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STRATEGIC VECTORS POSITIONING OF THE ENTERPRISE MARKET

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Чернишова Л.І., Дженкова А.С. Стратегічні вектори позиціонування підприємства на ринку.

У статті проаналізовані різні підходи до поняття «позиціонування» та наведено його авторське трактування, досліджена роль і значення стратегічного позиціонування в діяльності підприємства. Визначені можливі стратегічні вектори позиціонування підприємства на ринку, принципи та умови ефективного позиціонування. Запропоновано пофазову розробку та впровадження політики позиціонування, з виділенням управлінських дій, відповідних кожній фазі.

Ключові слова: позиціонування, стратегічні вектори позиціонування, стратегічна позиція, політика позиціонування, споживчі уподобання, сегментування

Чернышева Л.И., Дженкова А.С. Стратегические векторы позиционирования предприятия на рынке.

В статье проанализированы различные подходы к понятию «позиционирование» и приведена его авторская трактовка, исследована роль и значение стратегического позиционирования в деятельности предприятия. Определены возможные стратегические векторы позиционирования предприятия на рынке, принципы и условия эффективного позиционирования. Предложена пофазовая разработка и внедрение политики позиционирования, с выделением управленческих действий, соответствующих каждой фазе.

Ключевые слова: позиционирование, стратегические векторы позиционирования, стратегическая позиция, политика позиционирования, потребительские предпочтения, сегментирование

Chernyshova L.I., Dzhenkova A.S. Strategic vectors positioning of the enterprise market.

The article gives the analysis of the different approaches of the concept "positioning" and its original interpretation, investigates the role and importance of the strategic positioning in the enterprise activity. It defines the possible strategic approaches of the enterprise positioning on the market, the principles and conditions for effective positioning. It suggests a step-by-step development and implementation of position policy emphasizing management activities associated with each step.

Keywords: positioning, strategic positioning approaches, strategic position, positioning policy, consumer preferences, segmentation

Modern transformational transfiguration that occur in the financial and economic environment of Ukraine, demand from the managers of businesses looking for a unique, effective proposals represent the company in the market. To survive in a dynamic competitive environment, should be timely and regularly monitor and respond appropriately to any changes in the environment with the aim of preserving a decent market position, strengthening relationships with customers in the movement of strengthening their attachment to products and companies, as a partner, and also to provide a perspective of its development. An indicator of successful work is the existence of profit, growth of production volumes and the undoubted trust of the customers. The key internal factor for achieving above a certain is a competent and successful positioning of company in the market. The experience of recent years shows that not all companies successfully able to use modern positioning methods, not to organize them a single and coherent system. Ignoring that tool is the wrong move on the part of management policy, the loss probability of success in the market. Therefore the definition of effective strategic vectors positioning of the enterprise in a dynamic environment has become a pressing issue, capable to push him to the election of the interesting non-standard marketing solutions, development and unconventional use of innovative technologies, forming the corresponding image.

Analysis of recent researches and publications

A significant contribution to research of problems positioning was made by representatives of economic science Lambin Jean-Jacques [1], Philip Kotler [2, 3], Al Ries, Jack Trout [4], Peter Doyle [5], Ravi Batra, John G. Myers, David Allen Aaker [6], David W. Cravens [7], E.P. Golubkov [8], R.A. Fatkhutdinov [9], A.A. Starostin [10], T.A. Primak [11] and other. The General concept of positioning was first formulated Al Ries, Jack Trout in 1972. They assumed that in conditions of excess supply the perception of consumers normally not able to effectively perceive a new product or service. So that user could fix in your mind a new product, it is necessary to release a place for it, generalizing and, accordingly, consolidated his knowledge about similar products and services [4]. Also recommended to adequately assess the market situation, the position

as his own product and competing products, identify the differences and similarities to identify the strengths and weaknesses of a market position and to take the necessary steps to improve it. However the positioning, in our view, should be more important.

Unsolved aspects of the problem

Today discussion and remain unresolved aspects related to the positioning of the enterprise in the market estimation of the real external situation, which has its own characteristics due to dynamic financial and economic conditions. There is also an urgent need for reviewing approaches to determining the vectors of positioning on the market, the formation of complex programs of positioning that will promote the development of effective policy in this direction.

