

NAVIGATING ECONOMIC PRESSURES: STRATEGIES OF RUSSIAN MNCS UNDER WESTERN SANCTIONS

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Abstract. This article explores the strategies employed by Russian multinational corporations (MNCs) in response to Western economic sanctions. It delves into the nature of these sanctions, their extensive impact on Russia's economy and corporate operations, and the innovative strategies that Russian MNCs have utilised to adapt and thrive within a restrictive global environment. These strategies include market diversification, leveraging non-Western alliances, investing in domestic innovation, and developing alternative financial mechanisms. The research draws on case studies and sector-specific analyses to illustrate the resilience of Russian corporations under pressure and their ability to navigate complex international challenges. By presenting these findings, the study highlights how Western sanctions have catalysed significant adaptations within Russian industries, fostering a deeper reliance on domestic capabilities and strengthening non-Western partnerships. Furthermore, the article examines the ripple effects of these measures on global supply chains, geopolitical alliances, and international regulatory practices. Additionally, the insights gained are relevant for policymakers, academics, and business leaders aiming to understand the dynamic interplay between sanctions and corporate strategy, offering valuable lessons for navigating economic challenges and fostering long-term resilience in an interconnected global economy. This analysis underscores the broader implications of Western economic measures on global trade, innovation, and international business resilience.

Keywords: economic sanctions, Russian MNCs, Western sanctions, corporate resilience, market diversification, non-Western alliances, domestic innovation, global supply chains, geopolitical alliances, strategic adaptability.

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Introduction

Economic sanctions are defined as deliberate restrictions on trade, financial interactions, or access to technology, aimed at coercing policy changes or signaling international disapproval [3]. They are often used as non-military measures to achieve political objectives, such as deterring aggression, enforcing regime change, or promoting human rights. Sanctions can be unilateral, imposed by a single country, or multilateral, enacted through coalitions or international organisations. Over the past decade, the Russian Federation has faced an unprecedented wave of sanctions due to the conflict in Ukraine. These sanctions, spearheaded by Western nations, have targeted key sectors of Russia's economy, particularly finance, energy, and technology, emphasising their critical importance to the nation's economic stability [2; 9].

The financial sector has been significantly impacted. The exclusion of major Russian banks from the SWIFT payment system has disrupted international transactions, creating liquidity shortages and forcing reliance on domestic alternatives like the SPFS system¹. The freezing of foreign reserves has further constrained Russia's fiscal flexibility, limiting its ability to support industries affected by sanctions². In response, Russian financial institutions have accelerated the development of alternative mechanisms. Cryptocurrencies have played an emerging role, enabling cross-border transactions outside the traditional banking systems, while barter trade and local currency agreements have become essential tools for mitigating the impact of international isolation³. Furthermore, the introduction of the digital ruble illustrates the growing focus on digital finance as a strategy to circumvent financial restrictions [7].

The energy sector, a cornerstone of Russia's economy, has faced export restrictions and reduced demand from Western markets. Companies like Gazprom and Rosneft have adapted by expanding operations in Asia, leveraging long-term trade agreements, and investing in critical infrastructure such as the Power of Siberia pipeline⁴. Russian oil exports to China and India have surged, offsetting losses from European markets⁵. In addition, shadow fleets and alternative trade routes have enabled the continuation of

¹ Ukraine War: Battlefield Tipping in Russia's Favor. The Conversation. URL: <https://theconversation.com> (accessed 03 December 2024).

² REPowerEU: Affordable, Secure, and Sustainable Energy for Europe. European Commission. URL: <https://commission.europa.eu> (accessed 03 December 2024).

³ How Kazakhstan Helps Russia Bypass Western Sanctions. The Diplomat. URL: <https://thediplomat.com/2023/10/how-kazakhstan-helps-russia-bypass-western-sanctions/> (accessed 03 December 2024).

⁴ Gazprom Has Signed an Agreement on Gas Supplies to China from the Far East. Forbes Russia. URL: <https://www.forbes.ru/biznes/454637-gazprom-zaklucil-dogovor-o-postavkah-v-kitaj-gaza-s-dal-nego-vostoka> (accessed 04 December 2024).

⁵ How Have Sanctions Impacted Russia? Bruegel. URL: <https://www.bruegel.org/policy-brief/how-have-sanctions-impacted-russia> (accessed 03 December 2024).

oil exports despite stringent restrictions⁶. These adjustments not only sustain revenue streams but also reinforce Russia's strategic alliances with non-Western nations, shifting the global energy landscape in favour of emerging markets.

