

PROGRAM
International Academic Conference
«New Directions for Marketing:
Interactions and Partnerships»

November 15 – 16, 2007
State University – Higher School of Economics
20, Myasnitskaya str.

Program schedule

Thursday, November 15, 2007	
09:00-10:00	Participants registration
10:00–11:20	<p>Plenary session</p> <p><i>Opening Ceremony. Opening speeches of the organizers</i> S.Yu. Roschin – Vice-provost, SU-HSE A.G. Efendiev – Dean, Faculty of Management, SU-HSE</p> <p><i>Keynote Address:</i> A.A. Braverman – Chairman of the Board, Russian Association of Marketing <i>«Marketing in the Russian industrial enterprises»</i> O.A. Tretyak – Professor, Head, Chair of Marketing, SU-HSE <i>«Network of Excellence "Development of interfirm cooperation forms: networks and relationships": report on project achievements»</i></p>
11:20-11:40	Coffee break
11:40-13:00	<p>Plenary session continues</p> <p>J. Stransky – Amway <i>«The partnership between business and education: Amway academic program»</i> I.V. Lipsitz – Ordinance professor, SU-HSE <i>«The forefront of marketing methodology and the Russian business»</i> B.A. Solovyev – Professor, Head, Chair of Marketing, Plekhanov REA <i>«Modern priorities in marketing specialists training»</i> G.L. Bagiev – Professor, Head, Chair of Marketing, FINEC <i>«Relationship marketing and the competitiveness of Russian retail networks»</i> M. Johansson – Uppsala University, Sweden <i>«IMP group organization: history and perspectives»</i></p>
13:00-14:30	Lunch

Conference tracks: Rooms # 327-K, 513	
14:30-15:50	Track # 1 «Marketing: interactions and partnerships» Track Chairs: M.Yu. Sheresheva, S.P. Kouchtch Room # 327-K M.Yu. Sheresheva – SU-HSE <i>«Types of network interactions between firms»</i> S.P. Kouchtch, M.M. Smirnova – GSOM SPbSU <i>«Managing relationships with key suppliers: is it possible to analyze interactions from sharing of responsibility?»</i> R.C. Goduscheit – University of Aalborg, Denmark <i>«Networks and networks – Social network theory vs. the IMP tradition»</i> I.V. Kotliarevskaya – USTU-UPI <i>«Methodological failures of business network organizations»</i>
15:50-16:10	Coffee break
16:10-17:30	G.V. Gradoselskaja – SU-HSE <i>«Network measurement of organizational effectiveness in Russian corporations»</i> S.A. Voevodina – Interregional center of industrial subcontracting and partnership <i>«B2B marketing tools for industrial enterprises»</i> T.A. Shokareva – President, Russian Direct Sales Association <i>«Direct selling as means of interaction between small and large businesses»</i> N. Vinogradova – L’Oreal <i>«Role of partnership relations for business development – the case of professional beauty shops»</i> M. Johansson – Uppsala University, Sweden <i>«Resource use in different economic systems: a network perspective»</i>

Track # 2 «Marketing theory and practice: development prospects» Track Chairs: M.A. Bek, O.K. Oyner Room # 513	
14:30-15:50	M.A. Bek, N.N. Bek – SU-HSE <i>«Marketing aspects of Public-Private Partnership development»</i> T.S. Sakharova – Syktyvkar State University <i>«Measuring market orientation of the Komi Republic companies»</i> I.V. Malkova – MSU <i>«Customer loyalty as a firm’s competitiveness factor»</i>
15:50-16:10	Coffee break
16:10-17:30	A.V. Olkhovnikov, A.S. Lineytseva – SU-HSE <i>«Methodological approaches to studying the effectiveness of advertising impact on consumer»</i>

	<p>A.A. Boytsov – Gruzomobil Inc., D.A. Kamnev – Mol-Kom Neva Ltd., A.B. Sambuev – NOVA IT solutions, A.V. Yakovlev – SPbSUAI, O.V. Vinogradova – BBB <i>«A case of umbrella brand creation by "Gruzomobil" corporation, based on "The 9 keys of business" methodology»</i></p> <p>E.V. Chernysheva – MSU <i>«Valuating brand asset as a part of intellectual assets of the company»</i></p> <p>T.L. Reshetilo – USUE <i>«Efficiency of event marketing in brand promotion in the car market»</i></p>
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17:30-20:00	Conference Cocktails Room # 300
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Friday, November 16, 2007
Conference tracks:
Rooms # 327-K, 513