Sometimes, looking at positioning from a marketing point of view, only superficially taken into attention some managerial aspects. However, the study of the question strategically is an undeniable opportunity to combine marketing opportunities and management because of the strategic positioning of any enterprise ensures its differentiation in the market environment, strengthen partnerships, relationships with potential customers, affects their loyalty, helps to focus internal production, financial and human resources needed to implement certain goals. Skilled HR policy with a strategy will help to further build HR-branding of the company and to involve in cooperation of highly qualified specialists.

The aim of the article is the definition and justification of the modern strategic vectors positioning in the market on the basis of systematization of the existing approaches in this field and elaboration of measures contributing to the development of policy positioning in today's dynamic environment.

The main part

Currently, there are many different definitions of the term "positioning". There are works, where focuses on separate sides of the positioning, sometimes expressed opinions aimed at the generalization of all its aspects. There are scientists who tend to consider the positioning at an angle brand products (goods, services), some insist on positioning the company as the corporate brand (Fig. 1).

The interpretation of the concept from the point of view of product positioning (product, service) has its own characteristics, which are more inclined to the psychological needs of consumers:

- the first is activities aimed at the minds of target customers;
- secondly is the definition of clear criteria of the product, which would allow consumers to distinguish it from similar products of competitors;
- thirdly is the image of the product;
- fourth is association approach to product parameters, however, which in general may be different for each buyer depending on his needs.

Interpretation by positioning eyesight of the enterprise is defined first of all by new, different from the competitors activities eyesight that will contribute to the penetration of new market segments in accordance with the needs of the consumer partner.

Positioning determines the nature of the perception of the company, its target buyers of goods. This reduces the sensitivity of consumer to price, reduce price elasticity, correct it, change the profitability and, most importantly, to gain a strategic competitive advantage, the bearer of which is the consumer [17].

On the one hand, the process of positioning is a consequence or implementation of those strategic decisions that were made before. That is, in this case, the positioning is like secondary. But, on the other hand, the analysis position of competitors and consumers can lead to interesting solutions, suggestions regarding market conduct of a company, its market strategy. And this analysis can be an important factor in the development (adjustment) strategy [14]. Thus, the positioning strategy should be a tool for the implementation of a specific functional strategy of the enterprise (for example, differentiation strategy, or leadership).

Of course, positioning should be based on properly selected, a stable position of the company, already in the first stages adapted to future development. The combination of an integrated system must account for the benefits of consumers and enterprises to model their needs taking into account the influence of various factors, define parameters, which will manifest itself claimed leadership in the respective segment.

So, positioning is a complex marketing strategic-management activities, through which is formed, self-determination, different from others, industrial policy, aimed at strengthening of competitive advantages, adaptation to target market segments based on industry characteristics and selection in the minds of consumers the uniqueness of the company and its products (goods, services) both today and in the future

The decision regarding the positioning of the company and its products in chosen market segments should be well crafted and include system actions aimed at:

- definition of criteria and indicators for positioning;
- formation of the actual special market offerings of the enterprise (should properly assess the real significance of these features for the consumer in the short and long term);
- assessing the potential for retaining the ground gained in the minds of consumers (desired long-term programme of action in the selected segment);
- the choice of methods holding procedure positioning;
- considering possibility repositioning.

