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Table of Contents

Introduction.....	3
Section 1: Selection of Organisation and Target Market.....	4
1.1 Introduction of the Company	4
1.2 Market Analysis and Entry into that sector	4
1.2.1 Segmentation	4
1.2.2 Targeting.....	5
1.2.3 Positioning.....	6
1.3 Entry of Hyundai Motor Group.....	8
Section 2: Comprehensive strategic analysis.....	9
2.1 PESTLE analysis.....	9
2.2 Porter's 5 Forces	15
2.3 SWOT analysis.....	19
2.4 Conclusion of the analysis based on these 3 frameworks	24
Section 3: Strategy Development and Formulation	25
3.1 Exporting Method	25
3.2 Franchising/Licensing Method.....	27
3.3 Joint Venture Method.....	29
3.4 WOS Method.....	31
Section 4:	33
4.1 Balanced scorecard to identify KPI and success metrics	33
4.2 Triple Bottom Line	34
4.3 KPIs and success metrics	36
4.4 impact and progress of expansion initiative.....	36
Conclusion.....	37
Reference List	38

Introduction

Hyundai Motor Company is a South Korean company and car manufacturer that creates the flagship brand of Hyundai Motor Group, which is one of the largest automobile companies across the world. The company was founded in 1967 and has evolved towards the Global market and is currently operating in more than 150 countries. The company employs approximately 250000 people across the globe and has multiple automobile brands (Hyundai, 2024). The report is going to discuss the approach of Hyundai to enter into Russian market again. It is going to create knowledge through different frameworks and conduct internal and external analysis in order to understand the strategic planning and expansion method of the company. It is also essential for the company to understand the areas of growth and development to enhance they are position in the Russian Marketplace.

		2024				2023	
		Q4	YoY		YoY	Q4	
Vehicle Sales (Units)		1,066,239	△2.2%	4,141,959	△1.8%	1,089,862	4,216,898
	Korea	189,405	△4.6%	705, 010	△7.5%	198,558	762,077
	Rest of the world	876,834	△1.6%	3,436,949	△0.5%	891,304	3,454,821
Revenue		46,623.7	11.9%	175,231.2	7.7%	41,669.2	162,663.6
Operating Profit		2,822.2	△17.2%	14,239.6	△5.9%	3,407.8	15,126.9
Net profit		2,474.2	12.3%	13,229.9	7.8%	2,202.6	12,272.3

Figure 1: Hyundai Revenue

(Source: Hyundai, 2024)

Section 1: Selection of Organisation and Target Market

1.1 Introduction of the Company

Hyundai Motor's global infrastructure shows different global kale and strategies that operate in 12 manufacturing facilities across 10 different countries. The primary production hub of the company is in the Ulsan complex in South Korea, which is one of the largest automobile manufacturing plants in the world (Hyundai, 2024). The facility has five independent manufacturing plants, which produce a majority of the vehicles and employ thousands of workers. Hyundai maintained its manufacturing operations in the United States, India, the Czech Republic, and Turkey in 2024 the company achieved revenue of 175.2 trillion Korean won with its Global sales (Herh, 2025). The operating margin of the company is 8.1, which reflects the financial position of the company (Hyundai, 2024).

Hyundai Motor Group Eyes Russian Market Re-entry Amid Easing Geopolitical Tensions

A. Michael Herh | © 2025.03.21 15:41



Figure 2: Hyundai Market Entry Speculations

(Source: Herh, 2025)

1.2 Market Analysis and Entry into that sector

1.2.1 Segmentation

The Russian automobile sector has a complex segmentation with various vehicle categories and consumer preferences. Before the conflict with Ukraine, the automobile market of Russia had 1.6 million passenger cars and commercial vehicles. This segmentation is divided into three major categories, such as sedans, SUVs and hatchbacks. Sedan is having the largest Market share as it is affordable and practical for normal consumers (Koreajoongangdaily, 2025b). Before the Russia-Ukraine war, sedans were the major models for sales within Russia, such as the Kia Rio or the Hyundai Solaris. The company was clearly in competition with the domestic brand ladder, which has 19.6 % of market share (Koreajoongangdaily, 2025b). Regarding the purchase behaviour of the consumers Russian market, there are two consumer groups, such as middle-class buyers, for focus on value with reliable performance. The market before what situation

shows that Chinese brands got 8% market share in 2021, while European manufacturers and Japanese brands together created dominance over 70% of the market (Koreajoongangdaily, 2025b). The local brand Lada has approximately 30% of the share and has consumer brand loyalty due to the soviet Era manufacturing publication.

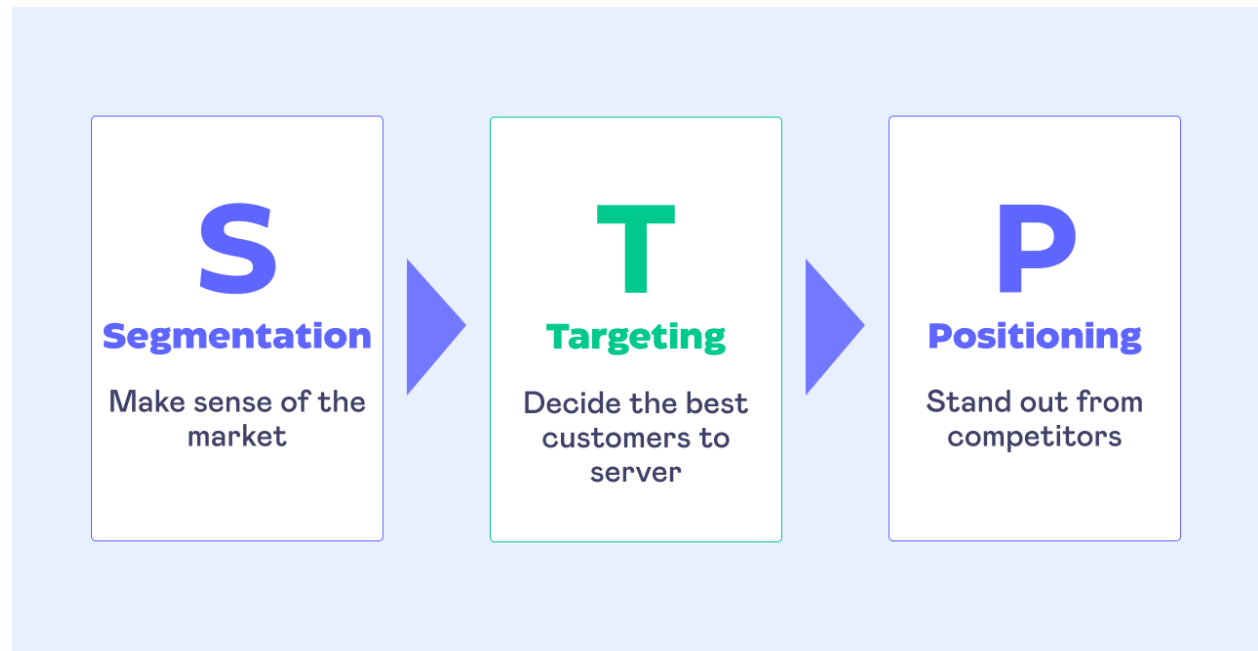


Figure 3: STP analysis

(Source: Symson, 2024)

1.2.2 Targeting

The company targeted the middle and upper-middle-class consumers in the Russian market to position itself as an affordable vehicle brand. The target demographic was the young professionals and growing families who focus on value and seek alternatives to premium European brands (Yoon Young-sil, 2025). The demographic targeting shows the company's ideology of targeting the large-scale income, having 300000 rub and middle-class consumers, having 150000 rub, for creating maximum profit. It shows a strong preference for reliability and comprehensive warranty coverage as a tool for attracting consumers. The targeting strategy of the company provides effectiveness against luxury European competitors and the budget alternatives of the Chinese Market.



Figure 4: Market Entry Strategy

(Source: Business Wire, 2024)

1.2.3 Positioning

The company has a position in the Russian market as a premium brand, as it is above the budget-oriented Chinese and Russian manufacturers. Despite this, it is still accessible as it is economically more suitable than the other European luxury brands (Korea Bizwire, 2025). It has four positioning areas, which are European design, affordability, technological features and comprehensive services. The positioning strategy focuses on the emerging Markets and achieved the second-most-purchased vehicle in Russia in the year 2022 (Youd, 2025). The company is still able to re-enter the market based on the strategic positioning of the company as Hyundai maintains its market leadership by redesigning its models and providing SUVs segment at a lower price.



Figure 5: Positioning Map
(Source: Self-made)



Figure 6: Hyntai Plant in Russia
(Source: Baha, 2025)

1.3 Entry of Hyundai Motor Group

Hyundai Motor Group could create a strategic entry into the Russian automobile sector again and expand its business (Youd, 2025). Due to the military intervention in Ukraine in 2022, Hyundai suspended the manufacturing operations in Russia and disrupted the Global components of the supply chain within the region (KoreaJoongAngDaily, 2025). The Re suspension was the reflection of sanctions that have been imposed against Russia and policies across the Global automotive industry. Hyundai divested the Russian manufacturing assets in 2020 and sold its Petersburg plant to the Russian entity Art Finance, which resulted huge loss for the company (KoreaJoongAngDaily, 2025). It has been observed recently that Hyundai is strategically positioning itself to enter the Russian market. In March 2025, the company re-registered the trademark with the Russian Federal Services of Intellectual Property (Korea Bizwire, 2025). The plant posted employment opportunities for technology consultants and marketing roles, which shows the preparation for market entry of Hyundai (Baha, 2025). The management is trying to focus on the internal mechanisms and subsidiaries in order to mitigate any unsuccessful outcomes.

