



MASTER IN ENTREPRENEURSHIP  
INNOVATION MANAGEMENT  
IN COLLABORATION WITH MIT SLOAN

IN COLLABORATION WITH

**MIT** MANAGEMENT  
SLOAN SCHOOL



UNIVERSITÀ DEGLI STUDI DI NAPOLI  
**PARTHENOPE**

# MEIM\_2022-23

## INTRO MARKETING MANAGEMENT.

### >>> FOCUS ON TARGETING & POSITIONING

*Lesson 2*

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MARCELLO RISITANO

*Professor of Marketing Management*

*University of Naples «Parthenope»*



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## INTRO MARKETING MANAGEMENT.

### >>> FOCUS ON TARGETING & POSITIONING

*Lesson 2.1 – Marketing Management*

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# MARKETING MANAGEMENT

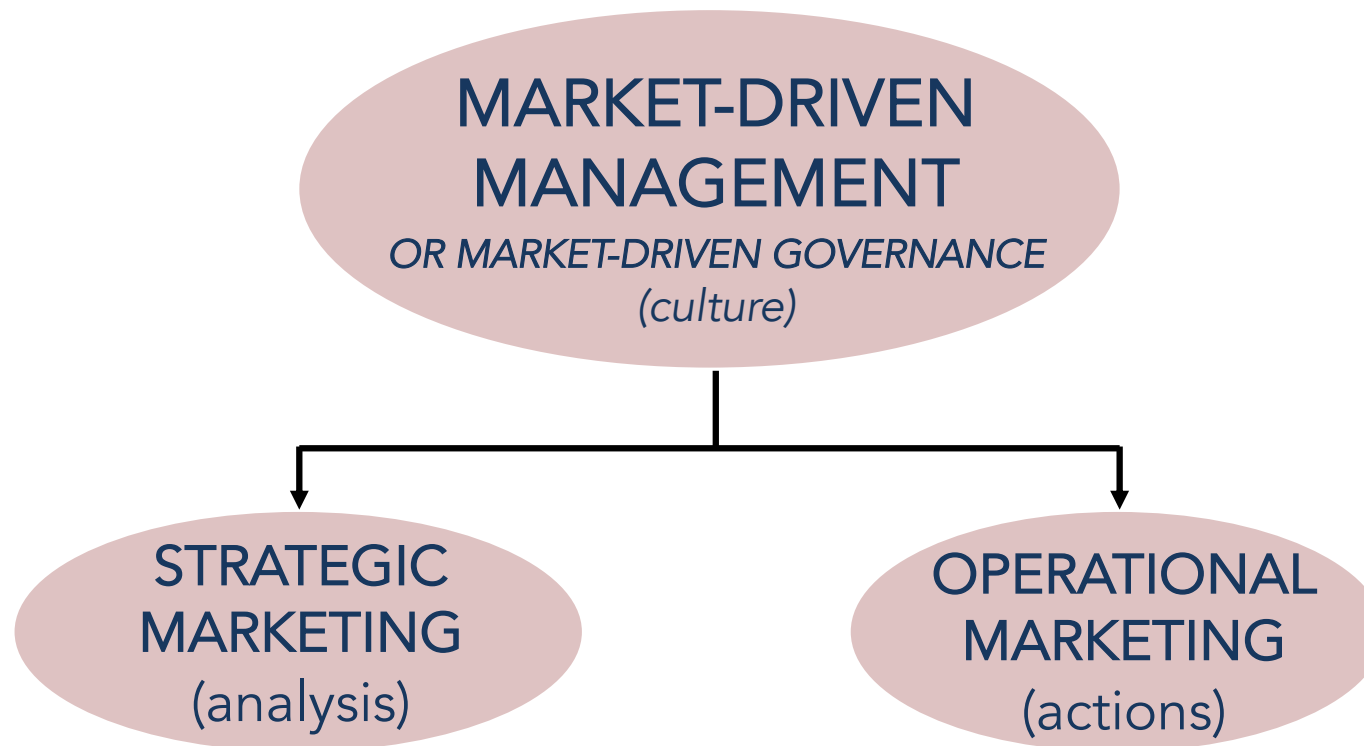
## *Definition*

**Marketing management is based on the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large\*.**

*\* Definition of American Marketing Association (2017)*

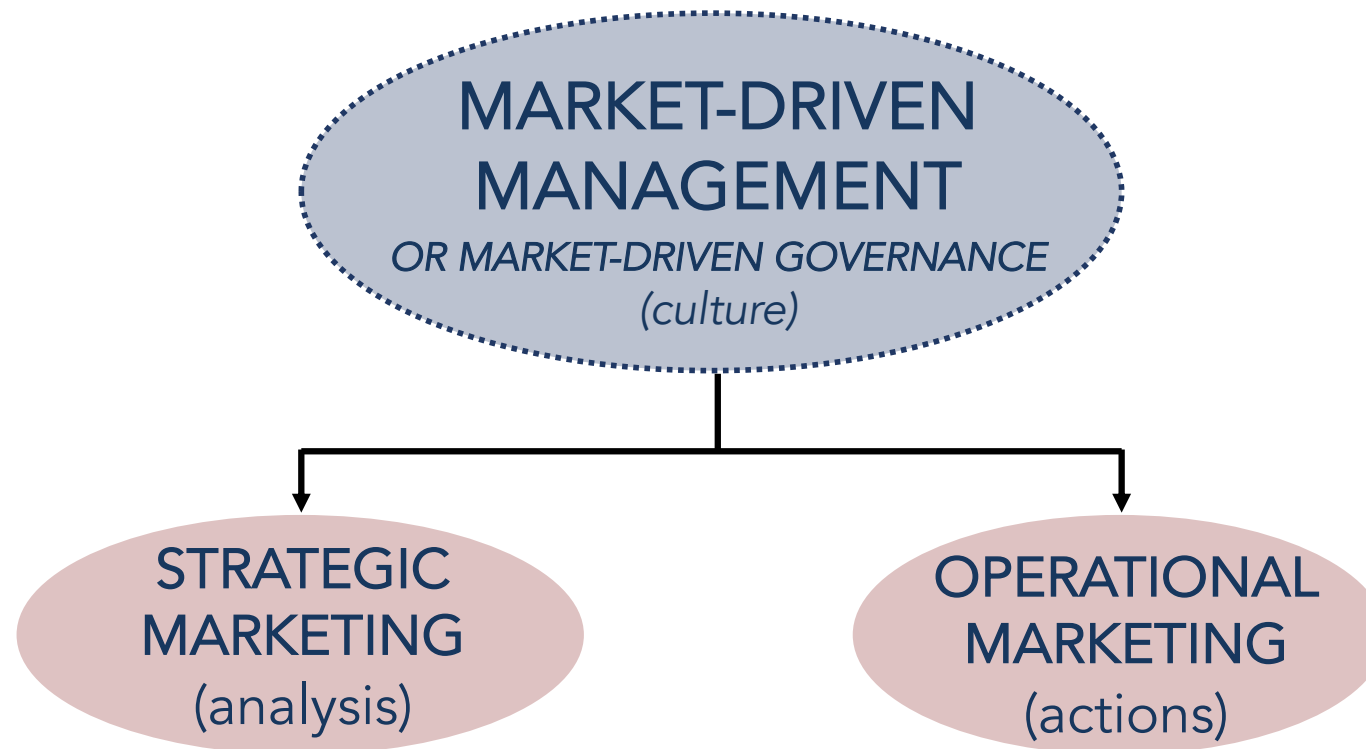
# THE MARKETING MANAGEMENT

*Market-driven management vs Strategic marketing vs Operational marketing*



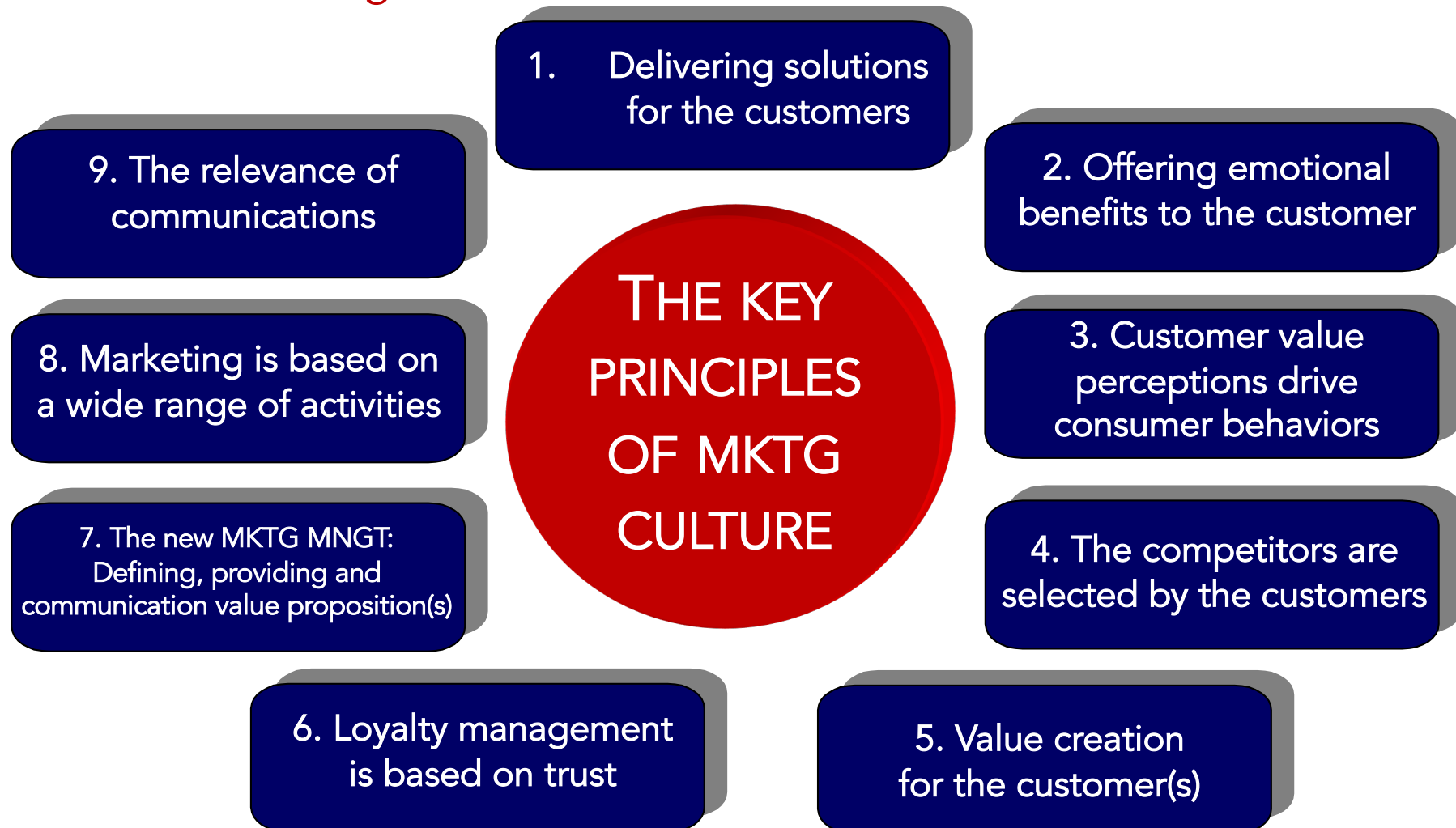
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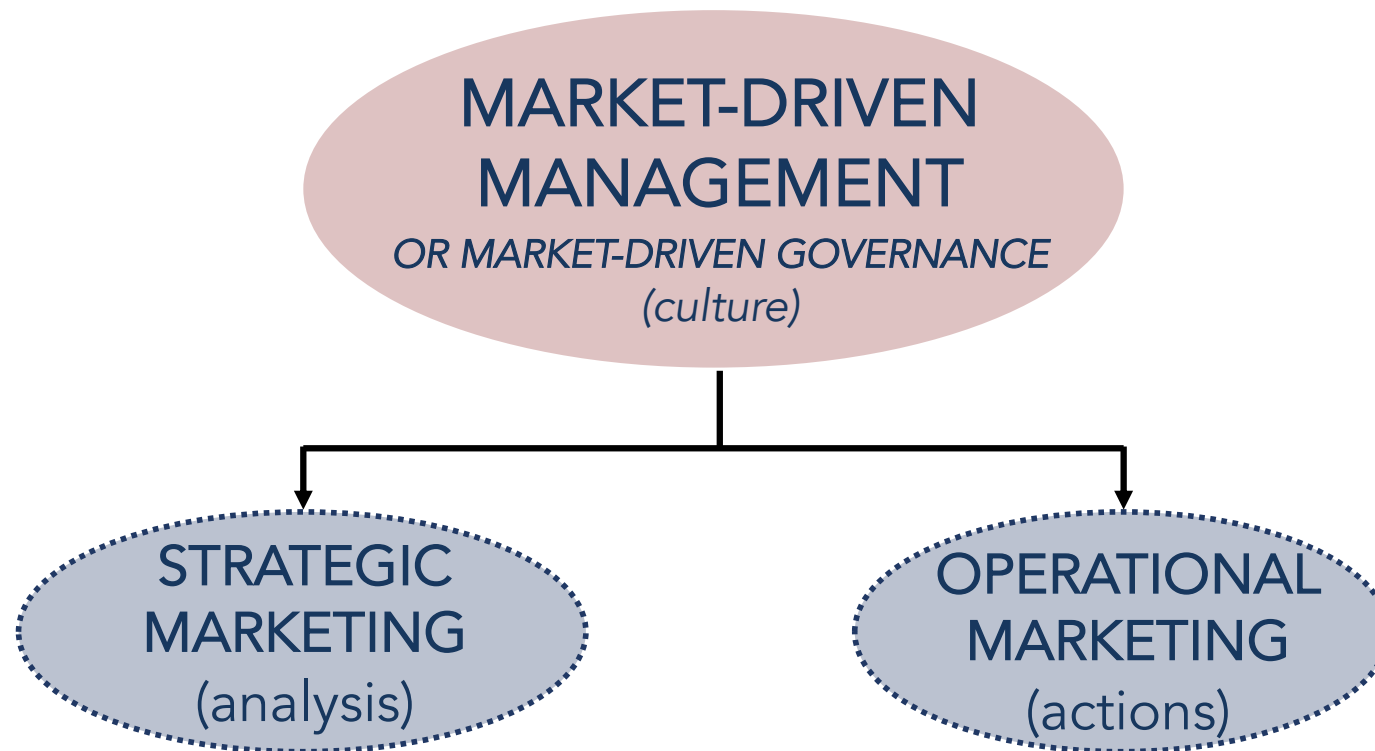
# THE MARKETING MANAGEMENT

## *Market-driven management*



# THE MARKETING MANAGEMENT

*Market-driven management vs Strategic marketing vs Operational marketing*



# THE MARKETING MANAGEMENT

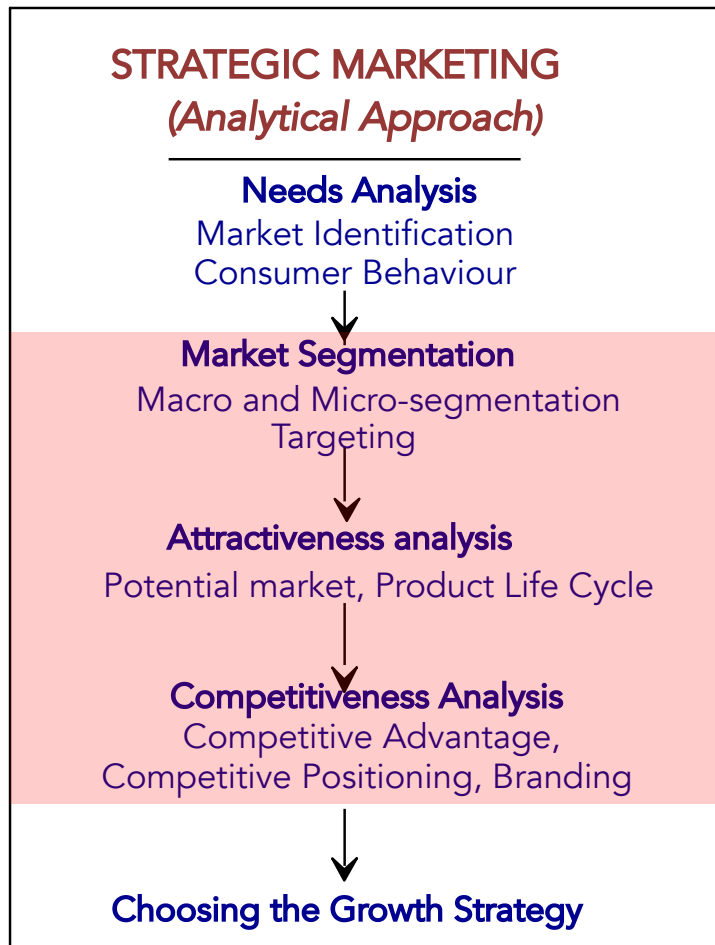
## *Strategic marketing vs Operational marketing*





