

Chapter 5 第五章

Market Segmentation, Targeting,
and Positioning for Competitive
Advantage 市场细分

Learning objectives

- 1. Define the three steps of target marketing: market segmentation(市场细分), market targeting (选择市场), and market positioning (市场定位) .
- 2. List and discuss the major levels of market segmentation and bases for segmenting consumer and business markets.
- 3. Explain how companies identify attractive market segments and choose a market coverage strategy (市场覆盖策略)

1 Steps in Market Segmentation, Targeting, and Positioning

Market Segmentation 市场细分

1. Identify bases for segmenting the market
2. Develop segment profiles

Market Targeting 选择市场/市场目标化

3. Develop measure of segment attractiveness
4. Select target segments

Market positioning 市场定位

5. Develop positioning for target segments
6. Develop a marketing mix (营销组合) for each segment

1.1 Segmentation Criteria—Geographic

地理细分



World Region or Country 地区或国家

City or Metro Size 城市或都市

Density or Climate 人口密度或者气候

•World region or country地区或国家

NBA的市场

江浙沪地区成为国内旅游最大客源市场



可以猜出来肯德基的那些产品是专门针对大中华地区的吗?

资料来源: 国家旅游局

熊德 张越 制作(新华社5月13日发)

•City or metro size城市或都市规模

- 我国有大型城市93座，其中，大城市53座、特大城市27座、超大城市13座
- 北京、上海、香港中国的国际性城市
- 世界六大城市带分别是：以波士顿和华盛顿为核心的美国东北部城市带；以多伦多、芝加哥为核心的加拿大和美国之间的大湖城市带；以东京为核心的从东京、横滨到大阪的日本城市带，以伦敦为核心的从伦敦到曼彻斯特的英国城市带和以阿姆斯特丹、鲁尔区、巴黎为核心的西北欧城市带，还有就是以上海为核心的长三角城市带。



•Density and climate 人口密度和气候

- Density: urban, suburban, rural

- Climate: Northern, Southern

- 最典型的采用气候来进行市场细分的是一些季节性的产品，请你列举一些

1.2 Segmentation Criteria—Demographic

人口细分



Even when market segments are first defined using other bases, such as benefits sought or behavior, their demographic characteristics must be known in order to assess the size of the target market and to reach it efficiently.

- The most popular bases for segmenting customer groups.
- Easier to measure than most other types of variables.

- Dividing the market into groups based on variables such as:
 - Age & life cycle 年齡和生命週期
 - Gender 性別
 - Income 收入

gender性别

- Gender segmentation has long been used in clothing, cosmetics, toiletries, and magazines.
- The automobile industry and website also use gender segmentation extensively, such as Girls On Network
 - Women influence 80% of all household consumer purchases
 - Women make 90% of home improvement decisions

Please give some examples which use gender as segmenting variable?

Income 收入

- Income segmentation has long been used by the marketers of products and services such as automobiles, boats, clothing, cosmetics, financial services, shopping mall , real estate agency and travel
- What's more

1.1 Segmentation Criteria—Psychographic

Divides Buyers Into Different Groups Based on:

Social Class

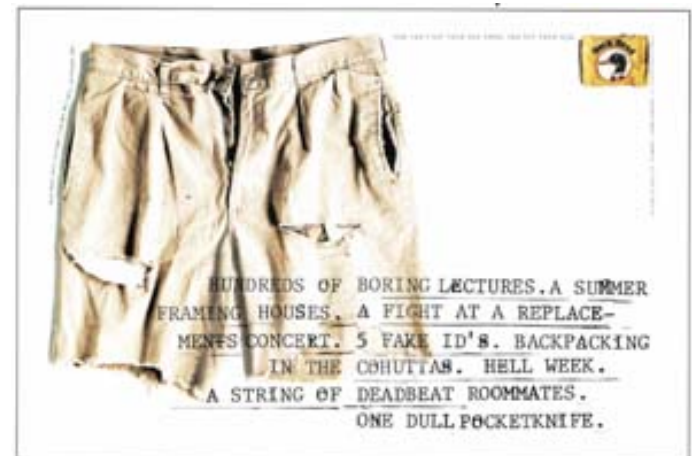
Lifestyle

Personality

Lifestyle 生活方式

- Lifestyle segmentation has long been used by the marketers of products and services such as automobiles, boats, clothing, wines and spirits, hotel, apartment and travel
- What's more

Lifestyle segmentation: Duck Head targets a casual student lifestyle, claiming, "You can't get them old until you get them new."



