategic management tools and techniques.

The quantitative and qualitative study methods were chosen due to being more effective and more reliable for the study to get as many different answers from the interviewees' side in order to achieve a broader view of the whole SMEs' field.

According to Susan Wyse (2011), quantitative research is used to quantify the problem by way of generating numerical data or data that can be transformed into useable statistics. It is used to quantify attitudes, opinions, behaviors, and other defined variables – and generalize results from a larger sample population. Quantitative Research uses measurable data to formulate facts and uncover patterns in research.

“Quantitative data collection methods are much more structured than Qualitative data collection methods. Quantitative data collection methods include various forms of surveys – online surveys, paper surveys, mobile surveys and kiosk surveys, face-to-face interviews, telephone interviews, longitudinal studies, website interceptors, online polls, and systematic observations.”

The methodology used was a survey questionnaire in both Finnish and Russian. This questionnaire was sent to 40 companies, of which only 4 answered. Then it was sent to another 40 companies, of which 2 managed to answer. It seemed hard to reach the companies and ever harder to get the necessary information collected. The data collecting was a really slow process, but all the necessary answers for the questionnaires were collected.

For Russian enterprises, the survey had been held in Russian. Using emails and phone calls turned out to be ineffective way to gather the needed data due to the psychology of Russian people and its effect on sharing information about businesses.

The decision to visit companies was made, and this try was more successful than distant communication. Many companies still refused to share the information and give answers for the survey. However, 43 companies (of 62 that the researcher has visited) answered. Later, 3 more companies gave their answers for the survey.

The questionnaire survey method was chosen because it would be the most effective way to analyze a lot of various information in order to combine it into a reliable data. The questionnaire was made really simple, and only 15 most popular and most known tools and techniques were chosen to be a part of it.

However, there are also challenges when conducting a survey like this. The companies answered the questionnaire without much detail and very shortly put. There were even some parts missing or lacking more information. Unfortunately, the companies did not provide all the necessary details. For instance, in Russia, none of the companies told about their income during the previous year as well as in Finland.

Based on their answers and due to the fact that there were 81 other companies all together in Russia and Finland in total providing at least some information, the results of the survey were still quite clear and reliable to analyze.

Most of the companies had no time for going through the questionnaire or these companies could be afraid of revealing such strategic information of the company. In addition, one reason to explain the unwillingness to answer could be that the companies might not even be familiar with all the tools mentioned on the list. Because of this, the businesses might have been unsure to answer at all in order to avoid the

embarrassment. The respondents did not receive any other information of the tools. The survey itself had 15 tools already named and listed ready for the companies to point them out. There was also a part for some small general background information on the companies' sizes and fields of work.

There were 35 companies in total interviewed for the research of the Finnish SME side, and 46 in Russian Federation. These companies were interviewed with the help of a research questionnaire. All the collected data for the research is based on SME companies only. They all had less than 200 workers in total working for the enterprise. The companies chosen for the study were mostly operating within the sales, marketing and business fields. Some companies were also industry oriented.

1.3 Structure of the report

The main idea of this research is to find out about the tools and techniques used from the management side to run a company. In this case, the focus is only on small- and medium-sized companies, which translates to any companies of 249 workers or less. There is not a lot of information or published works made on this matter.

The research is also narrowed down to Finnish and Russian business field only. The first part of the empirical study is the research of the SMEs in Finland and the second part is the research of the SMEs in Russia. After receiving and analyzing the data, a comparison is going to be done between these two countries and the tools and techniques used. The reason to compare these two countries and business fields is to find out whether there are some significant differences when comparing two neighboring countries to each other. One country is so big that it reaches from Asia to Europe covering most of the world, and the other country much smaller yet very reasonable to conduct the research and further comparison with its neighbor.

The results are going to be presented to show what tools are used now, what tools companies may have given up and why. There might even be some new findings based

on these countries and their SMEs, and if this is the case, an analysis is done afterwards. The figure 2 below represents the report's structure.



Figure 2. Structure of the research.

At the end of the research, a conclusion of the whole study is made. Whether or not something new has appeared, and what might be the reason for that. The key content of the work is the research findings and comparisons.

2 STRATEGIC MANAGEMENT TOOLS AND TECHNIQUES

The range of strategic management tools and techniques is wide and can be counted even in the hundreds. Their aim is to make planned and useful steps implemented from theory in order to develop a company and create there a healthy strategy. Strategic management tools and techniques help to set the direction to which a company ought to move, what it should do. The success of a company can be affected by the tools that they are using and on the way, how they use them. The proper choice and smart usage of any tool or technique can make big changes inside the company and affect achievements of a business.

Such strategic management tools and techniques include the SWOT analysis, benchmarking, balanced scorecard, measurement of customers' satisfaction, business strategy, direct marketing, expert system, virtual team work, and many others are developed in order to improve the path to the success of any company and increase of wellbeing inside it.

The need to find a right tool or technique to use nowadays is growing as well as the growth of challenges among executives. They have to overcome these due to economic turbulence, environment of globalization currently, and rapid technological advances. The usage of any tool requires clear understanding of the advantages and disadvantages of any tool and ability to integrate a tool to the working process (Rigby 2015).

Since 1993, Darrell K. Rigby and the team of Bain & Co have been conducting a research every year (sometimes they take a one-year break) in order to find the twenty-five most used and satisfying strategic management tools all over the world. However, Bain & Co originally focused on large companies.

The following review describes some of those strategic management tools and techniques that we are going to use for the survey and research in the thesis work.

The first tool is *balanced scorecard*. It allows executives to define and measure a company's performance without concerning if the results are achieved or not. According to Darrel K. Rigby,

“Balanced Scorecard translates Mission and Vision Statements into a comprehensive set of objectives and performance measures that can be quantified and appraised”.

Usually, balanced scorecard considers such kinds of a company’s performance as customer value performance, financial and innovation performance, performance on the internal business processes, performance of the employees, and other.

Performance of the employees within the conduction of Balanced Scorecard analysis not only assesses the overall performance of workers but also gives a direction, which a company should follow in order to come to a better performance of workers. It also includes trainings of employees in accordance with the requirements of a company and an employer and the external business environment (Norton 2012).

The next important tool is *strategic planning*. It is a comprehensive process that strives to determine the way for better achievement of the goals of a company and the outcome that a company should get or become. Strategic planning includes a clear set of the vision and mission of a company and an understanding of the strong and weak sides of a business.

Strict strategic planning is able to help a company to avoid failing. Moreover, this planning ought to be as short and easy to implement as possible (Collis & Rukstad 2008).

Outsourcing becomes a very important and more spread tool every year. A lot of businesses find it very reasonable and profitable to outsource to third parties part of their activities in order to save money on not hiring extra employees. However, it is always important and sometimes difficult to find a suitable partner that meets all the requirements of a company for outsourcing. Almost any element of the work structure can be outsourced nowadays (Quinn 2000).

Benchmarking is another important tool that should not be without attention. The idea of benchmarking is the identification and application of better practices in sales and operations of a business and as a result improving the overall performance. To use benchmarking, a company first identifies a product/process that ought to be improved. Then the key performance metrics should be identified and assessed. After collecting and analyzing results, a company applies better practice (Rigby 2015).

The next important tool is the *vision statement*, which defines the long-term plan on the position of a business in the future. In order to set a vision statement, it is necessary to identify a company's values, corporate culture, and potential and desired appearance of a business in the future. Interviewing employees and the management of a company and sometimes even clients is a reliable way to set the vision of a company. The core ideology and envisioned future are the main components of a great vision statement (Collins & Porras 1996).

The next tool to be reviewed is *measuring customers' satisfaction*. It is one of the loyalty management tools which helps to increase profit by measurement satisfaction among customers and understanding their needs, desires, and attitude towards a company. Loyalty management tools also include various tools that can define satisfaction among employees, which helps to increase efficiency and productivity.

In order to implement a measurement of satisfaction, it is necessary to maintain constant interaction with customers, request for feedback and analyze results. As a result, this method gives an opportunity to develop newer programs and policies toward relations with customers, and therefore, to increase their loyalty. However, quite often it is important to delight customers not to get their loyalty and satisfying feedback but in order to avoid getting negative responses or punishment from these customers. Even one accident with further negative feedback can destroy the reputation of a company and cause losses (Dixon, Freeman and Toman 2010).

The next important strategic management tool is *scenario planning*. According to Michael Porter (1985), scenario planning is "an internally consistent view of what the future might turn out to be". Scenario planning is not a forecast of an upcoming future, neither a vision of what should happen. Scenario planning is a clearly-worked answer to the question of what can happen and what ought to be done in case if this happens (Lindgren & Bandhold 2009). Even when using scenario planning as a strategic management tool, it is always necessary to understand that not everything can be planned in a business.

Another very interesting strategic management tool is *strategic alliances with other companies*. Strategic alliances are synergies between two (or sometimes more) companies set and strived to increase benefits and the achievement of common

objectives. A wide range of parties can become a partner for strategic alliance for a business: customers, government, suppliers, businesses from various spheres (competitors and representatives of non-competing areas), etc. (Rigby 2015). To build an alliance, it is vital to build trust first. In addition, while implementing an alliance with some business, both partners have to pay enough attention to the maintenance of this trust as only one carelessly done step can destroy a partnership (Kuglin & Hook 2002).

Next strategic management tool on which we are focusing in the research is *growth strategy*. This strategy is applied when a business desires to increase its size and/or profit by taking steps towards the enlargement of the number of their offices, employees or production or service volume. Growth strategy is one of the most common tasks for executives; however, only 14 percent of businesses (among large companies) that try this tool succeed (Zook & Allen 1999). Thus, for small and medium sized businesses, this number can be lower due to limitations in knowledge and financing.

Before starting implementing growth strategy, an enterprise ought to concentrate on various preparation actions: the budget and the team should fit the growth strategy of a business by cutting costs and restructuring. As a result, this will build a good base for growth (Couto, Plansky & Caglar 2017).

Another common strategic management tool is *incentives for employees*. For a business, the good morale of employees is rather important as it can strongly motivate the staff and increase the success of a company (McCormick 2016). Nowadays, recognition is still one of the most powerful incentives, and works much more effectively than monetary incentives. Real-time feedback, coaching, award competition and others are types of recognition (Markey 2016). Motivated employees are very effective. Businesses with good incentives systems and as a result, with motivated workers, show better tendencies for success (Markey & Reichheld 2013).

Direct marketing also meets popularity among managers when planning strategic management. Direct marketing is one of oldest strategic management techniques. In the 1980s, direct marketing has shown dramatic growth. Nowadays, it is a fast-developing and useful strategic management tool. The name of this tool also can vary

sometimes. In different sources, it can also be called customer relationship marketing. Direct marketing is implemented by gathering information on individual customers and as a result, carry out some marketing tasks significantly efficiently (Thomas & Housden 2002).

One more tool that is mentioned in the research is *quality system*. The set of related and interacting elements of an organization striving to establish policies and objectives in regards to quality and the processes that can help to achieve those objectives defines a quality (management) system (The International Organization for Standardization 2015).

Virtual teamwork is another tool that we are going to use in the present research. Using virtual team strategy is really advantaged but at the same time has some challenges. Working remotely is less formalized, and businesses often lack strict policies on how to manage virtually (Reiche 2013). A few factors are very important for virtual teamwork are: accessibility, simplicity, and reliability. Accessibility is the factor that the manager has to follow in order to make their remote teams working efficiently by providing support to employees (Mortensen & O'Leary 2012).

The next strategic management tool is the *SWOT analysis*. This business analysis technique helps an executive monitor such internal and external factors as strengths, weaknesses, opportunities, and threats of a business, product, service or anything that needs to be analyzed. The main benefit of a SWOT analysis is that it can be applied to many various scenarios, but the main obstacle in using the analysis is that it ought to be clearly and effectively interpreted in order to be useful (Team FME 2013).

The final strategic management tool used in the research is *expert system*. According to Jay Liebowitz, expert systems are computer programs that use domain-specific knowledge to emulate the reasoning process of human experts (Liebowitz 1998).

3 FINLAND

Finland is a Nordic country located between Sweden, Norway and Russia. In addition, Finland is currently the most northern country that belongs to the European Union. The population is estimated at 5,476,922 (Central Intelligence Agency 2015), which means there are about 17 people per square kilometer. The total area of Finland is 338,145 km² of which water areas cover about 9.8%. Finland is often referred to as the land of a thousand lakes. The amount of total area puts Finland as the 65th largest country in the world.

