

The system of consumer preferences of the individual user includes an individualized range of services, flexible pricing, depending on the volume of services, the ability to carry out a significant amount of orders, a known enterprise provider, and high quality services responsive to the changing needs of the consumer. The most effective strategy of concentrated exposure for this group of consumers is using instruments of direct impact, as well as personal sales. Using tools of direct marketing, the preferences of enterprise customers are clarified, the offers are tailor-made to meet them, taking into account the specific needs of the consumer. At this stage personnel of the company should be directed not primarily to obtain maximum economic benefits in the short run, but to create a contact with the consumer in order to stimulate further purchases of regular maintenance. Thus, the activities of the company should be directed to the establishment of "partnership" relationship with the largest possible number of consumers. Establishing such a relationship provides the company with orders in the future, and can increase sales specific to the consumer ("grow" it to the largest category of customers), reduce the cost of sales, allow them to raise prices without the fear of losing customers, and as a consequence lead to the long-term competitiveness of the enterprise.

Nowadays the world economy, the services market in particular, grows with the number of enterprises working in it, expanding the range of services and increasing competition. The pressure raises the question of maintaining itself in the market on the survival and development of the company. These trends are forcing companies to look for ways to preserve and expand their market share, improve the competitiveness of their products (services) and the enterprise itself. Under the saturated conditions of the proposal, a limited number of service users, with a preference for variably effective techniques in relationship management with consumers can be an effective tool for ensuring the competitiveness of enterprises in business services in the long term.

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INTERNAL MARKETING AS THE TOOL OF EFFECTIVENESS INCREASE OF INTELLECTUAL EMPLOYEE USE

Under conditions of postindustrial economics intellectual employees as the main manufacturers and knowledge carriers are the source of long-term competitive advantage which is difficult to copy. Therefore the success of business demands the marketing approach not only to consume service, but also to home market that is employees. The article is devoted to the analysis of possibilities, specifying the internal marketing tools and the principles to increase efficiency of intellectual employees' usage in the organization taking into account features of this human resources group.

Keywords: intellectual employees, internal marketing, requirements to the internal environment of the organization, tools of internal marketing.

Activity efficiency of modern organizations substantially depends on business orientation on the client, presence of the unique commodity and service offer, perfection of business processes, but is even more based on that, how much the management copes with the problem of recruiting, managing and holding the intellectual employees, capable to provide competitive advantages of the organization. Cases are known when prospering corporations sharply reduced the industrial indicators and even were absorbed by competitors

because could not provide desired conditions of activity for employees, and with their leaving lost the intellectual capital which acted before as the basis of their investment appeal [1]. Complexity of specified problem is connected not only with the rarity of the intellectual employee, as carrier of unique abilities, but also with limited possibility of this group management under its features. Specified factors require review and updating of the administrative tools traditionally applied by organizations, and the offer of additional ones; among the first mentioned can be

internal marketing. The article is devoted to the analysis of its application possibility as tool of efficiency increase of intellectual employee using and to working out necessary organizational conditions.

In general the value of intellectual employees in modern organization is defined by that they:

- a) are a considerable share of the personnel;
- b) create competitiveness of the organization;
- c) are the key source of development.

Let's consider the basic characteristics of the intellectual employee:

- handling the information and knowledge in work and ability of their processing in ready products, new knowledge;
- independence of professional activity of the property on means and conditions of production;
- more self-identification with the profession, the field of activity, than with the concrete organization or workplace;
- poor working control because of the results of the intellectual activity sold to the employer and their achievement process is hidden;
- considerable ability to self-organization, therefore their independence does not do harm to the company, and increases the share of such employees in the organization, reduces requirement for the traditional management of the personnel;
- the main motive of activity is possibility of intellectual growth and development, instead of material compensation;
- gradual comprehension by intellectual employees of their leading part in the production process and possibility to play it successfully outside the organization and other;
- responsibility for productivity lays on the intellectual employees who should control themselves, and require independence at work performance;
- the basic indicator of intellectual employee productivity is the quality of solution for the given problem, instead of quantity or volume of made product, as it is peculiar for manual worker [2].

Category of intellectual employees usually includes programmers, lawyers, designers, advisers, experts, analysts, experts in marketing and representatives of other professions capable to create a ready product without physical means of production [3].

The increase of relative density of intellectual employees in modern organizations and competition toughening for them on the labor market increased requirements to the organization from the point of view of creating attractive working conditions, and internal marketing is capable to help the organizations to generate such conditions.

“Internal marketing” concept relates to active development of service business in the developed countries in 70s, and K. Gronroos who offered the concept within functional and tool model of service quality. K. Gronroos also brought in such terms as “internal product (personnel work)” and “internal consumer” (firm staff) [4].