# THE MARKETING MANAGEMENT

## *Strategic marketing vs Operational marketing\_The focus of the day n.2*



# THE MARKETING MANAGEMENT

## *Key questions & managerial tools*

- What is our business sector?  
*(define the boundaries of the competitive environment)*
- What is the diversity of needs in the reference market?  
*(macro and micro segmentation analysis)*
- How attractive are the segments that make up the reference market?  
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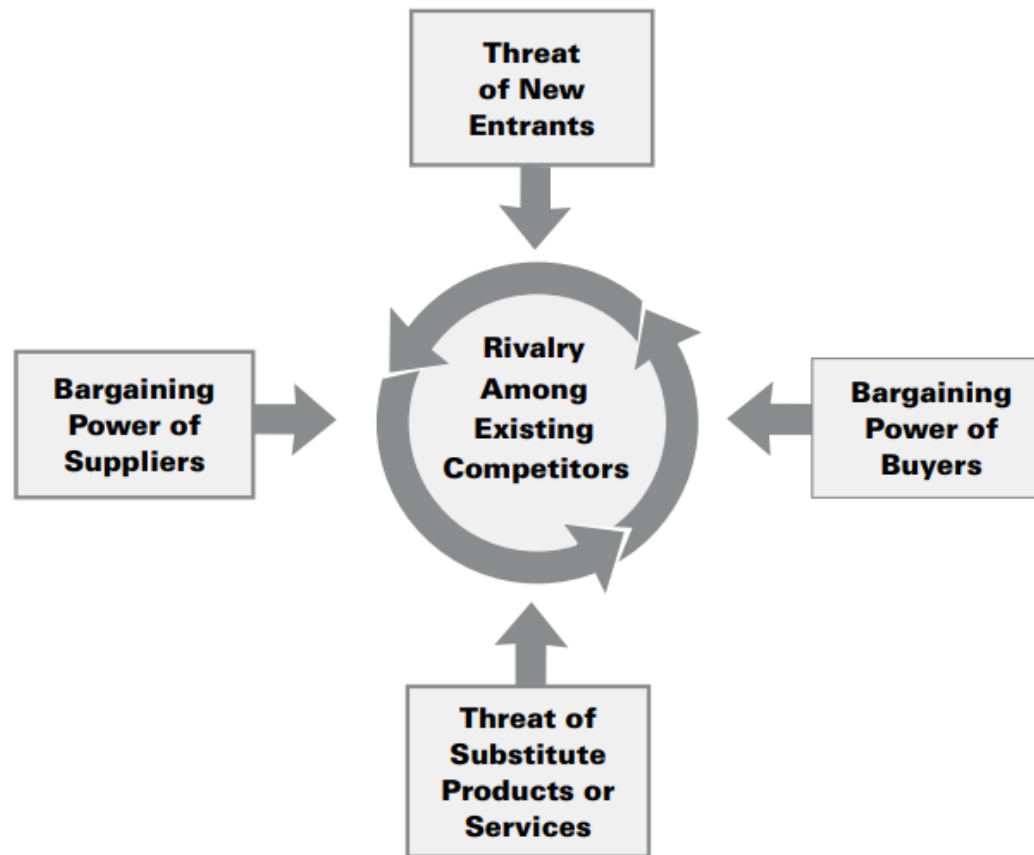
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# THE MARKETING MANAGEMENT

## 1. *The Five Forces Model*



# THE MARKETING MANAGEMENT

## 1.1 Consumer behaviour > The 6W Model

What???	→	<i>Purchase items</i>
Who???	→	<i>Subjects and roles</i>
When???	→	<i>Phases and occasions</i>
How???	→	<i>Operations and Involvement</i>
Where???	→	<i>«Place» and availability</i>
Why???	→	<i>Motivations to purchase</i>

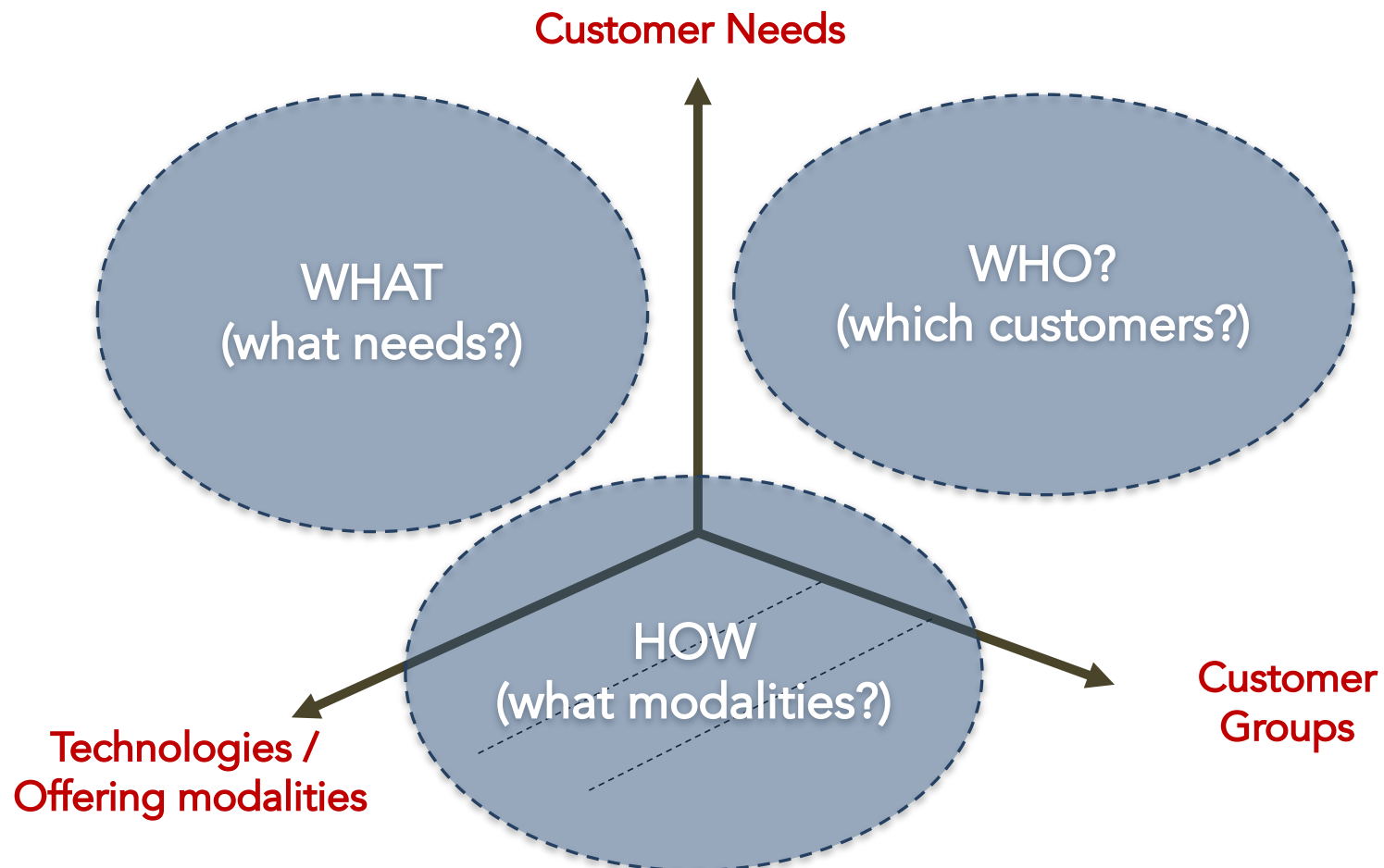
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# THE MARKETING MANAGEMENT

## 2. Defining the business (Abell's Model)



# THE MARKETING MANAGEMENT

## 2.1 *Micro-segmentation variables*

- **Socio-demographic or descriptive** segmentation;
- Segmentation based on **benefits offered** (*benefit segmentation*);
- **Behavioral** segmentation;
- **Psychographic and lifestyles** segmentation (*life style segmentation*).



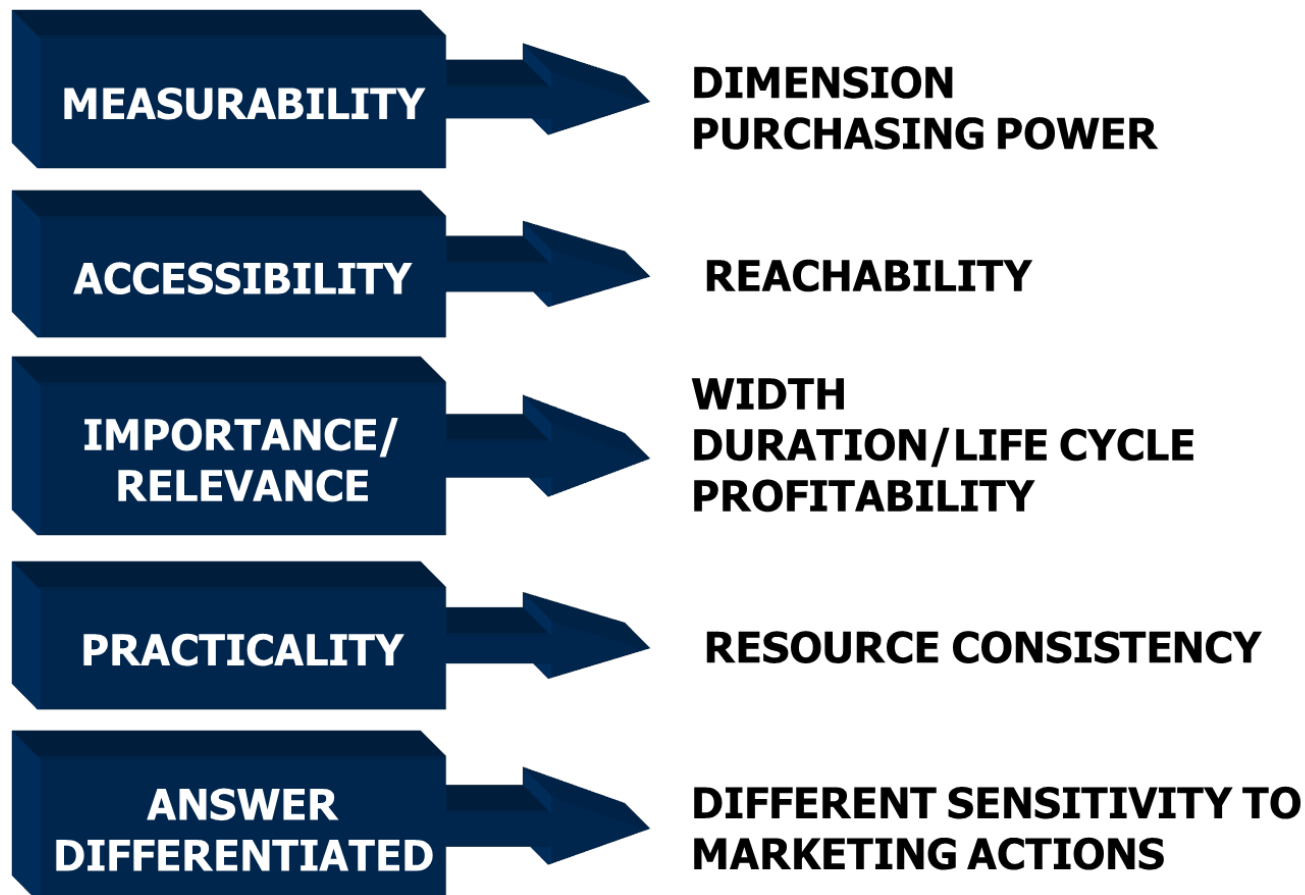
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# THE MARKETING MANAGEMENT

## 3. Criteria for assessing the market attractiveness



# THE MARKETING MANAGEMENT

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# THE MARKETING MANAGEMENT

## 4. The nature of competitive advantage

### COMPETITIVE ADVANTAGE

		<i>Differentiation</i>	<i>Costs-based</i>	<i>Differentiation and Costs based</i>
<b>MARKET</b>	<i>Wide</i>	Differentiation	Domain of cost	Differentiation and Cost Domain
	<i>Restricted</i>	Concentration with differentiation	Concentration with domain of cost	Market concentration with cost domination and differentiation

# THE MARKETING MANAGEMENT

## 4. The nature of competitive advantage

### COMPETITIVE ADVANTAGE



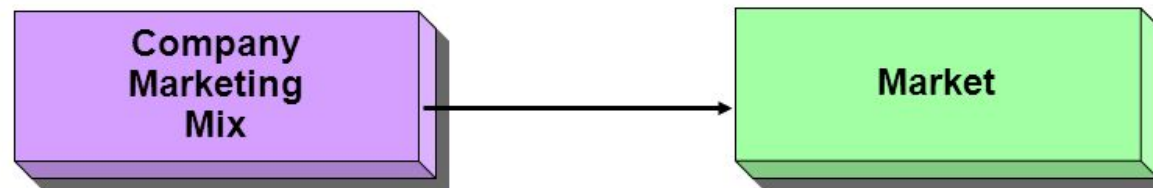
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# THE MARKETING MANAGEMENT

## 5. Market coverage



A. Undifferentiated Marketing



B. Differentiated Marketing



C. Concentrated Marketing

# THE MARKETING MANAGEMENT

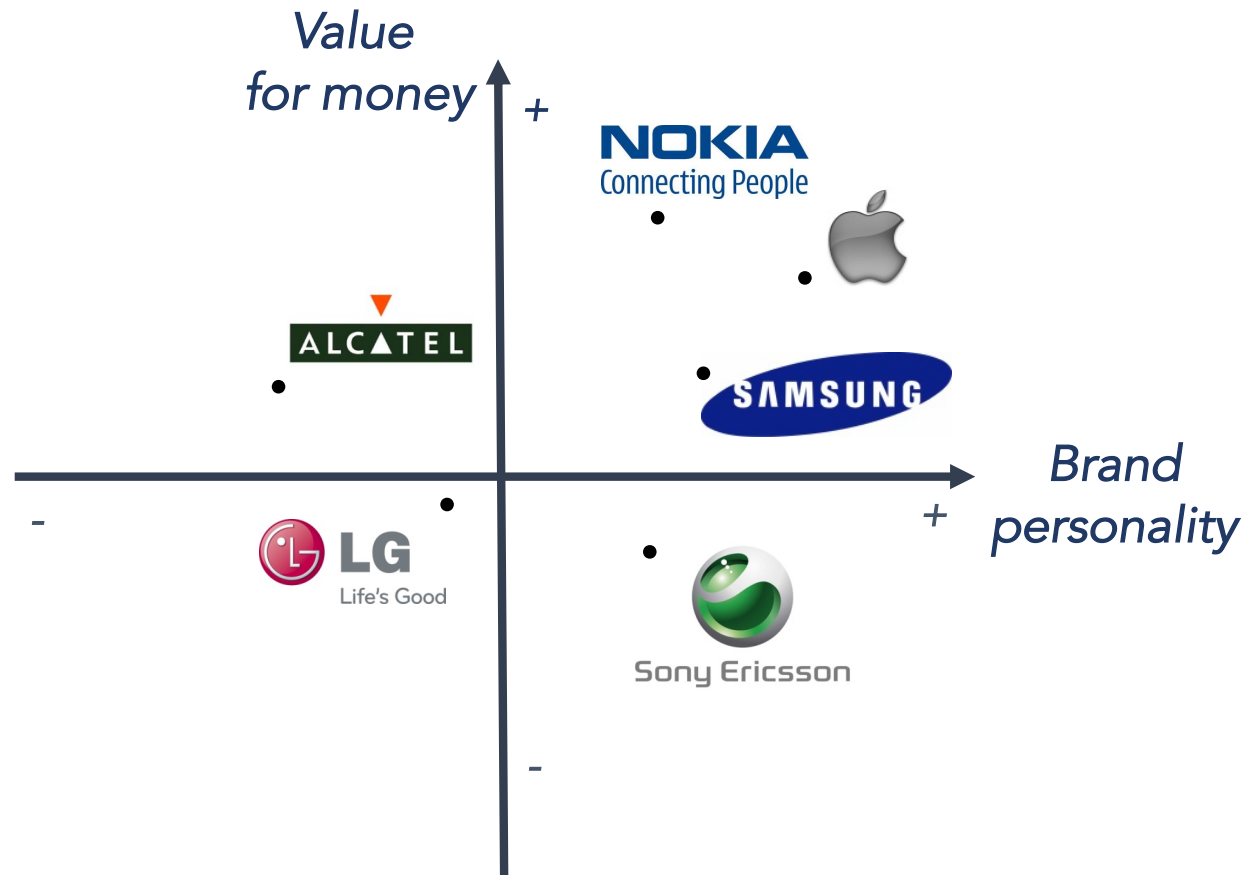
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# THE MARKETING MANAGEMENT

## 6. Competitive positioning > Perceptive map



# THE MARKETING MANAGEMENT

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# THE MARKETING MANAGEMENT

## *7. The 4P in marketing planning*

### 1P > PRODUCT

*A multi-attribute solution to customer problems, product lines and product portfolios*

### 2P > PRICING

*The monetary costs of purchase and not monetary, competition and characteristics demand*

### 3P > PLACEMENT

*Convenient access to the proposed solution: channel length and coverage*

### 4P > PROMOTION

*Signals sent to customers through the media about proposed solutions*



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**Grazie per averci seguito!!!**  
**Thanks for your attention!!!**

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## INTRO MARKETING MANAGEMENT.

