

# FORMULATION OF MARKET STRATEGY FOR THE RUSSIAN MARKET

Case: Jessup Manufacturing Company

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Abstract  <p>This bachelor thesis describes the situation of Jessup Mfg Company on Russian market for the products Safety Track® and Flex Track®. The market research was appointed by Jessup Mfg Company Obninsk branch, an American manufacturing company that develops, manufactures and distributes photo luminescent and non-slip materials for creating a safe environment for people. The reason of fulfilling this research is the company's desire for improvement of its performance on Russian market and gaining a wider market share.</p> <p>The objective of the conducted research is to develop a segmented market strategy for Jessup Mfg Company on the territory of Russia.</p> <p>The research carried out for this bachelor's thesis includes quantitative data. The secondary information was gathered using Literature and Internet resources. The research is generally based on the survey method. The information necessary for the research and analysis was collected by conducting phone interviews.</p> <p>The research executed in this thesis enables Jessup Mfg Company Obninsk branch to reconsider the adopted market strategy, efficiently organize the promotion strategy for each market segment and solve existing challenges caused by cultural specialties.</p>		
Keywords Market strategy, target groups, Russian market, Russian culture, marketing mix.		
Miscellaneous Segmentation, administrative and cultural barriers, promotion, brand awareness.		

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## **1. INTRODUCTION**

### **1.1 Purpose of the study**

The purpose of the thesis was to assign the customer target groups for Jessup Manufacturing Company Obninsk branch and create a market strategy for competent promotion of the product for these target groups. In other words the author was supposed to contribute to the business development of Jessup Company through conducting the segmentation study, assigning target groups of Jessup's customers, and creating a market strategy for each of those groups. Studying the field of business development is very interesting and useful for me. The case of Jessup Company Obninsk branch is an unconventional business case, which may cause misunderstandings among the followers of traditional business models. The detailed investigation of this case enables to understand the overall structure of international business's operations in Russia. The case of Jessup Company includes many different cultural, theoretical and practical aspects to be considered in order to see the company's situation clearly and find the right solutions for established difficulties.

### **1.2 Company's background**

Jessup Manufacturing Company was founded in the year 1956 in Mac Henry, Illinois, USA. Jessup has always been a family company. Jessup Mfg. is a complete cycled modern and automated enterprise. The company is developing the products and production technologies independently in its laboratories. There are three production plants situated in USA (two in Illinois and one in Florida). The company's production is concentrated on the improvement of people's safety in public areas and private sectors. There are three basic fields the company specializes in:

- Non-slip products Safety Track® and Flex Track®
- Photoluminescent film Glo Brite® for equipping evacuation ways
- Covering and flexible bottom layer for large equipment manufacturers

The company is exporting its products to 34 countries including Russia. The majority of Jessup Mfg.'s distributors sell company's products under their own trademarks. However, the production of Jessup Mfg. is being sold under its own trademark in Russia. The first official distributor and representative office of Jessup was opened in Obninsk. Thanks to the Obninsk branch, the Jessup's brands became available in other Russian cities, such as Moscow, St. Petersburg, Kaliningrad, Rostov-on-Don, Yoshkar-Ola, Chelyabinsk, Novosibirsk, Krasnoyarsk, Khabarovsk and some others.

This study was conducted on the subject of market strategy formulation for one field of the company's specialization – the non-slip products.

### **1.3 Company's challenges in the Russian market**

The matters of safety environment have always been disregarded in Russian culture. Therefore, products such as non-slip materials are unpopular in the Russian market. As a rule, people tend to apply different kinds of cheap materials in order to deal with the problem of slippery surfaces. These improvised materials appear to be unpractical in use. As a result of money saving, a habit to solve such problems by improvised materials or neglecting uncomfortable situations Jessup Company's non-slip products were resisted by the audience.

Enterprises such as factories, office buildings, public places and social organizations should provide a safe environment for their employees and clients. As opposed to photoluminescent films, which are officially included in the accident prevention mechanism as one of its components, the organizations are not yet obliged to have the non-slip materials in accordance with the law. Thus, it is quite obvious that the employers have an irresponsible attitude towards their employees and customers. Inattention to the social health is a significant obstacle for Jessup's successful performance in the Russian market.

One of the established barriers is the specific perception of advertising material. A traditional Russian person interprets the advertisement as the advertiser's greedy need to earn money. The Russian buyer can not immediately recognize the personal value

of the product. Thus, it sometimes becomes very difficult to communicate with customers and explain the core necessity of the product for them.

Bureaucracy has always been a widespread problem in Russia. As a rule, bureaucracy becomes an integral part of a company's business operations, especially if the company is occupied in the importing and exporting business. The Russian customs officers tend to establish a heavy tax assessment for overseas products. The taxation has to be frequently investigated in accordance with the law so that the importer would not have to overpay the taxes to the customs officers.

Many foreign businesses wishing to enter the Russian market must first attack the problematic Russian certification system, a process that can be complicated, time consuming and expensive. Small and medium sized foreign companies looking for agents and reliable local distributors or trying to establish Russian subsidiaries on their own might face certain challenges caused by misunderstandings, language barriers, which usually leads to a common misunderstanding (Certification in Russia website).

One of the Jessup Obninsk branch's goals is to open the consignment stock in the Kaluga region. The consignment stock is very important and would enable the quick distribution of the product in the territory of Russia. Russian trade law requires a difficult process of official registration, which prolongs the procedures needed for opening the stock.

As a consequence of government's intervention expressed through administrative barriers, the natural competition becomes violated. Therefore, on the ground of the established economic situation, certain difficulties arise when foreign companies are penetrating into the Russian market.

The Jessup Mfg. Company Obninsk branch is so far overcoming the above mentioned administrative barriers. However, there is a necessity for a revised market strategy for solving the barriers established in the cultural background.

## **1.4 Research problem**

The Obninsk branch of Jessup Manufacturing Company has had certain challenges by managing business in the Russian market. The reasons and consequences of these challenges have to be clearly defined so that the company could improve its performance in the territory of Russia.

## **1.5 Research questions**

- 1) What should be the company's key target customer groups?
- 2) How should we organize the most efficient promotion strategy for each of target groups and make the necessity of product clear for the customers?

## **2. THEORETICAL BASE**

### **2.1 Market segmentation**

Market and customer segmentation has an essential meaning for every company. The business activities cannot be defined clearly without deciding on the concrete market segments, whose attention is to be caught. Before identifying certain segments, it is worth looking into the definition of market segmentation and types of segmentation strategies.

“Segmentation is the process of portioning markets into groups of potential customers with similar needs and/or characteristics who are likely to exhibit purchase behavior. It has emerged as a key marketing planning tool and the foundation for the effective strategy formulation in American and international companies”. The main objective of segmentation research is to analyze markets, find niche opportunities, and gain superior competitive advantage. Segmentation is also a marketing discipline that can be intensified through experience, practice, and strategic thinking. (Weinstein 2006, 4 - 5)



“Segmentation marketing means knowing your customers, giving them exactly what they want, building strong relationships with channel affiliates and co-marketing partners, and communicating with highly targeted promotional media” (Weinstein, 2006, 4).

The segmentation implies an individual treatment to each and every customer group. Usually, some similar methods can be used for communication with several target groups. However, in some cases there is a small amount of customers in one target group, thus each customer requires an individual communication. The Table 1, suggested by Weinstein (2006, 10) enables to discover the difference between general segmentation and the segment-of-one marketing approaches.

TABLE 1. Difference between Segmentation and Atomization  
(Weinstein, A. 2006, 10)

<b>Strategic focus</b>	<b>Segmentation</b>	<b>Segment-of-One Marketing</b>
Market segments	Groups	Individuals
Marketing mix	Same of entire segment	Tailored to each customer
Promotional strategy	Mass communication	Individual addressability
Promotional emphasis	Awareness creation, preference	Tailoring offerings to customer needs/interests, retention
Marketing flexibility	largely inflexible within a given time period	Highly flexible and adoptive
Sales initiatives	Phone orders, sales calls, Web orders	Real time ordering more likely

The TABLE 1 explains the distinction between B2B and B2C from the marketing communication point of view. By its turn, the TABLE 2 represents the aspects which should be analyzed for understanding the customer behavior and customer’s environment. The proper analysis of TABLE 2 enables to investigate the environment

of customer groups. This analysis will be implemented in the development of market and communication strategy by using the TABLE 1.

TABLE 2. Differences between Segmentation

(Weinstein, A. 2006, 72)

<b>Demographic category</b>	<b>Business demographics</b>	<b>Consumer demographics</b>
Age and stage (of life cycle)	Number of years firm has been in business; stage of product/industry life cycle	Age distribution; family/household life cycle
Financial factors	Sales; profits; market share	Income; occupation; education
Market size	Number of potential customers; number of locations, stores, plants; number of employees	Population; number of households/families; household/family size
Ownership factors	Own or lease establishments (store, office, plant, warehouse); own or lease property or equipment; length of time at faculty	Homeowner versus renter; type of dwelling; household mobility/stability
Industry structure/social class	Market/industry position; high-tech versus low-tech; goods, services, information	Lower-lower to upper-upper class; geodemographic/lifestyle clusters

Art Weinstein (2006, 83 - 84) claims that segmenting markets by consumption patterns can be most insightful for understanding the customer mix. Differentiated marketing strategies are needed for various user groups: first-time users, repeat customers, heavy users, and former users. By classifying customers into the usage categories, management can readily design appropriate strategies for each market

segment. The implication of usage analysis is that all buyers are not equal. The heavy users are more valuable than others. Medium users form the solid foundation of a business. Revenue enhancement strategies such as cross-selling and value-added services can be used to keep these customers satisfied and grow their business. For unprofitable customers, companies must find new, low-cost ways to serve them effectively.

