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MARKET SEGMENTATION AS A TOOL FOR STRATEGIC ENTERPRISE MANAGEMENT

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Summary. *The article investigates the organization of sales activities of an industrial enterprise with a focus on multidimensional and digital market segmentation as an important tool of strategic management. The object of the study is the enterprise's customer base, which is classified according to a complex system of criteria, including the size of farms or enterprises, technological platform, type of product purchased, history of cooperation, and behavioural characteristics of consumers. The study analyses modern approaches to marketing and sales management, emphasizing the integration of CRM systems, digital platforms, and big data analytics for accurate identification of client segments, forecasting sales volumes, and improving managerial decision-making. It is emphasized that many industrial enterprises still conduct segmentation mainly on the basis of demographic or geographic indicators, which does not fully reflect the diversity of customer needs, technological requirements, and the real contribution of individual segments to overall sales results. The purpose of the research is to develop a multidimensional market segmentation model that enables enterprises to optimize marketing, production, and logistics resources, increase the efficiency of sales activities, and strengthen competitive positions in the market. The article proposes an algorithm for integrating digital tools that ensures the accumulation and processing of customer data, identification of key market segments, demand forecasting, personalization of marketing offers, and management of customer churn risks. An applied analysis of customer segments based on purchase volumes, financial capacity, technological needs, and behavioural characteristics is conducted. The results confirm the practical value of the proposed approach for improving sales management and forming long-term partnerships with clients. The research proves that the implementation of multidimensional and digital market segmentation significantly increases sales efficiency, optimizes resource allocation, enhances customer loyalty, and strengthens the competitive advantages of industrial enterprises. The proposed methodological approach allows enterprises to adapt marketing and sales strategies to dynamic market conditions, improve analytical support for management decisions, and ensure sustainable long-term development.*

Key words: *sales activity; market segmentation; multidimensional model; digital tools; CRM systems; sales efficiency; competitive positions.*

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СЕГМЕНТУВАННЯ РИНКУ ЯК ІНСТРУМЕНТ СТРАТЕГІЧНОГО УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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Резюме. *Досліджено організацію збутової діяльності промислового підприємства з акцентом на застосування багатовимірного та цифрового сегментування ринку як важливого інструменту стратегічного управління. Об'єктом дослідження визначено клієнтську базу підприємства, яка класифікується за комплексною системою критеріїв, зокрема за розміром господарства або підприємства, технологічною платформою, видом придбаної продукції, історією співпраці та поведінковими характеристиками* *споживачів. Проаналізовано сучасні підходи до управління маркетинговою діяльністю та збутом, що передбачають інтеграцію CRM-систем, цифрових платформ та аналітики великих даних для точного визначення сегментів клієнтської бази, прогнозування обсягів продажів і підвищення обґрунтованості управлінських рішень. Встановлено, що значна частина промислових підприємств здійснює сегментування переважно за демографічними або географічними критеріями, що не відображає повною мірою різноманіття потреб клієнтів, їх технологічні вимоги та реальний внесок окремих сегментів у загальні результати продажів. Метою дослідження є розроблення багатовимірної моделі сегментування ринку, яка дозволяє оптимізувати маркетингові, виробничі та логістичні ресурси підприємства, підвищити ефективність збутової діяльності та зміцнити конкурентні позиції на ринку. Запропоновано алгоритм інтеграції цифрових інструментів, що забезпечує накопичення та опрацювання даних про клієнтів, формування сегментів, прогнозування попиту, персоналізацію маркетингових пропозицій та управління ризиком відтоку клієнтів. Проведено прикладний аналіз сегментів клієнтської бази на основі обсягів закупівель, фінансових можливостей, технологічних потреб і поведінкових характеристик споживачів, що демонструє практичну значущість запропонованого підходу для прийняття обґрунтованих управлінських рішень. Доведено, що впровадження багатовимірного та цифрового сегментування сприяє підвищенню ефективності продажів, оптимізації використання ресурсів, формуванню лояльності клієнтів та зміцненню конкурентних переваг підприємства. Запропонована методика дозволяє адаптувати маркетингові та збутові стратегії до динамічного ринкового середовища, підвищити якість аналітичного забезпечення управління та забезпечити довготривалий розвиток підприємства.*

