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MARKET SEGMENTATION ANALYSIS AND POSITIONING TO INCREASE PRODUCT COMPETITIVENESS IN THE GLOBAL MARKET

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ABSTRACT
This study aims to find out how to increase product competitiveness in the global market through the analysis of market segmentation and positioning. The study employs a qualitative approach, utilizing a systematic literature review (SLR) design. The data is analyzed through identification, classification, conclusion drawing, and verification. The research contribution lies in its focus on enhancing the competitiveness of products in a highly competitive global environment by analyzing market segments and positioning strategies. This study provides valuable insights and practical guidelines for businesses seeking to optimize their market presence and differentiate their products in an ever-evolving era of globalization. In addition, the study explores the impact of cultural and local adaptation on the success of positioning strategies in diverse markets.

INTRODUCTION

In the ever-evolving era of globalization, companies around the world are facing increasingly fierce competition. The global market offers great opportunities, but it also demands more sophisticated and focused strategies to achieve success (Dwi & Kristanti, 2024; Setiyono & Sutrimah, 2016). One of the most important approaches to improve product competitiveness in the global market is through market segmentation analysis and positioning. Both of these concepts help companies understand the diverse needs of consumers and strategically place their products in the minds of consumers.

Market segmentation is the process of breaking down broad and heterogeneous markets into smaller, homogeneous groups (Osei et al., 2021). Each segment has different characteristics, needs, and preferences. Segmentation can be done based on various criteria such as demographics, geography, psychology, and consumer behavior. By understanding these segments, companies can more precisely target their marketing efforts, develop products accordingly, and design relevant messages for each group. For example, a market segment based on demographics can include a specific age group or a specific income level, while psychographic segmentation can include lifestyles or values embraced by consumers.

Positioning is a process that involves placing a product or brand in the minds of consumers in such a way that they view it as something unique and different from the competitor's product. Effective positioning identifies the competitive advantages that the product can rely on and communicates it clearly to the target market. This can involve aspects such as quality, price, special features, or brand image. Through proper positioning, companies can build consumer loyalty and create a positive image that impacts purchasing decisions (Sujan & Bettman, 1989; Urde & Koch, 2014).

In the context of the global market, market segmentation analysis and positioning are very important (Iyer et al., 2019). The global market includes a wide range of countries with diverse consumer cultures, preferences, and behaviors. Each region or country may have different needs, and one marketing approach that works in one market may not necessarily work in another. Therefore, companies need to segment the market carefully to identify the most potential segments in different regions (Martin et al., 2017).

After segmentation is carried out, the company must determine the appropriate positioning for each segment. For example, a high-tech product may be positioned as a premium product in developed markets, but as a product that offers the best value in emerging markets. With the right positioning strategy, companies can overcome cultural differences and consumer preferences, as well as increase the attractiveness of their products in various markets. Therefore, it is very important to understand market segmentation analysis and positioning to increase product competitiveness in the global market. By understanding and applying these principles, companies can develop more effective marketing strategies, increase consumer satisfaction and loyalty, and achieve a sustainable competitive advantage in the global market.

This research aims to find out how to increase product competitiveness in the global market by analyzing market segmentation and positioning. The research contribution lies in its focus on enhancing product competitiveness in the global market through the analysis of market segmentation and positioning. By exploring these strategic elements, the study provides valuable insights and practical guidelines for businesses seeking to optimize their market presence and differentiate their products in a highly competitive global environment. This contributes to the broader understanding of effective market strategies in an increasingly interconnected world.

METHODS

This study employs a qualitative approach, utilizing a systematic literature review (SLR) design. The data sources include documents relevant to the study "Market Segmentation Analysis and Positioning to Increase Product Competitiveness in the Global Market." Data collection involves examining various literature sources, such as journal articles. The data is analyzed through identification, classification, conclusion drawing, and verification.

