

BRIEF GLANCE INTO THE UNDERSTANDING OF THE FIRM SUSTAINABILITY ON THE MARKET OF MARKET RESEARCH SERVICES IN RUSSIA AND URAL REGION

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ABSTRACTS.

INTRODUCTION.

We report a review of the brief glance into the understanding of the firm sustainability on the market of marketing research services (MRS) in Russia and Ural Region. We find that “firm sustainability” is more theoretical definition than practical one for main share of the mention market. It is explained Russian market MRS is stay on the stage of formation now as well generally as in regions (for instance, Ural).

METHOD.

Our research is based on the following methods: 1) expert’s values; 2) customer’s interviews; 3) web-sites content analy-

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sis; 4) finance's analysis. Also we used basic theoretic marketing conception and apply it to MRS market.

ANALYSIS.

We carried out quantitative and qualitative analysis on this data. We used standard Microsoft Excel Program for quantitative portion and original Vortex-31 Program for questionnaire analysis, and developed a figures and tables to categorize qualitative information.

RESULTS.

Our researches prove the following main results: 1) particularities of the modern MRS market in Russia and Ural region; 2) attempt of understanding term "firm sustainability" for MRS market in modern Russia; 3) first steps into developing new method of segmentation MRS market for the "firm sustainability" criteria.

CONCLUSION.

A firm sustainability in the MRS market in Russia should stay in a management focus as a part of the business tactics increases the awareness of the staff as to long-term operating success. And we sure it will be so pretty soon.

GENERAL CONTENT.

INTRODUCTION.

It is well-known, that an essential element of financial management is the analysis of financial sustainability of the enterprise. In the general view stability of the enterprise - «is sta-

bility of a financial position of the enterprise, provided with a sufficient share of an ownership capital in structure of sources of finance ¹.

In other words, sustainability is a financial condition of the enterprise, at which in normal conditions economic activities provide performance of all of its obligations before workers (other organizations and the state), due to presence of two factors: firstly, the sufficient income and, secondly, to conformity of incomes to charges. The universal set of the standard factors is traditionally applied to the analysis of financial sustainability (an autonomy, financing, a long-term financial independence, a maneuverability of an ownership capital) which sufficiently illustrates a level of financial sustainability, but does not reply, whether this level is sufficient. Calculation of these factors, as it is known, is made on parameters of scheduled or actual balance of assets and liabilities. With some reserve and specifications the level of factors can be served as a starting point for an estimation of financial sustainability at the enterprise.

It is necessary to notice, that in Russia for the separate markets the analysis of financial sustainability of the companies is rather problematic. It is caused by the following principal causes.

¹ **Krejnina M.N.** Financial sustainability of the enterprise: an estimation and acceptance of decisions // Financial management. 2001. N 2. // <http://ngo.org.ru/ngoss/get/id15624.html>

Firstly, according to the existing legislation in the Russian Federation the basic accounting financial papers of the firms (the balance and the report on the profit and losses) are not subjected to the obligatory publication in the wide press.

Secondly, under these conditions it is far from being all companies consider it necessary to publish in a wide press (and even to place on a site in the Internet) the balance and - or the report on the profit and losses, though these documents are not a commercial secret.

Thirdly, some markets are just being formed, and consequently, on the one hand, the information on financing activities of the subjects of the market is poorly accessible. On the other hand, profitableness of the companies in conditions of the formed markets always is not of stable size. All this refers to the market of services as a whole and to the MRS market, in particular.

Really, one of the global economic trends now is being phenomenal expansion of a service trade which in economically advanced countries is named one of the most significant phenomena of an economic life of second half of the XX century.

According to N.V. Mironova's researches¹ « ... the tertiary sector of economic activity brings the powerful contribution to increase of well-being of many countries, first of all the countries of " gold billion ». On the average about 70 % of gross national product of the advanced countries is made in *the services sector*, and growth rates of this sector (16 % per year) are much

¹ **Mironova N.V.** Marketing of various types of services // Marketing in Russia and abroad. 2003. N 4.

higher than growth rates of sphere of trade (only 7 % per year) ».

Tendencies of growth in a service's sector are observed in Russia, as well. So, production of services in the Russian Federation in volume of gross national product has been made in 1990 – 210, 1 billion roubles, in 1995 – 500,1 trln. roubles, by 2000 – about 1 000 trln. roubles, and by 2005, by different estimations, more than 1 200 trln. roubles. Sweeping changes in the economy of the Russian Federation in the 90-th have resulted not only in the increase of growth rates of non-productive sphere, but also to the formation of essentially new kinds of services for our country. It concerns, first of all, marketing researches (MR). At present MR present wider concept, than simply « gathering, processing, the analysis and interpretation of the data on the external and internal environment of a firm with a view of reduction of uncertainty of its activity (reduction) of risks in the market»¹. As well as in all the civilized world, MR in our country by degrees cease to be only one of directions of activity of firms, but become essentially a new kind of services.

We have been engaged in research of the consumer and industrial markets of the Urals since 1989 and we can ascertain, that at present the following situation is observed when marketing researches are more and more singled out in a separate service trade. It is caused by the fact that with the development of market relations in our country the increasing number of the leaders start to understand that a necessary condition of optimal utilization of resources and achievements of competitive ad-

¹ Shaposhnikov V.A., 2002.

vantages of a firm is considered to be an active use of such market tools as marketing and strategic management.

Really, perfection of management in non-productive sphere and functioning in its frameworks the MRS market demand introduction of modern methods and the receptions, allowing to make the market more "transparent". To these methods and receptions it is possible to relate what allows to segment the MRS market and to estimate financial sustainability of the company as the major characteristic of efficiency of its activity. However, in the literature, accessible for us, we have not found adequate methodical maintenance. Everything indicates that there should be an imperative need of theoretical and applied aspects concept development of MRS, methodical maintenance of its segmentation and maintenance of firms financial sustainability of the given market.

