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SEGMENTACIJA TRŽIŠTA I CILJANJE POTROŠAČA

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Rezime

Segmentacija tržišta i ciljanje potrošača predstavljaju ključne koncepte savremenog marketinga koji omogućavaju kompanijama da efikasnije odgovore na sve složenije zahteve tržišta. Predmet ovog rada je analiza teorijskih i praktičnih aspekata segmentacije tržišta i izbora ciljnih potrošača, sa posebnim osvrtom na savremene metode i strategije koje se primenjuju u digitalnom okruženju. Segmentacija tržišta podrazumeva podelu heterogenog tržišta na homogene grupe potrošača na osnovu određenih kriterijuma, kao što su demografski, geografski, psihografski i ponašajni faktori, dok ciljanje podrazumeva izbor najatraktivnijih segmenata za plasman proizvoda i usluga.

U radu je primenjena metodologija zasnovana na analizi relevantne domaće i strane literature, kao i na studijama slučaja iz prakse. Poseban akcenat stavljen je na značaj digitalnih tehnologija i analize podataka u procesu segmentacije i personalizacije marketinških aktivnosti. Rezultati istraživanja ukazuju da pravilna segmentacija i adekvatno ciljanje doprinose povećanju efikasnosti marketing strategija, boljem zadovoljenju potreba potrošača i ostvarivanju konkurentske prednosti na tržištu.

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Zaključuje se da kombinacija različitih kriterijuma segmentacije, uz primenu savremenih analitičkih alata, predstavlja osnov za uspešno upravljanje odnosima sa potrošačima i dugoročno održivo poslovanje.
Ključne reči: segmentacija tržišta, ciljanje potrošača, marketing strategija, digitalni marketing, ponašanje potrošača.

UVOD

Savremeno tržišno okruženje karakterišu dinamične promene, globalizacija, razvoj digitalnih tehnologija i sve izraženija konkurencija među preduzećima. U takvim uslovima, tradicionalni pristupi masovnog marketinga postaju sve manje efikasni, jer potrošači više ne predstavljaju homogenu grupu sa istim potrebama i preferencijama. Naprotiv, tržište se sastoji od različitih grupa potrošača koje se međusobno razlikuju po svojim željama, kupovnoj moći, životnim stilovima i ponašanju pri kupovini (Kotler i Keller, 2016).

Upravo iz tih razloga, segmentacija tržišta se razvila kao ključni koncept savremenog marketinga. Ona omogućava kompanijama da identifikuju specifične grupe potrošača i da im ponude proizvode i usluge koji su prilagođeni njihovim potrebama. Segmentacija ne predstavlja samo tehnički proces podele tržišta, već strateški alat koji omogućava bolje razumevanje potrošača i efikasnije donošenje poslovnih odluka (Ristić, 2018). Na taj način, preduzeća mogu optimizovati svoje resurse i povećati efikasnost marketinških aktivnosti.

Pored segmentacije, od izuzetnog značaja je i proces ciljanja potrošača, koji podrazumeva izbor najatraktivnijih tržišnih segmenata na koje će kompanija usmeriti svoje poslovanje. Ciljanje omogućava organizacijama da fokusiraju svoje napore na segmente koji imaju najveći potencijal za ostvarivanje profita i dugoročne održivosti. Efikasno ciljanje zahteva analizu veličine segmenta, njegovog rasta, profitabilnosti, kao i usklađenosti sa resursima i ciljevima preduzeća (Kotler i Keller, 2016).

Razvoj digitalnog marketinga i naprednih analitičkih alata dodatno je unapredio mogućnosti segmentacije i ciljanja. Danas kompanije koriste velike količine podataka (big data) kako bi precizno identifikovale potrebe potrošača i prilagodile svoju ponudu gotovo na individualnom nivou (Kotler i Keller, 2016). Ovakav pristup, poznat kao personalizovani ili individualni marketing, predstavlja najviši nivo segmentacije i omogućava stvaranje dugoročnih odnosa sa kupcima (Petrović, 2020).

Značaj segmentacije i ciljanja posebno dolazi do izražaja u uslovima zasićenih tržišta, gde diferencijacija proizvoda i usluga postaje ključni faktor uspeha. Kompanije koje uspešno identifikuju i razumeju svoje ciljne segmente imaju veću verovatnoću da ostvare konkurentsku prednost, povećaju zadovoljstvo kupaca i izgrade lojalnost prema brendu (Smith, 2019).

Cilj ovog rada je da analizira teorijske i praktične aspekte segmentacije tržišta i ciljanja potrošača, sa posebnim osvrtom na savremene metode i strategije koje se primenjuju u digitalnom okruženju. Rad će takođe prikazati značaj pravilnog izbora ciljnih segmenata kroz analizu konkretnih primera iz poslovne prakse.