Weinstein (2006, 133 - 134) states that market segmentation can be informative, insightful, innovative, and even interesting, but its real value lays in its ability to be implications oriented – create business opportunities from similar market situations. Ideally, segmentation findings can be readily turned into action-oriented, strategic programs, but this is not always the case; strategy formation is not an immediate process. Although most segmentation analyses are data based, strategy development almost requires a sixth sense. There are intangible factors, such as experience and creative insight that play a role in strategic design. Weinstein (2006, 135 - 136) offers to conduct the segmentation strategy using the Three-Step Approach.

TABLE 3. Segmentation strategy – The Three-Step Approach

(Weinstein, 2006, 135 - 136)

***Step 1: Identify Market Segments****List the submarkets from your segmentation study.*

Market Segment A (name):

Market Segment B (name):

Market Segment C (name):

Market Segment D (name):

***Step 2: Target market Segments****Select key segment or segments for marketing activity.*

Primary market (name):

Primary market profile and needs:

.....

Secondary market (name):

Secondary market profile and needs:

.....

Tertiary market (name):

Tertiary market profile and needs:

***Step 3: Position and Segments****Formulate unique market strategies.*

Primary market (name):

Competitive advantages:

Positioning strategy:

.....

Secondary market (name):

Competitive advantages:

Positioning strategy:

.....

Tertiary market (name):

Competitive advantages:

Positioning strategy:

## 2.2 The marketing mix

“The *Marketing Mix* is the set of controllable tactical marketing tools - Product, Price, Promotion and Place - that the firm blends to produce the response it wants in the target market.” (Kotler and Armstrong, 2010, 134)

”*Marketing Mix* is the combination of four elements, called the *4P*'s (Product, Price, Promotion and Place), that every company has the option of adding, subtracting, or modifying in order to create a desired marketing strategy.” (Philip Kotler, 1997, 92)

Stokes summarized that the marketing mix consists of the controllable variables which marketing management can use to influence customer demand. It represents the methods by which managers seek to meet marketing objectives. (2002, 182)

### *Product strategy*

Weinstein indicates that in segmentation studies, the customers' perception of the product defines and shapes an “appropriate product decisions”. In developing the segmentation strategies, a firm must analyze the range of the goods and services it offers. “The nature of the product, the product life cycle, the classification of goods, product policies, and the role of the product differentiation” are the factors influencing on the product strategy decisions. (2006, 143)

### *Promotional strategy*

Weinstein (2006, 147) claims that any target market can be reached by using traditional promotion elements mix (advertising, personal selling, publicity, and sales promotion) and promotional tools (databases, direct marketing, and the Internet). Weinstein (2006, 147 - 148) pointed out the marketing tools which can be used by formulating the promotional strategy:

- Integrated marketing communications
- Personal selling
- Advertising
- Public relations

The following underlying question is suggested by Weinstein regarding the usage of any promotional strategies and tactics, “Is it (a promotion strategy) right for market segment you are trying to attract?” (2006, 149)

#### *Pricing strategy*

Weinstein affirms that financial costs such as markups, margins and paybacks are essential to consider when setting price, but the attention should be paid on some other marketing factors also. These marketing factors include “the firm’s operating philosophy and the image it wishes to convey, the competitive situation, other external factors, the target market the company is pursuing, customer price expectations, product factors, promotional strategies employed, and distribution channels used”. (2006, 149)

#### *Place strategy*

Stokes states that products and services should somehow become available to the target market. Place as a category of marketing mix defines the distribution strategy which decides on the “appropriate channels through which products are marketed (such as agents, wholesalers and retailers)”. (2002, 182)

### **2.3 Cultural background**

The national culture of a human being defines all aspects of his/her life activities. The analysis of historical background, some customs and traditions helps to foresee people’s buying behavior.

Culture is “the collective programming of the mind that distinguishes the members of one group or category of people from another.” (Geert Hofstede and Gert Jan Hofstede, 2005, 400)

Bradley affirms that culture is a conception that combines and defines “specific knowledge, beliefs, morals, laws and customs shared by society”. Culture describes our behavior. Every person belongs to a certain group with its individual norms and shares. People belonging to the same group act according to the existing rules, even if they cannot formulate them. These rules are learned through observing the behavior of

other group representatives. As a rule, the members of one cultural group share the common values by which they define the attitude to other people and their acts. As Bradley summarizes, “culture may also be described as a “filter” through which we all perceive reality. Culture provides the rules, the morality, the values and the ethics of the group; what binds people together”. (2002, 87 - 88)

De Mooij (1998, 87) points out that the cultural environment consists of:

- the learned behavior features shared by people of the same culture;
- real physical attributes or appearances;
- physical idealized traits, i. e. advertisement stereotypes; and
- demographic characteristics such as population size, age distribution.

The expansion of international contacts, the global openness of societies, and modern communications cause the trend of common culture worldwide. The task of international marketing would become much easier if there were a common culture. There are many branded products on the world market; however, it does not mean that a brand is perceived equally among different nationalities. (Bradley 2002, 86)

The people’s behavior, motives, and interpersonal relations in the buying process are influenced by their culture. Comprehension of the customers’ motivation plays a significant role in establishing relationships with clients. De Mooij states that “the study of motivation, the mixture of wants, needs, and drives within the individualism is seen as of prime importance to understanding behavior”. Studying customers’ motivation helps to “identify the attitudes, beliefs, motives, and other pressures” influencing the purchase decision. (1998, 145)

Another dimension which is necessary to be investigated is national ideology as it still has a meaningful influence on some countries’ society. According to Bradley, “national ideology represents the way the citizens of a particular country think about and react to various stimuli”. The strength and consistence of a country’s national ideology are the consequences of the country’s long cultural authenticity. (2002, 105 - 106)



FIGURE 1. National ideology, attitudes and innovation  
(Bradley F. 2002, 105)

FIGURE 1 illustrates the correlation between national ideology and attitudes toward innovation. This connection makes it easier to understand the historical background of buying behavior and identify the methods of influence on consumer perceptions.

There is a commonly spread tendency to perceive foreign products differently from domestic ones. The attitudes to the foreign brands can be both negative and positive depending on the product's image and quality. The brand's perception depends on the nation's readiness for changes coming from outside. Some cultures are open to recent incoming technological trends, whereas others believe that domestic products will certainly have a better quality than foreign ones. However, high quality foreign products are usually seen in the same light. "Success in the foreign market, then, may depend on the firm's ability to blend in with the local scene and to develop a domestic identity, or may depend on the firm's ability to convince that foreign means better". (Bradley, F. 2002, 106 - 107).

Bradley states that a consumer perception of an innovation may become a decision element of a product's adaptation quickness. An innovation has more chances to be adopted faster and easier in case it meets customers' needs and brings obvious advantages to the user. It should be quite easy for the consumer to understand the



functions and purpose of an innovation. A firm can accelerate the product's adaptation by enabling customers to "try" or "explain" the new product. As a rule, products and services that have lower costs and contribute to cultural values and habits have an opportunity to be adopted faster than others. The advantages of the product should be clearly communicated to the market when the product is perceived as new (2002, 107).

Bradley suggests analyzing the product's adaptation process using the following dimensions:

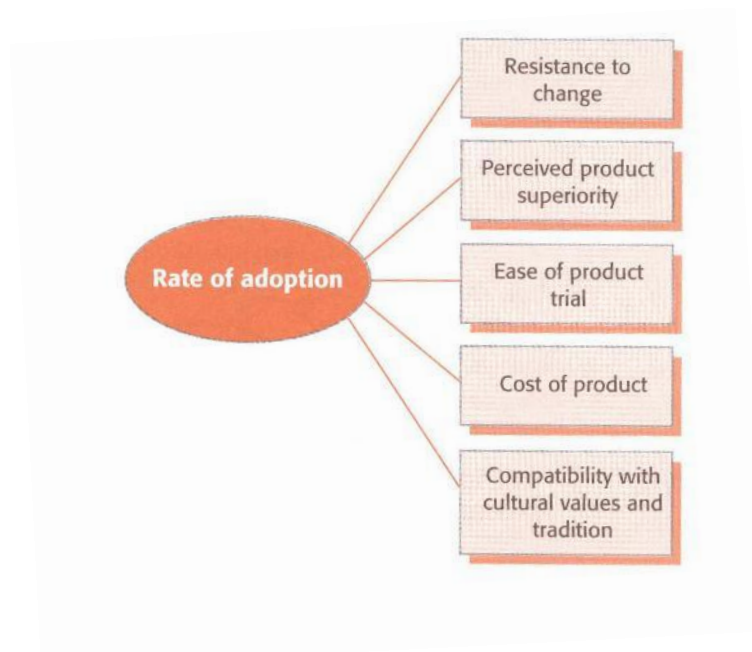


FIGURE 2. Influences on diffusion of innovation in international markets

(Bradley, F. 2002, 107)

The FIGURE 2 illustrates what aspects should be considered when revealing customers' perception toward foreign products, their openness to new technologies and ability to understand the importance of high quality in comparison to low price.

For the purpose of understanding the buying behavior of consumers belonging to certain countries, it is worthwhile considering the culture using the five Dimensions of National Cultures of Hofstede. Moreover, the application of the five dimensions may contribute to the understanding of challenges connected with a product's adoption in the market.