Section 2: Comprehensive strategic analysis

2.1 PESTLE analysis

Political	High governmental stability has been observed in Russia due to high central control (Nestcentre, 2025). In the Corruption Index, the score of Russia is 22 (Ti-russia, 2024). The freedom of press in Russia is declining, which is 24.57% in 2025 (Statista, 2025).
Economic	The import rate of Russia is 287 in 1000 in 2024 (Statista, 2024a). The growth of the automobile industry in Russia is 1.3 million in 2025 (economictimes, 2025). Employment rate in this industry is 15.3% in 2024 (Statista, 2024b)
Social	The buying habits of cars in Russia are for affordable Chinese brands (Reuters, 2025). The value of the EV market in Russia is 11.09 thousand Units in 2024, which might improve 33.3% in 2033 (Imarcgroup, 2025). The investment rate in the automobile industry in Russia is moderate, which is 1.6 million in 2025 (Economic Times, 2025)
Technological	Selective technologies are electrification, digitalisation, along autonomy. The latest technology advance driver assistance system (ADAS) (Dongfeng, 2024). Access 5G network with IT system (Economictimes, 2025).
Legal	Anti-discrimination legislation (civic-nation.org, 2025). Laboure Code of the Russian Federation (WTO, 2025). Federal Law No. 152-FZ (2006) (ICRC, 2025)
Environmental	Federation law on environmental protection (asser, 2025). Waste management depends on recycling practice (The Moscow Times, 2025). Positive attitude towards green products.

Table 1: PESTLE

(Source: Self-developed)

TRANSPARENCY INTERNATIONAL

Corruption kills.

ABOUT US
NEWS
RESEARCH
CPI
ANNUAL REPORTS
CRYPTO LAUNDROMAT

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CORRUPTION PERCEPTIONS INDEX 2024: RUSSIA SCORES 22 POINTS - ITS WORST RESULT IN HISTORY

Corruption Perceptions Index

Transparency International has published the Corruption Perceptions Index (CPI) for 2024. This year, Russia scored 22 out of 100 points and ranked 154th out of 180 countries. The same results were recorded for Azerbaijan, Honduras, and Lebanon. This marks the worst performance for Russia in the history of the Index.

Last news

[Fighting Corruption Is Not Terrorism](#)
November 27 2025

[Ending Dirty Crypto Schemes: The](#)

Figure 7: Corruption level of Russia

(Source: Ti-russia, 2024)

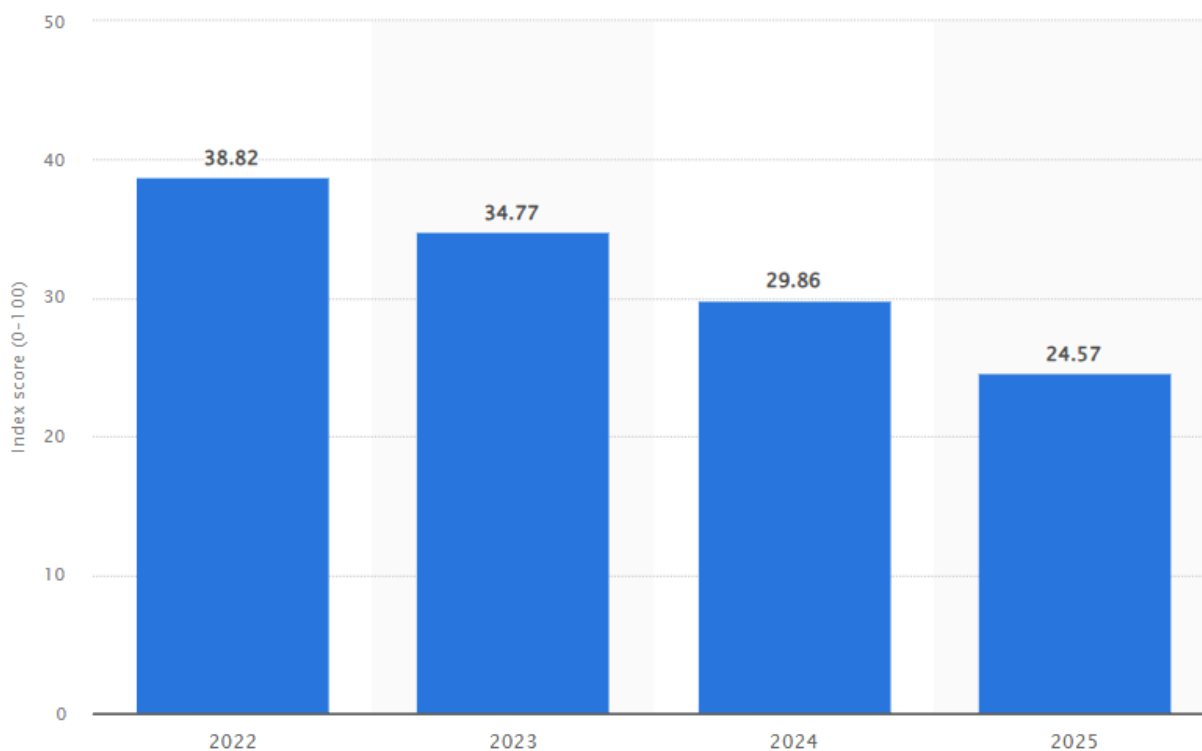


Figure 8: Rate of freedom of the press in Russia

(Source: Statista, 2025)

Analysis on PESTLE

Considering the political factors, Russia is presently maintaining high governmental stability as the central government won 80% vote (Nestcentre, 2025). This is beneficial for organisations like the Hyundai Motor Group to relaunch their business. However, the organisation might have faced issues due to the decrease in the freedom of the press by 24.57% (Statista, 2025). Moreover, the corruption rate has also increased, as it scored 22 points in 2024 (Ti-russia, 2024).



Figure 9: Growth of the automotive industry in Russia

(Source: Statista, 2024a)

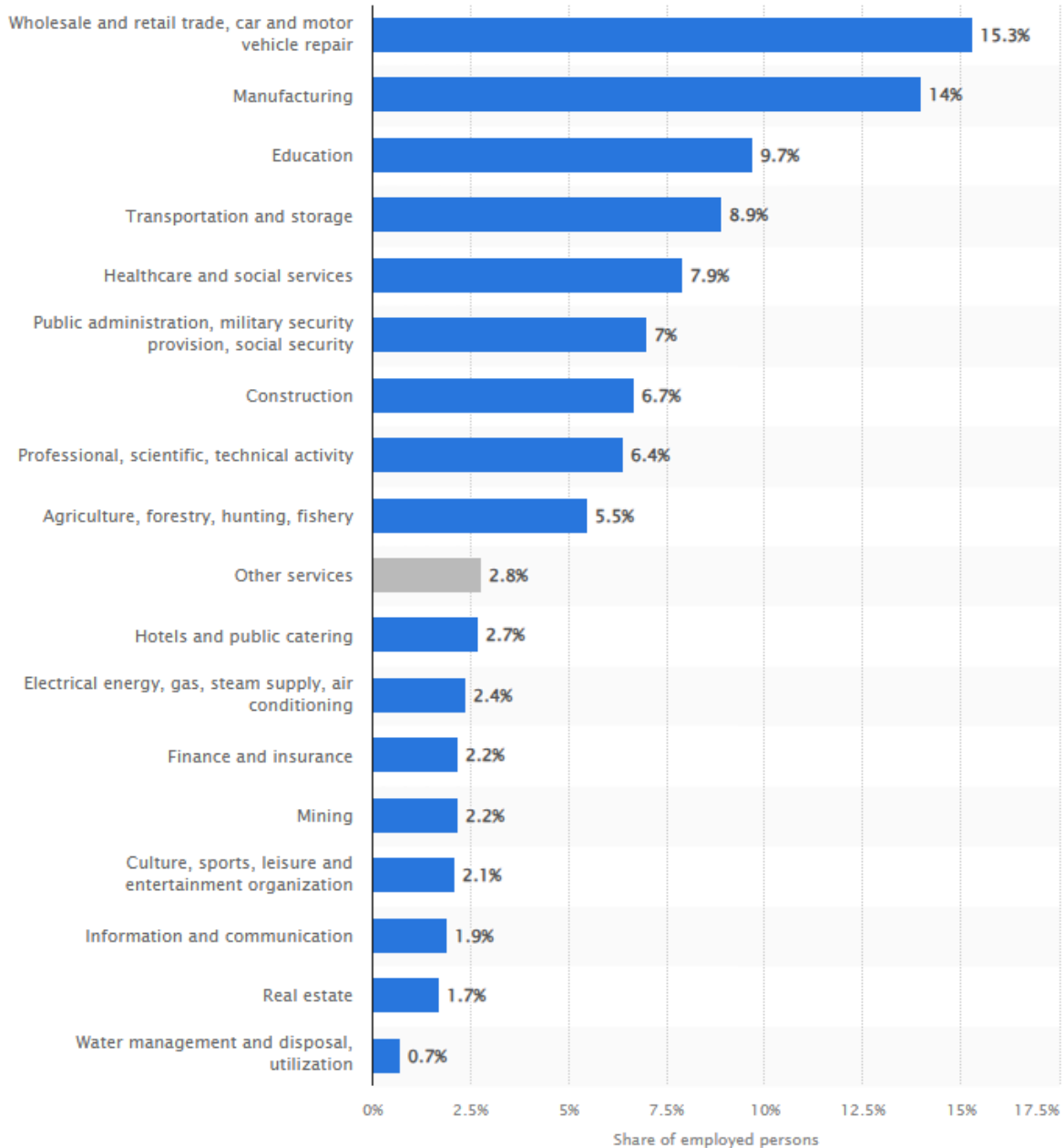


Figure 10: Employment rate in the automobile industry

(Source: Statista, 2024b)

