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Haute école de gestion Genève

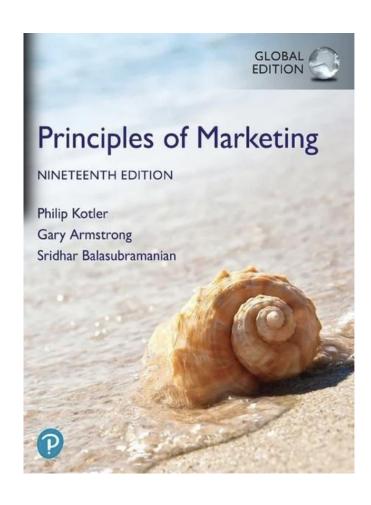
CHAPTER 7: MARKETING STRATEGY PART 1

SEGMENTATION & TARGETING

Marketing Principles 1
Anna Wehren



Principles of Marketing



Chapter 7

Marketing Strategy Part 1 Segmentation & Targeting

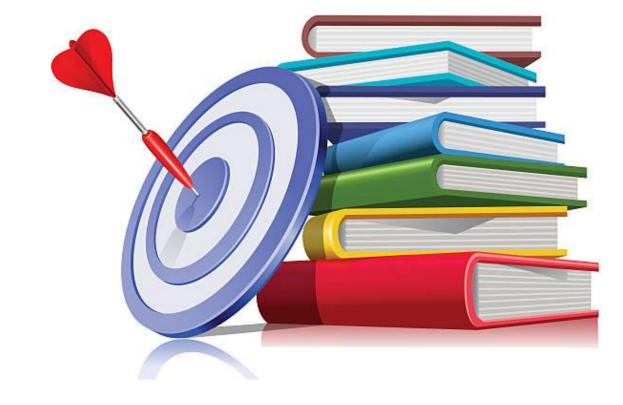


Learning Objectives

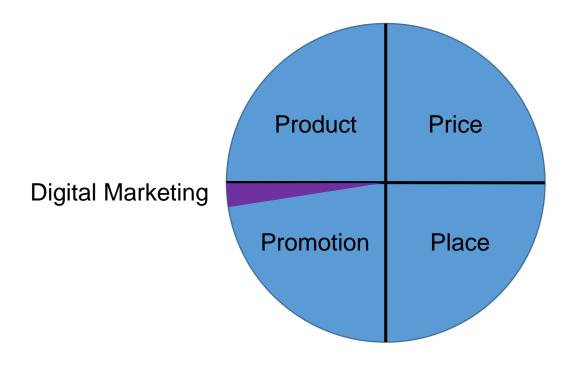
- 7-1 Define the major steps in designing a customer-driven marketing strategy: market segmentation, targeting, differentiation, and positioning.
- 7-2 List and discuss the major bases for segmenting consumer and business markets.
- 7-3 Explain how companies identify attractive market segments and choose a market-targeting strategy.

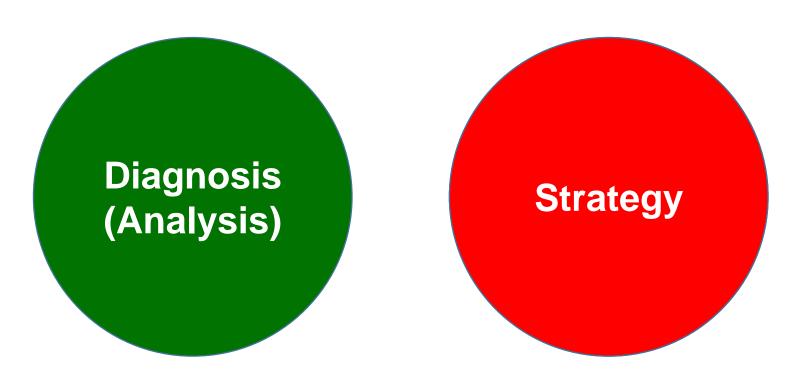
Learning Objective 1

Define the major steps in designing a customer-driven marketing strategy: market segmentation, targeting, differentiation, and positioning.



The Marketing Mix "Tactics":







Diagnosis

- Market Research
- Macro & Micro Environment



- Segmentation
- Targeting
- Differentiation
- Positioning



Marketing Mix: 4Ps

- Product
- Price
- Place
- Promotion



- Results
- Analysis
- Adapt strategy or marketing mix as needed



Lululemon: a premium activewear apparel brand with a specific emphasis on yoga.



Diagnosis

Competitive marketplace with many brands offering similar positioning and products.





Strategy

- Narrowed its targeting from active individuals interested in all sports to women who were interested in yoga & fitness.
- Premium positioning supported by technical fabrics & stylish designs.





Tactics

- Refined product offer based on customer feedback & collaboration with yoga instructors.
- Promoted through inclusive and welcome messaging (all ages & body types)
- Higher **price**.
- Built a sense of community by offering yoga classes and events in their stores (place) => brand experience





Results

- Leader in the activewear market.
- Strong brand identity thanks to their differentiation in the market.
- Strong brand loyalty thanks to the community approach.
- Over time, the brand has expanded its offerings and reach into other fitness and lifestyle segments while maintaining its core identity.

Haute école de gestion de Genève – International Business Management

This the Heart of Marketing Strategy!

Segmentation & Targeting

Defines what customers are you serving.



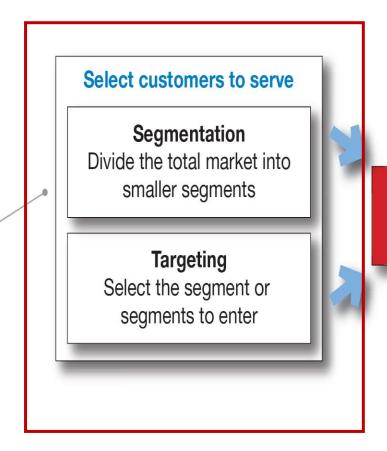
Positioning & Differentiation

Defines your brand value proposition.



Customer-Driven Marketing Strategy

In concept, marketing boils down to two questions:
(1) Which customers will we serve? and (2) How will we serve them? Of course, the tough part is coming up with good answers to these simple-sounding yet difficult questions. The goal is to create more value for the customers we serve than competitors do.