RESULTS

Market Segmentation Analysis to Improve Product Competitiveness in the Global Market

Market segmentation is the process of dividing a broad market into smaller groups that have similar characteristics. The goal is to better understand and serve the specific needs of each of these segments (Hellwig et al., 2015). Through effective segmentation, companies can improve the competitiveness of their products in the global market by developing more targeted and efficient marketing strategies. Determining market segmentation criteria is an important step in the market segmentation process that allows companies to divide a broad market into smaller, more focused groups. Each of these groups or segments has similar characteristics and can be served in a more specific way. Here is an in-depth description of the different segmentation criteria that can be used.

Demographic Segmentation

Demographic segmentation divides the market based on statistically measurable attributes of consumers. These criteria focus on the characteristics of individuals and groups that influence their needs and preferences. Some of the key factors in demographic segmentation include:

1) Age: Age affects product and service preferences. For example, children's toys and clothing products are designed for children, while anti-aging products may be more relevant for older consumers. Companies must tailor their offerings to the life stages and needs typical of a particular age group.
2) Gender: Some products are designed specifically for men or women, such as cosmetic products or clothing. Segmentation by gender helps companies to target relevant marketing messages and tailor their products to match gender-specific preferences.
3) Income: Income affects purchasing power and purchasing decisions. High-income consumers may be attracted to premium or luxury products, while lower-income consumers may be looking for more affordable products. Segmentation based on revenue allows companies to determine the right pricing strategy and product positioning.
4) Education: The level of education can affect preferences and needs. Consumers with a higher level of education may be looking for more advanced or technology-based products, while consumers with a lower level of education may be more focused on value and practical usability.

5) Occupation: The type of job and employment status can affect preferences and purchasing patterns. For example, professionals who travel frequently may need products that support mobility, such as a stylish and functional briefcase (Madzík et al., 2021).

Geographic Segmentation

Geographic segmentation divides the market based on the geographical location of consumers. These factors help companies to tailor their offerings to the needs and preferences that are specific to a particular location. Some of the key aspects of geographic segmentation include:

1) Country or Region: Differences in culture, climate, and regulations in different countries affect consumer preferences. For example, winter clothing may be more in demand in countries with cold weather compared to tropical countries. Companies can customize their products to meet local needs and comply with local regulations.
2) Cities or Small Towns: Consumer preferences can differ between large cities and small towns. Consumers in large cities may be more interested in stylish and modern products, while in smaller cities, more practical or traditional products may be more popular.
3) Climate: Climate affects the need for products, such as clothing or cosmetics. Products that are designed to protect against extreme weather or that have special features for a particular climate will be more acceptable to consumers in areas with relevant climates (Allard, 2021).

Psychographic Segmentation

Psychographic segmentation divides the market based on consumer lifestyle, personality, and values. It helps companies understand the motivations and preferences underlying their purchasing decisions. Some of the key aspects of psychographic segmentation include:

1) Lifestyle: The lifestyle of consumers influences the products they choose. For example, active and sports consumers may be looking for sports and wellness products, while those who prefer a relaxed lifestyle may be attracted to products that offer comfort.
2) Personality: Personality can influence product and brand preferences. Some people may be more inclined to choose products that reflect their bold and innovative personalities, while others may prefer products that are conservative and traditional.
3) Values: Consumer values, such as sustainability or ethics, influence purchasing decisions. Consumers who care about the environment may prefer environmentally friendly or ethically produced products (Verma, 2017).

Behavioral Segmentation

Behavioral segmentation divides the market based on how consumers interact with a product or service. It focuses on purchasing patterns, preferences, and relationships with brands. Some important aspects of behavioral segmentation include:

1) Sought Benefits: Consumers are looking for certain benefits from a product, such as quality, convenience, or price. This segmentation helps companies understand what consumers are looking for in their products and tailor offerings to meet those needs.
2) User Status: It differentiates between potential users, first-time users, and loyal users. Marketing strategies can be customized to attract new users, retain existing users, or drive loyalty.
3) Usage Levels: Consumers can be grouped based on how often they use the product, such as heavy users, light users, or non-users. Offers and promotions can be customized to encourage higher usage among light users or attract new users.
4) Brand Loyalty: Identifying consumers who are loyal to the brand and those who are more likely to switch can help in developing more effective retention and promotion strategies.
5) Determining the right segmentation criteria allows companies to better understand their market and develop more effective marketing strategies. By identifying and targeting market segments that share similar characteristics, companies can tailor their offerings to meet specific needs, improve customer satisfaction, and ultimately improve the competitiveness of their products in the global market (Quach & Lee, 2021).