The Republic of Finland declared independence on December 1917 (Klinge 2011). Before the country got its independence, Finland was a part of both Sweden and Russia. The two official languages in Finland are Finnish and Swedish. The majority of Finns speak Finnish as their first language (about 89%) and the minority has Swedish as their first language (about 5.3%). The rest of the people speak some other languages such as English, Russian or Chinese. The currency of Finland has been the European euro (EUR) since 2002 (Finlands Bank 2016).

Finland is currently one of the richest countries in the world and it has one of the most stable societies. The economy was based on agriculture and primary production in the 1950s but it has changed a lot since. Agriculture is still somewhat important to the economy but it has diminished a great deal from 46% down to only 4% (Statistics Finland; Nieminen 2007). Industries such as technology and IT, services, the metal industry and the forestry industry have become more important for the Finnish economy.

Finland is leading most international comparisons in terms of growth and development in the economic and technological departments. Finland's main export and import partners are Germany, Sweden and Russia. The value added tax rate (VAT) is 24% in Finland and the reduced tax rate is 14% used for food products (Finpro Oy 2013).

3.1 SMEs in Finland

Statistics Finland and the European Union Commission has made the following definition for SMEs:

“Small and medium-sized enterprises (SMEs) are defined as enterprises which have fewer than 250 employees, and have either an annual turnover not exceeding EUR 50 million (EUR 40 million before 2003), or an annual balance-sheet total not exceeding EUR 43 million (EUR 27 million before 2003) and which conform to the criterion of independence as defined below.”

Finland has 322,184 established companies operating (The Business Register 2013). These companies make a total of 393 billion euros in turnover, and out of this number, 55% comes from small- and medium-sized enterprises (SMEs).

The total number of SMEs in Finnish GDP is 40%, which is a lot. Out of the total number of all the companies operating in Finland the number of SMEs operating is 315,566 (The Business Register 2013). In Finland, most companies and enterprises are in fact small- and medium-sized.

There are a lot of options for getting support for a new SME in Finland. These supports include establishing support, investment support, SME improving support, small company support, internationalization support, energy support, transportation support and operating environment support. The most important support for new SMEs to apply for is the establishing support. The other supports one can only apply for after the company has been operating for some while.

In order to get the establishing support, the company has to be a small- or medium-sized enterprise, the people who are establishing the company have to be at least 18 years old to qualify as an applicant, and they have to have a realistic business plan for their future company. The amount of support a company can expect to get varies between 5,000-35,000 euros depending of the business plan and the size of the company. The support is generally paid to the company in two or three installments and not all at once (Suomen uusyrittyskeskukset ry, 2014).

The key purpose of supporting SMEs in Finland is to speed up the improvements within companies, finance the internalization process and to give support in case of big investments for the company. The corporate supports and funding coming from the public sector, tax money to be exact. The funding is given to a company in order to improve unemployment and to increase the tax funds of the government.

Annually corporate support is giving out hundreds of millions of euros and in the future even more Finnish SMEs are going to benefit from this money. It is crucial for the constant improvement of the Finnish SME sector to be able to apply for support and government funding for the company. This act will enable more jobs and working positions in the near future (European Investment Fund 2016).

3.2 Business environment of Finland

Finland has a very stable economy and society. Finnish people have a high level of respect towards the rule of law, democracy and human rights, which makes Finland as an extremely stable location for doing business. Finland ranks in the top three of the least corrupt countries in the world. The average monthly wage in Finland is about 3,200 euros (Finpro Oy 2013).

Finland has a highly industrialized, largely free-market economy with per capita GDP almost as high as that of Austria, Belgium, the Netherlands, or Sweden. Trade is important, with exports accounting for over one-third of GDP in recent years. Finland has really high labor costs, which have an effect on the whole business environment but especially the export from the country. Finland has a rapidly aging population and currently also a very low birth rate, which is constantly changing the business environment (Statistics Finland 2016).

Finland has a low corporate tax rate of only 20%, a number that is appealing to many foreign firms. International companies operating in Finland have the possibility to benefit from the same grants and also have total access to all the aid there is to offer

for a company (Finpro Oy 2013). English is widely used as a business language in Finland, and over 90% of the young population can communicate in English.

CIA World Factbook mentions the following:

“Finland is historically competitive in manufacturing - principally the wood, metals, engineering, telecommunications, and electronics industries. Finland had been one of the best performing economies within the EU before 2009 and its banks and financial markets avoided the worst of global financial crisis. However, the world slowdown hit exports and domestic demand hard in that year, causing Finland’s economy to contract from 2012-2014. The recession affected general government finances and the debt ratio.”

3.3 Impact and importance of SMEs in Finland

The importance of SMEs in Finland is huge at the moment and in the future possibly going to become even bigger. It is statistically shown that large-scale companies are diminishing and even more SMEs are popping out. This is partly explained by the size of the companies. It is much easier for the head of the company to keep up with the employees and their tasks because the business structure is more narrow and simple to follow.

Large companies hired 7,164 new people in Finland between the years 2001-2012 (Federation of Finnish Enterprises 2013). As a comparison, SMEs in Finland hired more than 100,000 new people during the same time period. These numbers mean that SMEs in Finland employed 13 times more people than large companies. The employment rate is very important because the more people a company employs, the more money government will get as tax, and with these taxes goods can be purchased, services kept going and all the public system can keep improving (Halme, Lindy, Piirainen, Salminen & White 2014).

The recession and financial crisis in 2008-2009 had its effects. Due to their bigger size, a lot of large-scale companies crashed the most at the time (Swagel 2013). Some of them had to cut down their expenses and operations and even shut down whole departments in some cases. So the SMEs have slowly become more popular, and the

importance of smaller companies is significant for the whole country and the society. Without SMEs there is not going to be any new openings for jobs, and without jobs the unemployment just keeps growing. This directly affects directly the tax income of the government.

4 RUSSIAN FEDERATION

Russia (also Russian Federation, RF) is the biggest territorially country in the world, bordering eighteen countries, including Norway, Finland, Estonia, Latvia, Lithuania, Poland, Belarus, Ukraine, Abkhazia, Georgia, South Ossetia, Azerbaijan, Kazakhstan, Mongolia, PRC, DPRK, Japan, the USA, and two unadmitted: LPR and DPR.

The population of the country is over 146 million people (Embassy of the Russian Federation 2016).

4.1 SMEs in Russia

During the last several years, the number of small and medium sized enterprises has been slightly but constantly growing. A healthy enough business field in the country and constant demand makes entrepreneurs able to create offers and supply various goods and services for the market.

On the other side, thinking about difficulties for the companies, the growth of fees must be mentioned. Since the beginning of 2013, the fee for sole proprietors given to the Federal Tax Service has dramatically grown: from 14,366 RUB per year to 32,479 RUB per year. This factor caused the closure of almost 600,000 sole proprietors

(Numerarius 2014). In addition, the crisis has affected an unhealthy environment for the companies. In Russia, approximately 20% of small- and medium-sized enterprises are unprofitable.

Nowadays, SMEs create approximately 20% of GDP of the Russian Federation (in 2015, income from small and medium sized enterprises was equal to 4,715 billion rubles) (federal State Statistics Service 2015).

Statistics

In Russia, the government supports small and medium sized enterprises: every year for the development, these categories of entrepreneurship get approximately 20 billion as a governmental support. Moreover, as a support, government is also acting as a customer for SMEs.

Government actively signs contracts with small and medium companies for the implementation of governmental orders. In 2014, the amount of governmental order grew by 2.4 times and was equal more than 22% of total orders of the government. However, support of small and medium sized companies in regions (outside Moscow and Saint-Petersburg districts) seems to be rather poor in case of support by giving businesses property.

According to the statistics, in the beginning of 2015, there were 4.5 million small and medium sized enterprises in the Russian Federation, which were employing more than 18 million of people. In 2016, number of SMEs reached 5.6 million, which is 95% of the total number of companies in Russia (Federal State Statistics Service 2015).

Figure 3 represents the percentage of SMEs working in different fields of the business.

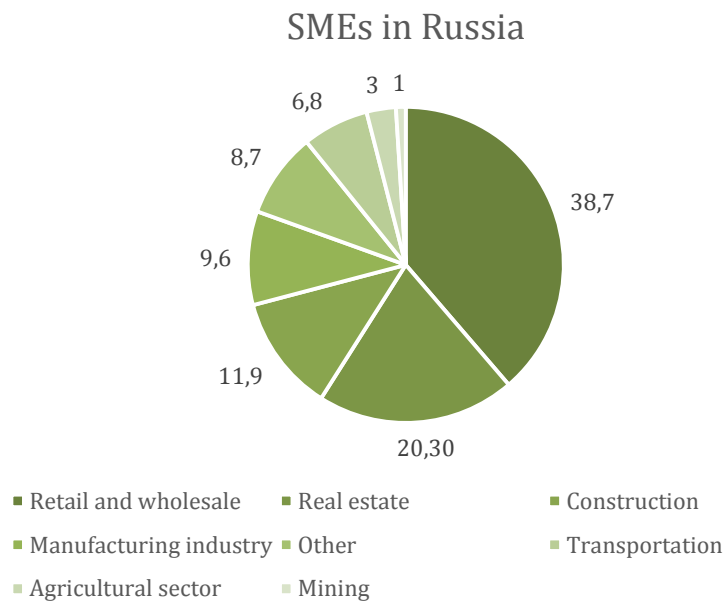


Figure 3 SMEs in Russia by sectors.

Thus, the biggest amount of companies are providing people with repair services and working with retail and wholesale (38.7%), 20.3% of SMEs are dealing with real estate and rental services. The third biggest field is the construction business, which occupies 11.9% of small and medium sized enterprises in Russia (Federal State Statistics Service 2015).

4.2 Business environment of Russia

The business environment of a country is a very important aspect of doing some business there. It can cause significant obstacles or benefits for an entrepreneur. The business environment consists of such internal and external factors as the economy of the country, supply and demand, local taxation system, and competition. Moreover, even politics inside and outside any country can affect an interior business environment, and other factors. However, nowadays, all these factors tend to change

extremely fast, so, even big and profitable companies cannot be sure about their tomorrow.

The economy in Russia is fluctuating. Prices can change fast and noticeably. These changes affect the buying behavior of customers; it could be complicated someday to buy various goods and services due to the growth of prices and lack of salary. In addition, external economy situation is a substantial issue. In this case, such factors as exchange rate affects the whole business environment and lives of people in general (Arguments ad facts 2016).

A critical situation happened in Russia in 2014: the national currency lost its value and got cheaper towards other currencies such as the US dollar and the euro. The currency crisis started. Overall, the effective currency of ruble decreased by 30.4% in comparison with the rate in 2013, even more critical than during the crisis of 2008-2009. The decrease of the ruble's currency rate caused growth of inflation, reduction of customers' demand, serious economic recession, and a decrease in the population's income. A lot of people became unemployed due to the inability of companies to pay salaries. As a result of being unable to buy, customers caused a reduction in demand, and, consequently, supply (closure or unprofitability for some businesses).

In addition, the crisis caused a lack of financing for big Russian companies: due to the tightening of relations with foreign debt markets, businesses lost the ability in attracting extra refinancing, which caused danger in the inability to pay debts. Thus, companies had to ask the government for support, but the reserves were noticeably limited.

According to the statistics by JSC "SMEs Bank", in 2015, the survey for SMEs showed that companies are feeling the effect of the crisis strongly enough. Only 20.2% of the enterprises stated that they consider their situation as positive, and 21.5% described their situation as negative. There were even very critical responses: 4.5% of companies said that the year was very bad for them. In addition, one-quarter of all small and medium-sized businesses planned to reduce salaries and even fire some employees.

After two years, the situation got partly stable. Rate of the ruble got stronger, the exchange rate of other main currencies as USD and euro reduced against the ruble, which allowed decreasing prices on imported goods. The population of the country

became more confident in buying, open to expenditures and affording not only inevitable goods and services. However, the low level of salaries is still a very important problem, which causes reduced income for businesses (SMEs Bank 2015).