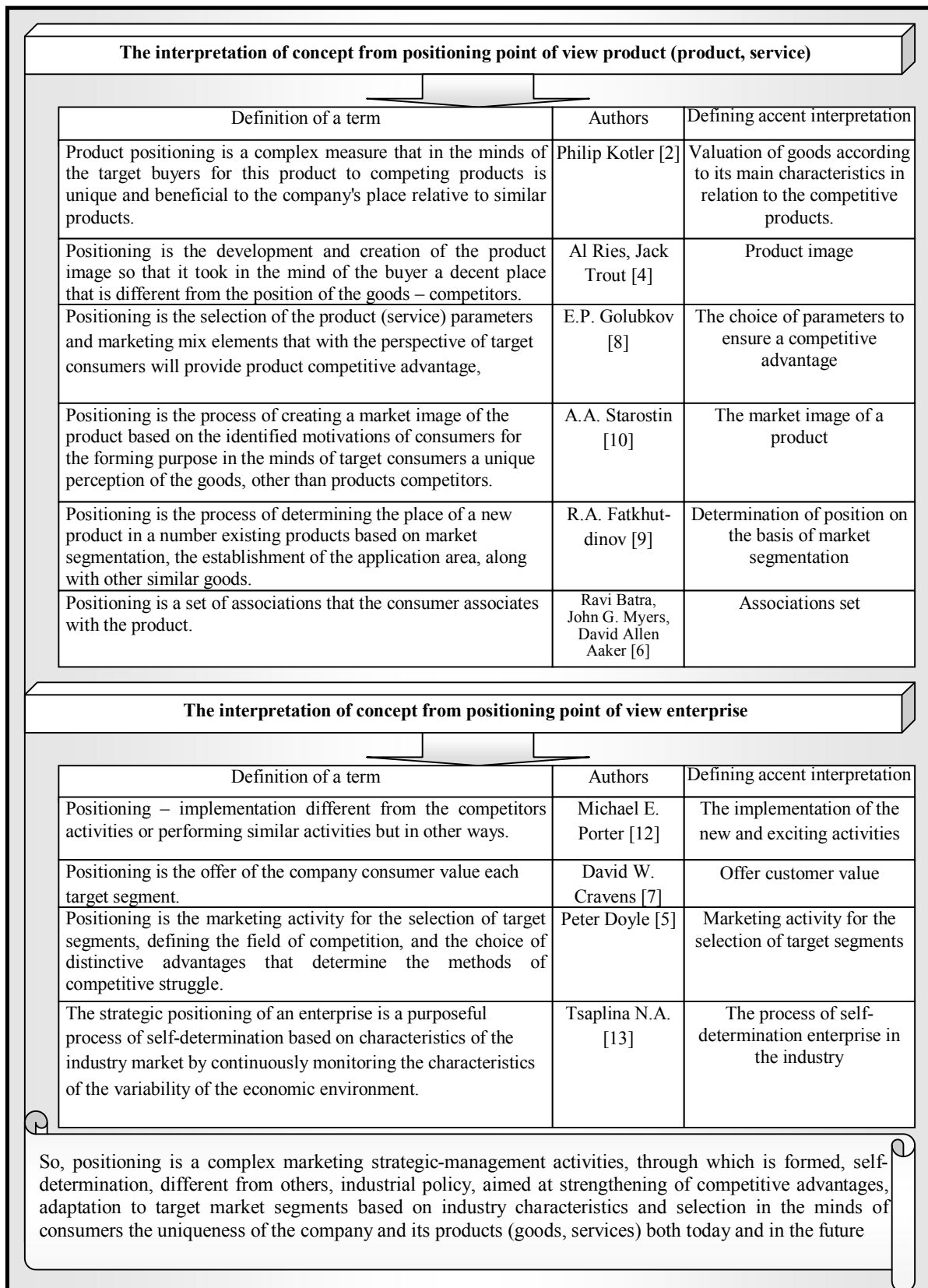


Fig. 1. The interpretation of the concept are positioning different authors

Of course, a well-defined strategic positioning vectors (Fig. 2) need to combine sustainable means of differentiation, competitive advantage, to be protected and adapted to future development. So, the choice of target market, development of strategic positions

within the marketing strategy segmentation are the leading prerequisites of reducing risk in financial-economic activity of the enterprise and achieve excellent market results.