Positioning to Increase Product Competitiveness in the Global Market

Positioning is an important strategy in increasing product competitiveness in the global market. This is important to do for a business and a company. The following are some of the efforts that can be made in positioning.

Market and Competitor Analysis

SWOT analysis can be used to improve product competitiveness in the global market by helping companies understand their current position and design effective strategies. Here's how to relate each element of SWOT to efforts to improve product competitiveness in the global market (Bull et al., 2016):

1) Strengths: In this stage, it is required to recognize the strengths of the product or company that differentiate it from global competitors. This can include product quality, innovation, low production costs, or brand reputation. Use these strengths to build a competitive advantage. For example, if your product is of superior quality, focus your marketing strategy on highlighting these advantages in the global market.
2) Weaknesses: Identify weaknesses that can hinder competitiveness in the global market, such as high production costs, shortages in international distribution, or an inability to meet international standards. Develop a plan to address these weaknesses. For example, if there are issues with production costs, consider optimizing the process or looking for alternatives to cheaper sources of raw materials.
3) Opportunities: Look for opportunities that can be leveraged to increase competitiveness in global markets, such as international market trends, changes in regulations that facilitate exports, or untapped markets. Develop a strategy to take advantage of this opportunity. For example, if there is a new trend developing in the global market, adjust your product to meet those trends and increase visibility in international markets.
4) Threats: Identify threats that could affect competitiveness in global markets, such as stiff competition, changes in trade policy, or currency fluctuations. Make a plan to address these threats. For example, if there is a threat from competitors offering similar products at lower prices, consider improving production efficiency or adding unique features to your products to differentiate them.

By conducting an in-depth SWOT analysis, companies can formulate more focused strategies to improve product competitiveness in the global market, ensuring that they can leverage their strengths, improve weaknesses, capitalize on opportunities, and address threats effectively. In addition, it can be supported by five porter powers. This model can be used to analyze competition in the industry, including the threat of new entrants, the threat of substitute products, the bargaining power of buyers, the bargaining power of suppliers, and competition among existing firms.

Determining Unique Selling Proposition (USP)

Unique Selling Proposition (USP) is a key concept in marketing strategy that refers to a unique statement or feature that differentiates a product or service from competitors. USPs play a crucial role in capturing consumers' attention and creating unique value in the market. Differentiation is a strategy in which a company offers a product or service that has unique characteristics and is different from that offered by competitors. The goal is to create greater value in the eyes of consumers compared to alternatives in the market. Differentiation can be achieved through a variety of ways, such as product innovation, superior quality, attractive design, or superior customer service. This strategy helps companies build a strong position in the market by offering something that competitors cannot easily imitate (Kusumastuti, 2022).

USP is a unique proposition that must be identified and communicated to consumers to create added value (Tampubolon et al., 2023). USP explains why your product or service is different and better compared to competitors' products. Therefore, there are several ways to determine a USP, including:

1) Market and Competitor Analysis: by identifying what competitors have to offer and looking for gaps or areas where your product can offer something different. Evaluate consumer feedback to find out which features or benefits are most appreciated.
2) Identify Internal Strengths by recognizing the strengths and advantages of your products, such as advanced technology, material quality, or outstanding after-sales service.

3) Focus on the Consumer by understanding the needs and wants of your target market. The USP should reflect what is most important to the consumer and how your product meets those needs in a unique way.
4) Communicate USP Effectively by developing a clear and consistent marketing message that highlights your product's USP. Use various marketing channels to convey this message to the target audience.
5) Follow-up and Adjustment by monitoring market response and adjusting USP as needed to ensure its relevance and effectiveness in the face of new market changes or competition.

Cultural and Local Adaptation

Global Marketing Adaptation Theory focuses on the importance of tailoring products and marketing strategies for local markets in order to achieve success at the global level. Many companies make this adjustment (Suhairi et al., 2024). Here is the description.