Considering supply and demand, the Russian market offers customers a huge amount of companies that sell various goods and services. The very big number of inhabitants in the country (in 2016, almost 147 mil people, making it the ninth most populated country) lets companies meet the demand for their supply. However, due to the crisis in a few last years, in 2016, the purchasing power decreased dramatically and reached the minimum during the last 11 years. According to the results by the analytics company Nielsen, 18% of Russian people are not able to afford such goods as electronics and new clothes, and also have to avoid going somewhere for holidays. Because of this, thousands of companies had to stop their activities. Although, many businesses are closing, and people do not have enough money to purchase, competition in Russian business world is enormously high (RBC 2016).

Originally, in the times of the planned Economy, competition in the country did not have a significant role. On one hand, it has brought the country to a calm and monopolistic system, where all companies were able to produce and provide themselves with necessary goods, and provide people with their products. On the other hand, due to this system, the country has had retarded progress in technologies and the efficiency of production, causing big expenses for those companies.

Nowadays, Russia has come to the normal competition environment, but monopolism in some spheres still does not allow new entrants to exist and operate. Unfortunately, monopolism in Russia caused as well by such factors as high level of corruption, when representative of governmental instances support companies after getting bribes from them, create oppressing conditions for new market players. Today's Russia definitely has a need for the creation of healthy competition in the market in order to stabilize not only the business world of the country but also political and social.

Another factor that negatively affects the development of competition is the big amount of state and municipal unitary enterprises, which numbered 23,262 in the beginning of 2016 (Federal Antimonopoly Service of Russia 2016).

However, significant increases in the number of small- and medium-sized enterprises represents the growth of competition in the particular fields. On one hand, this factor is positive. On the other hand, entrepreneurs find lack of competition in those fields unattractive for themselves to start a business, and the competitive environment is getting unhealthy in those sectors.

Overall, one of the main obstacles in the development of competition is the unequal division of enterprises in different fields of business, which increases competition in the fields most attractive to entrepreneurs, and a reduction of healthy competition in other ones.

To boost interest in launching a small or medium sized business, this kind of activity must be presented in the society in a more simulative way: the prestige of SMEs should be represented for potential entrepreneurs.

Another component of the business environment is the taxation system in the country. In Russia, income taxation for individuals is proportional: 13%. For businesses, the system of taxation is rather complicated in the Russian Federation. The information below is going to represent the whole taxation system for entrepreneurs of SMEs briefly.

As only an entrepreneur registers a new small business, they are under **Common Taxation System (CTS)**. However, later an entrepreneur is allowed to choose some other way of taxation. Under CTS, an entrepreneur has to provide the Tax Service with the uniform simplified declaration even if they had no activity during a year. This taxation system is rather comprehensive and includes such taxes:

- **Taxation of VAT.** Usually VAT is 18%. However, some fields have decreased VAT, for instance, sellers of medicine pay 10%.
- **Income taxation.** For sole proprietors income tax is 13%. For other types of small and medium organizations- 20%.

Under CTS, entrepreneurs have to provide the taxation service with various reports on the work 4 times per year and as well pay taxes the same times. Documents on the financial part are quite complicated; that is why entrepreneurs are advised to get help from an accountants to prepare these documents in a proper way.

Another way to pay taxes is the **Uniform Taxation for Temporary Income (UTTI)**. This way of taxation is the most common and much more simplified than the previous system. Previously, it had been claimed that UTTI is going to be removed from the taxation system in 2014, but it is remaining available at least until 2018. Since 2018, sole proprietors will not be able to use this taxation system. It is important that not all activities are able to be under UTTI. In addition, non-cash operations cannot be surcharged for taxes under UTTI, what makes this system rather limited. Another limit for UTTI is amount of space for outlets (if a company has this), which is maximum 150 m² per shop, the number of employees, and number of cars, in case if some company is dealing with transportation. A benefit of this system is that an entrepreneur does not have to have a cashier machine, which reduces amount of responsibilities for an executive.

Another taxation subsystem for entrepreneurs is **Patent Based Taxation (PBT)**. This system is available only for sole proprietors. There is a fixed fee for buying a patent. What is important, a patent is valid only in a region, where it has been bought, and the list of activities that can work under a patent is limited.

One more system is **Simplified Taxation System (STS)**. STS is an easy version of CTS. The main differences are that the company does not need to pay income tax, tax on VAT, and the documentary system is noticeably simplified. There are two types of STS:

- **STS is 1-6%**. Is paid from turnover and is equal 1-6%.
- **STS. Income minus expenditure**. Is paid from net profit and is equal 5-15%.

To start using STS the marginal has to be 60 million rubles. As of 2017, this limit is going to grow to 120 million Rubles. In addition, entrepreneurs that are using this taxation system do not need to pay normal taxes for individuals, which is stable: 13%.

The last way for entrepreneurs to pay taxes is to use **Uniform Farmers' Taxation (UFT)**. This system of taxation can be applied only to farmers and other enterprises that are working with agricultural goods and services.

As it is possible to notice, the system of taxation is rather complicated but it gives entrepreneurs choices and in some cases, benefits.

In comparison with some other countries, the taxation rate is not enormously high, what allows entrepreneurs to adjust to the work without huge losses on taxes (Zakharin 2015).

The last but not the least component of a business environment of any country is politics, internal and external. On the internal political level, the main obstacle, from our point of view, is corruption in politics. This factor does not allow companies to develop properly, as competition is happening unfair due to bribes to representatives of the government. Thereby, the intervention of politicians with an eye towards enrichment is a huge barrier to a healthy business environment from the political point. Thinking about external political factors, relations with significant market players (on a global level) are very important. Thus, for instance, with the crisis in 2014, the relations with foreign governments deteriorated, which caused the initiation of sanctions against Russia. A lot of businesses suffered due to problems with procurement from abroad.

All these factors have significant effects on businesses. From some of them a company can extract both advantages and disadvantages (depending on what way some factor changes from time by time). For instance, politics and economics can affect a business in different ways. If the economy changes positively, companies get benefits in growing purchasing power, reducing production costs, etc. The same is with the political issue.

Nevertheless, it is possible to try to adjust and manage with such a business environment. The most important and useful tip for this is awareness of the necessary laws. This knowledge will definitely help new and already existing entrepreneurs to know their rights and opportunities. In addition, in case of illegal actions against their business, it will be easier to defend themselves, and not let, for example, corruption to impede the existence and development of a business. Adjustments to unstable economic situation is more complicated, as they are completely unpredictable factors that affects businesses (Senokosova 2014).

Flexible short-term planning can also help to adapt a little bit better and more easily. A great tool for this is scenario planning. In this case, a company will have several options for the development and implementation of its planned steps in various

situations caused due to unstable economies, politics, and other factors that change unpredictably.

To conclude, it is possible to tell that the business environment of the Russian Federation has its advantages and disadvantages. One of the advantages is a comparatively adequate taxation system and taxation rates for entrepreneurs. However, disadvantages are rather significant as well. The high level of corruption, unstable political and economic situation, and the unhealthy competition environment make it quite complicated to have a business, especially small or medium sized, in Russia.

4.3 Impact and importance of SMEs in Russia

The importance of small- and medium-sized enterprises is huge. First of all, it has a great social role. SMEs create millions of working places, which decreases the level of unemployment. Moreover, SMEs create new working places locally, which allows for creating balanced economic growth, and allocating incomes fairly. Secondly, small- and medium-sized businesses create a big part of taxes paid by giving jobs to people and making them able to pay taxes, and by paying income tax from the companies and creating approximately 20% of GDP of the country (which is, unfortunately, much lower than indicators in European countries).

In addition, SMEs are a very important base for the economy in times of economic falls. As it has been mentioned before, these businesses are much more flexible and able to adapt to unstable economy. Furthermore, small- and medium-sized firms are able to create a wider supply by taking new vacant niches, creating products and providing services that are not profitable for bigger companies to produce. Thus, SMEs create healthy competition within the country.

5 RESULTS OF THE EMPIRICAL STUDY

In this part, we are going to represent the results that we got from the interviews companies and analyze the results in order to answer two of the thesis' questions: what are the mostly used strategic management tools and techniques in Russia and Finland, and why; what makes companies stop using various tools and techniques, and a comparison between the countries, where the answer for the final research question is going to be found.

5.1 Finland

The survey (Appendix 1) was sent to a total of 80 companies operating within the North Karelia region in Finland. Out of these 80 companies, only 35 managed to answer and return the questionnaire for the analysis. This makes the companies' response rate at around 43%, which is quite good. However, the variety of the answers was broad. Some companies managed to answer all the questions and provide with some information but, unfortunately, many of the companies who answered the questionnaire were not able to fill out every part.

There were some parts that were completely missing information, and there were only some questions answered. This was disappointing but of course, when dealing with 80 companies in total out of which only 35 answered it is still a big success to be able to have some information suitable at all for the analyzing part. To compare the situation, it is important to have in mind that there were 45 companies who never answered or reacted the questionnaire in any way.

Based on the questionnaire results the average age of the companies is 5.2 years, varying from 2 to 12 years. This means that quite a lot of the companies are rather young enterprises when the average age stays so low. For service field companies the

average age was even lower, only 4 years. For industrial companies it was a bit higher, 7.8 years.

The average company size in this Finnish sample group for the research overall was 21.1 employees, varying from 4 to 54. Within an industrial field, the average size was clearly higher, 41.7 workers varying from 18 to 54. Within the service field, the number was a lot lower, only 15.3 workers on average, varying from 4 to 28. Based on this information it could be said that businesses within the industrial field are not only much older but also much bigger enterprises. Service sector is younger and there are less workers working for each company in that field.

The companies did not provide information regarding their turnover. Out of all 35 companies that answered, 57% said that their annual turnover has stayed at the same level during last five years, 23% said that it has increased a bit, and the remaining 20% said that it has diminished. No company said their turnover has increased more than 20% per year. 14% of the companies answered that the growth of the company is in fact their key goal. Thirty per cent of the companies stated that they only have a lower education or no business education at all, and the remaining 70% answered that they have a higher business education.

Even though there was a lack of companies willing to answer and a lack of information in the questionnaire itself, the results that were collected based on the questionnaire survey were still quite easy to analyze and somehow similar within all the companies. As it has been mentioned, there were three tools that formed the top three in Finland. These tools were Benchmarking, Measuring customers' satisfaction and Business strategy.

Finland, and especially the North Karelia region itself, is quite small for a business area and for companies to operate. Based on this detail it seems logical to have so much emphasis for companies to put on benchmarking and keeping an eye for the competitors in general. If the company itself is really small or working in a small business area, benchmarking is basically the key for success. There is huge competition within different business fields and different companies operating that one single company simply cannot survive nowadays without benchmarking. They have to

have some knowledge of not only the services and products the competitor is offering, but also their business strategy in general and possible new moves in the near future.

A total of 23 companies out of 35 who answered the questionnaire told that benchmarking was a tool they use for strategic management tools and techniques. To compare it as numbers this makes 65.7% of all the companies that managed to answer. The second most popular tool was *measuring of customer satisfaction*. Out of 35 answers, there were 19 companies that stated that measuring customers' satisfaction was in fact their number one tool to use. This makes 54.3% of all the answers. The third most popular tool, *business strategy*, was put as number one tool for 13 companies out of 35 in total, which makes the comparison number at 37.1%. The rest of the answers were lower than this leading top three tools category.

It is actually interesting that most of the companies, around 93% of all who answered, mentioned similar tools and similar ideas for strategic management. It is especially encouraging that both management satisfaction and customer satisfaction are so highly appreciated within companies and these managers really put some thought to it in order to improve it even further. The fact is that if companies do not have customers they will go out from the business extremely quickly. Thus monitoring the satisfaction issues so high seems very logical as well as the benchmarking, which has been mentioned above.

However, it is somehow surprising that the business strategy tool ranks only third in the survey at 37.1%. For companies and businesses the strategy and plan of how to work on and improve future actions should seem like the most important tool to follow. After getting familiar with Finland's top three choices for tools to use it is possible to get an even deeper to the analysis. Figure 4 will demonstrate the following situation.