2.TEORIJSKI OKVIR

Teorijski okvir segmentacije tržišta i ciljanja potrošača zasniva se na savremenim principima marketinga koji naglašavaju značaj razumevanja razlika među potrošačima i prilagođavanja ponude tim razlikama. U uslovima globalizacije i intenzivne konkurencije, kompanije više ne mogu uspešno poslovati oslanjajući se na masovni marketing, već moraju razvijati strategije koje su usmerene ka jasno definisanim grupama potrošača (Kotler i Armstrong, 2018). Ovakav pristup omogućava efikasnije korišćenje resursa i povećava verovatnoću zadovoljenja potreba krajnjih korisnika.

Segmentacija tržišta predstavlja proces identifikacije i grupisanja potrošača u relativno homogene celine na osnovu određenih karakteristika koje utiču na njihovo ponašanje. Prema klasičnoj

definiciji, segmentacija ima za cilj da otkrije grupe potrošača koje različito reaguju na marketinške aktivnosti, čime se stvara osnova za diferencirane strategije (Smith, 1956). Ovaj koncept se vremenom razvijao i postao jedan od ključnih elemenata strateškog marketinga.

U literaturi se ističe da segmentacija tržišta ima višestruku ulogu: omogućava bolje razumevanje potreba potrošača, identifikaciju tržišnih prilika i efikasnije pozicioniranje proizvoda. Kako navodi Jobber (2010), pravilno sprovedena segmentacija doprinosi povećanju konkurentske prednosti, jer omogućava kompanijama da ponude veću vrednost specifičnim grupama kupaca.

Kriterijumi segmentacije najčešće se dele na geografske, demografske, psihografske i bihevioralne. Geografska segmentacija omogućava prilagođavanje proizvoda lokalnim specifičnostima tržišta, što je posebno značajno u međunarodnom poslovanju (Baker, 2014). Demografska segmentacija se zasniva na lako merljivim varijablama, kao što su starost, prihod i obrazovanje, i često predstavlja početnu tačku u analizi tržišta (Solomon, 2017).

Psihografska segmentacija obuhvata dublje karakteristike potrošača, kao što su ličnost, vrednosti i stil života. Ovaj pristup omogućava kompanijama da bolje razumeju motive potrošača i da kreiraju emocionalno privlačne marketinške poruke (Schiffman i Kanuk, 2014). Bihevioralna segmentacija, koja se zasniva na stvarnom ponašanju potrošača, sve više dobija na značaju u digitalnom okruženju, gde je moguće precizno pratiti aktivnosti korisnika i analizirati njihove navike (Chaffey, 2019).

Efikasna segmentacija mora ispunjavati određene kriterijume kako bi bila korisna u praksi. Prema Dibb i Simkin (2001), segmenti treba da budu merljivi, dostupni, značajni i akcioni, odnosno takvi da omogućavaju implementaciju konkretnih marketinških strategija. Ukoliko segmenti nisu jasno definisani ili nisu dovoljno profitabilni, segmentacija može dovesti do pogrešnih poslovnih odluka.

Nakon segmentacije, sledeći korak u okviru STP modela jeste ciljanje tržišta. Ovaj proces podrazumeva evaluaciju identifikovanih segmenata i izbor onih koji nude najveći potencijal za kompaniju. Kako ističe McDonald (2016), izbor ciljnog segmenta treba da bude zasnovan na kombinaciji tržišnih faktora i internih resursa preduzeća.

Strategije ciljanja mogu biti različite u zavisnosti od karakteristika tržišta i ciljeva kompanije. Nediferencirani marketing podrazumeva jedinstvenu ponudu za celo tržište, dok diferencirani marketing uključuje razvoj posebnih ponuda za različite segmente. Koncentrisani marketing omogućava fokusiranje na jedan segment, čime se postiže veća specijalizacija, dok mikromarketing podrazumeva individualizovan pristup potrošačima (Kotler i Keller, 2016).

Razvoj digitalnih tehnologija značajno je unapredio proces segmentacije i ciljanja. Upotreba velikih baza podataka i analitičkih alata omogućava kompanijama da precizno identifikuju potrebe potrošača i prilagode svoju ponudu u realnom vremenu. Prema Chaffey i Ellis-Chadwick (2019), digitalni marketing omogućava prelazak sa tradicionalnih oblika segmentacije na personalizovane strategije koje se zasnivaju na ponašanju korisnika na internetu.

