



Vladimir Korovkin

Title: Associate Professor

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Nationality: Russia

TEACHING DOMAINS

- Digital company
- Digital economy
- Marketing strategy

EDUCATION

Highest degree

2024 DBA, International School of Management, France

Degrees

1995 Ma. Sc., Engineering, Bauman Moscow State Technical University, Russia

1994 B. Sc., International business, Moscow Institute of International Business, Russia

Certificates

Learning Experience Design: From Ideas to Impact, NovoEd

PROFESSIONAL EXPERIENCE

Academic experience

Since 2020 Senior Lecturer, Associate Professor, Moscow School of Management SKOLKOVO, Russia

Since 2014 Head of Innovation and Digital Technologies, explores and teaches digital transformation issues at the level of countries, regions and corporations., Moscow School of Management SKOLKOVO

Professional experience

2012 - 2014 Chief business architect, the development and implementation of the concepts of information systems for the corporations of the oil and gas sector, metallurgy, telecommunications, government bodies, Asteros Consulting

2010 - 2012 Vice-President for Innovation and Development, management of the organizational development of an innovative retail bank with a wide regional network., JSC KB Poidem!, Russia

Professional experience

- 2003 - 2010 Director for Strategic Planning, Vice President for Innovative Marketing., Group of Companies "Media Ants"
- 1995 - 2003 Director of Strategic Planning, Founder of an Interactive Division., Group of Companies "Video International"
- 1994 - 1995 Account manager, Publicis.FCB

Other professional experience

- Since 2024 Associate Director, Center for Communications and Digital Solutions, SKOLKOVO Moscow School of Management, Russia

RESEARCH ACTIVITIES

Service to professional community

Participation in meaningful committee

- null - 2025 GBSN 2025 Africa Business Concept Challenge

PUBLICATIONS

Scholarly articles in int'l refereed journals

- KOROVKIN, V., HARTWELL, C. A. (2024). Strategizing on the riverbank: State-owned enterprises, paradoxes, and the success of Sberbank. *Business History*, 1-30. doi:10.1080/00076791.2024.2382965.
- KOROVKIN, V., PARK, A., KAGANER, E. (2023). Towards conceptualization and quantification of the digital divide. *Information, Communication & Society*, 26 (11), 2268-2303,. doi:10.1080/1369118X.2022.2085612.
- KOROVKIN, V., PARK, A., KAGANER, E. (2022). Quantifying the Second-Level Digital Divide on Sub-National Level. *International Journal of Computer and Information Engineering*, 16 (5), 185-195.
- HARTWELL, C. A., KOROVKIN, V. (2021). Contracting in a Void: The Role of the Banking Sector in Developing Property Rights in Russia. *The Quarterly Review of Economics and Finance*, 82 (November 2021), pp. 113–127.
- PANIBRATOV , A., KOROVKIN, V., KALININ, A., ZHANG , Y., ERMOLAEVA , L., NEFEDOV , K., SELIVANOVSKIKH , L. (2020). The belt and road initiative: a systematic literature review and future research agenda. *Eurasian Geography and Economics*, 63 (1), 82-115. doi:10.1080/15387216.2020.1857288.
- KOROVKIN, V. (2018). Business Education in Russia: Opportunities and Challenges. *XIME Journal of Management & Entrepreneurship*, 12 (4).
- KABAKOVA, O., PLAKSENKOV, E., KOROVKIN, V. (2016). Strategizing for Financial Technology Platforms: Findings from Four Russian Case. *Psychology & Marketing*.
- MICHAEL, B., KOROVKIN, V., HARTWELL, C. A. (2015). CP ALL and the Case of Value Web Creation. *EconStor Preprints 109020, ZBW - German National Library of Economics*.

Scholarly articles in national refereed journals

- KOROVKIN, V. (2020). International regulation of cyberspace: is effective mutual understanding possible? *Social Innovation and Social Sciences*, 1, pp. 60-76.

KOROVKIN, V., KUZNETSOVA, G. (2020). Prospects for the digital transformation of Russian mechanical engineering. *Ars Administrandi*, 12 (2), pp. 291– 313.

KOROVKIN, V. (2019). National Programs of Digital Economy of the Middle East Countries. *Ars Administrandi*, 11 (1), pp. 151-175.

Articles in professional journals

KOROVKIN, V. (2019). National Digital Economy Strategies: A Survey of Africa. *ORF Issue Brief* (303).

KOROVKIN, V. (2017). The Digital Life of Key Russian Cities: Current State and Dynamics, Observer Research Foundation and Global Policy Journal: Smart Cities Movement in BRICS. *Global Policy Journal*.

Articles in reputable business journals

KOROVKIN, V. (2023). Is it possible to repeat the Chinese economic miracle and is it worth it? *RBC*.

KOROVKIN, V., GOLOVIN, A., HARTWELL, C. A., AGHA, M. H. (2023). Running a Red Ocean Strategy. *Ivey Business Journal*, September/October 2023..

KOROVKIN, V. (2022). Migration: how it hurt the Greek economy and helped the US. *RBC*.

KOROVKIN, V. (2021). Does Russia need a left turn in the economy. *Vedomosti*.

