



Market Segmentation Target and Positioning

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Abstract: This paper aims to examine the strategies of DTK Department of Tourism Kashmir regarding market segmentation targeting and positioning of various tourism products, in addition this study also aims at finding out what specific market segmentations should the organization as in tourism of Kashmir target. What segments contribute the most to the tourism industry of Kashmir and which are the niche market that the industry should target. As per the market positioning is considered since we know the Kashmir tourism has been marred with a lot of political instability, economic affairs and natural and unnatural disasters that the tourism of Kashmir has faced. This study aims at what market segmentation is or what market segments do come to the Kashmir valley, what market segments are better so that we should target them and at the same time how can we reposition or position our tourism industry of Kashmir.

Index terms: DTK Department of tourism Kashmir, Segment: division into separate parts or sections, FITUR: International Tourism Trade Fair, PATA: Pacific Asia Travel Association, JKTDC: Jammu Kashmir tourism development corporation.

INTRODUCTION

Market segmentation can be defined as the process through which tourists with similar needs, wants and characteristics are grouped together or the total market is divided into smaller parts that share common characteristics. It is also defined as the process to group existing and potential customers/travellers with similar preferences into groups referred to as market segments; and to design market mixes which satisfy the special needs, desires and behavior of target market.

Reasons for Market Segmentation

Approach of Firm –differentiated or concentrated approach require segmentation. Market Compulsions- well developed market with large variety of offers compels a marketer to go for differentiation and segmentation.

Firm's Resources- Undifferentiated or differentiated market coverage demands large resources. A small firm limits itself to few selected segments even if there are many good segments.

Profitability- The decision to segment markets is dominated by the returns generated post- segmentation

Bases for Segmenting the Tourist Market

A number of bases or criteria are used for segmenting tourism markets. Some common bases of segmentation are discussed below:-

Demographic segmentation

Demographic segmentation or population features are the most simple and meaningful bases for segmenting markets. This information is economically and easily available. Census reports of the government provide this information. This bases matches demographic profile with tourist's choices. The main demographic categories are as follows:-

Age: - Tourist behavior is closely related to age, a deciding factor behind stamina, stress and activities. Thus adventure tours may appeal to the 18 – 30 range; where as visiting historical properties may be popular with 25-45 age groups.

Gender: - It determines the consumption patterns. Hotels consider this to provide modified interiors for women travelers with tall wardrobe for long dresses and different provisions in rooms. Women give more weight to security and that decides the choice of hotels, flight timings and so on.

Nationality: - Some nationalities have a greater propensity to travel or indulge in certain activities than others.

Marital Status: - Life style of a person depends on whether he is married or not. An unmarried bachelor prefers to enjoy life and his purchase behavior will show more of food and entertainment and less of furniture but a married person will purchase house and the furniture.

Economic Status: - Income influences the expenditure on travel purchase. For example, budget accommodation will be purchased by people travelling on a restricted income and luxury accommodation is likely to be the choice of rich tourists.

Social class: - It has a strong influence on preference in cars, clothing, home furnishings, leisure activities etc. Many companies design products and services for specific social classes.

Family Size: - The size of family affects the size and amount of purchase. The consumption pattern of big sized joint family differs from small sized nucleus family.

Life cycle: - Life cycle analysis allows us to distinguish how people's travel patterns change as they enter different 'life cycles'. For example, the travel behavior of young people with small children will be more towards places that kids like but the same couple will have different choice when the kids grow up and leave home.

Religion:-People travel to religious purposes – Hindus to temples and other pilgrimages sites, Muslims to their centers of worship and so on.

2. Geographic Segmentation

People travel for geographic reasons this can be climate, topography or political boundaries. The common bases are as follows:-

Regions: - Geographic borders define a particular region having particular topographical features. This may promote particular type of tourism. India has Himalayan region, the northern plains and the southern peninsula as its regions. Each is distinct for its own tourism attractions.

Countries:-These can be used if they give substantial business. India is being targeted as separate segment by countries such as Singapore, Australia, and Britain for its huge outbound market.

Climate: - Tourists travel in winters to warmer places and to colder places in summers. Winter sports and summer tour packages are examples of tours propelled by climate. Political boundaries: - Foreign travel is taken across national boundaries. Such travel may be taken for its charm than for other considerations.

Topography: - The attractiveness of locals such as beaches, mountains, deserts, etc and their tourism potential depends upon the topography.

3. Psychographic segmentation

Segmentation on the basis of mental makeup of tourists primarily their attitude, interests and opinions is called Psychographic Segmentation. Psychographics classify consumers by their values.

Life cycle:-Life style reflects the overall manner in which live and spend time and money. It is a behavioural concept enabling us to grasp and predict buyer behavior. Life style segmentation can be used to classify specific markets for particular products groups, for instance, adventure, leisure, and business.

Personality: - Marketers have used personality variables to segment markets

i) Plog's Classification

On the bases of personality types, Plog (1974) classified tourists:

Allocentric and near-Allocentric: - These tourists prefer to travel to new and unfamiliar places. These belong to above average income group and are independent travelers.

Mid centric:-Individuals within such segment tend to view a travel experience as a means to relax and get pleasure.

Psycho-centric and near psycho-centric: - Psycho-centric travelers tend to use travel as a means to enhance their social status and frequent famous tourist attractions. These like familiarity and travel to places similar to their home places. These are likely to be repeat visitors.

ii) Gray's classification

Gray has classified tourists into two categories based on motives for pleasure travel. These are Sun lust and Wanderlust.

Sun lust: These tourists travel to familiar places having well developed infrastructure.

Wanderlust: Wanderlust is connected with the human desire to leave the familiar and discover different cultures and destinations.

iii) Benefit Segmentation or Segmentation by Purpose of Travel the important segments under this category are as follows:

Leisure market: it includes people who visit a place for pleasure.

1 Business tourism It includes;

O2 Business / corporate travel

3 Incentive travel

4 Meetings and Conferences

5 Exhibitions and trade fairs

Adventure tourism: People travel for thrill and are ready to face risk. Bungee jumping, rallies, mountaineering, river rafting, etc. are its main activities

Farm tourism: People travel to rural areas and stay at farm house

Ecotourism: People travel to natural areas and are active participants in its protection.

Rural tourism: In this type, people travel to villages and stay there for complete exposure to village life.

Voluntary tourism: Tourists make their contributions to the destination by voluntary participation in different activities.

Religious tourism: People travel to religious centers for peace of mind, wish fulfillment, performing ceremony and so on.

Effective/Importance of Market Segmentation

1. Focus of the company: - segmentation is an effective method to increase the focus of the firm on market segments. If you have better focus, obviously you will have better returns. Numerous automobile companies have started their focus on small car segments. This is nothing else but a company changing its focus for better returns.

2. Allocation of marketing budget: - It is on the basis of market segmentation that marketing budget is adjusted for a particular region or locality. In the place where the sales opportunities are limited, it is no use allocating a huge budget there.

3. Fighting Competition effectively: - The segmentation helps the producers to face the competition of competitors effectively by making a deep study of the products, policies and strategies of competitors in all the segments. This helps in adopting different policies, programmes and strategies for different markets based on rivals strategies, policies and programmes.

4. Understanding and meeting the needs of consumers:-It helps the marketer to fully understand the needs, behavior, habits, tastes, and expectations of the consumers of different segments so that precise and clear decisions can be taken to harness marketing opportunities.

5. Higher profits: - It is required to earn higher profits. Often the companies find it difficult to increase prices for the whole market. But it is possible to develop premium segments in which customers accept a higher price level. Such segments could be distinguished from the mass market by features like additional services, exclusive points of sale, product variations etc. and could be used to generate more revenues to make whole product line profitable.

5. Market expansion: - By segmenting the market, a company is able to create new markets for their products.

6. Market targeting: - Marketing targeting plans for particular segments allow to individually approach customer groups that otherwise would look out for specialized niche players. By segmenting markets, organizations can create their own niche products and thus attract additional customer groups.

Market Targeting

Market targeting is the process of the selection of segments and approaching selection of segments and approaching selected markets or segments with suitable marketing mixes. Both the decisions are critical for the success of a firm in the market.

Selection of Target Market:

A firm has to find the most suitable markets for itself. It is imperative to consider the number of important issues which will identify the segment that has the greatest potential for the organization. Some issues to consider and analyse are as follows:

- 1 Market structure analysis
- 2 Market opportunity analyses
- 3 Product portfolio analyses
- 4 Resource capabilities analysis
- 5 Competitive analyses

Market structure analysis:

Markets can be analyzed for the competition, changing preferences of the tourists, technological advancements and government regulations. The level and nature of the competition will bear on the firm's decisions to choose a market. High level of competition and reactive competitors will create a barrier for the new entrants. A company will prefer to select a market if the competition is healthy and predictable and gives space to new firms. Firms also have to adjust marketing efforts with the pace of change in preference of tourists. Fast pace will result in constant pressure for novelty, innovation, and advancement. Relatively more stable markets may be favored for the longevity of such segments. Technological advancements in the markets have the same distributing effects of not allowing a marketer to settle down. If the firm is a pioneer, the risks of non-accept of new technology remains, and if not, the risk of rejection of old is always there. Government regulations make a market unattractive if a firm cannot choose the best mix because of constraints in the form of rules and regulations. Additional surcharges, service taxes can scuttle the pricing plans.

Market opportunity analysis:

Market opportunities are the cumulative outcome of many forces. Apparently; it is the opportunity in terms of current and future profits and market growth. It considers compatibility of a firm's resources with markets as one criterion. It includes variables such as previous presence in the markets, awareness of brands, the firm's ability to satisfy buyers, and so on. The other criterion is attractiveness of the market segments in terms of size, stability, paying capacity, growth potential, profitability.

Product Portfolio analysis (PPA):

Firms develop product with a basket of products. Different products are targeted at different markets to distribute the risks. Sometimes, portfolio decisions force firms to search for the new segments. Many hotels businesses in India have started from one segment and moved on to other segments. The Tata Group initiated with the Taj Group in the premium segment and the later forayed into budget segment with the Ginger chain. Private airlines, such as, Jet Airways started with the domestic sector but later began operating on selected international routes.

Resources capabilities analysis:

Developing marketing mix for the selected segments needs investments and abilities. All the resources, such as, financial, physical and man power are assessed to see if the effective targeting is possible. Limited resources may also restrain the choice of markets. Smaller companies often operate on a limited scale, while bigger ones go for larger and diverse markets.

Competitive analysis:

Competition is a part of market structure but is the main plank of targeting. A firm will analyse the strengths and weakness of the competitors to find its unique features. It can select a market if It can offers an innovation or unique benefit and It can offer the same benefit with additional advantages such as low cost, high quality and better services. But the competitive position of the firm in the market decides the stance taken. A market leader or the number one firm will like to be on top in both competitive edge and differential advantage in the large market. The challenger or the number two firms will always try to snatch these advantages. Both these firms often compete for the top

slot. A follower or a firm that operates in the market created by the big two may be happy with little modified or copied advantages. It does not pose any immediate threat to the first two leading firms. Niche operators are the small firms specializing in small markets, and their selection of segments is different from others.

Market Targeting

After identifying different market segments, marketers target different market segments or the whole market irrespective of segments. Market targeting indicates the selection of appropriate market segment and is made up of two main stages:

- 1 Evaluation of different market segments
- 2 Select different market segments for targeting

1. Evaluation of different market segments

Market segments can be evaluated by the marketers based on different important parameters which are mainly:

- 1 Size of the market segment
- 2 Predictability and future growth potential
- 3 Profitability and scale of economies
- 4 Risk level in targeting the market segment

2. Select different market segments for targeting.

After evaluating a particular market segments, marketers select a single or group of market segments to target for promoting and selling their own product. Marketers use some patterns of target market selection. The main 5 patterns for target market selection are:-

Single segment concentration

In single segment concentration, marketers select a single market segment to put more focus and concentration for that particular segment. Here the company modifies its products based on the needs of the particular market segment and tries to achieve superior market position in the segment. Company can earn high profit if it becomes market leader in the segment as well. There are some significant risks involved in the single market segment due to high concentration in only one market segment. Company can face high drop in sales if the market changes suddenly or some competitors launches a better product in the market. Examples would be: Apple i phone in the high end smart phone segment.

Selective specialization

Here the marketers select a certain number of market segments based on its range of products instead of focusing only in one market segment. All the segments should be able to generate profit for the company for being included in the target market segment list. Companies should have one product for each market segment. More than one segment helps the companies to diversify the risk involved in only one market segment. If there is sudden loss in market share in one market segment, company can continue with the other market segments until it devices a new strategy to regain the market share. Examples would be different range of cars manufactured and marketed by General Motors in different countries.

Product specialization

Here the company produces and promotes one product in all market segments or concentrates in one product category that is sells to several market segments. Companies should have very high economies of scale to depend on only one product. Here risk is high as the total sells depends on only one product and any alternate product from competitors or slightly drop in brand value can affect the profitability of the company. Example would be Tata Salt which the company sell in all the market segments.

Market specialization

Here the company or the marketer concentrates in only type of market segment through different products. All the products are designed to cater to only one particular customer group. In this case, the company specializes in that particular product category and builds a niche place for itself. Example would be different baby products produced and manufactured by Johnson and Johnson.