Track # 1 «Marketing: interactions and partnerships» Track Chairs: M.Yu. Sheresheva, S.P. Kouchtch Room # 327-K	
10:00-11:20	<p>P. N. Ghauri – Manchester Business School, United Kingdom V. Tarnovskaya, U. Elg – Lund University, Sweden <i>«Market driving supplier strategy: IKEA's global sourcing network in two developing markets»</i></p> <p>Yu.F. Popova – Syktyvkar State University <i>«Management of Inter-Firm Relations in Value Chain: Based on Industry Analysis»</i></p> <p>O.Yu. Uldasheva, S.V. Nikiforova, I.N. Dzyumenko – FINEC <i>«Partner's Loyalty Management in the Market Networks»</i></p> <p>S.A. Kasatkina – Institute for management and the market <i>«CRM market: specifics of development in Russia»</i></p>
11:20-11:40	Coffee break
11:40-13:00	<p>M.L. Simanovskaya – MSU <i>«The issue of competitive advantages in theory and practice of marketing»</i></p> <p>E.A. Levin – USTU-UPI <i>«Methodological approaches to business network formation at initial stages of their development»</i></p> <p>E.G. Kalabina, D.V. Poluboyartsev – USUE <i>«Benchmark analysis of the use free and proprietary software in condition of the development firm cooperation»</i></p> <p>N.A. Antonova – ISU <i>«Creation of the unique proposition - a way to a survival in the market»</i></p>

	D.I. Khlebovich – Baikal State University of Economics and Law « <i>Creating partnerships in designing educational programs</i> »
13:00-14:30	Lunch
14:30-15:50	N.I. Popov – SU-HSE « <i>Impact of suppliers' customer orientation on competitiveness and product innovation: the case of one Russian automotive cluster</i> » V.A. Rebyazina – GSOM SPbSU « <i>Portfolio of firm relationships with partners on b2b markets</i> » I.V. Naumov – Syktyvkar State University « <i>Portfolio concept of supply management</i> »
Track # 2 «Marketing theory and practice: development prospects» Track Chairs: M.A. Bek, O.K. Oyner Room # 513	
10:00-11:20	T.N. Paramonova – RSUTC « <i>Merchandising as a modern marketing tool</i> » O.I. Zelenova, L.S. Latyshova, E.K. Panteleeva – SU-HSE « <i>Impact of internal marketing on achieving the firm's market goals</i> » O.K. Oyner – SU-HSE, E.V. Scherbakova – JSC «MTS» « <i>An integrated model for marketing performance measurement</i> » T.V. Svetnik, I.V. Borovskyh – Baikal State University of Economics and Law « <i>Marketing as a basis of complex improving of undertaking enterprise activity</i> » I.S. Neganova, S.A. Neganov – USUE « <i>Internal marketing for interfirm relations' building</i> » A.N. Chuliukova – SU-HSE « <i>The practical value of relationship marketing concept: from the point of view of the shareholders' value</i> »
11:20-11:40	Coffee break
11:40-13:00	L.M. Kapustina – USUE « <i>Relationship marketing at pharmacy market</i> » Yu.A. Maltseva – USTU-UPI « <i>Development of partnership relations marketing in a business network</i> » A.G. Budrin, A.A. Efimov – ENGECON « <i>Marketing system within corporate structures integrated on the marketing platform</i> » O.Yu. Yatsenko – USTU-UPI « <i>Development of exchange relationships in the network organization's marketing</i> »
13:00-14:30	Lunch
14:30-15:50	N.Ya. Kaliujnova – ISU, K.L. Lidin – Irkutsk State University of Transport Communications « <i>Regional image as an integral marketing product</i> » N.M. Syssoeva – RAS Sochava Institute of Geography « <i>The impact of the region's socio-economic environment quality on the interfirm interaction system</i> » V.I. Belyaev, D.V. Ignatyeva – Altay State University

	<p><i>«Impact of network organizations on development of depressed territories in Russia: towards the problem definition»</i></p> <p>T.Yu. Karpova – Academy of labor and social relations</p> <p><i>«Municipal marketing: type of territorial marketing and innovation in municipal administration»</i></p> <p>G.N. Donchevskiy – South Federal University</p> <p><i>«Clusterisation and formation of networks in the 'competition management' system»</i></p>
15:50-16:10	Coffee break

Friday, November 16, 2007
Meeting hall № 311

16:10-17:30	<p style="text-align: center;">Roundtable</p> <p style="text-align: center;">«Organization and implementation of joint research within the networks»</p> <p style="text-align: center;">O.A. Tretyak, S.P. Kouchtch, I.V. Kotlyarevskaya, V. Tarnovskaya</p>
17:30-18:00	Conference concludes. Closing Ceremony. Speeches of the Track Chairs. Conclusions – O.A. Tretyak

PAPER ABSTRACTS

Types of network interactions between firms

Marina Yu. Sheresheva

State University – Higher School of Economics

Keywords: interfirm networks, quasiintegration

In this paper we argue that analyzing quasiintegration can result in a number of important conclusions on the role of interfirm network interaction in the economy and can provide more accurate measures of integration trends on the modern markets by taking into account the emergence of coordination between firms, not bounded by common ownership (apart from ‘classical integration’ which is statistically analyzed). We define the forms that should be treated as interfirm networks and provide classification of these using a list of criteria. We find it possible to distinguish between 5 types of networks according to the set of these criteria.

