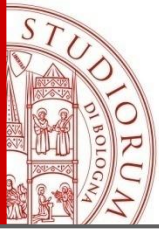


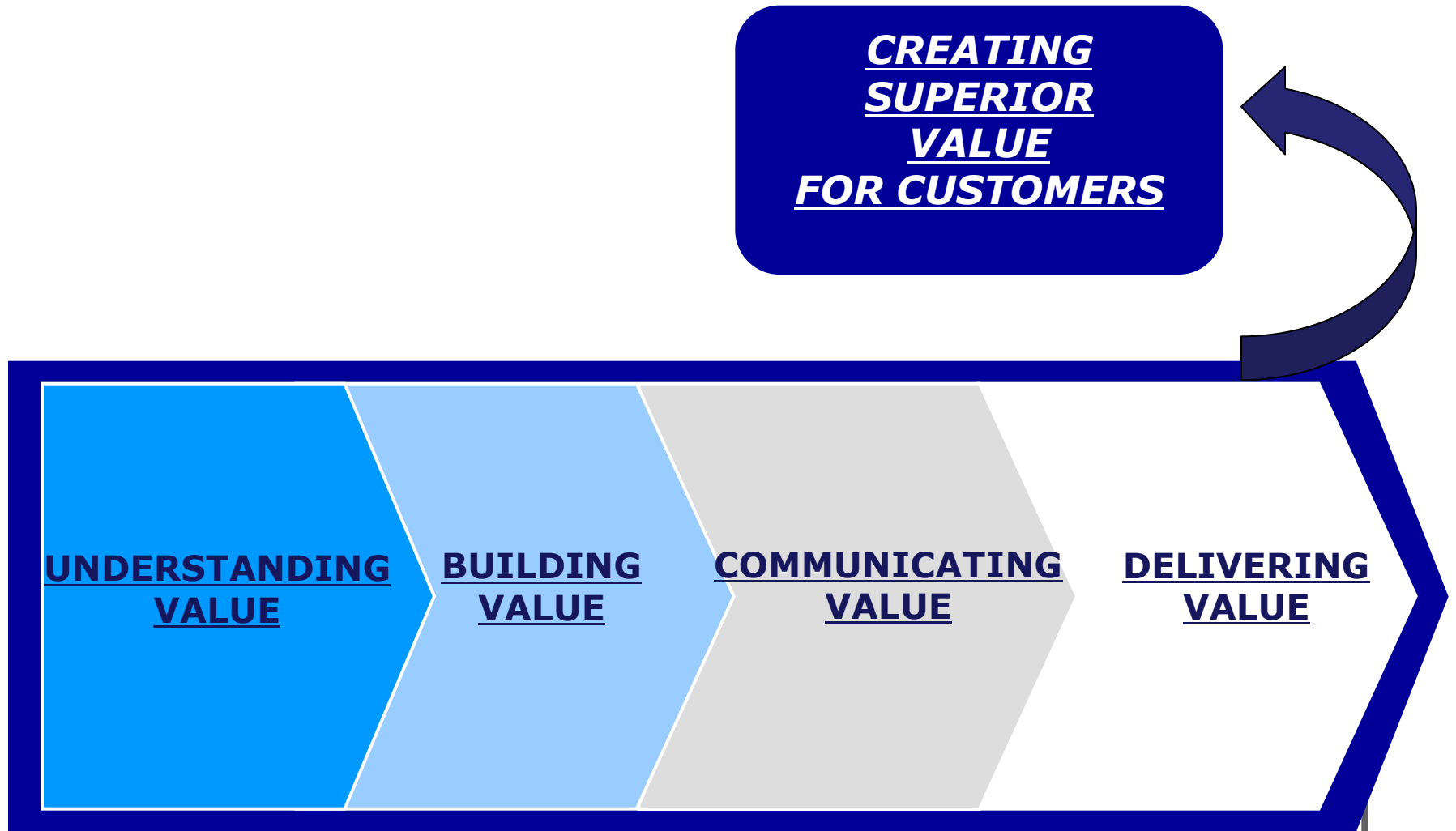
Strategic Marketing: Segmentation and positioning choices

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Marketing in transition: a process-based outlook



The ultimate aim of segmentation

SEGMENTATION



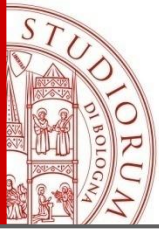
**Clustering
customers with
similar objectives,
needs, preferences,
perceptions,
behaviours**



A) COVERAGE OF EMPTY OFFER AREAS

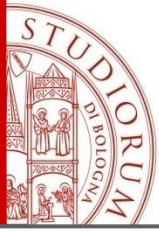
B) TARGETING AND POSITIONING FOR NEW PRODUCTS

C) REDUCTION/ELIMINATION OF VALUE GAPS



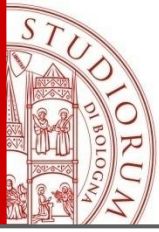
The underlying logic

- Why segmenting? The importance of understanding the value by customers in order to take effective actions on the market (responsiveness)
- The advantages of segmenting and the risks of non-segmenting
- Segmentation from analysis to strategic marketing decisions
- From the point of view of demand and not of supply
- The S-T-P (Segmentation – Targeting –Positioning) sequence