In connection with above-stated we consider it is necessary to dwell on the following principal points in full detail:

1. Specificity of the Russian MRS market.
2. Peculiarities of formation of the regional market of services of marketing researches and the characteristic of its basic problems.
3. Methodical approaches to segmentation of MRS market, proceeding from financial sustainability of subjects of the market.

1. Specificity of the Russian MRS market.

As it is known in the whole civilized world, MR in Russia gradually cease to be only one of directions of activity of firms, but become essentially a new kind of services.

The Analysis of the reliable sources allows us to approve, that we can allocate the following peculiarities which are typical for the Russian market and caused by its history:

- "youth" of the MRS market (the origin in the beginning of 90th);
- outstripping development of the "capital" MRS markets in comparison with the regions owing to earlier "birth";
- occurrence of "capital" representations of foreign marketing agencies the beginning of 90th. Among the first representatives are ACNielsen (USA), Gfk (Germany), Gallup Media (Finland), MEMRMB (USA - Cyprus) etc.;
- initial orientation of a domestic MRS market not on the Russian businessman, but on the western companies;
- "birth" of the regional markets of MRS in 1993-1994 and occurrence of first attributes of a competition between "centre" and regions;
- occurrence of orientation MR on the national businessman, especially precisely designated after the crisis of 1998;
- occurrence of federal and regional marketing communities¹ (1998-2003) and activization of their activity (2003-2005), first of all keeping within the bounds of ordering formal procedures of realization MR, certification of MR quality and coordination of joint activity.

¹ For example, the Russian Marketing Association and its regional branches; Marketers Guild; branches Marketers Clubs; etc.

Thus, by the current moment it is possible to ascertain presence of an active process of establishment and development of the MRS market in Russia. So, due to the data submitted by Marketers Guild¹ and the information, received from other sources, it is obvious to note, that there is positive dynamics of market MRS development in Russia since 1998 till 2005 (fig. 1.). Further, on the data for 2001 we can name about ten leading companies on a domestic MRS market, proceeding from volume of cumulative proceeds (fig. 2.). These "ten" companies are still the leaders by the current moment².

Besides proceeding from the information submitted on sites of the Russian association of marketing, Marketers Guild, etc. the Russian companies specializing in the field of marketing, business administration, management-marketing audit and consulting, it is possible to find out companies "Unipravex" and etc. obvious tendency of increase in assets of the Moscow companies. However, as the sources testify³, despite of rough growth of the Moscow companies in the MRS market, turnovers of domestic subjects of the given market considerably concede to turnovers of the transnational foreign companies.

¹Shaposhnikov V.A., 2002.

² The conclusion is made by us on the basis of data Informational-ranges agency (IRA) of experts-analytical company "Unipravex" " by calculation of the federal integrated rating of the consulting companies on results of work for the first half-year 2004.

<http://research.rbc.ru/author.shtml?10049>

³In more detail about it see in work: **Astratova G.V., Shaposhnikov V.A., Abramova E.A.** Feature of becoming of the regional market of marketing researches // BCI. Practical marketing. 2004. N 86 (4). PP. 2-7.

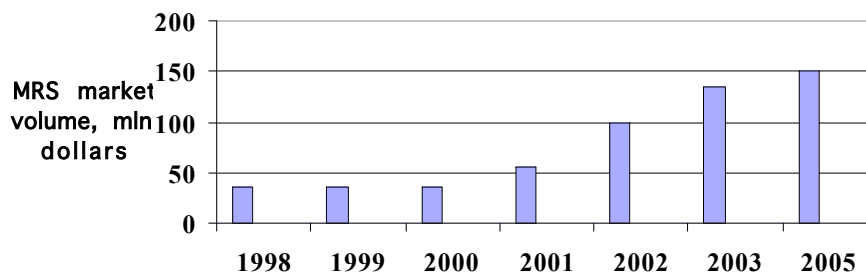


Fig. 1. ***Dynamics of MRS market development in Russia***

Notes to fig. 1:

1) Diagram is made up on the information received from the following sources: **D.A. Shevchenko** "Marketing Researches in the Market of Educational Services in Russia // Marketing in Russia and abroad. 2003. N 4; **website of the Marketers Guild:** <http://www.marketologi.ru/lib/resrch01.html>; **website of the Journal BCI marketing:** http://www.bci-marketing.aha.ru/s_berez.htm; **website:** <http://www.dis.ru/market/arhiv/2000/4/7.html>; **M. Vishnevskaya.** Russians inheritors of Kotler // Expert. N 40. 23.10.2000; **websites:** <http://www.penza-online.ru/news/irp/20022156104.shtm>; <http://www.ram.ru/> ; <http://www.marketingandresearch.ru/> ;etc.

2) In secondary sources we have not been found appropriate data. That is why in 1999 we indicate medium data between 1998 and 2000.

3) Data for 2005 is value forecasted by author.

Nevertheless, there is a number of favorable forecasts for the further development of the Russian MRS market. So, in the opinion of experts¹, potentially¹ the market of MRS and consult-

¹ Site of the company BCI marketing: <http://www.bci-marketing.aha.ru/bci.htm>; < http://www.bci-marketing.aha.ru/s_berez.htm; **Shaposhnikov V.A.**, 2002; etc.

ing in Russia in the nearest 3-5 years can bring up on 95 % (or on 200 million dollars) per one year.