### >>> FOCUS ON SEGMENTATION, TARGETING & POSITIONING

*Lesson 2.2 – Market segmentation*

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# MARKET SEGMENTATION, TARGETING AND POSITIONING

*Target marketing*

**TO COMPETE MORE EFFECTIVELY, MANY COMPANIES ARE  
NOW EMBRACING TARGET MARKETING**

1. Identify and profile distinct groups of buyers who differ in their needs and wants (***market segmentation***).
2. Select one or more market segments to enter (***market targeting***).
3. For each target segment, establish, communicate, and deliver the right benefit(s) for the company's market offering (***market positioning***)

# MARKET SEGMENTATION

## Introduction

- It allows the **target market** to be divided into more homogeneous **micro-markets**.
- Allows you to **adapt your company's offering systems** to the **needs/expectations** of each target customer segment.
- Allows the implementation of marketing strategies from the perspective of the **variety/variability of market needs** (customer-driven management).
- Management process **to identify one or more priority target segments** on which to focus marketing efforts **to achieve a sustainable competitive position**.

# MARKET SEGMENTATION

## Macro-segmentation and Micro-segmentation

### MACRO-SEGMENTATION

Decomposition of the target market into product-markets (or business units) with three critical factors: needs-customers-technologies.

### MICRO-SEGMENTATION

Product-market decomposition and analysis of the diversity of needs within the identified product-markets.

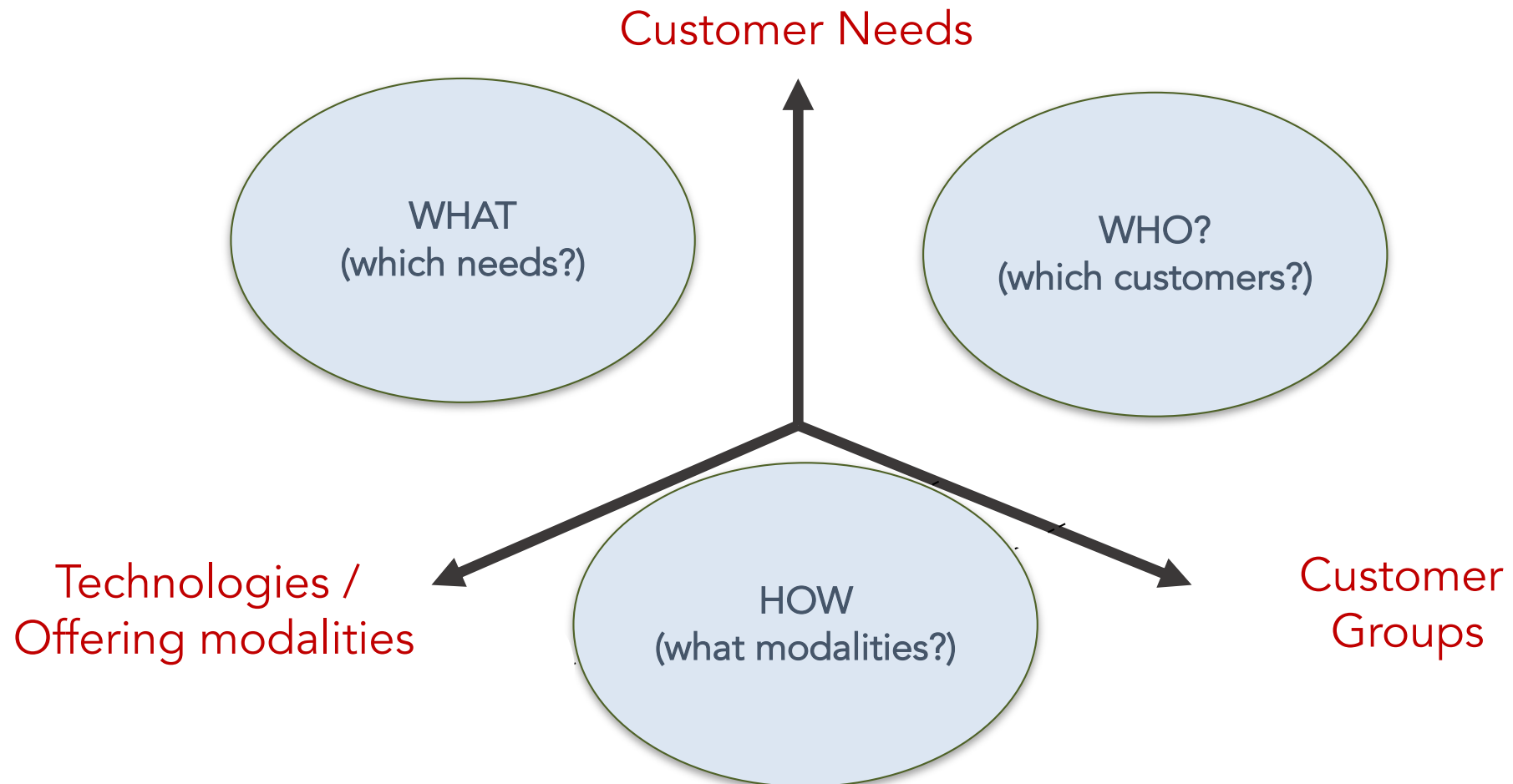


# MARKET SEGMENTATION AND DIFFERENTIATION

- **Differentiation is based on diversity of the supply-side (e.g. offering system),** at two levels:
  - ✓ *Between competitors for the same type of product;*
  - ✓ *Among products that the same manufacturer/company offers to different segments.*
- **Segmentation is based on the diversity of the demand-side (e.g. customer needs)** of the potential consumers that make up the market or segment.