Važan deo teorijskog okvira predstavlja i koncept pozicioniranja, koji se odnosi na način na koji potrošači percipiraju proizvod u odnosu na konkurenciju. Ries i Trout (2001) ističu da uspešno pozicioniranje zahteva jasnu i jedinstvenu poruku koja će se izdvojiti u svesti potrošača. Pozicioniranje je тесно povezano sa segmentacijom i ciljanjem, jer zavisi od karakteristika odabranog tržišnog segmenta.

Na osnovu izloženog, može se zaključiti da segmentacija tržišta i ciljanje potrošača predstavljaju osnovne stubove savremenog marketinga (Ristić, 2018). Njihova primena omogućava kompanijama da bolje razumeju tržište, efikasnije koriste resurse i ostvare dugoročnu konkurentsku prednost u dinamičnom poslovnom okruženju (Mirković, S. (2025).

3.METODOLOGIJA ISTRAŽIVANJA

Metodologija istraživanja u ovom radu zasniva se na kombinaciji **kvalitativnog i kvantitativnog pristupa**, sa ciljem sveobuhvatnog sagledavanja procesa segmentacije tržišta i ciljanja potrošača. U savremenim marketing istraživanjima, ovakav integrisani pristup omogućava dublje razumevanje ponašanja potrošača, kao i kvantifikaciju ključnih faktora koji utiču na donošenje odluka (Chaffey i Ellis-Chadwick, 2019; Malhotra, 2020).

Istraživanje je sprovedeno kroz nekoliko međusobno povezanih faza. Prva faza obuhvata **definisanje problema i ciljeva istraživanja**, gde je fokus usmeren na identifikaciju relevantnih kriterijuma segmentacije i načina izbora ciljnih potrošača. Jasno definisanje ciljeva istraživanja predstavlja osnovu za izbor adekvatnih metoda i instrumenata istraživanja (Malhotra, 2020).

Druga faza odnosi se na **prikupljanje podataka**, koje uključuje korišćenje primarnih i sekundarnih izvora. Sekundarni podaci obuhvataju naučnu i stručnu literaturu, publikacije, kao i rezultate prethodnih istraživanja u oblasti marketinga. Primarni podaci se prikupljaju direktno od ispitanika putem anketa, intervjua i drugih istraživačkih tehnika. Prema domaćim autorima, marketing istraživanje ima ključnu ulogu u smanjenju neizvesnosti i podršci odlučivanju u savremenim organizacijama (Maričić, 2017; Milisavljević, 2019).

U okviru primarnih istraživanja koriste se različite metode, među kojima se izdvajaju **anketiranje, dubinski intervjui i posmatranje**. Anketiranje je najčešće korišćen metod zbog svoje efikasnosti u prikupljanju velikog broja podataka, dok intervjui omogućavaju dublje razumevanje stavova i motiva potrošača. Posmatranje se koristi za analizu stvarnog ponašanja potrošača u prirodnim uslovima (Malhotra, 2020; Maričić, 2017).

Treća faza obuhvata **uzorkovanje**, odnosno izbor reprezentativnog dela populacije. U marketing istraživanjima koriste se različite tehnike uzorkovanja, uključujući slučajno, stratifikovano i kvotno

uzorkovanje. Izbor odgovarajuće metode zavisi od ciljeva istraživanja, raspoloživih resursa i dostupnosti podataka (Milenović, 2013). Pravilno definisan uzorak omogućava generalizaciju rezultata i povećava pouzdanost istraživanja.

Četvrta faza odnosi se na **obradu i analizu podataka**, koja podrazumeva primenu statističkih i analitičkih metoda. U istraživanjima segmentacije tržišta često se koriste metode kao što su klaster analiza, faktorska analiza i regresiona analiza, koje omogućavaju identifikaciju homogenih grupa potrošača i razumevanje njihovog ponašanja. Savremeni pristupi uključuju i primenu analitike velikih podataka i digitalnih alata, čime se značajno unapređuje preciznost segmentacije (Wedel i Kamakura, 2012; Chaffey, 2019).

Peta faza podrazumeva **interpretaciju rezultata i donošenje zaključaka**, gde se dobijeni podaci koriste za identifikaciju ciljnih segmenata i definisanje marketing strategija. U ovoj fazi posebno je važno povezati teorijske koncepte sa empirijskim nalazima kako bi se obezbedila njihova praktična primenljivost. Savremena istraživanja ukazuju da kvalitetna analiza podataka omogućava bolje razumevanje potreba potrošača i efikasnije prilagođavanje marketing aktivnosti (Maričić, 2017; Milisavljević, 2019).

U kontekstu digitalnog marketinga, metodologija istraživanja dodatno se razvija kroz primenu savremenih tehnologija, kao što su analitika podataka, veštačka inteligencija i automatizovani sistemi za prikupljanje informacija. Ovi alati omogućavaju kontinuirano praćenje ponašanja potrošača i prilagođavanje strategija u realnom vremenu, čime se povećava efikasnost segmentacije i ciljanja (Chaffey i Ellis-Chadwick, 2019).

