

## IMPROVEMENT OF THE CLASSIFICATION OF MARKETING SEGMENTATION AND POSITIONING STRATEGIES

## УДОСКОНАЛЕННЯ КЛАСИФІКАЦІЇ МАРКЕТИНГОВИХ СТРАТЕГІЙ СЕГМЕНТАЦІЇ ТА ПОЗИЦІОНУВАННЯ

The systematization of types of marketing strategies represents an important theoretical task whose results are significant not only for the development of the theoretical foundations of strategic management but also for practicing marketers seeking to become familiar with existing practices and improve their professional activities. The aim of the article is to improve the classification of marketing segmentation and positioning strategies. The research methods include generalization and systematization. The study is based on the scientific works of such scholars as Yu. Hudz, Yu. Dzhereliuk, Yu. Kravchuk, M. Yermoshenko, R. Donchuk, N. Kudenko, N. Struk, O. Kapral, N. Mykhailuk, S. Solntsev, N. Buniak, and others. The article examines the essence and characteristics of the processes of market segmentation and product positioning. The analysis of existing classification features and types of strategies revealed the absence of characteristics and, accordingly, types of strategies that reflect unconventional and unique solutions. In the contemporary environment, when most product categories have already been developed, produced in a wide assortment, and delivered to any part of the world within a matter of hours, it becomes increasingly difficult to attract consumers with standard solutions. Therefore, the era of informatization and creative solutions capable of impressing experienced consumers is emerging. The classification of marketing segmentation and positioning strategies is improved by expanding the classification criteria through the introduction of a new attribute "depending on the type of creative ideas" and by identifying additional types of strategies, including creative product strategies, creative service strategies, and creative positioning strategies. This approach makes it possible to identify and incorporate new creative ideas and solutions. The results obtained can be used to improve the strategic activities of enterprises and to develop new strategic decisions. In addition, they may serve as a basis for further scientific research.

**Key words:** strategy, marketing strategy, segmentation, positioning, enterprise.

У статті поглиблено розуміння сутності маркетингової стратегії сегментації підприємства, під якою запропоновано розуміти таку комплексну програму дій, яка забезпечує досягнення стратегічних цілей на основі максимального охоплення цільових аудиторій за допомогою використання релевантних факторів сегментації ринку і реалізації найбільш ефективної маркетингової стратегічної діяльності. Таке розуміння сутності маркетингової стратегії сегментації дозволяє включати до процедур її розробки і реалізації не тільки поточні, а й стратегічні завдання, що підносять її на вищий рівень серед функціональних стратегій. Відзначено та систематизовано такі характерні особливості маркетингової стратегії сегментації, які відрізняють її від інших стратегій: висока ефективність у конкурентній боротьбі, фокусування зусиль на певному ринковому сегменті/ніші ринку, обґрунтування маркетингу-мікс (що забезпечує розробку більш ефективної маркетингової стратегії підприємства). Визначено місце маркетингової стратегії сегментації по відношенню до інших функціональних стратегій і до бізнес-стратегії підприємства; відзначено, що маркетингова стратегія сегментації є не рівнозначною з іншими функціональними стратегіями, що дозволило піднести її значення на якісно новий рівень. Відзначено, що за результатами проведення сегментації визначаються стратегічні пріоритети роботи підприємства у кожному з цільових сегментів, для яких потім розробляється окремий комплекс маркетингу (маркетинг-мікс). В цілому всі ці стратегічні рішення та стратегії входять до загальної маркетингової стратегії підприємства, яка вміщує в собі весь портфель стратегічних рішень і визначає загальну поведінку підприємства на ринку. Отримані результати дослідження можуть бути використані при розробленні маркетингової стратегії сегментації та маркетингової стратегії підприємства в цілому.

**Ключові слова:** стратегія, маркетингова стратегія, сегментація, позиціонування, підприємство.

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**Formulation of the problem.** The systematization of types of marketing strategies represents an important theoretical task whose results are significant not only for the development of the theoretical foundations of strategic activity but also for practicing marketers seeking to become familiar with existing practices and improve their professional activities.

