“Don’t buy market share. Figure out how to earn it.”

Segmentasi, Target, dan Positioning

Mata Kuliah: Pemasaran (TKI 4212)
Target marketing requires marketers to take three major steps:

- Identify and profile distinct groups of buyers who differ in their needs and preferences (market segmentation).
- Select one or more market segments to enter (market targeting).
- For each target segment, establish and communicate the key distinctive benefit(s) of the company’s market offering (market positioning).
Levels and Patterns of Market Segmentation

- Levels of Market Segmentation
  - Mass marketing
  - Micromarketing
- Segment marketing
  - Market segment
  - Flexible market offering
    - Naked solution
    - Discretionary options
Levels and Patterns of Market Segmentation

- Niche Marketing
  - Niche
- Local Marketing
- Individual Customer Marketing
  - Mass-customization
  - Choiceboard
  - Customerization
    - Segments
    - Individuals

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Levels and Patterns of Market Segmentation

Patterns for Market Segmentation

Preference segments

- Homogeneous preferences
- Diffused preferences
- Clustered preferences
  - Natural market segments
  - Concentrated marketing
Levels and Patterns of Market Segmentation

Market Segmentation Procedure

- Needs-based market segmentation approach
- Market partitioning
  - Brand-dominant hierarchy
  - Nation-dominant hierarchy
<table>
<thead>
<tr>
<th>Steps in Segmentation Process</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Needs-Based Segmentation</td>
<td>Group customers into segments based on similar needs and benefits sought by customer in solving a particular consumption problem.</td>
</tr>
<tr>
<td>2. Segment Identification</td>
<td>For each needs-based segment, determine which demographics, lifestyles, and usage behaviors make the segment distinct and identifiable (actionable).</td>
</tr>
<tr>
<td>3. Segment Attractiveness</td>
<td>Using predetermined segment attractiveness criteria (such as market growth, competitive intensity, and market access), determine the overall attractiveness of each segment.</td>
</tr>
<tr>
<td>4. Segment Profitability</td>
<td>Determine segment profitability.</td>
</tr>
<tr>
<td>5. Segment Positioning</td>
<td>For each segment, create a “value proposition” and product-price positioning strategy based on that segment’s unique customer needs and characteristics.</td>
</tr>
</tbody>
</table>
Levels and Patterns of Market Segmentation

- Effective Segmentation
  - Measurable
  - Substantial
  - Accessible
  - Differentiable
  - Actionable
### Major Segmentation Variables for Consumer Markets

#### Geographic

<table>
<thead>
<tr>
<th>Region</th>
<th>Pacific, Mountain, West North Central, West South Central, East North Central, East South Central, South Atlantic, Middle Atlantic, New England</th>
</tr>
</thead>
<tbody>
<tr>
<td>City or metro size</td>
<td>Under 5,000; 5,000-20,000; 20,000-50,000; 50,000-100,000; 100,000-250,000; 250,000-500,000; 500,000-1,000,000; 1,000,000-4,000,000; 4,000,000 or over</td>
</tr>
<tr>
<td>Density</td>
<td>Urban, suburban, rural</td>
</tr>
<tr>
<td>Climate</td>
<td>Northern southern</td>
</tr>
</tbody>
</table>

#### Demographic

<table>
<thead>
<tr>
<th>Age</th>
<th>Under 6, 6-11, 12-19, 20-34, 35-49, 50-64, 65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family size</td>
<td>1-2, 3-4, 5+</td>
</tr>
</tbody>
</table>
Segmenting Consumer and Business Markets

- Bases for Segmenting Consumer Markets
  - Geographic Segmentation
  - Demographic Segmentation
    - Age and Life-Cycle Stage
    - Life Stage
    - Gender
    - Income
    - Generation
      - The Depression Cohort, The World War II Cohort, The Post-War Cohort, Leading-Edge Baby Boomer Cohort, Trailing-Edge Baby Boomer Cohort, Generation X Cohort, Generation Y Cohort

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Segmenting Consumer and Business Markets

- Lifestage Analytic Matrix
  - Lifestages
  - Physiographics
  - Emotional effects
  - Socioeconomics

- Social Class

  - Psychographic Segmentation

- Lifestyle
  - Time-constrained
    » multitasking
  - Money-constrained

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Segmenting Consumer and Business Markets

• Personality
  – “Brand personality” examples:
    » Sincere
    » Exciting
    » Competent
    » Sophisticated
    » Rugged