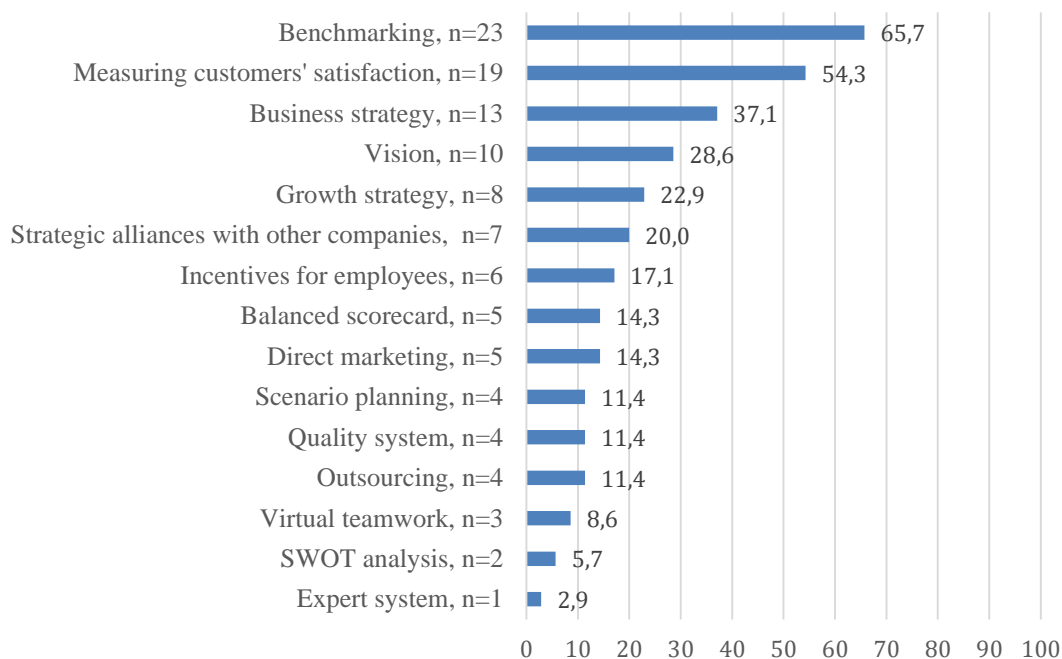


Figure 4. Usage of strategic management tools and techniques (%), n=35.

After the top three tools were listed, deeper information was then collected. The companies had the chance to choose the strategic management tools and techniques that they are currently using. Figure 4 will describe this situation. As mentioned already: benchmarking (65.7%), measuring customers' satisfaction (54.3%) and business strategy (37.1%) were clearly the most common tools among the Finnish SMEs participating the survey. Figure 4 shows clearly what kind of lead, for example, benchmarking currently has. The numbers might not say the whole truth, but when looking at the picture above the gap is really significant. The least used tools in Finland were expert system (2.9%), SWOT analysis (5.7%) and virtual teamwork (8.6%). To demonstrate better this in correlation to the number of companies participating, it means that only one company out of the 35 that answered was using the expert system tool. Two companies were using the SWOT analysis tool, and 3 were using virtual teamwork as one of their tools. When comparing these numbers to benchmarking in Finland with 23 user companies the difference is really obvious.

The companies then had to evaluate the tools that they are currently using (Figure 5). The scale was 1-5, where 1 is extremely unsatisfied and 5 extremely satisfied. The

results from this figure show that the firms are in fact satisfied with all the tools on average since the arithmetic mean is always 2.5 or above. The companies were most satisfied with outsourcing, growth strategy, virtual teamwork, Business strategy and Benchmarking. Only three companies used virtual teamwork, but surprisingly it scored among the best tools with 4.5 out of 5. In addition, the top three most used tools (benchmarking and business strategy) both ranked among the best tools with 4.5 out of 5. This shows that companies are using these tools because they are clearly beneficial for them. The users seem to be extremely satisfied with the results. However, the second most used tool of measuring satisfaction (54.3%) was sadly left in second to last place based on satisfaction level. This means that companies use this tool a lot but they are not completely satisfied with how it works for them.

The companies were most unsatisfied with the SWOT analysis ranking only 2.5 out of 5. However, based on Figure 4, it has to be kept in mind that there were only two SME companies answering the survey that were currently using this tool. Expert system was the least used tool in Finland with only one company currently using it. However, the results show that this company was not totally disappointed with the tool because it scored 3.2 out of 5.

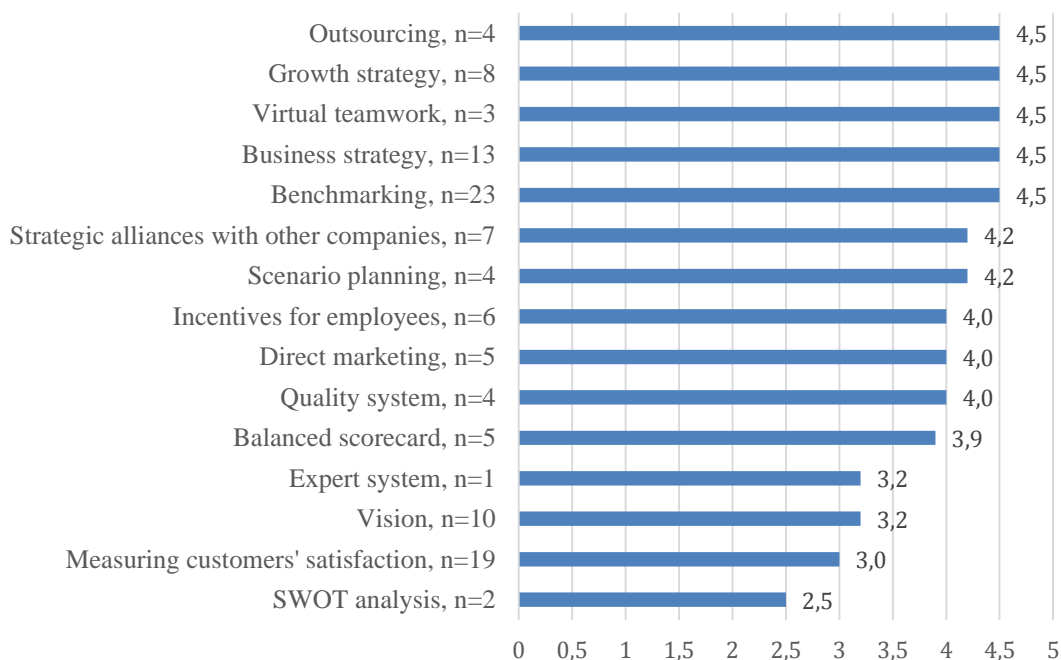


Figure 5. Satisfaction of strategic management tools and techniques, n=35.

Table 1 summarizes all the results and the correlation between the tool usage level from Figure 4 and the tool satisfaction level from Figure 5. From this table it is seen that the high usage and high satisfaction box only covers two tools in Finland: business strategy and benchmarking. These tools were clearly more popular than any other tools as Figure 4 already showed. Most of the tools fell into the category of low usage but very high satisfaction meaning that they got really good scores when evaluated, but for some reason companies are not really using these tools. The third box of high usage and high satisfaction only held one tool: measuring customers' satisfaction. This means that even though the usage level is among the highest, the companies are not totally satisfied with it. Finnish companies still firmly believe in this tool and continue to use it. The fourth category of low usage and high satisfaction was luckily really narrow with only four tools included: expert system, balanced scoreboard, SWOT analysis and vision. Attention must be paid to virtual teamwork which actually got the third lowest usage percentage of only 8.6% with only three current companies using. However, it ranks among the best tools when it comes to level of satisfaction. It is obvious that companies may not yet understand the power of this tool because the usage is so low but the satisfaction is at the top.

Table 1. Strategic management tools and techniques by their usage and satisfaction.

Tool usage/tool satisfaction	High usage (30% or more)	Low usage (less than 30%)
Very high satisfaction (above 4)	Business strategy Benchmarking	Strategic alliances with other companies Virtual teamwork Growth strategy Outsourcing Quality system Incentives for employees Direct marketing Scenario planning
High satisfaction (below 4)	Measuring customers' satisfaction	Expert system Balanced scoreboard SWOT analysis Vision

For the second part of the questionnaire it was asked for the companies to put down the tools and techniques they gave up and the reasons behind these choices (Figure 6). In this part, we have faced very significant difference among all answers. In addition, lack of information (questionnaires left without any answers from the interviewees) was quite high. The reason for this might be that companies do not want to share the information with anyone outside the company since those tools and techniques have obviously failed them. The businesses do not want to share their failure and also might protect themselves from the competitors. If a competitor hears that a certain company is having troubles, they could leverage this to their own advantage. Whatever the reason for the lack of information, there were still a few answers that could be used for analysis.

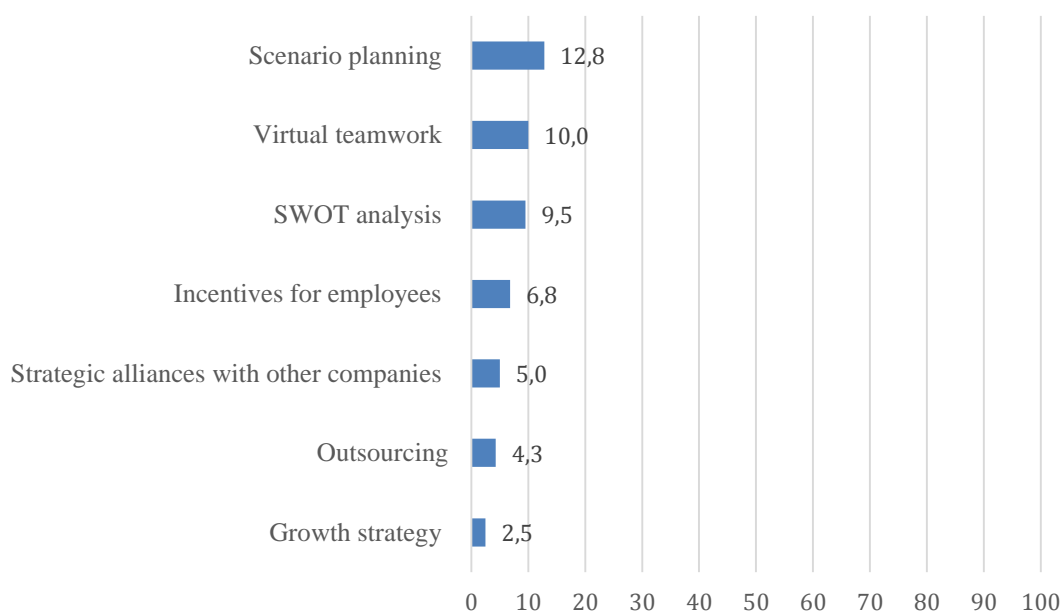


Figure 6. Strategic management tools and techniques that are not used anymore (%), n=23.

Scenario planning and virtual teamwork were the tools that companies in Finland mentioned as the most challenging. Scenario planning refers to the fact that a company always has to plan ahead and think of all the scenarios that may happen considering

negative ones. Virtual teaming refers to bigger SME companies that have the possibility to work in teams for their different departments in order to improve their success and sales. Mostly this means that one department of the company could be in India, the second in Norway and the third in Finland. In addition, all the different nationalities would virtually work together in different teams through the internet and work on certain assignments or problems to solve.

The companies mentioned lack of time and knowledge and the lack of resources, which is mostly a question of money in the survey as reasons to give up these tools. In Finland's case this could be the truth if the company happens to be either relatively new or a tiny SME. For example, if there are only 20 people working within the company it is obvious that they cannot have the resources and the time to use either virtual teaming or scenario planning.

Virtual teaming requires a lot of human resource to be able to form these virtual teams within one company and also a lot of planning to find out how these teams will actually work and if they actually will help the company further or just take too much time with no results.

Of course, virtual teams could be formed outside an own company with two or three other companies. However, in order to form these mixed teams from different companies, the goal should be the same for every company, and the companies should share similar business fields or at least similar ideas of how to run a business. This could also create another problem if a certain company has to form a virtual team with its competitors. The result from the virtual teaming could cause more problems than solutions for the company in this case.

Figure 4 shows that besides virtual teaming (10%) and scenario planning (12.8%), companies also mentioned SWOT analysis (9.5%), incentives for employees (6.8%), growth strategy (2.5%), outsourcing (4.3%) and strategic alliances with other companies (5%) were tools that were challenging and for companies, which have given up using them.

As for reasons behind these choices, it has been mostly a question of resources, i.e. labor and money. Companies might not have the money to invest in order to actually get the full benefits out of a certain tool. Also, for small-sized SME companies' human

resources and mostly the lack of them has been a big reason to give up such tools as incentives for employees and strategic alliances with other companies. They simply demand too much work and dedication that smaller companies are not willing to sacrifice.

