

ПІДПРИЄМНИЦТВО, ТОРГІВЛЯ ТА БІРЖОВА ДІЯЛЬНІСТЬ

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INTEGRATED STRATEGIC SEGMENTATION AS THE ELEMENT  
FOR FORMING THE STRATEGY OF A TRADING ENTERPRISE

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**Purpose.** The paper purpose is to define the strategic economic zones for large trading enterprises and to considerate the conceptual approach to the sequence of work in the segmentation of activities.

**Design/methodology/approach.** The basic principles of the research are systematic and comparative methods, a structural-logical approach is used.

**Findings.** The relevance of the topic is determined by the urgent need to increase the level of competitiveness of trade enterprises in a changing marketing environment.

The subject of the research is the theoretical, methodological and practical aspects of strategic segmentation by trade enterprises in the course of their economic activities.

The survey found that the marketing segmentation may serve as a basis for strategic analysis, but only on condition that the market situation is characterized by a stable excess of demand over supply.

Furthermore, a general finding was that when comparing the problems and challenges both of longitudinal and transverse segmentation analysis the most significant is longitudinal one. Commercial enterprise strategy in turn is more linked to the achievement of the desired competitive position in a particular area of activity.

**Research limitations/implications.** The scientific significance of the work lies in the author's proposal to consider the symbiosis of macrosegmentation and microsegmentation of the market in the form of integrated strategic segmentation of trade enterprises. Product types, customer type, marketing technology, geographic region have been proposed as its criteria.

**Originality/value.** The paper provides the results of the integrated strategic segmentation of a group of large enterprises of the "Brick-and-mortar" format, which marketing household appliances. Such information provides opportunities to identify the appropriate strategic economic zones and to determine the content of analytical work in segmenting their activities. That, as a consequents will create real opportunities for the proper determination and management of strategic change.

**Key words:** *marketing segmentation, strategic segmentation, integrated strategic segmentation, strategic zone of economy management.*

**Problem setting.** Strategic approach to marketing nowadays is necessary for quick adaptation of enterprise in the conditions of glutted markets and increased non-price competition. Value of strategic marketing to the enterprise lies in pointing up key, long-standing factors of its success, concentrating efforts on develop-

ment and the most important for its lasting marks related to strategic decision making.

Market transformations confronted domestic enterprises with a problem of adaptation to brand new macroeconomic conditions. Enterprises faced variety of previously unknown tasks of market research, strategy development, formation and analysis of business portfolio.

As a result of circumstances the necessity of new directions of research of this issue arose.

Within this framework theoretical and methodological argumentation of the issue will give a possibility to assure enhancement of the level of strategic planning in trade enterprises.

At the same time there are no methodological materials in correspondence with which implementation of the process of strategic segmentation of business and formation of top-priority ways for enhancement of this process is possible.

General issues of market segmentation are most widely covered in economic literature. Procedures of strategic segmentation of business including selection of strategic areas of activity as well as identification of the segments of inner enterprise environment are far less studied.

It is to be noted that the lack of clear procedure of strategic segmentation of business does not allow defining the most preferable pathways of the enterprise and respond flexibly to the changes in marketing environment.

**Recent research and publications analysis.** Timeliness of the topic and its importance for science and practice is conditioned by the need of solution the problem related to the process of strategic business segmentation. The phases of the problem were studied by many local scientists: O.S. Vikhanski, I.P. Gerchikova, A.P. Gradov, V.S. Yefremov, P.V. Zabelin, G.B. Kleiner, A.N. Liukshynov, Z.P. Rumiantseva, R.A. Fatkhutdinov etc. Among the foreign investigations the works by I. Ansoff, H. Vassemy, A. Dayana, F. Kotler, R. Kokh, G.-G. Lamben, A.A. Thompson, A.G. Strickland etc. take the leading position.

**Paper objective.** The research objective is to study the process of strategic segmentation of trade enterprises, scientific and methodological and practical directions of its analysis and enhancement. In the furtherance of this goal the following task was completed:

- development of methodology of the process of strategic segmentation of business and analysis of application of strategic segmentation of business in trade enterprises;
- argumentation of the selection of the strategy of business development.