1) Global Marketing Adaptation suggests that companies should tailor their products, services, and marketing strategies to meet the unique needs and preferences of each local market. This is different from the standard global approach that relies on one uniform marketing strategy for all markets.
2) The Importance of Local Culture and Preferences. Each country or region has different values, norms, and customs. For example, a fast-food ad in the U.S. may not be the same as an ad in Japan due to different food preferences and cultural norms. Consumer Preferences: Consumer tastes can vary significantly between markets. Products that are popular in one country may not be well received in another. Therefore, companies need to tailor their products to suit local tastes. In addition, there are specific needs that can arise based on geographical, economic, or social factors that are unique to each region. For example, a vehicle may need to be modified to meet local emission standards or to adapt to different road conditions.

Customization Strategy

Product adjustments are important to make by changing product features, designs, or packaging to meet local preferences. For example, food may be changed in flavor or seasoning according to local tastes. In addition, it is also important to adapt advertising messages and communication strategies for local cultural resonance. This may involve changing language, images, and symbols to fit the local context. Adjustments in terms of distribution also need to be made. One way is to adapt distribution channels to be more effective in the local market. This may involve partnering with local distributors or adjusting shipping methods (Grigorescu & Zaif, 2017).

International Quality and Standards

Total Quality Management (TQM) is a management approach that focuses on improving overall quality in an organization. TQM involves all members of the organization in an effort to improve the quality of products or services and achieve customer satisfaction (Suwono & Hasibuan, 2022). Some of the key principles of TQM include:

1) Leadership and Management Commitment: Top management must demonstrate a commitment to quality and support TQM initiatives.
2) Participation of All Members: Everyone in the organization, from the top to the bottom, must be involved in efforts to improve quality.
3) Focus on the Customer: Customer satisfaction is the top priority. Organizations must understand the needs and expectations of customers in order to deliver products or services that meet or exceed their expectations.
4) Process Approach: Quality must be managed through understanding and improving the processes involved in production or service delivery.
5) Continuous Improvement: Organizations should always look for ways to improve their processes and products, using tools such as data analysis and customer feedback.
6) Fact-Based Decision Making: Decisions should be based on data and analysis, not just intuition.

In addition, international standardization involves the use of globally recognized standards to ensure that products and services meet uniform quality criteria. The most well-known international standard is the one set by ISO (International Organization for Standardization). Some of the important aspects of international standardization are:

1) Consistency: International standards help ensure that products and services meet consistent quality criteria around the world.
2) Access to Global Markets: By adhering to international standards, companies can make it easier to access global markets and increase their competitiveness.
3) Customer Trust and Satisfaction: International standards provide assurance to customers that the product or service meets globally recognized quality standards, thereby increasing customer trust and satisfaction.
4) Risk Management: By following international standards, companies can reduce risks related to quality and compliance.
5) Operational Efficiency: Standardization can improve operational efficiency by providing clear guidance for the processes and procedures that must be followed.

TQM and international standardization both contribute to efforts to improve quality and customer satisfaction, but they do so with different approaches. TQM focuses more on continuous improvement and internal participation, while international standardization ensures conformity with global quality criteria.

Pricing Strategy

Value-based pricing is a method that regulates the price of a product or service based on the perceived value by consumers, not just production costs (Prasetyo et al., 2024). With this approach, the company sets the price according to the benefits and profits that consumers expect from the product, and does not simply add profit margins to the cost of production. This means that the price can be higher than the cost of production if the consumer feels the product is very valuable. For example, if a smartphone offers unique features that consumers desperately need, the company may set a higher price because of the perceived high value.

1) Cost Leadership (Low Price): This strategy focuses on being the most efficient in terms of production and operating costs to offer lower prices compared to competitors. The company tries to keep costs as low as possible to be able to provide more competitive prices in the market. An example of this strategy can be found in companies such as Walmart or Aldi that offer products at low prices thanks to operational efficiency.
2) Differentiation (Premium Price): This strategy focuses on creating a product or service that is unique and different from competitors, so that the company can charge a premium price. Differentiation can be innovative product features, superior quality, or excellent customer service. An example of this strategy is Apple which offers products with superior design and technology as well as quality that makes it worthy of a higher price.
3) By understanding these two strategies, companies can choose an approach that suits their business goals and market needs.