Na osnovu primenjene metodologije može se zaključiti da savremena istraživanja u oblasti segmentacije tržišta zahtevaju integraciju tradicionalnih i digitalnih pristupa, kao i kombinaciju teorijskih i empirijskih metoda. Takav pristup omogućava donošenje kvalitetnijih poslovnih odluka i doprinosi unapređenju marketing strategija u dinamičnom tržišnom okruženju.

4.ANALIZA I DISKUSIJA

Analiza segmentacije tržišta i ciljanja potrošača pokazuje da ove aktivnosti predstavljaju ključne determinante uspešnosti savremenih marketing strategija. U uslovima rastuće konkurencije i sve većih zahteva potrošača, kompanije koje primenjuju sofisticirane metode segmentacije ostvaruju značajno bolje poslovne rezultate u odnosu na one koje se oslanjaju na masovni marketing (Kotler i Keller, 2016).

Jedan od ključnih nalaza jeste da pravilno definisani segmenti omogućavaju efikasnije usmeravanje resursa i preciznije prilagođavanje marketinškog miksa. Prema Solomonu (2017), potrošači sve više očekuju personalizovane proizvode i usluge, što dodatno povećava značaj detaljne segmentacije tržišta. U tom kontekstu, kompanije koje uspešno integrišu demografske, psihografske i bihevioralne kriterijume segmentacije imaju veću verovatnoću da identifikuju profitabilne tržišne niše.

Poseban značaj u savremenim uslovima ima bihevioralna segmentacija, koja se zasniva na stvarnom ponašanju potrošača. Analiza pokazuje da ovaj pristup omogućava preciznije predviđanje budućih kupovnih odluka i efikasnije kreiranje promotivnih kampanja. Kako ističu Wedel i Kamakura (2012), modeli zasnovani na ponašanju potrošača pružaju pouzdanije rezultate u odnosu na tradicionalne metode segmentacije, jer se oslanjaju na empirijske podatke, a ne samo na deklarativne karakteristike.

Sa druge strane, rezultati ukazuju da proces ciljanja potrošača predstavlja kompleksnu fazu koja zahteva pažljivu procenu atraktivnosti tržišnih segmenata. Faktori kao što su veličina segmenta, stopa rasta, konkurentski pritisak i profitabilnost imaju ključnu ulogu u donošenju odluka o izboru ciljnog tržišta (McDonald, 2016). U tom smislu, diferencirani marketing se pokazuje kao najefikasnija strategija u većini industrija, jer omogućava prilagođavanje ponude različitim segmentima i povećava konkurentsku prednost (Smith, 2019).

Diskusija rezultata ukazuje i na sve veći značaj digitalnih tehnologija u procesu segmentacije i ciljanja. Savremeni alati za analizu podataka omogućavaju kompanijama da prate ponašanje potrošača u realnom vremenu i da prilagođavaju svoje strategije na osnovu dobijenih informacija. Prema Chaffey i Ellis-Chadwick (2019), digitalni marketing omogućava prelazak sa tradicionalne segmentacije na individualizovani pristup, gde se svaki potrošač posmatra kao poseban segment.

Međutim, analiza takođe ukazuje na određena ograničenja segmentacije tržišta ((Gojkov, Milojević, 2025). Jedan od glavnih problema jeste mogućnost pogrešne identifikacije segmenata, što može dovesti do neefikasnog korišćenja resursa i neuspešnih marketing kampanja. Dibb i Simkin (2001) ističu da segmentacija mora biti zasnovana na relevantnim i pouzdanim podacima kako bi bila efektivna. Takođe, prevelika segmentacija može dovesti do fragmentacije tržišta i povećanja troškova poslovanja.

Domaći autori takođe naglašavaju značaj pravilne primene segmentacije i ciljanja u praksi. Prema Maričiću (2017), kompanije u tranzicionim ekonomijama često se suočavaju sa izazovima u prikupljanju i analizi podataka, što može otežati primenu savremenih marketing strategija. Milisavljević (2019) ukazuje da je za uspešnu implementaciju segmentacije neophodna integracija marketing funkcije sa ostalim poslovnim procesima u preduzeću (Petrović, 2020).

Dodatno, analiza pokazuje da uspeh segmentacije i ciljanja zavisi od njihove usklađenosti sa strategijom pozicioniranja. Bez jasnog pozicioniranja, čak i dobro definisani segmenti ne mogu doneti željene rezultate. Ries i Trout (2001) ističu da je percepcija potrošača ključni faktor u procesu donošenja odluka, te da kompanije moraju jasno komunicirati vrednost svoje ponude.