The satisfaction ratings of the tools and techniques that are not used anymore are demonstrated in Figure 7, where companies scored the tools between 1-5, where 1 equals extremely unsatisfied and 5 extremely satisfied. As an interesting observation, it could be said that scenario planning was ranked the highest (12.8%) among tools that companies are not using anymore (Figure 6). However, based on satisfaction ratings scenario planning was actually ranked the best, scoring 4.5 out of 5 points. Therefore, it seems that even though many companies have given up on using this tool it is still very efficient to use. SWOT analysis got the lowest score of only 2.5 out of 5. For some reason companies seem to be rather unsatisfied when using this tool. Is it too time consuming or complicated to use?

In this survey, it was clearly seen that SME companies within Finland and within the North Karelia region are having a hard time using a broader selection of the strategic management tools. They might have problems understanding these tools or then there could be just a lack of information or a lack of resources and money.

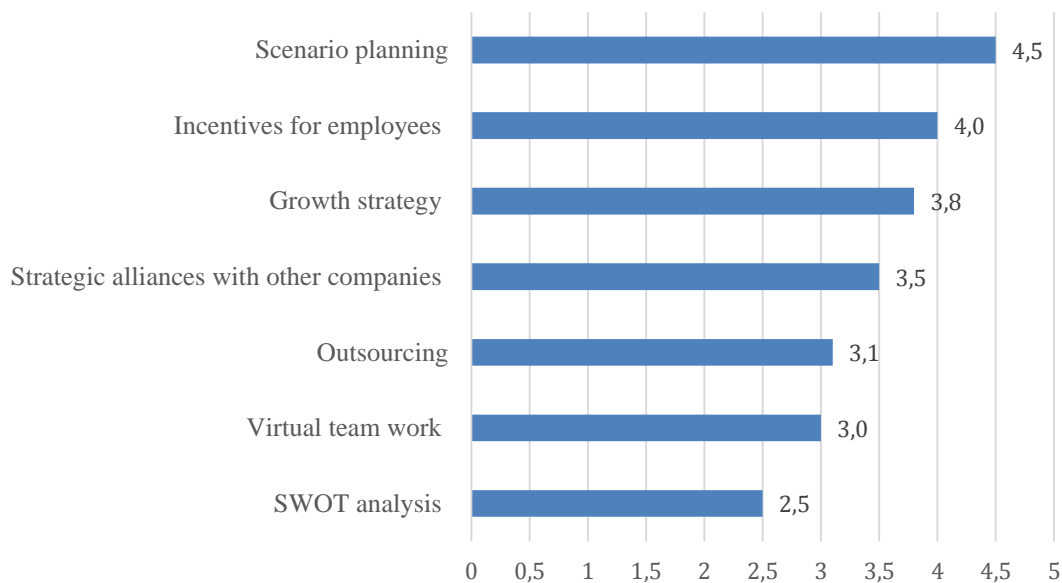


Figure 7. Satisfaction with strategic management tools and techniques that are not used anymore, n=23.

The businesses tend to just stick to the few tools they are familiar with and dismiss all the other options. In addition, telling about the failure or sharing the deeper reasons behind quitting the usage of a certain tool seems impossible. The business field itself is so narrow in Finland so the problem mentioned above is of course understandable, but this still raises even more questions for the future analysis of this topic.

5.2 Russian Federation

The data had been collected in small and medium sized enterprises in Russia, the Republic of Karelia, in such cities as Pertozavodsk, Medvezhegorsk, Belomorsk, and Kondopoga; 46 companies took part in the survey (Appendix 2) regarding strategic management tools and techniques. The companies represent different fields of business: 34 represent companies from the service sector (equal 73.9%), and 12 are manufacturers (equal 26.1%).

According to the results, the age of companies was from 2 to 27, and the average age was 11.5 years. In manufacturing companies the average age was 13.1; average age of service providers was 11 years. Describing the size of businesses, the average size of all companies in general was 33 workers, rating from seven to 89. In manufacturing, the average size was 47.5, varying from 12 to 89. The average number of employees in services companies was from 3 to 55 and was equal 27.8 people.

The education of the executives of interviewed companies was also an interesting factor. According to the survey, 31 entrepreneurs out of 46 had no education of professional education, while only 15 entrepreneurs had high education. Thus, 32.6 per cent of the interviewed companies are managed by people with high education, and 67.4 per cent of the interviewed businesspeople manage without high education.

Considering the usage of the tools and techniques, it is necessary to pay attention to the overall usage, how many companies of the interviewed ones are using a tool, and of course the satisfaction with this tool.

Figure 8 represents the rate of usage of each strategic management tools, grading for them, and, in addition, the rating and grading of these tools, which are not used among some businesses anymore.

The most common used tool among Russian companies from the interviewed group is outsourcing. However, it does not show the best mark in terms of level of satisfaction. Thus, overall, 52.1% of 46 interviewed companies are using this tool. The average grade is 4.5. Nevertheless, 12 of the 46 companies gave up using outsourcing due to some reasons, and one of these, in some cases, was bad experience, which caused bad grading for the tool.

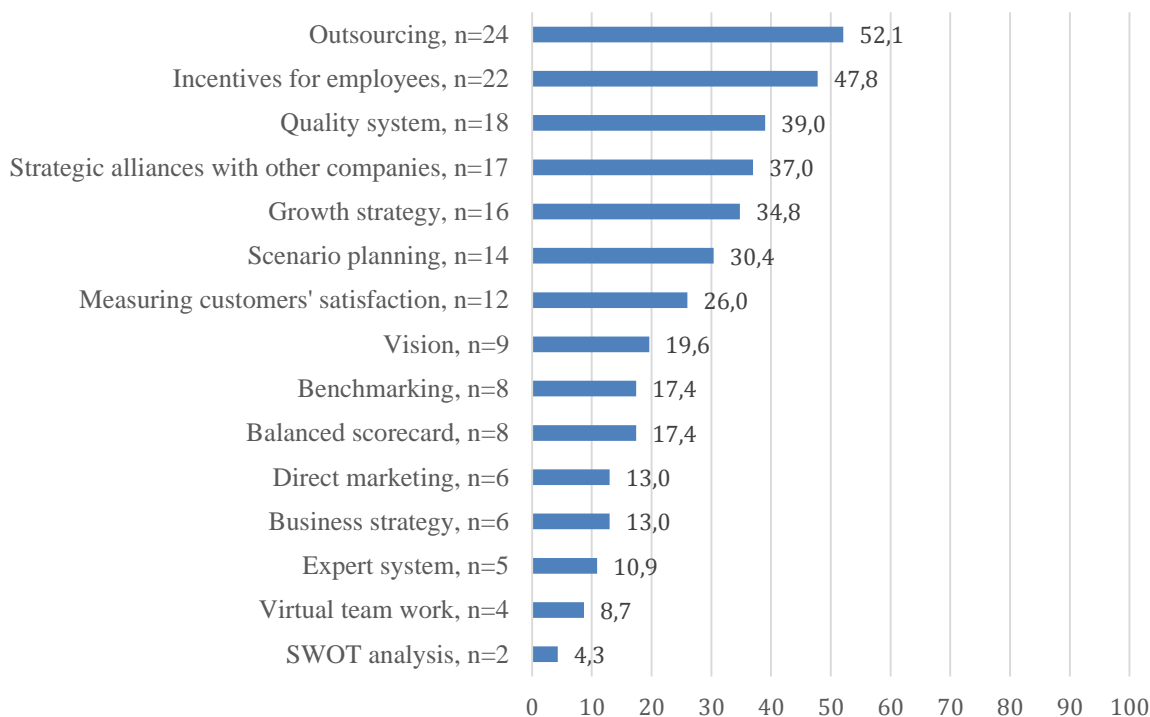


Figure 8. Usage of strategic management tools and techniques, n=46.

Figure 9 represents the rating on the mostly used strategic management tools and techniques among small and medium enterprises from the sample group. The less used tool is SWOT analysis. Only two companies use this (which is equal 4.3%). The level of satisfaction with the tool is 4.

Such strategic management tools and techniques as incentives for employees, quality system, and strategic alliances with other companies also show rather good results in terms of their usage. Moreover, strategic alliances with other companies is the tool that has the best grading from the companies using it, which is equal to 4.76 out of 5. The quality system shares the second best position with direct marketing and gets 4.7 out of 5. Figure 10 represents the satisfaction levels for each tool.

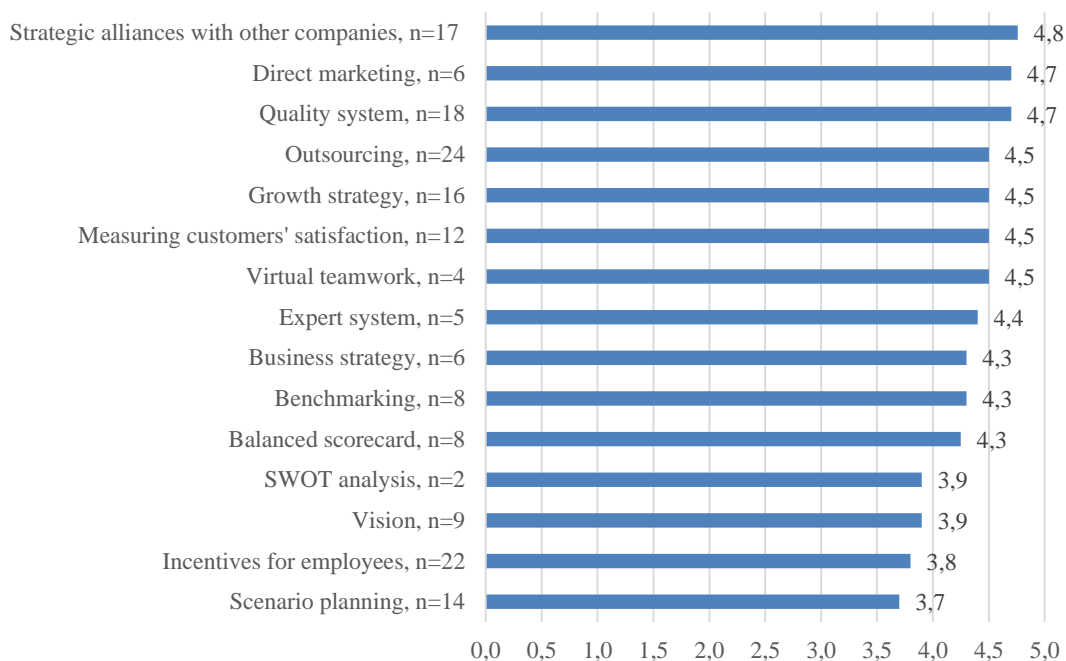


Figure 9. Satisfaction with the usage of strategic management tools, n=46.

Considering the satisfaction with the usage of the tools, it is possible to notice the three most satisfying ones: strategic alliances with other companies, direct marketing, quality system. At the same time, it is interesting that direct marketing is one of the most rarely used tools among the interviewed SMEs.

The less satisfying tools are incentives for employees (due to high expenses, which are unaffordable for some small and medium sized businesses), vision, and scenario planning. According to the interviewed companies, scenario planning is not so suitable and satisfying sometimes due to dramatically changing economics and society, amongst other factors which are impossible to predict in advance.

Overall, all the tools and techniques seem to be very satisfying to the interviewed businesses.

Mostly, companies are quite satisfied with the tools and techniques that they use. According to the interviews, in case a tool or technique turns out to cause dissatisfaction or losses, a business gives up using it.

The table 2 below represents correlation of popularity of all the tools and their satisfaction for businesses divided into four categories: Tools that are widely used and have very high level of satisfaction; tools that are widely used and the level of satisfaction is high; tools that are used not in so many companies but still have very high satisfaction level; and tools that are used not so often and have high satisfaction level.

It is important to note that the categories are divided using not the averages (50%, 3.4 rate) due to limitation as small amount of interviewees and risk of mistrust and non-acknowledgement among interviewed companies to the research.

Table 2. Strategic management tools and techniques by their usage and satisfaction.