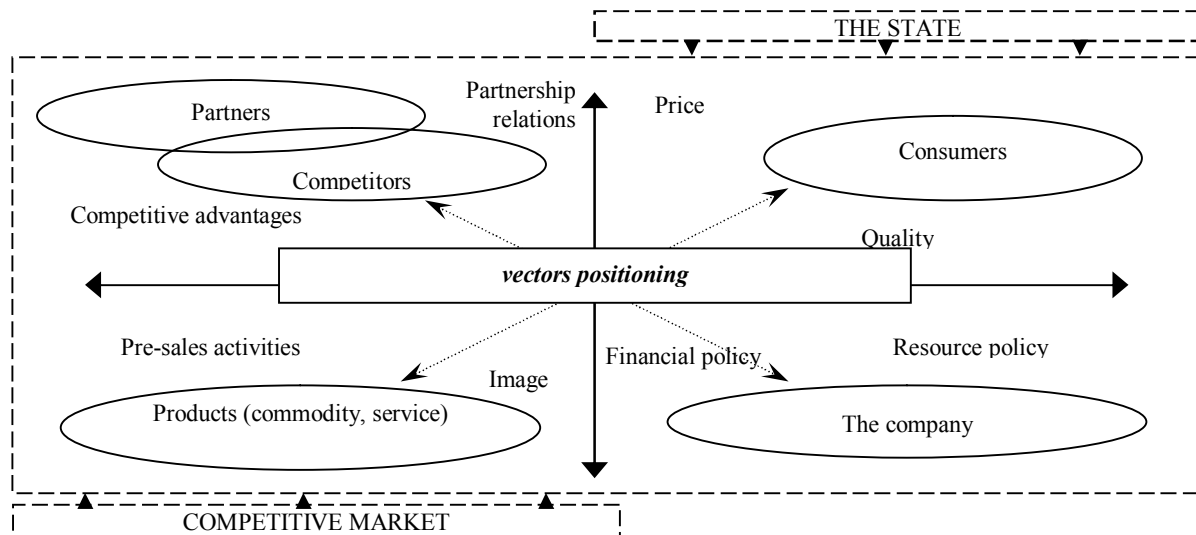


Fig. 2. Vectors of positioning on the market

Therefore, the main objective of positioning is not to facilitate the manufacturer sell the product but to help consumers easily purchase a particular product (service, brand) and for a long time to occupy a leading position in their minds.

The main principle of positioning is the differentiation of the products of the enterprise (the unique offer in the market). What General principles of differentiation are specified in the following two directions:

- the differentiation in the basic product functions;
- differentiation of additional attributes of the product.

Basic service (function) in the product corresponds to functional utility of products of this class (product group) and is usually equally effective and each brand is an integral part of this category of goods [15]. Additional services (functions) provided by the product, along with the basic function can be associated or unassociated with the basic function of the product and be present in competing products in different degrees and different set [15].

The strategic position of the enterprise in the market has if of several components:

- first, is the choice of the attribute positioning, i.e. some of the utility of products (goods) to the client, which can cause emotional of buying from this company;
- secondly, positioning is performed for a selected target segment for different audiences the most attractive attributes of positioning will be different;
- thirdly, the positioning must take into account the position of competitors who offer products for the same target segment [16];
- fourthly, the selected vector must take into account resource capabilities in a specific direction of development.

Therefore, since the positioning must provide the special situation of the company and its products in the market, management needs to develop a policy of positioning, which would provide a strong and secure

strategic direction of development of enterprises, and would provide him an advantage in the conditions of competition prevailing in the industry. To this end it is proposed to form in phases, with detailed step-by-step selection of works on each phase:

1) preventive phase. It should include actions aimed at preventing a negative perception both brand of the company, and its products and in the case of an incorrectly selected position, the ability to change the conditions which determine this perception. These are steps aimed at reducing the risk when choosing the position and its impact on the expected result;

2) pre-planning (preparatory) phase. This action is pre-planning analysis, namely:

- stipulation of conditions positioning. We must be realistic and reasonably to understand the position of the brand we represent, in the minds of consumers, will be facilitated by regular monitoring of market needs;
- clear formulation of exactly what we would like to present and what segments it will be forwarded;
- monitoring interest in a specific position and formation of data Bank on the opinions of representatives of target segments and target audiences about the company, the likelihood of changes in the competitive advantages and set the priority attribute of the enterprise.
- determine our market share in a specific segment and share of competitors. To do this, should study in detail the positioning of the enterprises-competitors, analyzing the external environment;
- analysis of the potential areas of positioning, study the effect of alternative vectors of positioning on the development of the enterprise;
- the existing definition of the enterprise resource potential management and, accordingly, opportunities to take and defend a leading position;

3) the planning phase and approval. It should include the mapping of positioning and developing its own competitive advantages relative to competitors, and the development of long-term plan of action in the direction of positioning and its approval. This is a

very important phase, which should eliminate errors of strategic nature. Therefore, obligatory on the policy formulation stage positioning has to be choosing the type of positioning depending on:

- target consumer niches;
- different from competitors quality of products (goods, services);
- opportunities consumer;
- consumer preferences;
- associations that target consumers from product enterprise;
- the gap in properties with a certain category products (goods, services) of competitors;
- ability to solve certain problems of consumers.

During the adoption of the plan recommended be sure to align project opportunities with other organizational structures.