Each form allows to lower uncertainty, to accumulate their potential, and to achieve greater flexibility by uniquely combining complementary resources and competences.

Managing relationships with key suppliers: is it possible to analyze interactions from sharing of responsibility?

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Maria M. Smirnova

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Keywords: buyer-supplier interaction, purchasing, functions of interaction

The purpose of this paper is to present the results of empirical study, aimed at investigating the interactions of Russian firms with their key suppliers as responsibility sharing within the interaction. The possibility to describe the interaction as a set of functions, given that the responsibility for these functions can be distributed or shared between the interaction partners, allows to analyze the reciprocity and symmetry in relationships. From relationship marketing point of view, the ideal type of interaction is mutually beneficial interaction that allows all parties to accomplish their goals, and that incurs the costs of initiation, maintaining and development of such collaboration. In turn, asymmetrical relationships can have roots in the unequal market power of partners, the level of technology, know-how and unique competitive advantages. Maintenance and development of asymmetrical relationships with partners can occur for various reasons, first of all, for economic reasons.

Achieving mutuality in collaboration with suppliers requires long-term orientation from both parties, long-term efforts, and often also specific investment. Apart from tangible investments companies that are long-term oriented construct the relationship management mechanisms that include both formal and informal management tools. Determination of partners’ interests in a long-term contract is accompanied by formation of relationship norms, specific interorganizational culture of the relationship, which influences on performance of informal solutions of conflicts that arise on the way, relationship monitoring, role distribution and mutual trust building.

In spite of the fact that this research strand has been widely discussed in academic and research literature during the last 30 years, there is a lack of empirical evidence on the role of role of reciprocity in interfirm collaboration. In relation to the Russian firms the problem of interaction mutuality is tied with fast economic growth, changes in market positions of the interacting parties – and consequently, with possible influence on the emergence of relationship asymmetry, both in responsibility distribution, profit distribution and joint value added.

In this paper we present the main results of recent empirical study cased on the panel of 208 Russian firms, one of key aspects of which is the study of possible asymmetry in firms' relationships with their suppliers.

Networks and networks – Social network theory vs. the IMP tradition

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Keywords: inter-organisational networks, relationships.

Inter-organisational networks can be analysed from different theoretical perspectives. Two prevalent approaches are social network theory and the IMP approach. The first employs a liberal understanding of inter-organisational networks, including for instance potential partners in the second degree of separation as part of the network of an organisation. The latter is employing a more strict perspective, which focuses on a build-up approach to inter-organisational networks: networks consist of established relationships between the organisations, and the relationships are based on continuous interactions between the organisations. By listing a number of morphological and interactional characteristics of networks it is stated that the IMP approach is excluding some significant aspects of inter-organisational networks. However, due to the analytical advantages of the IMP approach, it is argued that an eclectic approach should be employed.

Methodological failures of business network organizations

Irina V. Kotlyarevskaya
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Keywords: network collaboration, failures in network formation

This paper criticizes the widespread limitation of network relationships formation theory only for business to business markets, i.e., without taking end consumers into account. It is argued that it is the new development stage of final customers' needs, and their complication and personification, which cause the necessity in networks. This stage is the reason for shifts from 'traditional' marketing to turn-key marketing (Lambin), to one-to-one marketing (Adler), or relationship marketing (Gordon), while to satisfy the changed needs it is necessary to unite the enterprises from similar or different industries into the network for joint value creation and joint development of a product, which purchase is assured by its attractiveness. The concept of shared interests of producers and customers, that bind them in the network, is introduced.

Network measurement of organizational effectiveness in Russian corporations

Galina V. Gradoselskaya

State University – Higher School of Economics

Keywords: organizational effectiveness, structural holes

The interests towards studies of business networks in Russia has recently been growing sharply. This is caused by government policy interests, redistribution of control functions and increasing role of the regional governments, horizontal interfirm relationships formation among the regional enterprises. Networks allow for operationalizing of scientific concepts of social and human capital, and also for joint consideration of social and economic ties, and their impact on firm development. Socio-economic interactions in Russia have traditionally been based on personal trust, this causes the share of unpredictable interactions to be significantly larger than in traditional cases of developed western economies. Network approach can be used to studying intrafirm, as well as interorganizational interactions.