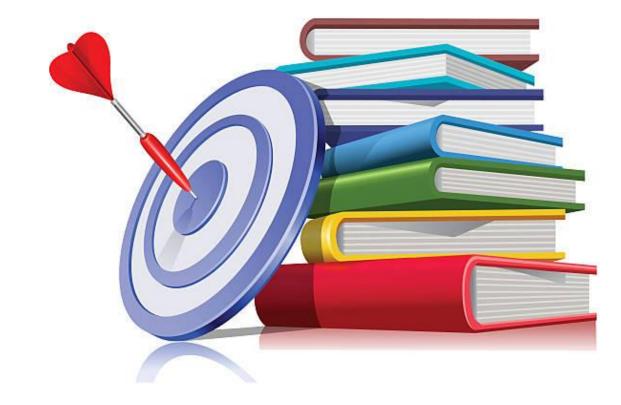
Create value for targeted customers

Differentiation
Differentiate the market offering to create superior customer value

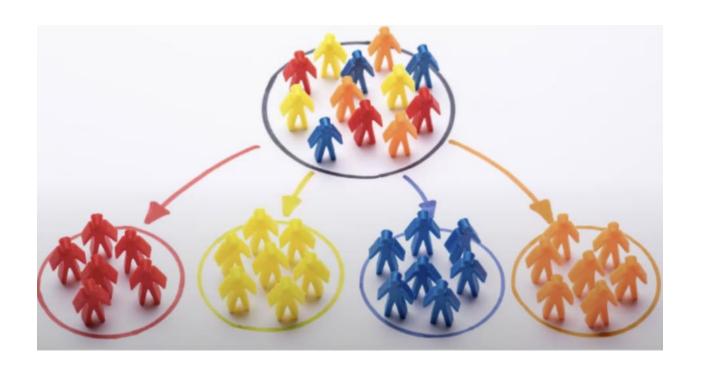
Positioning
Position the market offering in the minds of target customers

Learning Objective 2

List and discuss the **major** bases for segmenting consumer and business markets.



Market segmentation means dividing a market into smaller segments with distinct needs, characteristics, or behaviors that might require separate marketing strategies or mixes.



Let's play the segmentation game!



Objective

Invent and present a holiday package to delight your market segment.

Where are they staying?
What activities will they be doing?
How will they get there?
Who will they be going with?
What will they be eating?
What else will delight them?
Etc.

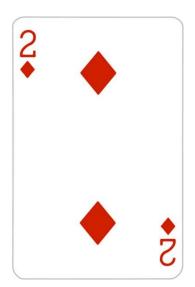
Include a price tag to match their income level \$\$\$.



Rules of the game

- Form teams of 4-5 people
- Each team gets 4 cards (randomly distributed)

Number = Age



$$2 = 20s$$

$$3 = 30s$$

$$4 = 40s$$

$$5 = 50s$$

$$6 = 60s$$

$$7 = 70s$$

$$8 & 9 = 80 +$$

Suit = Income



Diamonds = < 30'000.- CHF



Hearts = 50'000.- CHF



Clubs = 100'000.- CHF

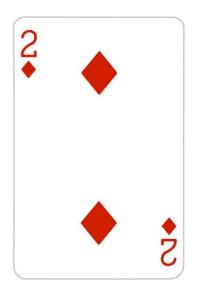


Spades = 500'000.- CHF

Rules of the game

- 1. You can choose to exchange one card for another at random.
- 2. You can then choose to exchange one additional card for another of your choice.
- 3. Choose one of your remaining cards to ignore.
- 4. Pick one or two targets for your holiday offer from the 3 remaining cards.

Number = Age



$$2 = 20s$$

$$3 = 30s$$

$$4 = 40s$$

$$5 = 50s$$

$$6 = 60s$$

$$7 = 70s$$

$$8 & 9 = 80 +$$

Suit = Income



Diamonds = < 30'000.- CHF



Hearts = 50'000.- CHF



Clubs = 100'000.- CHF



Spades = 500'000.- CHF

Rules of the game

5. Now pick one card from the additional deck to discover the type of holiday you will need to imagine.

Adventure holiday



Relaxing holiday



Discovery holiday



Outcome

Present your target and the holiday choices you have for them in 2-3 minutes.



Market segmentation means dividing a market into smaller segments with distinct needs, characteristics, or behaviors that might require separate marketing strategies or mixes.



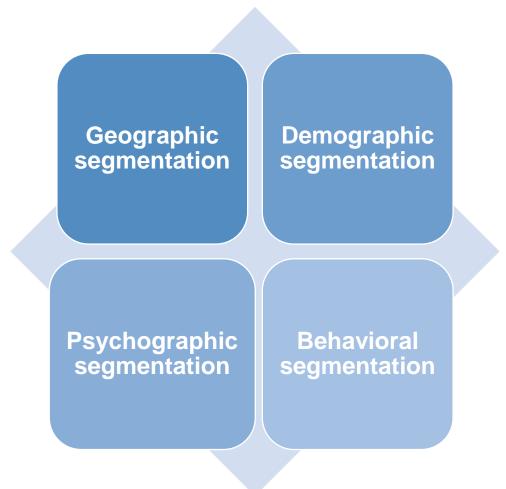
Enables brands to target specific segments that will respond similarly to a marketing action.



- Segmenting consumer markets
- Segmenting business markets
- Segmenting international markets
- Requirements for effective segmentation

- Segmenting consumer markets
- Segmenting business markets
- Segmenting international markets
- Requirements for effective segmentation

Segmenting Consumer Markets



Demographic Segmentation

Demographic segmentation divides the market into segments based on variables such as age, life-cycle stage, gender, income, occupation, education, religion, ethnicity, and generation.



Observable, people-based differences.



Demographic Segmentation

Age and life-cycle stage segmentation divides a market into different age and life-cycle groups.

Gender segmentation divides a market into different segments based on gender.

Income segmentation divides a market into different income segments.



Demographic Segmentation

Data is easily accessible and low cost to obtain:

- 1. Ask your customers directly
- 2. 2nd or 3rd party data providers



Demographic Segmentation

What examples of demographic segmentation can you think of?













- Old fashioned image
- Not appealing to a young male audience



Geographic Segmentation

Geographic segmentation divides the market into different geographical units such as nations, regions, states, counties, cities, or even neighborhoods.