According to Hofstede, the first Dimension of National Culture is *power distance*. “Power distance can therefore be defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.” (Geert Hofstede and Gert Jan Hofstede, 2005, 46)

Corruption is one characteristic of large power distance cultures. Hofstede confirms that corruption is the phenomenon that influences the state’s and private organizations’ functions. Corruption occurs when “people use the power of their position to illegally enrich themselves or when citizens buy the collaboration of authorities for their private purposes.” (2005, 62)

TABLE 4. Key Differences between Small- and Large-Power-Distance Societies: The State

(Geert Hofstede and Gert Jan Hofstede, 2005, 67)

**TABLE 2.5 Key Differences Between Small- and Large-Power-Distance Societies: The State**

SMALL POWER DISTANCE	LARGE POWER DISTANCE
The use of power should be legitimate and follow criteria of good and evil.	Might prevails over right: whoever holds the power is right and good.
Skills, wealth, power, and status need not go together.	Skills, wealth, power, and status should go together.
Mostly wealthier countries with a large middle class.	Mostly poorer countries with a small middle class.
All should have equal rights.	The powerful should have privileges.
Power is based on formal position, expertise, and ability to give rewards.	Power is based on tradition or family, charisma, and the ability to use force.
The way to change a political system is by changing the rules (evolution).	The way to change a political system is by changing the people at the top (revolution).
There is more dialogue and less violence in domestic politics.	There is less dialogue and more violence in domestic politics.
Pluralist governments based on outcome of majority votes.	Autocratic or oligarchic governments based on cooptation.
The political spectrum shows a strong center and weak right and left wings.	The political spectrum, if allowed to exist, has a weak center and strong right and left wings.
There are small income differentials in society, further reduced by the tax system.	There are large income differentials in society, further increased by the tax system.
There is less perceived corruption; scandals end political careers.	There is more perceived corruption; scandals are usually covered up.

The components of the second global dimension of national cultures are *collectivism and individualism*. Hofstede states that the majority of people in our world live in collectivistic society where the interest of the group prevails the interest of the individual. Opposite of this, a minority of people come from individualistic societies in which the interests of the individual prevail over the interests of the group (2005, 74 - 75).

Hofstede points out the positive correlation between large-power-distance countries and collectivism, and small-power-distance countries and individualism.

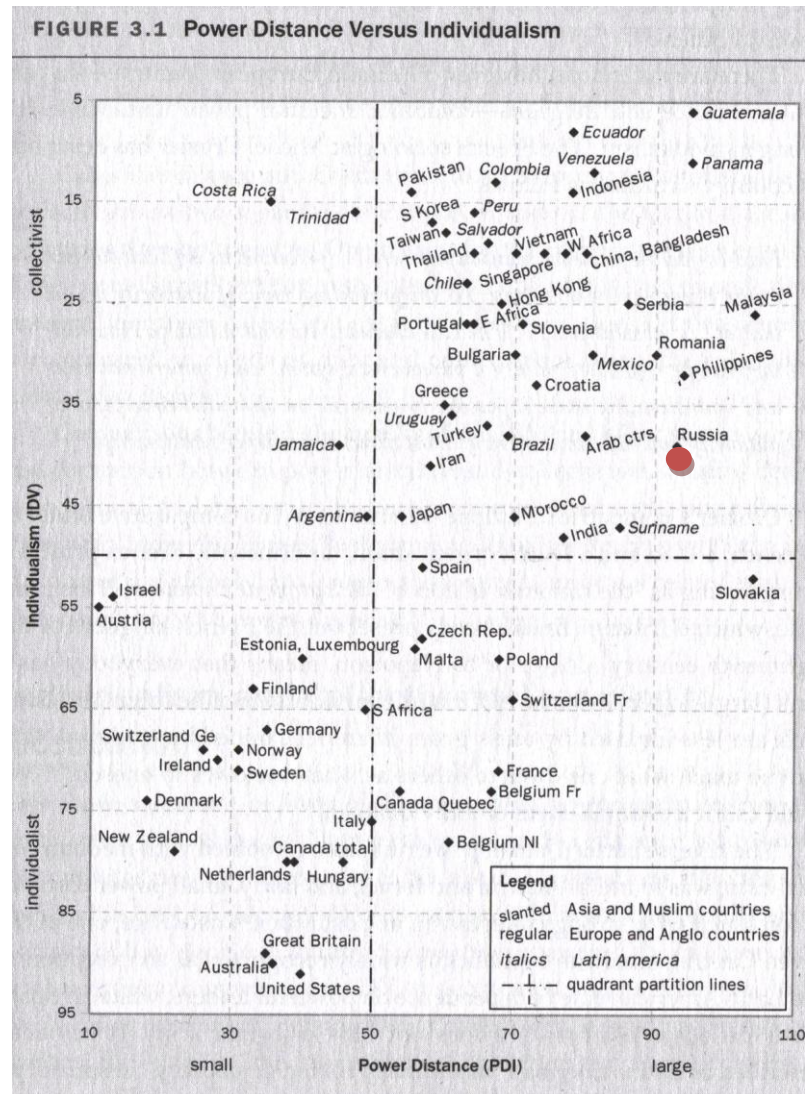


FIGURE 3. Power Distance versus Individualism

(Geert Hofstede and Gert Jan Hofstede, 2005, 83)

The difference between the performances of members of individualist and collectivist societies at the work place is also analyzed by Hofstede. He claims that representatives of the individualist cultures are acting at the work place according to their interests. Whereas, being a member of collectivist culture, an employee is hired as “a person who belongs to an in-group”. This employee is supposed to act according to the group’s interests, which does not necessarily match his/her individual preferences (2005, 99).

The third dimension of national cultures includes *masculinity and femininity*. Hofstede defines a masculine society as a group of people “in which emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life.” On the other hand, femininity “stands for a society in which emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with a quality of life” (2005, 401 - 402).

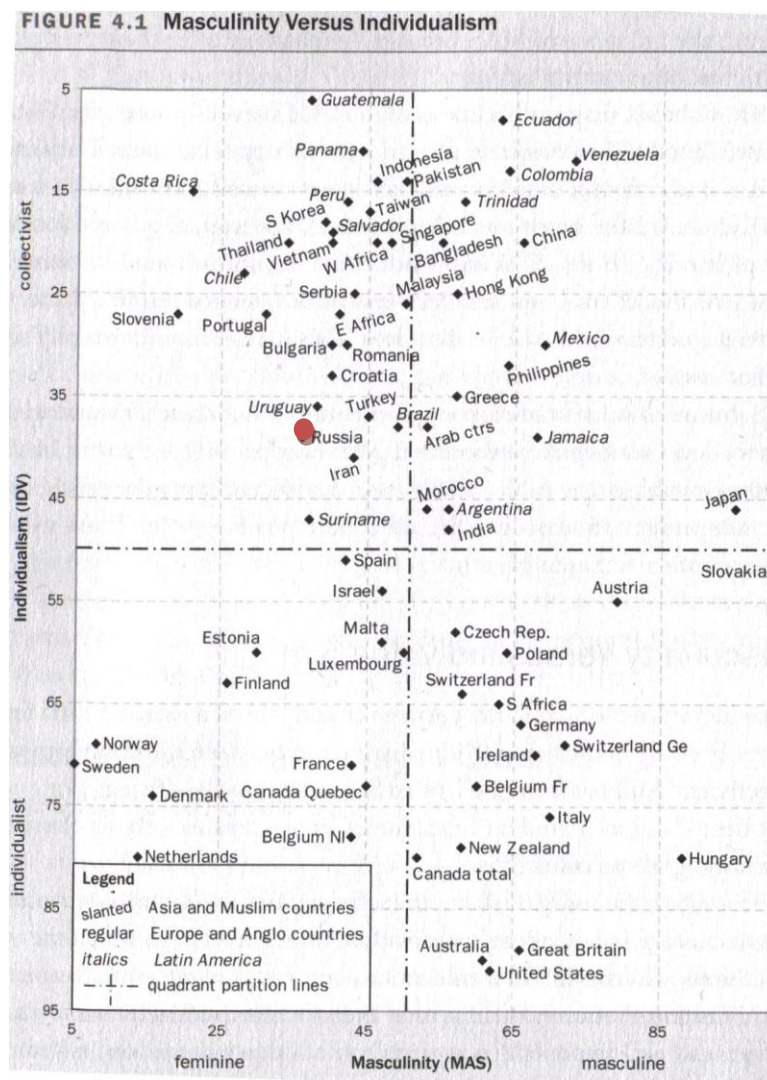


FIGURE 4. Masculinity versus Femininity

(Geert Hofstede and Gert Jan Hofstede, 2005, 124)

Hofstede claims that any culture may predominantly belong to masculine or predominantly to feminine type. The researches have shown that if a bigger half of a

country's population holds the masculine values, the smaller part holds feminine values within this country (2005, 125).

The masculinity-femininity dimension also influences the decision making process of the culture. In masculine cultures the conflicts are “resolved by a good fight” where the strongest and the best wins. In comparison to this, the feminine cultures prefer to resolve the conflicts through compromise and negotiation (Geert Hofstede and Gert Jan Hofstede, 2005, 143).

The fourth dimension, *uncertainty avoidance*, is defined by Hofstede as “the extent to which the members of a culture feel threatened by ambiguous or unknown situations.”