**Paper main body.** Modern conception of strategic management stipulates the application of efficient methodological action in the process of marketing strategic analysis – strategic segmentation that was first suggested by I. Ansoff and applied by the company General Electric.

On the basis of strategic segmentation selection of strategic zone of economy management takes place – which separate segments of environment the firm gains access on.

According to O.M. Liukshynova, the strategic segmentation is “...the process of analysis of separate SAM, selection of strategic position of the organization in each of them and definition of lasting balance of strategic resources”. R.A. Fatkhutdinov notes that “strategic segmentation of the market is its investigation with the aim of strategic forecasting of its parameters for development of firm strategy”. The remarkable thing is that the authors present corporate definitions of the process of strategic segmentation and do not clear its essence not fully enough.

V.R. Vesnin understands strategic segmentation as “...highlighting on the basis of analysis of firm’s market environment the sphere of activity that is attractive from the point of view of growth, profitability, stability and specific group of consumers of its production (wherever they are), united with any common characteristics which, for instance, respond equally to existing and potential peculiarities of the product, marketing incentives”.

But in effect the author describes the process of simple market segmentation without pointing out the manifestations of strategic character of its implementation.

The more detailed research in this area is the development of L.V. Balabanov, G.I. Kindratski, G.G. Lamben. G.G. Lamben was among the first who introduced the concept of “macrosegmentation” and “microsegmentation”. He notes that the main strategic decision of the enterprise is to define the market in which it wishes to compete, that is, distribution of the market apart. Such a distribution of the market is carried out in two stages, which correspond to two different levels of the distribution market.

On the first stage macrosegmentation is carried out – identification of “commodity mar-

kets”, while the second – microsegmentation – identification in the middle of each of the identified markets “segment” of consumers [5]. G.G. Lamben argues that the main criteria of macrosegmentation are function (need, feature or combination of features that must be met), consumers (different group of consumers which must be met), technology (existing technology, which is able to perform this function).

The same view is held by L.V. Balabanova, who compares the process of strategic segmentation to macrosegmentation of the market. In her opinion, the strategic segmentation (macrosegmentation) provides “... the definition of the underlying market, where the company is going to act, that is, the selection of strategic reference zone (SAM) management at the corporate level”, respectively microsegmentation aims to “... identify market segments within the identified market”.

G.I. Kindratskaya indicates that the “market segmentation involves the choice of target segments that most correspond to the possibility of organizing features of the market development. In strategic management these segments are called strategic area of (SAM) economy management, strategic segments or strategic business area”. Selecting criteria for strategic segmentation, she follows I. Ansoff’s point of view and indicates that macrosegmentation may incur criteria such as need, technology, type of consumer, the geographical area. Meanwhile, G.I. Kindratskaya identified the differences between strategic and traditional types of marketing segmentation.

Marketing segmentation may serve as a basis for strategic analysis, but on condition that the market situation is characterized by a stable excess of demand over supply.

Unique baselines, including for effective marketing segmentation, created in countries with economies in transition, where some time in the organization and planning of business is market – grocery approach is crucial.

But as far as the market saturation and competition growth strategic analysis on the basis of a strategic segmentation of marketing becomes more and more erroneous, because in addition to commercial trade enterprise competencies

that are relevant mainly in the short term, there are other key factors of successful activity, forming the foundation for effective competition in the medium and long run: human, organizational, technological.

Strategic segmentation on the basis of selection, creation and development of competencies should be different from the current market – the product segmentation.

Argumentation of product segmentation is easier and more convenient than an approach based on the search for commercial enterprises competences, their personalization and creation of unique combinations. But the individualization of each competence and the desire to excel unique competence – resource combinations will form successful strategic choice.

Strategic segment – is the direction of the activity of the company, characterized by a special combination of its key success factors, which is set in the revision of existing resources, inherent in the company and competency-based experience or capable of development in the period under review.