Demographic Segmentation

A customer's location can help you better understand their needs as well as enable location-specific ads.

- 1. Country, state, zip code
- 2. Climate, population density
- 3. Urban, suburban or rural



Demographic Segmentation

What examples of geographic segmentation can you think of?









Japan- specific formula

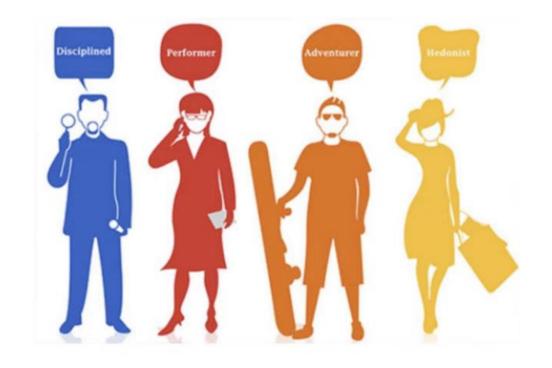






Psychographic Segmentation

Psychographic segmentation divides a market into different segments based on social class, lifestyle, interests, values, beliefs or personality characteristics.



Psychographic Segmentation

Luxury brands look at social status first and then segment based on lifestyles, attitudes or personalities.













Psychographic Segmentation

What examples of psychographic segmentation can you think of?



Psychographic Segmentation









Psychographic Segmentation

Classic, perfectly conforming within the rules



More daring, edgy, challenging the rules

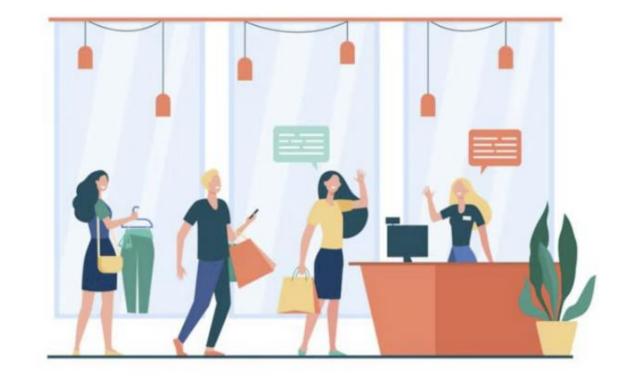


Relaxed, laid back, not aware of the rules



Behavioral Segmentation

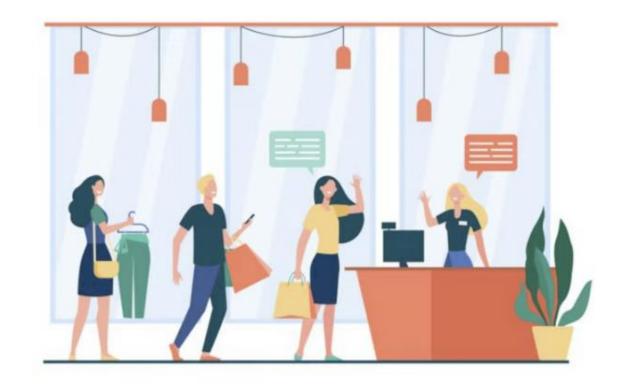
Behavioral segmentation divides a market into segments based on consumer knowledge, attitudes towards, uses of a product, or responses to a product, service, promotion or brand.



Behavioral Segmentation

Behavioral segmentation:

- Purchasing and usage behavior
- Occasion purchasing
- Benefits sought
- Customer loyalty



Behavioral Segmentation

What examples of behavioral segmentation can you think of?



Behavioral Segmentation: Usage

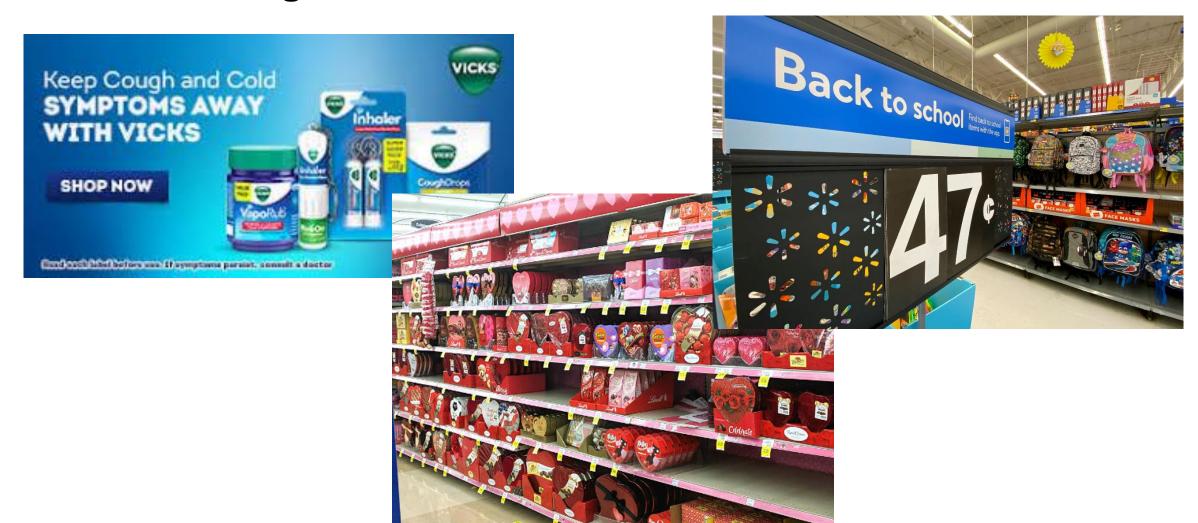


"Everyone is welcome here."

No matter what you are looking for, we've got a line of bikes for you:

- 1. Cruisers
- 2. Hybrid
- 3. Mountain
- 4. Road
- 5. Electric
- 6. Tricycles
- 7. Kids

Behavioral Segmentation: Occasions



Behavioral Segmentation: Benefits

- New baby : for newborns
- Baby dry: for dry nights
- Active fit: for learning to crawl Easy-Ups: for potty training



Behavioral Segmentation: Loyalty



Diners Club INTERNATIONAL

CARTE BLANCHE

CORPORATE

MasterCard

Segmenting Consumer Markets

Multiple segmentation is used to identify smaller, better-defined target groups using multiple segments.