Full market specialization

In full market specialization, marketers target the whole market with its all products. This is mainly done by big companies with superior distribution system which has the capability to reach to all the customers in the market. Example would be PepsiCo which sells all of its products in cold drinks and snacks category to the whole market The whole market can be covered in two ways. In differentiated marketing, company operates in different segments with different set of products while in indifferntiated marketing, company target the whole market with only one product category. After market targeting, marketers decide about the market positioning strategies to create a distinct space for a product/brand in consumer's mind.

Market Positioning

This is the act of designing a company's offering and image to occupy a distinctive place in the target market's mind. I.e. The act of creating a difference between a company's offer from those of competitors.

Positioning is the process of establishing and maintaining a distinctive place in the market for the organizations' product or brands. Positioning starts with the product, but positioning is not what you do to a product. Positioning is what you do to the mind of the customer. You should concentrate on the perception of the customer and not the reality of the product. Positioning then is how the product is perceived and evaluated by the target market, relative to competing products. To the consumer perception is reality. That is why it is said that a marketing battle is fought in the minds of consumers. Marketers who attain a superior position in customers' minds have won the marketing battle.

A difference is worth establishing to the extent that it satisfies the following criteria.

- 1) Important: - The difference delivers a highly valued benefit to a sufficient number of buyers.
- 2) Distinctive:- The difference is delivered in a distinctive way
- 3) Superior: The difference is superior to other ways of obtaining the benefit.
- 4) Pre-emptive: The difference cannot be easily copied by competitors.
- 5) Affordable - The buyer can afford to pay for the difference.
- 6) Profitable - The Company will find it profitable to introduce the difference.

As companies increase their number of claims for their brands, they risk disbelief and loss of clear positioning. Companies must avoid four major positioning errors:

1. Under Positioning: -When buyers have only a vague idea of the brand. The brand is seen as just another entry in a crowded marketplace. E.g. When Pepsi introduced its clear crystal Pepsi in 1993 (U.S.A.) customers were distinctively unimpressed. They didn't see 'clarity' as an important benefit of a soft drink.

2. Over Positioning: -Buyers may have too narrowed a image of the brand. These buyers might think that suits at Sir Henry's start at 15000/= when in fact it offers affordable suits started at 3000/=

3. Confused Positioning :-Buyers might have a confused image of the brand resulting from the company making too many claims or changing the brands positioning too frequently e.g. Omo and Zain

4. Doubtful Positioning :-Buyers might find it hard to believe the brand claims in view of the products features, price or manufacturers.

Positioning In tourism

The image of the offer in tourists' minds relative to competitive offerings is product position and its development by the marketer is positioning

Positioning Strategies in Tourism

- 1 On attributes- the tourism products can be positioned on their unique features.
- 2 On Accessibility- how easily accessed and available the tourism products may be positioned in the minds of the tourists.
- 3 With respect to use/application
- 4 According to users
- 5 On the basis of services
- 6 On the basis of Image

Positioning Process

The positioning process is involved the following steps

1. Identify the attributes.
2. Evaluate Attributes
3. Select Attributes
4. Communicate

Review of literature

As long as companies have been competing for sales, markets have been separated into smaller homogenous markets (Ginter 1956)¹. According to the founder of the market segmentation concept, Smith (1956)², market segmentation is a brief and temporary phenomenon. Effective use of this tool may result in more official recognition of market segments through seeing groups of customers as individual markets. Market segmentation refers to looking at a heterogeneous market as smaller homogeneous markets, in order to be able to change product preferences to significant market segments' needs (Smith 1956)². These segments will be subjected to similar marketing activities in order to create required behaviour (Söderlund 1998)³. Thus, the underlying principle for segmentation is that the market is fragmented; hence, a homogenous market does not exist (Beane and Ennis 1987)⁴. Engel (1972)⁵ further contends the notion that consumers are different from each other, and that these differences influence market demand. Serving all consumers is almost like mission impossible; people have different needs and wants and therefore they cannot be targeted in the same manner (Vyncke 2002)⁶. To find those consumers a company can satisfy, it is of significant importance to undertake market segmentation. In marketing literature, segmentation is a central and prevailing concept, which offers directives regarding companies marketing strategies. Segmentation constitutes the focal point in marketing strategy and has been extensively adopted by companies for as long as companies have tried to differentiate themselves from 25 competitors (Kamineni 2005)⁷. Hunt and Arnett (2004)⁸ continue and argue that one of the most established notions in modern marketing is market segmentation. According to Engel (1972)⁵, companies adopting segmentation receive a wide range of advantages, especially concerning information that can be obtained. Weinstein (2006)¹⁰ state that companies must gain the consumers' trust and win them over and to accomplish this, companies must understand consumers' needs and wants in the segments where they struggle. Accordingly, by using the obtained information from segmentation, companies can easier understand consumers' wants and needs (Engel et al 1972)⁵. As one of the aims with advertising and promotion is to inform market segments of the product or service existing on the market, this information can be applied in order to direct companies

marketing activities more effectively (Smith 1956)². Companies can then better adjust to shifting market demands and plan more distinct offerings to consumers (Engel et al 1972)⁵. To gain competitive advantages, companies should identify those segments with possibilities for the firm, target the particular group of customers and finally create a certain marketing mix aimed to reach each segment (Hunt and Arnett 2004)⁸. Market segmentation often helps companies achieving better profitability than expected Wind (1978)⁹, and one of the reasons why segmentation is such an accepted marketing tool is because it contributes to increased sales compared to mass marketing approaches Cross (1999) Since Smith (1956),² first introduced the notion of segmentation, numerous ways for segmenting the market has been widely discussed in marketing literature (Mathur 2006¹¹; Vyncke 2002⁶). However, 26 independent of which segmentation classification, they all presume that consumers can be divided into homogenous clusters. Thus, companies employ segmentation as a tool to identify desirable markets, and tailor the marketing mix. (McGoldrick 2002)¹² For a company to successfully target its wanted group, the segmentation strategy has to be completely accurate (Solomon 1994)¹³ and if companies have well defined and penetrated market segments, the firm will get a deeper position on the market (Smith 1956)². However, segmenting a market successfully is a difficult task. Consumers operate on several levels, and it is hard to understand how and what consumers act on (Kamineni 2005)⁷ Unfortunately, it is not directly obvious what individual demand thus causing different companies to come to diverse conclusions. This is due to differences in their theoretical and analytical approach concerning what segment is right (Dickson and Ginter 1987)¹⁴ Four different traditional market segmentation approaches are frequently being mentioned in marketing research. These segmentation variables are referred to as geographic, demographic, psychographic, and behavioural variables and consumers can be segmented according to them. According to Kotler (2005)¹⁵, these variables are the major variables in market segmentation. They are further in this research referred to as traditional market segmentation variables. Geographic variables are such variables as country size, city size, and density. Segmenting on demographic variables involves dividing consumers with regard to their age, life cycle, income, and occupation. The psychographic variables cover social class, lifestyle, and personality. The fourth segmentation variable, behavioural consists of 27 benefits sought, usage rate, and purchase occasion. (Kotler et al 2005)¹⁵ each of these variables offer important insights to the understanding of the market. However, at the same time, there are constraints with using them. As such, critiques have been directed towards all of these traditional segmentation variables Geographic segmentation is not appropriate to use, since it has weaknesses in its nature (Haley 1968)¹⁶. Furthermore, Haley (1968)¹⁶ claims that the geographic variables are not good predictors of the consumer behaviour, as in today's society there is not much diversity between rural and urban areas. Thus, it is not effective to use this variable, as it cannot predict future buying behaviour within consumers. Moreover, geographic segmentation variables are based on ex post factor analysis of consumers in different market segments, which rely on explanatory features (Haley 1968)¹⁶. The capability of geographical variables has also been questioned due to their lack in offering an understanding of target markets (Schoenwald 2001)¹⁷. Some of the problems with using demographic variables derive from marketers trying to segment whole markets. If there is not a clear segment, the demographic variables will be of no utility since they then cannot describe the segment. (Beane and Ennis 1987)¹⁸ neither are they capable to predict future buying behaviour (Haley 1968)¹⁶, which are essential for marketers as this is the aim with segmentation; to make the consumers into a customer, meaning to make consumers buy. Marketing managers must know what it is that drive consumer's behavior. Based on this argument, demographic variables are not effective to apply, since they are unable to capture the drivers of consumers' behaviour. (Lancioni and Oliva 28 1995)¹⁹ demographic variables are not proficient enough to foresee behaviour (Tynan and Drayton 1987²⁰; Schultz 2002)²¹. Schultz (2002)²¹ also argues that segments based on demography are "nice to know but not terrible helpful". Furthermore, these variables do not perform enough; marketers need and want to get more acquainted with their customers in order to effectively segment a market (Wells 1975)²². Tynan and Drayton (1987)²⁰ argue that demographic variables are weakly related to product choice. Additionally, these variables are not efficient to use due to that even if people share the same age, sex and so forth, they do not inevitably have common values, motivations and beliefs (Morgan 2003)²³. Accordingly, it is difficult for a company to act on demographics (Winter 1984) ²⁴. Critique has also been directed towards the psychographic segmentation variables. The theoretical linkage between these segmentation variables and companies' decisions are considered weak and which consequently leads to a lack in validity. Companies that choose to apply psychographic variables due to the belief that they can offer rich descriptions, should not always expect them to accurately forecast consumer' behavior. This is because the lack of revealing important determinations of the basis for consumers' behavior. Additionally, the approach has also received critique, as it is perceived as being too explorative in its research process (Lesser and Hughes 1986) ²⁵. Yankelovich and Meer (2006)²⁶ also claim that the weakness with psychographic variables is that they do not well forecast what consumers will buy. These variables are thus not good at helping marketers to decide which market to enter nor do they focus on one of the most 29 important determining factor the dissimilarities between different customers needs (Mitchell 2006)²⁷. If the aim is to investigate product innovation, companies need other segmentation variables than psychographic since they do not offer the needed information (Yankelovich and Meer 2006)²⁶. Behavioral segmentation variables do also have difficulties in understanding consumers' behaviour (Schoenwald 2001)¹⁷. Furthermore, Haley (1968)¹⁶ argues that volume segmentation, part of behavioural segmentation, also has difficulties to predict consumers' behavior.

Targeting: Targeting is the next step in the sequential process and involves a business making choices about segment(s) on which resources are to be focused. Targeting is the actual selection of the segment. "A set of buyers sharing common needs or characteristics nonprofit organization being studied (Shelley and Polonsky, 2002) so the applicability of these results across that the company decides to serve." Companies use target marketing to tailor for specific markets. There are three major targeting strategies: undifferentiated, concentrated, and differentiated. During this process the business must balance its resources and capabilities against the attractiveness of different segments (Kotler, P, 2007, pp.360). Not all segments can be attractive and profitable for the company. The target market consists of the set of customers who have the characteristics and needs that the company can best serve. The two steps to targeting the market are (a) developing a measurement of segment attractiveness and (b) selecting the target segments (Kotler & Armstrong, 2001). In attracting the target market, a company should evaluate the overall attractiveness of the market and its suitability to the resources and objectives of the company. Decisions to target the market are based on market maturity, buyer diversity, needs and preferences, the strength of the competition and the volume of sales (Gould, 2008). The hotel should target the market based on its strengths and capability to serve that market. Targeting allows companies to focus more on the specific needs of the targeted segment with regard to price, desire, prestige and habits. In targeting the market, the hotel is less likely to make promises it cannot keep. The way to attract the perfect customer is to target those

industries and companies that the hotel can best serve and to let that market know what the hotel can do for them (Adams, 2005). Target market selection involves evaluating each market segment's attractiveness and selecting one or more of the market segments to enter. It is the next logical step following segmentation. Once the firm understands the structure of consumer demand it has to decide which segments it wants to serve and how. In addition to a solid understanding of the customer, analyses of the competitive environment and the company are instrumental to the task of target market selection. The objective is to select segments in such a way that the firm maximizes its profit. In the case of over-the-counter painkillers discussed above, there are two basic types of drugs competing on the market. One is based on aspirin (e.g., Bayer), and the other is based on acetaminophen. It turns out that aspirin is more effective but has side effects causing minor stomach irritation. Thus, it is natural for firms producing these different drugs to focus on the segments that best fit their products. In this case, target market selection is relatively simple. In other cases, more elaborate analyses may be required to choose the appropriate segments to serve.

Positioning: Positioning is the use of marketing to enable people to form a mental image of your product in their minds (relative to other products). Positioning is how the product or service is to be perceived by a target market compared to the competition. It answers the question: —Why will someone in the target market(s) buy my product or service instead of the competitions?! An equivalent question is: —What should be the perceived value of my offering compared to the competitions?! (Kotler, P, 2007). Once the company has selected its target market, it is necessary to decide what position to occupy in its target customers' minds in contrast to their competitors' products. Product positioning is the way in which a product is defined by consumers, the attributes consumers associate with it and the position it occupies in their minds relative to similar products (Bowen, 1998). While many hotels pursue the same position, each hotel has to find a means of differentiating itself in order to effectively position its product. Positioning as a company strategy tells the world that the company's products are unique (Swerdlick, 2007). Hotel positioning can be based on specific product attributes (Kotler & Armstrong, 2001). The sense of uniqueness that results from successful positioning is essential to make potential buyers aware of the product. Compared to its competitors, the hotel should have different or distinctive products, such as meeting rooms, ballrooms, bars and restaurants. The hotel should create product differentiation from those competitors to gain a competitive advantage in areas such as physical distribution, service, personnel, location and image. Positioning is necessary to ensure that a product occupies a clear, distinctive and desirable place relative to its competitors (Kotler & Armstrong, 2001). With the growth of the hospitality and tourism industry, a strong positioning strategy will help to develop a sustainable marketing strategy. Market positioning consists of two steps: developing positioning and developing the marketing mix for each segment (Kotler & Armstrong, 2001).