**Analysis of recent achievements and publications.** Issues related to the analysis and systematization of types of marketing strategies have been examined in the works of such scholars

as Yu. Hudz, Yu. Dzhereliuk, and Yu. Kravchuk [1], M. Yermoshenko and R. Donchuk [2], N. Kudenko [3], N. Struk and O. Kapral [4], N. Mykhailuk [5], S. Solntsev [6], N. Buniak [7], and others.

**The aim of the article** is to improve the classification of marketing segmentation and positioning strategies.

**Research Methods:** generalization and systematization.

**Presentation of the main material.** Well-developed instrumental support for enterprise

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activities forms the basis for their successful implementation.

N. Kudenko investigated marketing strategies related to market segmentation and target market selection [3].

N. Struk and O. Kapral note that the choice of a company's marketing strategy is influenced by a number of factors, often alternative in nature. These include social factors (such as living standards, cultural values, and traditions); technological factors (the level of technological development, innovation processes, and the possibility of producing new products); economic factors (consumer purchasing power, consumption structure, demand elasticity, employment levels, lending rates, exchange rates, and inflation); and political factors (the presence of political elites, political party activity, and the legal environment) [4].

The authors also emphasize that the high level of unpredictability of rapidly changing environmental factors does not allow enterprises to develop marketing strategies for sufficiently long periods. As a result, marketing strategies often resemble operational planning [4].

Such a formulation of the issue is understandable. However, the influence of most of the factors mentioned above can be taken into account through the processes of market segmentation and product positioning.

Market segmentation is understood as a systematic process of dividing the market into segments that share common characteristics in terms of consumer needs and preferences. Such segmentation may be based on consumer groups, product parameters, or key competitors.

M. Yermoshenko and R. Donchyk define a market segment as a group of consumers with similar needs, behavioral characteristics, and motivations that form the basis of marketing opportunities [2].

Positioning is understood as the clear determination of the desired place of a company's product in the market relative to competing products in the perception both conscious and subconscious of potential and existing target consumers.

Thus, these two processes ensure the consideration of the main external environmental factors (social, technological, economic, political, etc.) and also serve as effective tools of competitive interaction, allowing enterprises to formulate marketing strategic activities for the medium- and long-term perspective.

Therefore, the characteristics of marketing segmentation and positioning strategies should be considered.

In general, depending on the number of features or factors on which a marketing strategy is based, strategies can be classified as:

- strategies based on a single feature or factor;
- strategies based on two features or factors;

– strategies based on three or more features or factors.

Depending on the classification criteria, different types of marketing strategies can be distinguished.

Yu. Hudz, Yu. Dzhereliuk, and Yu. Kravchyk classify the most common marketing strategies according to the criterion of "development" as follows [1]:

- "efficiency improvement" strategies based on the reduction of marketing costs;
- "product differentiation" strategies based on the creation of new needs and the development of products designed to satisfy them;
- "specialization" strategies based on a differentiated approach and market leadership;
- "undifferentiated marketing" strategies based on product promotion without prior segmentation.

As can be observed, the majority of marketing strategies (with the exception of efficiency improvement strategies and undifferentiated approaches) rely on the results of segmentation, since only consumer-oriented value propositions are capable of ensuring unique strategic market positions for producers.

Most marketing theorists, beginning with Philip Kotler, unanimously distinguish the following marketing strategies depending on the level of market segmentation or market coverage:

- undifferentiated marketing strategy;
- differentiated marketing strategy;
- concentrated marketing strategy.

N. Kudenko, as well as other scholars, identifies the following marketing strategies depending on the method of selecting the target market [3]:

- product specialization strategy;
- segment specialization strategy;
- single-segment concentration strategy;
- selective specialization strategy;
- full market coverage strategy.

M. Yermoshenko and R. Donchyk classify these strategies according to the criterion of specialization [2].

The segmentation and positioning strategies systematized according to the classification criteria identified by scholars are presented in Table 1.