Experian's Mosaic USA system classifies U.S. households into one of 71 lifestyle segments and 19 levels of affluence.



Using Experian's mosaic USA segmentation system, marketers can paint a surprisingly precise picture of who you are and what you might buy. Mosiac USA segments carry colorful names such as Colleges and Cafes, Birkenstocks and Beemers, Bohemian Groove, Hispanic Harmony, Rolling the Dice, Small Town Shallow Pockets, and True Grit Americans that help bring the segments to life.

zeljkodan/Shutterstock

Quoperty Characteristics Group Quarters **Experian's Mosaic USA** Number of Dwellings Length of Residency Presence of Children *fenure* Financial Measures **Number of Occupants** Social Security/Assistance Owner of Multiple Homes Ethnicity Language Ability Credit Behaviour Home Busine Hours Worker Socio-economics

Age Marital Status Household Composition Length of Residency Presence of Children Number of Occupants Ethnicity Language Ability locio-economics Education/Qualifications Occupation Industry Hours Worked Home Business Vehicle Ownership Location Urbanity/Rurality Means of Transport Travel to Work Time Financial Measures Income Credit Behaviour Owner of Multiple Homes Social Security/Assistance **Property Characteristics** Tenure Property Value Number of Rooms Year Built

Number of Dwellings
Rent Amount
Group Quarters

Group	Description	%∳	% ₫	Туре	Description	%∳	% ₫	
Α	Power Elite	6.92	5.19	A01	American Royalty	1.69	1.20	
				A02	Platinum Prosperity	1.16	0.97	
				A03	Kids and Cabernet	1.40	0.78	
				A04	Picture Perfect Families	1.46	0.79	
				A05	Couples with Clout	0.67	0.78	
				A06	Jet Set Urbanites	0.52	0.67	
В	Flourishing Families	7.09	4.25	B07	Generational Soup	1.67	1.09	
	,			B08	Babies and Bliss	2.91	1.36	
				B09	Family Fun-tastic	1.54	0.98	
				B10	Cosmopolitan Achievers	0.96	0.82	
С	Booming with Confidence	8.54	6.65	C11	Aging of Aquarius	3.61	2.85	
				C12	Golf Carts and Gourmets	0.53	0.57	
				C13	Silver Sophisticates	1.81	1.84	
				C14	Boomers and Boomerangs	2.59	1.40	
D	Suburban Style	7.18	5.00	D15	Sports Utility Families	2.80	1.59	
	-				D16	Settled in Suburbia	1.42	0.89
				D17	Cul de Sac Diversity	0.76	0.77	
				D18	Suburban Attainment	2.21	1.74	

Group	Description	%∳	% ₫	Туре	Description	% †	%
К	Significant Singles	3.17	4.64	K37	Wired for Success	0.62	0.89
				K38	Gotham Blend	1.01	1.18
				K39	Metro Fusion	0.33	0.49
				K40	Bohemian Groove	1.20	2.08
L	Blue Sky Boomers	5.65	6.82	L41	Booming and Consuming	0.72	0.99
				L42	Rooted Flower Power	2.52	3.10
				L43	Homemade Happiness	2.41	2.72
M	Families in Motion	5.26	3.13	M44	Red, White and Bluegrass	3.27	1.70
				M45	Diapers and Debit Cards	1.99	1.43
N	Pastoral Pride	4.29	4.77	N46	True Grit Americans	1.32	1.44
				N47	Countrified Pragmatics	0.73	1.16
				N48	Rural Southern Bliss	1.60	1.32
				N49	Touch of Tradition	0.64	0.86
0	Singles and Starters	6.65	9.85	O50	Full Steam Ahead	0.34	0.58
				O51	Digital Dependents	2.04	3.27
				O52	Urban Ambition	0.82	1.23
				O53	Colleges and Cafes	0.51	0.81
				O54	Striving Single Scene	1.06	2.14
				O55	Family Troopers	1.89	1.81

Group	Description	% ₱	% ≜	Type	Description	% ₱	%≇
Group	Description	70 ■	70	Туре	•		
E	Thriving Boomers	7.49	6.43	E19	Full Pockets, Empty Nests	1.10	1.48
				E20	No Place Like Home	3.38	2.29
				E21	Unspoiled Splendor	3.01	2.66
F	Promising Families	3.88	3.23	F22	Fast Track Couples	1.53	1.92
				F23	Families Matter Most	2.35	1.31
G	Young City Solos	1.35	2.46	G24	Status Seeking Singles	0.73	1.25
				G25	Urban Edge	0.62	1.21
н	Middle-class Melting Pot	3.43	3.90	H26	Progressive Potpourri	1.31	1.22
				H27	Birkenstocks and Beemers	0.79	1.18
				H28	Everyday Moderates	0.80	0.73
				H29	Destination Recreation	0.53	0.77
_	Family Union	6.72	4.74	130	Stockcars and State Parks	2.18	1.40
				131	Blue Collar Comfort	2.00	1.16
				132	Steadfast Conventionalists	1.30	1.08
				133	Balance and Harmony	1.24	1.09
J	Autumn Years	6.92	7.35	J34	Aging in Place	2.56	2.64
				J35	Rural Escape	2.53	2.88
				J36	Settled and Sensible	1.84	1.83

Group	Description	%∳	%₫	Туре	Description	%₽	%₫
Р	Cultural Connections	4.22		Mid-scale Medley	0.75	1.10	
				P57	Modest Metro Means	0.70	0.82
				P58	Heritage Heights	0.42	0.58
				P59	Expanding Horizons	1.41	1.22
				P60	Striving Forward	0.64	0.94
				P61	Humble Beginnings	0.31	0.52
Q	Golden Year Guardians	6.38	9.01	Q62	Reaping Rewards	1.34	1.81
				Q63	Footloose and Family Free	0.36	0.49
				Q64	Town Elders	3.42	4.65
				Q65	Senior Discounts	1.26	2.06
R	Aspirational Fusion	1.81	2.92	R66	Dare to Dream	0.93	1.68
				R67	Hope for Tomorrow	0.88	1.24
S	Economic Challenges	3.04	4.50	S68	Small Town Shallow Pockets	1.08	1.75
				S69	Urban Survivors	1.29	1.62
				S70	Tight Money	0.17	0.28
				S71	Tough Times	0.50	0.84

- Segmenting consumer markets
- Segmenting business markets
- Segmenting international markets
- Requirements for effective segmentation

Segmenting Business Markets

Consumer and business marketers use many of the same variables to segment their markets.