At the same time, the researchers mark a number of essential problems, which the presence of which, speaks about the initial stage of becoming of the MRS market in Russia:

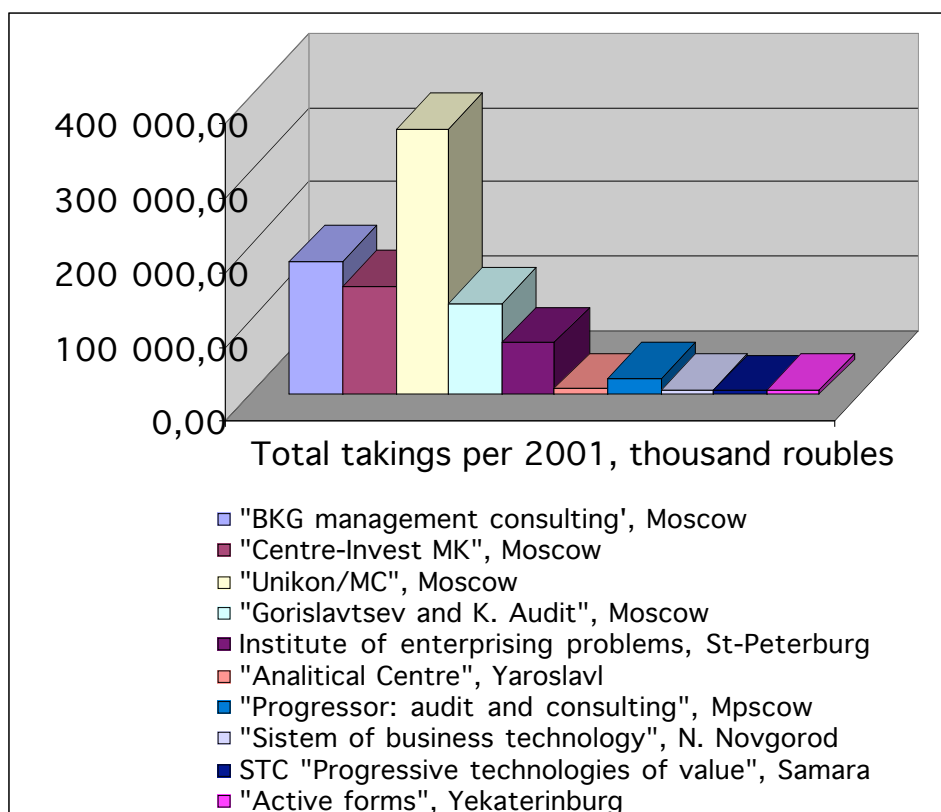


Fig. 2.

Ranges² of leading Russian companies in MRS and PR markets in 2001³

1. Insufficient "transparency" of the MRS market, as we marked earlier, many companies do not disclose the financial indexations. In the given connection it is difficult enough for inde-

¹The market potential paid off on the basis of a share of a national economy in the world economy.

²The proceeds of consulting group from rendering consulting services include proceeds from the services accompanying consulting, except for services in realization of auditor checks.

³ It is made by the author on the basis of a source: **Expert**. N 14 (321) from April, 8. 2002.

pendent researchers to carry out any calculations and forecasts on development trends of the market.

2. Today in the Russian MRS market the set of various managing subjects are presented, both legal, and natural persons of a different level of the special preparation, giving "poorly tangible" for the customer's quality of services in conditions of absence of the formalized and legislatively fixed criteria of the quality of MRS is submitted.

3. Even the project of the bill of the Russian Federation about necessity of obligatory certification and licensing of MRS is not made up, yet, which the customer of defining with a choice of necessary quality, depth and assortment of given MRS by the current moment. Probably, these questions will be considered within the bounds of the Law of the Russian Federation discussed by the current moment «About consulting ».

It is important to emphasize, that the problems set above are consequence of the fact that MRS represent a special kind of activity which by the current moment formally is not reflected by legislative base of the Russian Federation. So, according to GOST 30335-95/ГОСТ Р 50646-94 « Services to the population. Terms and definitions » - the Interstate standard of GOST 30335-95/ГОСТ Р 50646-94 service is considered to be a « result of direct interaction of the executor and the consumer, and also own activity of the executor on satisfaction of the want of the consumer » (item 2.1.). In the same document the services can be distinguished on functional purpose, on material and welfare, but there is no concept of MRS.

It is important to stress, that due to its contents MR services neither to material nor to welfare services (as it is treated in the Interstate standard of GOST 30335-95/ГОСТ Р 50646-94), as marketing research is special one «the kind of the activity sold in the system of economic relations between various subjects of the market and are called to provide functioning of a producer's commodity by means of the decision of his problems»¹. In V.A. Shaposhnikov's research convincingly, in our opinion, it is shown, that MR services consist of four blocks (general economic, marketing, information and unique components); having a number of specific features in comparison with other services of an industrial infrastructure: complexity of a consumer choice, objectivity and subjectivity of MRS, scientific and intellectual MRS, a seller's price of MRS, presence of highly skilled and differentiated on various directions MR of the personnel².

In other words, MRS represent a special kind of activity connected both with a research activities, and with commercial activities. Thus, it is obvious, that MRS demand separate регулятивной norm, however by the current moment in Russia the legal vacuum in sphere of normative regulation of marketing researches takes place.

2. Peculiarities of becoming of the regional market of services of marketing researches and the characteristic of its basic problems.

¹Shaposhnikov V.A. Formation market of the marketing research services. Thesis of Ph. D. (Economics). Yekaterinburg, 2003. PP. 50.

²Shaposhnikov V.A. Formation market of the marketing research services. Thesis of Ph. D. (Economics). Yekaterinburg, 2003. PP. 47-50.

Questions of becoming and development of the MRS market at a regional level on the whole and in Yekaterinburg, in particular, are not reflected in the modern scientific-practical sources. Nevertheless, on the basis of our own researches we consider it necessary to allocate the following basic specific features of the regional market of MR services, caused with a history of its becoming:

- the beginning of formation of the regional MRS market coincides with the whole Russia;
- I formation of the regional market occurred in the natural way, i.e., instead of "outside" under the pressure of arriving the foreign companies, as in the "capital" markets;
- I there is a difference in development of the regional MRS market depending on two stages of evolution: "pre-crisis" (August, 17, 1998) and "post-crisis";
- I « the pre-crisis stage » is characterized by prevalence of the "field work" which is carried out according to orders of "capital" firms and on standard (as a rule, western schemes) and techniques of research;
- I « the post-crisis stage » is characterized predominately by a reference point on customers of a home market and attempt of creating the author's techniques of research of the market.