Tool usage/tool satisfaction	High usage (30% or more)	Low usage (less than 30%)
Very high satisfaction (above 4)	Outsourcing Quality system Strategic alliances with other companies Growth strategy	Measuring customers' satisfaction Benchmarking Balanced scorecard Direct marketing Business strategy Expert system Virtual teamwork
High satisfaction (below 4)	Incentives for employees Scenario planning	Vision SWOT analysis

When analyzing table 2, it is possible to see that these four tools seem to be the most successful to use: outsourcing, quality system, strategic alliances with other companies, and growth strategy. More than 30% of the interviewed companies are using these tools and rate them above four.

There are two tools that are used quite widely but have lower satisfaction levels: incentives for employees (3.8) and scenario planning (3.7). Incentives for employees

is a common practice among Russian companies; however, as was mentioned before, for some small businesses, especially, considering unstable economy, it is difficult to use this tool due to high expenses.

Tools such as measuring customers' satisfaction, benchmarking, balanced scorecards, direct marketing, business strategy, expert system, and virtual teamwork are creating a third category of the tools with high satisfaction but low usage. These tools mostly have been mentioned by medium-sized companies that have to monitor more processes during the work.

The fourth group consist of two strategic management tools: Vision and SWOT analysis. These tools are rarely used and have low level of satisfaction among the companies using them.

However, there were also some strategic management tools and techniques that companies gave up using due to various reasons. First of all, it is reasonable to identify these tools, and the figure 10 below will help to do this.

It is very interesting to notice that tools such as growth strategy and outsourcing, which are mostly used and satisfying, according to the previous analysis of the results, also take leading positions on the list of mostly refused tools. There is a reasonable explanation. In case of giving up on growth strategy, companies had two varying reasons. The first is that a company has increased and does not need/want to grow more in nearest time or has achieved its desired size and is not going to grow anymore at all. The second reason is unsuccessful experience, which caused losses and has not brought the expected increase of income.



Figure 10. Tools and techniques that some companies gave up using (%), n=46.

The interviewed businesses also had several reasons for stopping outsourcing. The first and positive one is that a business simply decided to include some employee who could previously perform an outsourced job to a team. The second reason is more negative, which is bad experiences with outsourcing. Two of interviewed companies who stopped using outsourcing stated that, as they are rather small businesses who need to save as much money as possible, they found poor workers to outsource the job to. This caused them only unwanted losses.

In case of strategic alliances with other companies, all three companies who chose this point told that the reason was the bankruptcy of the partner, whom they used for these alliances.

When talking about SWOT analysis, the reason for giving up using this tool was that companies found it not very efficient.

Figure 11 represents grading for those tools that are not used anymore among some businesses.

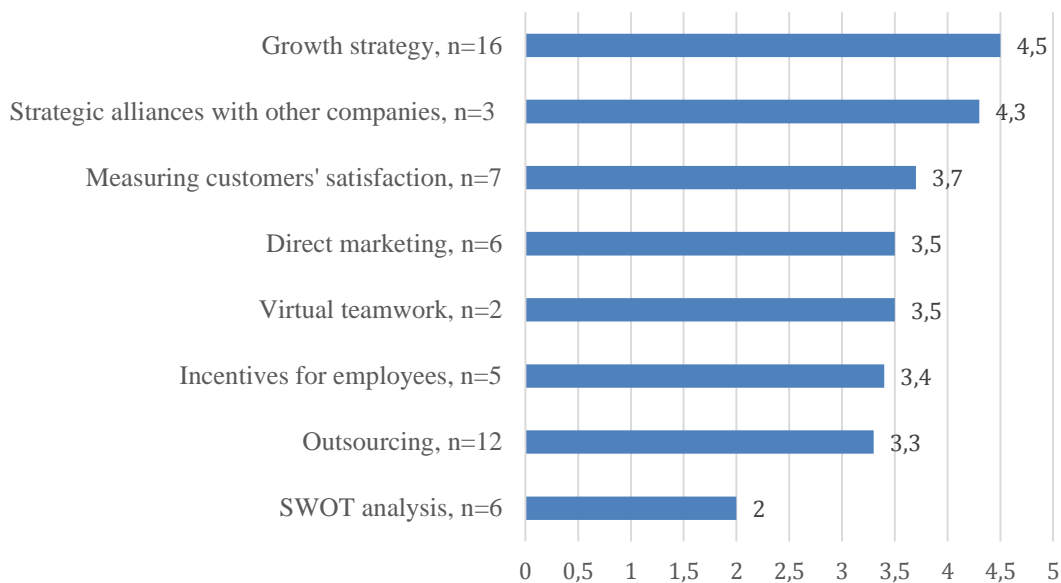


Figure 11. Rating of strategic management tools and techniques that are not used anymore.

The rating of these tools can prove that not all of them are unused because of dissatisfaction but because of satisfying results and the lack of need to go on using them.

One of the open questions in the survey was the question on growth strategy. We have asked if growth strategy is one of the main aims for a business. As we can remember from the figures above, 34.8 per cent (what is equal 16 companies) of the businesses interviewed in Republic of Karelia stopped using a growth strategy, and the same number of businesses is still using this. According to the answers to the question on the usage of growth strategy as one of the main aims, 29 businesses said “yes”. This equals 63%. This amount of respondents includes those businesses that are using this tool at the moment and part of the businesses that gave up using the strategy. Thirteen companies out of 16 who stopped using this tool succeeded after the growth of their business and for some time decided to take a break. Three businesses found this tool not so good to use for them personally and do not desire to increase anymore. This factor explains the high level of satisfaction on the tool.

5.3. Comparison of the survey's results

The differences in the Finnish and Russian samples may, at least partly, explain the results obtained. The samples differed from each other in terms of company age and size. Figure 14 describes the differences in age between representatives in the sample groups in Finland and Russia.

In the following paragraphs we are going to represent the key results on the usage of strategic management tools and techniques and provide a comparison of the level of satisfaction with the tools and techniques among the sample group.

Figure 12 demonstrates the differences in tool usage between the Finnish and Russian SMEs. The three most popular tools were selected from both countries and in this case, both countries actually had completely different tools as their top 3. Finland has benchmarking (65.7%), measuring satisfaction (54.3%) and business strategy (37.1%). Russia has outsourcing (52.1%), incentive for employees (47.8%) and quality system (39%). When looking at Figure 12 it shows really clearly that even though Russia and Finland are neighboring countries, they actually share a totally different view and mentality towards strategic management tools and techniques and their usage. Every tool in which Finland ranks high, Russia ranks low. Moreover, when Russia ranks high, Finland stays very low. The biggest differences are with benchmarking and outsourcing. In Finland, 65.7% of respondents are using benchmarking but Russia, only 17.4% of sample SMEs are using this tool. This makes a 48.3% difference, which is remarkable. Outsourcing is used by 52.1% of sample SMEs in Russia and only 11.4% sample SMEs in Finland, which makes the difference of 40.7%.

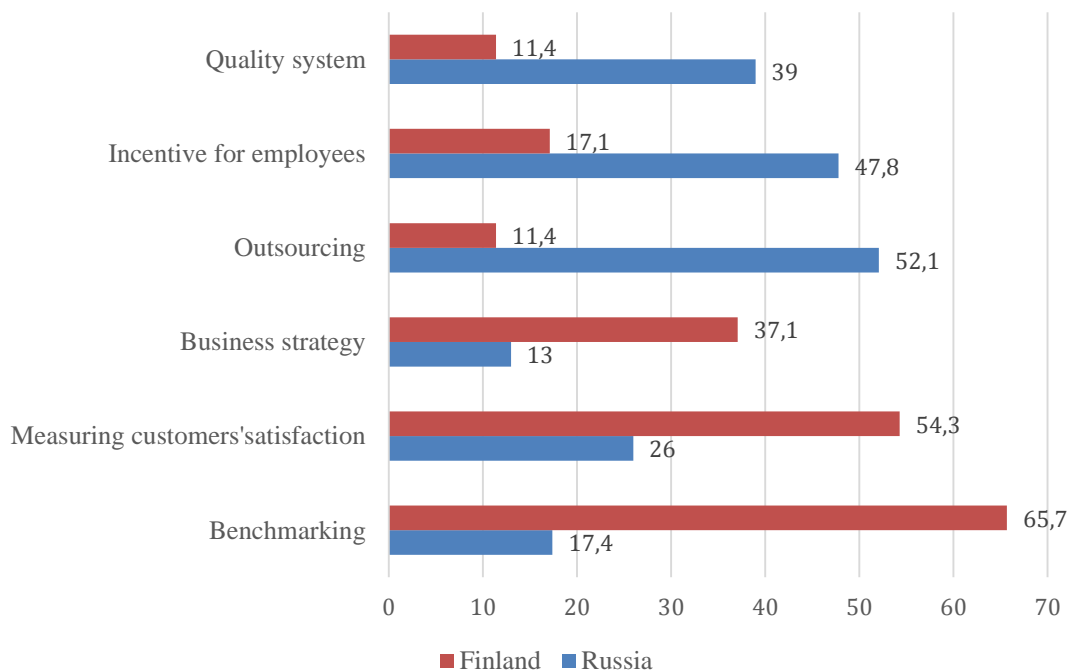


Figure 12. The comparison of the usage of the top 3 tools from both sample groups (%).

Figure 13 describes the satisfaction of strategic management tools and techniques of the Finnish and Russian sample SMEs on a scale of 1-5, where 1 equals extremely unsatisfied and 5 extremely satisfied.

There are not any significant differences, and both countries have, surprisingly, evaluated the tools quite highly. The biggest difference can be found with the SWOT analysis. However, due to the fact that only couple of sample companies have marked this tool, it is complicated and unreasonable to come up with any conclusion in this case.

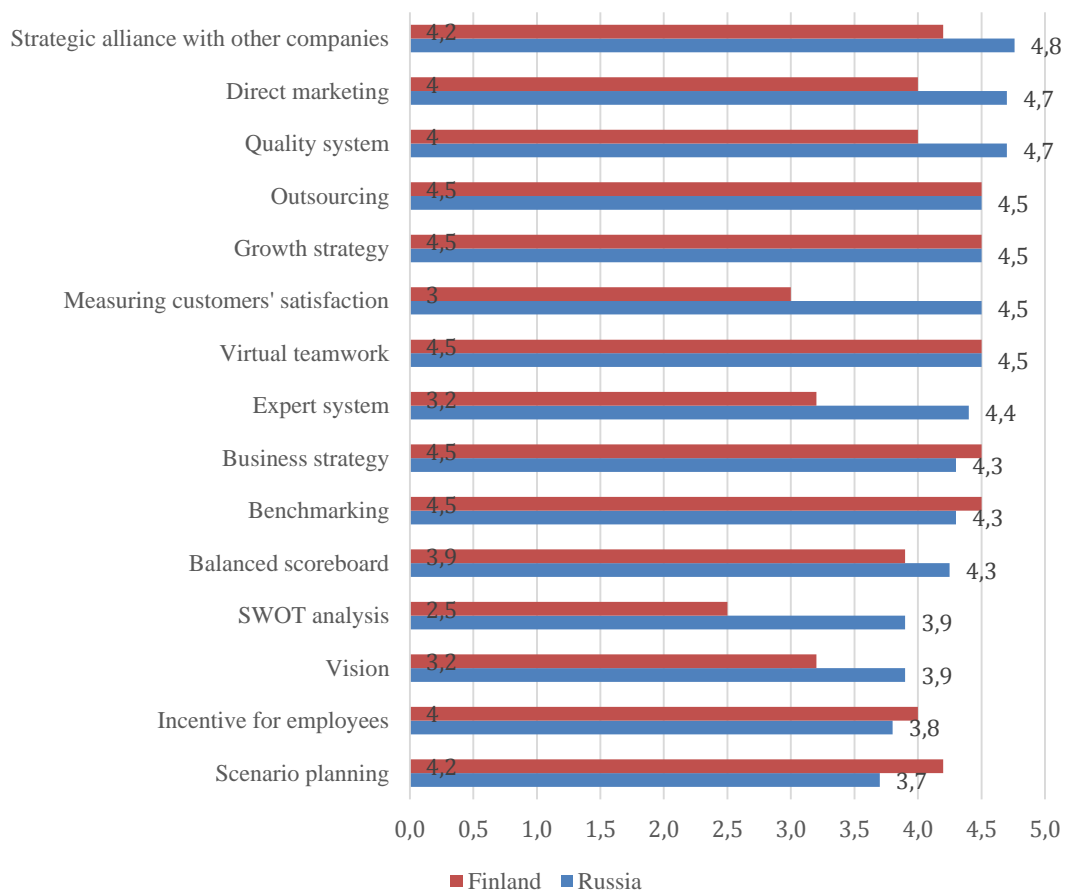


Figure 13. Satisfaction with strategic management tools and techniques.