Business markets can be segmented geographically, demographically (industry, company size), by benefits sought, usage rate or loyalty status.



Segmenting Business Markets

In addition to customer demographics, variables to segment business market include:

- Operating characteristics
- Purchasing approaches
- Situational factors
- Personal characteristics

Business Market Segmentation



Industry Company Size Location



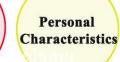
Technology User Status Customer Capabilities



Purchasing Function Power Structure Purchasing Criteria



Urgency Specific Application Size of Order



Buyer-seller Similarity Attitudes toward Risk Loyalty



- Segmenting consumer markets
- Segmenting business markets
- Segmenting international markets
- Requirements for effective segmentation

Segmenting International Markets

Intermarket segmentation involves forming segments of consumers who have similar needs and buying behaviors even though they are located in different countries (also called crossmarket segmentation).



Segmenting International Markets

Geographic location

Economic factors

Political and legal factors

Cultural factors

Segmenting International Markets

Intermarket segmentation assumes that nations close to each other will have common traits and behaviours.

Ex: APAC (Asia Pacific Region), Western Europe, North America

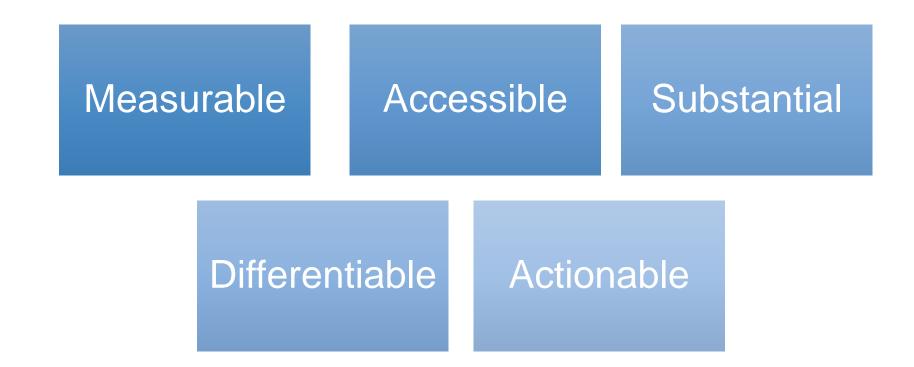






- Segmenting consumer markets
- Segmenting business markets
- Segmenting international markets
- Requirements for effective segmentation