Need/ importance/ scope of study

Since Kashmir is a prime tourist destination and there are innumerable amount of studies have been conducted regarding tourism in the state of j&k. However because of the fact that tourism is the main backbone as for as revenue generation of the state is concerned It becomes all the more important for us to be conducting research as to which section of the tourist contribute the most, what should be the target audience for our tourism place, and how we should position our tourism industry. This study aims at finding out what specific market segmentation should the organization as in tourism of Kashmir target, what segments contribute the most to the tourism industry of Kashmir and which are the niche market that the industry should target. Since DTK has been aggressively campaigning about the tourism in Kashmir this study will help us in generating those niche markets where in the DTK should focus more in order to attract more and more tourists from that very niche market target.

The third aspect which the project aims at discussing is the positioning part. Since we know Kashmir tourism has been marred with a lot of unstable situations due to politics, economic affairs and natural and unnatural disasters that the tourism has faced. So in order to rebrand Kashmir it is important that we position our tourism industry in such a way that we decrease the amount of panic and fear that is there in the market. This study aims at understanding what market segmentation is, or what market segments do come to the valley, what market segments are better so that we should target them, which niche market are better so that we should target them, which niche market are attractive so that they can generate more and more revenue. And at the same time how can we reposition or position our tourism industry so that we can generate much better revenue and also create a better image of the Kashmir tourism.

Research objectives

- To identify the market segmentation strategy adopted by DTK (Directorate tourism Kashmir).
- To identify target markets focused by the DTK.
- To study the market positioning strategy of DTK.
- Suggest measures to improve the market segmentation, targeting and positioning strategies of DTK.

Research methodology**1. RESEARCH DESIGN:**

This is a descriptive study and the data was collected through primary and secondary sources. The study included a survey of employees of DTK (Directorate tourism Kashmir).

2. DATA COLLECTION:

This data was collected by the primary as well as secondary sources. The primary data was collected through questionnaires which were filled by the employees of DTK. The secondary data was collected through journals, books, research papers etc.

3. SAMPLING AND SAMPLE SIZE:

The data was collected by random sampling and the employees of DTK were selected randomly for filling up of the questionnaires. Total sample size was 55 and 5 samples were inappropriate by the central tendency errors which a researcher found by the data screening. A total of 50 questionnaires were initially administered and all the questionnaires were filled by the employees of DTK. The total number of employees working in DTK was 60. The size of my sample was 55 according to Kreche Morgon table. Out of total respondents, 31 were male and 19 were female.

4. RESEARCH INSTRUMENT:

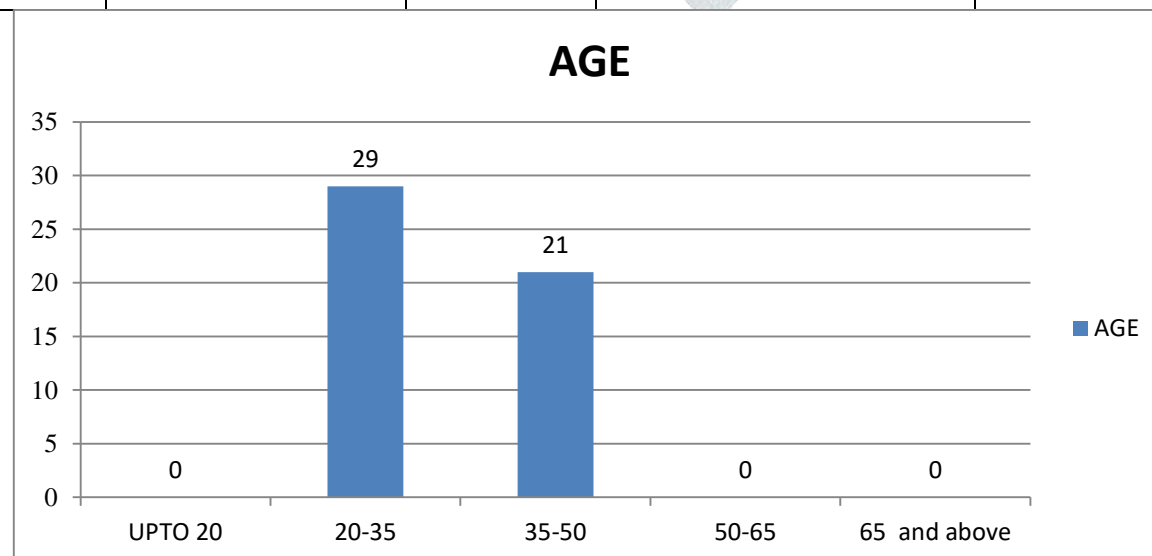
- Self structured questionnaires having 20 items which was appropriately condensed by the researcher.
- The instrument was put to validity and reliability tests on a pilot where in cronbach scored 0.76 and correlation coefficient of 0.72.
- The first part contained the demographic profile of the respondents.
- The second part consisted of 20 items concerning the Market segmentation, Targeting and positioning strategy of DTK.
- All items were spread over a likert 5point scale
- Strongly disagree to strongly agree scale ranging from scale 1 to 5

5. METHODS OF ANALYSIS:

The results were analyzed by using the statistical methods, such as mean, standard deviation, and percentage. However Ms excel was used for numerical analyses in the respective study.

Data analysis and interpretation**Section A:****DEMOGRAPHIC PROFILE OF RESPONDENTS****1: Age**

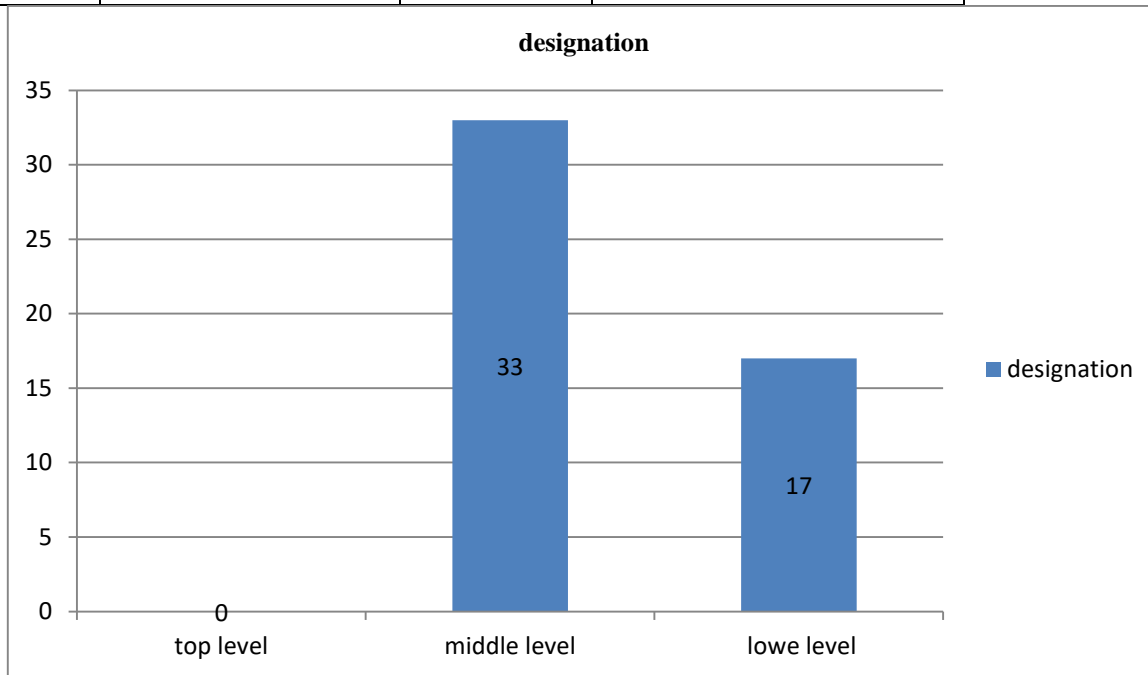
S. No	Age in years	Frequency	% age
1	Upto 20	0	0%
2	20-35	29	58%
3	35-50	21	42%
4	50-65	0	0%
5	65 & above	0	0%



The demographic profile table-1st of respondents reveals that highest number of respondents (58%) is from age group of 20 to 35 years followed by the 35 to 50 years (42%), up to 20 years (0%) and 50 to 65years (0%).

2: Designation

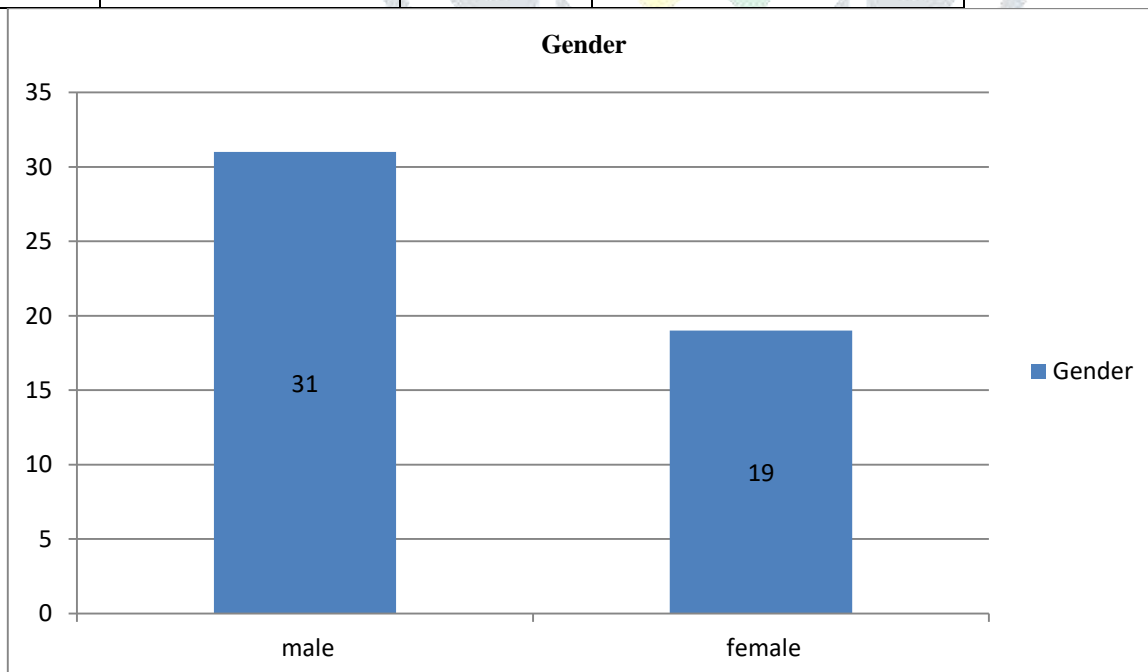
S NO.	Designation	Frequency	% age
1	Top level	0	0%
2	Middle level	33	66%
3	Lower level	17	34%



The demographic profile of table 2nd reveals that out of total respondents 66% are from middle level employees while as 34% are from lower level and top level employees are 0%

3: Gender

S.No	Gender	Frequency	% age
1	Male	31	62%
2	Female	19	38%



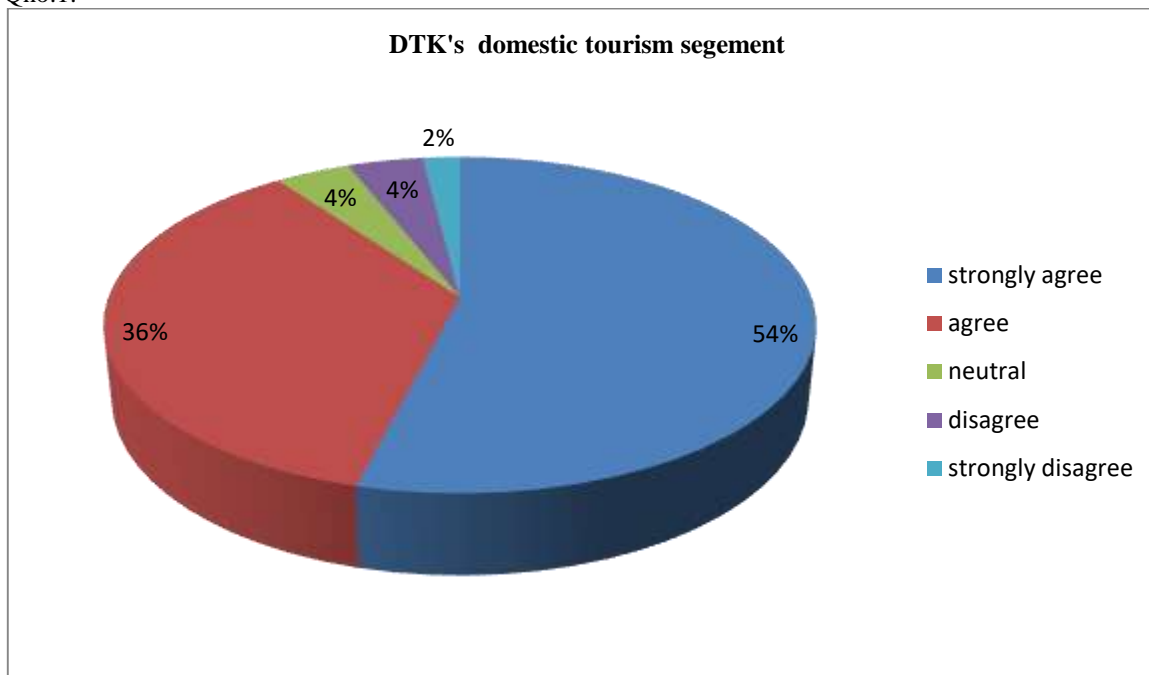
The demographic profile of table 3rd reveals that 62% employees are male and 38% are female.