4) implementation phase. That is, once the position is chosen, company must take several steps in order to bring the desired position to target consumers and to provide this position at their disposal. It should be promotional activities aimed at the establishment of close information and communication links with the target audience, the presentation of the properties of our brand and products, to strengthen its current position in the minds of consumers. Therefore all activities must support the chosen positioning strategy. Of course these actions should cover primarily the formation of a professionals team who will support its introduction and implementation;

5) phase monitoring. This regular analysis of the current position of the company and its products on the market, because the monitoring of implementation of the developed action plan will allow to detect deviations from the progress of the project, terms of execution, the market changes in consumer preferences, innovations of competitors, and so on;

6) phase relevance loss of current policy (repositioning). This phase should determine the ways of further development of the company and its products (goods, services) and timely repositioning without loss of time and significant resources.

An analysis of the essence of market positioning, specific positioning of the object and the subject, on whom it is directed, has shown that to classify positioning strategies can be based on the following criteria:

- level positioning;
- the object to which differentiation occurs;
- attitude to brands-competitors;
- placement in product category;
- position relative to existing brands;
- the properties of the product, which relies positioning;
- the number of selected positions;
- the number of stages positioning;
- relation to existing market position [17].

The likelihood of successful implementation of positioning strategy directly depends on the correct assessment of the current situation and the likely choice of strategic alternatives. The optimal solution is to select a market position that will allow you to

combine the most attractive segments of the market with real or possible advantages of the organization. The more advantages he has in a particular market, the less the likelihood that it will displace competitors.

Definitely you need to choose: either it will strengthen the existing position of the company, its gradual change, drastic or radical change of position, or even the possibility of complete exclusion of competing companies from the selected consumer segment.

The review showed that the most popular strategy small businesses – strengthen position for an already mastered product on an already developed market, the production of new products by new technology. Some have defined their strategy as the development of a new product on an already developed market and a strategy to reduce costs. Medium enterprises as their strategies were identified: strengthening the position of their products on the market, reduced costs and integration with suppliers and distributors. In large enterprises is dominated by the strategy of strengthening the position of the product in the market, search strategies for new markets, strategy, integration with suppliers and reducing costs [18].

An equally important element during the development and selection of strategic positions is information support a specific process. Difficulties may be related to the lack of clear, transparent information of financial and economic space. Together with the shortage of reliable market information may be a lack of specialists able to professionally collect and analyze the necessary statistical data, as well as to take appropriate strategic decisions. The current economic condition and changing business conditions involuntarily orienting many leaders on decision making short-term nature, aimed primarily at ensuring the survival of businesses today. Thus, the duties of the Manager of any company needs to include knowledge of market competitors and the wishes of customers, which in turn with proper management will allow to develop and present a unique product (product, service) that will satisfy the needs of the customers and will be out in the market competitors. Policy in this area needs to be well balanced and competently.

Conclusions

The enterprise needs to understand its uniqueness, that is what it is to value the target audience that will achieve competitive advantages. On this should be built an effective positioning strategy that will allow you to select target customers and differentiate the market offer thus, to get a distinct advantage over the competition. Therefore, for correct and efficient positioning, it is recommended:

- to position the company brand so that it was in unison with the thoughts and associations of consumers that are in his name;
- look narrowly attentively to changes in the psychology and habits of consumers and to the position of competitors;

- to exert maximum efforts and resources for long-term sustainable positioning of the company and its products on the market;
- coordinate marketing tools with enterprise management, as well as individual marketing elements (price, sales and promotion);
- forming a unified information and communication base of consumer preferences;
- to simulate the strategic position of the enterprise in accordance with the stages of life enterprise development.

Lastly, it should be noted that the achievement of a specific strategic position or its change is typically a company spends a lot of time, however, it is easy to lose if not to make any effort in this direction. It is therefore essential to constantly improve its

performance, specifically to present and develop human resources, to carefully observe the tastes of different categories of consumers and whether the position of the company's products, the modern market state. If necessary, you should make adjustments to reflect changes that occur in consumer needs and competitors' strategies. Specialists, responsible with strategic positioning, it is recommended to avoid abrupt changes that may lead to confusion of consumers, because similar risky activities rarely brings success and does not allow determining attributes of products to gain a foothold in the minds of consumers, so the position is better to change gradually, as they adapt to changing market environment.

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