Modern studies of processes in corporation, are either mostly theoretical, or sum up personal work experiences of the authors themselves, which are limited by nature. In this study the author is lucky in that during 2002-2005 she had access into the holy of holies of new Russian corporations. The management of these had been facing social problems, and was eager to understand the true situation in the subsidiaries. So the amendments to the questionnaires proposed by the team of researchers were minimal, and the sociologists were therefore granted a possibility to test a new methodology for intraorganizational research.

The paper outlines and provide the discussion of results of two intracorporate studies, in which the author was actively engaged. First study is a highly representative national-scale Russian executives survey (2300 respondents). It was held in 2001 within limits of evaluating the performance of Presidential Programme for Russian managers training and re-qualification.

Second, a series of 7 intrafirm surveys in the new Russian corporations was held in 2003-2005, total number of respondents is close to 11000. The names of the corporations are not mentioned in the paper in line with the anonymity requirements.

Direct selling as means of interaction between small and large businesses

Tamara A. Shokareva

Russian Direct Sales Association

Keywords: direct sales, interfirm relations

The paper deals with direct selling approach, analyzes the emergence of direct selling sector in Russia and the role of Direct Sales Association. The various forms of business support to distributors – direct sales agents by the manufacturers are discussed.

Role of partnership relations for business development – the case of professional beauty shops

Nina Vinogradova

L'Oreal

Keywords: partnership program, motivation, learning, customer base development

In tough competitive conditions of the professional hair care market, in its beauty shop segment, an important part of brand strategy is the design of specialized partnership programs, aimed at the development of the beauty shops. These development efforts include: (1) customer attraction, (2) advancing the expertise for the shop's stylists, and (3) raising professionalism of the shop's managers. With the case of L'Oréal Profession brand we describe the complex of partnership programs that involve all aspects of the beauty shop business, and the results of this approach for certain beauty shops, as well as for the whole business segment.

Resource use in different economic systems: a network perspective

Martin Johanson

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Keywords: resource use modes, network approach

In a critical note on the planning problem, Hayek argued (1945) that the use of resources is the economic problem that society has to face, but as societies sometimes undergo institutional changes it is likely that the use of resources is transformed. Use of resource contains two main activities, planning of the use and execution of the use. From this follows that this paper is about use of resources in different economic systems and the aim is to analyse how the institutional framework influence the interfaces where resources are used. I discuss this topic in the Russian context, as it is an economy, which has undergone a transition from an economic system, where most activities were planned to a system, where the market forces are supposed to organise the activities. This paper is based on the assumption that resources can be viewed as heterogeneous. This key assumption is present both in the literature on industrial and business network (Hägg and Johanson 1982) and the so-called resource based theory and inspiration comes from works by Alderson (1965), Alchian and Demsetz (1972), Penrose (1959), Richardson (1972), and Williamson (1975, 1979). The case covers the period from the middle of the 1980s up to the new millennium and follows the process from a planned economy, through the transition period to something that could be a market economy. This process in terms of (1) knowledge utilization, (2) planning of resource use, (3) execution of resources use and (4) character of interface could be described as four movements which follow a specific logic, but these movements are also inter-related and do not take place in isolation from each other.

Marketing aspects of Public-Private Partnership development

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Keywords: Public-Private Partnership, B2B marketing

In this report marketing aspects of PPP use as one of possible ways of large projects and programs implementation are considered. During the last years in many countries around the world PPP extended as a form for large projects and programs of the all-nation scales of interaction between the state and the private sector in the form of Public-Private Partnership. The expediency of PPP development in modern Russia has been recognized at the federal level. The necessary

institutional and legal environment has been created, in particular, the Law on Concessions. The quantity of the projects offered for implementation on the basis of PPP has been growing quickly.

Central for the organization of business-government interactions within the PPP are the problems of risk management and distribution between the parties. Many risk factors have market character. Quite often significant problems testify to their displays in realization and maintenance of efficiency of the large projects, characterized essential increase initial estimations of investment expenses, reduction in real incomes of operation in comparison with a predicted level and, as consequence, loss of financial viability of projects. It is supposed, that participation of a private sector will promote the decision of arising problems due to improvement of interaction with the market environment, uses of enterprise approaches, introductions of more rational design, organizational decisions, new methods of management, technologies on the basis of innovations.

At development PPP it is important to consider the domestic experience, testifying that insufficient and inefficient use of methods and tools of the strategic analysis and marketing B2B, essentially increases risks. The neglect opportunities of modern management and marketing has predetermined, in opinion of authors, excessive costs of transition from the centralized control system of branches of the space industry, failure of conversion.