Referring to the economic factor, the highest employment rate is offered by Russia in the automobile industry, which is 15.3% in the repair sector. However, in manufacturing, it offers 14% (Statista, 2024b). Considering the world's car-selling business, the industry in Russia has sold 287,000 cars in 2024, which is higher than in other countries (Statista,

2024a). The growth of this industry is 1.3 million units in 2025; however, it is 21% lower than 2024 (economictimes, 2025).

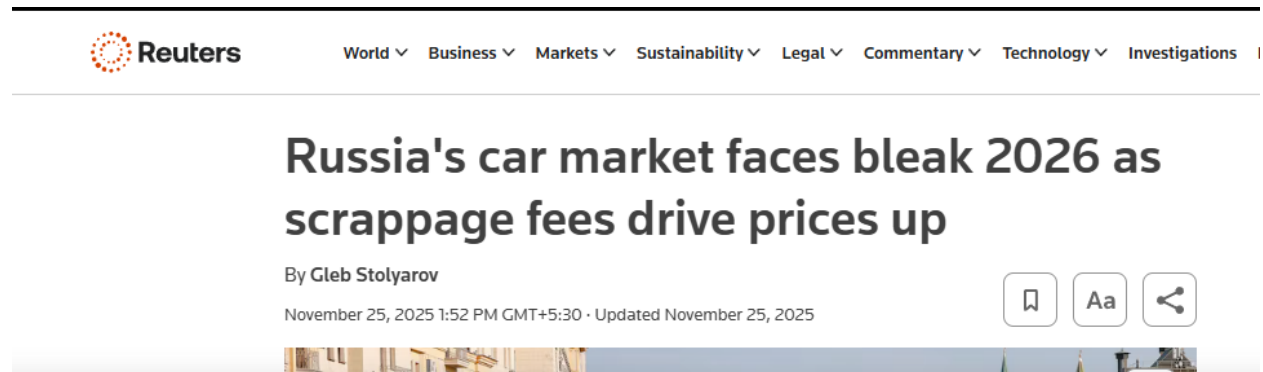


Figure 11: Evidence on the decline of the car market
(Source: Reuters, 2025)

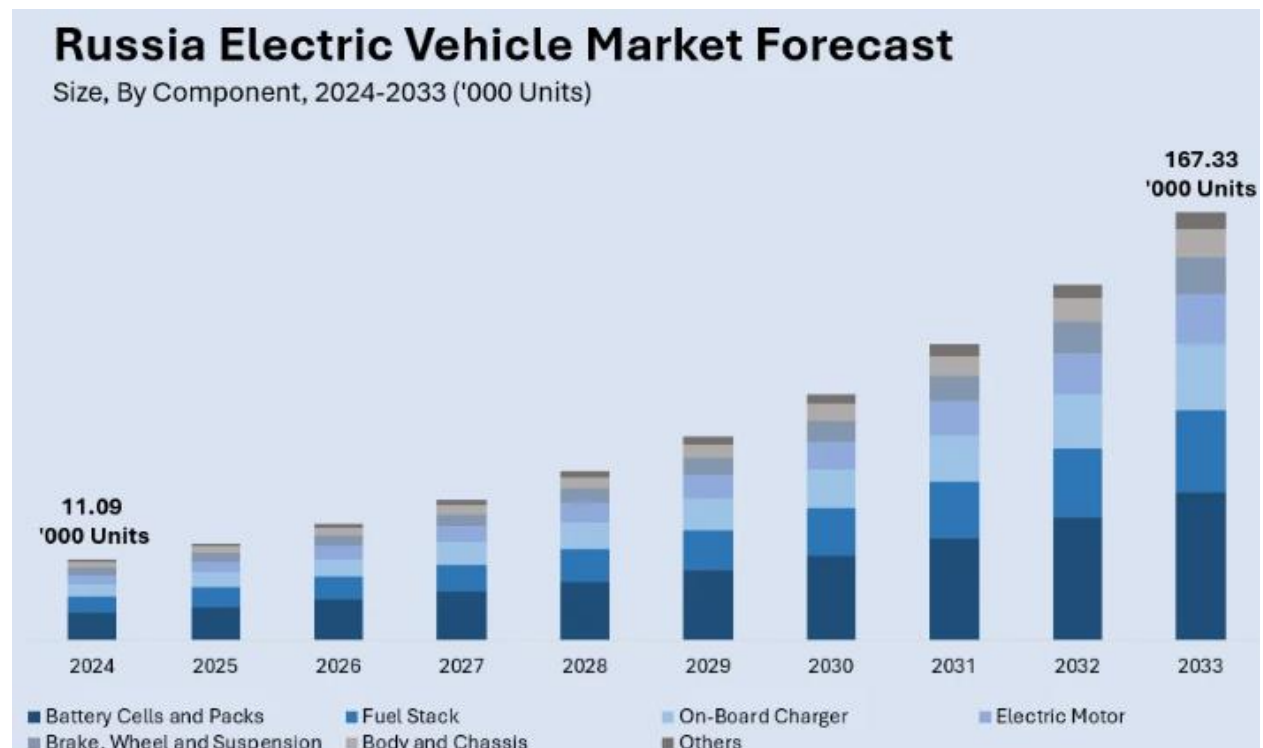


Figure 12: Growth of EV cars in Russia
(Source: IMARC Group 2025)

Referring to the social factor in the automobile industry, the buying behaviour of Russian people is related to China's brand, along with affordability. 35% sales have been increased due to forward purchase of customers (Reuters, 2025). The market size of EV

products has increased 11.09 thousand Units in 2024 with 33.8% growth, which indicates customers' sustainable behaviour along with investment intention.

Focusing on the technological approach, the automobile industry has shifted towards selective technologies, which are electrification, digitalisation, along autonomy. These are highly effective for developing hybrid as well as EV cars. The industry is moving towards advanced driver assistance systems (ADAS), which offer autonomous assistance facilities (dongfeng, 2024). The communication infrastructure in this industry for the manufacturing unit is 5G. However, the industry has also used IT systems for improving connectivity.

With respect to the legal factors, Federal Law No. 152-FZ (2006) has been implemented in the government mainly to protect primary data (ICRC, 2025). To protect employment and employee rights, the Labour Code of the Russian Federation has been implemented. This has also contributed to the elimination of discrimination and racism in the workplace (WTO, 2025). Focusing on the anti-discrimination law, the Russian government promote equality over ethnicity, sex and race (civic-nation.org, 2025).



NEWS UKRAINE WAR REGIONS BUSINESS OPINION ARTS & LIFE PODCASTS ARCHIVE

Thousands of Car Carriers Backed Up at Russia's Borders as Importers Rush to Beat Fee Hike

Nov. 17, 2025



Figure 13: Evidence on the significance of waste management in the Russian automobile industry

(Source: The Moscow Times, 2025)

The above evidence signifies that the Russian automobile industry has worked in significant waste management based on the recycling fees. Based on this tight regulatory practice, more than 3,000-4,000 cars are stockpiled at the border (The Moscow Times,

2025). The desert law has support to implement a green approach for climate change control (Asser, 2025).

2.2 Porter's 5 Forces

Competitive rivalry	Industry revenue is 40.8 billion in 2024 (Statista, 2024c). High-growth-rate Chinese brand. High concentration of competitors
The threats of entry	Approx. 148406.42 Units of vehicle sales have been observed in Russia from 2006 to 2025 (TradingEconomics, 2025). Structural crisis in retaliation. Supply chain performance has improved (SPGlobal, 2025).
The threats of substitutes	Russian customers focus on affordability with a unique design. Decreasing demand by 7.9% in 2025 (IbisWorld, 2025). Car purchase rates have declined 24% (Bloomberg, 2025).
The power of buyers	Indicates low buyer interest (Economist, 2025). High bargaining power of customers. Vehicle market improves 4.52% (Mordor Intelligence, 2025)
The power of suppliers	Product supplied from Lada 27.8%, Chery 20.4% (Global Times, 2025). High range of product differentiation in the vehicle industry (Statista, 2024d). Hyundai faces threats of suppliers' power

Table 2: Porter's 5 Forces

(Sources: Self-developed)

Focusing on the competitive rivalry, the threats for the new brand like Hyundai Motor Group are high as the competition concentration in this industry is higher, mainly 20-30%. The Chinese brands act as key market players in the Russian automobile industry, like Haval, Chery, and Jarcoo. The annual revenue of the automobile industry in this country

is 41 billion in 2024 (Statista, 2024c). However, it is expected that 24% falls of revenue will fall in 2026 (economictimes, 2025).