TABLE 5. Uncertainty Avoidance Index  
(Geert Hofstede and Gert Jan Hofstede, 2005, 168)

COUNTRY/REGION	SCORE	RANK	COUNTRY/REGION	SCORE	RANK
Greece	112	1	Chile	86	17-22
Portugal	104	2	Costa Rica	86	17-22
Guatemala	101	3	France	86	17-22
Uruguay	100	4	Panama	86	17-22
Belgium Flemish	97	5	Spain	86	17-22
Malta	96	6	Bulgaria	85	23-25
Russia	95	7	Korea (South)	85	23-25
Salvador	94	8	Turkey	85	23-25
Belgium Walloon	93	9-10	Hungary	82	26-27
Poland	93	9-10	Mexico	82	26-27
Japan	92	11-13	Israel	81	28
Serbia	92	11-13	Colombia	80	29-30
Suriname	92	11-13	Croatia	80	29-30
Romania	90	14	Brazil	76	31-32
Slovenia	88	15	Venezuela	76	31-32
Peru	87	16	Italy	75	33
Argentina	86	17-22	Czech Republic	74	34

According to Hofstede, “uncertainty avoiding societies have more formal laws and informal rules controlling the rights and duties of employers and employees”. There

are also lots of inner regulations, which control the work process together with a large power distance (2005, 182).

The fifth dimension of Hofstede's national culture's analysis defines *long-term and short-term orientations*. Long-term orientation refers to "fostering of virtues oriented toward future rewards, in particular perseverance and thrift." Short-term orientation is the opposite of long-term orientation, it is described as "fostering of virtues related to the past and present – in particular, respect for tradition, preservation of "face", and fulfilling social obligations." (2005, 402 - 403) The representatives of short-term oriented cultures expect quick results of embedded efforts. They are more concentrated on creating stability in the present environment without worrying a lot about future.

### **3. METHODOLOGY**

#### **3.1 Research method**

The data required for the research was gathered by using the survey data collection method. As Groves and Fowler claim, the survey methodology's goal is to identify principles of the design, collection, processing and analysis of surveys that are connected to the cost and quality estimations of survey. (2009, 30) By its turn, survey is "is a systematic method for gathering information from a sample of entities for the purposes of constructing quantitative descriptors of the attributes of the larger population of which the entities are members" (Robert M. Groves, Floyd J. Fowler, Jr., 2009, 2).

According to Marshall, the explorers direct their questionnaires to a sample of population to identify how are characteristics, attitudes and beliefs are distributed among these people. The sample is a group of people from which measurements will be sought. Questionnaires usually include several questions consisting of structured response categories and open questions as well. Sample survey is the data collection of standardized format, conducted among a probability sample of the population. The survey is an appropriate method if the researcher aims to distinguish the needed

subjects from a large information flow. Accuracy, generalizability and convenience are the strong sides of surveys. Results of the survey can be generalized to a larger population within certain limits of error. Surveys provide quite accurate, efficient and unilateral statistical analysis (1999, 129 - 131).

### **3.2 Data collection and analysis**

In order to collect the necessary information about consumer behavior three different questionnaires were created for three target groups: private companies, public facilities and households. The buying behavior of the fourth group cannot be analyzed using survey method as in this case the non-slip materials are being installed to ramps for disabled people, which are actually situated in all social buildings and places. Survey was conducted with the target groups' representatives through direct calling. The questionnaires contain multiple choice questions; however during the interviews some discussions on the subject were emerged.

For the purpose of finding the respondents among the population the stratified sampling method was used. The companies situated in Kaluga region are estimated as population in this research study. By its turn, population is divided into four segments representing target groups. The companies and private individuals who have taken part in survey interviews are existing and potential customers of the case company. The consumer behavior of Kaluga region's population can be equated with the consumer behavior type of the whole country. There are certain cultural differences between regions of Russia, however, all Russian are characterized in a common way according to same parameters. Moreover, Kaluga region is situated in the European part of Russia, which means a high concentration of companies of different occupational fields; a majority of them are evaluated as potential customers for the case company.

The direct calling method was used for collecting the data among three target groups. As I have already mentioned, there is a big amount of private companies and public enterprises in the sample territory, therefore the list of contacts was quite long at the moment of starting the research. However, the amount of actual responses differs from the initial amount of contacts to an extent. In practice there are certain challenges



appearing by the communication with companies' representatives. As a rule, people are not interested in spending their time and answering external questions even if they know that the information asked is not confidential and the whole interview takes about 5 minutes. The communicational challenges might be a consequence of cultural features caused by reluctance to help outside people, who are bringing no obvious value for the survey's respondent. There is a certain possibility to collect a rich data and create a detailed analysis of the research subject, but the research was impeded due to the described reasons. In spite of this, the collected data is reliable and represents a good field for research study.

TABLE 6. Response Rate among Questioned Companies' Representatives

	Segment 1 Private Companies	Segment 2 Public facilities	Segment 3 Households	Total
Number of contacted companies	40	38	25	103
Number of responded companies	20	19	23	62
Respondent rate	50%	50%	92%	60%

The questionnaires included 8 to 10 multiple-choice questions with answers presented as Likert scale or yes/no options. According to Davis E. Gray "Likert scale is a scale in which items represent different sub-concepts of the measured object and responses are presented to indicate different degrees of agreement or disagreement with the item" (2009, 577 - 578).

The gathered data has been put to Excel, transformed into graphs and analyzed. The usage of graphs enables the visual evaluation and analysis of statistical data.

## 4. RESULTS

### 4.1 Market segments

The Jessup Company has a wide range of customers operating in different business fields. These customers have common characteristics; however each of them requires a special attitude and communication strategy. In order to create an effective market strategy for the company, it is worth uniting customers into separate groups and conducting the segmentation study to develop a market strategy for every group. The general segmentation approach has to be implemented in this case. Each segment is to be considered according to the strategic focuses such as marketing mix, promotional strategy, promotional emphasis, marketing flexibility, and sales initiatives

- *Private companies*

#### *Profile*

The majority of Jessup Company's clients are business enterprises of various types. This group stays at the first priority and includes factories, manufacturing plants and office buildings of different companies. This market segment has a significant meaning for the company due to a big number of foreign and domestic companies and their production plants in the city of Obninsk and Kaluga region as whole. The vast majority of these manufacturing companies are performing in manufacturing industry. The underlying challenge of this target segment is lack of customers' responsiveness and readiness to try or acquire the product. The purpose and appearance of the product usually have to be explained to customers as they are not capable to conceive the right areas of product's implementation. The clients are more interested in money saving than supporting the common wealth.

#### *Needs*

- Establishment of safe environment for employees at their work place
- Improvement of security services within the organization
- *Public facilities*

*Profile*

There is also a wide range of customers and business opportunities in the market segment of public facilities. This group captures the second priority level and involves socially popular places such as hospitals, swimming pools, sport centers, restaurants, municipal buildings, shopping malls and some others. These organizations are performing in service business field.

*Needs*

- Provide the customers with a safe pastime during their stay at a public place
- Ensure a safe environment for employees
- *Households*

*Profile*

Producing the anti-skid materials for households is a new market branch for the company. These products are destined for preventing the home traumatism caused by slippery surfaces. This kind of non-slip materials can be applied in houses, cottages or flats, bathrooms and recreation equipment. These materials are planned to reach the customers by private installation and through the retail outlet. The basic challenge of dealing with this target group is inability of customers to imagine the usage of such products in everyday life. There is also a fear of additional investments required for maintaining services for the installed product.

*Needs*

- Ensure a safe home environment for family members
- Substitute improvised non-slip means to the real non-slip products
- *Disabled people*

*Profile*

Contributing to the development of disabled people's life accommodations is a very promising business opportunity for the company. The lack of means able to simplify the everyday life of disabled people has always been a topical problem in Russia. Non-slip products for disabled people are planned to be installed in all buildings and institutions where ramps are built. Due to the lack of the government's concern about

disabled people, marketing communication should be concentrated on private organizations dealing with this group of people.

#### *Needs*

- Simplification of the life facilities for disabled people in special social organizations intended for them and in other places/buildings in general
- Boost social concerns regarding disabled people

## **4.2 Survey results**

National attitudes and customers' perception of the foreign products, services and innovations need to be analyzed in order to develop an efficient marketing strategy for the target segments. Customers' views concerning the product were clarified by conducting the survey via direct calls. There were three different surveys orientated to the three target groups. The fourth target group did not require the conducting of survey analysis as, according to the norms, the equipment for the disabled people has to be constructed everywhere. Therefore, in this case the non-slip materials are to be installed on the equipments to enable a steady surface. The main purpose of the conducted research was to analyze consumer behavior using the dimensions mentioned in FIGURES 1 and 2. The surveys were designed for the purpose of implementing research in two fields: national attitude towards foreign products and product's adoption categories.

According to the research's results, the majority of the target groups' representatives do not possess non-slip products/materials. Some of them are not even conversant with such products and have never met them in application.

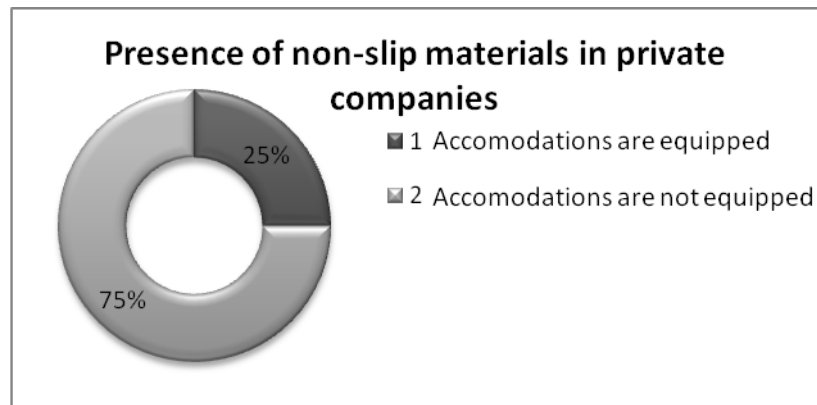


FIGURE 5. Presence of Non-Slip Materials in Private Companies

As we can see on the FIGURE 5, the majority of private organizations do not use the non-slip materials in their accommodations. However, 25 % of this target market has been already captured.

