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Abstract

The focus of this thesis is to map strategy communication process since it has a central role in the implementation of strategy which has received less attention among literature and management than strategy planning. The importance of strategy communication has been acknowledged in earlier literature but there is a lack of previous studies focusing on the practicalities of the communication especially outside the Western organizations. Therefore it became purposefully to focus on the Russian organizational setting and examine the practices, channels and messages in place in a case company. The main research question is how to communicate strategy focusing on Russian personnel. It is presented through three sub-questions that are

How the Russian cultural context affects communication?

How to formulate strategy messages?

What types of channels to use?

The actual research was done in a Russian subsidiary which parent company is located in Finland. The research used a mixed method approach since it was purposeful to get both the management's and personnel's point of views regarding strategy communication because communication itself is a two-sided process. The data collection was realized through interviews among directors as well as a questionnaire among personnel. With the use of multiple data collection methods it was possible to see the research problems from different perspectives and explore the same research problems from different aspects.

The research findings show that the strategy communication in the case organization appears as a blending of Russian cultural aspects and Western practices which both have created a unique approach to the communication practices. The Russian culture has had an effect on the communication practices and managers and personnel are unintentionally enforcing their previous experiences on how to communicate strategy. This is noticeable for example in their preference of face-to-face communication as well as higher hierarchical levels than in Western communication practices. Yet, the case company was also moving toward practices associated more with the Western strategy literature. The personnel's need to become part of the strategy discussion and their desire to receive more specific messages from superiors closer to them indicates that the communication cannot any longer be as exclusive and hierarchical as the theory might illustrate.

Key words	organizational communication, strategy, implementation, personnel, Russia
Further information	