Tasks of management by risks, distributions of risks between the parties are considered at organization PPP. Examples of the analysis of these tasks with use of methods and models of the strategic analysis and B2B marketing.

Measuring market orientation of the Komi Republic companies

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Keywords: market orientation, company performance

The paper reports on the quantitative research, which is devoted to measuring market orientation of the Komi Republic companies. Based on the domain perspectives in market orientation research, the author gives a definition of market orientation and offers a conceptual model, which became a platform for further empirical research.

The results of survey have clearly shown existence of various market orientation levels. The differences between the companies with a high, average and low degree of market orientation are described. The study finds that the company level of market orientation impacts the relationships with customers and suppliers. Moreover, this research examines the connection between market orientation and company performance..

Customer loyalty as a firm's competitiveness factor

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Keywords: marketing, loyalty, consumers, competitive advantage, efficiency

The report is focused on a new direction in marketing – business development based on the loyalty of consumers. Consumer-oriented business is the major principle of mature marketing. The new approach suggests to focus the attention on regular clients who represent an important asset of a company, its competitive advantage. The author touches upon the issues related to the measurement and development of consumer's loyalty as well as the assessment of its efficiency.

Methodological approaches to studying the effectiveness of advertising impact on consumer

Alexandr V. Olkhovnikov

State University – Higher School of Economics

Anna S. Lineytseva

State University – Higher School of Economics

Keywords: effectiveness of advertising impact on customer

In the paper methodological approaches to studying the effectiveness of advertising impact on customers are discussed. Within limits of the research tasks we analyze modern Russian and international experiences of such studies. We accent on three research strands: «strong» impact (by Johnes), «weak» impact (by Erenberg) and the theory of «limited effectiveness» of advertising (by Brown). We come to conclusion that these issues didn't receive enough attention in Russian academic literature.

Our analysis of modern Russian and international experiences of research on the effectiveness of advertising impact on customers allows to develop a methodology for empirical study, directed on searching relationships between consumer perception of advertising information (message) during a certain time period, and the actual consumer behavior in this period. The purpose of the study is to analyze the mechanisms of influence of advertising communications (we use the case of TV advertising) on consumers. The object of study is advertising communications, which are considered to be the most important component of the integrated marketing communications system. The subject matter of this study is the impact of advertising communications on consumer behavior (we limit our study to FMCG). The research uses complementary data sources and methods to analyze empirical data, both qualitative and quantitative. The research project is implemented according to the research plan of the Chair of Marketing, SU-HSE.

Valuating brand asset as a part of intellectual assets of the company

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Keywords: branding, intellectual property management

During recent decades there has been a growing demand for management-oriented intellectual property valuation. Specific knowledge of a company which is embodied in processes, databases, inventions and intellectual property rights influences the company's strategy and form its competitive advantage. These assets are closely tied to each other and so they create methodologically complicated structures. Taking a brand asset as an example, we can assume that, on the one hand, it can't be associated only with a narrow phenomenon of a trademark. On the other hand, a brand asset turns to be linked with technological intellectual assets of the company, including patents and inventions. So in the process of brand asset valuation focused on the managerial goals it is necessary to take these factors into consideration. The practical mechanism of such correction should be assumed to be open to question. One of the possible ways of its solution is analyzing mutual correspondence of intellectual assets as a source of EVA discounting factors.

Market driving supplier strategy: IKEA's global sourcing network in two developing markets

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Keywords: supplier strategy, networks, IKEA

For more than a decade, market orientation approach has been most prevalent in marketing literature. According to this approach firms reactively respond to market conditions and customer trends. The market driving approach is characterised by an ability of the firm to proactively shape the market structure and offer completely new value propositions through its unique business process, thus changing the existing market conditions. The purpose of this paper is to explore how a global supplier network is developed to support the market driving strategy. IKEA is considered one of the leading market driving firms. We have studied its activities in establishing supplier networks in Russia and Poland. Findings confirm IKEA's market driving strategy and how it has been able to restructure the market and successfully develop an efficient supplier network as a part of its market driving strategy.

Management of Inter-Firm Relations in Value Chain: Based on Industry Analysis

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Keywords: inter-firm relationships, industry analysis, strategic partnerships, network approach

This article reports results of empirical research investigating the process of formation and development of inter-firm relations in the food processing industry and agricultural sector. The paper considers and discusses the main characteristics of modern business networks, including their developments, goals, and functions. The paper emphasizes that the development of inter-firm relationships allows Russian companies to reduce risk, simplify the systems of selling and purchasing, and resolve the challenge of resource deficit consolidation for their joint implementation. Networks should aim at the creation of maximum consumer value, while at the same time being capable of reducing costs and mitigating risks for the enterprise-producer and its business partners. The paper argues that personal relations are a main characteristic of modern Russian economy. These backdoor connections allow companies to increase the effectiveness of transactions and represent a necessary condition for the resolution of unusual market situations.