Distribution Channels

Distribution channels and supply chain management are two important concepts in the theory of distribution marketing and supply chain management (Poerwanty et al., 2020).

1) Marketing Distribution: Marketing distribution is concerned with how a product or service gets to the end consumer. The main goal is to determine the most effective and efficient distribution channel. Distribution channels can be either direct channels (e.g., producers sell directly to consumers) or indirect channels (e.g., producers through wholesalers and retailers). This model explores how to choose the right distribution channel depending on the characteristics of the product, the market, and the needs of consumers.
2) Supply Chain Management: Supply chain management focuses on optimizing the entire process involved in producing and distributing products from raw materials to the final consumer. It involves coordinating and integrating various functions and activities in the supply chain to improve efficiency and reduce costs.
3) Key Functions in Supply Chain Management: It includes planning, procurement, production, distribution, and customer service. Each function must be optimized and synchronized with the others to achieve the overall goals of the supply chain.

Marketing and Communication

Integrated Marketing Communications (IMC) is a strategic approach to aligning and coordinating various promotional and marketing communication tools to deliver a consistent message to the target audience. This concept emphasizes the importance of integration between various communication channels, such as advertising, sales promotion, public relations, direct marketing, and digital marketing (Kotler & Keller, 2016).

The goal is to ensure that all forms of communication and messages sent to consumers have consistency and cohesion, which helps build brand trust and understanding. In addition, to avoid duplicating unnecessary efforts and expenses by aligning marketing messages and strategies. IMC can also optimize the impact of promotions by integrating various communication tools so that the overall result is greater than the parts.

Customer Service and Support

Customer Relationship Management (CRM) is a strategic and systematic approach to managing interactions and relationships with customers. The main goal is to increase customer satisfaction and build loyalty through better understanding and management of customer needs, preferences, and behaviors (Rosalina et al., 2017). The main components are as follows:

1) Customer Data Collection: CRM involves collecting and storing information about customers, such as purchase history, previous interactions, preferences, and feedback.
2) Data Analytics: Uses the collected data to analyze patterns and trends in customer behavior, which allows companies to make better decisions and personalize communications.
3) Customer Interactions: Manage interactions and communications with customers through a variety of channels, including phone, email, social media, and live customer service.
4) Automation: Using technology to automate processes such as follow-up scheduling, sending email marketing, and managing customer service tasks.

By using CRM effectively, companies can strengthen relationships with customers, increase satisfaction, and ultimately, drive business loyalty and growth.

Continuous Innovation

Continuous innovation is an approach that focuses on the continuous development of products, services, or processes to meet the ever-changing needs and expectations of consumers. This concept emphasizes the importance of continuous adaptation and improvement to maintain relevance and competitiveness in the market (Harto et al., 2023). The goal is to adapt to market needs, identifying and meeting consumer needs that evolve and change over time. Another goal is to integrate continuous improvement in a product or service to improve quality and functionality. In addition, innovation will create added value and competitive advantage by introducing better and innovative solutions.

The R&D model is a systematic approach to conducting research and development that serves as the core of product and process innovation. This model emphasizes the importance of research and experimentation to create new solutions or improve existing solutions. Research: Investigating basic knowledge and identifying new opportunities in technology or markets. It includes the exploration of new ideas and theories.

CONCLUSION

Globalization has made entrepreneurs more competitive in the market. Market segmentation analysis and proper positioning can increase product competitiveness. Demographic segmentation divides the market based on consumer attributes like age, gender, income, education, and occupation. Geographic segmentation divides the market based on location, while psychographic segmentation focuses on consumer lifestyle and values. Behavioral segmentation divides the market based on consumer interaction with the product. Positioning is crucial for increasing product competitiveness, including market and competitor analysis, determining a Unique Selling Proposition, cultural and local adaptation, international quality, pricing strategy, distribution channels, marketing, customer service, and continuous innovation. Future research should explore the effectiveness of different segmentation strategies across industries, the impact of cultural and local adaptation, and the role of continuous innovation in maintaining competitive advantage in rapidly changing global environments.

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