It is obvious, that the "post-crisis" stage of development of the regional MRS market is the most actual. We'd like to consider the basic current problems of the regional MRS market.

1) The MRS market structure. It is necessary to note, that structure of the MRS market for the last few years has under-

gone significant changes not only in qualitative, but also the quantitative respects. Firstly, the amount of market participants has changed. Not long ago there existed only four basic subjects of the market: 1) the Firms specializing on MR - marketing agencies; 2) the Specialized departments, i.e. the structure of high schools and scientific research institutes; 3) Services of marketing (information-analytical departments) of the establishments and organizations of various patterns of ownership; 4) Private persons (individually practicing marketers)¹. However at the present the fifth participant (the auditor companies) come on the market from the adjacent sphere of intellectual services. Really, many companies specializing in the field of tax consulting, auditor and legal services, began to render additional, "adjacent" services: realization of business administrative consulting and MRS to customers (especially - to regular customers).

Secondly, the share of the budgetary organizations and the private persons engaged in MR has appreciably decreased. It is caused, in our opinion, by the following facts: number of the given market participants practically invariable, and the share of others - steadily grows. The given situation has arisen and because the budgetary organizations (and in the majority the - private persons) work, as a rule, on a basis of annually prolonged economic contracts (grants) with constant customers which number is usually limited and varies slowly.

Thirdly, the quality of rendered MRS appreciably began to grow owing to going wide experience in the market, that it is es-

¹ In more detail about it see in work: **Astratova G.V., Shaposhnikov V.A., Abramova E.A.** Peculiarities of formation of the regional market of marketing research services // BCI. Practical marketing. 2004. N 86 (4). PP. 2-7.

pecially typical of the companies which started to work before 2000. All this, accordingly, has resulted in changing of the structure in the regional MRS market (fig. 3).

Nevertheless, for the present situation the following, in our opinion, basic problems of the MRS market are characteristic:

- insufficiently precise organization MRS market structure results in problems of the characteristic of financial sustainability of the subjects of the market, and, accordingly, difficulties of the choice of potential

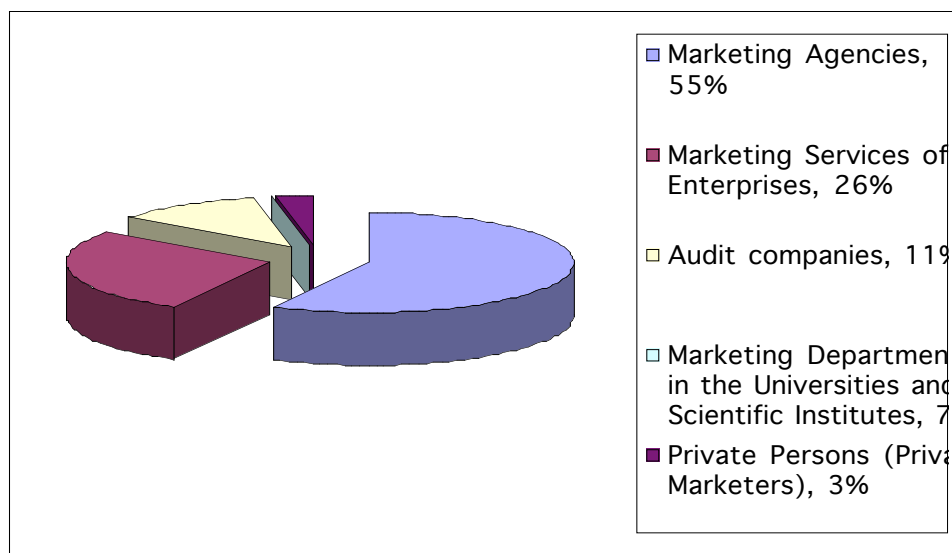


Fig. 3. ***The Structure of the Regional MRS Market due to the Volume of Total Takings¹***

- customers of assortment and the quality of MRS adequate to needs of the client;

¹ The data are received by results of the expert interrogation which has been carried out in Yekaterinburg in 2005. In January - February 2005 we carried out expert interrogation (participated about 50 experts, experts in the field of municipal management, and theory and practice of MR as well. Interrogation concerned a wide spectrum of the questions connected with a level of the decision and a degree of importance of some significant problems of Yekaterinburg. 30 special questions were given about, not considering the personal information, estimated in 5-mark system (5- maximum, 1-minimum value). As a result the data were received on structure of MRS marketing in Yekaterinburg. Data processing was conducted in program Microsoft Excel.

- the weak level of a competition between segments of the MRS market owing to presence of sufficient quantity of "free" niches which results in problems of warranties of MRS too, and also to asymmetrically wide disorder of the prices for the given services;
- in the nearest prospects there can be seen the availability of the obvious threat of Moscow consulting companies appearance at the regional market with the purpose of the local firms specializing on MRS¹.

2) Problems of the subjects activity of the MRS market. During 2000-2005 we carried out gathering, processing and the analysis of the information on the regional MRS market, and at the beginning of 2005 we carried out the interrogation of experts by phone. In result the following is established:

◆ the regional companies predominary investigate the markets of the Urals region though the share of their participation in researches of other home markets is also high. The participation in research of abroad markets (and especially - outside the CIS) is not high, but practically all companies interrogated by phone have expressed a desire to take part in the international projects (fig. 4.). The received data correlate with materials of a round table on the problems of spatial planning: «Sales volumes, as is known, depend on dynamics of the market, and this parameter recently does not show rapid growth. For increasing of sales volumes it is necessary to grasp and master other territories, to go

¹ If, for example, you have a look on a site of RAM section « regional branches » you will see, that a number of the Moscow companies which have opened in the Urals the representations belonging to the Ural Federal District as well.

along Russia, without waiting for the muscovites and foreigners' arrival »¹;

◆ up to 2005 the leading priority in the marketing politics practically was *the increase of a sales volume* for all those taken part in the interrogation. In the given connection, the questions of strategic character, namely, searching of new groups of consumers (clients), development of the new goods and services remained on the second plan (fig. 5.);

◆ at last, our long-term researches show, that problems with which specialized companies, and separate services of marketing collide while carrying out marketing researches, both in the organizations, remain former ones. Their importance (fig. 6.) varies only. So, by present the search of the objective information and criteria of the objectivity are the major problem for the majority of managing subjects.