Requirements for effective segmentation



Steps to outline your segmentation

1. Define your market



3. Understand your market

4. Create your customer segments

5. Test your marketing strategy











Benefits of segmentation

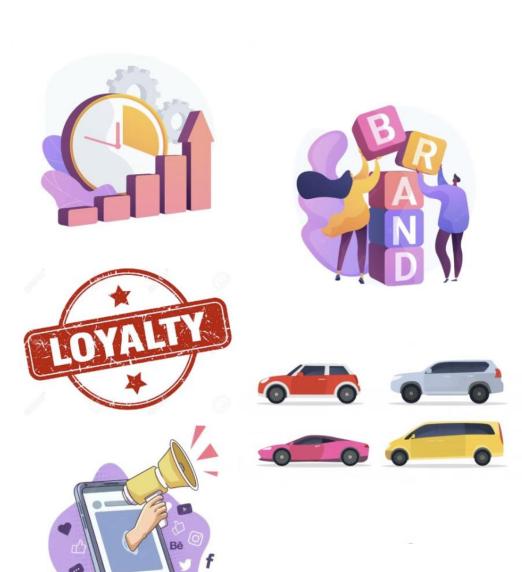
1. Increased resource efficiency

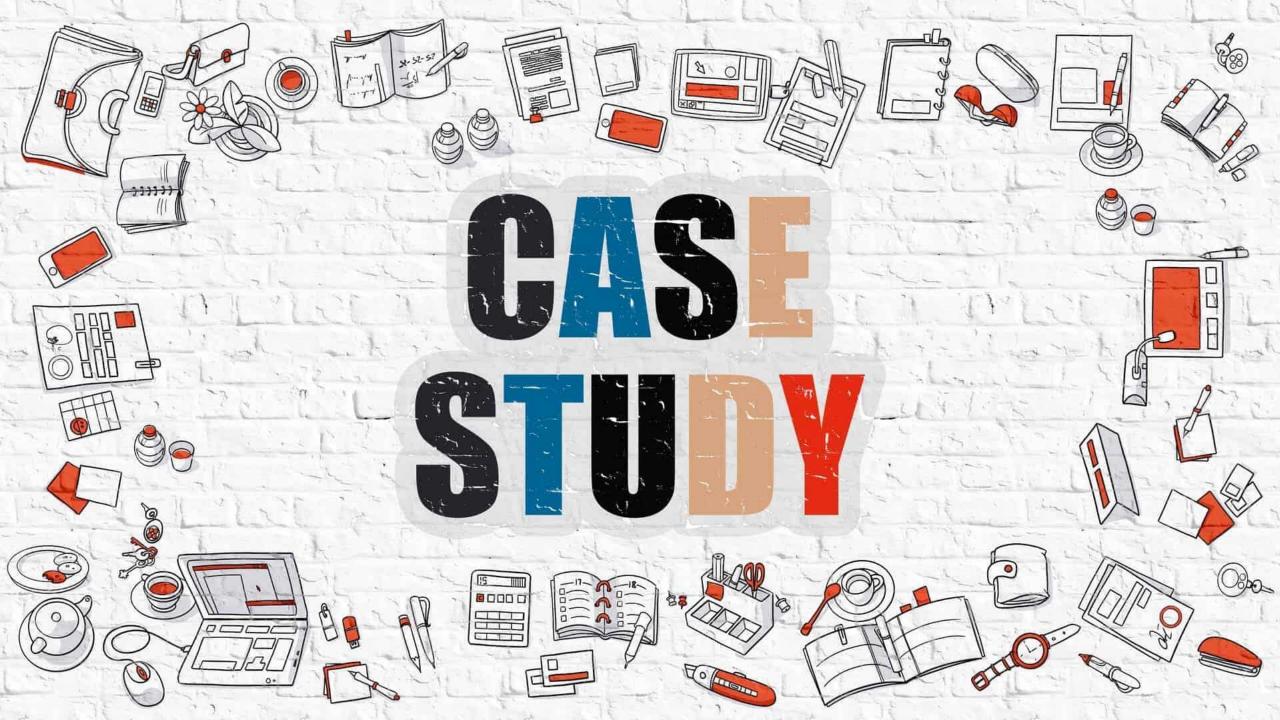


3. Greater potential for brand loyalty

4. Stronger market differentiation

5. Better targeted advertising





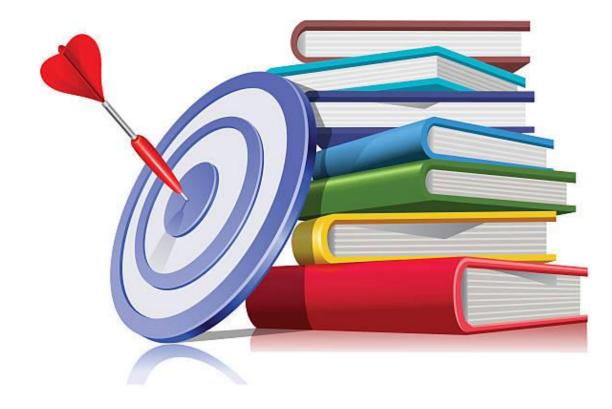
Case Study: Car Industry (15 minutes)

- Choose a car brand and create a market segmentation for that brand.
- Think of the 4 different categories of segmentation (demographic, geographic, psychographic & behavorial).
- Define the segment(s) the brand is targeting.
- Showcase how their product portfolio caters to these segments.



Learning Objective 3

Explain how companies identify attractive market segments and choose a market targeting strategy.



Selecting Target Market Segments

A target market is a set of buyers who share common needs or characteristics that the company decides to serve.



Evaluating Market Segments

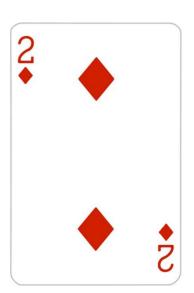
How did you decide which segment to target in the segmentation game?



Segmentation Game

The market was segmented demographically: by age and income level. You then had to decide on a target within these segments for your holiday package.

Number = Age



Example:

10 = teenagers2 = 20s

Young audience looking for fun and adventure.

Suit = Income



Example:

Clubs = 100'000.- CHF Spades = 500'000.- CHF



A cruise which offers different levels of comfort depending on your income level.



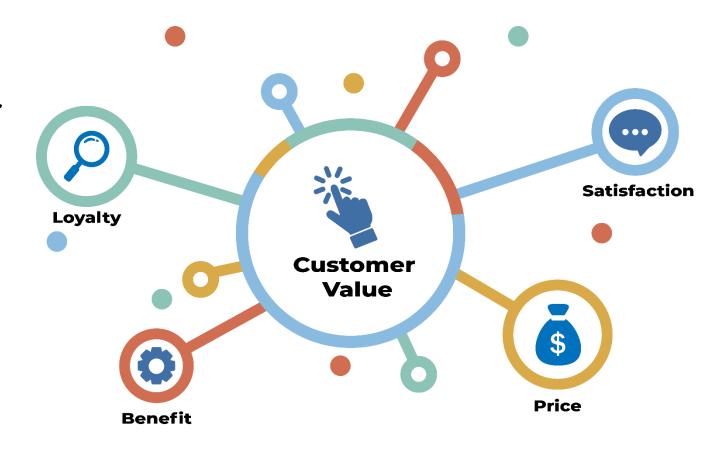
Evaluating Market Segments

- Segment size and growth (bigger is not always better!)
- Segment structural attractiveness (eg. competitive landscape, profitability, suppliers, market variability, product variability...)
- Company objectives and resources (skills, purpose, vision...)



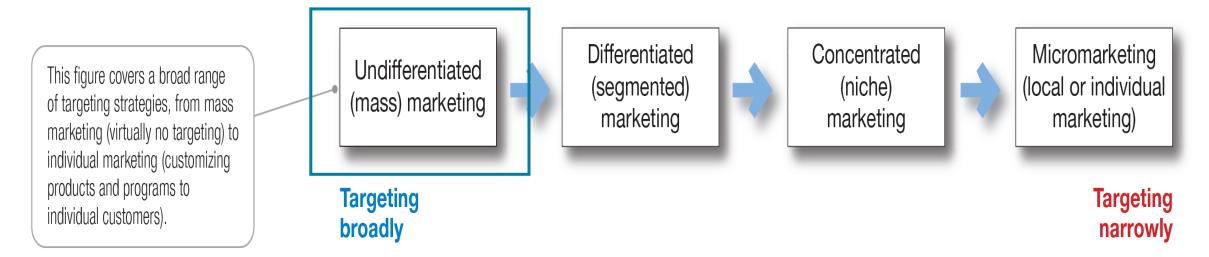
Evaluating Market Segments

A company should only enter segments in which it can create superior customer value and gain advantages over its competitors.



4 Different Targeting Strategies

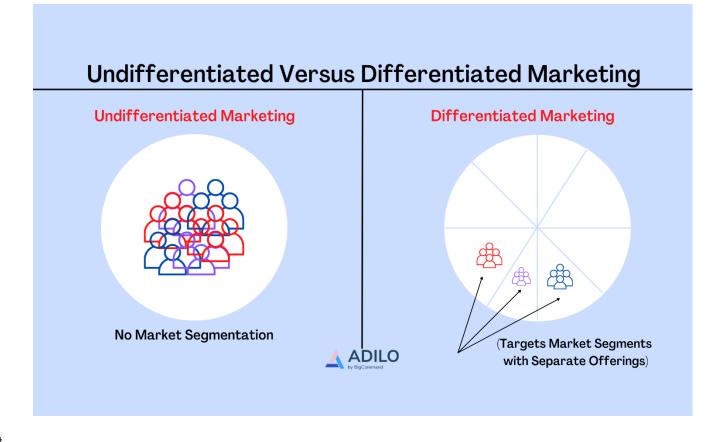
Figure 7.2 Market Targeting Strategies



4 Different Targeting Strategies

Undifferentiated marketing targets the whole market with one offer.