Technological sanctions have compounded the challenges faced by Russia, restricting access to Western machinery, software, and critical components such as semiconductors [1]. This has significantly hindered industries reliant on high-tech imports, including defence, telecommunications, and automotive manufacturing. To address these issues, companies like Yandex have heavily invested in domestic research and development, aiming to reduce dependency on foreign suppliers. Partnerships with Chinese tech firms have been pivotal in maintaining operational continuity, enabling access to alternative technology sources and fostering collaborative innovation⁷. Despite these efforts, the technological gap created by sanctions continues to pose long-term risks for industrial competitiveness.

Research

Market diversification has emerged as a vital strategy for Russian corporations under sanctions. Restricted access to Western markets has prompted a pivot towards Asia, Africa, and the Middle East, regions offering alternative opportunities for trade and investment. For instance, agricultural exporters have tapped into growing demand in Egypt and Turkey, while energy firms have deepened ties with China and India⁸. Partnerships like the SIBUR-Sinopec collaboration underscore the strategic importance of fostering non-Western alliances⁹. Additionally, the establishment of new trade corridors and the exploration of barter agreements have expanded Russia's economic network, reducing its dependency on traditional markets.

Gazprom's diversification into Asian markets exemplifies the resilience of Russian MNCs. While facing substantial losses from asset seizures in Europe, the company has prioritised projects like the Power of Siberia pipeline, securing energy markets in China and reinforcing long-term trade agreements¹⁰. Similarly, Yandex has undergone

⁶ How a Dark Fleet of Ships Is Helping Russia Evade Oil Sanctions. Euronews. URL: <https://www.euronews.com/business/2023/11/16/how-a-dark-fleet-of-ships-is-helping-russia-evade-oil-sanctions> (accessed 05 December 2024).

⁷ Russia Producing Three Times More Artillery Shells than US and Europe. CNN. URL: <https://edition.cnn.com> (accessed 06 December 2024).

⁸ China-Russia 2023 Trade Value Hits Record High of \$240 Bln – Chinese Customs. Reuters. URL: <https://www.reuters.com/markets/china-russia-2023-trade-value-hits-record-high-240-bln-chinese-customs-2024-01-12/> (accessed 06 December 2024).

⁹ EU Goods Worth At Least \$1BN Vanish in Russia “Ghost Trade”. Financial Times. URL: <https://www.ft.com/content/76fc91b2-3494-4022-83d0-9d6647b38e3d> (accessed 07 December 2024).

¹⁰ The Opinion of Analysts: Russia and China Are Actively Negotiating on the “Power of Siberia - 2” – What Does This Mean for Gazprom. BCS -Express.ru. URL: <https://bcs-express.ru/novosti-i-analitika/mnenie-analitikov-rf-i-knr-vedut-aktivnye-peregovory-po-sila-sibiri-2-chto-eto-znachit-dlia-gazproma> (accessed 08 December 2024).

corporate restructuring to mitigate the impact of sanctions, splitting operations into domestic and international divisions to enhance adaptability and minimise risks¹¹. These measures highlight the proactive strategies adopted by Russian corporations to ensure continuity and competitiveness in the face of external pressures.

Russian corporations have also strengthened their presence in emerging markets, fostering partnerships with African and Middle Eastern nations. These collaborations have created new avenues for trade and investment, demonstrating a commitment to diversifying economic dependencies¹². The pursuit of alternative trade agreements, such as barter deals with Iran and enhanced trade ties with Turkey, further illustrates the adaptability of Russian MNCs under sanctions¹³. Moreover, the increasing integration of digital trade platforms has facilitated seamless transactions with international partners, enabling Russian firms to overcome logistical and regulatory hurdles.

These adaptive measures reflect the broader resilience of Russian corporations and their capacity to innovate under constraints. By leveraging alternative financial systems, forging strategic alliances, and investing in domestic innovation, Russian MNCs have demonstrated their ability to navigate the challenges posed by Western economic sanctions while safeguarding their competitive edge in a dynamic global environment. This experience underscores the importance of strategic foresight and flexibility in responding to external shocks, offering valuable lessons for businesses worldwide.

In the next section, we provide more details about the strategies employed by Russian multinational corporations (MNCs) in response to Western economic sanctions and then draw conclusions for International Business Strategies studies.