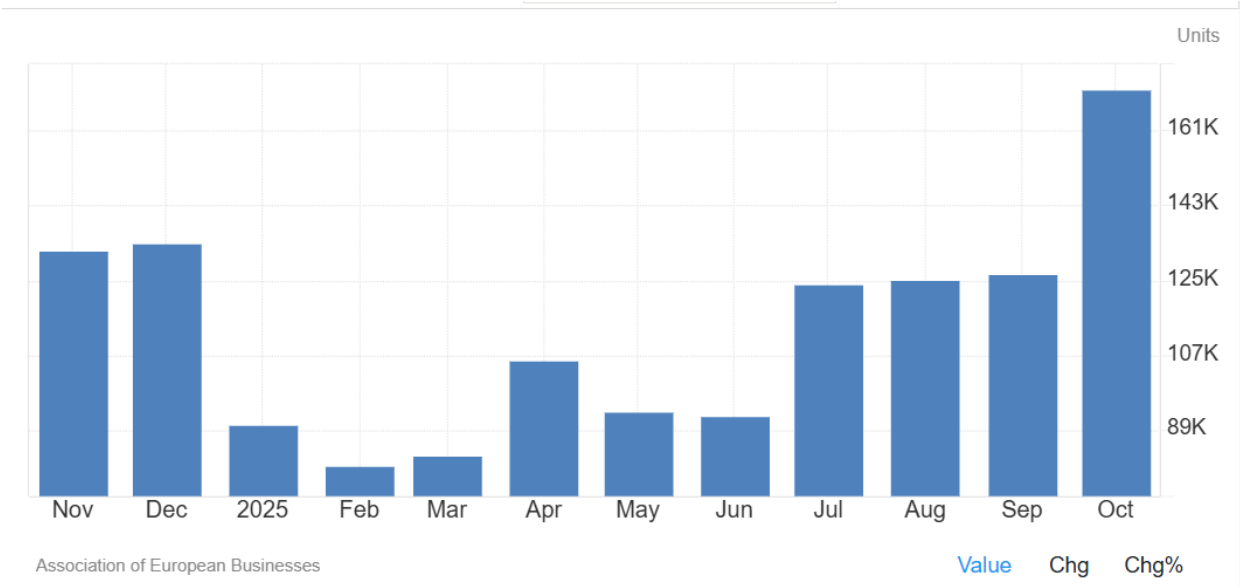


Figure 14: Rate of vehicle sales in the Russian automobile industry
(Source TradingEconomics, 2025)

The industry has maintained strong performance as it is able to deliver 148406.42 Units of vehicles from 2006 to 2024. In FY 2024, the total sales have increased 39%; among these, passenger car is 47% (tradingeconomics, 2025). The logistics and supply chain performance have been improved in the automotive market in Russia (Spglobal, 2025). It is observed that in April, 1600 units have been sold. However, the distribution in the Russian automobile industry has been authorised by the OEM dealership. These factors negatively contribute to the threats with respect to Hyundai to relaunch its business in Russia.

Focusing on the threats of substitution with respect to Hyundai Motor Group in the Russian market, it might be a threat. As per evidence, due to the high product price, especially in Chinese brands, the intention of buying cars has declined by 24-25% (Bloomberg, 2025). Moreover, as per the Ibisworld report, the demand for motor vehicles in Russia has also down by 79% from 2020-2025, along with revenue of 32.3 billion (Ibisworld, 2025). As the Russian customers mainly focus on affordability, it is considered a threat to Hyundai Motors if it does not maintain a competitive lower price.

Russia Light Vehicle Market

Market Size in USD Billion

CAGR 4.52%

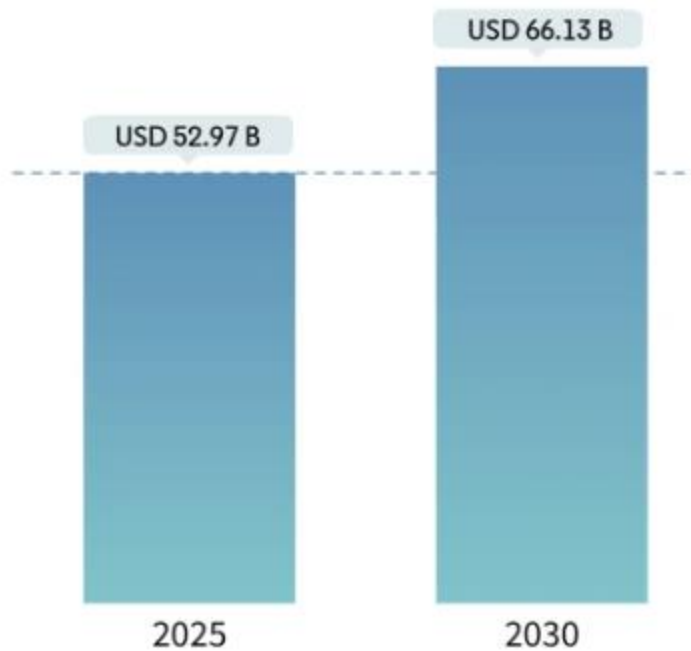


Figure 15: The market value of the Russian automobile industry

(Source: mordorintelligence, 2025)

Focusing on understanding the powers of buyers, it is observed that the car sales rate has decreased by 25%. This indicates that the automobile industry is facing trouble, and Hyundai might face threats that customers can reduce their car purchase interest (Economist, 2025). Focusing on the above image, it indicates that the vehicle market might improve 4.52% within the 5 years, that is, 2025-2030 Mordor Intelligence, 2025). Due to the growing market, customers can access multiple options for their proffered products, which becomes a threat to the new business of Hyundai in Russia.

RUSSIA PASSENGER VEHICLE MARKET SHARE BY BRANDS IN 2024

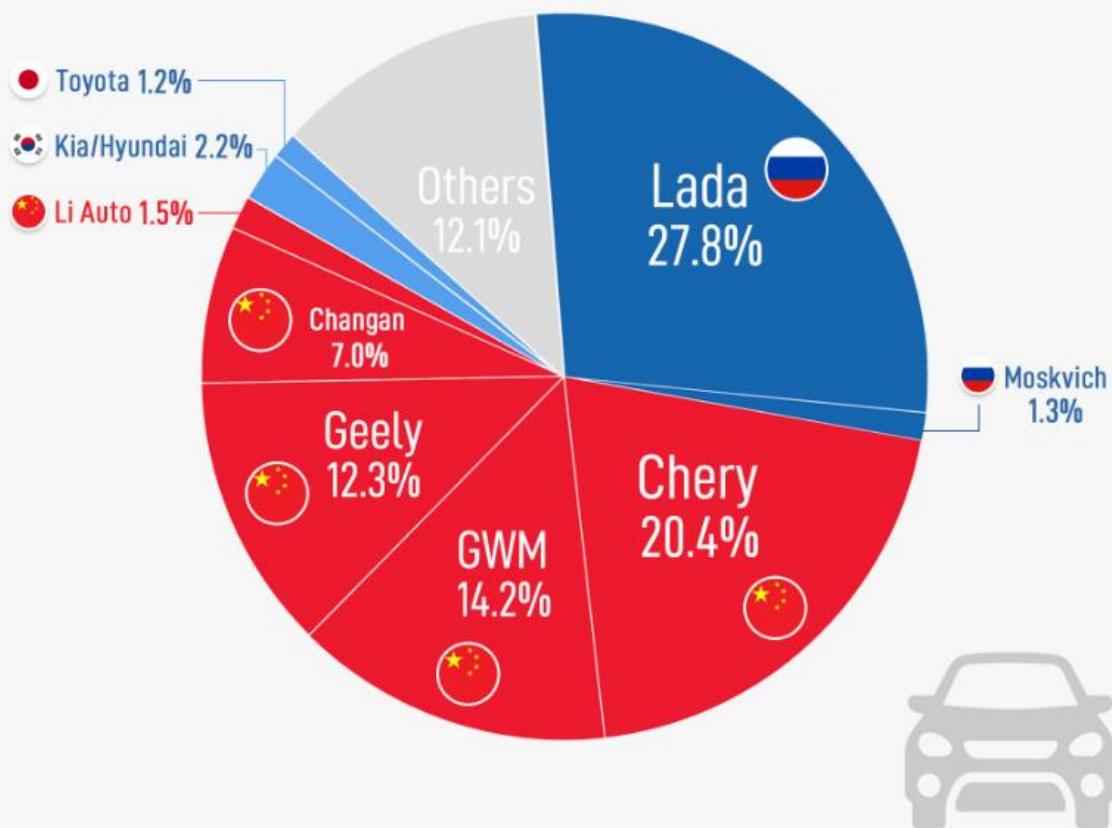


Figure 16: market share of passenger vehicles in Russia

(Source: Global Times, 2024)

Focusing on the threats of suppliers, the Russian automobile industry has maintained large diversity and differentiation, which indicates that the power of suppliers is higher. Due to product diversity, Russia was in the leading position in 2022; however, it is dominated by China (Statista, 2024d). The industry has engaged with Lada, Chery, GWM, and Geely with 27.8%, 20.4%, 14.2% and 12.3% vehicle sales Global Times 2024).