- Mass marketing
- Focuses on common needs rather than what's different.



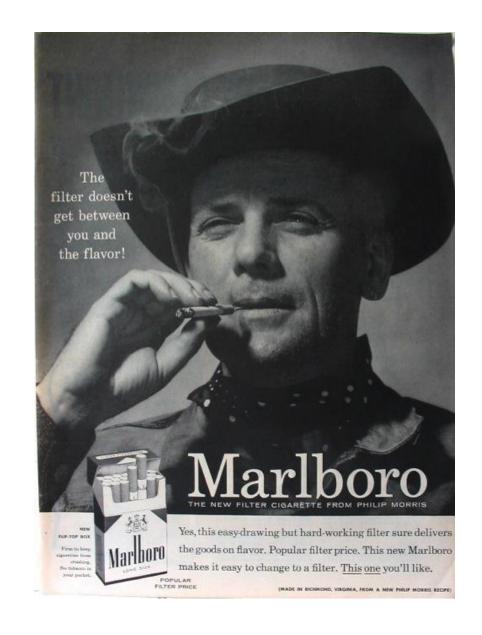
Undifferentiated Marketing

What examples can you think of? Is this a good strategy?



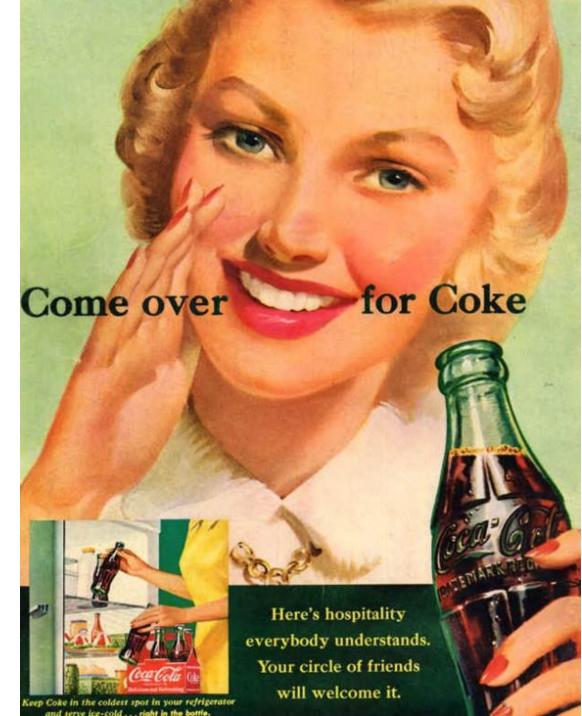
Undifferentiated marketing

Most initial marketing in the 50s was undifferentiated, targeting a mass audience with **no differentiation**.







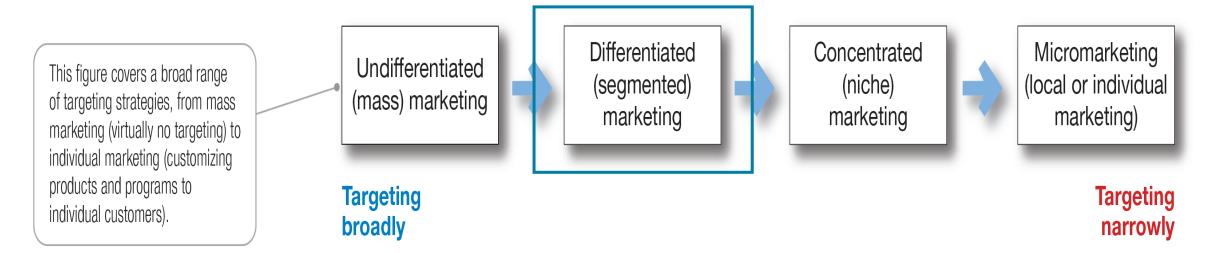


Differentiated or undifferentiated?



4 Different Targeting Strategies

Figure 7.2 Market Targeting Strategies



4 Different Targeting Strategies

Differentiated marketing targets several different market segments and **designs separate offers** for each.

- Goal is to achieve higher sales and stronger position.
- More expensive than undifferentiated marketing.

DIFFERENTIATED MARKETING



Differentiated Marketing

What examples can you think of? Is this a good strategy?



Example: P&G laundry detergents

8 different laundry brands targeting different segments.



Differentiated marketing: P&G markets multiple laundry detergent brands, then further segments each brand to service even narrower niches. As a result, it's really cleaning up in the U.S. laundry detergent market, with an almost 60 percent market share.

© Torontonian / Alamy Stock Photo

Biggest & best



Tide

Laundry Products



Softness



Downy

Fabric Protectors & Softeners



Science-based



Ariel

Laundry Products



Baby



Dreft

Baby Detergent & Laundry Products



Odors



Bounce

Drver Sheets & Fabric Care



Value



Era

Laundry Products



Safe color



Cheer

Laundry Products



Ecological



Gain

Laundry & Home Products



Example: P&G laundry detergents

Tide: Category reference

Ariel: Need facts & proof

Bounce: Sporty families

Cheer: Care about their clothes

Downy: Families with young kids

Dreft: Families with babies

Era: Families on a budget

Gain: Green/Eco-friendly

Biggest & best



Tide



Laundry Products

Softness



Downy

Fabric Protectors & Softeners



Science-based



Ariel

Laundry Products



Baby



Dreft

Baby Detergent & Laundry

Products



Odors



Bounce
Dryer Sheets & Fabric Care



Value



EraLaundry Products

VISIT SITE ₹

Safe color



Cheer

Laundry Products



Ecological



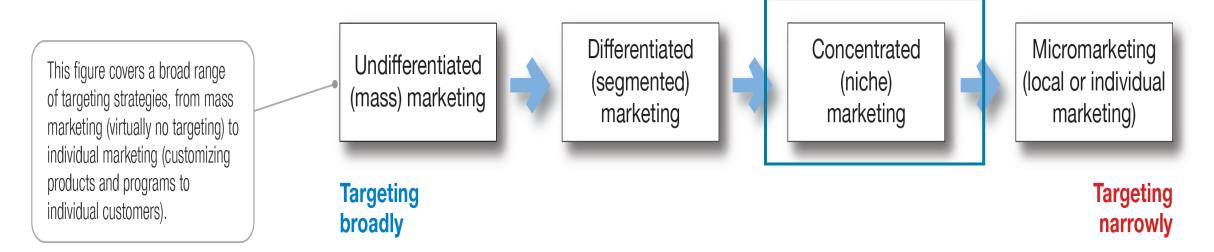
Gain

Laundry & Home Products

VISIT SITE 7

Selecting Target Market Segments

Figure 7.2 Market Targeting Strategies



Selecting Target Markets

Concentrated Marketing (or Niche Marketing) targets a large share of a smaller market.