Today theoretical scientists and experts offer a lot of “internal marketing” concept treatments. Let's consider some approaches to definition of this concept from the point of view of applicability to the intellectual workers (see table).

In general these interpretations are detailed enough, but concerning intellectual employees are arguable. In particular, D. Lobanov's definition is disputable regarding stimulation, as they cannot be stimulated under inherent features; influence is applicable only through the internal motivation of this employee group. K. Gronroos' and E. N. Golubkova's approaches seem a little limited since the first one is mostly focused on the sphere of services and the process of service, which is carried out by the contact personnel, not considering other categories of intellectual employees, and E. N. Golubkova's approach is focused on external clients and uses employees as means of their gaining. The most adequate, meeting the targets of this research, we consider definition offered by L. Berry and P. Parasuraman as it places emphasis on well-qualified personnel that is intellectual employee.

The internal marketing is focused on home market of the organization, precedes external marketing, as it can be futile to introduce any product into the market if the organization staff cannot provide its high quality. The purpose of internal marketing is to create a true team that is people, whose favour for the business surpasses limits of official duties. They define their work contents from the point of view of external client serving [5].

Approaches to “internal marketing” concept

Author	Definition
K. Gronroos	Marketing assuming work with contact firm staff is intended to create motivational and organizational working conditions promoting to form functional service quality (how consumer service process is carried out) [4]
D. Lobanov	Use of marketing approach with reference to employees, this is forming, stimulation, co-ordination and integration of the staff for effective application of corporate and functional strategy, for the purpose to meet requirements of the consumer through the process of interaction with motivated personnel oriented on clients [6]
E. N. Golubkova	Marketing carried out within the organization and directed to effective training and motivation of employee work, carrying out just contacts with clients and providing these contacts support, and also creating conditions when employees work as united command, providing the most complete satisfaction of clients [5]
L. Berry, P. Parasuraman	Recruiting, training, motivation and retraining of qualified personnel creating working conditions which would satisfy personnel needs [7]

One of the main concepts of internal marketing is the concept of home market as the point where staff of the organization outs values with external clients in exchange for material and moral and social reward given to them by the organization management. As R. Townsend considers, all organization staff should be engaged in marketing, from the owner and the director to the office-cleaner, instead of separated structure [8].

Thus, internal marketing is based, on the one hand, that the personnel is the resource of the organization necessary for its purpose achievement, on the other hand, the personnel is one of the major organization client groups whose wishes are to be satisfied.

The concept of internal marketing in the majority of sources is considered according to analogy with traditional marketing complex ("4P" – product, price, place, promotion). Let us analyze elements of internal marketing complex, offered in [5]:

1. The product is the work offered to the employee by the organization. The organization offers a special product – a post in the organization with its specific problems, rights and duties. The employee "buys" this product, "paying" it with his or her labour. Personnel satisfaction with internal product (work) depends on that, as far as consumer properties of this product (work contents, its volume, creative kind of work, its performance deadline, independence level of decision-making, etc.) correspond to personnel expectations.

To be satisfied with work the intellectual employee needs in creative character of this work (to wide extent), rights and official powers for qualitative performance of the duties, participation in acceptance strategic and operative decisions, instead of their implicit performance, and other characteristics of the work allowing to realize employee potential. Need for conformity of work and personnel expectations speak about expediency as input research of employee expectations in relation to work contents and process at employee admission to the organization, and periodic research in order to track changes of the situation and its timely updating.

2. The internal product price is the cost of the material, social and other goods that employees have for the work. In other words, the internal product price is defined by stimulation degree of employee work.

Application of direct economic influence in relation to intellectual employees is limited by weak material interest of the latter. So these employees, as a rule, have no considerable problems to satisfy material requirements (they have already apartment, car, certain savings and so forth), therefore they can take the liberty of selecting the organization providing not the maximum wages, but possibilities for professional and personal advance, interesting work purposes of which the employees understand and share, where friendly relations in collective are established and so on. However, it does not mean that the organization can save on intellectual employee remuneration of labour. On the contrary, such careerists are informed about their cost on the labour market, but the salary level is not the main motivation for them. One must also pay attention to the size of pecuniary recompense that directors of Russian enterprises usually offer, have no stimulating effect on intellectual employees. On the contrary, size of recompense, capable

to stimulate such employees, much more exceeds the sums the directors are ready to spend on these purposes. Therefore, direct material stimulation does not render considerable motivational influence on intellectual employees. Application of indirect economic influence by means of cost accounting introduction (self-recoupment) and profit sharing with organization stock granting can serve as recognition of importance and responsibility increase of this employee category.

3. Place (way of internal product finishing) is the proper allocation of employees according to the charged work within the organization. This component is considered, first, from the point of view of the organizational effectiveness and problem, rights and responsibility distribution.