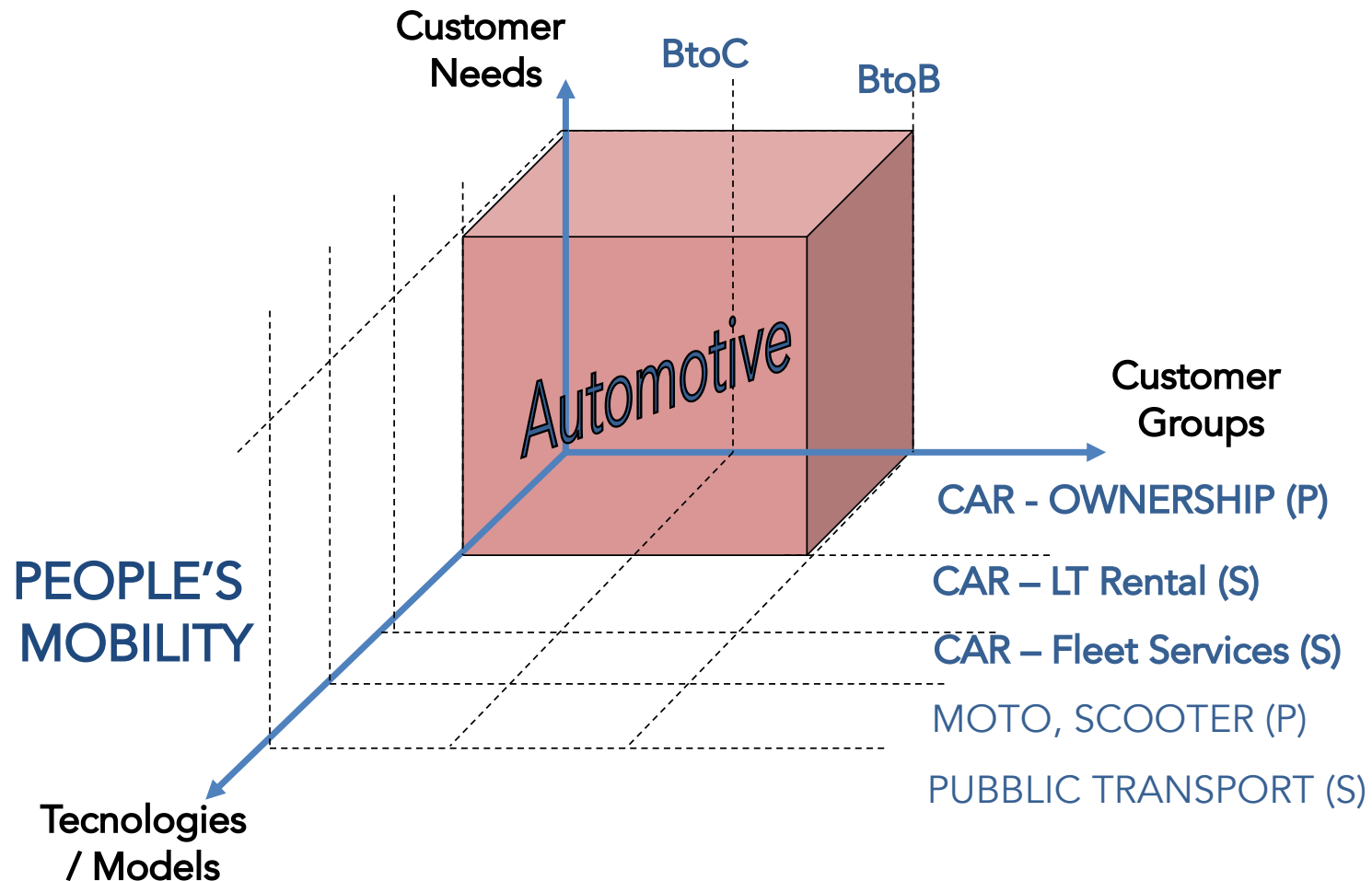
# MACRO-SEGMENTATION

Defining the business > Abell's Model



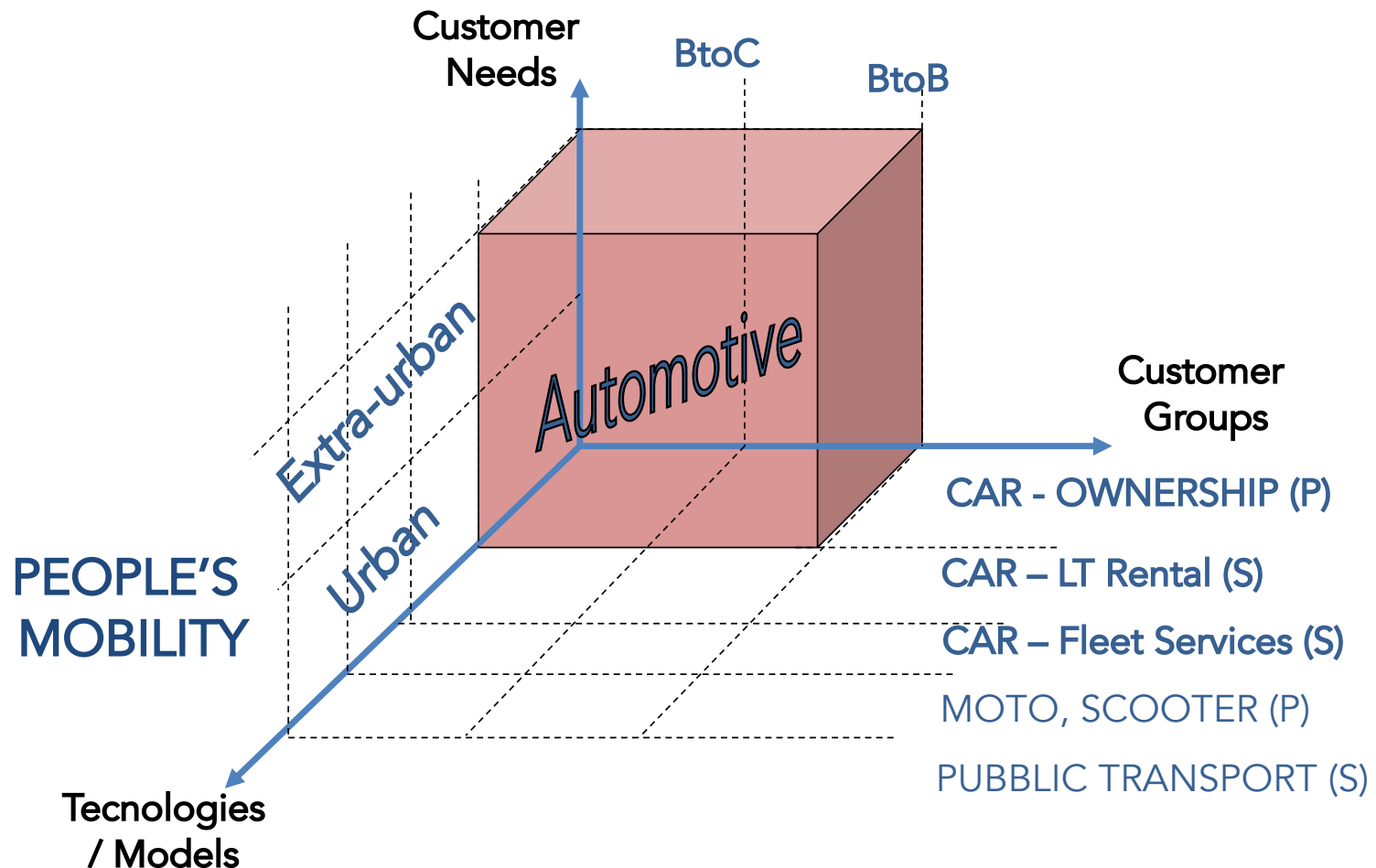
# MACRO-SEGMENTATION

Defining the business > Abell's Model > The case of automotive market



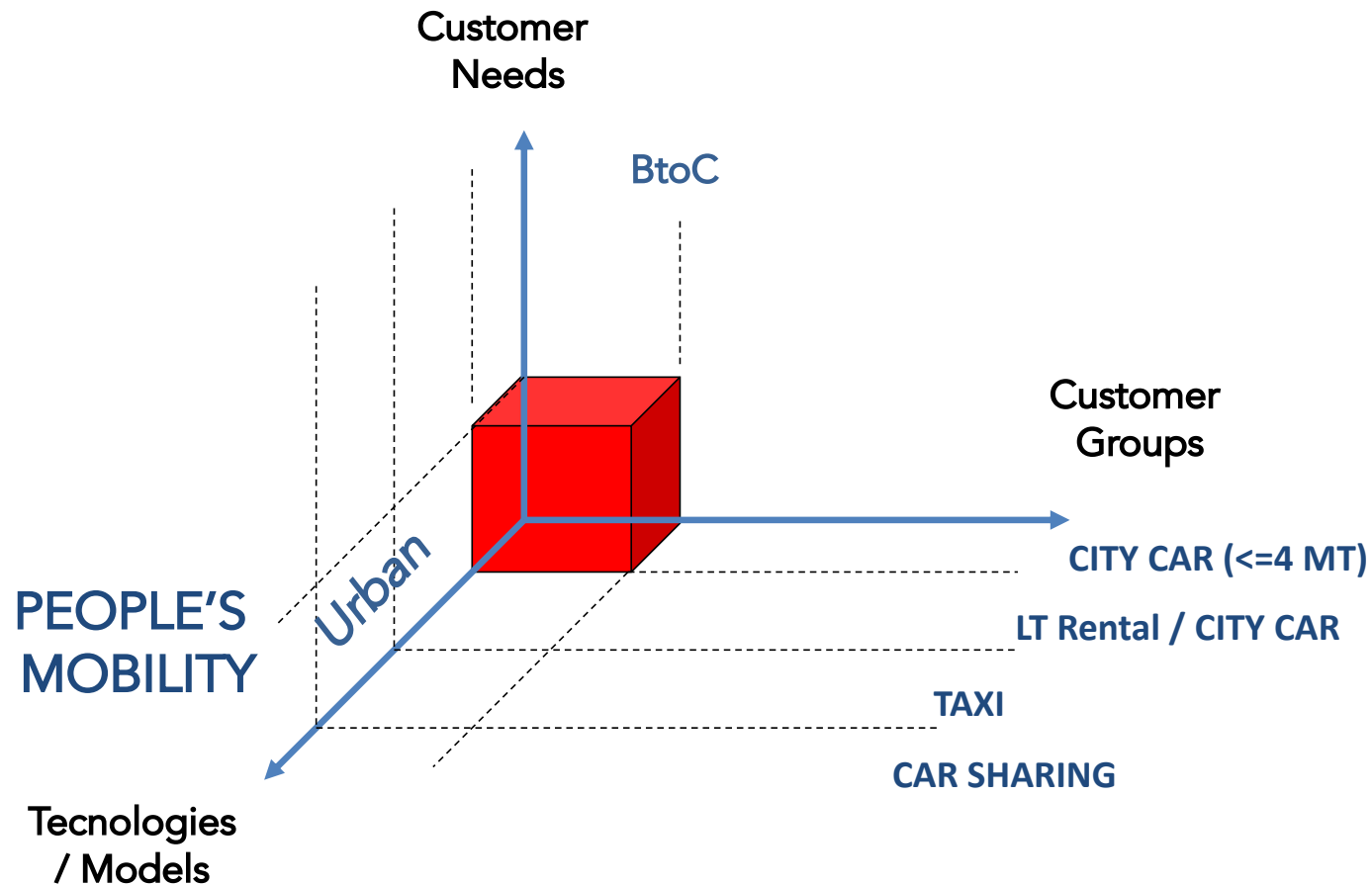
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Defining the business > Abell's Model > The case of automotive market



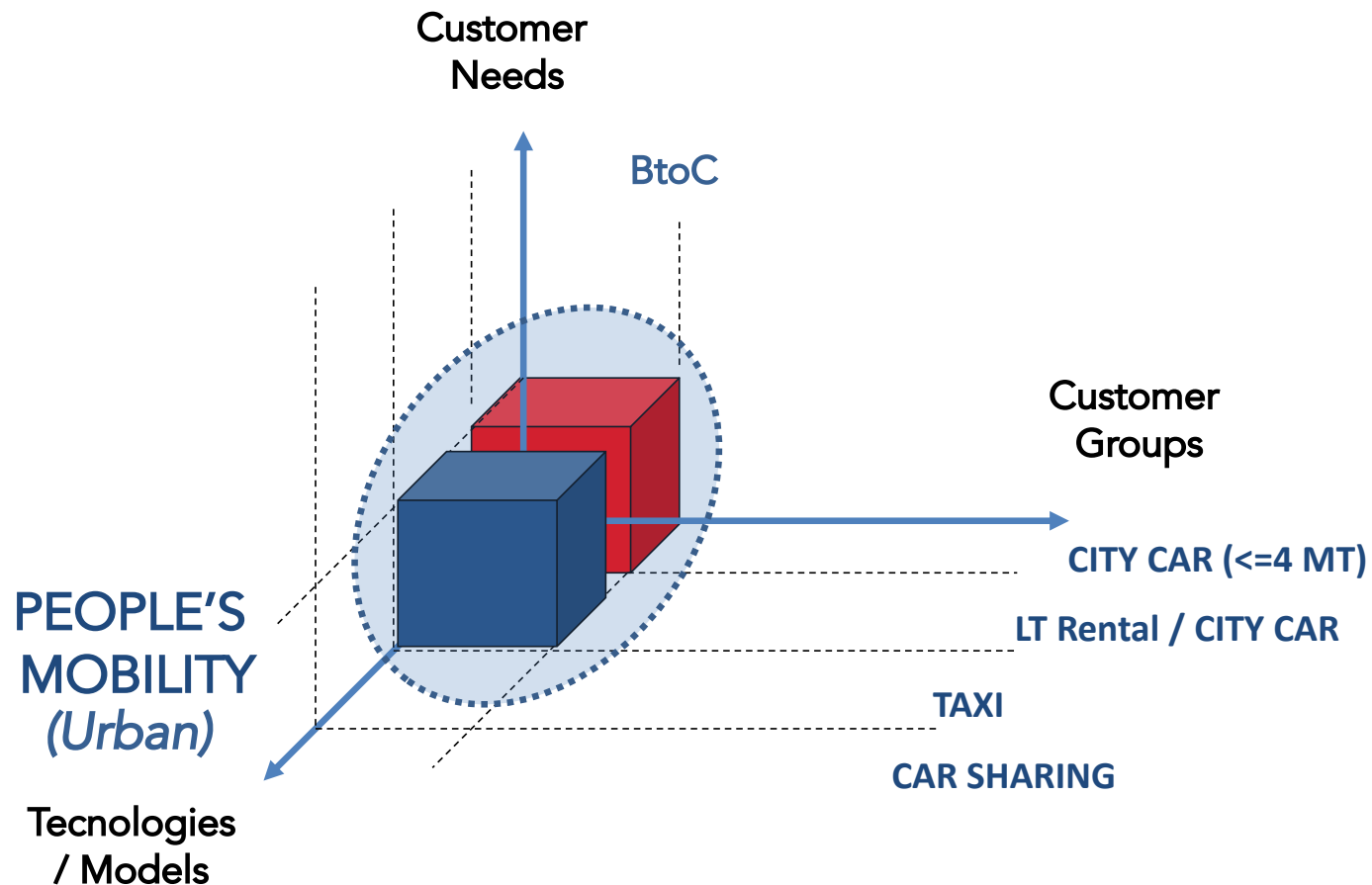
# MACRO-SEGMENTATION

Defining the business > Abell's Model > The case of automotive market (SBA)



# MACRO-SEGMENTATION

Defining the business > Abell's Model > The case of automotive market (SBA)



## THE CASE OF AUTOMOTIVE MARKET (SBA)\_CASE TOYOTA

As of 2022, the **Toyota Motor Corporation** produces vehicles under four brands: **Daihatsu**, **Hino**, **Lexus** and the namesake **Toyota**.



The company also holds:

- a 20% stake in **Subaru Corporation**,
- a 5.1% stake in **Mazda**,
- a 4.9% stake in **Suzuki**,
- a 4.6% stake in **Isuzu**,
- a 3.8% stake in **Yamaha Motor Corporation**,
- and a 2.8% stake in **Panasonic**, as well as stakes in vehicle manufacturing joint-ventures in China (**FAW Toyota** and **GAC Toyota**), the Czech Republic (**TPCA**), India (**Toyota Kirloskar**) and the United States (**MTMUS**).

## THE CASE OF AUTOMOTIVE MARKET (SBA)\_CASE TOYOTA\_EU 2020



**KINTO - Seamless and smart mobility solutions.** KINTO is a forward-thinking mobility company dedicated to offering **mobility services** to all users across Europe.

### **Mobility for all**

KINTO offers mobility services to users across Europe. This includes a **seamless experience of modes of transport and payments**, from car sharing to flexible car subscriptions. We aim to be the preferred mobility service provider for each mobility need by enabling new ways to connect and move people.

### **KINTO in Europe**

KINTO Europe GbmH, based in **Cologne**, started as a **joint venture between Toyota Motor Europe (TME) and Toyota Financial Services Corporation (TFSC)**. KINTO manages a wide range of mobility services across Europe and supports the progress from a mobility project to a **mobility company**. This is part of **Toyota's global vision to evolve into a mobility company** by providing all kinds of services related to transportation for people around the world.

### **A single source of mobility services**

KINTO is a **one-stop-shop for mobility services**. Our ambition is to become the **mobility provider of choice for all types of customers**. KINTO offers **six mobility solutions** to suit all customer requirements.



## Six mobility solutions

# KiNTO

KiNTO  
ONE

KiNTO  
FLEX

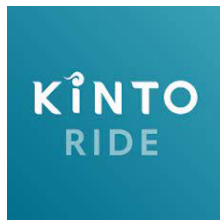
KiNTO  
JOIN

KiNTO  
SHARE

KiNTO  
RIDE

KiNTO  
GO

# KiNTO FLEX



# KiNTO GO



### KiNTO One

A Full Service Lease offer, providing ease of ownership combining vehicle, service, insurance in one all-inclusive monthly payment.



### KiNTO Share

KiNTO Share, our multi-scheme car-sharing service. We can address multiple use cases, covering on-street, corporate, and dealer car-sharing. Further we can strengthen our vehicle offering by including micro-mobility vehicles.



### KiNTO Join

Corporate Carpooling, connecting employees who wish to share their daily commute to work, benefitting both employees and companies who can reduce their CO2 footprint.



### KiNTO Flex

Flexible vehicle subscription service, offering access to various car types, with all services and necessary maintenance included in one fixed monthly price.



### KiNTO Ride

Ride-hailing solution provides secure shared rides with door-to-door pick up and drop off. It offers a fully digital booking experience and includes GPS tracking.



### KiNTO Go

Multi-modal aggregator, coordinating services such as journey planning, public transport, events ticketing, taxi and parking.



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## INTRO MARKETING MANAGEMENT.

### >>> FOCUS ON SEGMENTATION, TARGETING & POSITIONING

*Lesson 2.2.1 – Market segmentation > Micro-segmentation*

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# MARKET MICRO-SEGMENTATION

## *Methodologies*

**SOCIO-DEMOGRAPHIC OR DESCRIPTIVE SEGMENTATION.**  
(age, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality)

**SEGMENTATION BASED ON THE EXPECTED BENEFITS.**  
(market clustering that is done based on the perceived value or benefits to the end customer)

**BEHAVIORAL SEGMENTATION.**  
(knowledge of, attitude toward, use of / no user, or response to a product)

**SOCIO-CULTURAL SEGMENTATION OR LIFESTYLE SEGMENTATION.**  
(psychological/personality traits, lifestyle, or values)

# MARKET MICRO-SEGMENTATION

## 1. *Socio-demographic segmentation*

- **PRESUMPTION**

It is from the diversity of socio-demographic profiles that springs the diversity of benefits consumers seek in the product.

- **SEGMENTATION VARIABLES**

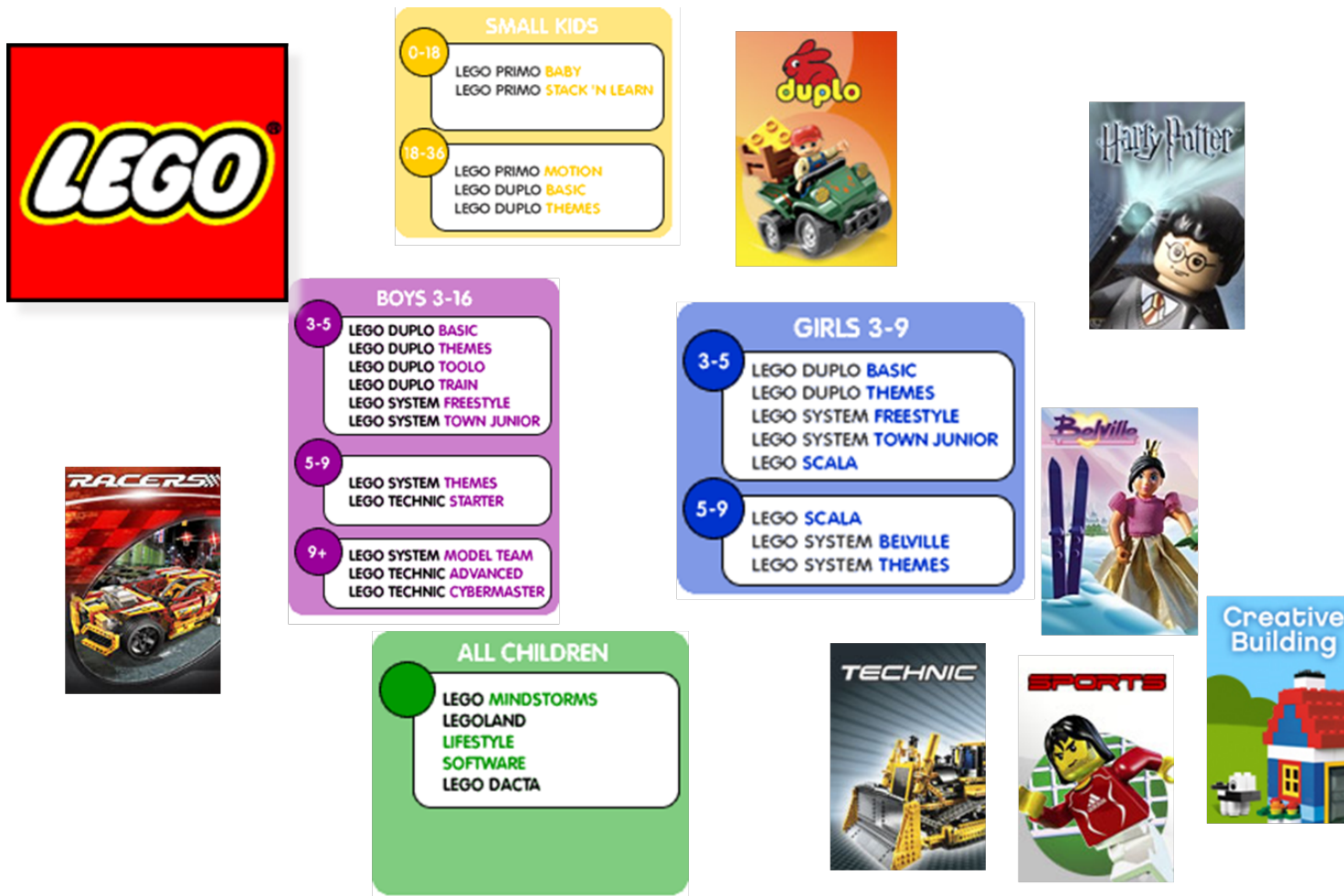
The most commonly used variables are geographic location, gender, age, income and socio-professional classes.

- **ADVANTAGES OF THE METHOD**

Most widely used practice due to ease of measurement and direct access to information.