There are as many strategic segments as there are such combinations, each of which are uniform and differ from the others. Each strategic segment represents a specific field of competition. Strategic analysis is based on the evaluation of the profile and level of competence with respect to their necessity and sufficiency of competitiveness in this segment.

Strategic segmentation should be reviewed periodically in the light of evolutionary change by the retailer. At the same time, a strategic segment is the result of a certain confrontation between supply and demand.

On the one hand, the cost structure, competencies, synergies are factors, the effect of which is determined by a thorough analysis of the proposal. On the other – consumers buying criteria, distribution are determined as a result of demand research. It is a confrontation of two equal and logical approaches that provides a conceptual fullness strategic segmentation.

To date, there is no infallible method of successful strategic segmentation.

M. Porter indicates the place of strategic segmentation and the fundamental importance

of its further development its issues. He claims that as a result of the basic analytical unit in the theory of strategy is strategically highlighted business or industry. Enterprises can use different resources, knowledge, skills and organizational experience in various business-directions [7]. But the value and success of competitive allocation of resources and the efforts of commercial enterprises may be determined by comparative analysis of similar actions and results achieved by competitors.

In our opinion, during the strategic segmentation of commercial enterprises it is more expedient to carry out integrated strategic segmentation, which is a symbiosis of macrosegmentation and microsegmentation of market. This is because in this case the company satisfies a need – the need of consumers in household appliances and electronics, because this criterion of macrosegmentation is replaced by microsegmentation, i.e. commodity segmentation (Table 1.).

Table 1

The main characteristic of strategic marketing and market segmentation

Characteristics	Segmentation	
	marketing	strategic
<b>Object</b>	Certain type of activity	All the types of activity
<b>Aim</b>	Divide customers into groups having the same needs, purchasing power, the behavior in the current year	Divide these areas into homogeneous groups, characterized by the same technical concept, the same technology, the same markets, the same competitors
<b>Purpose</b>	It allows you to adapt the product to the consumers, highlight the primary goal, to organize effective marketing, resulting in changes in the short or medium term	It allows you to establish the possibility of the creation and acquisition of new activities; the need for development or failure of current activities

**Conclusions of the research.** The object of research selected by us is a group of large enterprises “Brick-and-mortar”, selling household appliances.

As integrated segmentation criteria we have identified the following: type of product, type of customer, the type of marketing technology marketing, geographic region.

1. Product type – provides in-depth analysis of various requirements within the markets of the goods. In accordance with assortment list of investigated enterprises, we have allocated the twelve commodity groups: TVs, audio and video equipment, portable electronics, built-in appliances, air conditioning equipment, household appliances, computer equipment, accessories, mobile phones, photographic equipment, tableware, automotive electronics.

2. Type of client defined by demographic – the level of income. In accordance with the allo-

cated two types of customers – buyers is middle- and lower-middle-income (mid-segment) and customers with high and upper-middle-income (premium-segment).

3. Type of marketing techniques, used instead of the criterion of manufacturing technology. From this perspective, we have identified two areas: the sale of goods in the traditional way through the shops and the sale of goods using the Internet.

4. The geographic area taken into account when there are differences between consumers in different geographical regions. Studies have shown that the range in the commercial stores “Foxtrot”, “Comfi”, “El Dorado” and “Technopolis” differs significantly depending on the city scale.

In big cities and regional centers assortment is more rich and varied, and in small ones – wide, but shallow, mainly because products are

available for customers with average and above-average income, and branded products are virtually non-existent or provided 1-2 items.

Therefore, we have identified two segments: the sale of goods in large cities (with a population of more than 200 thousand people). And the sale of goods in medium-sized cities (with population less than 200 thousand people). In addition, for further development of marketing strategy (especially for competitive strategy) it makes sense in the medium-sized cities are two sub-segment – cities where the shop is located only one retail chain, and the cities in which there are two or more stores of retail chains.

According to our analysis of the results highlighted SZH 360 – on 96 SZH from the trade group “Foxtrot”, “Eldorado” and TD “Comfy” and 72 SZH LLC “Technopolis”.