Ключові слова: *збутова діяльність, сегментування ринку, багатовимірна модель, цифрові інструменти, CRM-системи, ефективність продажів, конкурентні позиції.*

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Problem statement. The effective operation of industrial enterprises is largely determined by the level of organization of marketing activities, in particular sales policy, which shapes the competitive advantages of the enterprise and ensures its stable functioning. The sales system creates the image of the enterprise, determines the main processes of promoting products from the manufacturer to the consumer, optimizes production processes, and ensures its financial stability.

The modern economic environment is characterized by a high level of competition, dynamic consumer demand, market instability, and technological changes. Domestic enterprises seeking to strengthen their market positions are forced to constantly improve their product sales management mechanisms, integrate innovative technologies, and implement modern marketing strategies. One of the key tasks in this context is effective market segmentation, which makes it possible to optimize resources and more accurately determine the priorities of sales activities. Sales activities themselves include demand generation, customer service, establishing partnerships, distribution channels management, and control over financial flows. Effective sales management and detailed consumer segmentation can significantly increase sales volumes, create sustainable competitive advantages, and strengthen market positions.

The relevance of the topic is determined by the need for an integrated approach to sales management, taking into account multidimensional market segmentation. Traditional approaches [1–3] to segmentation of most industrial enterprises, which focus only on geographical or demographic criteria, do not always reflect the diversity of needs and behavioural characteristics of the customer base, which leads to a disproportion between the number of consumers and the volume of their consumption.

Improving market segmentation using a multidimensional model that takes into account the type of product, size of the business, technological platform, and consumer behavioural characteristics is becoming a key condition for increasing the effectiveness of sales activities. The use of digital tools and CRM systems allows this data to be integrated into an analytical system, personalize marketing offers, forecast sales volumes, and optimize production processes and logistics.

Thus, the problem of effective market segmentation becomes strategic for industrial enterprises and requires detailed research and implementation of multidimensional and digital approaches to strengthen competitive positions and maximize the potential of the customer base.

Analysis of recent research and publications. The analysis of problems related to the effective organization of marketing activities and the effective functioning of the product sales system at an enterprise attracts the attention of both domestic and foreign scientists. Thus, the basics of marketing management and mechanisms for shaping consumer demand are outlined in the works of P. Kotler [3] and M. Porter [2]. Ukrainian researchers, including G. Pchelyanska, Yu. Golovchuk, L. Dibchuk, O. Sapinsky, N. Shynkarenko, K. Pilova, V. Bayura, V. Chevganova, V. Vasyuta and others study sales policy, the effectiveness of marketing activities, and strategic sales management tools [1; 4; 5; 6; 7]. Contemporary publications pay considerable attention to market segmentation and the digitalization of sales processes, which allows enterprises to adapt their activities to changes in the external environment and make informed management decisions [5; 6; 7; 8]. Despite extensive scientific research, improving the efficiency of the sales system of industrial enterprises using multidimensional and digital segmentation requires further study.

Purpose of the study. The purpose of the study is to conduct an integrated analysis of the industrial enterprise's product sales activities, with a focus on market segmentation and optimization of areas for improving sales performance. The study aims to identify key factors that influence sales results, optimize marketing and logistics processes, and integrate modern digital technologies for accurate and multidimensional analysis of the customer base, which strengthens the competitive position of the enterprise in the market.

Statement of the task. In order to achieve the research objectives, the effectiveness of the sales activities of an industrial enterprise was analysed, the effectiveness of product distribution channels and interaction with the customer base was evaluated, the main factors influencing product sales results were identified, behavioural, technological, and financial characteristics of consumers were defined. The study also substantiates directions for improving efficiency through the application of multidimensional market segmentation, optimization of marketing processes, and personalization of offers for consumers.