# MARKET MICRO-SEGMENTATION

## 1. Socio-demographic segmentation - Example



# EXAMPLES OF NEW SOCIO-DEMOGRAPHIC SEGMENTS

- **SOCIO-DEMOGRAPHIC CHANGES**
  - reduction in birth rate;
  - increase in life expectancy;
  - increase in the number of working women;
  - advancing age of marriage;
  - increase in the number of divorces;
  - increase in the number of single-parent households.
- **NEW SOCIO-DEMOGRAPHIC SEGMENTS**
  - The senior segment;
  - The segment of single-parent households;

# MARKET MICRO-SEGMENTATION

## *2. Segmentation based on expected benefits*

- **PRESUMPTION**

The value or advantage expected in a product is the explanatory factor to be identified. *Two customer groups with identical socio-demographic profiles may have even very different value systems.*

- **SEGMENTATION VARIABLES**

The model is the "basket of attributes" model.

- **ADVANTAGES OF THE METHOD**

*This type of segmentation focuses on the differences between buyers' value systems.*

# MARKET MICRO-SEGMENTATION

## 2. Segmentation based on expected benefits

The screenshot shows the L'Oréal Paris website navigation. The top navigation bar includes: L'ORÉAL PARIS, HAIR COLOUR, MAKEUP, SKIN CARE, HAIR CARE (highlighted with a red dashed box), MENS, ABOUT US, SERVICES, and a search icon. Below the navigation bar is a search bar with the text "I'm looking for:" and two buttons: "PRODUCTS" (highlighted with a black rounded rectangle) and "TIPS & TRENDS".

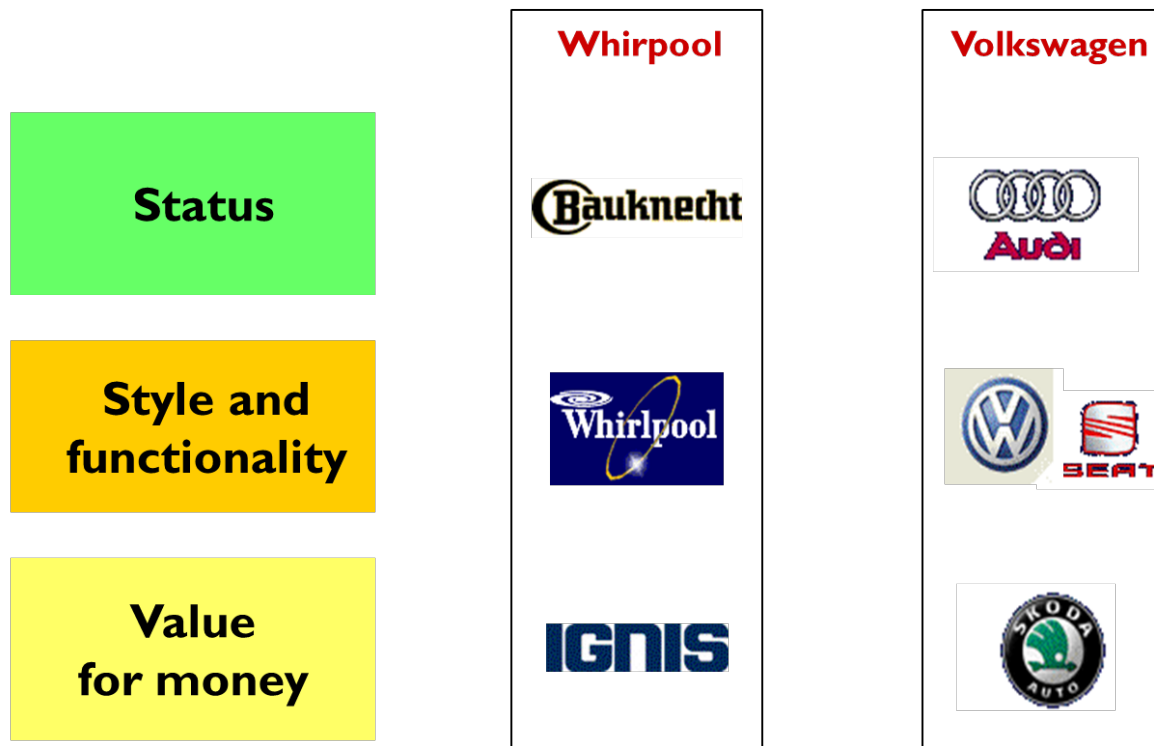
The main content area is divided into several columns:

- Hair Care**
  - Shampoo
  - Conditioner
  - Rinse Out Treatments
  - Leave In Treatments
  - In-Between Washes
  - ALL HAIR CARE PRODUCTS**
- Hair Concerns** (highlighted with a red dashed box)
  - Coloured Hair
  - Long Hair
  - Dry Hair
  - Fragile Hair
  - Fine Hair
  - Damaged Hair
  - Kids Hair
  - Mens Hair
- Hair Style**
  - Hair Spray
  - Mens Styling
- Style Concerns**
  - Flexible Hold
  - Normal Hold
  - Strong Hold
  - Flat Hair
  - Frizzy Hair
  - Unfragranced
- Services**
  - Hair Care
  - Diagnostic
  - Discover More**
    - Because Our Planet Is Worth It
  - Our Hair Brands**
    - Elvive
    - L'Oréal Kids
    - Botanicals Fresh
    - Care
    - Elnett
    - Stylista
    - Men Expert



# MARKET MICRO-SEGMENTATION

## 2. Segmentation based on expected benefits\_example



# MARKET MICRO-SEGMENTATION

## 2. Segmentation based on expected benefits\_example



Colgate Palmolive offers 18 references with brand Colgate + children

# MARKET MICRO-SEGMENTATION

## 3. *Socio-cultural or Lifestyle segmentation*

- **PRESUMPTION**

Individuals who are very different in socioeconomic terms may have very similar behaviors and, conversely, similar individuals may have very different behaviors.

- **SEGMENTATION VARIABLES**

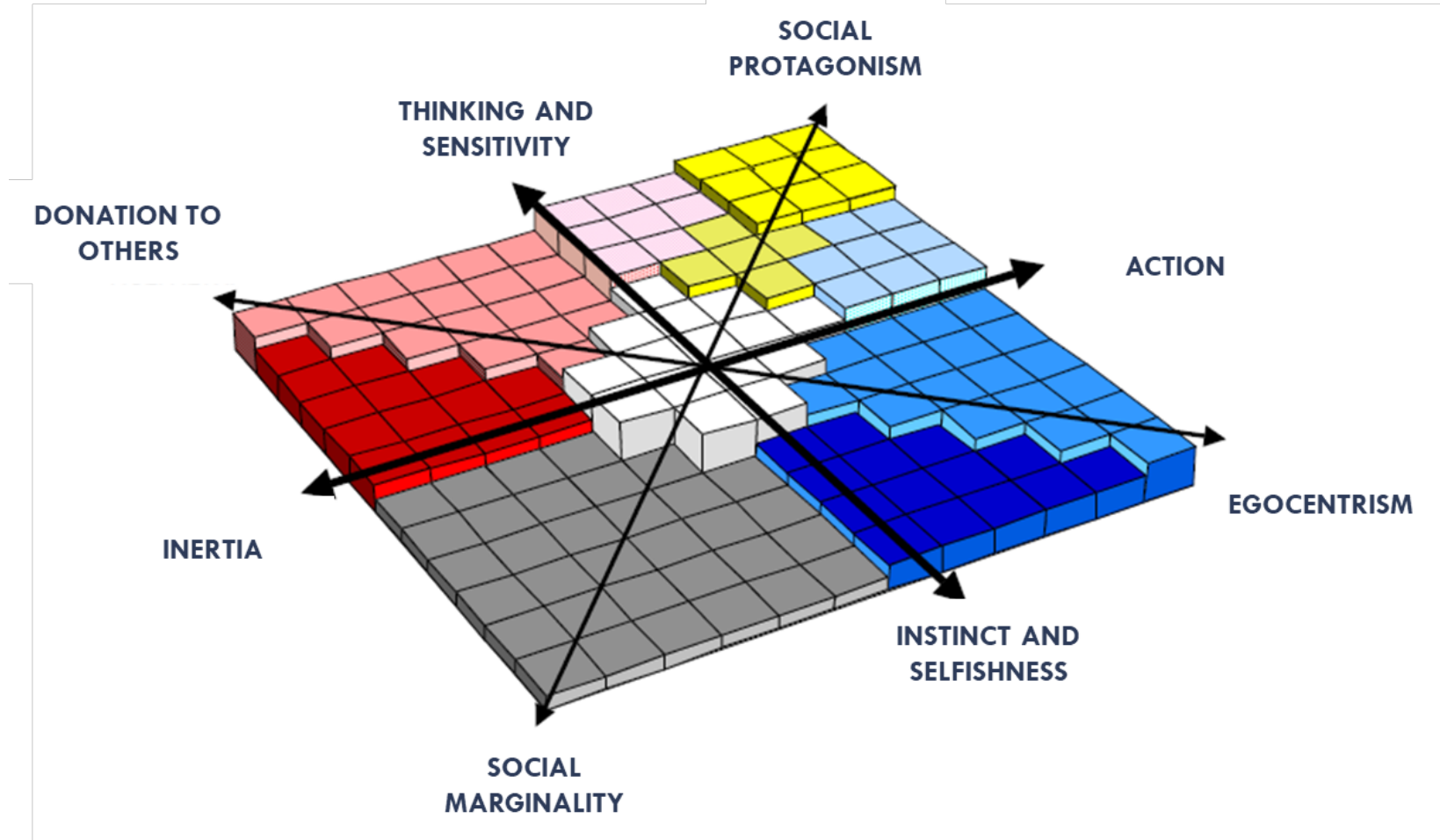
Information about values, activities, interests and opinions.

- **ADVANTAGES OF THE METHOD**

Provide a more human picture of buyers, including information about values, activities, interests, and opinions.