It is necessary to note, that the data received by us are coordinated to results of the research carried out in August, 2003 under the title «the European marketing research project»², in which specialists from 14 European countries participated, including Russia. In result it is established, that the key questions for marketing experts from Europe and Russia by the current moment are various problems connected with the information.

¹ **Kulchitskiy B.** To touch a stratosphere // Business quarter of Yekaterinburg. N 15 (491) from April, 25 2005. PP. 25-26, 28-30. (the citation on PP. 26).

² **Marketing in Russia and abroad.** № 1(39). 2004. PP. 65-69.

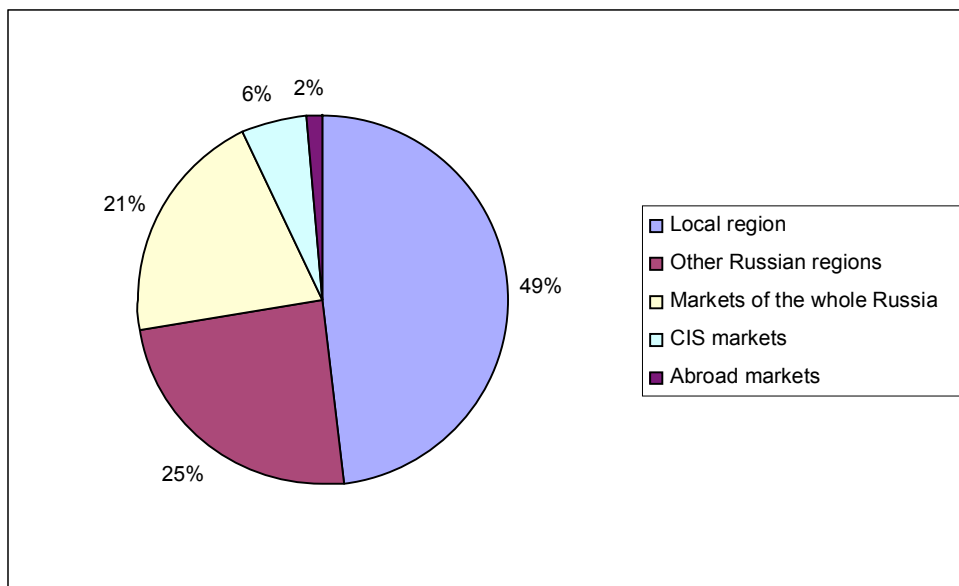


Fig. 4. ***The main markets analyzing the companies involved in MRS market¹***

3. Methodical approaches to segmentation of MRS market , proceeding from financial sustainability of subjects of the market. The major investigation phase of the MRS market, the analysis and the characteristic of efficiency of activities of its subjects.

In the given connection in 2000-2003 we carried out² researches on development of the technique of segmentation of the MRS market. Segmentation of the MRS market is the marketing process providing not simply breakdown of the market on a number of segments according to various principles, methods, criteria, but a deep analysis, research and definition of the market organization with the use of MR toolkit.

¹ The diagram is made up by V.A. Shaposhnikov, 2002 and was confirmed by telephone questioners of 20 leading regional companies, which was lead by the author in March of 2004 and 2005.

² Researches were carried out together with post-graduate student V.A. Shaposhnikov.

Being basing on the works of various authors in the field of marketing, we have offered the following principles of segmentation of the MRS market¹:

1) The MRS market should be divided into the groups essentially different from each other;