When to segment: preliminary requirements

- High homogeneity within the segment
- High heterogeneity between segments
- Size of segment (break-even analysis)
- Segment accessibility (e.g.: sales force, channels)
- Segment profitability (premium price)
- Stability of segment



Segmentation criteria

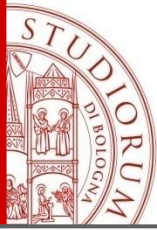
- The big split:

consumer markets

and

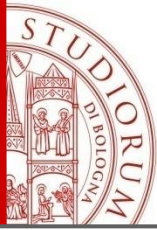
business-to-business markets

- Criteria in consumer markets
- Criteria and process in business-to-business markets



The segmentation method by benefits

- Description of product utilization scenarios
- Analysis of benefits and correlation with attributes
- Segment identification (use of multivariate statistical analysis techniques)
- Description of segments



Segmentation in business-to-business markets

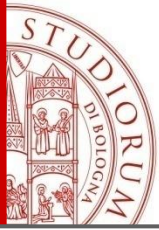
This segmentation is performed in two steps:

Step 1.

Macrosegmentation: analysis of the characteristics visible from outside customer companies

Step 2.

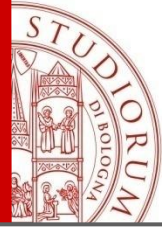
Microsegmentation: analysis of the characteristics visible from inside customer companies



Macrosegmentation

Use of descriptive variables of the “external” characteristics of customer companies.

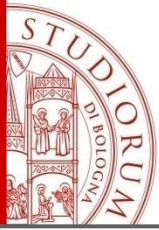
Assuming that these descriptive variables characterize segments of customers with similar behavioral patterns.



Macrosegmentation (cont.)

Macrosegmentation involves:

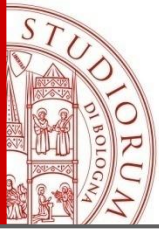
- demographic and industrial variables (industry typology, particular features, geographical location)
- geographical market segmentation
- operative variables:
 - product/technology criteria
 - criteria of the opportunities of applying and using the product (adopter)
 - criteria of customer skills (operative, technical or financial)