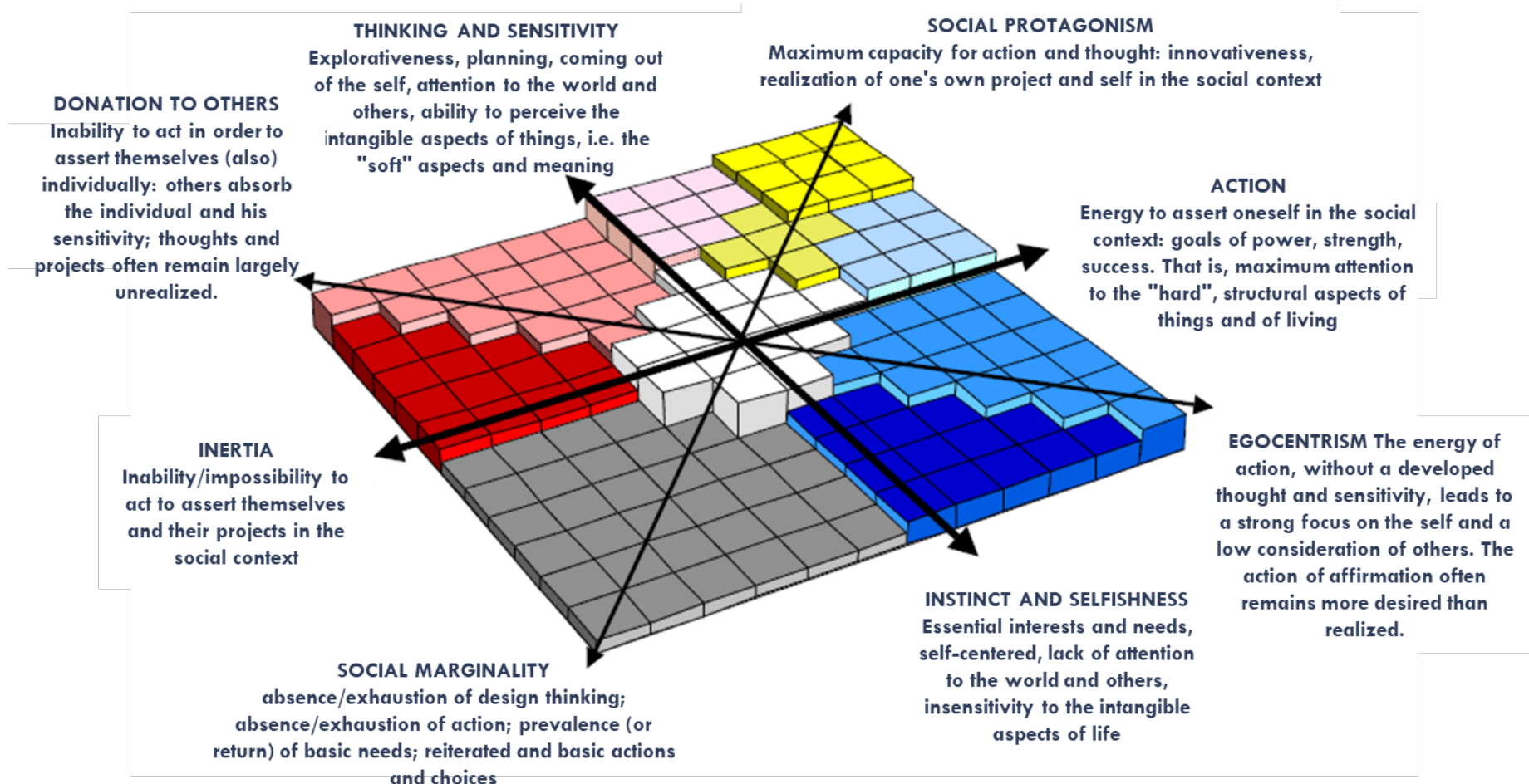
# MARKET SEGMENTATION

## 3. Lifestyles segmentation \_ Modello Sinottica (Italy)



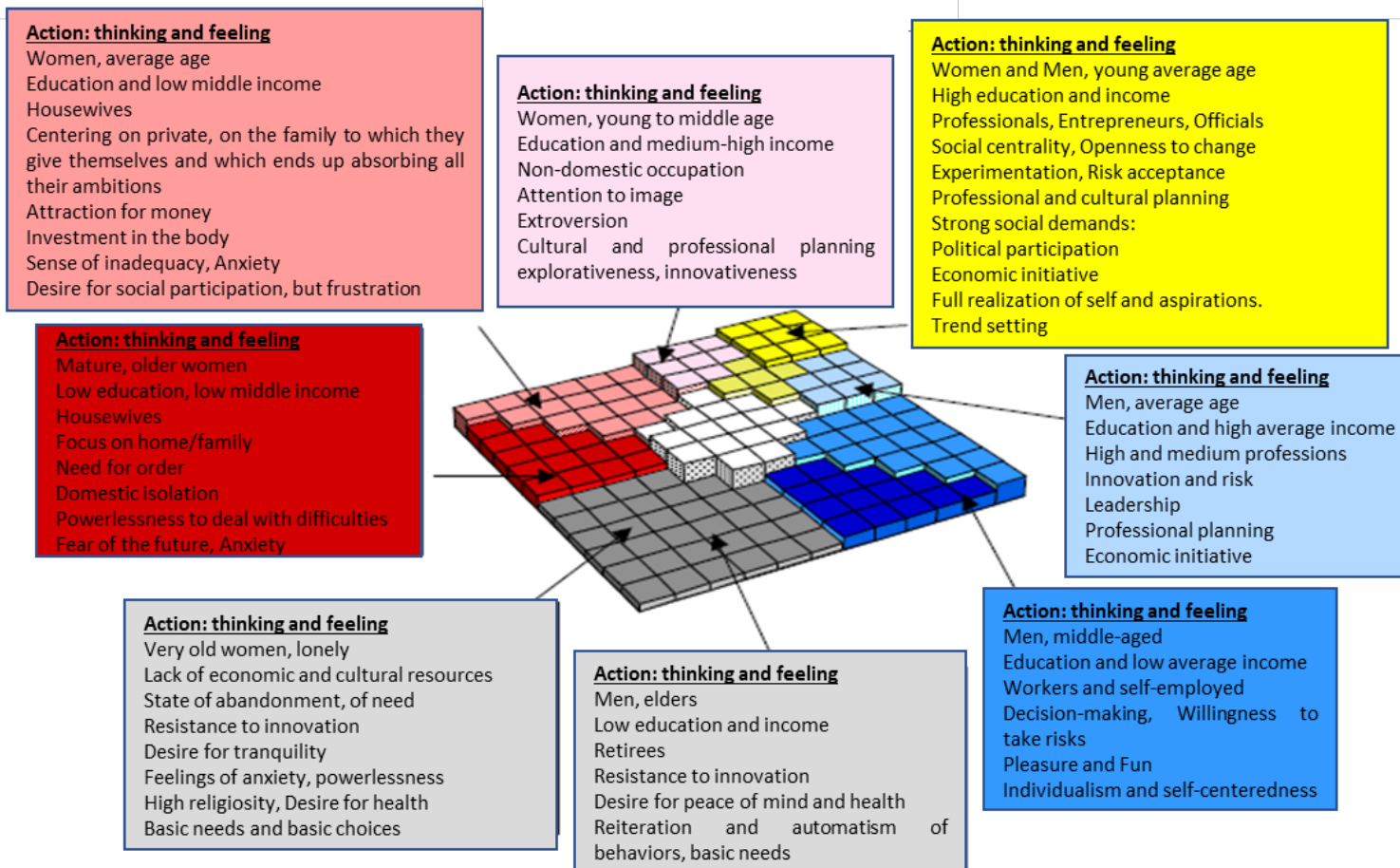
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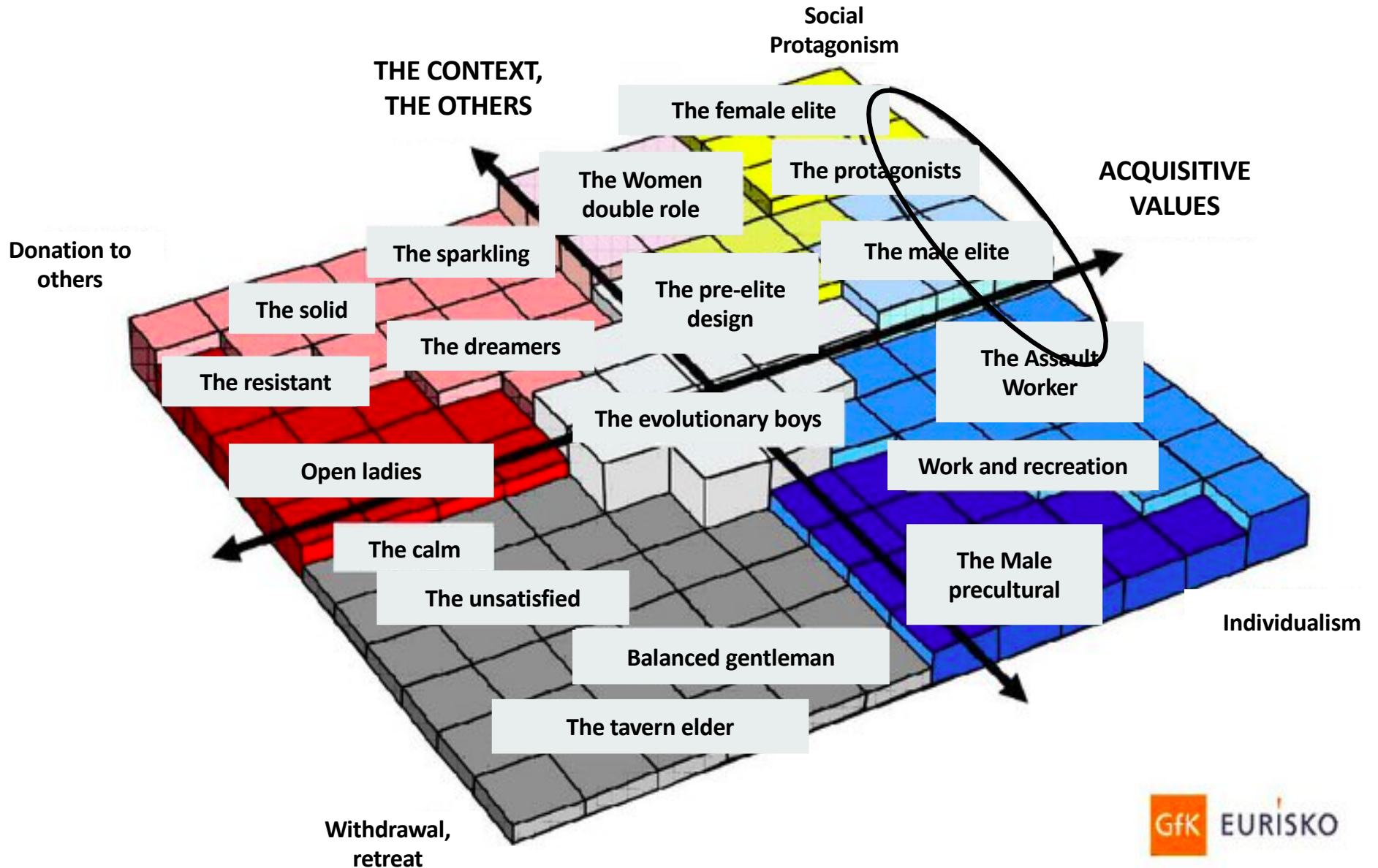
## 3. Lifestyles segmentation \_ Modello Sinottica (Italy)



# MARKET SEGMENTATION

## 3. Lifestyles segmentation \_ Modello Sinottica (Italy)





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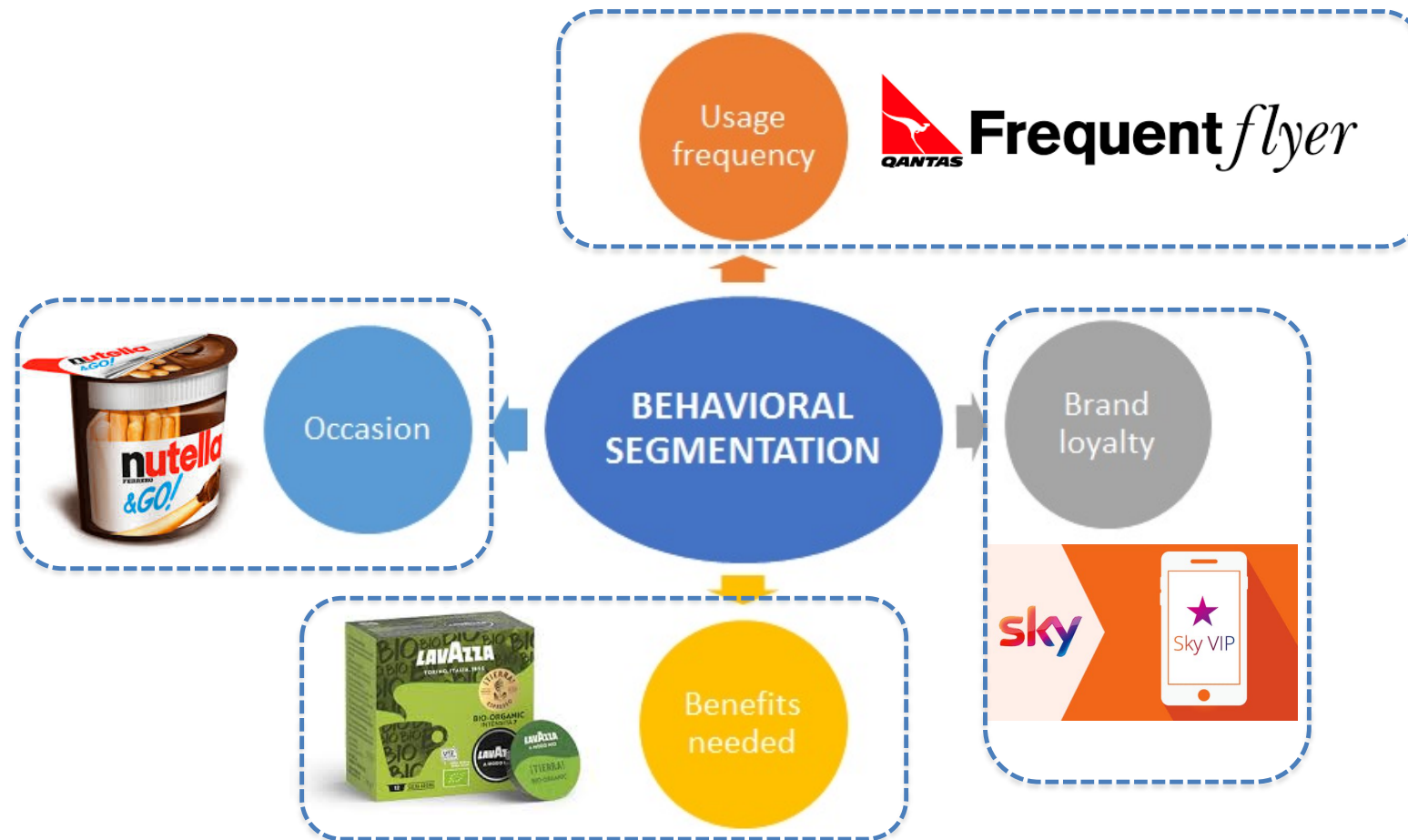
## *4. Behavioral segmentation*

- It is a **descriptive, ex-post** segmentation method.
- Customers are grouped into segments based on their **current buying behavior** in the market.
- The information used comes from the company's **internal information system**.
- **Customer Relationship Management (CRM)** is an out-growth of behavioral segmentation.



# MARKET MICRO-SEGMENTATION

## 4. Behavioral segmentation\_examples





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## INTRO MARKETING MANAGEMENT.

### >>> FOCUS ON SEGMENTATION, TARGETING & POSITIONING

*Lesson 2.3 – Market targeting*

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*University of Naples «Parthenope»*

# MARKET SEGMENTATION, TARGETING AND POSITIONING

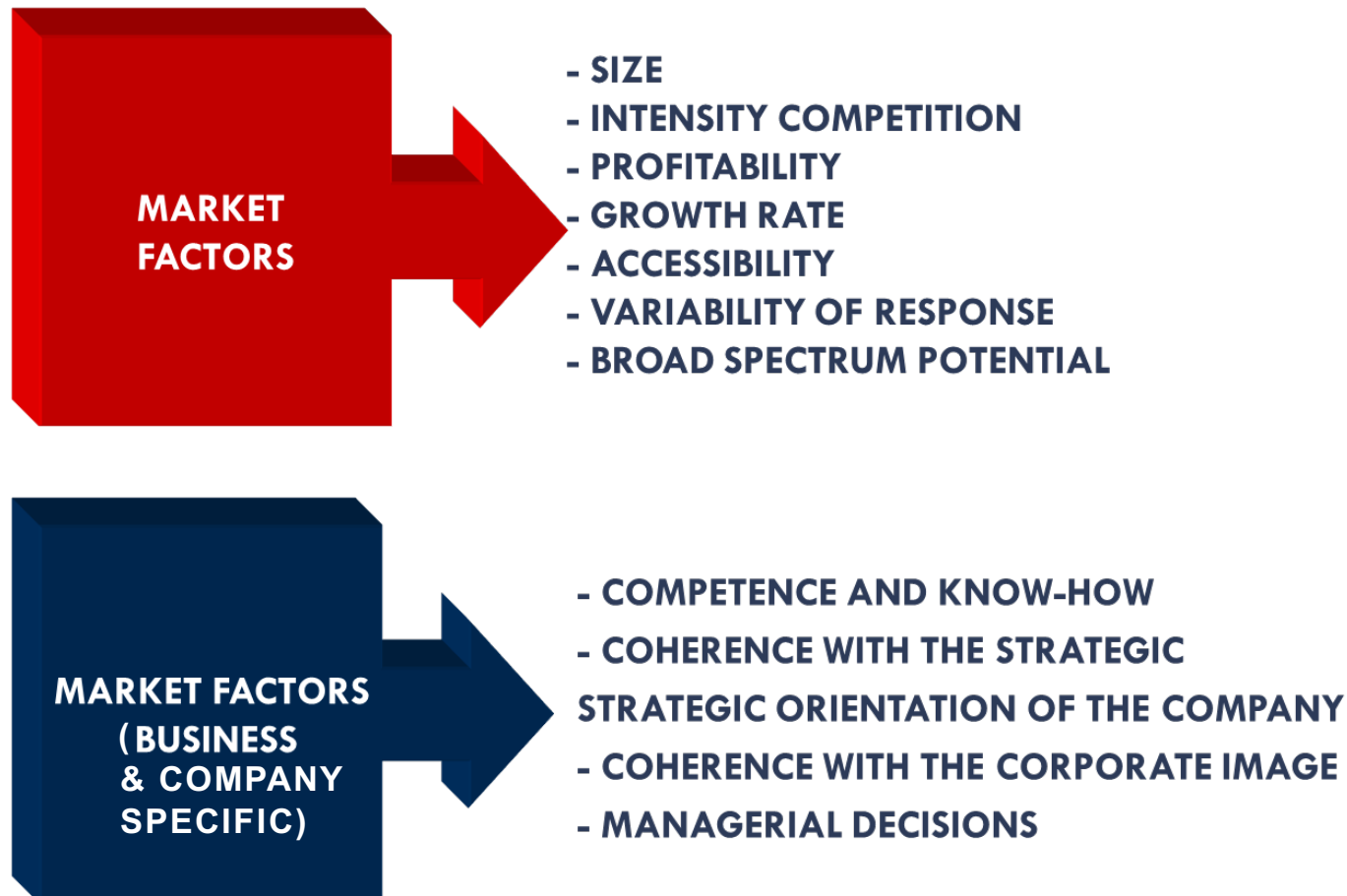
*Target marketing*

**TO COMPETE MORE EFFECTIVELY, MANY COMPANIES ARE  
NOW EMBRACING TARGET MARKETING**

1. Identify and profile distinct groups of buyers who differ in their needs and wants (*market segmentation*).
2. Select one or more market segments to enter (***market targeting***).
3. For each target segment, establish, communicate, and deliver the right benefit(s) for the company's market offering (*market positioning*)

# IDENTIFYING MARKET SEGMENTS AND TARGETS

*Segment attractiveness analysis > Targeting*



# IDENTIFYING MARKET SEGMENTS AND TARGETS

## *Segmentation Criteria*

### MARKET SEGMENTS MUST RATE FAVORABLY ON FIVE KEY CRITERIA:

1. **Measurable**: The size, purchasing power, and characteristics of the segments can be measured.
2. **Substantial**: The segments are large and profitable enough to serve. A segment should be the largest possible homogeneous group worth going after with a tailored marketing program.
3. **Accessible**: The segments can be effectively reached and served.
4. **Differentiable**: The segments are conceptually distinguishable and respond differently to different marketing mix elements and programs.
5. **Actionable**: Effective programs can be formulated for attracting and serving the segments

# IDENTIFYING MARKET SEGMENTS AND TARGETS

## *Evaluating and Selecting the Market Segments*

The firm must look at two factors:

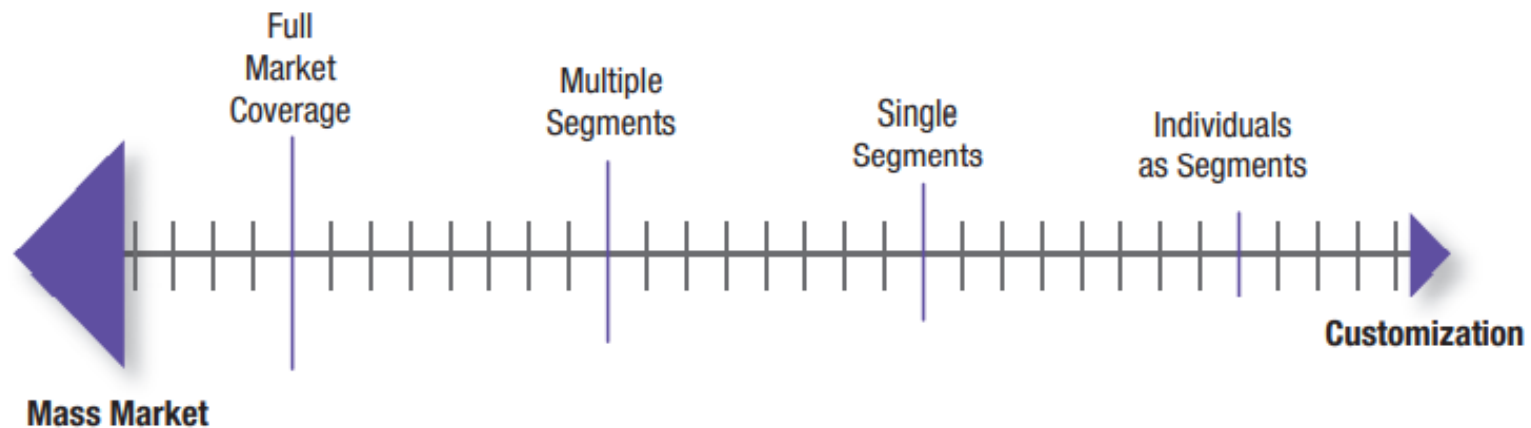
- the segment's overall attractiveness
- the company's objectives and resources

**Marketers have a range or continuum of possible levels of segmentation that can guide their target market decisions:**

- **Full Market Coverage:** With full market coverage, a firm attempts to serve all customer groups with all the products they might need.
- **Multiple Segment:** Specialization With selective specialization, a firm selects a subset of all the possible segments, each objectively attractive and appropriate
- **Single-Segment:** Concentration With single-segment concentration, the firm markets to only one particular segment.
- **Individual Marketing:** The ultimate level of segmentation leads to “segments of one”, “customized marketing,” or “one-to-one marketing.”