2.3 SWOT analysis

Strength	Weakness
The present market share in EV production is 24% which would be 55% in 2030 (koreajoongangdaily, 2025). 25% gender diversity within the board (Hyundai, 2024a) 88% investment in adopting renewable energy (Hyundai, 2024b). Strong performance with 48% global growth (Hyundai, 2025)	Hyundai gets one star in its safety concern in Africa (GlobalNCAP, 2025). Intense market competition placed 5th position in total sales in the auto market (Roadgenius, 2024). The organisation also faced supply chain and logistics issues due to global supply chain disruption practices.
Opportunities	Threats
Growing opportunity in the global EV demand. International policy design in global carbon-neutrality. Growth of digital technology in 5G, AI.	Higher market competition throughout the world Reputational damage due to delaying delivery. Poor infrastructure in passenger safety and adult protection.

Table 3: SWOT

(Source: Self-developed)



Figure 17: Global sales target of Hyundai Motor

(Source: koreajoongangdaily, 2025)

Referring to the internal strength, the above image shows that the organisation has focused towards environmentally friendly production. The above image represents that organisational EV production has increased 24% which is 1million units. In the US, it has made the highest product sales, which is 29% with a 4.17 million market share in 2025. On the other hand, it is targeted that it has improved 55% EV production by selling 3.3 million units in 2030 (koreajoongangdaily, 2025).

ESG highlights

88%

Share of Renewable Energy (RE) in total electricity consumption (excluding carbon co-gen)

2.91

Average training man-day/employee

₹ 1,143.16 Mn

Corporate Social Responsibility (CSR) spend*

773

New hires during the year

2.14 Mn

People impacted through CSR

25%

Board gender diversity

Figure 18: ESG highlights

(Source: Hyundai, 2024a)

The above image indicates the core strength of the organisation as it invests 88% in renewable energy. Considering sustainability, this organisation has delivered value in both environmental and social approaches (Hyundai, 2024b). It has maintained 25% gender diversity and offers training to 2.91% employees to maintain equality (Hyundai, 2024a). The evidence below indicates that Hyundai has gained 48% global growth, focusing on electrified vehicles (Hyundai, 2025).

The screenshot shows the top navigation bar of the Hyundai website with links for Brand journal, Vehicles, Company, and Newsroom. Below this is a breadcrumb trail: Home > Newsroom > Corporate > News. The article title is 'Hyundai Motor Company Reports Strong Q3 2025 Performance: 4.8% Global Growth Driven by 37% Electrified Vehicle Surge', dated October 30, 2025. At the bottom of the header, there are icons for Media Kits, PDF, Copy Text, and Print, followed by a bullet point summarizing the article's key message.

HYUNDAI Brand journal Vehicles Company Newsroom KR

Home > Newsroom > Corporate > News

Corporate Information | October 30, 2025

Hyundai Motor Company Reports Strong Q3 2025 Performance: 4.8% Global Growth Driven by 37% Electrified Vehicle Surge

Media Kits PDF Copy Text Print

- Hyundai Motor Company Reports Strong Q3 2025 Performance: 4.8% Global Growth Driven by 37% Electrified Vehicle Surge

Figure 19: Evidence on strong global growth

(Source: Hyundai, 2025)

Hyundai falls short with zero star result in Africa



Figure 20: Poor safety concern

(Source: globalncap, 2025)

Based on the above evidence, the organisational poor safety and quality concern has been observed due to poor infrastructure (GlobalNCap, 2025). The organisation fails to deliver safety protection, especially to adults, in which approach it gets zero stars. However, in the case of child protection practice, it gets 3 stars in Africa. to electronic stability control, due to organisational failure, the passengers and drivers might face life-threatening injuries.

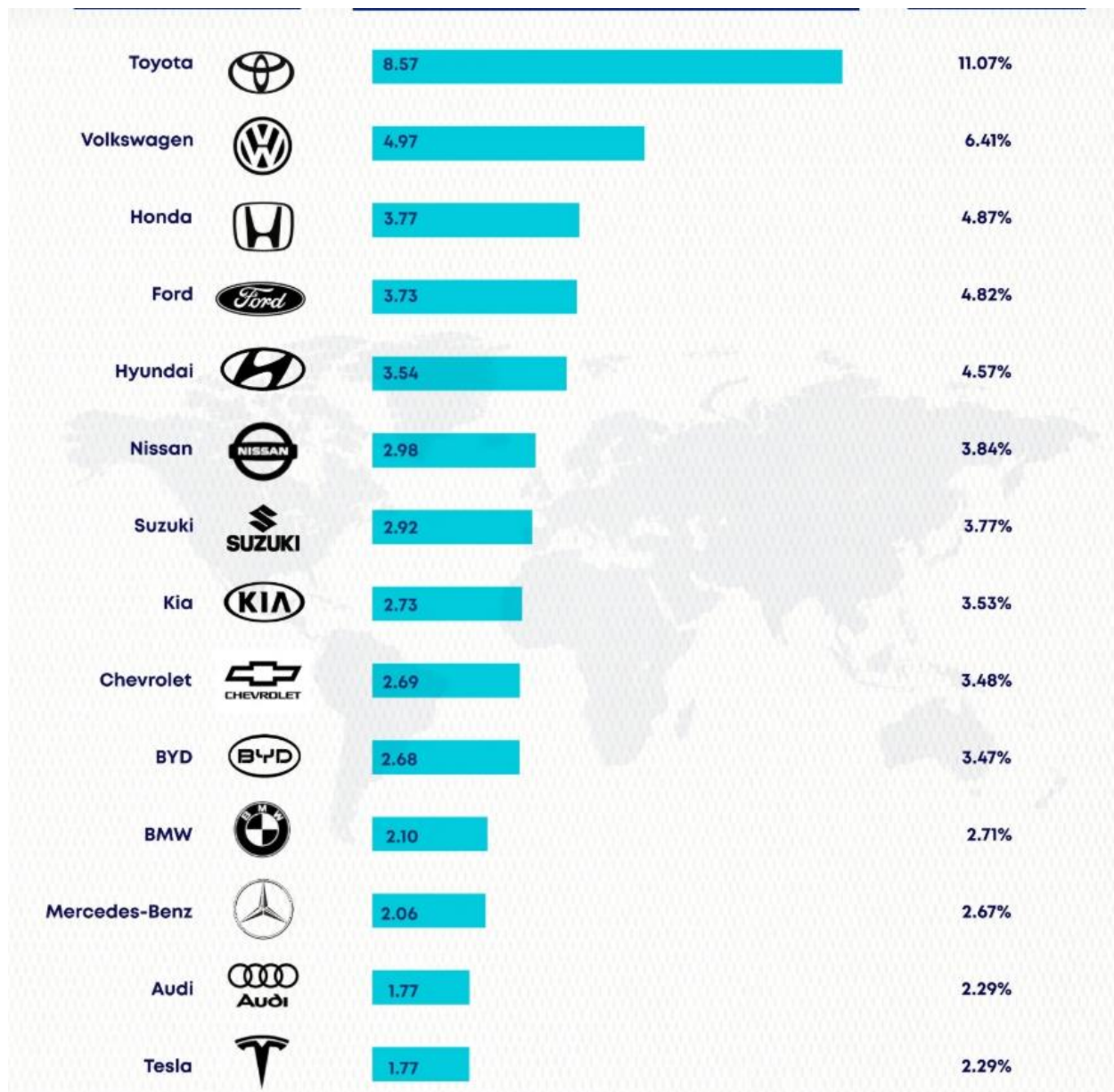


Figure 21: Top-selling car market in the global industry

(Source: roadgenius, 2024)

The above image signifies that the organisation faces intense market competition in the global automobile industry (Roadgenius, 2024). Referring to the image, it is placed in the 5th position compared to the market sales of the car-making company. As per the image, the market share of this organisation is 4.57% however, Toyota gains the highest market sales. Another weakness that Hyundai has faced while operating business in the global market is supplying chain disruption which is responsible for delaying the product delivery to the customers.

With respect to the opportunity, Hyundai Motor can access multiple market opportunities while it focuses on relaunching its business in Russia. As EV demand has been increasing in Russia due to the eco-friendly behaviour of customers and strong environmental policy, the organisation has gained a significant market opportunity. Moreover, the advancement of technology also delivers the opportunity for advanced communication systems.

Referring to the threats, Hyundai faces higher threats due to global competition as Chinese brands are leading the Russian market. The lower safety concern has created reputational threats for the organisation. The organisation is facing supply chain disruption as the product delivery process has been delayed.

2.4 Conclusion of the analysis based on these 3 frameworks

Focusing on the PESTLE analysis, Hyundai will face opportunities in political stability, technological advancement, customer engagement and environmental concern. Due to higher corruption in the market, the organisation faces threats. In addition, the organisation might also suffer from strong legal compliance.