Statements of the main material of the study. In the context of market transformation, the efficiency of industrial enterprises is determined not only by their production potential, but also by their ability to effectively organize sales, optimize logistics processes, and ensure effective marketing communication with the customer base. The enterprise under analysis is a large industrial manufacturer with a multi-level organizational structure that includes the enterprise’s management, the production unit, and the departments of marketing, logistics, sales, marketing communications, service maintenance, and the financial and economic department. As of 2024, the enterprise employs approximately 1,200 people, of whom 25% are workers in production workshops, 40% are highly qualified engineering and technical specialists, and the remaining staff consists of administrative personnel and specialists from production support departments.

The industry in which the enterprise operates is characterized by high competition, rapid technological change, and growing demands for service and product quality. Thus, the total number of enterprises in this industry at the national level is over 500, with only about 15–20% of them capable of maintaining stable production volumes and high-quality standards. The industry is characterized by high technological saturation: more than 35% of production lines are equipped with modern automated equipment, 40% with medium-level automation equipment, and the rest with traditional production facilities, which limits the speed of response to changes in market conditions.

Managing the enterprise's sales activities involves working with the customer base, organizing the dealer network, marketing communications, and customer service. An analysis of the customer base showed that most of the enterprise's consumers are small farms (72%), medium-sized farms account for 20%, large ones account for 6%, and corporate customers account for only 2%. At the same time, the sales structure by consumer segment differs significantly: small farms account for only 12% of sales, medium-sized farms account for 31%, large farms account for 34%, and corporate farms account for 23%. This imbalance indicates the need for detailed and multidimensional market segmentation, which would allow the enterprise to allocate its resources more efficiently.

A PEST analysis was carried out to analyse the external environment, which identified the main factors affecting the activities of the enterprise under consideration. Economic factors include GDP growth in the industrial sector of 4–5% annually, the availability of credit and leasing programs, exchange rate fluctuations, and inflationary trends. Political and legal factors include military actions, changes in legislation, customs barriers, and regulatory restrictions. Social factors include increased consumer demands for product quality, environmental friendliness of production, and service. Technological factors include the introduction of digitalization, automation, and innovative technologies. An assessment of the internal potential of the company under study, conducted using SWOT analysis, revealed the following strengths: highly qualified personnel, modern equipment, and well-established production and logistics processes; weaknesses: partial obsolescence of production lines, dependence on individual suppliers, limited efficiency of the sales system. Opportunities include: entry into regional and international markets, introduction of innovative technologies and digital solutions; threats include: economic instability, intensification of major competitors, currency fluctuations, etc.

Effective segmentation of the consumer market is a key factor in improving the effectiveness of an industrial enterprise's sales activities, especially in conditions of fierce competition and technological differentiation of products [4–6]. Modern methods [1; 6; 8] of customer segmentation at this enterprise are largely based on simple demographic and geographic criteria, in particular the region where the customer is located and the size of the farm. However, the analysis showed that these approaches do not sufficiently reflect the diversity of needs and behavioural characteristics of the customer base of this enterprise. For example, the vast majority of customers are small farms, while large and corporate customers account for a significant share of sales. This indicates a disproportion between the number of customers and their consumption volume, which makes segmentation based on quantitative criteria insufficiently effective.

It is proposed to improve market segmentation using a multidimensional model that takes into account a set of interrelated factors and variables that determine customer behaviour and the effectiveness of the company's sales (Table 1).

Table 1. Criteria for Multidimensional Segmentation of an Industrial Enterprise Customer Base

Criteria Group	*Key Segmentation Indicators*	*Segment Characteristics*	*Managerial Application*
Economic	Farm size, purchase volume, financial capacity	Small, medium, large, and corporate clients	Planning production volumes and identifying priority customers
Technological	Level of automation, technological platform, technical requirements	Traditional equipment, medium level of automation, high-tech enterprises	Adaptation of products and service maintenance
Product	Product type, assortment, purchase frequency	Basic products, specialized products, integrated solutions	Optimization of assortment policy
Organizational	Ownership type, procurement structure	Private, cooperative, corporate, and state clients	Determining cooperation conditions and contract policy
Logistical	Geographic location, accessibility, delivery and storage conditions	Nearby, remote, and logistically complex regions	Optimization of logistics routes and costs
Behavioral	Customer loyalty, price sensitivity, readiness for innovation	Loyal customers, new customers, experimental customers	Personalization of marketing offers and demand forecasting

*Compiled by the authors.