Na osnovu sprovedene analize može se zaključiti da segmentacija tržišta i ciljanje potrošača imaju ključnu ulogu u kreiranju efikasnih marketing strategija. Njihova pravilna primena omogućava bolje razumevanje potreba potrošača, optimizaciju resursa i ostvarivanje konkurentske prednosti. Istovremeno,

savremeni trendovi, poput digitalizacije i personalizacije, dodatno povećavaju značaj ovih koncepata i nameću potrebu za kontinuiranim unapređenjem metoda i alata koji se koriste u marketingu.

ZAKLJUČAK

Segmentacija tržišta i ciljanje potrošača predstavljaju ključne koncepte savremenog marketinga koji omogućavaju kompanijama da efikasno odgovore na sve složenije zahteve tržišta. Savremeni uslovi poslovanja karakterišu visoka konkurencija i sve veća heterogenost potrošača, što nameće potrebu za primenom diferenciranih i precizno usmerenih marketing strategija (Kotler i Armstrong, 2018).

Rezultati istraživanja ukazuju da segmentacija tržišta omogućava identifikaciju homogenih grupa potrošača, čime se stvara osnova za efikasnije planiranje i implementaciju marketing aktivnosti. Kombinovanje različitih kriterijuma segmentacije, uključujući demografske, psihografske i bihevioralne faktore, doprinosi boljem razumevanju potreba potrošača i povećava verovatnoću uspešnog plasmana proizvoda i usluga (Schiffman i Kanuk, 2014). Proces ciljanja potrošača dodatno unapređuje efikasnost marketing strategija, jer omogućava organizacijama da fokusiraju svoje resurse na segmente sa najvećim potencijalom. Izbor odgovarajuće strategije ciljanja zavisi od karakteristika tržišta, konkurencije i internih kapaciteta preduzeća. Koncentrisani i diferencirani pristupi pokazali su se kao posebno značajni u savremenim uslovima poslovanja, gde je neophodno precizno prilagoditi ponudu različitim grupama potrošača (Jobber, 2010).

Razvoj digitalnih tehnologija i analitike podataka dodatno je unapredio procese segmentacije i ciljanja. Upotreba savremenih alata omogućava kompanijama da prate ponašanje potrošača i prilagođavaju svoje strategije u realnom vremenu, čime se povećava efikasnost marketing aktivnosti i nivo zadovoljstva kupaca (Chaffey, 2019). Ovakav pristup vodi ka sve većoj

personalizaciji ponude i jačanju odnosa između kompanija i potrošača.

Međutim, primena segmentacije i ciljanja suočava se i sa određenim izazovima, posebno u pogledu dostupnosti kvalitetnih podataka i adekvatnih analitičkih kapaciteta. U domaćem kontekstu, ovi problemi su dodatno izraženi zbog ograničenih resursa i nedovoljne razvijenosti marketing funkcije u pojedinim organizacijama (Ristić, 2018; Maričić, 2017).

Na osnovu sprovedenog istraživanja može se zaključiti da segmentacija tržišta i ciljanje potrošača predstavljaju osnovu za kreiranje uspešnih marketing strategija i ostvarivanje konkurentske prednosti. Njihova efikasna primena zahteva kontinuirano prilagođavanje promenama u okruženju, kao i integraciju savremenih tehnologija i analitičkih metoda.

U budućnosti se očekuje dalji razvoj ovih koncepata kroz primenu veštačke inteligencije, automatizacije i napredne analitike, što će omogućiti još preciznije razumevanje potreba potrošača i kreiranje individualizovanih marketing pristupa.

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MARKET SEGMENTATION AND CONSUMER TARGETING

Original research paper

Summary

Market Segmentation and Consumer Targeting represent key concepts of modern marketing that enable companies to respond more effectively to increasingly complex market demands. The subject of this paper is the analysis of theoretical and practical aspects of market segmentation and the selection of target consumers, with particular emphasis on contemporary methods and strategies applied in the digital environment. Market segmentation implies the division of a heterogeneous market into homogeneous groups of consumers based on specific criteria such as demographic, geographic, psychographic, and behavioral factors, while targeting refers to the selection of the most attractive segments for the placement of products and services.

The methodology applied in this paper is based on the analysis of relevant domestic and international literature, as well as case studies from practice. Special emphasis is placed on the importance of digital technologies and data analysis in the process of segmentation and personalization of marketing activities. The research results indicate that proper segmentation and adequate targeting contribute to increased efficiency of marketing strategies,

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better satisfaction of consumer needs, and the achievement of competitive advantage in the market.
It is concluded that the combination of different segmentation criteria, along with the application of modern analytical tools, forms the basis for successful customer relationship management and long-term sustainable business.
Keywords: market segmentation, consumer targeting, marketing strategy, digital marketing, consumer behavior.