Organizational influence on the intellectual employee, assuming use of organizational structure, staff list, job description and so forth is limited on the score of performing their production targets the employees are not tied to the concrete workplace and time, organization and means of production and are capable to carry out the duties out of them. Moreover, intellectual employees, as a rule, carry out the creative problems that demand considerable set-up labor, particular mood and situation, inefficiency of administrative and disciplinary influences on intellectual employees is demonstrated by the following example. So, the designer works out the idea during a month, during one more month he finishes it, but in spite of the fact that the result appears in two months, it does not point to the fact that the designer did not carry out the chief charged task, also as well as does not speak about the opposite: the result could be achieved in half an hour, and all two months the designer created visibility of work, sabotaging the chief task, that is not the authority for him, not understanding and, hence, not sharing the organization purposes. In other words, if the employee is interested for any reasons to stay in the organization which purpose he does not share and the chief of which is not the authority for him, owing to mentality he will find possibility, not clashing avowedly, to sabotage administrative and legal influence.

One of decisions for specified difficulties can be simplifying the organizational structure. Realization of existing market possibilities of the enterprise is reflected in its organizational structure. The main tendency of organizational management structure development is to plane sequentially and to increase adaptation. Experts define the following requirements for effective organizational structure formation [9]:

- to reduce division sizes and staff them with more qualified personnel;
- to reduce management level number;
- to plane organizational structure, to decentralize, to expand economic independence;
- cooperation and partnership, group work organizing;
- to delegate authority and to prompt the employees to take responsibility upon themselves;
- to create organizational conditions for rapid reaction to changes;
- to orient the current work including schedules and procedures according to customer's needs and so forth.

Features of the organic organizations, that is to stimulate creative approach to work, to increase

awareness level, to change authorities and responsibility of each employee according to solved problem character, etc, lead to increase in importance and participation of each employee in decision-making, disclosing of organization personnel potential, activation of innovation thinking that is highly typical for intellectual employees.

4. Internal product promotion assumes to create system of effective marketing communications between home market participants. Along with marketing communications, it is necessary to consider common organizational communications as well. Internal marketing problem is the analysis of formal and informal internal communications purposely to reveal efficiency and expediency of communications for personnel quality work.

To use methods of marketing communications in internal marketing means to apply the following tools:

- sale promotion;
- personal sale;
- advertising;
- public relations (PR).

Sale promotion in internal marketing is understood as the short-term incentive measures promoting work “sale” to employees of the organization, for example, granting additional payment or other privileges for performance of off-schedule, important work. The intellectual employee, as well as other categories of the personnel, can be induced with similar tool, more rare with financial incentive, more often by means of authority accrual, participation in the interesting project, etc., and well understanding expediency of increase in the consumption of his (her) labor.

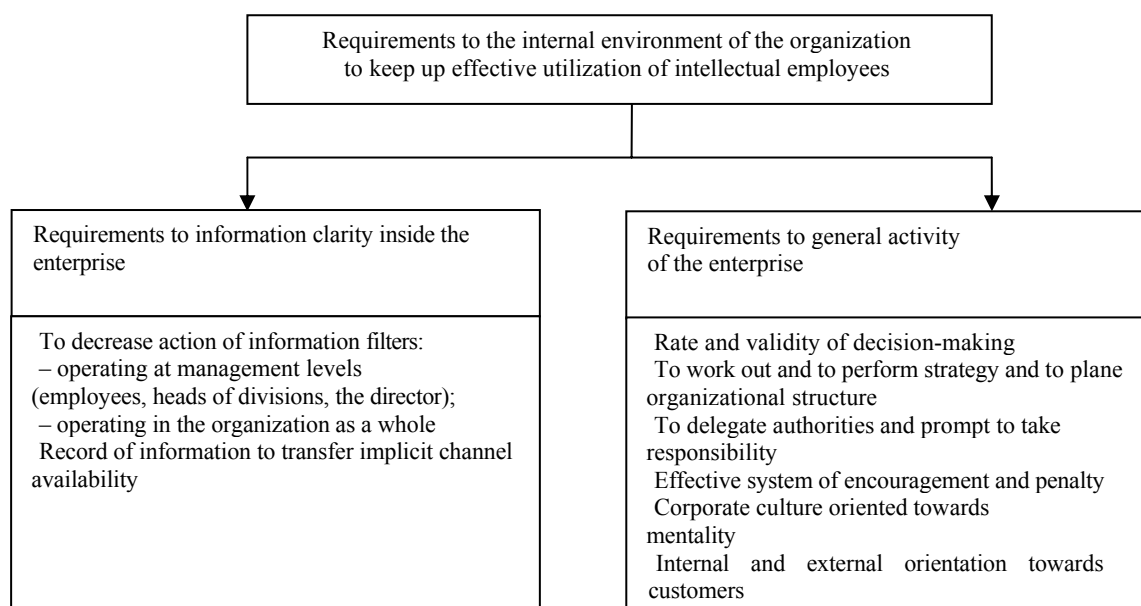
Personal sale is understood as oral presentation by the chief in conversation with one or several potential internal buyers for the purpose of its sale. It is the effective tool for work-product promotion at certain stages of its sale when officials and employees oral communications can be more effective methods of motivation, rather than methods of sale promotion. Moreover, personal sale methods are used during interview at recruiting. Personal