Personality 个性

- Normally for car
- Such as smart for hip and trendy 20s'
- Fresh air, freedom, and flair—on a Honda scooter, every day is independence day!"

1.1 Segmentation Criteria—Behavioral

- Dividing the market into groups based on variables such as
 - Occasions 购买时机
 - Benefits 利益
 - User status 用户状况
 - Usage rate 使用率
 - Loyalty status 忠诚度



Occasions 购买时机

Drinks, wines and camera makers use occasion segmentation in designing and marketing their product and service



Occasion segmentation: Beatrice Foods runs special Thanksgiving and Christmas ads for Reddi-wip during November and December, months that account for 30 percent of all whipped cream sales.

Occasions 购买时机

Regular occasions

Special occasions

Special promotions and labels for holidays.

– (e.g., Hershey Kisses)

Special products for special occasions.

– (e.g., Kodak disposable cameras)

•benefits利益细分

宝洁公司按照利益将洗衣粉市场区分为11个：
清洁、经济实用、漂白、除菌、除臭、柔软织物、新鲜的气味、泡沫丰富、强效等。

One of the best examples of benefit segmentation was conducted in the toothpaste market

Benefit Segmentation of the Toothpaste Market

Benefit Segments	Demographics	Behavior	Psychographics	Brands Favored
Economic (low price)	Men	Heavy users	High autonomy, value oriented	Brands on sale
Medicinal (decay prevention)	Large families	Heavy users	Hypochondriacal, conservative	Crest
Cosmetic (bright teeth)	Teens, young adults	Smokers	High sociability, active	Aqua-Fresh, Ultra Brite
Taste (good tasting)	Children	Spearmint lovers	High self-involvement hedonistic	Colgate, Aim

Source: Adapted from Russell J. Haley, "Benefit Segmentation: A Decision-Oriented Research Tool," *Journal of Marketing*, July 1968, pp. 30–;35. Also see Haley, "Benefit Segmentation: Backwards and Forwards," *Journal of Advertising Research*, February–;March 1984, pp. 19–;25; and Haley, "Benefit Segmentation—20 Years Later," *Journal of Consumer Marketing* Vol. 1, 1984, pp. 5–;14.

•User status 用户状况

非用户 non-users

潜在用户 potential users

以前的用户 ex-users

初次用户 first-time users

经常用户 regular users of a product

Market share leaders focus on attracting potential users, whereas smaller firms focus on attracting current users away from the market leader

•Usage rate 使用率

市场细分	人口百分比 (%)	产品消费百分比 (%)
非使用者 None user	20	0
少量使用者 light product user	30	15
中等使用者 Medium user	20	30
大量使用者 heavy product users	30	55

- 忠诚度 Degree of Loyalty

completely loyal 完全忠诚 they buy one brand all the time

somewhat loyal 较忠诚 they are loyal to two or three brands of a given product or favor one brand while sometimes buying others

no loyalty 非忠诚 They either want something different each time they buy or they buy whatever's on sale

1.2 Market Segmentation

- Best to use multiple approaches in order to identify smaller, better-defined target groups.
- Start with a single base and then expand to other bases.

1.3 Requirements for Effective Segmentation

Measurable 可衡量的

- Size, purchasing power, profiles of segments can be measured. 左手使用者 1/3

Accessible 可到达的

- Segments can be effectively reached and served. 该市场应当具有相似的消费偏好、消费场所和媒体习惯

Substantial 可盈利的

- Segments are large or profitable enough to serve. 铱星电话

Differential 可区别的

- Segments must respond differently to different marketing mix elements & programs.

Actionable 可执行的

- Effective programs can be designed to attract and serve the segments.

2. Market Targeting 选择细分市场

- Evaluating Market Segments 衡量每一个市场部分
- Market Coverage Strategies 市场覆盖策略
- Choosing a Market-Coverage Strategy 影响市场覆盖策略的因素