With respect to Porter's 5 forces, Hyundai will be considered as a Russian market supplier, dominated and highly competitive. Due to the strong market-leading practice of Chinese auto brands, the customers' interest in product purchase has declined. Also, the supply chain practice of Russia is poor, which affects Hyundai's product delivery.

With respect to SWOT, the internal strength of Hyundai is higher, like a strong market presence and, growing market share. The weakness is a focus on market vulnerability, with higher market competition. The expansion in the emerging market will deliver a significant market opportunity. On the other hand, regulatory pressure creates threats for the organisation.

Section 3: Strategy Development and Formulation

3.1 Exporting Method

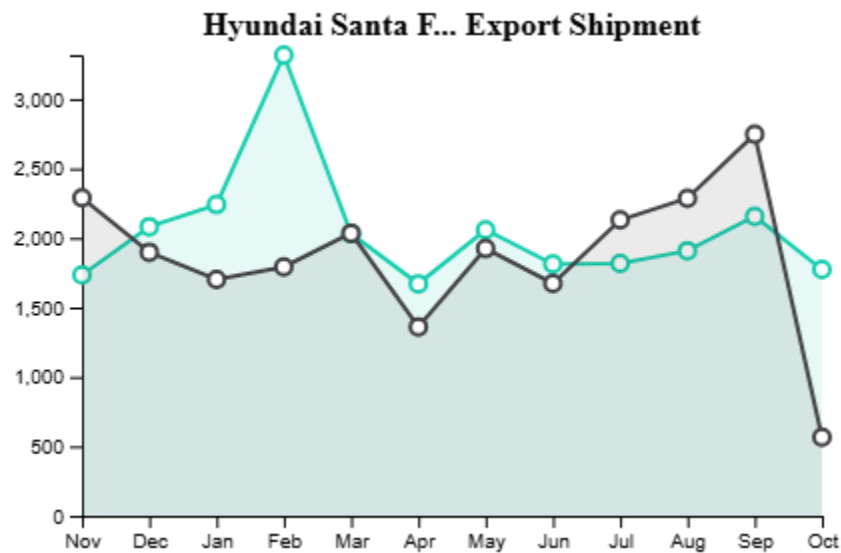


Figure 22: Export Shipment

(Source: Volza, 2025)

The exporting features of Hyundai offer a low-risk strategy for entry in the automobile market of Russia, which allows the company for introducing its product based on heavy investment in the local manufacturing system. It evaluates testing and faster market flexibility as well as alignment within fluctuation in demand in the competitive environment, which is dominated by different Chinese brands (Levasseur, 2025). Exporting might show the company for high logistics costs, intense price based on competitors, and tariff barriers that could limit its long-term competitiveness.



Figure 23: Exporting

(Source: Archana and Apoorva, 2025)

Advantages	Disadvantages
Exporting shows a strategic opportunity for Hyundai to rein in the automobile market of Russia, and it utilizes the existing potential strength globally. The major advantage is the strong capability of Hyundai in hybrid as well as EV production, which shows around 24% of the EV market share globally and has planned to reach around 55% by the year 2030. This has positioned the company for supporting technological advances as well as environmentally aligned electronic vehicles in the market, where the demand of EVs is projected to increase by 33% (Gurkov et al., 2025). Exporting allows the company for supporting its manufacturing facilities in South Korea, as well as other regions, to ensure consistency in quality and efficiency in cost without committing local investments. It also evaluated Hyundai for responding quickly based on fluctuating demand as well as political uncertainty in Russia.	The exporting also shows disadvantages for the companies like Hyundai. The market in Russia is recently been dominated with different affordable Chinese brands, which has made intense competition in pricing strategies. The exported vehicles need high logistics and tariff costs that could increase retail prices by reducing the competitiveness of Hyundai based on price-sensitive customers (Vangouver and Fredriksson, 2025). The strong power of the supplier, as well as the high diversity of products in Russia, could challenge Hyundai, as it is dependent on imported vehicles, which might limit their ability for adapting products based on the preferences of local consumers. Exporting shows that the company has a risk of geopolitical risk, fluctuations, and currency, as well as regulatory barriers that could affect its profitability.

3.2 Franchising/Licensing Method

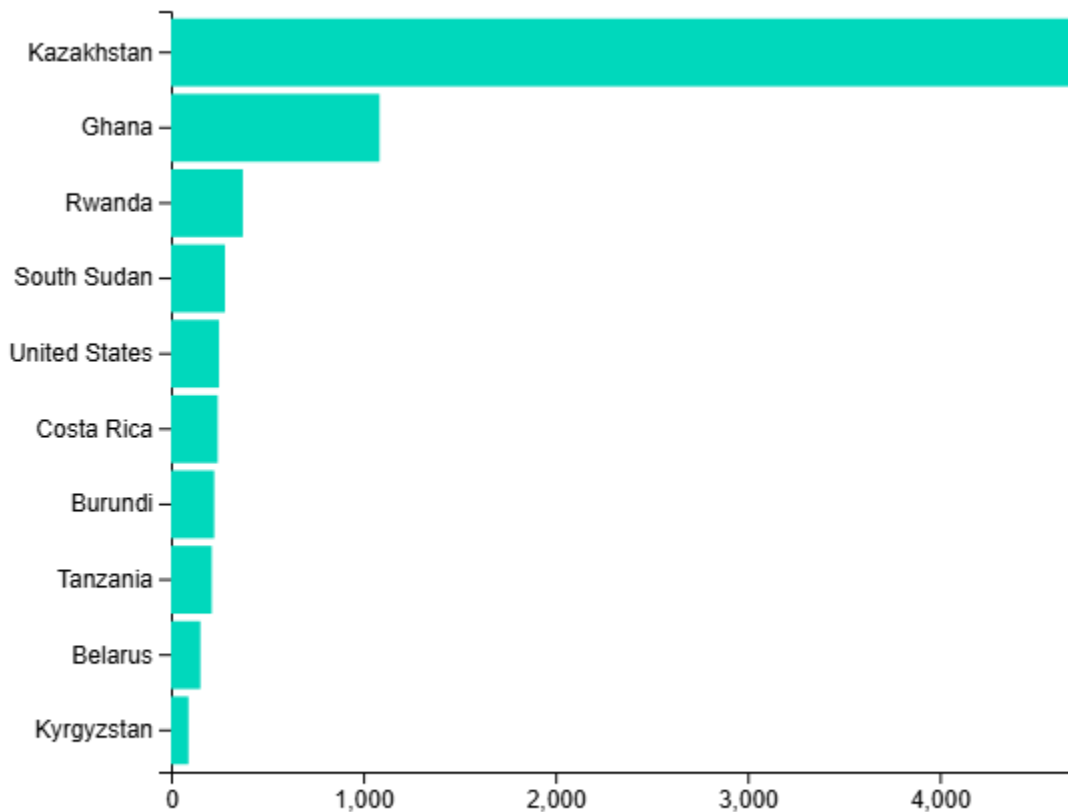


Figure 24: Top Hyundai Sellers

(Source: Volza, 2025)

Franchising and licensing allow Hyundai for expanding its operations in Russia within minimum financial risk, which is transferred within operational responsibility to the local partners. This approach shows access to the market, cultural alignment, as well as faster distribution in its operation (Septiyanto and Poerwantika, 2024). This could limit its managerial control and might affect the consistency of the brand, which depends on the capability of the partner to compromise quality of service as well as strategic direction.

Licensing and Franchising



Figure 25: Franchising and Licensing

(Source: Sanchaya, 2025)

Advantages	Disadvantages
Licensing and franchising show several advantages for Hyundai after expansion in Russia. Since the company has created its brand recognition based on advanced technology of EV, as well as a reputation for partnership within local companies, and quality of products. It allows Hyundai to support the strength without the requirement of large investment and capital (Puttonen, 2024). Local franchisees have deeper knowledge of the market, existing distributional network, as well as cultural understanding that could help Hyundai for competing effectively against dominance in the Chinese brands. This method could reduce political as well as economic risk by changing operational responsibilities for local partners to ensure penetration in the faster market.	Franchising and licensing show disadvantages to Hyundai. The company might lose its significant control in its daily operations, representation of the brand, and customer services. If the local partner could lack expertise and fails to fulfil performance expectations of Hyundai, it could damage the reputation of the brand in the competitive market (Easley, 2025). Profit margins are lowered as the earnings are shifted within franchisees. The limited control might restrict the ability of Hyundai for quickly implementing strategies, changes, and adapting offerings of the product in the emerging market of Russia based on the changing automotive industry.