Based on the above, the conceptual approach regarding the sequence and content of analytical works with segmentation of activities should be based on:

- Vertical analysis, in which continuously analyzed and reviewed activities of the company, the possible impact on the industry competitive environment;

- Horizontal analysis, in which the favorite activity of the company is studied in certain phases and aspects about the likely level of success.

When comparing the problems and challenges of longitudinal and transverse segmentation analysis of the most significant is longitudinal. Commercial enterprise strategy is more linked to the achievement of the desired competitive position in a particular area of activity.

The market economy is characterized by the constant fluctuations in market conditions, which directly affects the income of each seller and the consumer goods and services. To avoid significant errors, it is necessary to evaluate possible alternatives to competitors. That's why strategic segmentation is a necessary element in the formation of market strategy at all levels of management.

Thus, the strategic segmentation is an indispensable element of the strategic portfolio management activities of the trading company. Since the successful segmentation will create real op-

portunities for the proper determination and management of strategic change.

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### ІНТЕГРОВАНА СТРАТЕГІЧНА СЕГМЕНТАЦІЯ ЯК ЕЛЕМЕНТ ФОРМУВАННЯ СТРАТЕГІЇ ТОРГОВЕЛЬНОГО ПІДПРИЄМСТВА

Актуальність досліджуваної теми зумовлена нагальною потребою підвищення рівня конкурентоспроможності торговельних підприємств в умовах мінливої маркетингового середовища.

Предметом дослідження теоретико-методологічні та прикладні аспекти стратегічного сегментування в процесі здійснення своєї господарської діяльності торговельними підприємствами.

Мета – визначення стратегічних зон господарювання для великих торговельних підприємств і розгляд концептуального походу

щодо послідовності і змісту аналітичних робіт при сегментації діяльності. Базовими принципами дослідження виступають системний і порівняльний методи, використаний структурно-логічний підхід.

Наукова значимість роботи полягає в позиції учасника розглядати симбіоз макросегментації і мікросегментації ринку у вигляді інтегрованої стратегічної сегментації торгових підприємств. Як її критеріїв запропоновані: тип товару, тип клієнта, тип маркетингової технології збуту, географічний регіон.

Результати проведення інтегрованої стратегічної сегментації групи великих підприємств формату «Brick-and-mortar», що реалізують побутову техніку, дозволили виділити відповідні стратегічні зони господарювання.

**Ключові слова:** маркетингова сегментація, стратегічна сегментація, інтегрована стратегічна сегментація, стратегічна зона господарювання

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### **ИНТЕГРИРОВАННАЯ СТРАТЕГИЧЕСКАЯ СЕГМЕНТАЦИЯ КАК ЭЛЕМЕНТ ФОРМИРОВАНИЯ СТРАТЕГИИ ТОРГОВОГО ПРЕДПРИЯТИЯ**

Актуальность исследуемой темы обусловлена насущной необходимостью повышения уровня конкурентоспособности торговых предприятий в условиях изменяющейся маркетинговой среды.

Предметом исследования теоретико-методологические и прикладные аспекты стратегического сегментирования торговыми предприятиями в процессе осуществления своей хозяйственной деятельности.

Цель – определение стратегических зон хозяйствования для крупных торговых предприятий и рассмотрение концептуального похода относительно последовательности работ при сегментировании деятельности. Базовыми принципами исследования выступают системный и сравнительный методы, использован структурно-логический подход.

Научная значимость работы заключается в предложении автора рассматривать симбиоз макросегментации и микросегментации рынка в виде интегрированной стратегической сегментации торговых предприятий. В качестве ее критериев предложены: тип товара, тип клиента, тип маркетинговой технологии сбыта, географический регион.

Результаты проведения интегрированной стратегической сегментации группы больших предприятий формата «Brick-and-mortar», реализующих бытовую технику, позволили выделить соответствующие стратегические зоны хозяйствования и определить содержания аналитических работ при сегментировании их деятельности.

**Ключевые слова:** маркетинговая сегментация, стратегическая сегментация, интегрированная стратегическая сегментация, стратегическая зона хозяйствования