It is common practice to create networks around a strong financial partner. Networks are rigidly structured, making it appropriate to speak of, in certain circumstances, dependence, control, conflict and opportunism of their participants, and not of networks, based on inter-relationships cooperation and trust. These factors often result in the evolution of network-based relations into hierarchical structures.

Enterprises develop and control strategic partnerships together with the main participants of their value chain so as to increase their competitive position in the market. Realizing the need to form effective interrelationship between supplier and customer, managers of companies believe that the regulation of networks should be considered as a separate matter.

Partner's Loyalty Management in the Market Networks

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Keywords: Market Networks, Partner's Loyalty Management

In the article the specialties of Partner's Loyalty Management in Market Networks are considered, illustrated by Russian market examples. The authors determine the loyalty effects, aims and strategies of Partner's Loyalty Management, suggests the Loyalty Factors Pyramid and instruments of the Partner's Loyalty Management. In the end of article authors suggest the Methodic of Measurement of behavioral and attitudinal Partner's Loyalty in Market Networks.

CRM market: specifics of development in Russia

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Institute of Management and Market

Keywords: marketing, client relationship, CRM – demand, CRM – supply, Russian market

Client relationship management is the management strategy, based on front-end information technologies, using which a company collects all kind of client information during every stage in client life cycle (i.e. attraction, retention, loyalty), integrates it into a single whole database and then employs it to arrange win-win deals with clients and partners.

All processes mentioned above form an information frame of CRM-system, which in practice is realized as the special software installing for specialists and managers usage on-site. Modern CRM represents an intelligent corporate information system that is potentially highly integrated and automated and operates in all structural and functional corporate levels.

In the following report there are presented results and conclusions of a market research conducted from September 2006 till May 2007. This research was aimed to collect and analyze the conception of the CRM-system in the view of its demand and implementation effects in Russian enterprises.

Three tasks set for the researcher were:

- to identify and evaluate factors that affect CRM-systems development in Russia;
- to analyze the elements and prospects of demand on automated CRM-solutions which is raised from national companies today (their motivation, specifics of implementation, criteria for choice);
- to analyze supply of services in the CRM field (including gathering and systemizing information about current and ready to be launched commercial products, its developers and distributors).

Collecting data for analyzing and making final conclusions based on marketing research results consisted of two stages: field and desk study.

The first one included active participation in public events (conferences, exhibitions and special forums), dedicated to the development of client-oriented methodology in management and suitable IT-tools. About 100 representatives of modern fast-growing companies were interviewed. Among them there are top-managers of SME, heads of large departments, leading specialists and state and financial workers.

In addition to the personal interviews with exhibition visitors in January – March 2007 there were organized phone pool with CRM-specialists in consulting and designing automated solutions. At the second stage of research, called desk study, data was collected from the official sources: printed materials (magazine Business quarter, CIO, Business and Life, Business Journal, etc.), web-sites of CRM-suppliers and e-business portals (cnews.ru, crmonline.ru, etc.). Despite large scale and complexity of the collected and analyzed data current market research should not be treated as a final, which could be explained by continuous development in IT-sector, inventing new software, fulfillment of countless customers lists and daily renewed corporate press-releases.

The issue of competitive advantages in theory and practice of marketing

Mikaela L. Simanovskaya
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Keywords: competitive advantage, market concept of competitive advantage, modern resource concept of competitive advantage, institutional concept of competitive advantage

This report is considering modern complex approach to competitive advantages developed by different schools of economics and theories of management and marketing. Three types of competitive advantages marketers are headed for in the modern conditions are analyzed. Firstly, it is the benefits connected with effective position in the branch and in the market. Secondly, it is the presence of unique resources, especially fictitious assets. Thirdly, it is the successful integration into the system of branch and market network connections. The practical use of this conception in the practice of middle business is considered.

Methodological approaches to business network formation at initial stages of their development

Evgeniy A. Levin
Urals State Technical University

Keywords: evolution of interfirm relations

The paper provides evidence for the stage-by-stage character of relationship development between companies that engage in long-term collaboration. Attributes of relationship evolution in the form of action and reaction are preferences, loyalty, trust and commitment. Initial stages of network business formation, which are most present day for Russian economy, and the paths of transition to these stages, require passportization of partners' relationships, that portrays coordination mechanisms, positioning in the system of strategic purposes of the network, and its configuration. The analysis of prospects for collaborative relationships between Tomek Multiproduct Corporation and its business partners to turn into a business network is further presented.