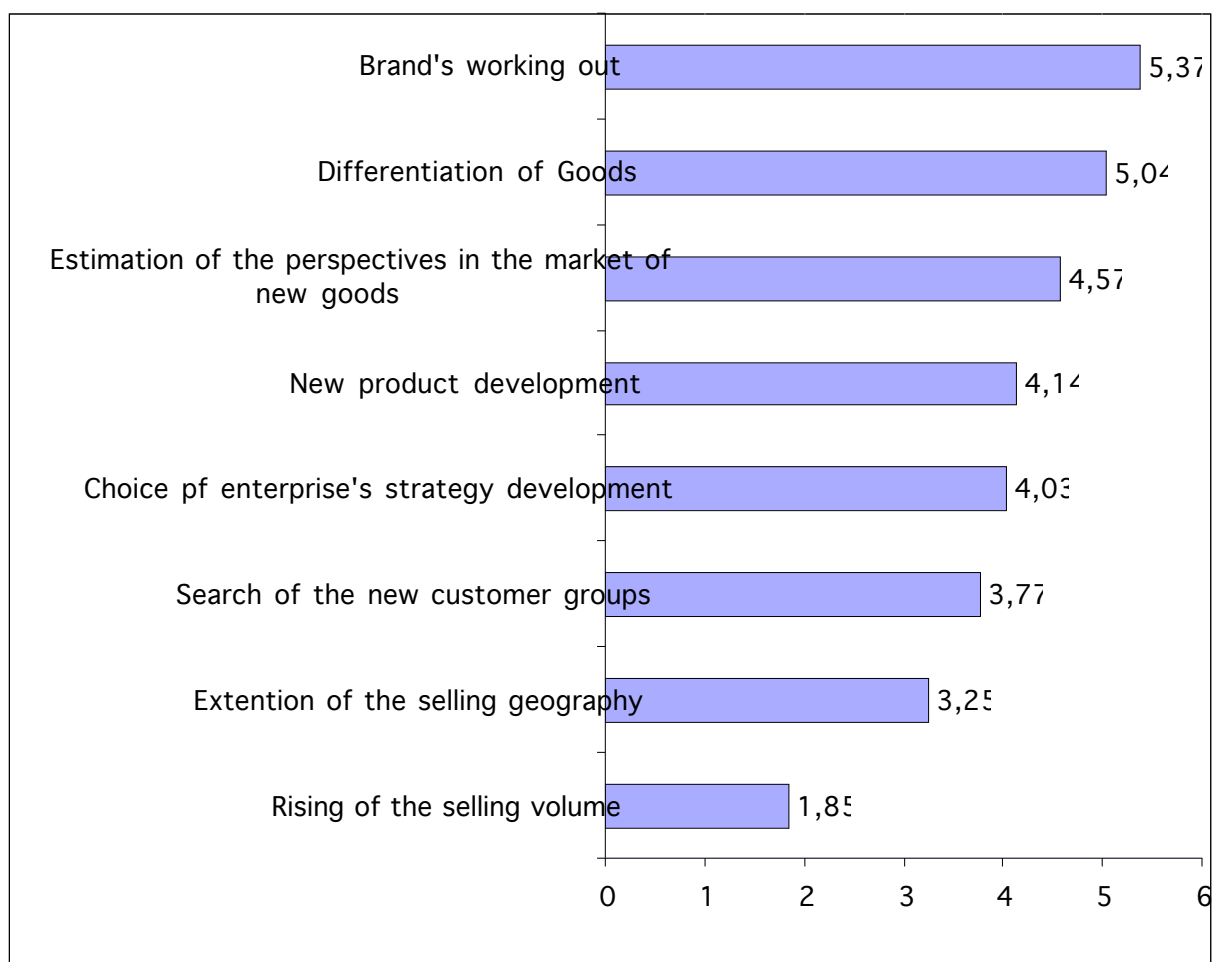


Fig. 5. **The diagram of medium-suspended estimations of the rank² which makes priority of the marketing goals at Yekaterinburg enterprises³**

¹ Researches were carried out together with post-graduate student V.A. Shaposhnikov.

² The medium-suspended estimation of the rank is from 1 to 8, where 1 is the most important trend; 2 is the important one and etc.

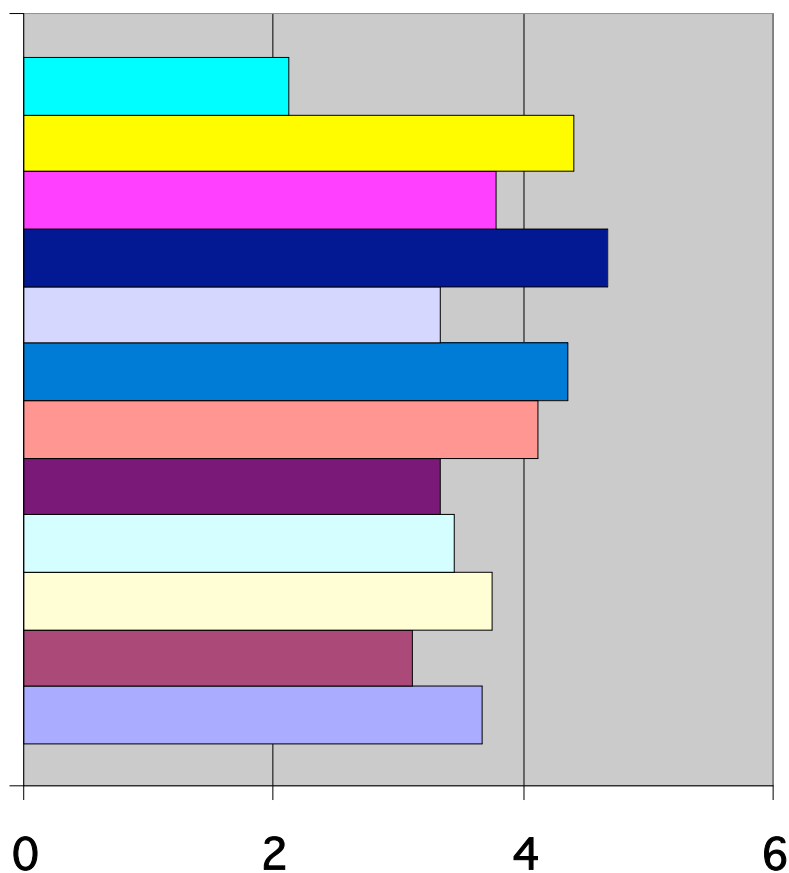
³ The diagram is made up by **Shaposhnikov V.A.** in 2002, based on the information, received from the following source: website of the company **Fund "Socium"**: http://socium.ur.ru/files/mar_research.rar. and confirmed by data of telephone questioners of 20 leading regional companies, which was lead by the author in March of 2004 and 2005.

2) Division of groups is necessary to carrying out on the basis of strictly certain criteria describing specificity of subjects activities of the MRS market;

3) Segments of the MRS market should represent not only the individual subject, but significant number of the subjects getting under certain criteria;

4) Characteristics (criterion of division) of the subjects of MRS market should be measurable;

5) The subjects of the MRS market allocated in one segment should have similarity from the point of view of specificity of the organization and features of granting of MR services;



- Other problems
- Problems of searching/choicing promotions methods
- Problems of searching/choicing sales stimulation methoc
- Insufficiency of methodical literature of MR
- Insufficient qualification of marketing department emplo
- High costs of MRS
- High costs of services in brushing up qualification
- Insufficient qualification of MRS specialists
- Search/choice specialists for solve special problems of 1
- Search/choice methods of market analysis
- Search/choice of solving the directions of the activities
- Formation of the marketing department

Fig. 6. ***List of the main problems, experiences by the subjects of the MRS market of the Urals region in 1996-2004, due to the data of our researches***