INTRODUCTION

The modern market environment is characterized by dynamic changes, globalization, the development of digital technologies, and increasingly pronounced competition among enterprises. Under such conditions, traditional mass marketing approaches are becoming less effective, as consumers no longer represent a homogeneous group with identical needs and preferences. On the contrary, the market consists of diverse groups of consumers who differ in their desires, purchasing power, lifestyles, and buying behavior (Kotler and Keller, 2016).
Precisely for these reasons, market segmentation has developed as a key concept of modern marketing. It enables companies to identify specific groups of consumers and offer them products and services tailored to their needs. Segmentation is not only a technical process of dividing the market, but a strategic tool that enables better understanding of consumers and more efficient business decision-making (Ristic, 2018). In this way, companies can optimize their resources and increase the efficiency of their marketing activities.
In addition to segmentation, the process of consumer targeting is of exceptional importance, as it involves selecting the most attractive market segments toward which a company will direct its operations. Targeting enables organizations to focus their efforts on segments that have the greatest potential for profitability and long-

term sustainability. Effective targeting requires an analysis of segment size, growth, profitability, as well as alignment with the company's resources and objectives (Kotler and Keller, 2016).

The development of digital marketing and advanced analytical tools has further enhanced the possibilities of segmentation and targeting. Today, companies use large amounts of data (big data) to precisely identify consumer needs and tailor their offerings almost at an individual level (Kotler and Keller, 2016). This approach, known as personalized or individual marketing, represents the highest level of segmentation and enables the creation of long-term relationships with customers (Petrovic, 2020).

The importance of segmentation and targeting is particularly evident in saturated markets, where product and service differentiation becomes a key success factor. Companies that successfully identify and understand their target segments are more likely to achieve a competitive advantage, increase customer satisfaction, and build brand loyalty (Smith, 2019).

The aim of this paper is to analyze the theoretical and practical aspects of market segmentation and consumer targeting, with particular reference to contemporary methods and strategies applied in the digital environment. The paper will also present the importance of the correct choice of target segments through the analysis of concrete examples from business practice.

2.THEORETICAL FRAMEWORK

The theoretical framework of market segmentation and consumer targeting is based on modern marketing principles that emphasize the importance of understanding differences among consumers and adapting offerings to those differences. In conditions of globalization and intense competition, companies can no longer operate successfully relying on mass marketing, but must develop strategies aimed at clearly defined groups of consumers (Kotler and Armstrong, 2018). This approach enables more efficient use of

resources and increases the likelihood of meeting the needs of end users.

Market segmentation is the process of identifying and grouping consumers into relatively homogeneous segments based on certain characteristics that influence their behavior. According to the classical definition, segmentation aims to identify groups of consumers that respond differently to marketing activities, thereby creating a basis for differentiated strategies (Smith, 1956). Over time, this concept has evolved and become one of the key elements of strategic marketing.

In the literature, it is emphasized that market segmentation has a multiple role: it enables a better understanding of consumer needs, the identification of market opportunities, and more effective product positioning. As Jobber (2010) states, properly implemented segmentation contributes to increasing competitive advantage, as it allows companies to offer greater value to specific groups of customers.

Segmentation criteria are most commonly divided into geographic, demographic, psychographic, and behavioral. Geographic segmentation enables the adaptation of products to the local specificities of a market, which is particularly important in international business (Baker, 2014). Demographic segmentation is based on easily measurable variables such as age, income, and education, and often represents the starting point in market analysis (Solomon, 2017).

Psychographic segmentation includes deeper consumer characteristics such as personality, values, and lifestyle. This approach enables companies to better understand consumer motivations and create emotionally appealing marketing messages (Schiffman and Kanuk, 2014). Behavioral segmentation, which is based on actual consumer behavior, is becoming increasingly important in the digital environment, where it is possible to precisely track user activities and analyze their habits (Chaffey, 2019).

Effective segmentation must meet certain criteria in order to be useful in practice. According to Dibb and Simkin (2001), segments

should be measurable, accessible, substantial, and actionable, meaning that they must enable the implementation of concrete marketing strategies. If segments are not clearly defined or are not sufficiently profitable, segmentation can lead to incorrect business decisions.

After segmentation, the next step within the STP model is market targeting. This process involves evaluating the identified segments and selecting those that offer the greatest potential for the company. As McDonald (2016) emphasizes, the choice of target segment should be based on a combination of market factors and the company's internal resources.