Strategies of Russian MNCs under Western Sanctions

Russian MNCs have faced unprecedented challenges due to the imposition of Western economic sanctions. These measures have forced corporations to reassess their strategic priorities and operational approaches to survive and thrive under heightened economic restrictions. Unlike the introductory discussion of the general impact of sanctions, this section explores the specific adaptive strategies of some representative major Russian MNCs and their broader implications. We selected four Russian MNCs representing the most important sectors of the Russian economy: Gazprom, for being the largest Russian corporation and the leading Russian player in the energy sector; Yandex, for being the largest or most well-known Russian corporation in the information technology sector; Sibur, for being the largest chemical corporation in Russia; and

¹¹ The Sale of the Russian Yandex. What Will Change in the Company's Structure. TASS. URL: <https://tass.ru/ekonomika/19900339> (accessed 08 December 2024).

¹² How Kazakhstan Helps Russia Bypass Western Sanctions. The Diplomat. URL: <https://thediplomat.com/2023/10/how-kazakhstan-helps-russia-bypass-western-sanctions/> (accessed 09 December 2024).

¹³ Accepted Technological Challenges: How SIBUR Implements Production Projects under Sanctions. SIBUR. URL: <https://magazine.sibur.ru> (accessed 09 December 2024).

Rosatom, for being the leading player in the strategic sector of nuclear energy. While these four sectors do not represent the overall Russian economy, they are some of the most representative¹⁴.

Gazprom: Diversification and Strategic Partnerships. Gazprom, a cornerstone of Russia's energy sector, exemplifies exceptional strategic adaptation and resilience. The company redirected significant energy exports toward Asian markets, securing long-term contracts with China through initiatives like the Power of Siberia pipeline¹⁵. This pipeline not only underscores Gazprom's ability to maintain relevance in a shifting global energy market but also reflects the strategic foresight necessary to mitigate losses from Europe. Despite setbacks in Europe, including the suspension of Nord Stream projects, Gazprom expanded operations in Turkey and the Balkans, maintaining a critical revenue stream¹⁶. Moreover, investments in domestic gasification projects have strengthened Russia's energy security, while partnerships in liquefied natural gas (LNG) projects have opened opportunities in regions beyond Asia¹⁷. Additionally, Gazprom's integration of digital monitoring technologies and predictive analytics has enhanced operational efficiency, ensuring competitiveness despite external pressures.

Yandex: Corporate Restructuring and Innovation. Yandex, often referred to as "the Google of Russia", demonstrated remarkable agility and innovation in response to sanctions. By dividing its operations into domestic and international entities, Yandex shielded key assets from sanctions while continuing to excel in artificial intelligence and cloud technologies¹⁸. The company's resilience is further highlighted by its investments in autonomous vehicle technologies and smart city infrastructure, which have positioned it as a leader in tech innovation despite external pressures. Additionally, Yandex's development of localised search engines and payment systems, tailored specifically for regional markets, underscores its adaptability. Partnerships with local firms and the establishment of self-sufficient supply chains not only strengthened its position in the Russian market but also underscored its commitment to pioneering technological solutions that are less reliant on Western imports¹⁹. Yandex's adaptability demonstrates the importance of aligning technological advancements with domestic policy priorities, ensuring sustained growth amidst a volatile global landscape.

¹⁴ The Top 10 Biggest Companies in Russia. Visal Capitalist. URL: https://www.visualcapitalist.com/the-top-10-biggest-companies-in-russia/?utm_source=chatgpt.com (accessed 03 February 2025).

¹⁵ A Lot Higher than We Expected: Russian Arms Production Worries Europe's War Planners. The Guardian. URL: <https://www.theguardian.com> (accessed 09 December 2024).

¹⁶ Gazprom Has Signed an Agreement on gas Supplies to China from the Far East. Forbes Russia. URL: <https://www.forbes.ru/biznes/454637-gazprom-zaklucil-dogovor-o-postavkah-v-kitaj-gaza-s-dal-nego-vostoka> (accessed 10 December 2024).

¹⁷ Russia Diverts Oil Exports to India and China. Statista. URL: <https://www.statista.com/chart/31920/average-volume-of-russian-oil-exports-by-country-and-region/> (accessed 11 December 2024).

¹⁸ Yandex Restructuring and Innovation Strategies. Yandex Press Center. URL: https://yandex.com/company/press_center/press_releases/2023/25-05-23 (accessed 11 December 2024).

¹⁹ Russia Producing Three Times More Artillery Shells than US and Europe. CNN. URL: <https://edition.cnn.com> (accessed 12 December 2024).