# IDENTIFYING MARKET SEGMENTS AND TARGETS

*Possible levels of segmentation*

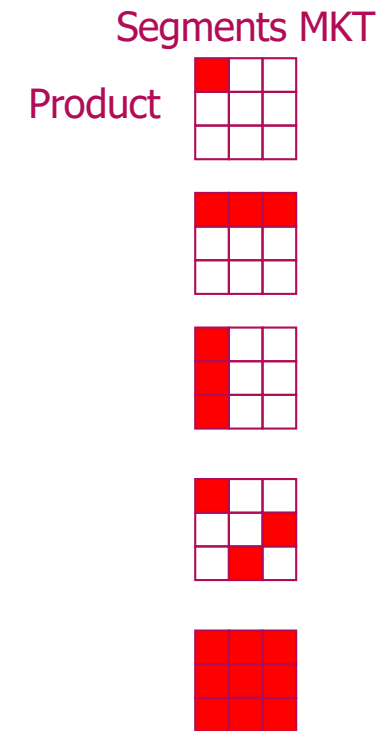


# THE SELECTION OF MARKET SEGMENTS

*Targeting > The case of travel agencies*

THE MARKET COVERAGE STRATEGY IS EQUIVALENT TO CHOOSING AMONG ALL POSSIBLE PRODUCT/MARKET COMBINATIONS:

- *Concentration on one segment*
- *Product specialization*
- *Market specialization*
- *Selective specialization*
- *Total market coverage*





# THE SELECTION OF MARKET SEGMENTS

*The case of travel agencies*



# THE SELECTION OF MARKET SEGMENTS

*The case of travel agencies*



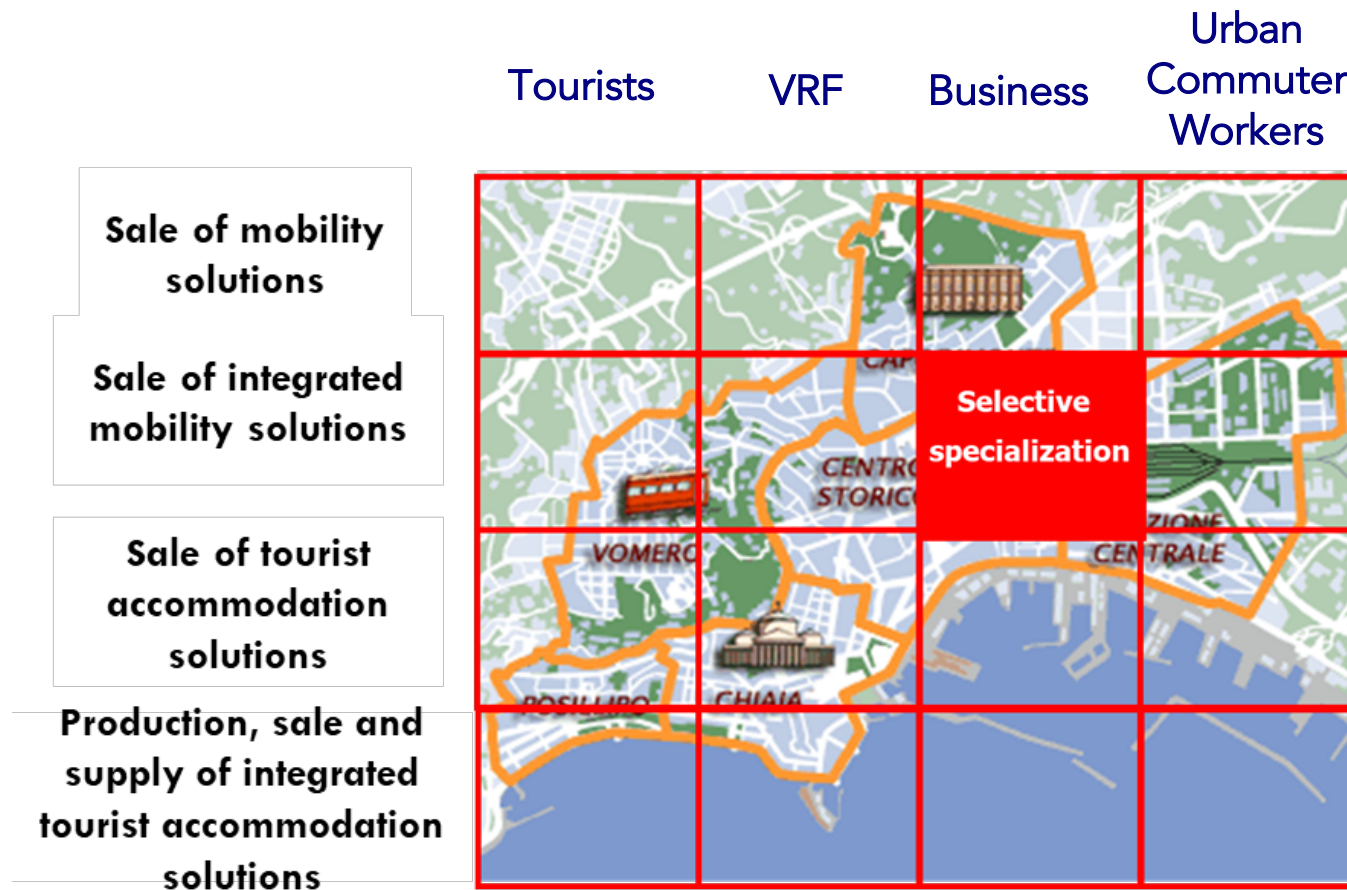
# THE SELECTION OF MARKET SEGMENTS

*The case of travel agencies*



# THE SELECTION OF MARKET SEGMENTS

*The case of travel agencies*



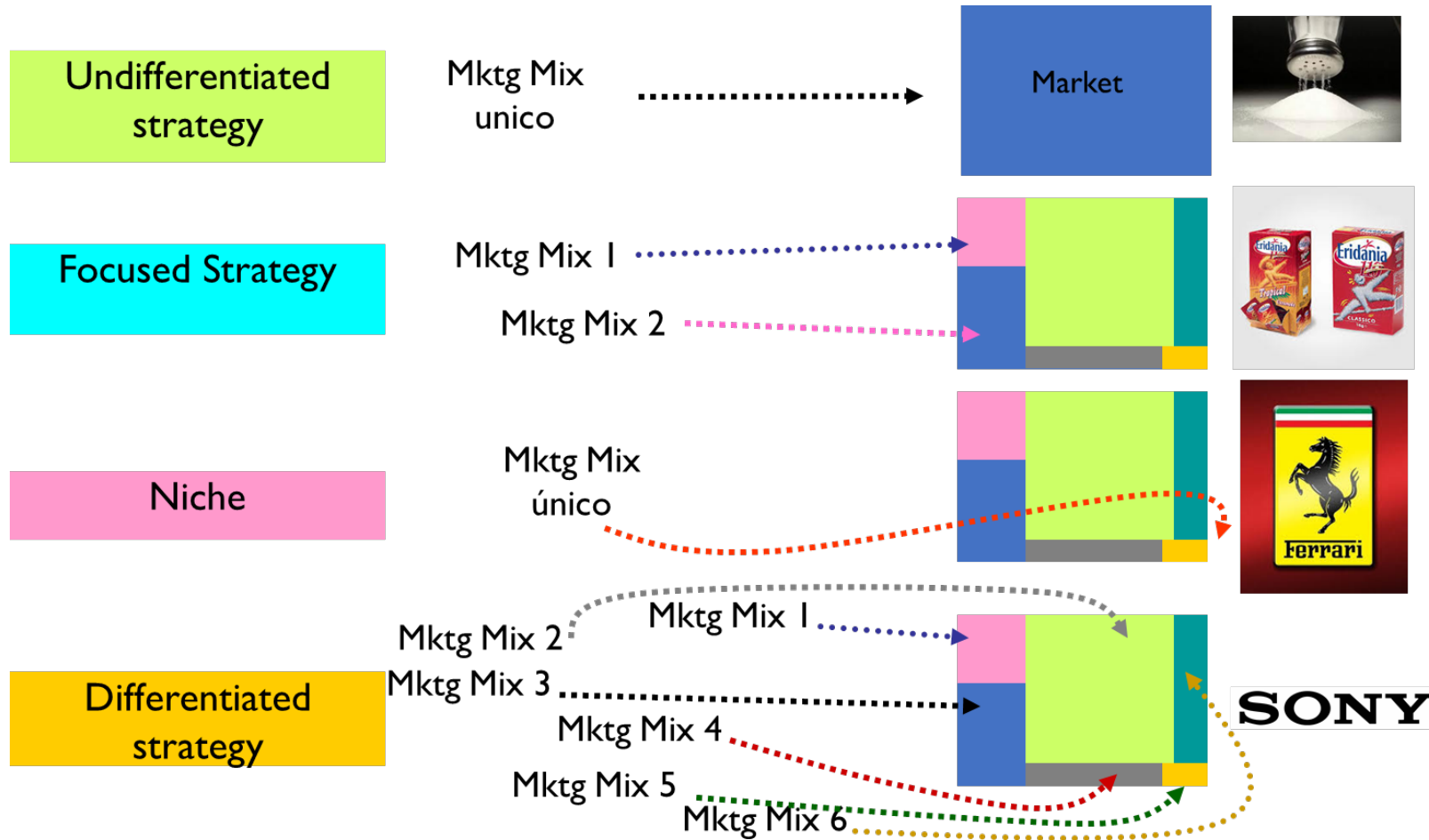
# THE SELECTION OF MARKET SEGMENTS

*The case of travel agencies*



# MARKET SEGMENT SELECTION

*Targeting – Other examples*





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## INTRO MARKETING MANAGEMENT.

### >>> FOCUS ON SEGMENTATION, TARGETING & POSITIONING

*Lesson 2.4 – Competitive Positioning*

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MARCELLO RISITANO

*Professor of Marketing Management*

*University of Naples «Parthenope»*

# MARKET SEGMENTATION, TARGETING AND POSITIONING

*Competitive positioning*

**TO COMPETE MORE EFFECTIVELY, MANY COMPANIES ARE  
NOW EMBRACING TARGET MARKETING**

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# COMPETITIVE POSITIONING

## *Understanding Positioning and Value Propositions*

POSITIONING IS THE ACT OF DESIGNING A COMPANY'S OFFERING AND IMAGE TO OCCUPY A DISTINCTIVE PLACE IN THE MINDS OF THE TARGET MARKET

- ✓ The goal is to **locate the brand in the minds of consumers** to maximize the potential benefit to the firm.
- ✓ A **good brand positioning helps guide marketing strategy by clarifying the brand's essence**, identifying the goals it helps the consumer achieve, and showing how it does so in a unique way
- ✓ One result of positioning is the successful creation of a **customer-focused value proposition**, a cogent reason why the target market should buy a product or service

# COMPETITIVE POSITIONING

## *Examples of Value Propositions*

<b>Company and Product</b>	<b>Target Customers</b>	<b>Value Proposition</b>
Hertz (car rental)	Busy professionals	Fast, convenient way to rent the right type of a car at an airport
Volvo (station wagon)	Safety-conscious upscale families	The safest, most durable wagon in which your family can ride
Domino's (pizza)	Convenience-minded pizza lovers	A delicious hot pizza, delivered promptly to your door

# COMPETITIVE POSITIONING

*Examples of Value Propositions\_ Ex. Garmin*

## GARMIN®

### RUNNING SMARTWATCHES

It's no secret – we were in the running watch game long before there were smartwatches. So we know that no two runners are the same, and that's exactly why we have running watches for everyone. From easy-to-use GPS watches to triathlon-ready powerhouses, we have a running partner designed just for you.

All of our running watches come with these great features:



LONG BATTERY LIFE



BUILT-IN GPS



WORKS WITH THE PHONE  
YOU HAVE



GARMIN CONNECT™ APP  
AND COMMUNITY



PACE AND DISTANCE DATA



WRIST-BASED HEART RATE



SMART NOTIFICATIONS



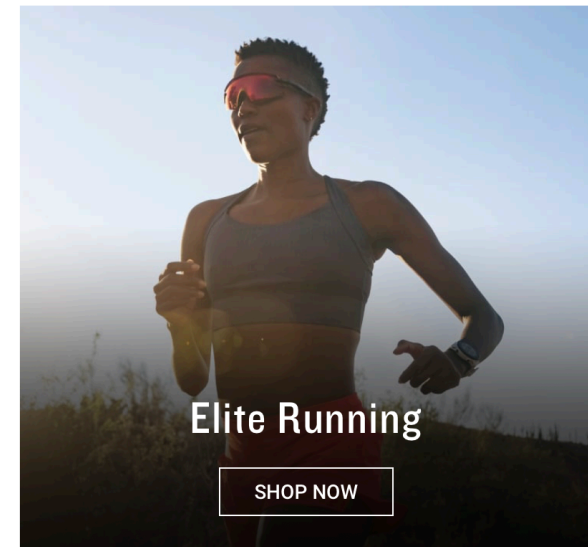
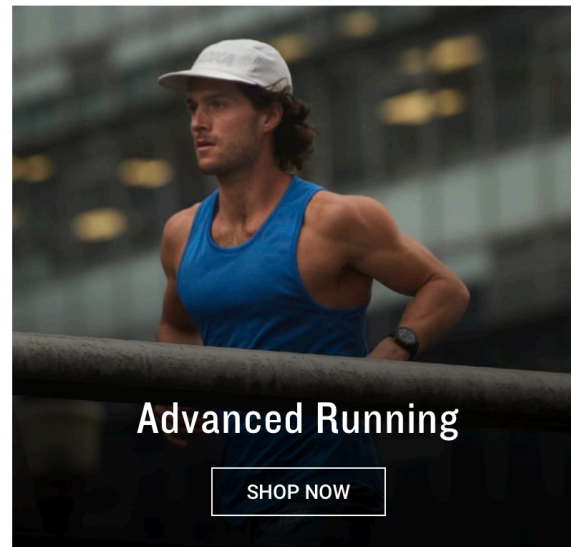
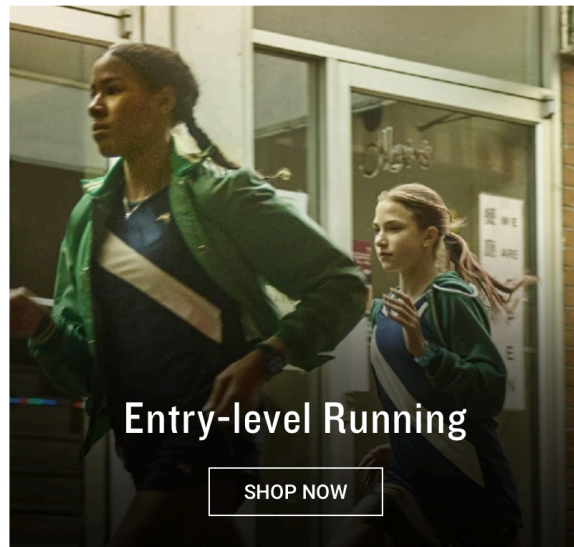
FREE ADAPTIVE TRAINING  
PLANS

# COMPETITIVE POSITIONING

*Examples of Value Propositions\_ Ex. Garmin*

## GARMIN®

### A WATCH FOR EVERY RUNNER



SPECIAL OFFER



### Forerunner® 55

See yourself as a runner. Get the GPS smartwatch that offers training guidance to help you keep improving and even lets you keep tabs on your health and wellness.