character of such meeting allows understanding more precisely employee inquiries, to explain them organization positions and possibilities, to display sold works to advantage, to eliminate misunderstanding, to establish long-term confidential relations. Such promotion tool may be significant enough for the intellectual employee, as his work status requires often direct contact with the officials, and a work personal sale, as internal product of the organization, is often more effective, as allows to minimize procedural encumbrances and misunderstanding of future (or current) participants of home market.

Advertising in internal marketing is, basically, internal, presented by various printed internal information materials coinciding with public relations materials. External advertising should attract new employees to the organization. The targets of this advertising are in many respects identical with organization image advertising as a whole. The tool is applied in relation to intellectual employees under condition of information clarity in and out of the organization.

Internal marketing public relations, first of all, are targeted at the inside of the organization (internal function of public relations is used). The public in this case is understood as various employees of organization divisions, including the contact personnel. Internal function is directed to create and to keep up corporate social responsibility inside the organization, in particular, to meet requirements of external customers. It is a matter of organization’s high reputation among its personnel, friendly climate inside the organization, responsibility and interest in administration affairs.

External function of public relations is directed to attract highly skilled personnel for a work in the organization may be used also in internal marketing. Such tool can be used in relation to intellectual employees only under the following conditions (see figure).



Shows requirements to the internal environment of the organization to keep up effective utilization of intellectual employees (authors’ working out)

As a whole, the analysis shows, that organization management problem is to use internal marketing elements to increase application of intellectual workers' abilities that provides enterprise development. According to the above mentioned requirements towards intellectual employee management, the authors offer the following principles of internal marketing use in relation to intellectual employees of the enterprises:

- the principle of information clarity inside the organization: the information is a paramount resource of intellectual employee activity; therefore, the purposes and problems, strategy and tactics of the organization should be opened and clear for the personnel to understand what, how and why must be done. It provides implication feeling in production, improves possibilities for personnel motivation and team creation;

- the principle of personnel partnership in decision-making: joint decision-making on the important questions eliminates contingent opposition of intellectual employees in relation to coercive methods of decision-making and creates feeling of participation, strengthens spirit of "cause";

- the principle of incentive administrative influence preference to punishing and forbidding ones in relation to intellectual employees, underuse limitation of the latter;

- the principle of "triune" identity: what the chief thinks about the intellectual employee, what the employee thinks about the chief and what the chief and the employee think about the customer – this all should not contradict each other, and as the result form the identity of corresponding information which is transferred to the customer and creates that what the customer thinks about this organization. As the result of the identical information environment providing internal and external customer orientation to this organization devotion is created;

- thus, we have revealed, that internal marketing is one of the tools to create friendly organizational

environment, where the effective application of the intellectual employees is possible. We have specified elements of internal marketing that is caused by features of intellectual employees and have offered requirements to the internal environment of the organization to provide effective application of intellectual employees and principles of internal marketing use in relation to intellectual employees of the enterprises. These tools provide, in turn, the enterprise success within actually mobile market conditions.

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COMPETITIVENESS OF THE HIGHER EDUCATIONAL INSTITUTION IN THE MARKET OF EDUCATIONAL SERVICES IN KRASNOYARSK CITY AND KRASNOYARSK REGION

The competitiveness of higher educational institutions in the market of educational services of Krasnoyarsk region is considered in the article, the concept "the higher vocational training" is also given in the present research. The problem urgency is proved, the general approaches and conditions of research of competitiveness of higher educational institutions are shown, major factors for a competitiveness estimation are allocated.

Keywords: competitiveness, a higher educational institution, formation, services, competitiveness factors.

In the conditions of modern lines of development of the Russian higher education, and also in accordance with the world tendency of globalization some questions of the competitiveness of higher education and the competitiveness of the higher educational institutions become very important. They have been defining value

for successful development of Russia. Marketing in higher educational sphere gradually gets a very independent value. It requires the further study of scientifically-categorical mechanisms, revealing the peculiar features and tendencies of marketing activity inherent in a higher educational institution as the subject