Section B:**Descriptive statistics**

S.No	MARKET SEGMENTATION, TARGETTING AND POSITIONING	Strongly Agree 1	Agree 2	Neutral 3	Dis-Agree 4	Strongly dis-Agree 5	Mean	S.D
1.	DTK's domestic tourism segment.	27	18	2	2	1	1.64	0.898
2.	DTK's medical tourism segment.	4	10	10	24	2	3.2	1.069
3.	DTK's adventure tourism segment.	28	18	2	1	1	1.58	0.835
4.	DTK targets on individual tourists than groups.	15	10	15	8	2	2.44	1.197
5.	DTK's pilgrimage tourism segment.	25	18	3	2	2	1.76	1.021
6.	DTK target customers are tourists with all age groups.	22	18	3	2	5	2	1.261
7.	DTK's international tourism segment.	4	10	10	24	2	3.2	1.069
8.	DTK focuses on heritage tourism segment.	24	16	5	2	3	1.88	1.136
9.	DTK pays attention to shrines and temples in Kashmir.	28	8	8	4	2	1.88	1.189
10.	DTK focuses tourists of all age groups.	22	18	5	3	2	1.9	1.073
11.	DTK tries to position Kashmir as domestic tourist destination.	20	15	10	3	2	2.04	1.105
12.	DTK tries to position Kashmir as international destination.	4	10	10	24	2	3.2	1.069
13.	DTK did road shows across India in order to project the image of Kashmir on peoples mind.	30	10	5	3	2	1.74	1.121
14.	DTK tries to position Kashmir as adventure tourist destination.	30	10	5	3	2	1.74	1.121
15.	DTK tries to position Kashmir as pilgrimage tourist destination.	4	10	10	24	2	3.2	1.069
16.	DTK tries to position Kashmir as heritage tourist destination due to present heritage tourist houses in downtown area Srinagar.	22	15	8	3	2	1.96	1.105
17.	DTK tries to position Kashmir as cultural tourist destination.	22	10	9	5	4	2.18	1.320
18.	DTK has tried to position Kashmir as gulf tourist destination.	18	12	8	6	6	2.4	1.399
19.	By introducing heli skiing JKTDC has got more Adventure tourists this year.	16	15	11	6	2	2.26	1.157
20.	DTK tries to position Kashmir as eco tourist destination.	20	12	10	5	3	2.18	1.240

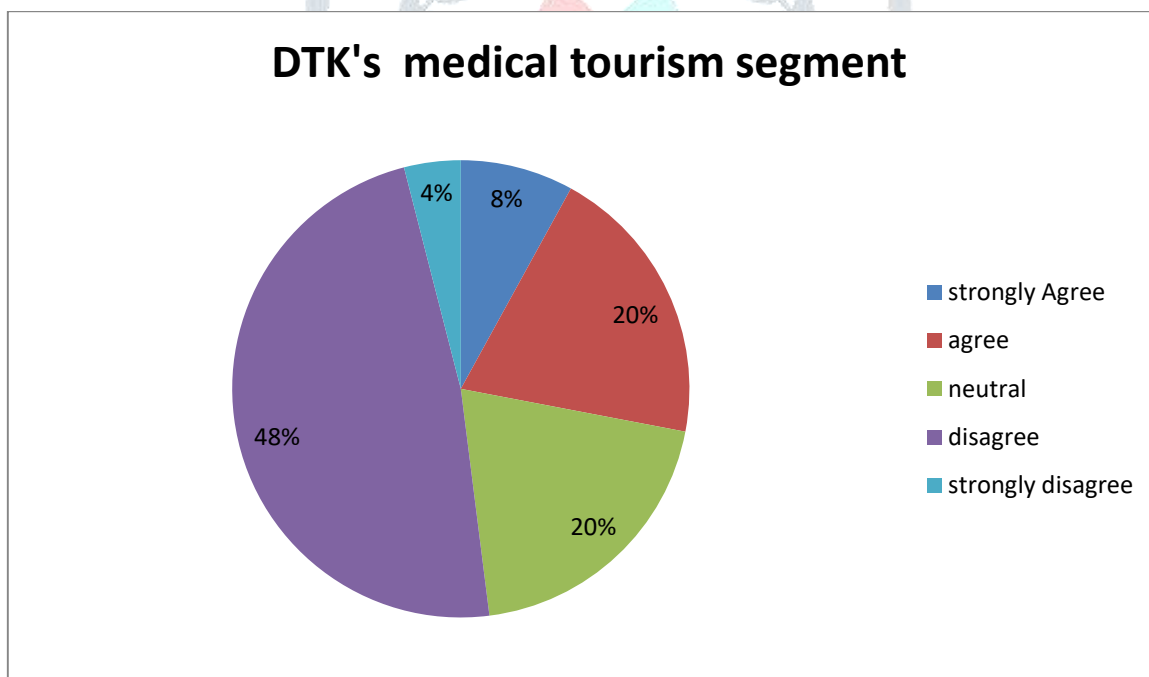
INTERPRETATION OF QUESTIONAIRES

Qno.1:



INTERPRETATION

The above table and pie-chart shows that the 54% of respondents strongly agree, 36% of respondents agree, 4% of respondents are neutral, 4% of respondents disagree, 2% of respondents strongly disagree with the statement that DTK focuses on domestic tourism. This indicates that majority 90% of respondents agree with the statement and 10% of the respondents disagree with the statement. The mean for above statement resulted in 1.64 and standard deviation resulted in 0.898.

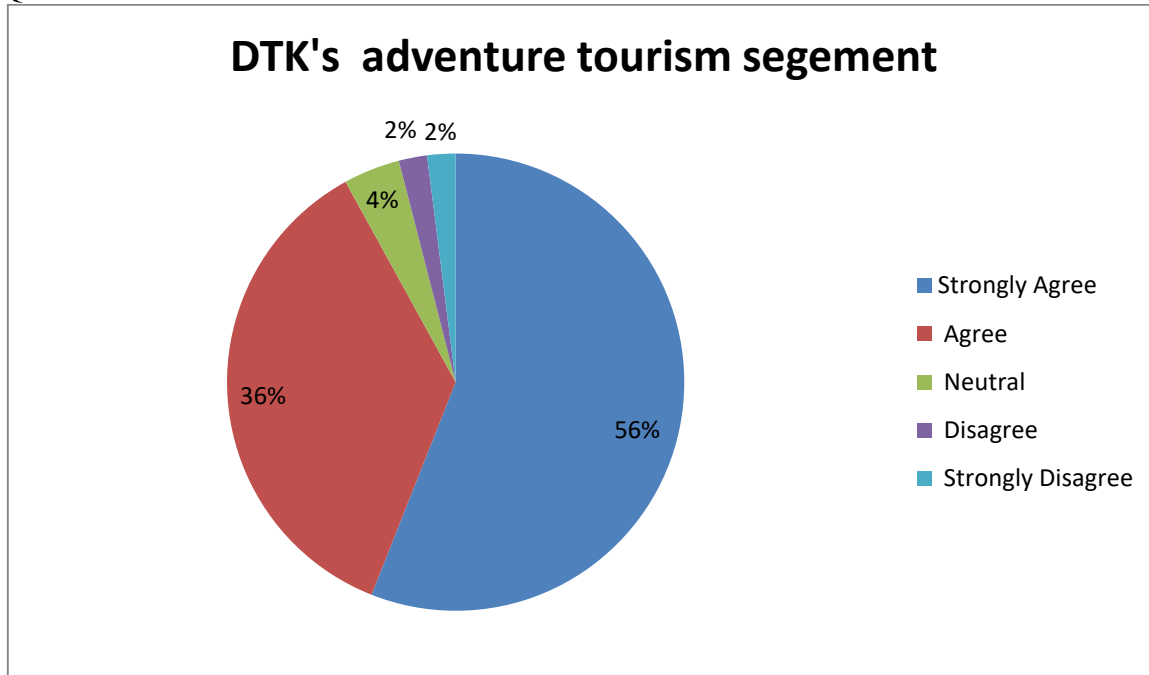


Qno.2:

INTERPRETATION

The above table and pie-chart shows that the 48% of respondents strongly agree, 20% of respondents agree, 20% of respondents are neutral, 48% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK focuses on medical tourism. This indicates that 68% of respondents agree with the statement and majority 72% of the respondents disagree with the statement. . The mean for above statement resulted in 3.2 and standard deviation resulted in 1.069

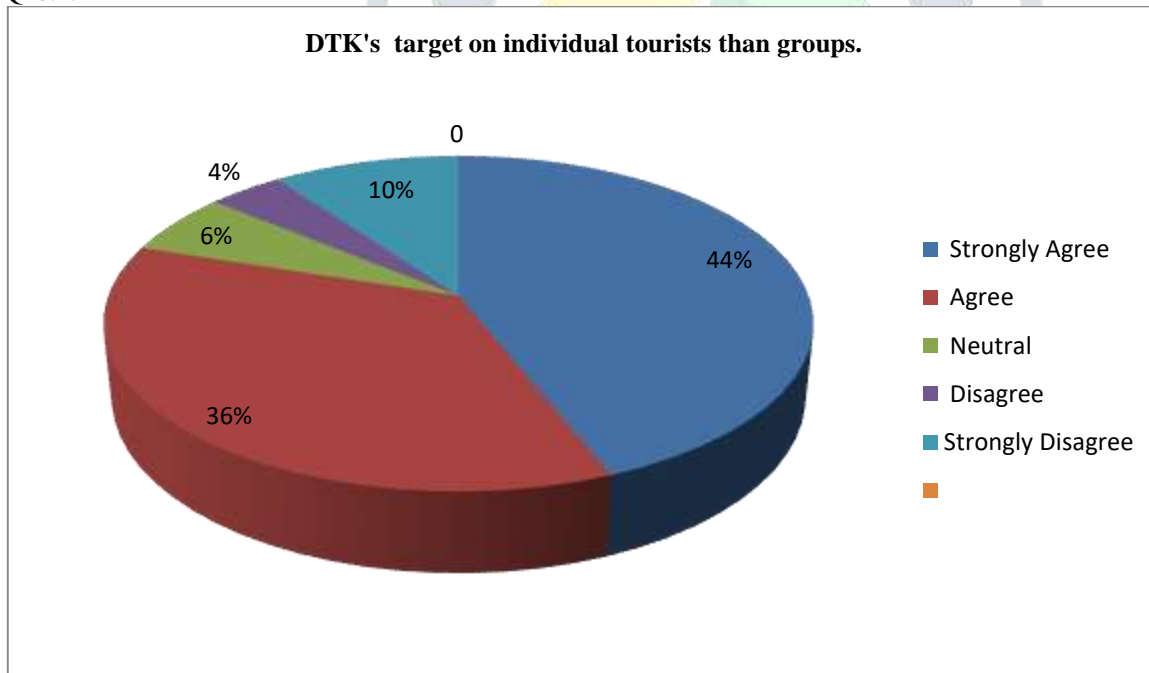
Qno.3:



INTERPRETATION

The above table and pie-chart shows that the 56% of respondents strongly agree, 36% of respondents agree, 4% of respondents are neutral, 2% of respondents disagree, 2% of respondents strongly disagree with the statement that DTK focuses on adventure tourism. This indicates that majority 92% of respondents agree with the statement and 8% of the respondents disagree with the statement. The mean for above statement resulted in 1.58 and standard deviation resulted in 0.835