The analysis of existing classification features and types of strategies revealed the absence of criteria and, consequently, strategy types that reflect unconventional and unique solutions. In the contemporary market environment, when most product categories have already been developed, produced in a wide assortment, and delivered to any part of the world within a matter of hours, it becomes increasingly difficult to attract consumers through standard solutions. Therefore, an era characterized by informatization and creative solutions capable of impressing experienced consumers is emerging [8].

Information asymmetry that existed before the global spread of the Internet is rapidly decreasing, and consumers can now obtain detailed information

Table 1

Classification of marketing segmentation and positioning strategies

Type of marketing strategies	Classification criterion	Types of marketing strategies
Segmentation strategies	<i>depending on the level of market coverage</i>	– undifferentiated marketing strategy; – differentiated marketing strategy; – concentrated marketing strategy
	<i>depending on the product-segment structure of the market</i>	– single-segment concentration strategy (market niche strategy); – product specialization strategy; – segment specialization strategy; – selective specialization strategy; – full market coverage strategy
Positioning strategies	<i>product position development</i>	– strategy of strengthening existing positions; – repositioning strategy
	<i>competitive positioning</i>	– rivalry strategy; – differentiation strategy; – imitation strategy; – additional benefit strategy
	<i>defensive positioning</i>	– island defense strategy; – flank defense strategy (including flank defense using sub-brands)
	<i>distinctive characteristics</i>	– positioning based on quality attributes; – positioning based on benefits; – positioning based on problem-solving; – positioning based on a specific usage method
	<i>positioning of products in industrial markets</i>	– technology-based positioning strategy; – positioning based on delivery price to the consumer; – service-based positioning strategy (provision of delivery, repair, spare parts supply, technical assistance, etc.)
	<i>depending on positioning according to the BCG and McKinsey matrices</i>	– development strategy; – maintenance strategy; – harvesting strategy; – elimination strategy
	<i>depending on the type of differentiation</i>	– product strategy; – service strategy; – image strategy
	<i>depending on the competitive position of the enterprise</i>	– market leader strategy; – challenger strategy; – follower strategy; – niche strategy
	<i>depending on competitive advantages (according to M. Porter)</i>	– cost leadership strategy; – differentiation strategy; – focus strategy
	<b><i>depending on the type of creative ideas (proposed by the author)</i></b>	– creative-idea strategy related to the product; – creative-idea strategy related to the service; – creative-idea strategy related to product positioning

about the reputation of producers and the quality of the products offered within just a few clicks. Reputation is distinguished from image and is understood as the historical achievements and accumulated experience of a producer. Image, in contrast, represents an artificially constructed perception that may not necessarily correspond to reality.

Consequently, only innovative, new, and distinctive offerings are capable of attracting consumers to the sphere of enterprise activity. Despite their uniqueness, such offerings require formalization within the theoretical and methodological framework of enterprise strategy development.

Therefore, it is proposed to distinguish strategies depending on the type of creative ideas and to identify the following types:

- creative-idea strategy related to the product (creative product strategy);
- creative-idea strategy related to the service (creative service strategy);
- creative-idea strategy related to product positioning (creative product positioning strategy)

These clarifications make it possible to expand the range of strategic tools available to producers and to further develop the theoretical and methodological framework of strategic management.

**Conclusions.** Thus, based on the results of the conducted research, the following conclusions can be drawn:

– the essence and characteristics of market segmentation and product positioning processes have been examined;

– the classification of marketing segmentation and positioning strategies has been improved through the expansion of classification criteria by introducing the attribute “depending on the type of creative ideas” and by identifying additional strategy types, including creative product strategies, creative service strategies, and creative positioning strategies. This makes it possible to identify and incorporate new creative ideas and solutions into strategic marketing activities.

The results obtained may be applied to improve enterprise strategic activities and to develop new managerial decisions, and they may also serve as a basis for further scientific research.

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