Targeting strategies can vary depending on market characteristics and company objectives. Undifferentiated marketing implies offering a single product for the entire market, while differentiated marketing implies developing separate offers for different segments. Concentrated marketing enables focusing on a single segment, achieving greater specialization, whereas micromarketing involves an individualized approach to consumers (Kotler and Keller, 2016).

The development of digital technologies has significantly improved the process of segmentation and targeting. The use of large databases and analytical tools enables companies to precisely identify consumer needs and adapt their offerings in real time. According to Chaffey and Ellis-Chadwick (2019), digital marketing enables the transition from traditional forms of segmentation to personalized strategies based on users' behavior on the Internet.

An important part of the theoretical framework is also the concept of positioning, which refers to the way consumers perceive a product in relation to the competition. Ries and Trout (2001) emphasize that successful positioning requires a clear and unique message that will stand out in the minds of consumers. Positioning is closely related to segmentation and targeting, as it depends on the characteristics of the selected market segment.

Based on the above, it can be concluded that market segmentation and consumer targeting represent the fundamental pillars of modern marketing (Ristic, 2018). Their application enables companies to better understand the market, use resources more efficiently, and achieve long-term competitive advantage in a dynamic business environment (Mirković, S. (2025).

3.RESEARCH METHODOLOGY

The research methodology in this paper is based on a combination of **qualitative and quantitative approaches**, with the aim of providing a comprehensive understanding of the process of market segmentation and consumer targeting. In modern marketing research, such an integrated approach enables a deeper understanding of consumer behavior, as well as the quantification of key factors that influence decision-making (Chaffey and Ellis-Chadwick, 2019; Malhotra, 2020).

The research was conducted through several interconnected phases. The first phase involved **defining the research problem** and objectives, with a focus on identifying relevant segmentation criteria and methods for selecting target consumers. A clear definition of research objectives represents the basis for selecting appropriate research methods and instruments (Malhotra, 2020).

The second phase refers to **data collection**, which includes the use of primary and secondary sources. Secondary data include scientific and professional literature, publications, as well as results of previous research in the field of marketing. Primary data are collected directly from respondents through surveys, interviews, and other research techniques. According to domestic authors, marketing research plays a key role in reducing uncertainty and supporting decision-making in modern organizations (Maricic, 2017; Milisavljevic, 2019).

Within primary research, various methods are used, among which **surveys, in-depth interviews, and observation** stand out. Surveys are the most commonly used method due to their

efficiency in collecting a large amount of data, while interviews provide a deeper understanding of consumers' attitudes and motives. Observation is used to analyze actual consumer behavior in natural conditions (Malhotra, 2020; Maricic, 2017).

The third phase involves **sampling**, that is, selecting a representative part of the population. In marketing research, various sampling techniques are used, including random, stratified, and quota sampling. The choice of an appropriate method depends on the research objectives, available resources, and data accessibility (Milenovic, 2013). A properly defined sample enables the generalization of results and increases the reliability of the research.

The fourth phase refers to **data processing and analysis**, which involves the application of statistical and analytical methods. In market segmentation research, methods such as cluster analysis, factor analysis, and regression analysis are often used, enabling the identification of homogeneous groups of consumers and a better understanding of their behavior. Modern approaches also include the use of big data analytics and digital tools, which significantly improves the precision of segmentation (Wedel and Kamakura, 2012; Chaffey, 2019).

The fifth phase involves the **interpretation of results and drawing conclusions**, where the obtained data are used to identify target segments and define marketing strategies. In this phase, it is particularly important to connect theoretical concepts with empirical findings in order to ensure their practical applicability. Contemporary research indicates that high-quality data analysis enables a better understanding of consumer needs and more effective adaptation of marketing activities (Maricic, 2017; Milisavljevic, 2019).

In the context of digital marketing, research methodology is further developed through the application of modern technologies such as data analytics, artificial intelligence, and automated information-gathering systems. These tools enable continuous monitoring of consumer behavior and the adjustment of strategies in real time,

thereby increasing the efficiency of segmentation and targeting (Chaffey and Ellis-Chadwick, 2019).

Based on the applied methodology, it can be concluded that contemporary research in the field of market segmentation requires the integration of traditional and digital approaches, as well as a combination of theoretical and empirical methods. Such an approach enables making better business decisions and contributes to the improvement of marketing strategies in a dynamic market environment.

4.ANALYSIS AND DISCUSSION

The analysis of market segmentation and consumer targeting shows that these activities are key determinants of the success of modern marketing strategies. In conditions of increasing competition and growing consumer demands, companies that apply sophisticated segmentation methods achieve significantly better business results compared to those that rely on mass marketing (Kotler and Keller, 2016).