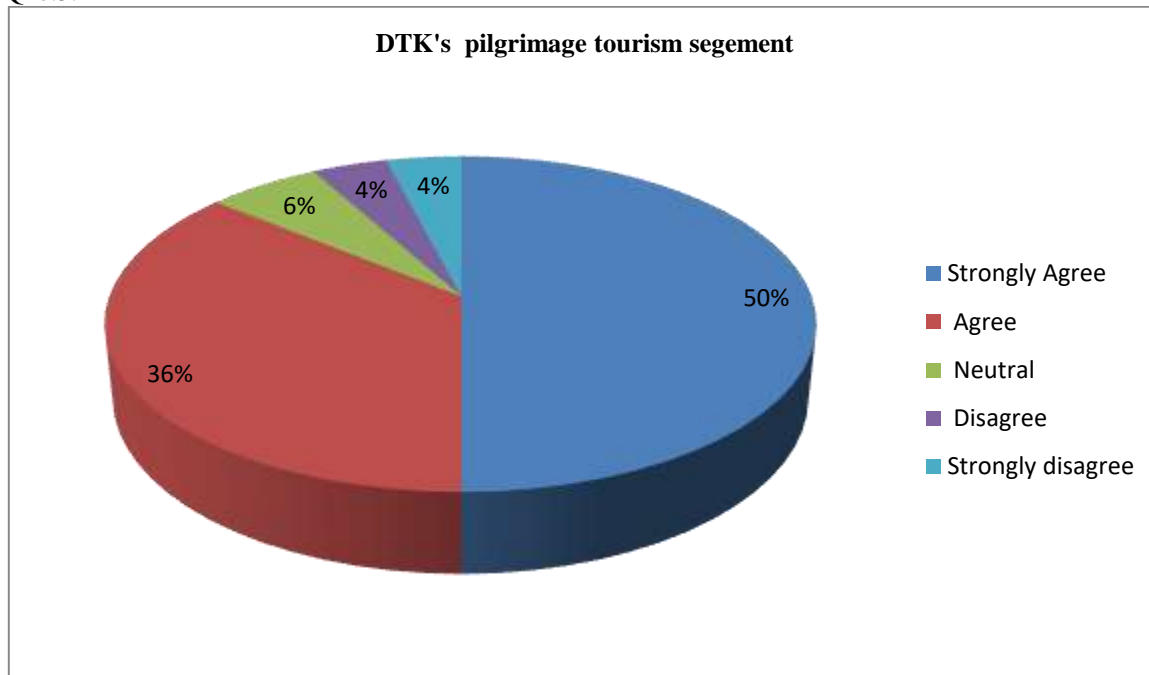
Qno.4:



INTERPRETATION

The above table and pie-chart shows that the 44% of respondents strongly agree, 36% of respondents agree, 6% of respondents are neutral, 4% of respondents disagree, 10% of respondents strongly disagree with the statement that DTK targets on individual tourists rather than groups. This indicates that majority 80% of respondents agree with the statement and 20% of the respondents disagree with the statement. . The mean for above statement resulted in 2.44 and standard deviation resulted in 1.197.

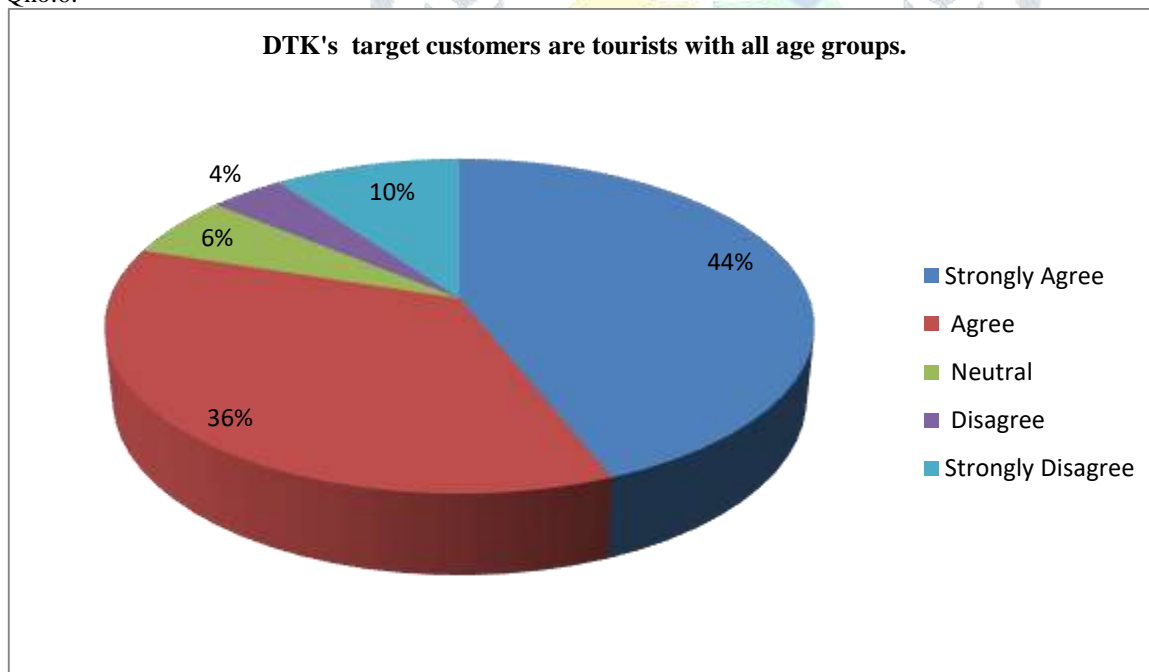
Qno.5:



INTERPRETATION

The above table and pie-chart shows that the 50% of respondents strongly agree, 36% of respondents agree, 6% of respondents are neutral, 4% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK focuses more on pilgrimage tourism. This indicates that majority 86% of respondents agree with the statement and 14% of the respondents disagree with the statement. . The mean for above statement resulted in 1.76 and standard deviation resulted in 1.021.

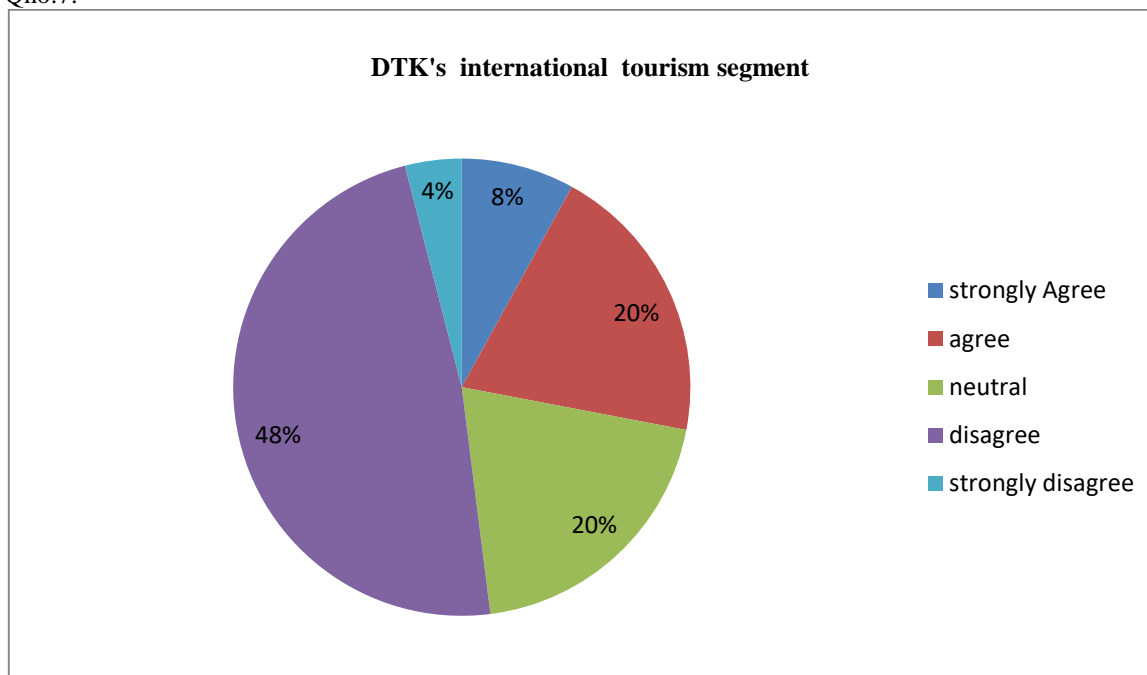
Qno.6:



INTERPRETATION

The above table and pie-chart shows that the 44% of respondents strongly agree, 36% of respondents agree, 6% of respondents are neutral, 4% of respondents disagree, 10% of respondents strongly disagree with the statement that DTK target customers are tourists with all age groups. This indicates that majority 80% of respondents agree with the statement and 20% of the respondents disagree with the statement. The mean for above statement resulted in 2 and standard deviation resulted in 1.261.

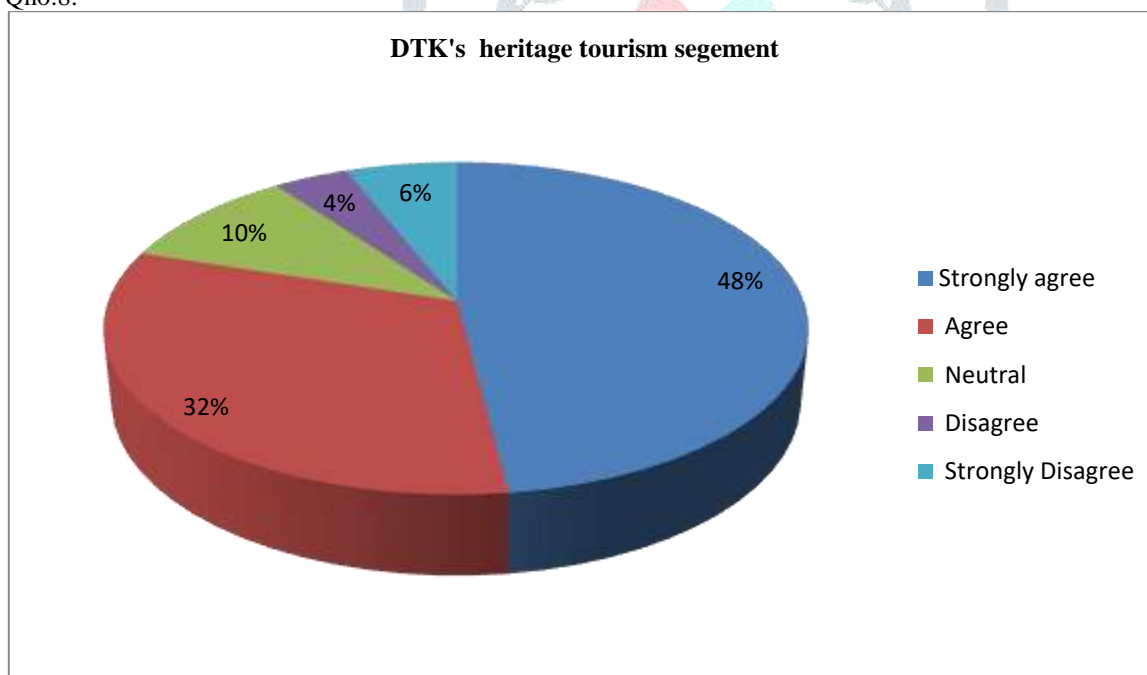
Qno.7:



INTERPRETATION

The above table and pie-chart shows that the 48% of respondents strongly agree, 20% of respondents agree, 20% of respondents are neutral, 48% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK focuses on international tourism segment. This indicates that 68% of respondents agree with the statement and majority 72% of the respondents disagree with the statement. . The mean for above statement resulted in 3.2 and standard deviation resulted in 1.069

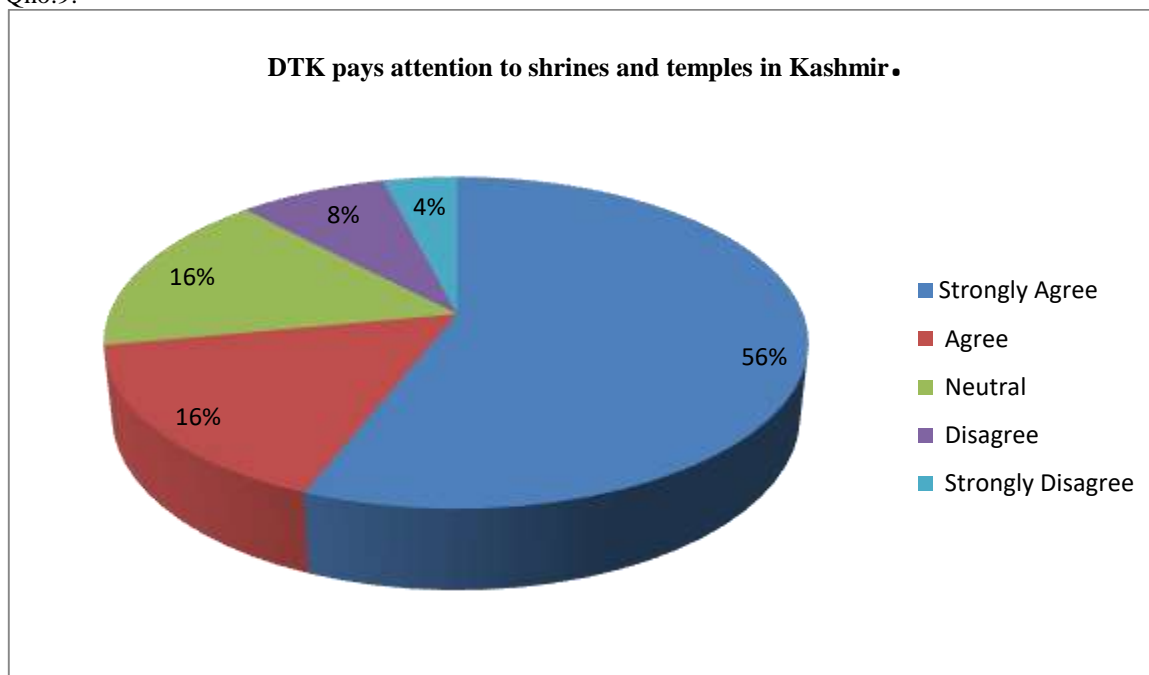
Qno.8:



INTERPRETATION

The above table and pie-chart shows that the 48% of respondents strongly agree, 32% of respondents agree, 10% of respondents are neutral, 4% of respondents disagree, 6% of respondents strongly disagree with the statement that DTK focuses on heritage tourism. This indicates that majority 80% of respondents agree with the statement and 20% of the respondents disagree with the statement. The mean for above statement resulted in 1.80 and standard deviation resulted in 1.136.