3.3 Joint Venture Method

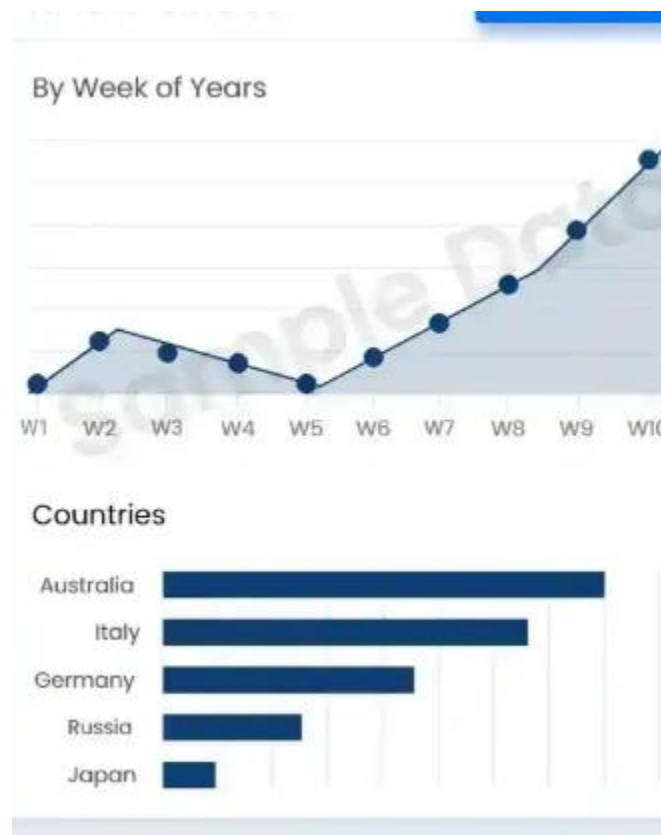


Figure 26: High Profitable Buyers

(Source: Volza, 2025)

The joint venture evaluates the operations of Hyundai for collaborating with the local partners of Russia for sharing resources, market knowledge, as well as risk. This supports the localisation process for improving access in the supply chain and enhancing competitiveness. It might lead to conflict over profit-sharing, strategic directions, as well as control to decrease responsiveness in the dynamic automotive sector.

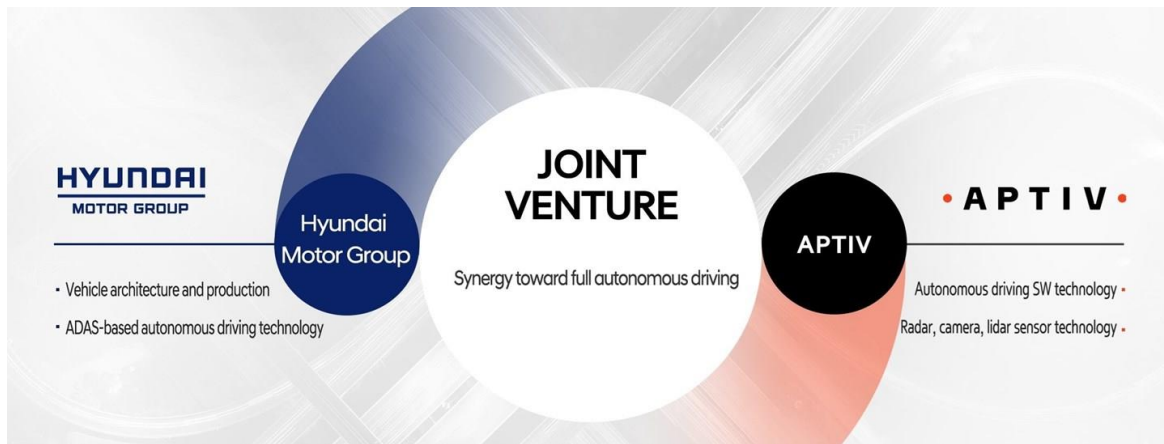


Figure 27: Joint venture

(Source: Kia, 2024)

Advantages	Disadvantages
The joint venture is aligned with Hyundai, which provides a strategic advantage at the time of re-entering the automobile market of Russia. The partnership is formed within established local companies so that Hyundai could gain access for local capabilities in manufacturing operations, regulatory knowledge, as well as distribution channels, which is important in the market, which is dominated by significant Chinese brands as well as characterised by increased import cost (Ko, 2025). The collaboration allows Hyundai for localising its production by reducing logistics expenses as well as improving competitiveness in price, which is important for price-sensitive customers in Russia. The strong EV technology, global expertise in production, as well as sustainability. The focus of Hyundai could combine efficiently with the market strategies of the partner, which enables faster adaptation for legal, technological, as well as social conditions.	The joint ventures also show several disadvantages. The shared ownership of Hyundai needs to compromise on strategic conflicts, decision-making process, and causing delays. The differences in the management style, risk tolerance, and organisational culture could hamper its smooth operations (Richey and York, 2024). Sharing of profit could reduce the financial returns of Hyundai as compared to its owned expansion. The regulatory changes, high corruption levels, as well as geopolitical risk in Russia could complicate governance within partnerships. If the local partners do not perform well, it could affect the reputation of Hyundai, and success would be negatively shown in the market.

3.4 WOS Method

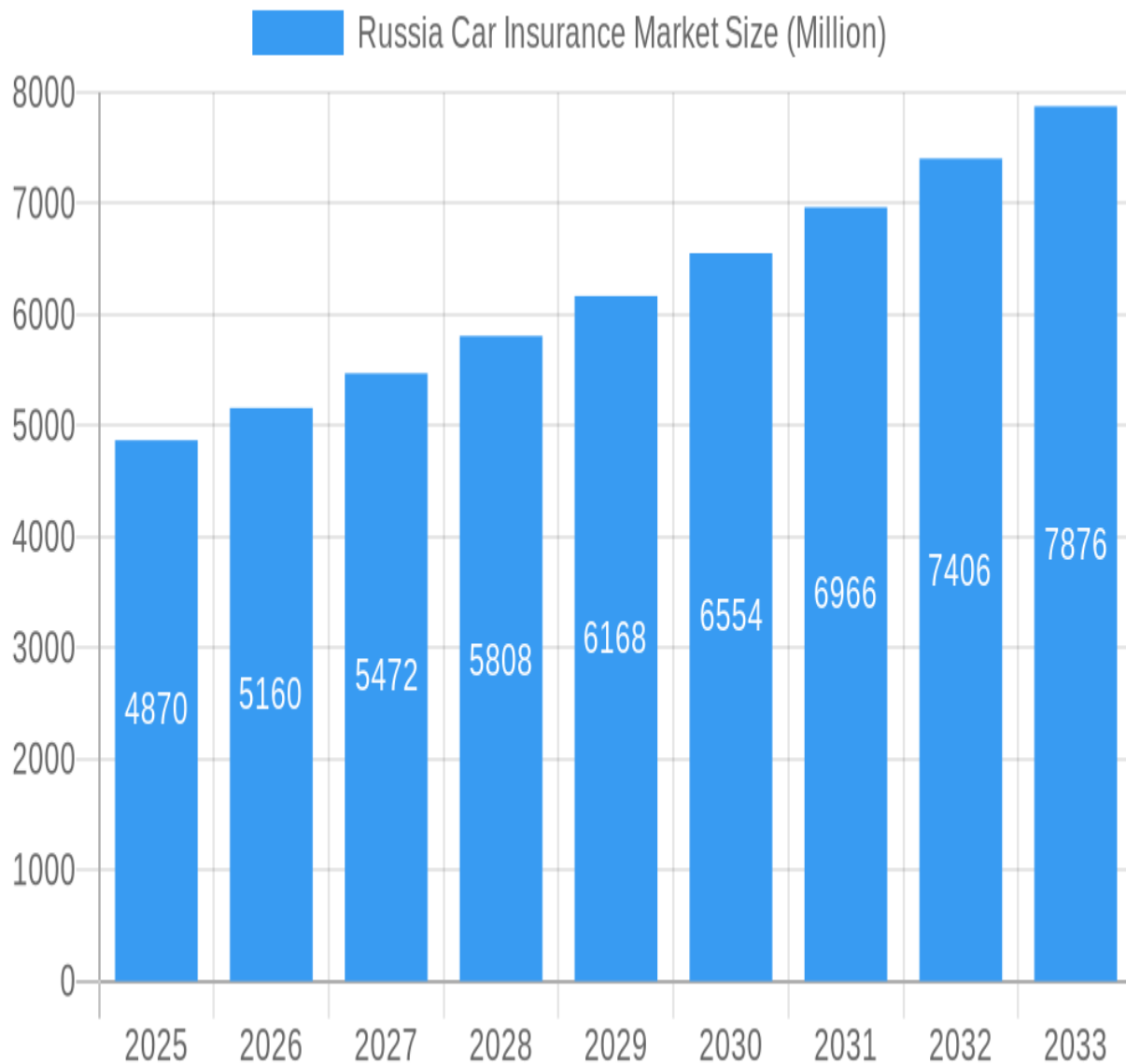


Figure 28: Car Market Size of Russia

(Source: Tawk, 2024)

The wholly-owned subsidiary of Hyundai gives full control in its operations, strategic decisions, as well as quality of product in Russia. It shows strong positioning of the brand as well as direct management for the distribution of the network as well as production. It needs heavy investment, which shows that the company has high potential as well as economic risk, and could increase the vulnerability based on regulatory pressures, as well as the volatility of the market.