SIBUR: Petrochemical Alliances. SIBUR, a leader in petrochemicals, exemplifies how strategic alliances can mitigate external pressures. Through partnerships with Sinopec, SIBUR spearheaded the construction of the Amur Gas Chemical Complex, a project that successfully addressed Western restrictions on critical equipment²⁰. This collaboration has bolstered SIBUR's competitiveness in non-Western markets, ensuring steady growth and showcasing its ability to adapt through innovation. Beyond Sinopec, SIBUR has explored partnerships with other Asian and Middle Eastern companies to diversify its market presence. Additionally, investments in green technologies and circular economies have further reinforced its global standing, highlighting a forward-thinking approach to sustainability²¹. By adopting advanced production methods and fostering innovation in biodegradable polymers, SIBUR has demonstrated leadership in aligning corporate strategies with global environmental goals. Such joint ventures emphasise the company's proactive stance in overcoming technological and logistical challenges while strengthening its global footprint²².

Rosatom: Nuclear Energy Leadership. Rosatom, Russia's state-owned nuclear energy corporation, exemplifies resilience and innovation in overcoming the challenges posed by Western sanctions. As one of the global leaders in nuclear energy, Rosatom has strategically expanded its influence in international markets by securing long-term agreements with non-Western countries. Key projects include the construction of nuclear power plants in Turkey (Akkuyu NPP), Egypt (El Dabaa NPP), and India, showcasing its ability to maintain a robust international presence despite restrictions²³. Rosatom's resilience to Western sanctions is not dependent on its tactical maneuvering after the introductions of sanctions, but on its long-term international business strategy, which has been taking into account political risks through geopolitical diversifications of foreign projects, which also included EU countries, such as the Hanhikivi 1 power plant in Finland, which was canceled in May 2022²⁴. These projects are supported by comprehensive agreements that include not only construction but also fuel supply and maintenance services, ensuring a steady revenue stream.

Domestically, Rosatom has strengthened its partnerships with research institutions and technological enterprises to reduce reliance on imported components. Collaborations with countries like China have further enabled the acquisition of advanced

²⁰ Accepted Technological Challenges: How SIBUR Implements Production Projects under Sanctions. SIBUR. URL: <https://magazine.sibur.ru> (accessed 12 December 2024).

²¹ China-Russia 2023 Trade Value Hits Record High of \$240 Bln – Chinese Customs. Reuters. URL: <https://www.reuters.com/markets/china-russia-2023-trade-value-hits-record-high-240-bln-chinese-customs-2024-01-12/> (accessed 12 December 2024).

²² EU Goods Worth At Least \$1BN Vanish in Russia "Ghost Trade". Financial Times. URL: <https://www.ft.com/content/76fc91b2-3494-4022-83d0-9d6647b38e3d> (accessed 13 December 2024).

²³ Framatome, GE Steam Power and Rosatom Signed a MoU on Belene NPP Project. European Nuclear Society. URL: <https://www.euronuclear.org/news/framatome-ge-rosatom-mou-belene/> (accessed 13 December 2024).

²⁴ Fennovoima Cancels Hanhikivi 1 Contract with Russia. World Nuclear News. URL: <https://www.world-nuclear-news.org/Articles/Fennovoima-cancels-Hanhikivi-1-contract-with-Russi> (accessed 03 February 2025).

machinery and materials, mitigating the impact of technological sanctions. The corporation's focus on localised production and workforce development has also contributed to its resilience, ensuring operational continuity in the face of external pressures.

Rosatom's adaptability extends to its financial strategies. By securing funding from non-Western financial institutions and leveraging government-backed export support programmes, the company has maintained its capacity to undertake large-scale projects. These measures highlight its ability to navigate the complexities of sanctions while sustaining growth and innovation.

Through its strategic initiatives, Rosatom not only demonstrates exceptional resilience but also reaffirms its position as a global leader in nuclear energy. The corporation's ability to align its technological and operational strategies with evolving global demands underscores its pivotal role in shaping the future of sustainable energy.

Rosatom, Russia's state-owned nuclear energy corporation, serves as a key example of resilience and innovation under sanctions. Despite restrictions on technology imports and international collaborations, Rosatom has expanded its influence in global nuclear markets through strategic projects and alliances. The corporation has actively engaged in constructing nuclear power plants in countries like Turkey, Egypt, and India, leveraging long-term agreements that ensure continued growth²⁵. Furthermore, Rosatom has invested in developing next-generation nuclear reactors and advancing fuel cycle technologies, positioning itself as a leader in sustainable energy solutions. By fostering partnerships with non-Western countries and prioritising domestic innovation, Rosatom has reinforced its global leadership while mitigating the impact of sanctions on its operations.