One of the main criteria for segmentation is the size of the farm or enterprise, which makes it possible to estimate the potential volume of orders, plan production capacity, and logistics. This approach allows you to form separate differentiated strategies for serving different consumer segments, plan production resource requirements, and prioritize work with customers depending on their contribution to the overall turnover of the enterprise.

An equally important criterion is the existing technological platform and the degree of automation of the customer's production processes, as they define specific requirements for products and additional services. An industrial enterprise should offer products adapted to the customer's technological needs, provide effective technical and service support, and train and advise staff on the integration of products into production processes. This approach should ensure high efficiency in the use of products and maintain stable partnerships.

An important aspect of segmentation is determining the type of product or service chosen by the customer, which allows you to optimize the range and direct marketing resources to high-profit segments, considering specific needs of each of them.

The next criterion for multi-level segmentation should be the degree of customer loyalty and history of cooperation. These indicators allow you to predict future orders and determine priority segments for targeted and personalized service.

It is also necessary to focus on analysing barriers to market entry, including physical accessibility, logistical complexity, and specific product storage conditions. Identifying such barriers will reduce costs, optimize logistics, and ensure timely product delivery.

The ownership type of the customer (private, cooperative, state, or corporate) is necessary, as it will determine the level of financial autonomy, the procurement mechanism, and the possibility of concluding long-term contracts. This allows you to predict specific service conditions for each type of customer, determine payment terms, plan deliveries, set discounts and credit limits and choose optimal terms of cooperation, which reduces financial risks and increases the efficiency of cash flow management.

Behavioural characteristics and motivational factors are an additional criterion for segmentation and are assessed by analysing consumer preferences, price sensitivity, willingness to try new products, and activity in marketing campaigns. Comprehensive consideration of these aspects will enable you to create personalized offers, increase the effectiveness of marketing communications, and more accurately predict consumer demand.

Thus, the proposed multidimensional segmentation model combines various criteria, from farm size and technological platform to financial capabilities and behavioural characteristics, into a single analytical system. This allows for more accurate targeting of marketing and sales resources, increases sales, optimizes logistics, and strengthens long-term partnerships and competitive positions of the enterprise.

The practical implementation of the proposed multidimensional segmentation model is ensured by the integration of digital tools, CRM systems, and big data analytics. For example, CRM allows you to accumulate and structure detailed information about customers (from order history and purchase frequency to financial indicators, demographic data, technological parameters, and individual preferences). This information becomes the basis for creating customer base segments based on comprehensive criteria. The use of analytical platforms and big data analytics allows you to automatically process large amounts of information, forecast potential sales volumes, form customer segments, optimize logistics and production processes, and personalize marketing campaigns.

The expected results of the implementation of the proposed multidimensional segmentation include increased sales efficiency through more accurate targeting and offers personalization, increased customer loyalty, improved analytics and management decisions, and optimized the use of industrial enterprise resources. This enables the enterprise to respond quickly to changes in market conditions, plan marketing activities based on current customer needs, and ensure stable, sustainable growth in a dynamic competitive environment.

It should also be noted that effective segmentation improvement requires constant market monitoring and adaptation of criteria, as customer behaviour, technologies, and the competitive environment are changing rapidly. Regular data updates and segment adjustments allow you to maintain a high level of alignment between marketing strategies and market needs and ensure sustainable growth for the company in an unstable industry.

Conclusions. Improved multidimensional market segmentation provides a comprehensive assessment of the customer base, taking into account the economic, technological, and behavioural characteristics of consumers, which allows for more accurate planning of the company's marketing and sales activities. The use of CRM systems and digital analytics contributes to the formation of more accurate segments, demand forecasting, personalization of offers, and optimization of management decisions. As a result, sales efficiency, rational use of resources, and customer loyalty increase. Thus, multidimensional and digital segmentation is an important tool for strategic sales management and strengthening the competitive position of the enterprise in the market.

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