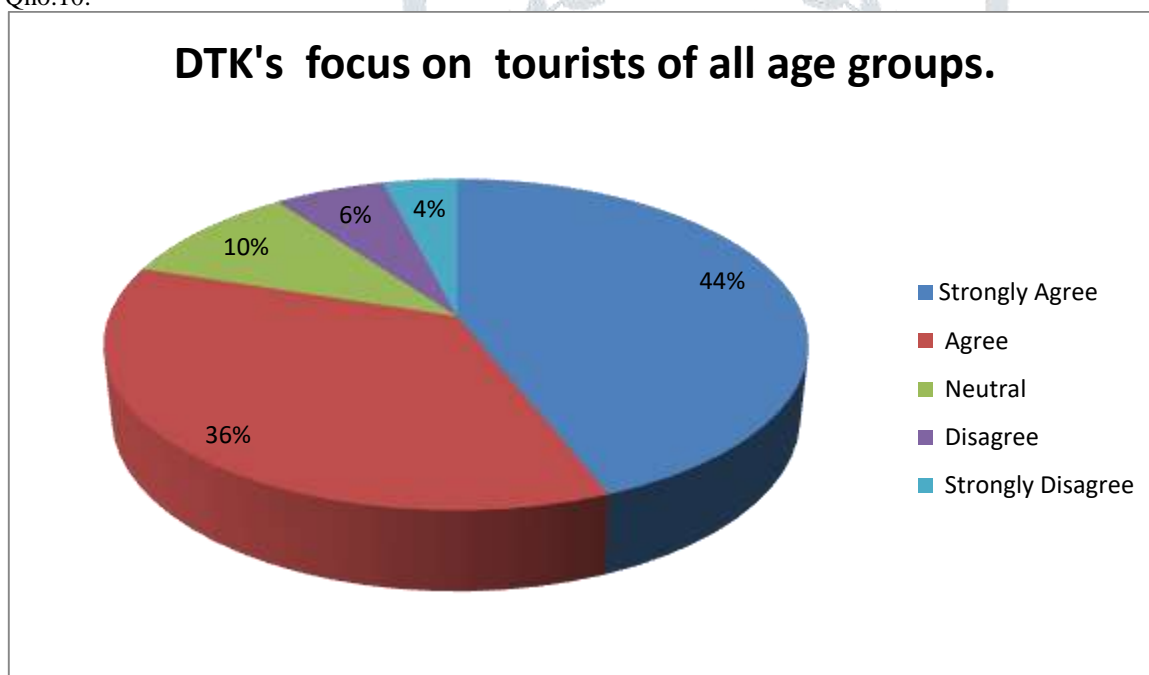
Qno.9:



INTERPRETATION

The above table and pie-chart shows that the 56% of respondents strongly agree, 16% of respondents agree, 16% of respondents are neutral, 8% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK pays attention to shrines and temples in Kashmir. This indicates that majority 72% of respondents agree with the statement and 28% of the respondents disagree with the statement. The mean for above statement resulted in 1.88 and standard deviation resulted in 1.136.

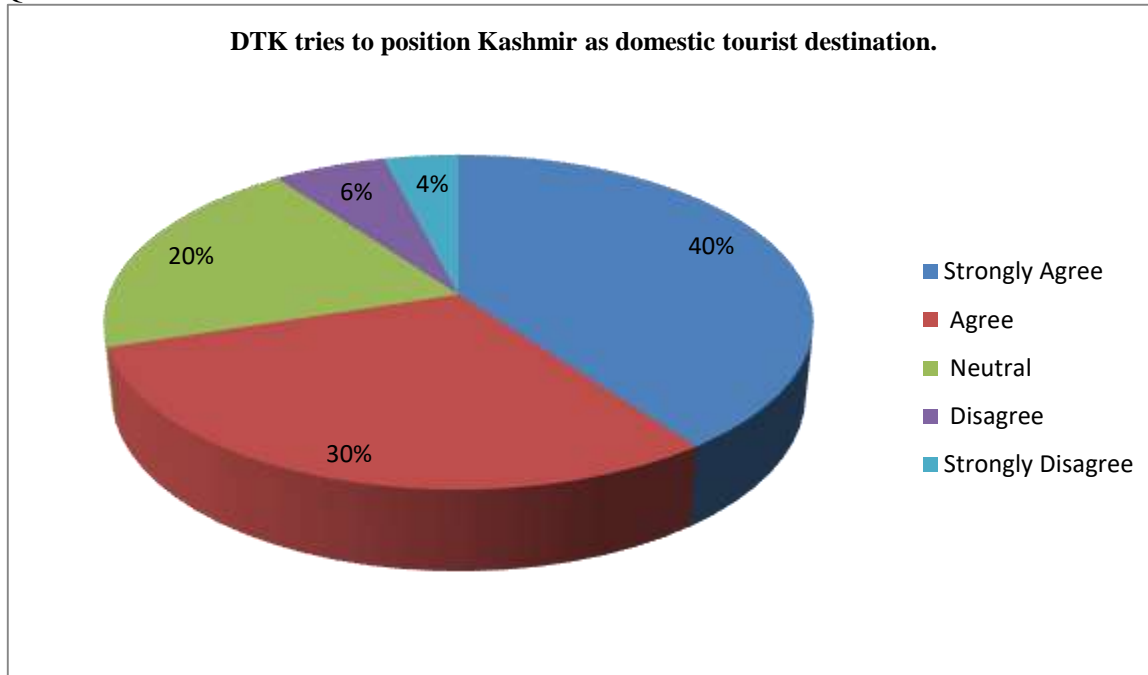
Qno.10:



INTERPRETATION

The above table and pie-chart shows that the 44% of respondents strongly agree, 36% of respondents agree, 10% of respondents are neutral, 6% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK focuses tourists of all age groups. This indicates that majority 80% of respondents agree with the statement and 20% of the respondents disagree with the statement. The mean for above statement resulted in 1.9 and standard deviation resulted in 1.073.

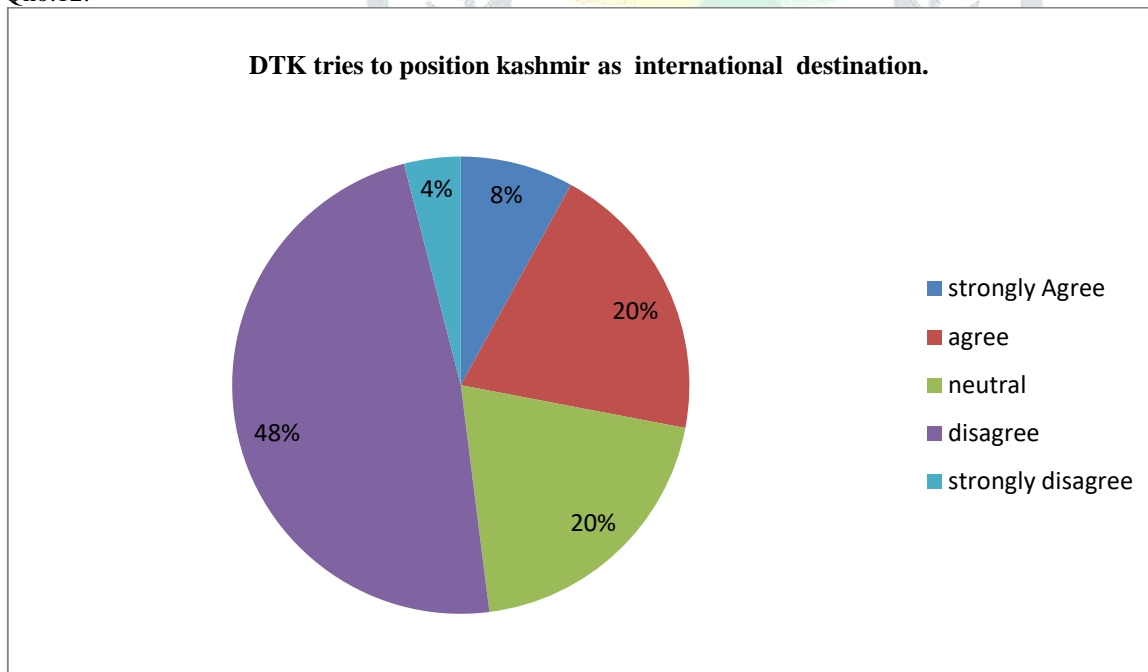
Qno.11:



INTERPRETATION

The above table and pie-chart shows that the 40% of respondents strongly agree, 30% of respondents agree, 20% of respondents are neutral, 6% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK tries to position Kashmir as domestic tourist destination. This indicates that majority 70% of respondents agree with the statement and 30% of the respondents disagree with the statement. The mean for above statement resulted in 2.04 and standard deviation resulted in 1.105.

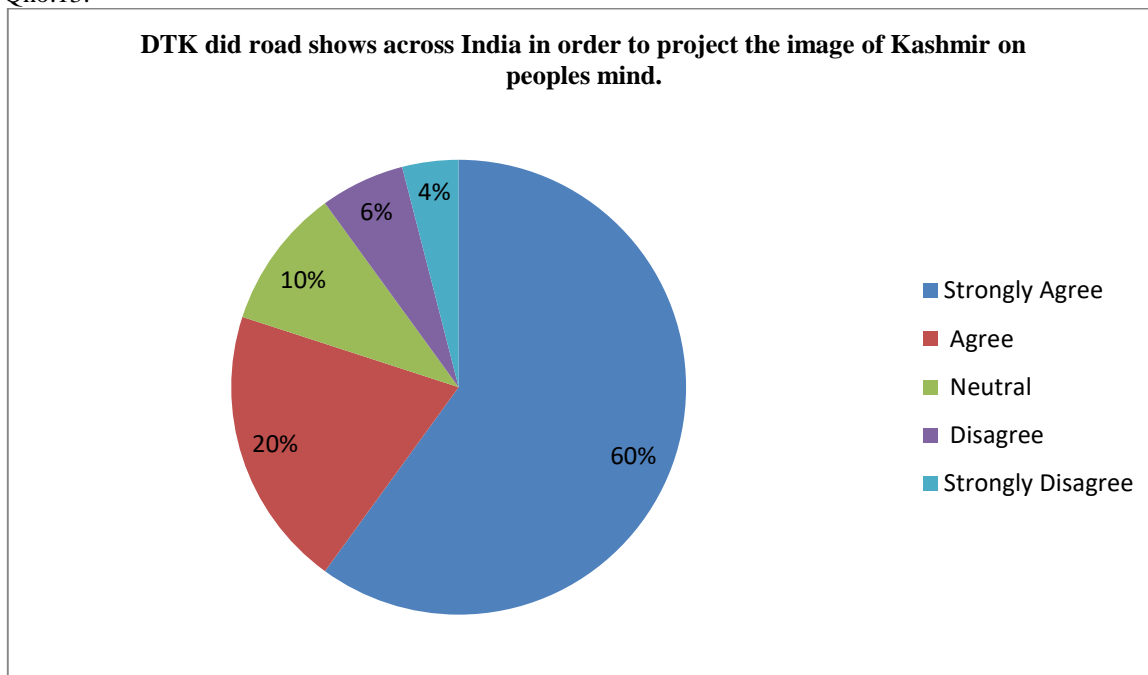
Qno.12:



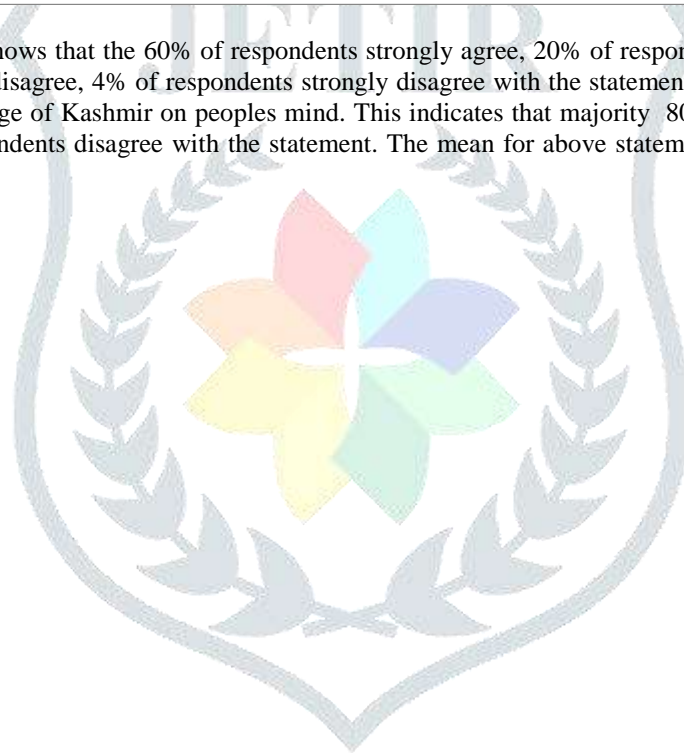
INTERPRETATION

The above table and pie-chart shows that the 48% of respondents strongly agree, 20% of respondents agree, 20% of respondents are neutral, 48% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK tries to position Kashmir as international destination. This indicates that 68% of respondents agree with the statement and majority 72% of the respondents disagree with the statement. . The mean for above statement resulted in 3.2 and standard deviation resulted in 1.069