Shadow Strategies and Triangulation

Russian firms have increasingly embraced innovative and strategic measures, like shadow fleets and triangulation tactics, to navigate sanctions. By leveraging intermediary nations such as Kazakhstan and Turkey, they have ensured continued access to critical imports and exports, showcasing resourcefulness in maintaining trade flows. A notable example is Ozon, a leading Russian online marketplace, which has undertaken substantial investments in Kazakhstan's logistics infrastructure, including establishing and acquiring large-scale logistics centres. These developments suggest a strategic intent to consolidate cargo flows, including those associated with parallel import mechanisms that facilitating trade between Kazakhstan and Russia. Furthermore, Ozon has extended the expansion of its logistics beyond Kazakhstan, actively penetrating the markets of Kyrgyzstan and Armenia²⁶. Shadow fleets have enabled the transportation

²⁵ Framatome, GE Steam Power and Rosatom Signed a MoU on Belene NPP Project. European Nuclear Society. URL: <https://www.euronuclear.org/news/framatome-ge-rosatom-mou-belene/> (accessed 13 December 2024).

²⁶ How Kazakhstan Helps Russia Bypass Western Sanctions. The Diplomat. URL: <https://thediplomat.com/2023/10/how-kazakhstan-helps-russia-bypass-western-sanctions/> (accessed 14 December 2024).

of oil and gas products to markets that remain viable under restrictions, underscoring the creativity and operational excellence of Russian MNCs [1]. Triangulation strategies, wherein goods are rerouted through third-party nations, have further exemplified the adaptability of Russian firms, ensuring minimal disruptions to critical supply chains. Moreover, partnerships with smaller regional logistics firms have played a key role in facilitating seamless trade, even in heavily sanctioned environments. These approaches not only demonstrate the entrepreneurship of Russian corporations but also highlight the inherent limitations of global sanctions enforcement mechanisms.

Through these adaptive measures, Russian corporations have not only demonstrated resilience but also an exceptional ability to innovate and thrive under adverse conditions. Their strategies provide valuable insights into how businesses worldwide can navigate economic isolation, harness strategic partnerships, and foster sustainability in an increasingly interconnected global economy.

Western economic sanctions against Russia have had profound and multifaceted impacts on its economy and corporate landscape. While these measures were designed to cripple key sectors and pressure policy changes, they have inadvertently driven significant innovation and strategic adaptability among Russian multinational corporations (MNCs). These corporations have displayed remarkable resilience, implementing strategies such as market diversification, localisation, and alternative financial systems to not only survive but often thrive under adverse conditions [3].

One of the most striking outcomes of the sanctions has been the pivot of Russian MNCs toward non-Western markets. This shift has strengthened trade and financial ties with nations such as China, India, and Turkey, enabling the creation of robust new alliances. For example, energy companies like Gazprom have successfully redirected exports to Asia, offsetting losses incurred from diminished Western demand. These efforts have not only ensured continuity in revenue but also positioned Russia as a critical energy partner for emerging global powers²⁷.

The technology sector offers another compelling example of adaptability. Companies like Yandex have embraced localisation, investing heavily in domestic innovation to reduce dependency on foreign imports. Collaborations with Chinese technology firms have further bolstered their capabilities, allowing continuity despite technological sanctions. Such initiatives highlight the capacity of Russian corporations to innovate and reorient under pressure, maintaining competitiveness in global markets²⁸.

²⁷ Gazprom Has Signed an Agreement on Gas Supplies to China from the Far East. Forbes Russia. URL: <https://www.forbes.ru/biznes/454637-gazprom-zaklucil-dogovor-o-postavkah-v-kitaj-gaza-s-dal-nego-vostoka> (accessed 14 December 2024).

²⁸ Russia Producing Three Times More Artillery Shells than US and Europe. CNN. URL: <https://edition.cnn.com/2024/03/10/politics/russia-artillery-shell-production-us-europe-ukraine/index.html> (accessed 03 February 2025).

In addition, Rosatom has emerged as a pivotal player in showcasing resilience within the nuclear energy sector. Despite facing restrictions on technology imports and international collaborations, the corporation has forged strategic alliances with countries like Turkey, Egypt, and India, leading to the development of critical infrastructure projects like the Akkuyu and El Dabaa nuclear power plants. Furthermore, Rosatom's advancements in next-generation reactor technologies and fuel cycle innovations underscore its commitment to sustainable energy and its ability to overcome technological barriers imposed by sanctions²⁹.