ORLOVSKY, V., KOROVKIN, V. (2020). The trap of Steve Jobs. *Harvard Business Review Russia*.

KOROVKIN, V. (2020). The global economy after COVID: a reload? *Russian Council on International Affairs*.

KOROVKIN, V., ANASTASIA, T. (2020). Digital economy is about innovations, not inventions. *Russian Council on International Affairs*.

KOROVKIN, V. (2020). Will Africa close the digital divide? *BRICS Business Magazine*.

KOROVKIN, V. (2020). The end of work. Why the world of the future has no place for the middle class? *Forbes Russia*.

KOROVKIN, V. (2020). Why not everyone understands what innovation is. *Harvard Business Review Russia*.

ORLOVSKY, V., KOROVKIN, V., HASIS, L. (2018). The platform of the future. *Harvard Business Review Russia*.

KOROVKIN, V. (2018). The Cost of Mistrust: How Xenophobia Harms the Russian Economy. *RBC*.

KOROVKIN, V. (2017). Recipes for Depression: How to do business when “everything is bad” in an economy. *RBC*.

KOROVKIN, V. (2017). Fix our economy. Kudrin classics against the “Stolypin” Keynesians. *Vremya i Dengi*.

Practice-oriented studies and reports

KOROVKIN, V., SVETLOV, A., KALININ, A. (2025). Digital life of Russian cities.

KOROVKIN, V., AGHA, M. H. (2025). Ecosystems (3rd report; TBD).

MIRONYUK, S., KOROVKIN, V., TRIFONOVA, K., KUNASHKO, V., MASLOV, G. (2024). How Poor Communications Affect Business Effectiveness.

KOROVKIN, V., FATEEVA, A., AGHA, M. H. (2023). The Underdogs of the Ecosystems: How Participants Earn and Lose Money.

KOROVKIN, V., KULIK, L. (2021). India Goes Digital. From local phenomenon to global influencer. *SSRN*.

KOROVKIN, V., BELOUSKO, M., SINTYURIKHINA, P., OLEYNIKOVA, N., FATEEVA, A. (2021). How To Understand Digital Transformation III.

KOROVKIN, V. (2020). The Body Shop Case Analysis. The Challenges of Managing Business As Holistic Configuration. *SSRN*.

KOROVKIN, V., KAGANER, E., KALININ, A., NURIEV, B. (2020). Digital life of Russian regions 2020. WHAT DEFINES THE DIGITAL DIVIDE? *SKOLKOVO IEMS*.

KOROVKIN, V. (2019). Agenda of Russian Chief Digital Officers. *SKOLKOVO IEMS*.

KOROVKIN, V. (2018). The Vanca Case Analysis. On the Importance of a Holistic Approach to Digital Marketing in Medium-Size Business. *SSRN*.

KOROVKIN, V. (2018). Migration for economic growth: strategic approaches. Russia case. *SSRN*.

KOROVKIN, V. (2017). How to Read the Digital Transformation? . *SKOLKOVO IEMS*.

KOROVKIN, V. (2016). Iran: business opportunity of the decade.

KABAKOVA, O., PLAKSENKOV, E., KOROVKIN, V. (2015). Digital Platforms and the Ecosystems of Financial Inclusion. The Russian Experience.

PLAKSENKOV, E., KOROVKIN, V., KRIVOSHEYA, E. (2015). Cashless Russia: trends, perspectives, opportunities.

KOROVKIN, V. (2015). Cashless Russia: trends, challenges, perspectives.

KOROVKIN, V. (2015). Measure to stimulate Russian cashless economy.

KOROVKIN, V. (2015). Digital platforms and ecosystems of financial inclusivity. Russian experience.

KOROVKIN, V. (2015). Emerging Markets Decoded.

KOROVKIN, V. (2014). Russian microfinance market: on the eve of a boom or a crisis?.

Published learning and teaching materials, incl online format

KOROVKIN, V. (2021). New Business Development in an IT Consulting Company. Asteros Consulting Makes a Tough Decision on a Crucial New Business Opportunity. Teaching note-Reference no. 821-0064-8. *The Case Centre*.

KOROVKIN, V., KAGANER, E. (2019). From Fashion e-Tailer to Logistics Operator? Lamoda in Online Fashion Markets of ex-USSR. Teaching note-Reference no. 319-0212-8. *The Case Centre*.

KOROVKIN, V., CASAS, T. (2018). Taking the Risk Out of Risk Assessment in Russia: Analytical Credit Rating Agency (ACRA) - If Not Us Then Who? Teaching note-Reference no. 817-0108-8. *The Case Centre*.

KOROVKIN, V., MARYASIS, D. (2017). Yozma Venture Fund: Launch of the Venture Capital Industry in Israel. Teaching note-Reference no. 317-0217-8. *The Case Centre*.

Published Case Studies

KOROVKIN, V. (2021). New Business Development in an IT Consulting Company. Asteros Consulting Makes a Tough Decision on a Crucial New Business Opportunity (Case-Reference no. 821-0064-1). *The Case Centre*.