Figure 14 demonstrates the difference in percentage between the sample SMEs in Finland and Russia regarding the strategic management tools and techniques that are not used anymore. The companies had some problems answering this question for the survey as it was missing information or just completely empty in many questionnaires for both countries. For this reason, a full comparison cannot be made, but instead there are three tools listed that the companies from both countries mentioned as common. These three tools were SWOT analysis, outsourcing and growth strategy. The SWOT analysis results were quite close between Finland and Russia. Only 9.5% of Finnish sample businesses use SWOT analysis, and in Russia, percentage of usage of this tool is just a bit more and is equal 13%. Outsourcing had a slightly bigger gap between the sample regions: in Finland, 4.3% of respondents use the tool, and in Russia, 26% of sample SMEs use this. This makes a 21.7% difference between the companies from these two countries. However, the growth strategy tool had a really significant

difference in percentage. Only 2.5% of the Finnish SME companies that answered the questionnaire said that growth strategy was a strategic management tool they have stopped using for some reason. To compare this number to Russia, 34.8% of the SMEs in Russia felt that growth strategy was a tool that they have given up using anymore. The difference in percentage is 32.3%, which is remarkably high. It might be that a lot of Russian SME companies have experienced this tool as hard to use in practice, or Finns have no idea that it even exists. In all cases, the gap is very high and might need further research in the future.

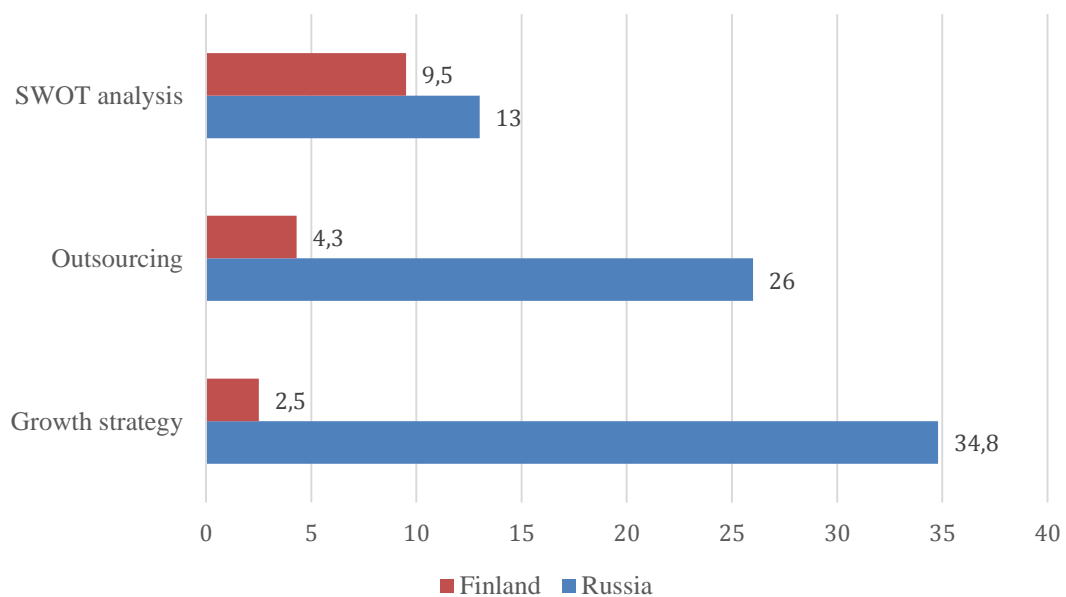


Figure 14. Strategic management tools and techniques that are not used anymore (%).

As a conclusion of this research, it is obvious that Finland and Russia share some similarities in the usage of strategic management tools and techniques, but still there are more differences than similarities, as expected. Mostly the differences might be based on cultural backgrounds, the general business culture and different ways to run a company. Even though they are neighboring countries, they are both, maybe surprisingly, very different from each other. SMEs in these countries have a largely different relationship with the strategic management tools and techniques.

Table 3 shows the results that the sample companies answered for the second part of the questionnaire survey where they had to list the advantages and disadvantages of the strategic management tools. All the answers were really similar from both countries' side. Thus, they are combined into one table.

Table 3. The advantages and disadvantages of the tools and techniques.

Strategic management tool	Advantages	Disadvantages and challenges
<i>Measuring customers' satisfaction</i>	<ul style="list-style-type: none"> + Satisfaction is easy to find out + Great results for the company in the long run + Customers are the most important for every company (without customers there is no company) 	<ul style="list-style-type: none"> - Can be hard changing the company after finding out what the customers are not satisfied with - Requires further future planning
<i>Business strategy</i>	<ul style="list-style-type: none"> + Helps the company to develop further 	<ul style="list-style-type: none"> - Requires a lot of planning and time
<i>Incentives for employees</i>	<ul style="list-style-type: none"> + Motivates the employees + Shows the employees that they are important and appreciated 	<ul style="list-style-type: none"> - Often requires financial investments - Some employees may feel that they are not as valuable as the others
<i>Balanced scoreboard</i>	<ul style="list-style-type: none"> + Improves various business functions 	
<i>Quality system</i>	<ul style="list-style-type: none"> + The quality stays good + All the mistakes can be spotted on time + Does not make loss for the company 	

<i>Vision</i>	+ Motivates the employees to achieve the vision	- May create too much pressure - Vision might be wrong
<i>Growth strategy</i>	+ Helps the company develop even further + Helps the company visualize and achieve its goals	- Requires a lot of time and commitment
<i>Outsourcing</i>	+ Cuts down expenses	- Takes away jobs (may lead to resigning someone)
<i>Strategic alliances with other companies</i>	+ Makes your own company more known + Great new contacts	- Requires a lot of time and commitment - May require also financial support
<i>Benchmarking</i>	+ Great tool to find out more about the competitors	- Time consuming - Requires a lot of resources
<i>Scenario planning</i>	+ Great tool to prepare for every possible situation	- Time consuming - All the possible scenarios may not even come true
<i>Direct marketing</i>	+ Cuts down expenses + Hits the correct target groups among potential customers	- The target group may be wrong - If the target group is wrong it takes a lot of financial aid to correct the situation - The marketing channel might be wrong or not fully compatible with the product
<i>Expert system</i>	+ Makes the leaders of the company even better	

	+ Motivates the employees to develop themselves further	
<i>Virtual teamwork</i>	+ Great new contacts + Makes the company more known	- Requires a lot of commitment - Often financial support is needed
<i>SWOT analysis</i>	+ Very deep information for the company to use + Can be used for many purposes	- Requires a lot of planning and time - Might be too confusing to use fully

When considering the background comparison between the results of the sample groups, the average age of companies in the Russian sample was 11.5 years and in the Finnish sample 5.2 years, so it is obvious that the Russian sample companies were older than their Finnish counterparts. This may have influence the usage of the strategic management tools and techniques.

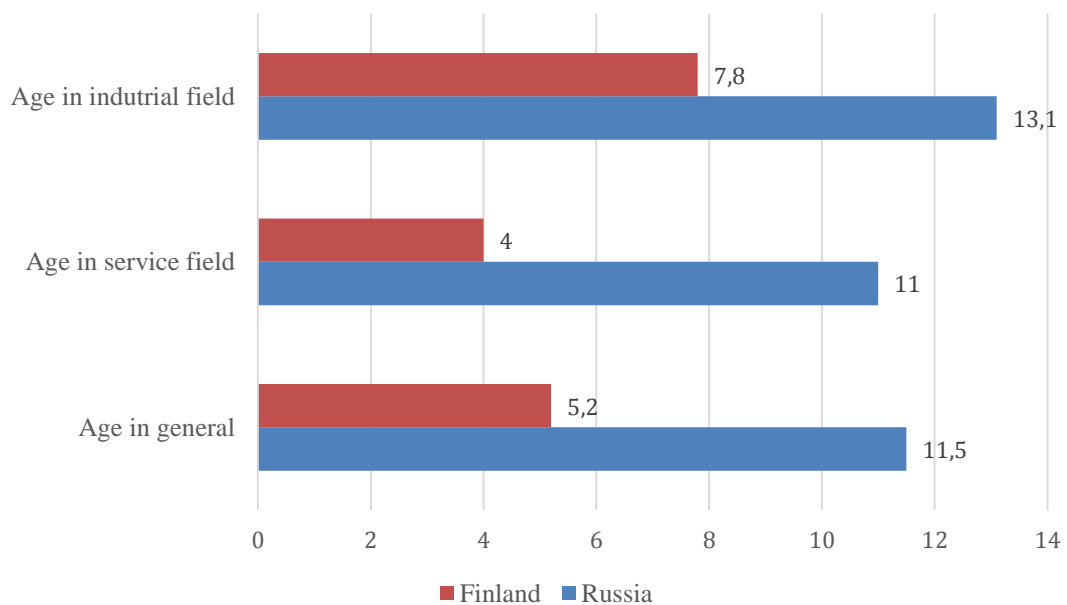


Figure 15. The age variation between companies of the sample groups in Finland and Russia.

Figure 16 describes the differences in the company sizes in general and in both the service and industrial side.

The average size of companies among the Russian sample group was 33 employees and in the Finnish sample group 21 employees, so it seems that the companies interviewed in Russia were bigger than the companies in Finnish sample group and this may have an influence on the usage of the strategic management tools and techniques.

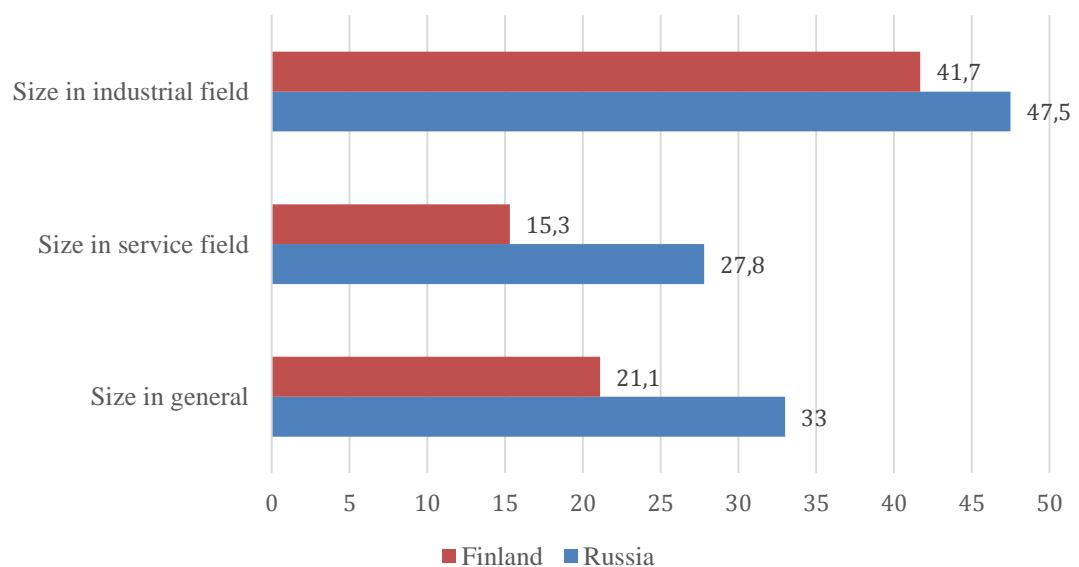


Figure 16. The size variation between sample groups in Finland and Russia.

6 CONCLUSIONS AND DISCUSSION

To conclude, it is important to state that usage of strategic management tools and techniques may vary between Finnish and Russian small- and medium-sized businesses. A very important aspect in the usage of strategic management tools and techniques is a clear knowledge and understanding on how they work and how they ought to be applied.

To summarize, the top five strategic management tools and techniques among interviewed enterprises in Finland (from mostly used to less used) are benchmarking, measuring customers' satisfaction, business strategy, vision, and strategic alliances with other companies. According to the enterprises interviewed in the Russian Federation, they mostly use following five tools: outsourcing, incentives for employees, quality system, strategic alliance with other companies, and growth strategy. From these results, it is logical to suppose that as strategic alliances is rather widely used in both countries, small- and medium-sized enterprises in these different business cultures prefer cooperating and getting support and customers with help of collaborations with other businesses.