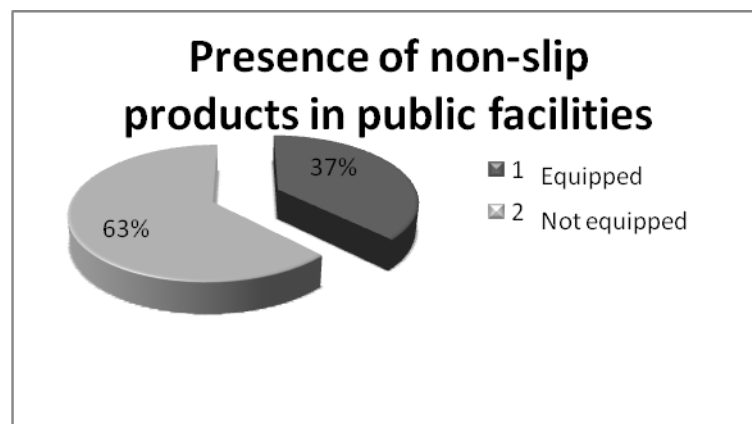


FIGURE 6. Presence of Non-Slip Materials in Public Facilities

A resembling situation can be seen in the case of presence of non-slip materials in public facilities. According to the analysis, represented on the figure, the majority of public organizations have not installed any anti-skid materials inside their accommodations.

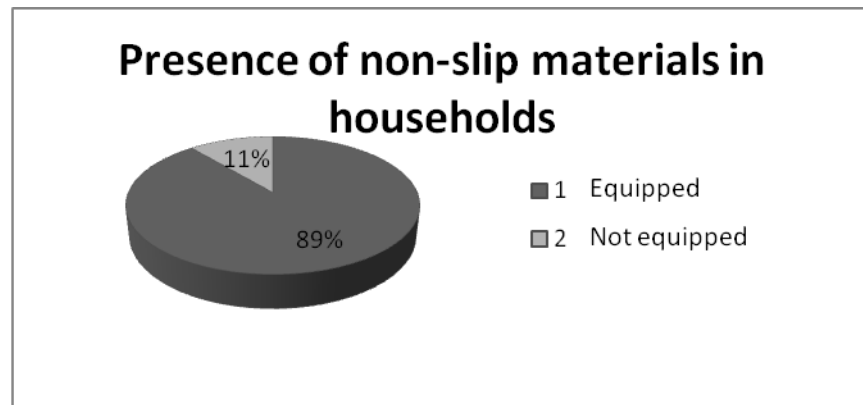


FIGURE 7. Presence of Non-Slip Materials in Households

The percent of non-slip materials being used in households is the smallest among the analyzed target groups. It means that the target group of households represents a definitely new market area for the company.

In spite of the non-slip products' absence, the respondents of three groups claimed the importance of employees', clients' and self- security. Thus, we can conclude, that there is an existing necessity for the product within the three target groups.

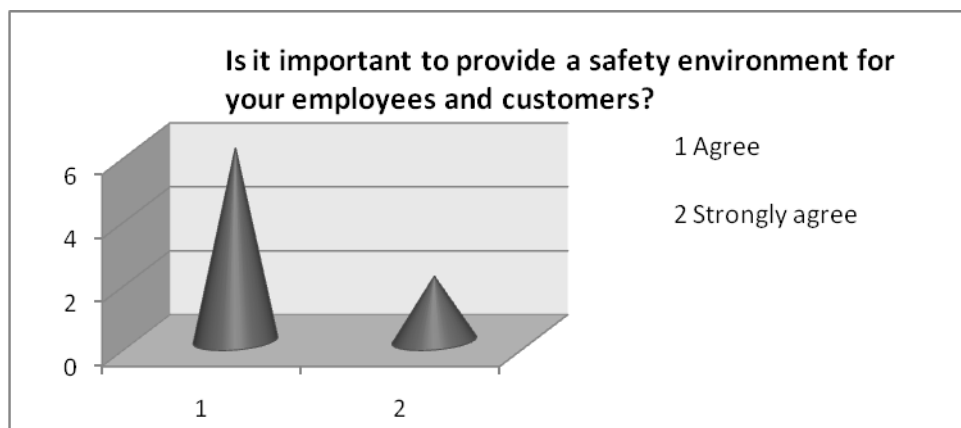


FIGURE 8. Importance of Providing a Safe environment in Private Companies and Public Facilities

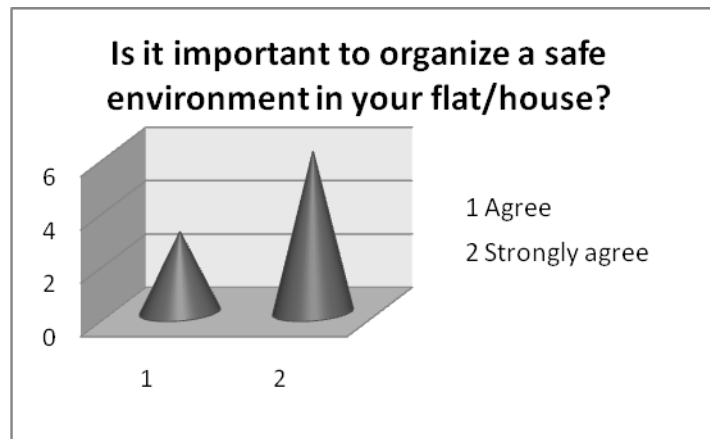


FIGURE 9. Importance of Safe Environment in Private Accommodations

The next step of the survey was to reveal customers' attitudes to the quality of foreign products. There are various attitudes toward the quality of the goods being produced abroad; however, the majority of the respondents associate foreign products as more qualitative ones in comparison to domestic goods (see FIGURE 10).

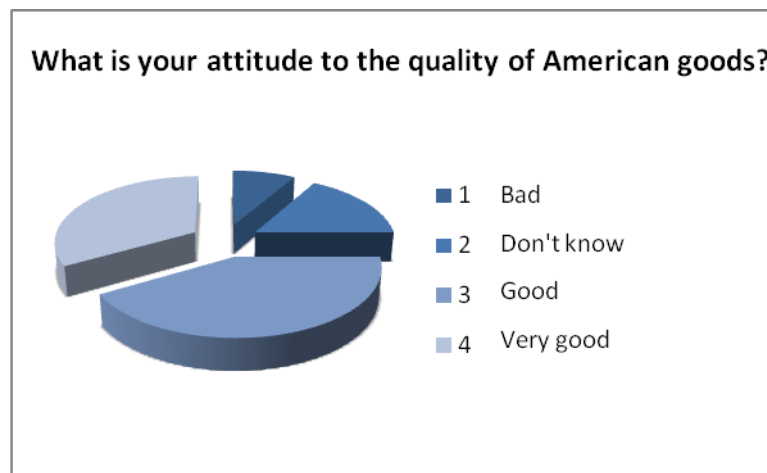


FIGURE 10. National Attitude toward American Goods Quality

The second part of the survey was intended to evaluate the product's ability to be adopted in the market. The product itself was treated as a newcomer in the Russian market, thus it was needed to evaluate the rate of the market's openness to innovations. According to the results, the respondents of the three target groups showed a tendency to experience innovative products. However, this tendency is weak, therefore it makes the promotion more complicated.

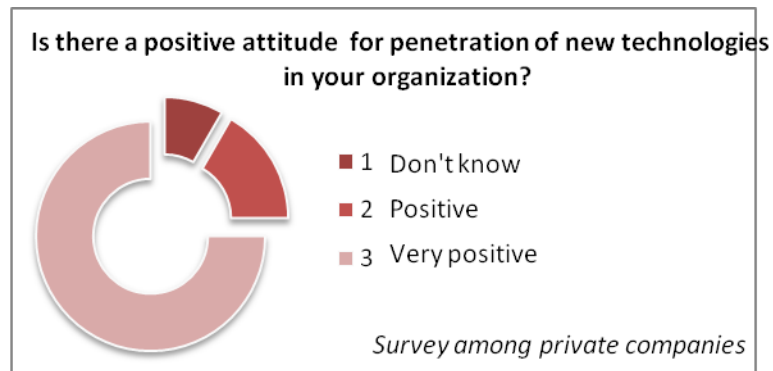


FIGURE 11. Attitude toward Implementation of Innovative Technologies in Private Companies

As the FIGURE 11 demonstrates, the respondents of the private companies target group claimed the most positive attitude to the trial of new innovative solutions. On the other hand, the public organizations also express the interest, however, some of them have the indifferent or negative attitude toward implementation of innovative solutions inside the organizations (see FIGURE 12).