Benchmark analysis of the use free and paid software in interorganizational business relationship

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Urals State University of Economics

Elena G. Kalabina
Urals State University of Economics

Keywords: firm cooperation, software, proprietary software, free software, open source

In this paper problems with use of software are considered, as condition for the successful development of a firm's cooperation in the industrial market. The Authors conduct the analysis of the use of two types of software by businesses: proprietary and free, advantages and disadvantages of each type, and describe the methods of the introduction of free software and give the recommendations on its use in organizations and for organization firm cooperation (partnership). The Analysis of software is conducted with standpoint technical, legal and economic aspect. The particularities of the use of different software are considered depending on type of activity of the enterprise, and role of the human factor at organizations of the information structure of the enterprise.

Creation of the unique proposition as a way to survive in the market

Nataliya A. Antonova
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Keywords: unique offer, motivating idea, categories of new kinds of services, benefit to the client

The article discusses the strategy of creation of the unique proposition. This strategy is based on the result of activity on updating, transformation of the previous activity. The unique offer is the motivating idea connected in the unique image with a unique enterprise. The advantages of the given strategy are examined in the context of the beauty industry. Categories of new services are introduced; they provide for the effective positioning of the firm in the industry market.

Creating partnerships in designing educational programs

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Keywords: relationship marketing; partnership on educational market; segmentation and development of problem-oriented educational programmes; partnership building; aims benefits from partnership

The paper is devoted to study of necessity and opportunity of partnership creation. The last one is considered as a form of realisation of relationship marketing. The change of the role of education under new market condition is shown as well as the origin of needs of innovative education. The interaction of higher and business education and firms is considered. The topic of that interaction is development of problem-oriented study programmes. The specific role of segmentation is shown. The stages of partnership building are determined. Opportunities for every partner were examined. A definition of educational product and its characteristics are done.

Customisation as an important part of that product is examined. In the conclusion were described some elements of the process of partnership development: participants, sources, skills, levels of relationships. The specific features of the process of partnership building were determined.

Portfolio concept of supply management

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Keywords: purchasing, portfolio concept, supply management

The performance is appealed to reveal supply management principle through portfolio concept. Model, based on supply risks and relative spend, is not only fundamental from the point of information systematization basics in purchasing department, but also helps to deal with strategic tasks of a company: deliberately managing relationships with suppliers, cultivating and implementing product policy in regards to different groups of supply. Moreover the model may give you answer to the question where the network borders should be in your chain.

The appearance in addition will cover the results of pilot research about maturity of purchasing on B2B market in Syktyvkar in relation to the capabilities of supply management portfolio concept.

Impact of internal marketing on achieving the firm's market goals

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Keywords: internal marketing, customer orientation, personnel loyalty, customer loyalty, firm performance

The most important task for today's managers, is to create an internal environment, such that the company's personnel is motivated to act in order to achieve the companies goals on the market. It is not possible to create such an environment without coordinating the purposes and activities of marketing and human resource management. In this paper we show that it is the internal marketing system that should become such an environment, that would favor the emergence of personnel loyalty and adoption of customer orientation approach to business, and eventually, the better performance of the company.

We present a conceptual model that illustrates the role of internal marketing in achieving the company's market goals, and the methodology of the first stage of our research project.

An Integrative Approach to Marketing Performance Assessment

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Keywords: Marketing Performance Measurement, Marketing Metrics, Marketing Efficiency and Effectiveness

In this paper an attempt is made to describe and analyze theoretical approaches to marketing performance assessment. We analyze the conceptual frameworks, which describe the interrelations between marketing and financial metrics and their connection with business performance. The Integrated model of marketing performance assessment, which combines different management techniques such as Balance Scorecards, Total Quality Management, has been demonstrated exemplified by a major Russian mobile phone operator.

Marketing as a basis of complex improving of undertaking enterprise activity

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Keywords: marketing approach, strategy oriented management sistem, budgetting, complex improving activity at a basis of marketing approach.

The main items of the research:

- problemes of building construction industry development;
- methodological questions of marketing approach of andertaking interprises complex improving;
- enterprise situation astimation befor and after complex improving activity;
- unsolved problemes,conditioned spheres of future researchs.

Internal marketing for interfirm relations’ building

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Keywords: internal marketing, interfirm relations’ building

In the paper the main approaches to internal marketing concept are analyzed. The nature and role of internal marketing in interfirm relations’ building are stated. A method of internal marketing effectiveness evaluation is offered and applied.

Relationship Marketing at pharmacy market

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Keywords: relationship marketing, drug-store marketing, loyalty program, marketing communications

The paper deals with the distinctive features in application of relationship marketing at pharmacy market. Main attention is devoted to retail market segment – drug-store marketing and communication relationship between chemists and consumers. The questionnaire is collaborated to figure out the importance of good relations for the drug-store clients and define the customers segments. The proposed program of loyalty has goal to arrange the long-term, strategic and mutually advantageous cooperation of sellers and buyers of pharmacy goods.