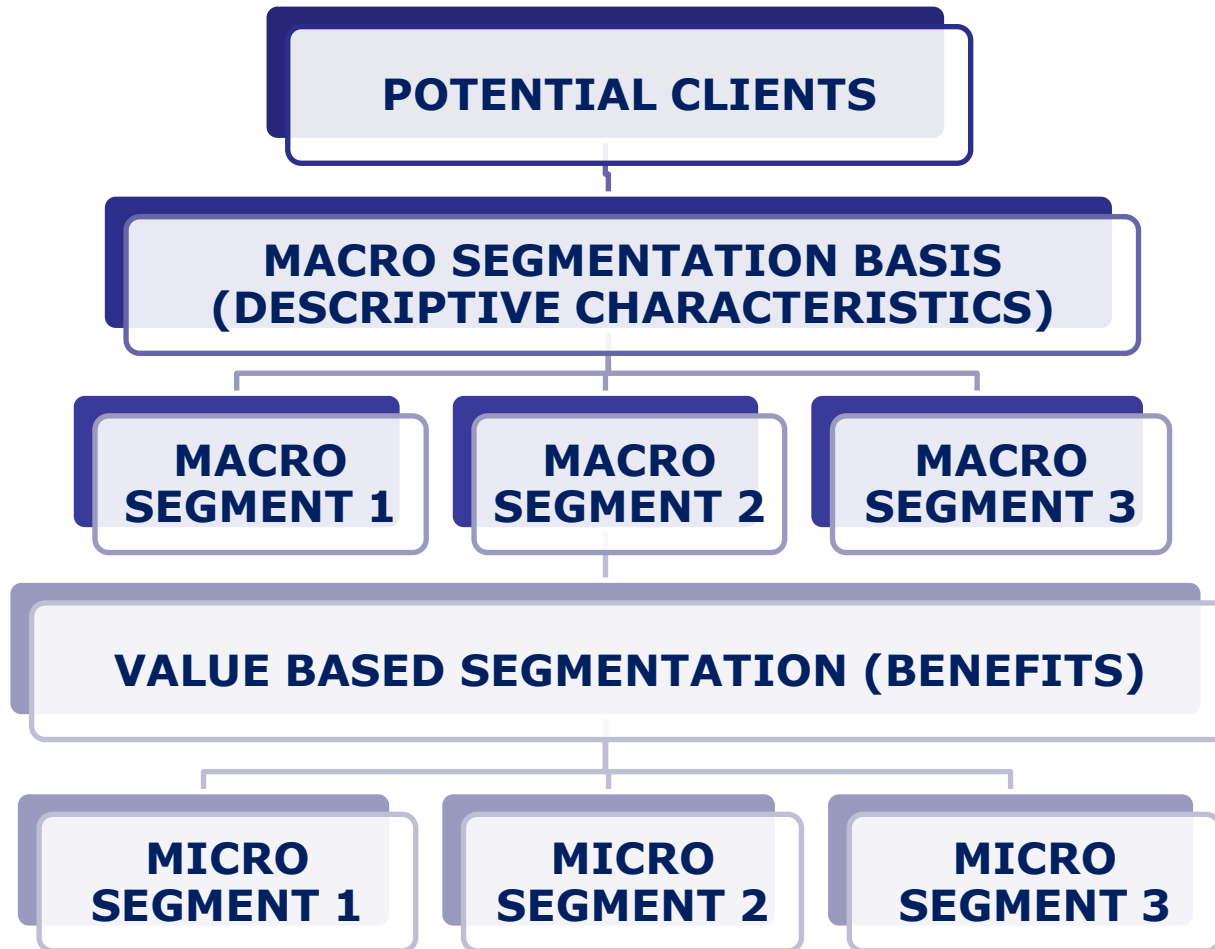
Microsegmentation

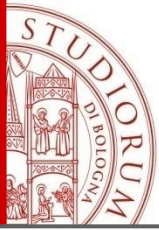
Microsegmentation involves:

- purchase characteristics (new, unchanged, modified)
- consumer purchasing roles and processes:
 - purchase behaviour
 - role of the buying centre
 - reason of use
 - purchase motivations and process
 - other variables (e.g.: strategic importance / difficulty of management)
- attributes and benefits (Value Based Segmentation)



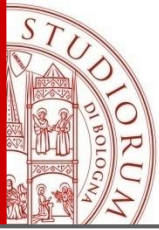
The segmentation process: summary





Positioning: definition

This activity is first performed on the consumer's mind, and not on the product, by means of a series of actions that allow our product to occupy a certain position compared with our competitors.



Positioning: criteria

Referring to a product:

Against a competing product: e.g.: coffee, tuna, telecommunications, banks, airlines ...

Association with a product class (me too; e.g.: detergents)

Dissociation from a product class (e.g.: mineral water/Perrier)

By distinction:

Differentiating attributes, price/quality, specific opportunities of use (e.g.: free time; champagne), product users (e.g.: sports players; Johnson shampoo)

Positioning: criteria (cont.)

Referring to a product:

- AGAINST
- Pepsi/CocaCola

<http://www.youtube.com/watch?v=kckpgkvZxWg>

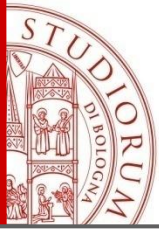
- ASSOCIATION



- DISSOCIATION

“The first soft drink with zero calories”





Positioning: criteria (cont.)

Other Examples

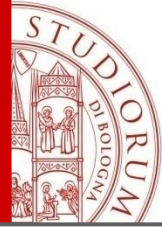
Referring to a product: Against

- **Indirect**

[SEGAFREDO http://www.youtube.com/watch?v=mvi5b5yVP9c](http://www.youtube.com/watch?v=mvi5b5yVP9c)

- **Direct**

[Sant'Anna http://www.santanna.it/it/pubblicita_comp.html](http://www.santanna.it/it/pubblicita_comp.html)



Criteria di posizionamento (segue)

By Distinction:

- **Differentiating attributes**

http://www.youtube.com/watch?feature=player_embedded&v=AYTkn1w8HUI (KNORR)

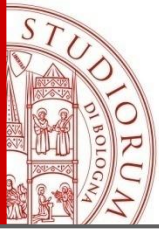
<http://www.youtube.com/watch?v=jNdYPzDleSw> (NESPRESSO)

- **Differentiating users**

<http://www.youtube.com/watch?v=VsZqgY77bV8&feature=share>
(CLIO)

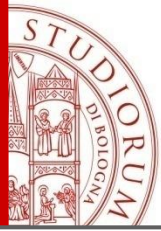
- **Differentiating specific opportunities of use**

http://www.youtube.com/watch?feature=player_embedded&v=P5Tz93xAlz4 (SUNRISE)



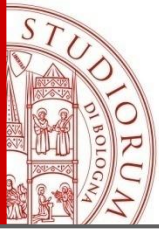
Positioning: tools

Perceptual mapping: usage of perceptual and preference maps for identifying perceived positioning.



The methodological sequence for perceptual mapping

- Analysis of the benefits required by the customer and correlation of benefits-attributes (motivating system)
- Quantification of customer perception for each attribute (perceptual system)
- Estimation of the distances within the products in question



A positioning map for earth-moving machines