• Values
  – Core values
Segmenting Consumer and Business Markets

- Behavioral Segmentation
  - Occasions
    - Critical life events or transitions
  - Benefits
    - Constella has identified six segments and their sizes
      - Enthusiast 12%
      - Image Seekers 20%
      - Savvy Shoppers 15%
      - Traditionalist 16%
      - Satisfied Sippers 14%
      - Overwhelmed 23%
Segmenting Consumer and Business Markets

- User Status
- Usage Status
- Loyalty Status
  - Hard-core loyals
  - Split loyals
  - Shifting loyals
  - Switchers
- Buyer-Readiness Stage
- Attitude
Major Segmentation Variables for Business Markets

**Demographic**
1. Industry: Which industries should we serve?
2. Company size: What size companies should we serve?
3. Location: What geographical areas should we serve?

**Operating Variables**
4. Technology: What customer technologies should we focus on?
5. User or nonuser status: Should we serve heavy users, medium users, light users, or nonusers?
6. Customer capabilities: Should we serve customers needing many or few services?

**Purchasing Approaches**
7. Purchasing-function organization: Should we serve companies with highly centralized or decentralized purchasing organizations?
8. Power structure: Should we serve companies that are engineering dominated, financially dominated, and so on?
Segmenting Consumer and Business Markets

Bases For Segmenting Business Markets

Business buyers seek different benefit bundles based on their stage in the purchase decision process.

1. First-time prospects
2. Novices
3. Sophisticates
Market Targeting

- Evaluating and Selecting the Market Segments
  - Single-Segment Concentration
  - Selective Specialization
  - Product Specialization
  - Market Specialization
  - Full Market Coverage
    - Undifferentiated marketing
    - Differentiated marketing
Market Targeting

- Higher costs using differentiated marketing include:
  - Product modification cost
  - Manufacturing cost
  - Administrative cost
  - Inventory cost
  - Promotion cost
Market Targeting

- Additional Considerations
  - Ethical Choice of Market Targets
    - Supersegment
  - Segment-By-Segment Invasion Plans
Segment-by-Segment Invasion Plan

The diagram illustrates a segmentation strategy for different product varieties in the market segments of airlines, railroads, and truckers. The product varieties include large, midsize, and personal computers. The companies represented are Company A, Company B, and Company C. The strategy involves targeting specific product varieties to cater to the needs of different customer groups in each market segment.
Developing and Communicating a Positioning Strategy

- Positioning
- Value position
Developing and Communicating a Positioning Strategy

- Positioning According to Ries and Trout
  - Strengthen own current position
  - Grab an unoccupied position
  - De-position
  - Re-position
  - Product ladders

- Positioning According to Treacy and Wiersema
  - Value disciplines
    - Product leader; Operationally excellent firm; Customer intimate firm
Treacy and Wiersema propose that a business should follow four rules for success

1. Become best at one of the three value disciplines.
2. Achieve an adequate performance level in the other two disciplines.
3. Keep improving one’s superior position in the chosen discipline so as not to lose out to a competitor.
4. Keep becoming more adequate in the other two disciplines, because competitors keep raising customers’ expectations.
Positioning: How many ideas to promote?

- Unique selling proposition

Four major positioning errors

1. Underpositioning
2. Overpositioning
3. Confused positioning
4. Doubtful positioning
Developing and Communicating a Positioning Strategy

- Theme park’s positioning possibilities:
  - Attribute positioning
  - Benefit positioning
  - Use or application positioning
  - User positioning
  - Competitor positioning
  - Product category positioning
  - Quality or price positioning

- Which Positioning to Promote?
Method for Competitive-Advantage Selection

<table>
<thead>
<tr>
<th>(1) Competitive Advantage</th>
<th>(2) Company Standing</th>
<th>(3) Competitor Standing</th>
<th>(4) Importance of Improving Standing (H-M-L)*</th>
<th>(5) Affordability and Speed (H-M-L)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>8</td>
<td>8</td>
<td>L</td>
<td>L</td>
</tr>
<tr>
<td>Cost</td>
<td>6</td>
<td>8</td>
<td>H</td>
<td>M</td>
</tr>
<tr>
<td>Quality</td>
<td>8</td>
<td>6</td>
<td>L</td>
<td>L</td>
</tr>
<tr>
<td>Service</td>
<td>4</td>
<td>3</td>
<td>H</td>
<td>H</td>
</tr>
</tbody>
</table>

H=high, M=medium, L=low
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