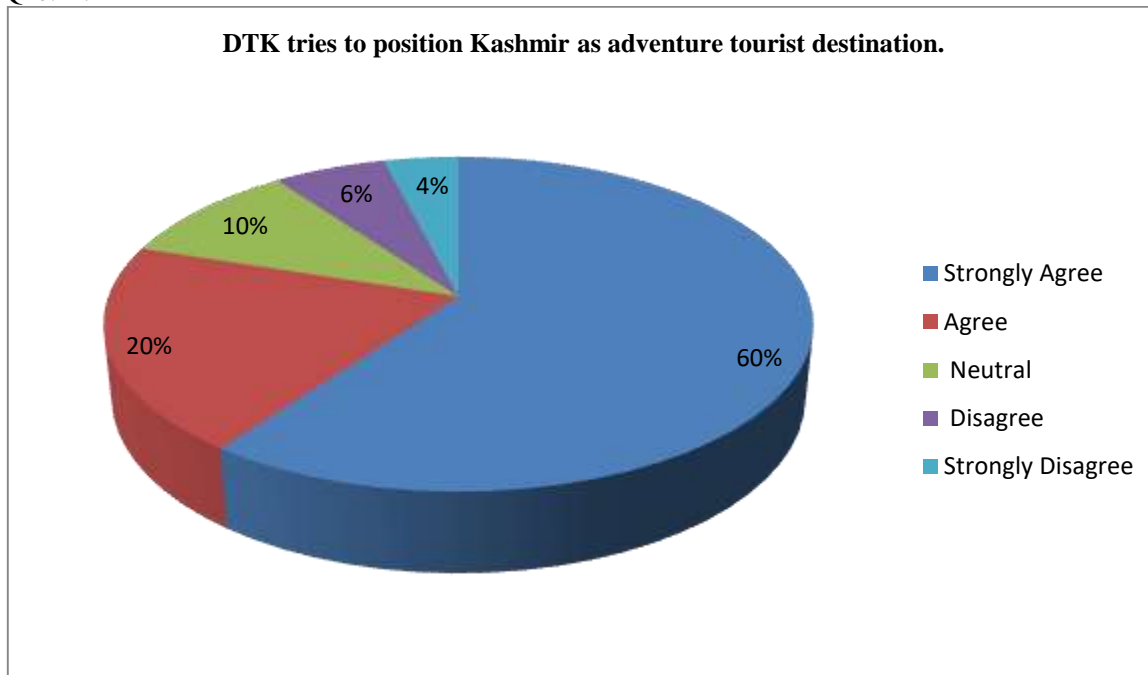
Qno.13:

**INTERPRETATION**

The above table and pie-chart shows that the 60% of respondents strongly agree, 20% of respondents agree, 10% of respondents are neutral, 6% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK did road shoes across India in order to project the image of Kashmir on peoples mind. This indicates that majority 80% of respondents agree with the statement and 20% of the respondents disagree with the statement. The mean for above statement resulted in 1.74 and standard deviation resulted in 1.121.



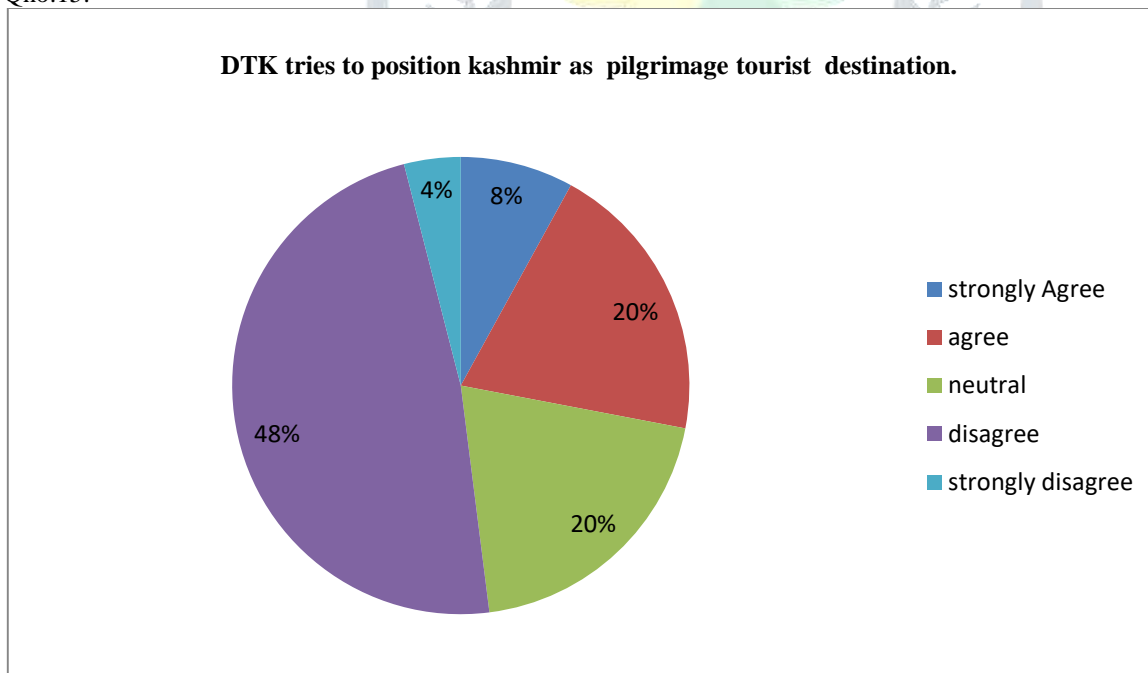
Qno.14:



INTERPRETATION

The above table and pie-chart shows that the 60% of respondents strongly agree, 20% of respondents agree, 10% of respondents are neutral, 6% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK tries to position Kashmir as adventure tourist destination. This indicates that majority 80% of respondents agree with the statement and 20% of the respondents disagree with the statement. The mean for above statement resulted in 1.74 and standard deviation resulted in 1.121.

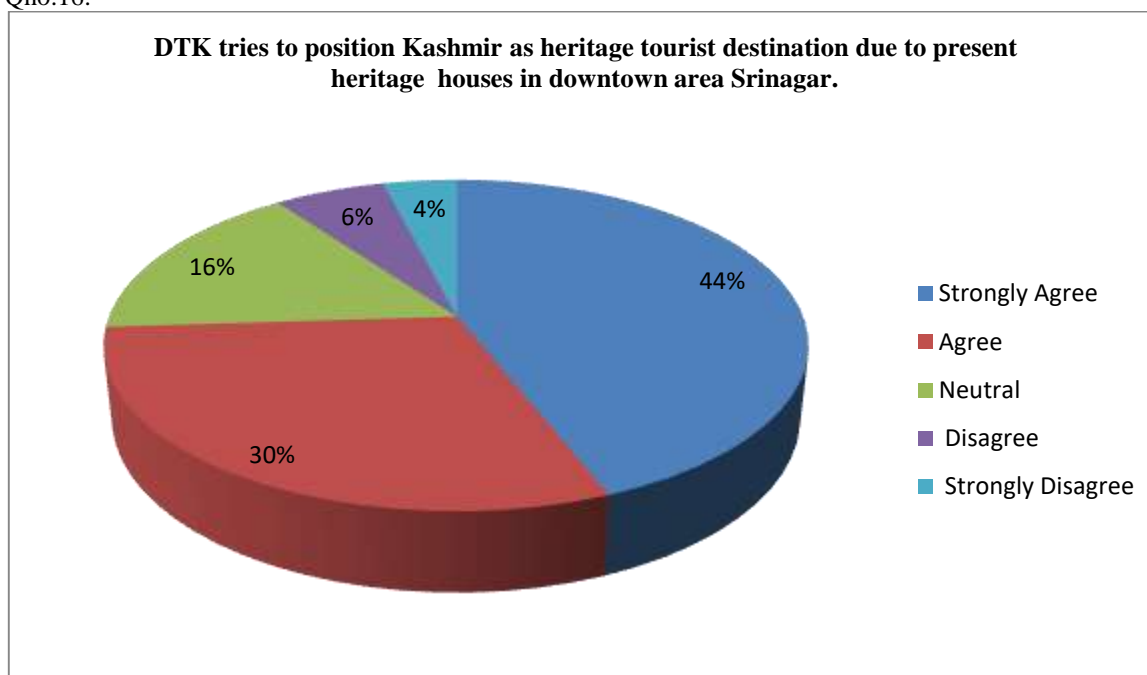
Qno.15:



INTERPRETATION

The above table and pie-chart shows that the 48% of respondents strongly agree, 20% of respondents agree, 20% of respondents are neutral, 48% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK tries to position Kashmir as pilgrimage tourist destination. This indicates that 68% of respondents agree with the statement and majority 72% of the respondents disagree with the statement. . The mean for above statement resulted in 3.2 and standard deviation resulted in 1.069

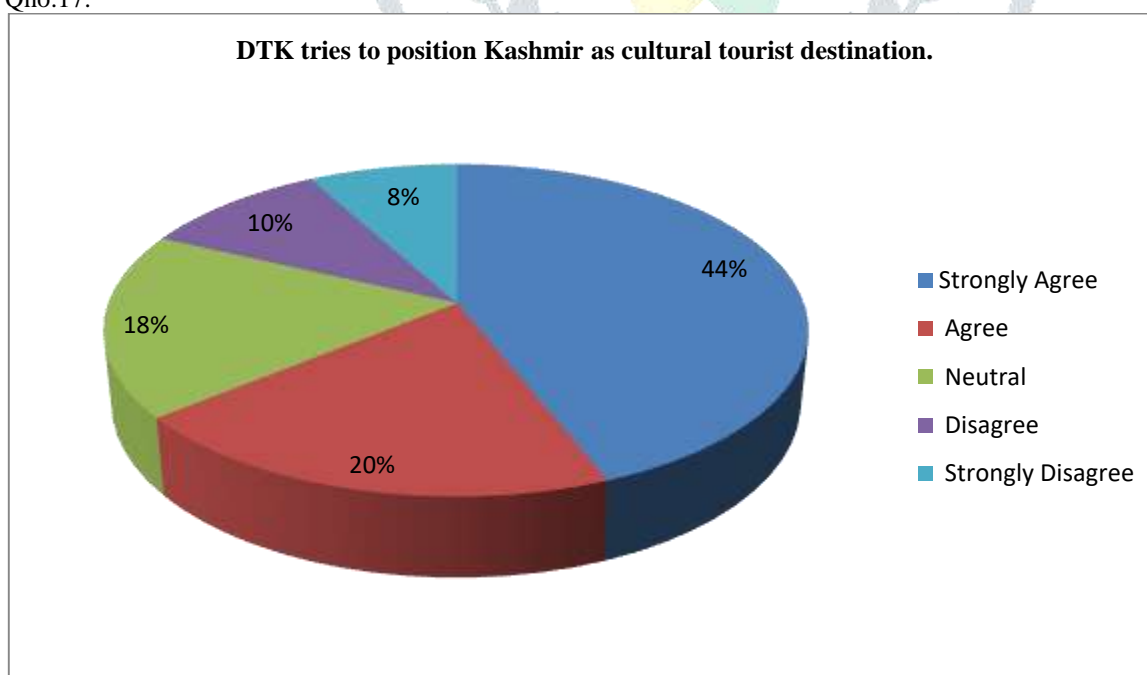
Qno.16:



INTERPRETATION

The above table and pie-chart shows that the 44% of respondents strongly agree, 30% of respondents agree, 16% of respondents are neutral, 6% of respondents disagree, 4% of respondents strongly disagree with the statement that DTK tries to position Kashmir as heritage tourist destination due to present heritage houses in downtown area of Srinagar. This indicates that majority 74% of respondents agree with the statement and 26% of the respondents disagree with the statement. The mean for above statement resulted in 1.96 and standard deviation resulted in 1.105.