KOROVKIN, V., KAGANER, E. (2019). From Fashion e-Tailer to Logistics Operator? Lamoda in Online Fashion Markets of ex-USSR. Case-Reference no. 319-0212-1. *The Case Centre*.

SHAPENKO, A., KOROVKIN, V., LELEUX, B. (2018). ABBYY: the digitization of language and text. *Emerald Emerging Markets Case Studies*.

KOROVKIN, V., CASAS, T. (2018). Taking the Risk Out of Risk Assessment in Russia: Analytical Credit Rating Agency (ACRA) - If Not Us Then Who? Case-Reference no. 817-0108-1. *The Case Centre*.

KAGANER, E., KOROVKIN, V., TATARINOV, K. (2017). Video International: Sustaining Market Dominance in the TV Advertising Market in Russia. Case-Reference no. SI-0198-E. *The Case Centre*.

KOROVKIN, V., MARYASIS, D. (2017). Yozma Venture Fund: Launch of the Venture Capital Industry in Israel. Case-Reference no. 317-0217-1. *The Case Centre*.

Books and Book Editor

KOROVKIN, V., ORLOVSKY, V. (2020). *Rhinoceros to Unicorn* (1st ed.). Moscow: Bombora.

KOROVKIN, V. (2020). *Russia after COVID-19* (1st ed.). Moscow: Bombora.

Chapters in book

KOROVKIN, V., MIRONYUK, S., AGHA, M. H. (2025). Regulating Sharing Economy Platforms: A Conceptual Analysis of Possible Approaches. *ICASF 2023. Advances in Science, Technology & Innovation* (pp. 119-129). Integrating Sustainability to Education, Business, and Environmental Energy Solutions. ICASF 2023. Advances in Science, Technology & Innovation.

KOROVKIN, V. (2020). Chief Digital Officers and Their Roles, Agendas, and Competencies. (pp. 1929-1940). *Encyclopedia of Organizational Knowledge, Administration, and Technology* Publisher: IGI Global.

SHAPENKO, A., KOROVKIN, V. (2019). No Size Fits All: The Diversity of Emerging Market Opportunities. *The Life of Russian Business:(re) cognizing,(re) activating and (re) configuring Institutions* - IAP.

KOROVKIN, V. (2019). Technologies and Innovations in China: a Review of Current State and Future Trends. Khasbulatov R. (ed.) *China in the world economy and international business*. Monograph.

SMIRNOVA, O., KOROVKIN, V., PAKSENKOV, E. (2018). Inclusive Disruption: The Role of Financial Technologies in Filling Financial Inclusion Gaps in Russia. Zhuplev A. (ed.) *Disruptive Technologies for Business Development and Strategic Advantage* - IGI Global.

KOROVKIN, V. (2017). *Indian Space 2.0*. Indian Space 2.0.

KOROVKIN, V. (2014). Chapter. A New Era: Russian – Indian ties in 21st Century.

Papers in academic conferences

KOROVKIN, V., HARTWELL, C. A., BILENKO, P. (2025). Merging ecosystem and pipeline business models: a possible hybrid future for B2B players? *32nd IPDMC: Innovation and Product Development Management Conference*. EIASM.

HARTWELL, C. A., KOROVKIN, V. (2025). A Creature In – But Not Of – the System: Collective Memory in the Soviet Aerospace Industry. *Baltic Connections 2025*. Baltic Connections: A Conference on Social Science History.

KOROVKIN, V., AGHA, M. H., MIRONYUK, S. (2024). Empowering Digital Entrepreneurship: Regulatory Governance in Platform Ecosystems. *Sinergie-SIMA Management Conference 2024*. Parma: Sinergie-SIMA Management Conference 2024.

AGHA, M. H., KOROVKIN, V., MIRONYUK, S. (2024). The Role of Digital Platforms in Empowering Postpartum Women Entrepreneurs. *2nd ICASF International Conference*. ICASF International Conference.

KOROVKIN, V., MIRONYUK, S., AGHA, M. H. (2023). Regulating Sharing Economy Platforms: A Conceptual Analysis of Possible Approaches. ICASF International Conference.

HARTWELL, C. A., KOROVKIN, V. (2022). Sitting on the Riverbank: Paradoxes, Strategic Inaction, and the Success of Sberbank. *EBHA CONGRESS 2022. CUNEF, MADRID, 22 - 24 JUNE 2022*. EBHA Madrid.

KOROVKIN, V., AGHA, M. H. (2022). Digital business ecosystems as a case of polycentric governance. *WINIR Conference on Polycentric Governance & the Challenges of the 21st Century*. World Interdisciplinary Network for Institutional Research.

KOROVKIN, V., HARTWELL, C. A. (2021). The Development of Consumer Banking in Russia: Providing Service and Rights. *AISPE-SISE 2021 Conference*. AISPE-SISE 2021 Conference.

KOROVKIN, V. (2018). The organizational culture conflict over innovations in the context of a business school from an emerging market. *The Art of Developing Entrepreneurial Leaders*. ACBSP Region 8 Conference, Pages 573-583.

Papers in professional conferences

KOROVKIN, V. (2022). Building digital BRICS and realizing digital transformation. *BRICS Academic Forum 2022*.