Figure 29: Re-opening of Showroom in St. Petersburg

(Source: The Moscow Times, 2024)

Advantages	Disadvantages
The "wholly-owned subsidiary" of Hyundai has maximum control of its strategies, which allows the company for directly managing its operations, standards of the brand, and quality of the product in Russia. This is aligned with the strength of Hyundai based on advanced technologies of EV, global expertise in manufacturing units, and its sustainability initiatives (Lee et al., 2024). Hyundai established facilities that would evaluate the company for localising production, reducing long-term dependency on networks of import, and enhances competitiveness for the Chinese brands.	WOS shows several disadvantages. It requires a financial structure at a time when the market is facing declining demand in Russia. It could increase the high corruption level and reduce the freedom of the press, which ultimately increases uncertainty in its operations (Whitfield and Wuttke, 2024). Hyundai needs to bear the risk based on fluctuating regulations, disruption in the supply chain, as well as geopolitical instability. Therefore, to set an independent infrastructure could delay re-entry in the Russian market and might increase exposure for economic volatility.

Section 4:

4.1 Balanced scorecard to identify KPI and success metrics

Perspectives	KPIs	Success Metrics
Financial	• It shows growth in revenue from the operations in Russia. • Cost reduction using localisation. procedures. • “Return on Investment (ROI)”	• It increases annual revenue around 8 to 10%. • It reduces 15% revenue in logistics and import costs (Easley, 2025). • It provides positive ROI for 3 to 5 years.
Customer	• It shows an index of customer satisfaction. • It provides market share in passenger as well as EV segments of vehicles (Vil'chinskaya et al., 2025). • It evaluates perception and rating of the brand.	• The CSI is above 85%. • Evaluates growth in market share of around 5 to 7% annually (Lee et al., 2024). • It enhances trust of the brand based on surveys.
Internal Processes	• It provides efficiency in production. • Reliability in the supply chain. • Dealership quality in its services.	• It reduces around 10% in lead times. • The quality ratings of the services are enhanced. • Provide 95% effective delivery rate on time.
Learning and Growth	• It provides skill development plans as well as employee training. • It evaluates technological capability as well as innovation. • It enhances effectiveness in collaboration with partners.	• It provides 20 hours training for the employees every year. • The adaptation for innovation of EV and ADAS are increased. • It evaluates the performance evaluation of strong partner.

4.2 Triple Bottom Line

People

The government planned to create nearly recycling-free revenue of approximately 2 trillion roubles. But due to the lower sales, the projection we are not successful (The Moscow Times, 2025). While the government is creating predictions for long-term operation, the decreasing freedom of the press media and corruption create reputational risk and operational issues for the company.

Impact on the company:

The Market of Russia is rapidly declining due to the war situation (Reuters Staff, 2024). The demand for revenue projection of any relaunch is sceptical for the same.

Russia Light Vehicle Market: Market Share by Vehicle Type, 2024

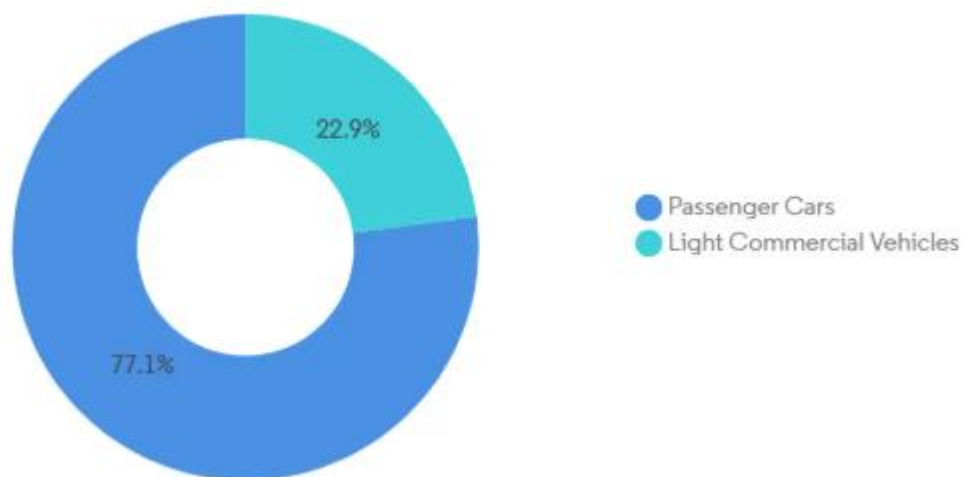


Figure 30: Russia Light-Vehicle Market Share

(Source: Mordor Intelligence, 2025)

Planet

The electric vehicle sales are at approximately 11.09 thousand units in the year 2024 and projected to reach 167.33 units in 2033 (Akanksha Kalake, 2025). The Russian electric car market is forecasted to create more focus on sustainability and reduce carbon emissions till the year 2045 (Akanksha Kalake, 2025).

Impact on the company:

The electric vehicle market grew almost 33% in the year 2024, which shows customer preferences shifting towards electrified vehicles (Reuters Staff, 2024). Environmental regulations and waste management with recycling practices create manageable manufacturing standards and establish ESG standards for the company.

Profit

In the year 2025, Russia's light vehicle market was estimated at around 52.97 billion dollars with the expected CAGR of approximately 4.52% till the year 2030 (Mordor Intelligence, 2025). The association of European business have the projection of new car sales, and their needs forecast for the economic situation needs to be considered before entering the market.

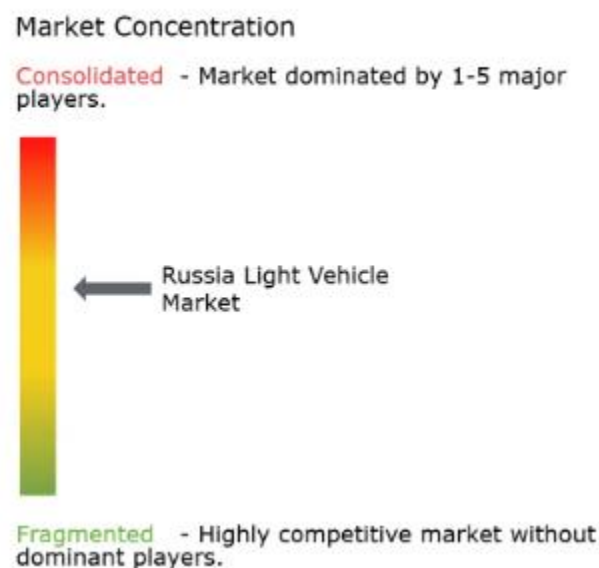


Figure 31: Russia Light-Vehicle Market concentration

(Source: Mordor Intelligence, 2025)

Impact on the company:

Hyundai is going to face competitive pressure after the relaunch of Chinese automobile brands, now having 55 to 60% of the market share in Russia and dominated by brands like the Great Wall and Geely, which could be a threat to Hyundai (Koreajoongangdaily, 2025a). It is critical because Chinese models are cheaper, and the people are focusing on

capital-intensive producers, which could create a barrier for the growth strategy of the company (Hye-lim, 2025).

4.3 KPIs and success metrics

KPIs for the company

The KPIs include the market share of Russian light vehicle sales and targeting the market based on the operational margin (Mordor Intelligence, 2025). The social KPI contract dealers and technicians create understanding about customer safety (Mordor Intelligence, 2025). Environmental KPI need to monitor the carbon reductions annually and focus on the 2.1 million tCO₂e Scope 1–2 baseline. It is essential to maintain compliance with the Russian electric vehicle market and understand the projections based on the shortfall (Reuters Staff, 2025).

Success Metrics:

Strategic implementation needs risk management and a step-oriented projection. Investment in after-sales and dealer capabilities will support the company for social and environmental concerns (Chapman, 2025). The Global Circulatory Initiative of the company with Russia could help expand their electric vehicle and recycling Framework. It will ensure profitability and measurable goals for the 2045 net-zero emission target (Chapman, 2025).

4.4 impact and progress of expansion initiative

Impact on Balanced scorecard

The initiative of the expansion shows positive and effective progress to strengthen the market presence of Hyundai by using technological integration, evaluation in partnerships and improving the localisation. The early indicators like interest in rising customers, efficiency in pricing, enhanced stability in supply chain shows proper impact (Easley, 2025). The competitive pressure from significant Chinese brands as well as regulatory uncertainties possess challenges for its long-term growth. The initiative shows advancement in the study process which is supported by strategic alignment as well as operational improvement by using continuous monitoring as well as adaptation process, which is important.

Impact on Triple Bottom Line

Despite this successful relaunch needs to focus on competitive competition. Maintaining competitive prices is also essential to beat the market position against Chinese brands (Min-hyung, 2025). The brand loyalty and consumer preference could help the company to reinstate its position in the automobile sector in Russia. The valuable buyback option for manufacturing facilities and component subsidiaries maintains operational sustainability. Market entry needs to proceed with understanding and affordable electric vehicle segments over traditional automobiles (Hye-lim, 2025). It will help the company to get the desired outcome due to the transformation of consumer preferences towards electric vehicles in recent times.



Figure 32: ESG responsibility analytics
(Source: hyundai, 2024)

Conclusion

It could be concluded from the above discussion that there are several brands that are trying to enter the Russian market in recent times, and Hyundai needs to focus on competitor analysis before beginning production. It is essential to mitigate the ongoing diplomatic negotiations and create market dynamics for growth in the business. The company needs development strategies, particularly focusing on high costs and a regulated environment. It will be beneficial for the company if the created partnerships join Ventures with a Russian firm for specific demographics and consumer loyalty.

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