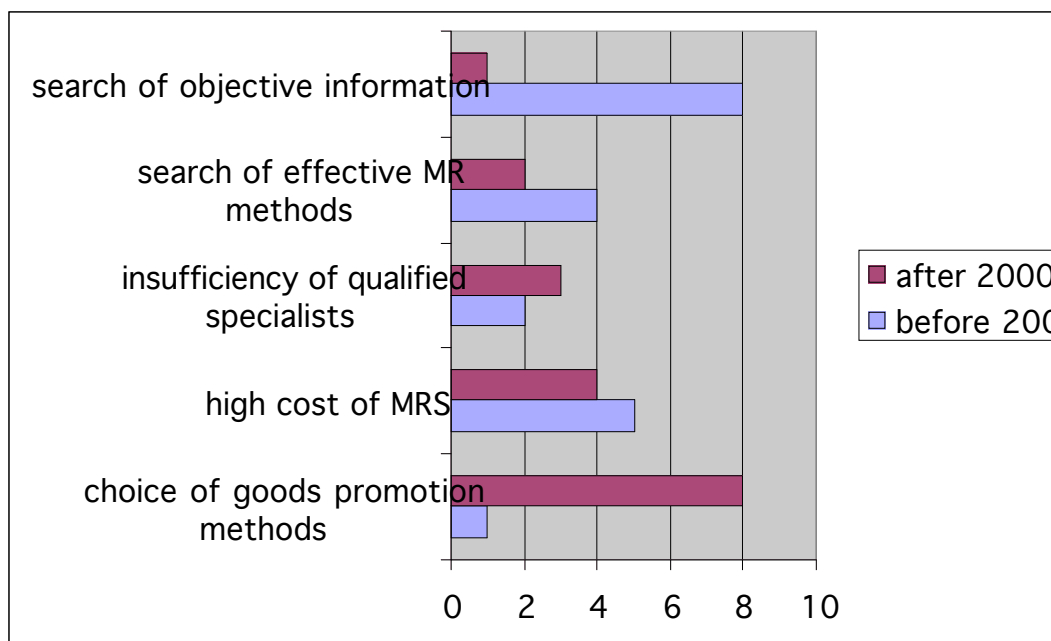


Fig. 7. **Diagram of medium-suspended estimations of the rank¹ the importance of the problem, experimented under carry out of MR in different markets of Yekaterinburg²**

6) Any of the revealed subjects of MRS market is connected with other subjects strictly by certain channels of communications.

Besides that, while segmentation of MRS market there should be used various criteria. The variants of criteria submitted in the literature, in our opinion, do not to the full reflect specificity of MRS market. In this connection we have offered some criteria most suitable to the given procedure, one of which is considered to be a pattern of ownership, directions of re-

¹ The average weighed estimations ranging from 1 up to 8, where 1 - the most important direction, 2 - the following on importance; etc.

² The diagram is made by the author on the basis of long-term researches of MRS market with 1996 on 2004.

searches, a number of the personnel, a market share. However more later researches (2004-2005) have convincingly proved, that under conditions of actively formed MRS market it is necessary to present as a conducting criterion of segmentation of this market such a parameter, as «financial sustainability of the company».

On the basis of the specified theoretical representations about segmentation of the market, principles and criteria we have offered an author's technique of segmentation of MRS market (on the example of Yekaterinburg), consisting of four stages (fig. 8.). This technique has received approbation in 2004-2005 on the example of MRS market¹ of Yekaterinburg therefore the social and economic indices were designed describing efficiency of activities of managing subjects of this market.

In result the following data is established. Firstly, the analysis carried out by us has revealed the basic problems of MRS market on the whole and with reference to separate segments, in particular. The basic problem, according to the opinion of respondents is the problem of searching a solvent customer (4,09 points²). Besides the problem of an insufficient qualification of customers/clients it is worthy to pay attention in the field of practical use of the market information (3,79 points). Being is not less important is the problem of searching information in questions attracting managing subjects (3,78 points).

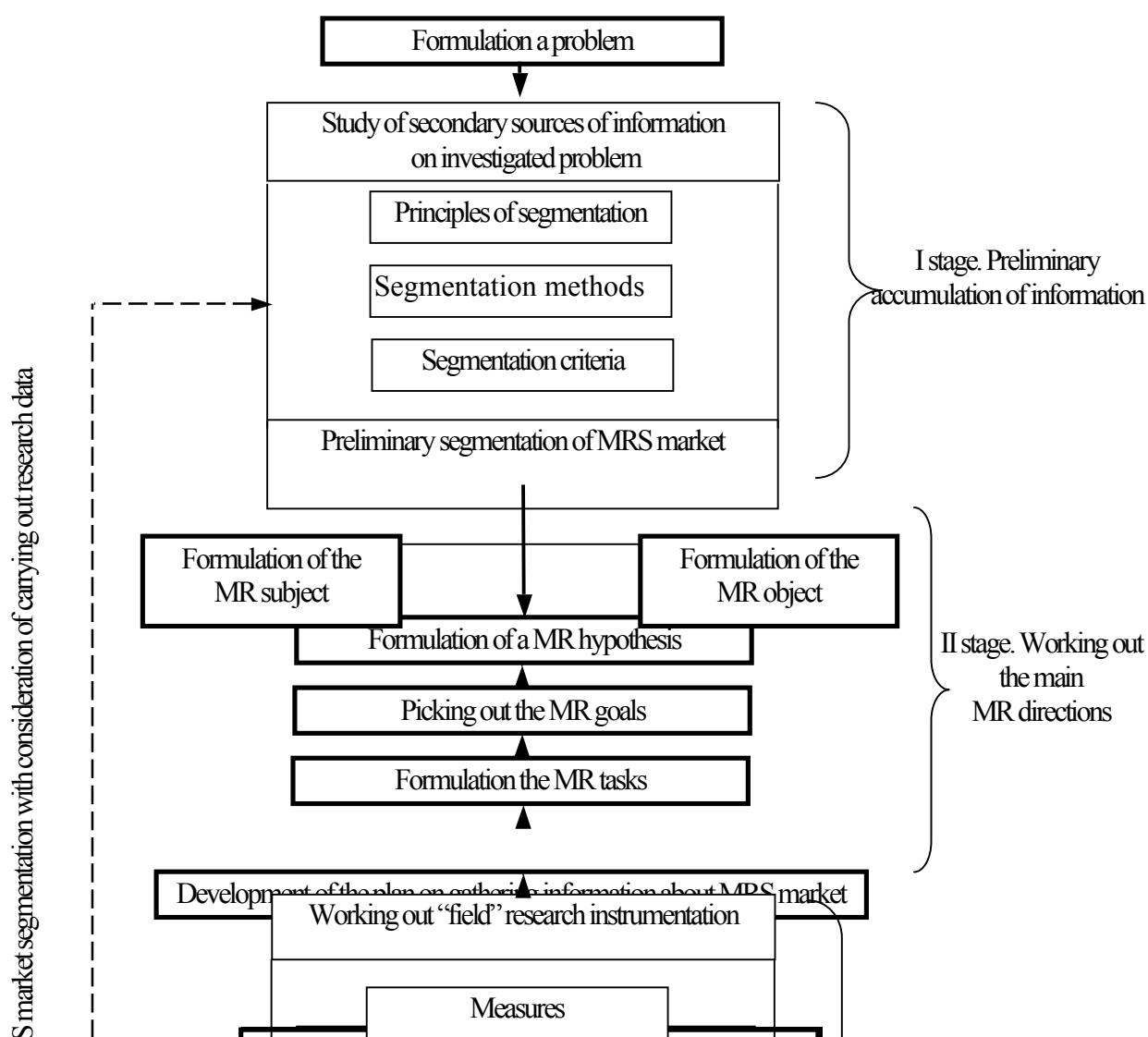
Secondly, studying of the squares maps constructed on the basis of opinion of experts and heads of managing subjects of