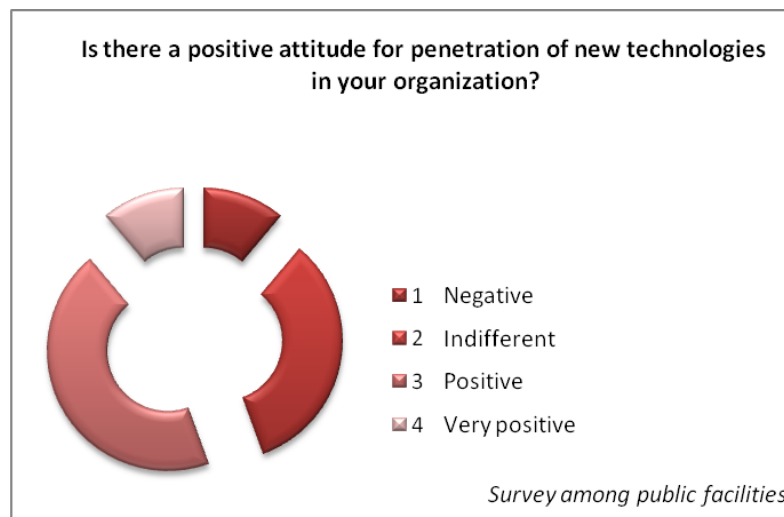


FIGURE 12. Attitude toward Implementation of Innovative technologies in Public Facilities



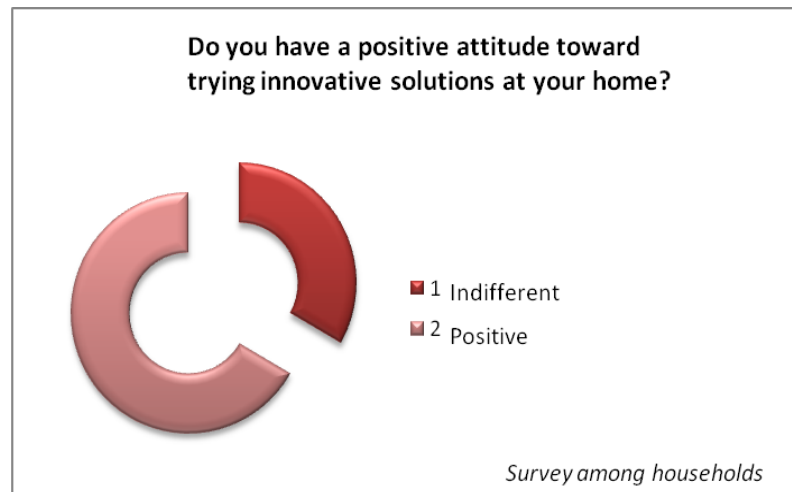


FIGURE 13. Attitude toward Implementation of Innovative Solutions in Households

The representatives of the households target group express less interest to usage of innovative products inside their property (see FIGURE 13).

The second dimension of product's adoption ability evaluation is the cost of product analysis. The respondents were asked to express their opinions about quality-price ratio. As a rule, acquirement of high-costly technologies depends on companies' or households investments readiness level. However, there are certain groups of respondent showing an interest to test innovative ideas and products (see FIGURE 14).

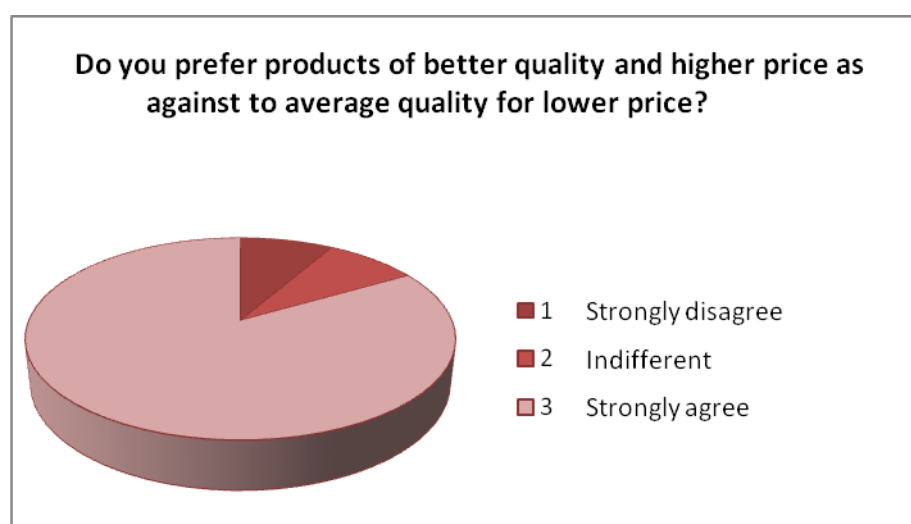


FIGURE 14. Quality-price ration

### 4.3 Market strategy

#### *Russian culture*

National culture has a significant impact on consumer behavior; therefore it needs to be thoroughly analyzed. Understanding of country's key historical moments and national peculiarities provides an ability to perceive the situation from a rational position. Thus, analyzing Russian culture by using Geert Hofstede's five dimensions of national culture will highly contribute to the formulation of market strategies for Jessup Company's target groups. The following cultural analysis is the author's interpretation of Hofstede's five dimensions regarding Russian national culture.

First of all, Russia is certainly one of the high power distance cultures. The positions at the work place are clearly defined, therefore the employees are not supposed to express and negotiate their personal opinions with high-ranking employer. One of the distinctive features of high power distance cultures is employer's inattention toward his/her employees' preferences concerning work environment. There is a tendency to overlook the aspects which are not strategically important for an organization's performance on the market and direct the funds towards business development.

The level of power distance also affects the decision making process. "Russia's old-command economy left decision making up to a small cadre of high-ranking individuals within each firm or ministry, and it was understood that decisions made in line with party policy couldn't be wrong." Nowadays, in spite of happened changes, the decision making process is still extremely slow, as the most important decisions are made by committee and consensus. The responsibility has been moved to certain circles; besides, the employees usually are not interested in possessing it.

Another meaningful component of highly power distanced culture is the presence of corruption. Corruption and bribery have always been an integral part of Russian politics and business. As a rule, government and private investments assigned for some maintenance works or social programs are spent for some other purposed without reaching their targets. Undoubtedly, government programs targeted at the

development of social welfare exist, but corruption and bribery prevent them from realization.

The belonging of Russia to one of collectivistic societies explains the established tradition of in-group decision making process. Historically, trying to maintain their existence in rather severe environment, Russian people needed to band together to survive. Therefore, during the decision making process the collective opinions are discussed and the final decision remains for the group leader.

“Propagandists treated Soviet collectives as if they were organic units integrated by nothing more than a national Soviet moral character. Rising in strength throughout the 1940s, these discourses treated the collectives not as if they were state creations or the objects of governmental regulations, but as if they were private entities bound by a personal ethic charge. ” During the second World War people were guided by the internal feeling of patriotism and overdoing the social work in order to help their fellows. The moral qualities of people were stressed by propagandists (Palgrave Macmillan, 2006, 68).

According to the FIGURE 4 (Geert Hofstede and Gert Jan Hofstede, 2005, 124), Russia represents the feminine cultural type. The femininity dimension characterizes Russian decision making style from another perspective. The member of feminine culture would not take drastic steps and produce an immediate solution. The decisions makers are supposed to find a mutually beneficial compromise in the bounds of feminine culture.

Another important characteristic of Russian culture is an objective to avoid uncertainties in different kinds of life situations. This fact explains the reason of difficult and slow documentation circulation, numerousness of regulation rules and uneasiness of fast and single-valued solutions. A typical Russian person would not try a new product/technology before hearing positive opinions about it. The outside experience of friends or other users is highly valued, because Russian people tend to minimize negative aftereffects and risks. Thus, it is a very controversial point to bring

forward a new product on Russian market due to the inability to forecast the consumer behavior. A certain period of time is needed for the audience to get used to a new product and start to perceive it equally with other goods.

Russia is definitely the culture of the short-term orientation. Russian people are concerned about the present challenges to a greater degree, whereas it is not typical to foresee and find solution for future challenges in advance. The short-term oriented culture causes expectation for quick results and rapid return of invested efforts. Russian people tend to escape the situations with a high level of uncertainty and unknown consequences.

### ***The overall approach for all market strategies***

The overall market strategy of Jessup Company Obninsk branch is based on precisely identified groups of customers and emphasized range of products intended for every target group. It is impossible to create a fast and stable demand for the product due to the specialty of its purpose and implementation. Thus, the company's main goal consists of creating a special concept of product and service package for customers and delivering it in an exceptional manner that no other company is capable to achieve.

- Competition

Due to the limited variety of product's types and a special customer perception toward it, there are only several players in this business sector in Russia. The main competitors are American company 3M and Canadian company No-Skidding.

3M Company has a wide variety of products in different areas. Within the area of non-slip materials 3M Company has brands, which are used for the same purpose as Jessup's ones. However, 3M has got the non-exhausting surfaces Safety-Walk™ and non-slip materials with antibacterial features Nomad™ Ultra Clean. This product range provides wider market opportunities for 3M in comparison to Jessup. While analyzing and comparing the non-slip production profiles of both companies, the quality of these products should be taken into account. The manufacturing of competitor's anti-skid materials takes place in outsourced plants situated in China,

whereas Jessup Company's products are produced at the domestic market in USA, what is supposed to be perceived as a better quality level.

The second competitor, No-skidding Company based Canada, represents a range of anti-slip floor coatings, slip resistant treatments, floor care products, slip resistant tapes. This product range differs from Jessup Company's non-slip materials to an extent, has its advantages and disadvantages according to some quality features.

The competitors' activities are generally concentrated in Moscow. Jessup Company Obninsk branch is basically operating in the city of Obninsk and Kaluga region, thus, competition influence on Jessup Company's performance is not very sufficient yet. Competitive environment is not evaluated as an underlying strategic area for the company, therefore designing the market strategy has a more efficient meaning in the established situation.