Furthermore, in both Finnish and Russian companies, the least used tools are virtual teams, SWOT analysis, and expert system. In Russia, the rarely used tool is the SWOT analysis, and in Finland it is the expert system.

There were also tools and techniques that were not satisfying for the interviewed businesses; as a result, the companies gave up on using them. The reasons for giving up using the tools vary from socio-cultural to economic ones.

If to conclude and compare the research's results with previous studies, it is necessary to remember that this kind of information exists only on the Finnish small- and medium-sized enterprises, made by Pasanen (2011). Moreover, in 2011, a significantly bigger number of SMEs were interviewed: 143, while in our research, the number of small and medium businesses interviewed on the Finnish side was 35.

Thus, the average age now is lower than in 2011. The average size of the interviewed enterprises does not differ dramatically: in 2011, it was 36.8; in 2016, it was 21.1 employees.

In addition, the most important fact is that there are changes in the usage of strategic management tools and techniques. In 2011, the most commonly used strategic management tools were business strategy and vision statement, strategic alliances with other companies, growth strategy, and outsourcing. Nowadays, some of the tools lost their popularity and some others have replaced them. Thus, in 2016, the commonly used tools among those interviewed in Finnish small- and medium-sized businesses are benchmarking, Measuring customers' satisfaction, business strategy, vision statement, and strategic alliances with other businesses. It is interesting note that less used strategic management tools and techniques remained almost the same, if to compare the results of 2011 and 2016. Thus, in 2011, the lesser used tools were expert system, virtual team work, and balanced scorecard. In 2016, these were virtual team work, SWOT analysis, and expert system.

Considering the satisfaction of the businesses on the usage of strategic management tools and techniques, nowadays, businesses are significantly more satisfied with the usage of the tools chosen for the research. It could happen due to deeper research and development of each tool in the past few years and a better understanding by executives on how to use these tools effectively.

Basing on our research, it would be logical to provide executives of small and medium sized businesses with advice. To begin with, we see it necessary to increase the level of acknowledgement of proper usage of strategic management tools and techniques. It is the main advice. In the current research, we have found out that some of the strategic management tools and techniques were not fully satisfying for interviewed small- and medium-sized businesses. From our point of view, in some cases, low understanding of a tool and the way to apply it caused failure and as a result, dissatisfaction. Secondly, we believe that for small and medium sized enterprises, it is important to try newer strategic management tools and techniques in order to develop a business. According to the survey, a few interviewed companies were using 1-3 strategic management tools and techniques (sometimes these tools were not even satisfying for them) without using any other ways of strategic management. In our opinion, it is vital for a business

to try various strategic management tools and techniques and understand what strategy suits the business better and more effectively. In this case, we again talk about acknowledgement on the existing strategic management tools and techniques among executives of small and medium sized businesses.

It is necessary to keep in mind that the work process faced a range of limitations that could decrease the quality of the research. The most significant and important limit during the research is the reliability of the companies' answers. First of all, the majority of companies answered without trust, what could cause spread of incomplete or even distorted answers. For instance, in Russia, part of companies-respondents was not familiar with some of the tools used in the questionnaire. In addition, those companies did not provide any information on their income as well as in Finland (excluding six of all the interviewed businesses). The reason was still mistrust.

For executives of small and medium sized business, especially if their education is at a lower level, it is quite common to be unfamiliar with the strategic management tools and techniques used for the research. This means that many of the companies did, in fact, use some of the techniques, but since the whole SMEs' topic and the management tools and techniques are not well known, many of the companies were confused with the answers, because they were not familiar with all the terms and definitions. This made collecting the interviews more difficult.

The second possible limit is the lack of interviewed companies and their location. The questionnaire was held only in one district of Russia, the Republic of Karelia and one region of Finland, North Karelia. Even the knowledge of management and the tools and techniques can vary region by region and by company. There might even be knowledge of the practical side of the management techniques but not the theoretical part.

If there would have been more companies to interview and more answers were collected, the final results could be noticeably different from the existing ones. The number of answers for the questionnaire is in a straight correlation with the quality of the research as well as how reliable the research will be. Of course, with only a few answers and all collected from the same area, there might be a bigger margin of error. Any data collected from this narrow field or area might not be equal and apply to all

the cases all over the world. If a person from another country or even another continent reads the research, the results, most probably, in this case will not apply to his own field.

The lack of many previous studies on the usage of strategic management tools and techniques in SMEs is a disadvantage and limits the work process.

The continuous research on the usage of strategic management tools and techniques in small- and medium-sized enterprises definitely has to be regularly done and deepened in researches among various countries and consider various strategic management tools and techniques. For further research of this topic, if taking this work as a basis, it will be necessary to remember all the mentioned above limitations that we have faced during the study. As a result, the reliability of the current research may be no so strong in some parts and regarding some questions. In addition, such kind of interviews ought to be conducted face-to-face with executives in order to increase the reliability of answers and if needed, help managers of small- and medium-sized businesses to understand the idea of each tool, as many executives in SMEs have quite little knowledge on strategic management tools and techniques.

During the research process, we have learned a few important lessons. To begin with, cultural aspects affect the way people and companies are willing to build a contact and allow interviewees to gather private information from businesses. Thus, the best way to get and maintain contact with a company and its executives is to visit them personally without making phone calls or trying to reach them via email. Even though it is rather complicated to have this kind of meeting with people that are unknown personally, it is a good lesson on how to hold such “cold” meetings and interviews. Moreover, we got valuable experience in the data analysis. For us personally, it was new, as previously we had not done any task like this. The process was interesting and educational. Another little but very valuable learning point was the basics of the small- and medium-sized enterprises, strategic management, and strategic management tools and techniques, as before the research process our knowledge was rather limited compared to afterwards.

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Appendix 1. Questionnaire in Finnish

Johtamisen työkalu	Yrityksen käytössä <u>nykyisin</u> oleva työkalu (RASTITA)	Yritys on käyttänyt <u>aiemmin</u> , mutta ei käytä enää (RASTITA)	Tyytyväisyys <u>nykyisin</u> käytössä oleviin työkaluihin* (MERKITSE NUMERO 1...5)	Käytöstä luopumisen syyt (KIRJOITA VASTAUS LYHYESTI) *Asteikko 1-5, jossa 1 = erittäin tyytymätön ja 5 = erittäin tyytyväinen.
Asiakastyytyväisyysmittaukset				
Liiketoimintastrategia				
Tulospalkkausjärjestelmä				
Balanced Scorecard				
Laatujärjestelmä				
Visio				
Kasvustrategia				
Ulkoistaminen				
Strategiset liittoumat muiden yritysten kanssa				
Benchmarking				
Skenaariosuunnittelu				
Suoramarkkinointi				
Johdon asiantuntijajärjestelmä				
Virtuaalitiimit				
SWOT-analyysi				

Johtamisen työkalu	<u>Nykyisin</u> käytettävien työkalujen keskeisimmät hyödyt ja edut (KIRJOITA VASTAUS LYHYESTI)	<u>Nykyisin</u> käytettävien työkalujen keskeisimmät ongelmat ja haasteet (KIRJOITA VASTAUS LYHYESTI)
Asiakastytyväisyysmittaukset		
Liiketoimintastrategia		
Tulospalkkausjärjestelmä		
Balanced Scorecard		
Laatujärjestelmä		
Visio		
Kasvustrategia		
Ulkoistaminen		
Strategiset liittoutumat muiden yritysten kanssa		
Benchmarking		
Skenaariosuunnittelu		
Suoramarkkinointi		
Johdon asiantuntijajärjestelmä		
Virtuaalitiimit		
SWOT-analyysi		

1. Miten luonnehtisitte yritystänne suhteessa uuden teknologian omaksumiseen ja käyttöönottoon asteikolla 1-5, jossa 1 tarkoittaa edelläkävijää ja 5 tarkoittaa vitkastelijaa, joka ottaa uutta teknologiaa käyttöönsä viimeisten joukossa? _____

2. Miten yrityksenne liikevaihto on pääpiirteissään muuttunut viimeisten kolmen vuoden aikana?
 - 1 kasvanut ripeästi (keskimäärin yli 20%/vuosi)
 - 2 kasvanut jonkin verran
 - 3 pysynyt jokseenkin samana
 - 4 vähentynyt

3. Onko yrityksen kasvu keskeinen tavoite yrityksellenne?
 - 1 on
 - 2 ei

4. Onko yrityksenne ns. tiimiyritys (yrityksen toimintaan ja johtamiseen osallistuu kiinteästi ja merkittävällä panoksella useampi kuin yksi yrityksen omistaja)?
 - 1 kyllä
 - 2 ei

5. Mikä on teidän ammatillinen koulutuksenne?
 - 1 ei ole
 - 2 ammattikoulu
 - 3 opistotasoinen tutkinto
 - 4 yliopisto- tai korkeakoulututkinto

6. Mikä on yrityksenne perustamisvuosi? _____

7. Mikä on yrityksenne henkilöstömäärä (kokopäiväinen henkilöstö)? _____

8. Paljonko oli yrityksenne liikevaihto viime vuonna? _____ euroa

9. Mikä on yrityksenne toimiala?
 - 1 teollisuus
 - 2 palvelut
 - 3 muu, mikä? _____

Kiitokset vastauksistanne!

Appendix 2. Questionnaire in Russian**ЛИСТ ОТВЕТОВ 1. ИСПОЛЬЗУЕМЫЕ ИНСТРУМЕНТЫ И
УДОВЛЕТВОРЕНИЕ ОТ РАБОТЫ С НИМИ**

Инструменты управления	Используется в настоящее время (отметить)	Использовали в прошлом, но прекратили (отметить)	Удовлетворение от использования выбранных инструментов (оценить от 1 до 5)	Почему компания перестала использовать инструменты (написать вкратце)
Измерение удовлетворённости клиентов				
Бизнес стратегия				
Поощрени работников				
Сбалансированная система показателей				
Система качества				
Видение				
Стратегия роста				
Аутсорсинг				
Стратегические альянсы с другими компаниями				
Бенчмаркинг				
Планирование сценария				
Прямой маркетинг				
Экспертная система управления				
Виртуальная работа команд				
SWOT анализ				

*Критерии оценивания 1-5, где 1=очень недовольны, 5=очень довольны.

ЛИСТ ОТВЕТОВ 2. ПРЕИМУЩЕСТВА И СЛОЖНОСТИ ИНСТРУМЕНТОВ

Инструменты управления	Основные достоинства и преимущества инструментов, используемых в данный момент (описать кратко)	Основные проблемы и сложности инструментов, используемых в данный момент (описать кратко)
Измерение удовлетворённости клиентов		
Бизнес стратегия		
Поощрение работников		
Сбалансированная система показателей		
Система качества		
Видение		
Стратегия роста		
Аутсорсинг		
Стратегические альянсы с другими компаниями		
Бенчмаркинг		
Планирование сценария		
Прямой маркетинг		
Экспертная система управления		
Виртуальная работа команд		
SWOT анализ		

ЛИСТ ОТВЕТОВ 3. ОСНОВНАЯ ИНФОРМАЦИЯ О КОМПАНИИ

1. Как бы вы охарактеризовали вашу компанию относительно внедрения новых технологий по шкале от 1 до 5? (1=открыты для нововведений, 5=нововведения не приветствуются в компании) _____
2. Как продажи компании изменились за последние 3 года?
 - a. Увеличиваются быстро (в среднем более чем на 20% в год)
 - b. Увеличиваются менее чем на 20%
 - c. Остаются приблизительно на одном уровне
 - d. Снижаются
3. Является ли рост компании одной из основных целей?
 - a. Да
 - b. Нет
4. Ваша компания имеет одного начальника, или же большее количество людей имеют доступ к управлению компанией?
 - a. Одни
 - b. Больше _____
5. Ваше образование
 - a. Нет
 - b. Среднее специальное
 - c. Высшее
6. Год основания компании _____
7. Количество сотрудников компании _____
8. Оборот компании за прошлый год _____ рублей
9. Деятельность компании
 - a. Производство
 - b. Услуги
 - c. Другое _____

СПАСИБО ЗА УЧАСТИЕ В ОПРОСЕ!