



<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	International Business	Date 4.12.2003	
Author(s)	Harri Lorentz	Student number	
		Number of pages	167
Title	Chain organizations' role in Russian food retailing: an industry review utilizing open systems approach with content analysis		
Supervisor(s)	Ph. D. Sten-Olof Hansén, M. Sc. Birgitta Sandberg		

Abstract

The research originates from the discussion the author had with the head of Raisio Group plc (a major Finnish food manufacturer) representative office in St. Petersburg, Russia. A concern was raised on the company's strategy in the Russian market, and more specifically, the question of with whom to do business in the perceptibly dynamic and changing market.

In order to obtain a clear picture of the present state (as of Q4/03) of the food retail industry in the Russian cities of Moscow and St. Petersburg, the author set as his research objectives the following: (1) *to provide a framework* for the holistic analysis of the food retail industry, (2) *to identify* the prominent trends, phenomena, and firms in the food retail industry, and (3) *to describe* the prominent trends, phenomena and firms in the food retail industry. The author focused on the retail chains (multiples) operating in the set geographical area, be they domestic or international in origin, in contrast to including all the incumbents of a fragmented industry.

The study is descriptive in nature, and it employs a qualitative research method (content analysis) in the analysis of the 330 food retailing oriented business newspaper articles from various Russian language sources. Based on the theory framework (three level system hierarchy) the articles were coded and analyzed by their content, and consequently results were derived in numerical form and in summaries on the prominent topics.

Summaries on the system hierarchy elements were presented and company profiles provided. It was apparent from the research results that (1) the share of retail chains of the total retail turnover is growing in the urban areas of the Russian Federation, at least in the Moscow and St. Petersburg areas, and (2) the retail chain organizations are becoming larger in terms of turnover and market coverage. The chain organizations' role as a strategic group is thus increasing. In order to deal with retailer power and to gain access to the vast market in Russia, two approaches are recommended for Raisio Group plc: (1) partner with the industry winners, and (2) increase marketing channel equity by enhancing brands and creating consumer demand through advertising and promotion.

Key words	Retailing, chains, Russia, food, content analysis, industry, strategic group, open system
Further information	