£179.99 **£139.99**



### Forerunner® 45

GPS running smartwatch with Garmin Coach training plan support

£129.99



### Forerunner® 45S

Smaller-sized GPS running smartwatch with Garmin Coach training plan support

£129.99



### Forerunner® 45 Plus

GPS running smartwatch with Garmin Coach training plan support

£159.99

CUSTOMISABLE



### Venu® Sq 2 - Music Edition

You put your well-being at the top of the list, and that means making sure your mind and body are in sync. Get the GPS smartwatch with music that makes it easy to do with its health and fitness features plus long battery life.

£259.99

CUSTOMISABLE



### Venu® 2 Plus

You want the feel-good benefits of healthy living and the convenience of a GPS smartwatch that can make or take phone calls and send texts when connected with a compatible smartphone.

from ~~£399.99~~ **£329.99**

SPECIAL OFFER



### Venu Sq

GPS smartwatch with all-day health monitoring

£179.99

SPECIAL OFFER



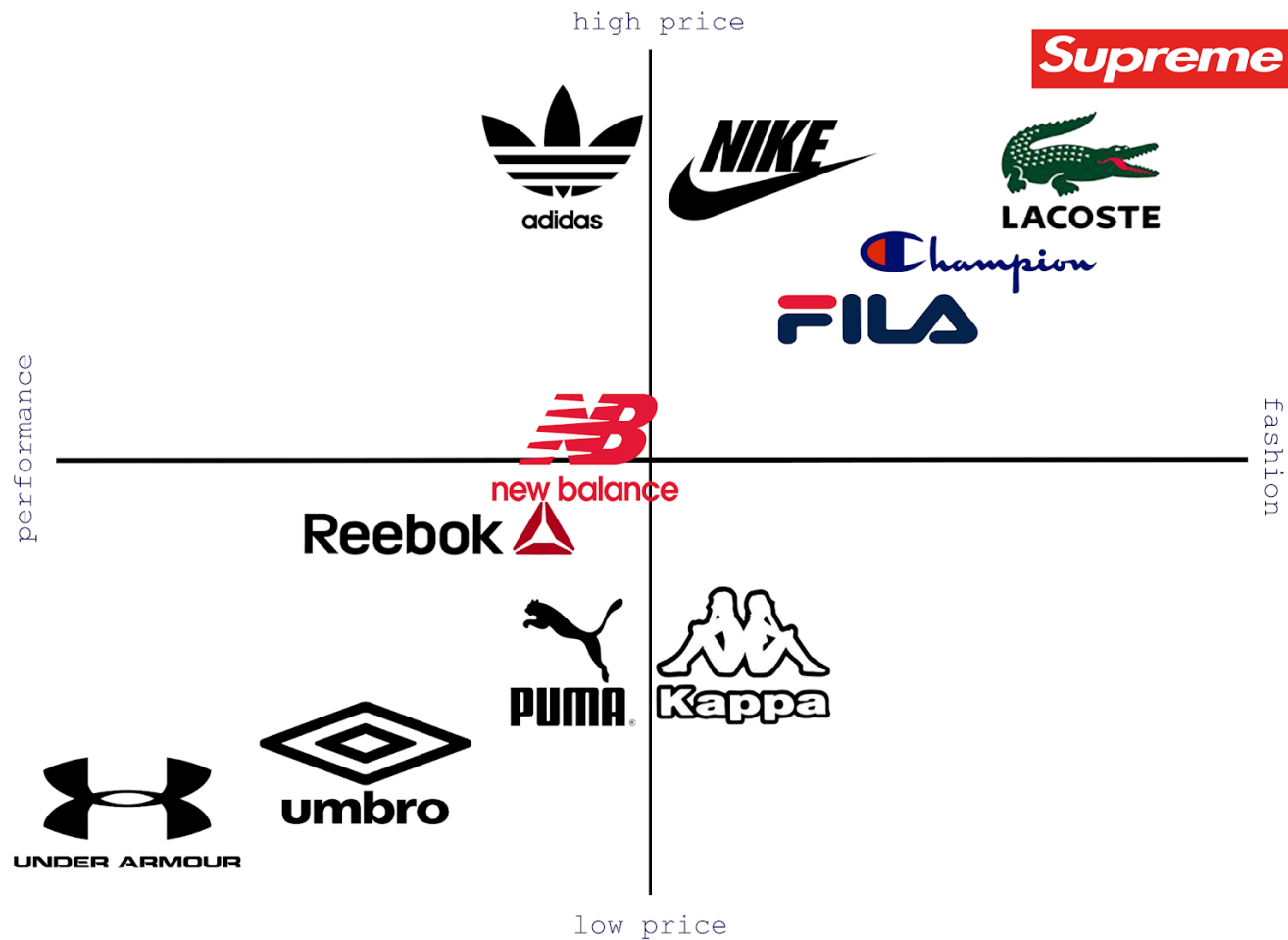
### Venu Sq Music Edition

GPS smartwatch with music and all-day health monitoring

£229.99

# COMPETITIVE & BRAND POSITIONING

*Perceptual Maps > Example*





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## INTRO MARKETING MANAGEMENT.

### >>> FOCUS ON SEGMENTATION, TARGETING & POSITIONING

*Lesson 2.5 – Competitive & Brand Positioning*

*> Focus on Brand Identity*

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# DEVELOPING A BRAND POSITIONING

## *Introduction*

As part of the **strategic brand management process**, each offering must represent the right kinds of things in the minds of the target market

No company can win if **its products and services resemble every other product and offering**.

A company discovers different needs and groups of consumers in the marketplace, **targets those it can satisfy in a superior way**, and then positions its offerings so the target market recognizes **its distinctive offerings and images**



# DEVELOPING A BRAND POSITIONING

*Building the brand identity > Key elements*

A variety of brand elements can be chosen that inherently enhance **brand awareness** or facilitate the formation of strong, favorable, and unique brand associations (**brand image**).

- *Brand names*
- *Logos and symbols*
- *Slogans*
- *Jingles*
- *Packaging*
- *Characters*
- *URLs (Uniform Resource Locators or domain names)*

# DEVELOPING A BRAND POSITIONING

*Building the brand identity > Brand names: naming guidelines*

## BRAND AWARENESS

- Simplicity and ease of pronunciation and spelling
- Familiarity and meaningfulness
- Differentiated, distinctive, and uniqueness

## BRAND ASSOCIATIONS

- The explicit and implicit meanings consumers extract from it are important. In particular, the brand name can reinforce an important attribute or benefit association that makes up its product positioning

# DEVELOPING A BRAND POSITIONING

*Building the brand identity > Brand names: naming procedures*

1. Define objectives
2. Generate names
3. Screen initial candidates
4. Study candidate names
5. Research the final candidates
6. Select the final name

**FASTWEB**



**mentadent**

# DEVELOPING A BRAND POSITIONING

*Building the brand identity > Logos and symbols*

- Play a critical role in building brand equity and especially brand awareness
- Logos range from **corporate names** or **trademarks** (word marks with text only) written in a distinctive form, to entirely **abstract designs** that may be completely unrelated to the word mark, corporate name, or corporate activities



# DEVELOPING A BRAND POSITIONING

## *Building the brand identity > Slogans*

- Slogans are **short phrases** that communicate **descriptive or persuasive information** about the brand.
- Slogans are **powerful branding devices** because, like brand names, they are an extremely **efficient, direct and clear** to build brand equity



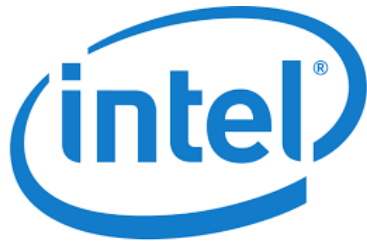
*«Drive the change»*  
*«Passion for Life (2015)»*



# DEVELOPING A BRAND POSITIONING

## *Building the brand identity > Jingles*

- Jingles are **musical messages** written around the brand.
- Typically composed by professional songwriters, they often have enough **catchy hooks** and **choruses** to become almost permanently registered in the minds of listeners.
- Jingles are perhaps most valuable in enhancing brand awareness.



# DEVELOPING A BRAND POSITIONING

## *Building the brand identity > Packaging*

- From the perspective of both the firm and consumers, packaging must achieve a number of objectives:
  - ✓ Identify the brand
  - ✓ Convey descriptive and persuasive information
  - ✓ Facilitate product transportation and protection
  - ✓ Assist at-home storage
  - ✓ Aid product consumption
- Packaging can Influence Taste, Value and Consumption

# DEVELOPING A BRAND POSITIONING

*Building the brand identity > Packaging*

1999 – Italian market



2003 - Restyling



2009 – Modifier “più”



Kids





# DEVELOPING A BRAND POSITIONING

## *Building the brand identity > Characters*

- A special type of brand symbol-one that takes on human or real-life characteristics
- Some are animated like Peter Pan peanut butter's character, the Michelin's cartoon, Miralanza's Calimero, etc.
- Others are live-action figures like Ronald McDonald, Malboro's cow boy, etc.



# DEVELOPING A BRAND POSITIONING

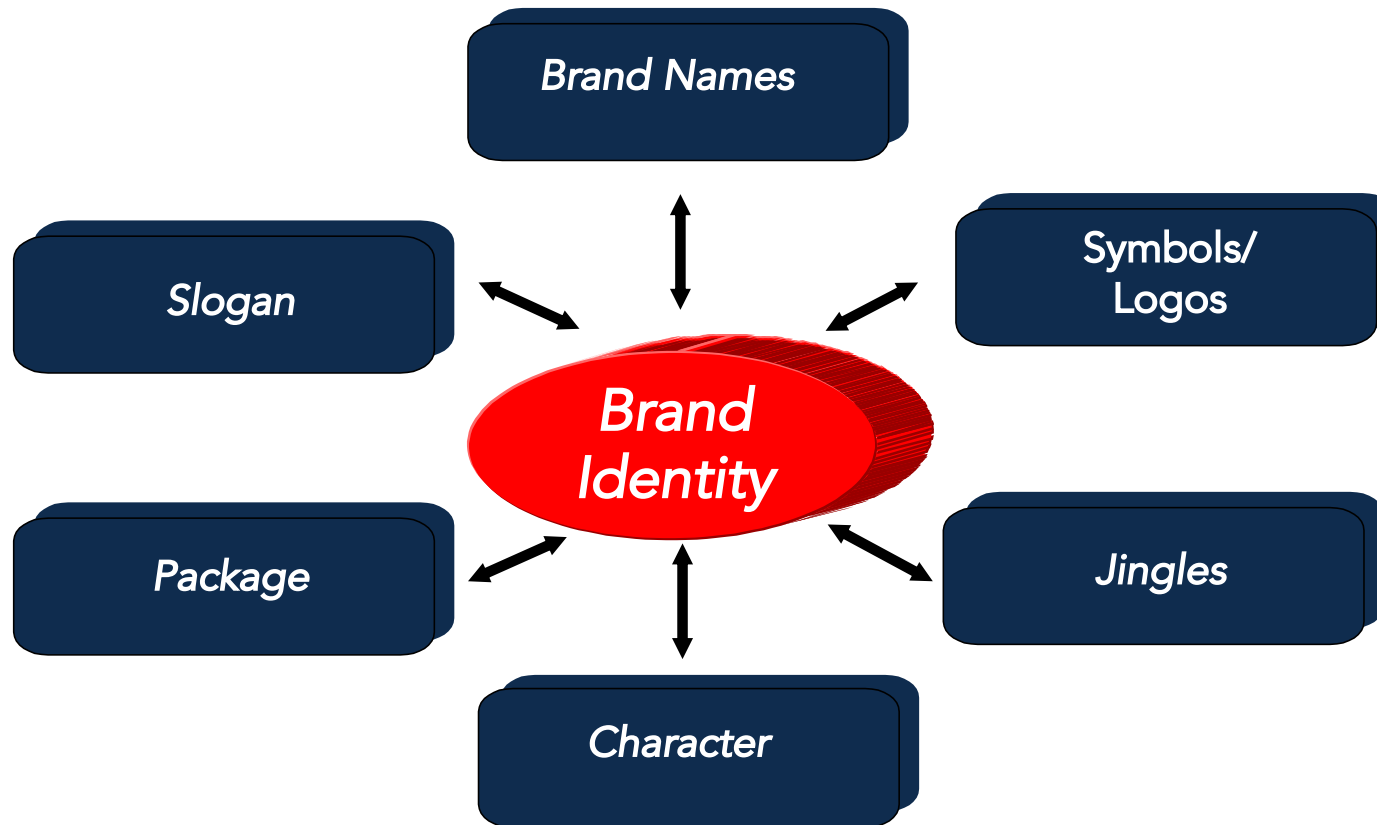
*Building the brand identity > +++ (URL)\_Digital MKTG*

- URLs (Uniform Resource Locators) specify locations of pages on the web and are also commonly referred to as domain names.
- A company can either sue the current owner of the URL for copyright infringement, buy the name from the current owner, or register all conceivable variations of its brand as domain names ahead of time.
- Ref. Social Media Marketing



# DEVELOPING A BRAND POSITIONING

*Building the brand identity > Putting together the key elements*



# DEVELOPING A BRAND POSITIONING

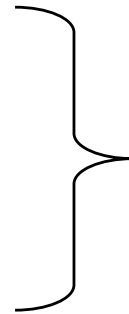
*Building the brand identity > Criteria for choosing brand elements (1/2)*

- **MEMORABLE** → *Easy to remember/brand recognition*
- **MEANINGFUL** → *Development of Brand Associations*
- **LIKEABLE** → *Validity of aesthetic elements*
- **TRANSFERRABLE** → *Extendibility of elements according to product and geographic category*
- **ADAPTABLE** → *Temporal renewability elements*
- **PROTECTIBLE** → *Brand legal protection*

# DEVELOPING A BRAND POSITIONING

*Building the brand identity > Criteria for choosing brand elements (2/2)*

- Memorability
- Meaningfulness
- Likability



*Marketer's offensive strategy  
and build brand equity*

- Transferability
- Adaptability
- Protectability



*Defensive role for  
leveraging  
and maintaining brand  
equity*

# DEVELOPING A BRAND POSITIONING

*Building the brand identity > Criteria for managing (over time) brand elements*

- Type 1

Standard Type



**HYUNDAI**  
 NEW THINKING.  
 NEW POSSIBILITIES.

- Type 2

Standard Type



**HYUNDAI**  
 NEW THINKING.  
 NEW POSSIBILITIES.

- Type 3

Standard Type



**HYUNDAI** | NEW THINKING.  
 NEW POSSIBILITIES.

- Type 4

Standard Type



**HYUNDAI** | NEW THINKING.  
 NEW POSSIBILITIES.

1988		1910	<b>BARILLA</b>
1994	<b>BARILLA</b>	1922	BARILLA
1997	<i>Barilla</i>	1930	<i>Barilla</i>
1999	<i>Barilla</i>	1934	<i>Barilla</i>
1994	<i>Barilla</i>	1937	<i>Barilla</i>
1999	<i>Barilla</i>	1946	<i>Barilla</i>
1998	<i>Barilla</i>	1954	<i>Barilla</i>
1999	<i>Barilla</i>	1959	<i>Barilla</i>
1998	<i>Barilla</i>	1999	<i>Barilla</i>
1999			



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**Grazie per averci seguito!!!**  
**Thanks for your attention!!!**

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