While these measures illustrate adaptability and resilience, they also reveal the limitations and unintended consequences of sanctions. Despite the economic disruption caused, sanctions have largely failed to achieve their primary geopolitical objectives, such as altering Russia's strategic stances. Instead, they have fostered greater self-reliance, strengthened nationalistic sentiments, and deepened alliances with non-Western nations, thereby shifting the global balance of power in unpredictable ways [1].

Moreover, sanctions have underscored the ethical complexities inherent in their use. While targeting state and corporate entities, their effects frequently ripple down to ordinary citizens, exacerbating economic inequality and reducing access to essential goods and services [5; 6]. Such outcomes raise pressing questions about the morality and effectiveness of sanctions as tools of international diplomacy, particularly considering their far-reaching social implications³⁰. The available literature suggests that sanctions are rarely effective, and they can have a slight effect on the distribution of expected outcomes if the costs of the sanctions are sufficiently high relative to the values at stake [4].

Conclusion

Looking forward, the strategies adopted by Russian MNCs under sanctions provide valuable lessons for businesses and policymakers navigating volatile geopolitical landscapes. Diversification, innovation, and resilience emerge as essential pillars for success in an interconnected global economy. Russian corporations have shown that external pressures can catalyse significant transformation, driving not only survival but the emergence of new strategic opportunities.

For policymakers, the evolving role of sanctions demands a more balanced approach, one that considers long-term global stability alongside immediate political objectives. Collaborative enforcement mechanisms and greater transparency are essential to mitigating circumvention practices while promoting fair and effective sanctions

²⁹ Framatome, GE Steam Power and Rosatom Signed a MoU on Belene NPP Project. European Nuclear Society. URL: <https://www.euronuclear.org/news/framatom-ge-rosatom-mou-belene/> (accessed 16 December 2024).

³⁰ REPowerEU: Affordable, Secure, and Sustainable Energy for Europe. European Commission. URL: <https://commission.europa.eu> (accessed 16 December 2024).

regimes. Meanwhile, businesses worldwide can draw inspiration from Russia's adaptive strategies, learning the importance of agility and foresight in mitigating external shocks and fostering sustainable growth.

In conclusion, the Russian experience under sanctions reflects a broader narrative of resilience in the face of global economic fragmentation. While sanctions have introduced significant challenges, they have also revealed the potential for innovation and strategic evolution, demonstrating that even under substantial external pressures, strategic adaptability and agility can prevail [8].

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ПРЕОДОЛЕНИЕ ЭКОНОМИЧЕСКОГО ДАВЛЕНИЯ: СТРАТЕГИИ РОССИЙСКИХ ТНК В УСЛОВИЯХ ЗАПАДНЫХ САНКЦИЙ

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Аннотация. В данной статье рассматриваются стратегии, применяемые российскими транснациональными корпорациями (ТНК) в ответ на западные экономические санкции. Анализируется природа этих санкций, их значительное влияние на российскую экономику и корпоративную деятельность, а также инновационные стратегии, которые российские ТНК используют для адаптации и процветания в условиях ограничений. Эти стратегии включают диверсификацию рынка, привлечение незападных альянсов, инвестирование в отечественные инновации и разработку альтернативных финансовых механизмов. Исследование опирается на тематические работы и отраслевой анализ, чтобы проиллюстрировать устойчивость российских корпораций в условиях давления и их способность справляться со сложными международными вызовами. Представляя свои результаты, автор исследования подчеркивает, что западные санкции стали катализатором значительных изменений в российской промышленности, способствуя более глубокой зависимости от внутреннего потенциала и укреплению незападных партнерств. В статье рассматриваются последствия этих мер для глобальных цепочек поставок, геополитических альянсов и практики международного регулирования. Кроме того, полученные знания актуальны для политиков, ученых и руководителей компаний, стремящихся понять динамичную взаимосвязь между санкциями и корпоративной стратегией, предлагая ценный опыт для решения экономических проблем и повышения долгосрочной устойчивости во взаимосвязанной глобальной экономике. Данный анализ подчеркивает наличие более широких последствий западных экономических мер для мировой торговли, инноваций и устойчивости международного бизнеса.

Ключевые слова: экономические санкции, российские ТНК, западные санкции, устойчивость корпораций, диверсификация рынков, незападные альянсы, отечественные инновации, глобальные цепочки поставок, геополитические альянсы, стратегическая адаптивность.

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