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Title	Post-war reconstruction project business factors. A Finnish perspective to the international project business in the post-war reconstruction of Kuwait after the 1990—1991 Persian Gulf War		
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Abstract

The aim of the present study is to consider the post-war reconstruction project business from a Finnish perspective, using the Kuwaiti reconstruction after the 1990-1991 Persian Gulf war as a case example. There are prevailing false assumptions of the Finnish involvement in the Gulf created by the media as well as by the lack of research and reporting on the topic. The present study started from the assumption that firm level case studies as to the Kuwaiti reconstruction projects would be possible to conduct. However, as the research advanced, it became evident that this was not possible due to the nature of the Kuwaiti reconstruction. This unanticipated problem led to unexpected results and gave a new perspective as to how profitable involvement in reconstruction projects is.

The theoretical framework of the study consists of strategic and operational issues in project business. Projects are defined, and the competitive bidding related to projects, project goal setting and project success evaluation discussed. Technology transfer is also deliberated upon as it has a significant development enhancing role in the projects taking place in the developing countries. The discontinuity, uniqueness and complexity of projects heavily influence the management and marketing of international projects. Strategic project management and marketing are first defined and then discussed within the international context.

The present study is a qualitative one, using method triangulation to increase reliability. Historical data analysis and thematic interviews were conducted to examine the Kuwaiti reconstruction.

The research revealed that post-war reconstruction project business is heavily influenced by the heterogeneous political and economic milieu where the reconstruction takes place. The reconstruction projects take place within a highly unstable and risky environment and are affected by both national and international factors. The American authorities' and business's political and economical power and the low level of destruction in Kuwait built entry-barriers for companies from Finland. The lack of independent international monitoring of the Kuwaiti reconstruction led to subjective reporting and to the dominance of the American main contractors. The reconstruction of Kuwait has been reflected to the ongoing situation in Iraq, as there is a considerable amount of similarities between the two countries' reconstruction. Competition distorting features were present in the implementer selections in the reconstruction of Kuwait and some affinity can be detected in Iraq as well. Success and profits can be made from the participation in reconstruction projects if the goals are set for the long-term and these goals are consistent with the overall strategy of the firm.

Key words	Kuwait, Post-war reconstruction, Project business
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