(But can also be part of a larger market*)

- Limited company resources
- Knowledge of the market
- More effective and efficient

*e.g: Targeting the socks market within the larger clothes market



Concentrated marketing: Innovative nicher Stance Socks thrives in the shadows of larger competitors.
Stance, Inc.

1 Iululemon

From differentiated marketing: active individuals interested in all sports



To concentrated (niche) marketing: women interested in yoga







What are you looking for?







01243 214020 Login / Register













BUTTER BLEND 3 PACK €37,99



JACKS BACK €17,99



SANTARCHY €15,99





TIS THE SEASON 3 PACK

€35,99

STITCHES

€15,99







THE GRINCH €15,99



HOLIBLAZE €14,99



STRANGER THINGS SWEATER €19,99



PRANCER €14,99

OOGIE BOOGIE

€17,99







ALL TIGHTS AL

ALL PRODUCTS

WHAT'S NEW

CHRISTMAS SHOP

TIGHTS V

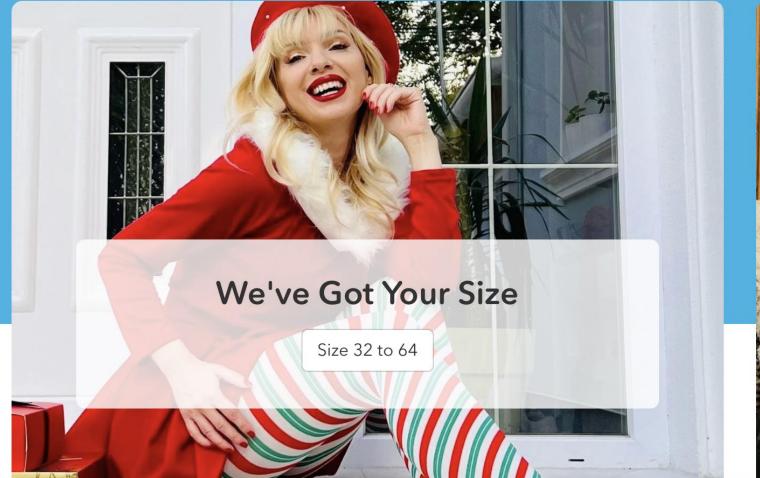
CLOTHES ~

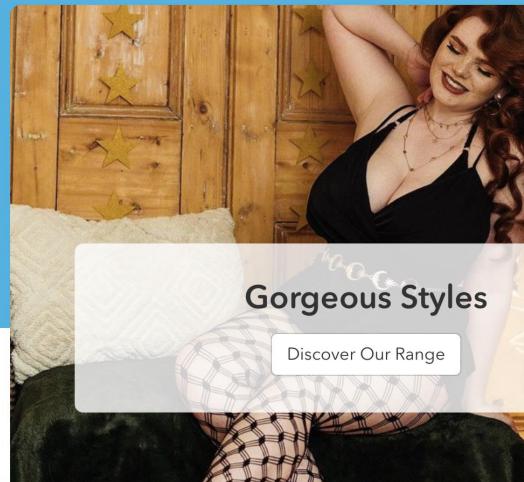
SPECIAL EDITIONS V

GIFT CARDS

WASH

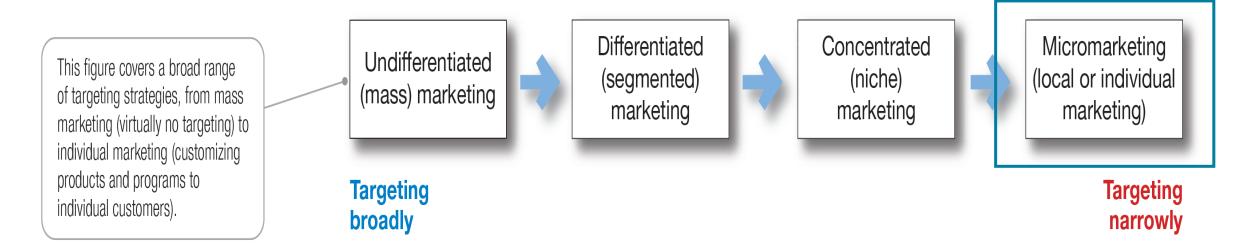
FREE Shipping On Orders Over €100





Selecting Target Market Segments

Figure 7.2 Market Targeting Strategies



Selecting Target Market Segments

Micromarketing is the practice of tailoring products and marketing programs to suit the tastes of specific individuals and locations.

- Individual marketing
- Local marketing



Selecting Target Markets

Individual marketing involves tailoring products and marketing programs to the needs and preferences of individual customers.

Also known as:

- One-to-one marketing
- Mass customization



Individual marketing: The Rolls-Royce Bespoke design team works closely with individual customers to help them create their own unique Rolls-Royces. "Outside of compromising the safety of the car—or disfiguring the Spirit of Ecstasy—we won't say no."

Associated Press

Micro Marketing

What examples can you think of? Is this a good strategy?













Selecting Target Market Segments

Local marketing involves tailoring brands and promotion to the needs and wants of local customer segments.

- Cities
- Neighborhoods
- Stores

















Undifferentiated, differentiated, concentrated, individual/local



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Key Take-Aways

- Segmentation/Targeting & Differentiation/Positioning are the heart of marketing strategy.
- There are 4 ways of segmenting a consumer market:
 - Demographic
 - Geographic
 - Psychographic
 - Behavioral
- 4 market targeting strategies: Mass,
 Differentiated, Niche or Micro.