Development of partnership relations marketing in a business network

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Keywords: partnership relations marketing, university-business interactions

The paper discusses the development prospects of partnership relations marketing in a business network. It is argued that the use of competence approach is crucial to construct networks of business enterprises and higher educational establishments.

Further presented are the results of USTU-UPI study of main Urals Federal District's employers' skill and expertise requirements from the graduates of technical universities. Using competence approach the profiles of requirements for personal and professional competences by branch of study are described for each enterprise participated. Based on this data, the competence profiles for USTU-UPI graduates by branch of study are constructed, and the recommendations for educational establishments regarding the improvement in academic programs and implementation of innovations in teaching are derived.

Marketing system within corporate structures integrated on the marketing platform

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Keywords: marketing, system, integration, enterprise

The report is dedicated to consideration of the essence and structure of the enterprise marketing system and includes analyses of various experts' views upon these questions. Interpretations of the essence, elements and purposes of marketing system functioning are proposed. The necessity of the extended consideration of the marketing system within the group of cooperating enterprises or within corporate structures integrated on the marketing platform is argued.

Development of exchange relationships in the network organization's marketing

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Keywords: customer orientation, network organization

Several aspects of evolution of exchange relationships in marketing and customer orientation as management approach in networks are discussed in the paper.

Image of Region as an integral marketing product

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Keywords: marketing of region, image of region, image capital

The purpose of the paper is analyses of image of region as an integral marketing product. There are the results of empiric investigation of image of Siberian region. The strategy of capitalization of Baikal in aspect on marketing of interaction is the base of this investigation. Marketing of region is the way of statement, performance and maintain of relation with different subject of marketing which provide profitable positions for region in recourses and marketing and positive image of region.

Authors believe that managers need know of image of region and regional marketing need to improve the image of region. There are three aspects of capitalization of Baikal are considering – material, “imagerial” and social. The term of “image capital” is considering and 3 side of problem of the image of region – what is an image? How to learn of the image and how to form the image of region?

The image of Siberian region is investigated by the method “of key words” and method “of semantic differential”. The key words is comparing with archetypical model by K. Jung. The material of foreign mass media, questioning of foreign citizens and Internet are used. The image of Siberian coincides with images of Heroic and particularly with images of Trickster and Child by K. Jung typology. The West foreign citizens wait to meet in Siberia the peoples with exclusive knowledge and benevolent, communicable and tolerate features. And they feel disappointment if they not meet such peoples. That creates barriers to collaboration and mutual understating. The elements of strategy of creating image of region are considering.

The impact of the region's socio-economic environment quality on the interfirm interaction system

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Keywords: network forms of organization, horizontal connections, a structure of local community

The report presents the features of the regional socio-economic environment that determine the intensity and nature of interorganizational networks, including those in small areas. The role of

consumer environment is treated as an initial sphere of business activity development for people in new economic conditions. The territorial factors of network forms of production organization include a type of locality, a settlement hierarchy, a structure of local communities. The case of Irkutsk shows the preconditions for service network formation and increase of innovation structures in regions.

Impact of network organizations on development of depressed territories in Russia: towards the problem definition

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Keywords: depressed region, interfirm networks

Many regions in Russia can be labeled as “depressed regions”, the same can be told about separate cities and rural areas. To overcome this state of depression, among other methods, marketing approaches, methods and tools can be used to attract the attention of shareholders towards unique qualities of these territories (settlements). In this case a method to initiate and develop interfirm networks with separate nodes in regions at different stages of economic development would be promising and productive. Economic, and other, interactions between them constitute the subject matter of this paper.

Municipal marketing: type of territorial marketing and innovation in municipal administration

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Keywords: municipal marketing, metropolitan region, socio-economic development strategy, Metro market, municipal marketing-mix

This article deals with development administration of metropolitan regions (local governments) within Russian market relations on the basis of municipal market concept as a type of territorial marketing.

Metropolitan regions have been involved into market processes and in these conditions have become an object of market exchange.

Regions can offer as a product its joint resource potential to the appropriate market. Therefore, the solution of metropolitan regions involvement into market processes is impossible without marketing application as a technique of effective market interaction.

Municipal marketing stands here as an innovation in municipal administration.

The article contains the essence of municipal marketing, its principles, aims, functions. On the basis of system approach the model of social and economic development of metropolitan regions of “city district” category is made. The stages of municipal marketing mechanism in municipal administration, including tools of metropolitan region positioning are considered. An estimation of investment attractiveness and global indices of social and economic development is given. An approach to municipal marketing design is determined.