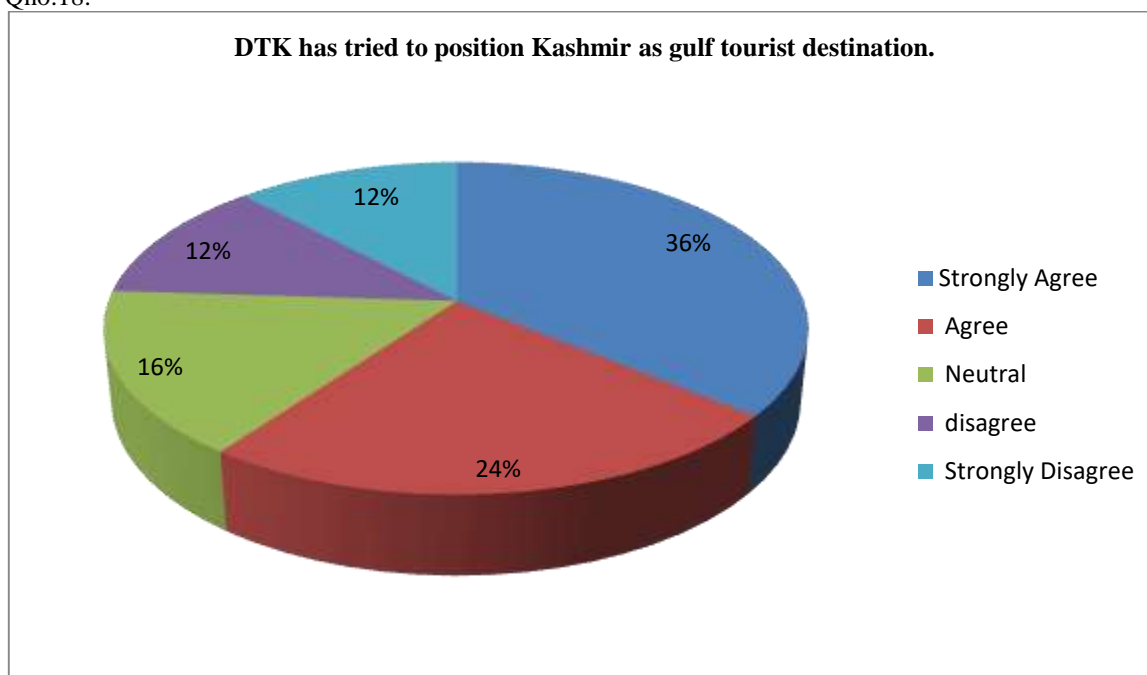
Qno.17:



INTERPRETATION

The above table and pie-chart shows that the 44% of respondents strongly agree, 20% of respondents agree, 18% of respondents are neutral, 10% of respondents disagree, 8% of respondents strongly disagree with the statement that DTK tries to position Kashmir as cultural tourist destination. This indicates that majority 64% of respondents agree with the statement and 36% of the respondents disagree with the statement. The mean for above statement resulted in 2.18 and standard deviation resulted in 1.320.

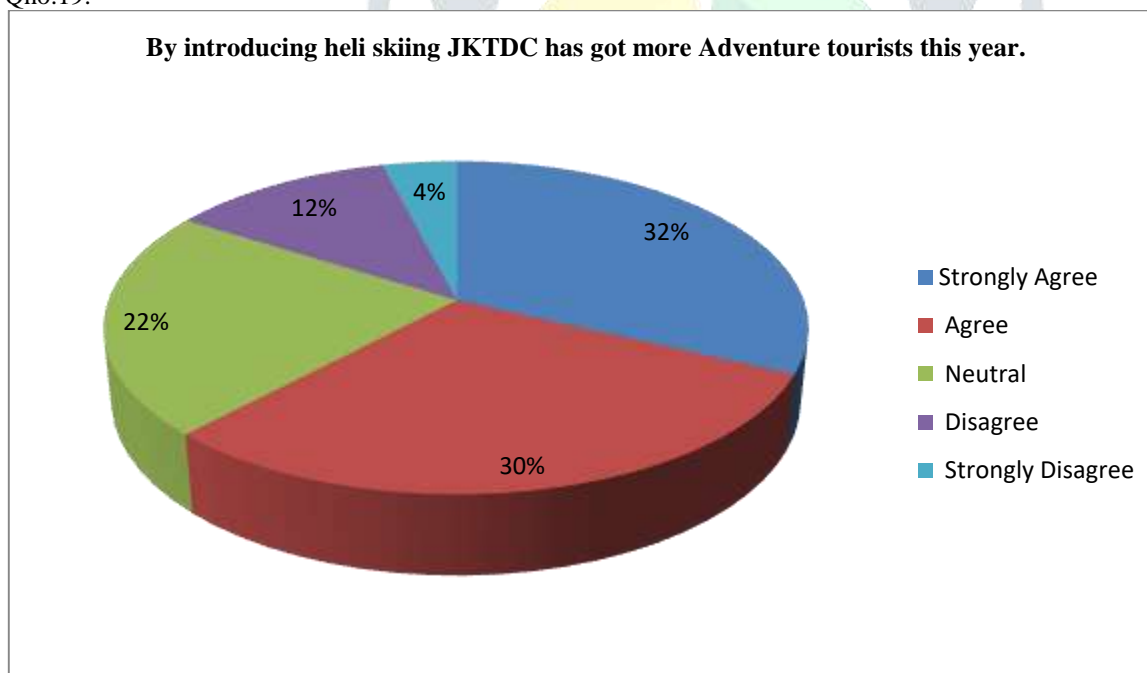
Qno.18:



INTERPRETATION

The above table and pie-chart shows that the 36% of respondents strongly agree, 24% of respondents agree, 16% of respondents are neutral, 12% of respondents disagree, 12% of respondents strongly disagree with the statement that DTK tries to position Kashmir as gulf tourist destination. This indicates that majority 60% of respondents agree with the statement and 40% of the respondents disagree with the statement. The mean for above statement resulted in 2.4 and standard deviation resulted in 1.399.

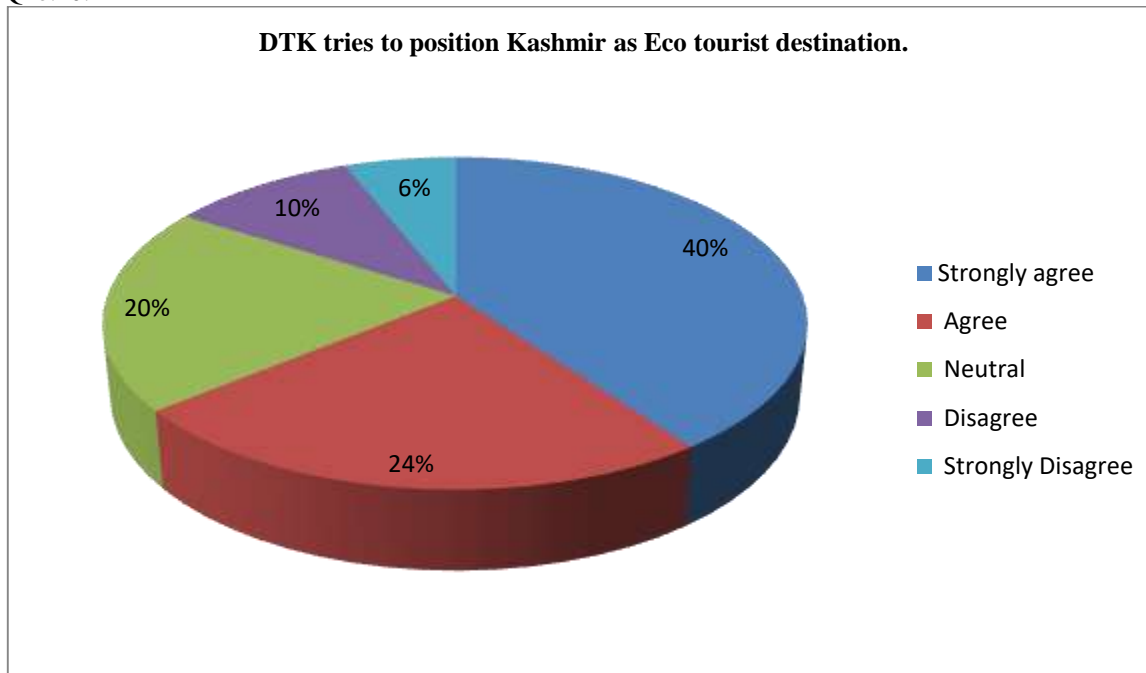
Qno.19:



INTERPRETATION

The above table and pie-chart shows that the 32% of respondents strongly agree, 30% of respondents agree, 22% of respondents are neutral, 12% of respondents disagree, 4% of respondents strongly disagree with the statement that By introducing heli skiing JKTDC has got more Adventure tourists this year. This indicates that majority 62% of respondents agree with the statement and 38% of the respondents disagree with the statement. The mean for above statement resulted in 2.26 and standard deviation resulted in 1.157.

Qno.20:

**INTERPRETATION**

The above table and pie-chart shows that the 40% of respondents strongly agree, 24% of respondents agree, 20% of respondents are neutral, 10% of respondents disagree, 6% of respondents strongly disagree with the statement that DTK tries to position Kashmir as Eco tourist destination. This indicates that majority 64% of respondents agree with the statement and 36% of the respondents disagree with the statement. The mean for above statement resulted in 2.18 and standard deviation resulted in 1.240.

SUGGESTIONS AND RECOMMENDATIONS

- Through segmentation, company can identify niches with specific needs, mature markets to find new customers, deliver more focused and effective marketing messages.
- DTK markets sufficient in size to make targeting them worthwhile. Having too many segments will also make managing strategies tedious. In order to devise coherent strategies and develop long-term relationships, the segments should also be mutually exclusive – each individual can only sit in one segment.
- DTK should focus on particular market segment like adventure, culture, etc.
- DTK should use differentiated campaigns with messages optimized to resonate with a particular segment as these are more effective than a generic message.

DTK should adopt following strategies to target the appropriate market segments.

- New marketing strategies in terms of promotion and advertisement about different tourism products of Kashmir should be adopted by marketers so as to attract tourists from different tastes and preferences that will create a need recognition among the same.
- packages for tourists should be diversified in terms of prices, mindset of tourists, destinations, tourist types etc so, as to grab every segment of market, leading the targeting and positioning of the same.
- Kashmir is famous for handicrafts the same can be manufactured on a large scale inviting businessmen to invest on domestic as well as at national level. Thus identifying another segment to come forward and generate economy of Kashmir.
- DTK should focus on medical tourism because it can get more tourists as Kashmir is rich in fresh air, scenic beauty, different types of fresh water bodies etc. It can cure different types of diseases like Anxiety, depression besides that in Kashmir there are also famous Hakims who cure diseases by traditional methods and by ayurvedic medicines.
- DTK should target tourists with all age groups as Kashmir is famous for different types of tourism like leisure, cultural, Adventure, pilgrimage etc
- DTK should also focus on international tourism by advertising and by launching different campaigns this way foreign exchange will increase which will ultimately generate more and more revenue to tourism industry of Kashmir.
- DTK should focus on heritage tourism as Kashmir is rich in culture and heritage due to presence of different heritage houses in downtown Srinagar and in others areas as well.

CONCLUSION AND SUMMARY

Market segmentation, targeting and positioning is a fundamental process in modern marketing strategy. Market segmentation: is separating a market into distinct groups of potential consumers who share common characteristics and interests and who are likely to be attracted to particular products or services. Segmentation allows you to develop products and plans which fit the needs of customers more efficiently. Market segmentation is also separating the customers into different groups, and sometimes can split up into different age groups because different age customers are interested in different things from the business. Market segmentation is a marketing approach that encompasses the identification of different groups of customers with different needs or responses to marketing activity. The market segmentation process also considers which of these segments to target.

Target Marketing refers to a concept in marketing which helps the marketers to divide the market into small units comprising of like minded people. Such segmentation helps the marketers to design specific strategies and techniques to promote a product amongst its target market. A target market refers to a group of individuals who are inclined towards similar products and respond to similar marketing techniques and promotional schemes. Positioning is a marketing strategy that aims to make a brand occupy a distinct position, relative to competing brands, in the mind of the customer. Companies apply this strategy either by emphasizing the distinguishing features of their brand (what it is, what it does and how, etc.) or they may try to create a suitable image (inexpensive or premium, utilitarian or luxurious, entry-level or high-end, etc.) through advertising. Once a brand is positioned, it is very difficult to reposition it without destroying its credibility.

The present study revealed that DTK focuses more on the domestic tourism market where it targets adventure, cultural and pilgrimage tourists. It was also found that medical tourism is not being focused by the DTK as there are fewer facilities available in the Kashmir as far as the medical tourism is concerned. The study also unveiled that DTK markets Kashmir as domestic, adventure, pilgrimage, cultural tourist destination and gulf tourist destination by participating in different international events like FITUR, Dubai Travel Mart, PATA Travel Mart, etc.

Furthermore the study also revealed that by introducing Heli skiing Kashmir Adventure tourism attracts more tourists. Besides DTK project Kashmir as eco tourist destination as well.

ACKNOWLEDGEMENT

At this moment of accomplishment, I would like to thank **Almighty Allah** for making it possible for me to complete this project. I would like to thank my entire faculty particularly **prof Syed Fayez (head department of tourism studies)** for having provided me the opportunity to undertake this study. My heartfelt gratitude goes out to him for this kindness and help through the completion of this paper. I would also like to acknowledge with much appreciation the crucial role of my husband **Mr. Ishfaq khaliq** in helping me through this Research. He invested his full effort in guiding me and it is because of his invaluable contribution that I completed my Research paper.

My sincere appreciation and colossal gratitude also goes to the employees of Jammu and Kashmir tourism Department who stood up for me every time and paid much significance towards my project irrespective of their busy schedule, I thank you for your support and the valuable information you gave me without which the project would not had come to success.

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