¹ Researches were carried out together with post-graduate student V.A. Shaposhnikov.

² The average weighed estimations ranging from 1 up to 8, where 1 - the most important direction, 2 - the following on importance; etc.

MRS market, has allowed to reveal a number of peculiarities, on the basis of which it is also possible to draw a conclusion on specificity of activities of separate segments of the market.

Thirdly, the integrated parameters describing specificity of commercial, scientific - methodical and social and economic activities of managing subjects of MRS market, were designed on the base of qualimetric methods. Finally integrated parameters were expressed by the following formula (1).



III stage. Choice and
 approbation of MR
 instruments

Finishing off and preparation of the final variant of
 the MR tools

Fig. 8. **Principal scheme of the four-staged program of MRS market segmentation due to research, done by G.V. Astratova and V.A. Shaposhnikov**

$$Z_s = \sum_{i=1}^m S_i \cdot M, \quad s = 1, \dots, 4 \text{ (the number of segments)}^1$$

(1),

where S - average value i - that parameter of all subjects of MRS market with calculation of importance of all parameters among all set of indices, and m - quantity of parameters.

¹ M - a ratio of the given quantity of parameters to actual. It is important to note, that there are some parameters which cannot be calculated with reference to some subjects of MRS market. For example, the mark estimation of organizational structure cannot be designed for individually - practising marketer.

Fourthly, the designed parameters allow to determine the efficiency of managing subjects activities in each segment of the market. For example, only at «specialized companies» the value of a parameter of a commercial effectiveness is equal to average value (3 points¹) that proves rather sufficient high level of employees wages and presence of the profit. Besides that at this segment of the market, scientific-methodical work is much more developed (3,75) and the parameter, characterizing the efficiency of social and economic activities are also the highest in the market of Yekaterinburg (3,59). On the second place stand are «individual marketers» (2,68 - a commercial effectiveness; 3,48 - scientific - methodical; 3,22 scores - social and economic spheres). According to the received data, parameters on segments of «the specialized departments of high schools and scientific research institutes», and also «departments (services) of marketing of the various enterprises» are very close. The integrated parameter of social and economic activities practically coincides (3,18 and 3,17 scores, accordingly). Besides that for the given segments of MRS market in Yekaterinburg it can be noted the presence of rather a low parameter of a commercial effectiveness (2,44 and 2,28 scores, accordingly). However on the background of the development of a low parameter of a commercial effectiveness, at the segments of MRS market designated above, rather high level of scientific - methodical work (3,39 and 3,33 points, accordingly).

The technique of segmentation, developed by us on the example of Yekaterinburg allows us to solve problems of research

¹ min=1 score; max=5 score; average meaning=3 score.

of MRS market in a new way and to define social and economic efficiency of the subjects managing in the market specializing on MR.

Practical importance of the research also consists in an opportunity of application of the developed conceptual approaches and methods of marketing research in practical activities of managing subjects in the various markets, and realization of segmentation of the market of services.

It is important to emphasize, that as a result of the research the basic problems of maintenance of financial sustainability of the firms specializing on realization of MRS are revealed also. These basic problems, in our opinion, are the following two:

- 1) the absence of guarantees of stable maintenance of profitableness of the company;
- 2) a high specific share of constant costs.

We consider, mentioned problems are caused, in turn, by the following main factors:

□ MRS represent a special kind of "product" in the system of marketing. In particular, to provide promotion of these services is not enough and in other cases it is absolutely not obligatory, i.e. to use traditional ways of promotion (advertising, sales promoting, direct dispatches, the Internet etc.). Much more effective ways of the MRS promotion is considered to be personal sales which in conditions of Russia demand not only personal communication skills and high professional qualities of the sales manager, but, first of all, having good connections in administrative/power structures and a high rating of business reputation with potential and present customers;

□ MRS represent a special kind of activities connected with research activities, and commercial activities as well, and possessing a number of specific peculiarities (complexity of a consumer choice, scientific and intellectual MR services, the necessity of attraction of highly skilled personnel and differentiated in various directions of MR etc.). These features result in the share of constant costs in the structure of the cost price of MR services, are obviously high and the ways of its reduction are rather limited.

All noticed above proves that the problem of maintenance of financial sustainability of the companies in MRS market is rather actual and demands its further research, because as the present market in Russia and in the Urals, in particular, is in the stage of an active formation.

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