- Product

Non-slip materials are intended for providing safe environment for people at their work places and private properties, by their outdoor and leisure activities. The anti-skid tapes are made of silicon carbide fractions applied on stretchable plastic film which can be adhered to slippery, uneven or unstable surfaces by high temperature. The product has a wide range of varieties suitable for different surfaces and covering many application purposes.

- Place

Nowadays the products of Jessup Company are manufactured in USA and delivered to Russia according to constant orders. This process takes time and hampers the efficient customer service. For the purpose of simplification, it was a rational step to organize the *consignment stock* in Russia, Kaluga region. Opening of the stock in Russian territory is strategically important for the further development of Jessup Company's Obninsk branch. The products manufactured by the company in USA are distributed among Russian cities through Obninsk. Therefore, the consignment stock enables to capture a bigger amount of sales within Russia and provides the faster purchase delivery to the end customers.

- Promotion

The promotion strategy for four target groups is based on drawing attention toward the benefits product brings to customers. The task of promotion strategy is to let clients know what needs can be satisfied and what challenges can be solved by the acquirement of non-slip materials. The goal is to make customers feel that they are organizing their personal safety instead of buying non-slip materials. The company should aim to spark an interest among target customers. The customer audience is not yet well-familiar with the product. In order to break this barrier, the company needs to create a common share of mind among customer groups regarding non-slip products. The establishment of brand awareness will organize a sales process and arrange customer flow into the company.

***Market strategy for all market segments***

- ***Market strategy for the target group of private companies***

***Price adjustment***

Evaluating the price for non-slip materials installation for the target group of private companies implies quality-price ratio considerations. The product's quality level is quite high, thus it unreasonable to sell for a low price. The product's price has to be set high enough as following the penetration pricing strategy won't cause an immediate demand due to its inelasticity. Therefore, estimating a low sales figure, the company should target for unit profit margin maximization, what will lead to long-term revenue maximization.

***Promotion***

- Trade fair/exhibition
- Create the brand personality for consumer recognition using visual elements
- Establishing the alliances with manufacturing companies which agree to settle non-slip materials not only to their plants and offices, but also to their products – manufactured equipment

- Provide a trial partial installation (samples) to simplify customer's acquaintance with the product
- Personal selling
- ***Market strategy for the target group of public facilities***

*Price adjustments*

The concept of non-slip materials installation in public facilities has an analogy with the price adjustment for the private companies target group. Basically, the main idea of pricing strategy for the target group of public facilities is aiming to the unit profit price maximization.

*Promotion*

- Trade fair/exhibition
- Create the brand personality for consumer recognition using visual elements
- Create a bonus system for repeated customers: arrange and keep long-lasting relationships with those customers who are expected to come back and repeat the purchase
- Provide trial installation
- Lamination of advertisement with company's logo on a non-slip mat and placing it in a popular place with a high people accumulation
- Personal selling
- ***Market strategy for the target group of households***

*Price adjustments*

A certain group of households should be identified according to their income level. According to surveys' results people are interested in acquiring non-slip products for organizing a safe environment at their houses or flats. However, a vast majority of them has pointed out that the price for in-house non-slip products has to be affordable enough in order to cause a bigger demand.

### *Promotion*

- Trade fair/exhibition
  - Create the brand personality for consumer recognition using visual elements
  - Place published advertisement of non-slip products intended for retail in hypermarkets and supermarkets
  - Organize a trade fair/product's presentation especially intended for this market segment in the places of public accumulation
  - Provide samples for customers for simplifying product's perception and enabling its trial
  - Product's presentation and an easy possibility to try the product will make people to spread a positive word of mouth
- ***Market strategy for the target group of disabled people***

### *Price adjustments*

The concern for disabled people is basically the government's responsibility. For this reason, there are two possible customers in this case, a government social organization taking care of disabled people and the organizations/buildings supplied with equipment for disabled people. Therefore, the pricing strategy has to be defined according to the amount of organizational orders.

### *Promotion*

- Create the brand personality for consumer recognition using visual elements
- Trade fair/exhibition
- Identify the organizations equipped with ramps and use the personal selling approach
- Provide trial installation



## **5. DISCUSSION**

### **5.1 Interpretation of the results**

As it was found out during the research, a certain number of barriers and challenges have arisen for Jessup Company Obninsk branch. Mostly, these barriers are based on the cultural background. Thus it is impossible to get rid of its influence on company's business operations. However, a way minimize negative impacts can be found and considered in company's strategy on Russian market.

The disadvantages of the Russian government system, such as corruption and bribery, high power distance in organizations, indifference toward common wealth are the underlying challenges of almost every government or private organization in Russia. In spite of the strong impact of the Soviet moral on the present consciousness of Russian people, an existing tendency to adopt western innovations in education, business and other life spheres is developing nowadays.

Management models adopted in the US and Europe are being broadly tried among the subsidiaries of foreign companies in Russia. Traditionally, management of most European companies is based on the prescribed system of values, such as respectful relationships between employees and high-ranking managers, aspiration for continuous development inside company through employees' trainings and innovative technologies usage, keeping and establishing valuable and long-lasting relationships with customers, etc. The rising importance of these values is supposed to influence the disadvantages of organizational structure in the majority of Russian companies. Moreover, the revision in attitudes is also able to change customers' perception of the considered product.

Undoubtedly, one company's communication strategy based on these values cannot cause significant changes in the whole system of organizational management typical for Russian companies. Nevertheless, these activities can contribute to the rising trend of Russian management style combination with foreign management practicalities.

The majority of the respondents claimed that the means providing steady and safety surfaces should be installed in the places of its necessity. As a rule, people tend to prevent the accidents through using improvised materials. This means that they do care about their personal safety and the necessity for non-slip products already exists. Therefore, the product should be presented to customers as a special and unique solution to their needs.

One of the communication challenges causing difficulties for the company is lack of customers' awareness about the product. While interviewing the companies, it became apparent, that some people cannot visually imagine how non-slip materials look like and for which purpose they are installed. Therefore, a proper explanation was required for collecting further information about the subject of interest.

In order to overcome the described barrier, the marketing tools and activities should be directed toward the establishment of brands awareness in the customers' minds and strengthening the brand personality. These goals imply the direct or indirect communication with customers. Apart from the traditional advertising methods, one of the most valuable ways to promote the product is to organize a public fair or exhibition, where the company can present itself and show its products as a real application. The company can organize its own official presentation or participate in a fair for companies occupied in the construction industry. Taking part in this kind of fair, the company can expect gaining both potential customers and potential partners.

Creating a noticeable and memorable logotype of the company can work as a psychological advantage and enable the common product's recognition in the market. For the purpose of intensifying the promotion, it is significantly important and rational to use the associative memory of the audience.

The implementation of the suggested promotion tools depends on the available finances and should be planned in accordance with financial opportunities of the company.

Other typical components of marketing campaign, such as different kinds of advertising or personal selling should be also included in the promotion strategy of the company.

## **5.2 Generalization of the results**

This study includes theoretical research on the subject of Russian national culture and business culture characteristics. The study explains the general influence of national culture on nation's representatives buying behavior. The basic challenges and barriers, which are usually met by any foreign company entering Russian market, were also explained in the present study. Generally, the study's research findings about cultural analysis, consumer perceptions and buying behavior can be generalized and appropriate for other companies formulating their market strategies on the bounds of Russian market.

## **5.3 Theoretical implication**

For the purpose of analyzing the challenges Jessup Mfg. Company is facing in Russian market and finding solutions for them, the research was conducted in three theoretical fields – segmentation theory, dimensions of cultural analysis and marketing strategy for target customer segments. Among these study fields I found the theoretical tools which were necessary for my research. First of all, segmentation theory has helped me to identify correct market groups and place customers to the right target groups. Secondly, the analysis of Russian business model from the cultural point of view contributed a lot to the general understanding of buying behavior. The five dimensions of national culture introduced by Hofstede gave the possibility to describe basic rules of Russian business behavior. Finally, theoretical background about marketing mix and promotion tools contributed a lot to the formulation of market strategy for the company.

## **5.4 Limitations**

This study remained limited due to the obstacles concerning the data collection. The direct call interview process was complicated by the respondents' lack of commitment. Some of the companies' representatives refused to provide any information about their company, even though no confidential data was asked from them. A number of other respondents denied replying to the survey questions due to the lack of time. However, the remaining part of responded representatives of

companies was quite helpful and provided the necessary and valuable answers for a further data analysis.

## **6. CONCLUSION**

The current case study introduces the market strategy for Jessup Mfg. Company Obninsk branch. The objective of the study was to reveal the barriers the company is facing by its penetration to Russian market, identify customer target groups and formulate a clear market strategy for each of target groups.

The barriers met by the company in Russian market are conditioned by complexity of administrative regulations procedures and specialties of Russian people's mentality influencing on their organizational behavior and consumer perceptions. The prescribed challenges shown up on national culture's background mainly concern one of the company's product – non-slip materials. This product has met a certain resistance among Russian consumers due to the specification of its implementation and usage.

The market strategy for Jessup Company depends on the accurate formulation of target groups. The customer target groups were assigned by analyzing company's already existing market structure and using theoretical segmentation approaches. As a result, there were formulated four market segments: private companies, public facilities, households and disabled people.

For the purpose of explaining the reason of challenges emerged on consumer behavior background, the theoretical research in the field of culture was implemented. Analysis of culture's influence on customer buying behavior has highly contributed to the understanding of barriers' reasons of origin.

The actual research of the study has been conducted using the survey data collection method. The goal of survey was to find out customer's attitude toward the product and providing a self-security and a safety environment for employees and clients in the organization. The survey data was gathered among Jessup Company's existing and

potential customers. Relying on the respondents' answers clients' buying perceptions and their attitudes to the product of research interest were clarified. The market plan for each target group separately was created on the basis of survey data.

According to the survey respondents' answers, we can conclude that there is an existing necessity for the product among the representatives of four customer groups. Moreover, the majority of groups' representatives have a rather positive attitude toward the product's features, such as its foreign origin and quite high price reasoned by high quality.

One of the most important challenges met by Jessup Company in Russian market is complicated customer communication. This communication challenge is caused by customers' unawareness of the product, special perception of advertising materials and resistance to experience new or unusual goods. This barrier is suggested to overcome by establishing the brand personality among customers and concentrating the overall marketing strategy on organizing the brand awareness in the market.

In conclusion, it is efficient to mention that this research study has a practical value as implementation of the results and suggested improvement methods can be very effective and beneficial for Jessup Manufacturing Company and other international companies interested in accomplishment of business activities in Russia.

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## 8. APPENDICES

### *Appendix 1 (1)*

Survey for private companies

Company \_\_\_\_\_

1. Age of the respondent \_\_\_\_\_
2. Gender  
Male                       Female
3. Are the production facilities and office rooms of your company equipped with anti-skid surfaces?  
Yes                       No
4. Do you think it is important to provide safety environment for your employees at their workplace?
  - 1) Strongly disagree
  - 2) Disagree
  - 3) Indifferent
  - 4) Agree
  - 5) Strongly agree
5. Do you think that non-slip products are necessary at the work place?
  - 1) Strongly disagree
  - 2) Disagree
  - 3) Indifferent
  - 4) Agree
  - 5) Strongly agree
6. What is your personal attitude toward the quality of American products?
  - 1) Very bad
  - 2) Bad
  - 3) Indifferent
  - 4) Good
  - 5) Very good
7. Is there a positive attitude for penetration of new technologies in your company?
  - 1) Very negative
  - 2) Negative
  - 3) Indifferent
  - 4) Positive
  - 5) Very positive
8. Do you usually choose products of better quality for higher price as against to the products of an average quality for lower price?
  - 1) Strongly disagree

- 2) Disagree
- 3) Indifferent
- 4) Agree
- 5) Strongly disagree

### *Appendix 1(2)*

Опрос для частных компаний

1. Возраст респондента \_\_\_\_\_
2. Пол  
Мужской  Женский
3. Оснащены ли производственные помещения и офисы вашей компании противоскользящими поверхностями?  
Да  Нет
4. Считаете ли вы важным обеспечение безопасности для ваших наёмных рабочих на их рабочем месте?
  - 1) Абсолютно не согласен (на)
  - 2) Не согласен (на)
  - 3) Безразлично
  - 4) Согласен (на)
  - 5) Полностью согласен (на)
5. Считаете ли вы, что противоскользящие материалы необходимы на рабочем месте?
  - 1) Определённо не согласен (на)
  - 2) Не согласен (на)
  - 3) Безразлично
  - 4) Согласен (на)
  - 5) Определённо согласен (на)
6. Каково ваше личное отношение к продуктам Американского происхождения?
  - 1) Очень плохое
  - 2) Плохое
  - 3) Безразлично
  - 4) Хорошее
  - 5) Очень хорошее
7. Каково отношение вашей компании к внедрению и использованию новых инновационных технологий?
  - 1) Очень негативное
  - 2) Негативное
  - 3) Безразличное
  - 4) Позитивное
  - 5) Очень позитивное



8. Предпочитаете ли вы продукты хорошего качества за большую цену продуктам среднего качества по более доступным ценам?
- 1) Определённо не согласен (на)
  - 2) Не согласен (на)
  - 3) Безразлично
  - 4) Согласен (на)
  - 5) Определённо согласен (на)

### ***Appendix 2 (1)***

#### Survey for public organizations

Name of the organization \_\_\_\_\_

1. Age of the respondent  \_\_\_\_\_
2. Gender  
Male       Female
3. Are the accommodations of your public organization equipped with anti-skid surfaces?  
Yes       No
4. Do you think it is important to provide safety environment for your customers and visitors?
  - 1) Strongly disagree
  - 2) Disagree
  - 3) Indifferent
  - 4) Agree
  - 5) Strongly agree
5. Do you think that such products are necessary in public organizations?
  - 1) Strongly disagree
  - 2) Disagree
  - 3) Indifferent
  - 4) Agree
  - 5) Strongly agree
6. What is your personal attitude toward the quality of American products?
  - 1) Very bad
  - 2) Bad
  - 3) Indifferent
  - 4) Positive
  - 5) Very positive
7. Is there a positive attitude for penetration of new technologies in your organizations?
  - 1) Very negative
  - 2) Negative
  - 3) Indifferent
  - 4) Positive
  - 5) Very positive

8. Do you usually choose products of better quality for higher prices as against to the product of average quality for lower price?

- 1) Strongly disagree
- 2) Disagree
- 3) Indifferent
- 4) Agree
- 5) Strongly agree

### *Appendix 2 (2)*

Опрос для общественных организаций

Название организации \_\_\_\_\_

1. Возраст респондента \_\_\_\_\_
2. Пол  
Мужской  Женский
3. Оснащены ли помещения вашей организации противоскользящими материалами?  
Да  Нет
4. Считаете ли вы важным обеспечение безопасности для ваших клиентов?
  - 1) Определённо не согласен (на)
  - 2) Не согласен (на)
  - 3) Безразлично
  - 4) Согласен (на)
  - 5) Определённо согласен (на)
5. Считаете ли вы, что материалы, обеспечивающие устойчивую поверхность, необходимы в общественных организациях?
  - 1) Определённо не согласен (на)
  - 2) Не согласен (на)
  - 3) Безразлично
  - 4) Согласен (на)
  - 5) Определённо согласен (на)
6. Каково ваше личное отношение к продуктам Американского происхождения?
  - 1) Очень плохое
  - 2) Плохое
  - 3) Безразличное
  - 4) Хорошее
  - 5) Очень хорошее
7. Каково отношение вашей компании к внедрению и использованию новых инновационных технологий?
  - 1) Очень негативное
  - 2) Негативное
  - 3) Безразличное
  - 4) Позитивное

- 5) Очень позитивное
8. Предпочитаете ли вы продукты хорошего качества за большую цену продуктам среднего качества по более доступным ценам?
- 1) Определённо не согласен (на)
  - 2) Не согласен (на)
  - 3) Безразлично
  - 4) Согласен (на)
  - 5) Определённо согласен (на)

### **Appendix 3 (1)**

Survey for households

Number \_\_\_\_\_

1. Age of the respondent \_\_\_\_\_
2. Gender  
Male  Female
3. Are there any places at your house/flat where the anti-skid materials can be used for preventing home traumatism?  
Yes  No
4. Do you feel the necessity for usage of non-slip materials at your house/flat?
  - 1) Strongly disagree
  - 2) Disagree
  - 3) Indifferent
  - 4) Agree
  - 5) Strongly disagree
5. Do you think it is important to organize a safe environment at your home?
  - 1) Strongly disagree
  - 2) Disagree
  - 3) Indifferent
  - 4) Agree
  - 5) Strongly agree
6. What is your personal attitude toward the quality of American products?
  - 1) Very bad
  - 2) Bad
  - 3) Indifferent
  - 4) Good
  - 5) Very good
7. Do you have a positive attitude for trying innovative solutions at your home?
  - 1) Very negative
  - 2) Negative
  - 3) Indifferent
  - 4) Positive
  - 5) Very positive
8. Do you usually choose products of better quality for higher price as against to the products of an average quality for lower price?
  - 1) Strongly disagree

- 2) Disagree
- 3) Indifferent
- 4) Agree
- 5) Strongly agree

### **Appendix 3 (2)**

Использование противоскользящих материалов частных домах/квартирах

Номер \_\_\_\_\_

1. Возраст респондента \_\_\_\_\_
2. Пол  
Мужской  Женский
3. Есть ли в вашем доме/квартире места, где противоскользящие материалы могли бы быть использованы для предотвращения бытового травматизма?  
Да  Нет
4. Чувствуете ли вы необходимость использования противоскользящих материалов в вашем доме/квартире?
  - 1) Определённо не согласен (на)
  - 2) Не согласен (на)
  - 3) Безразлично
  - 4) Согласен (на)
  - 5) Определённо согласен (на)
5. Считаете ли вы важным организовать безопасность в вашем доме?
  - 1) Определённо не согласен (на)
  - 2) Не согласен (на)
  - 3) Безразлично
  - 4) Согласен (на)
  - 5) Определённо согласен (на)
6. Каково ваше личное отношение к продуктам американского происхождения?
  - 1) Очень плохое
  - 2) Плохое
  - 3) Безразличное
  - 4) Хорошее
  - 5) Очень хорошее
7. Как вы относитесь к применению современной бытовой техники в вашем доме/квартире?
  - 1) Очень негативно
  - 2) Негативно
  - 3) Безразлично
  - 4) Позитивно
  - 5) Очень позитивно
8. Предпочитаете ли вы продукты хорошего качества за более высокую цену продуктам среднего качества по более доступным ценам?

- 1) Определённо не согласен (на)
- 2) Не согласен (на)
- 3) Безразлично
- 4) Согласен (на)
- 5) Определённо согласен (на)