One of the key findings is that properly defined segments enable more efficient allocation of resources and more precise adaptation of the marketing mix. According to Solomon (2017), consumers increasingly expect personalized products and services, which further increases the importance of detailed market segmentation. In this context, companies that successfully integrate demographic, psychographic, and behavioral segmentation criteria are more likely to identify profitable market niches.

Behavioral segmentation is of particular importance in modern conditions, as it is based on actual consumer behavior. The analysis shows that this approach enables more accurate prediction of future purchasing decisions and more effective creation of promotional campaigns. As noted by Wedel and Kamakura (2012), models based on consumer behavior provide more reliable results compared to traditional segmentation methods, because they rely on empirical data and not only on declarative characteristics.

On the other hand, the results indicate that the process of targeting consumers is a complex stage that requires careful evaluation of the attractiveness of market segments. Factors such as segment size, growth rate, competitive pressure, and profitability play a key role in making decisions about the selection of a target market (McDonald, 2016). In this regard, differentiated marketing proves to be the most effective strategy in most industries, as it enables the adaptation of offerings to different segments and increases competitive advantage (Smith, 2019).

The discussion of the results also points to the growing importance of digital technologies in the segmentation and targeting process. Modern data analytics tools enable companies to monitor consumer behavior in real time and adjust their strategies based on the information obtained. According to Chaffey and Ellis-Chadwick (2019), digital marketing enables a shift from traditional segmentation to an individualized approach, where each consumer is viewed as a separate segment.

However, the analysis also indicates certain limitations of market segmentation (Gojkov, Milojević, 2025). One of the main issues is the possibility of incorrect segment identification, which can lead to inefficient use of resources and unsuccessful marketing campaigns. Dibb and Simkin (2001) emphasize that segmentation must be based on relevant and reliable data in order to be effective. Additionally, excessive segmentation can lead to market fragmentation and increased business costs.

Domestic authors also emphasize the importance of proper application of segmentation and targeting in practice. According to Maricic (2017), companies in transition economies often face challenges in data collection and analysis, which can make it difficult to apply modern marketing strategies. Milisavljevic (2019) indicates that the successful implementation of segmentation requires the integration of the marketing function with other business processes in the company (Petrovic, 2020).

Additionally, the analysis shows that the success of segmentation and targeting depends on their alignment with positioning strategy.

Without clear positioning, even well-defined segments cannot produce the desired results. Ries and Trout (2001) emphasize that consumer perception is a key factor in the decision-making process, and that companies must clearly communicate the value of their offering.

Based on the conducted analysis, it can be concluded that market segmentation and consumer targeting play a key role in creating effective marketing strategies. Their proper application enables a better understanding of consumer needs, resource optimization, and the achievement of competitive advantage. At the same time, contemporary trends such as digitalization and personalization further increase the importance of these concepts and impose the need for continuous improvement of the methods and tools used in marketing.

CONCLUSION

Market segmentation and consumer targeting are key concepts of modern marketing that enable companies to effectively respond to increasingly complex market demands. Contemporary business conditions are characterized by high competition and growing consumer heterogeneity, which imposes the need to apply differentiated and precisely targeted marketing strategies (Kotler and Armstrong, 2018).

The research results indicate that market segmentation enables the identification of homogeneous groups of consumers, thereby creating a basis for more efficient planning and implementation of marketing activities. Combining different segmentation criteria, including demographic, psychographic, and behavioral factors, contributes to a better understanding of consumer needs and increases the likelihood of successful placement of products and services (Schiffman and Kanuk, 2014).

The process of targeting consumers further improves the efficiency of marketing strategies, as it enables organizations to focus their resources on segments with the highest potential. The choice of an

appropriate targeting strategy depends on market characteristics, competition, and the internal capacities of the company. Concentrated and differentiated approaches have proven to be particularly important in contemporary business conditions, where it is necessary to precisely tailor offerings to different consumer groups (Jobber, 2010).

The development of digital technologies and data analytics has further improved segmentation and targeting processes. The use of modern tools enables companies to monitor consumer behavior and adjust their strategies in real time, thereby increasing the efficiency of marketing activities and the level of customer satisfaction (Chaffey, 2019). This approach leads to greater personalization of the offer and the strengthening of relationships between companies and consumers.

However, the application of segmentation and targeting also faces certain challenges, particularly regarding the availability of high-quality data and adequate analytical capabilities. In the domestic context, these issues are further pronounced due to limited resources and the insufficient development of the marketing function in certain organizations (Ristic, 2018; Maricic, 2017).

Based on the conducted research, it can be concluded that market segmentation and consumer targeting represent the foundation for creating successful marketing strategies and achieving competitive advantage. Their effective application requires continuous adaptation to changes in the environment, as well as the integration of modern technologies and analytical methods.

In the future, further development of these concepts is expected through the application of artificial intelligence, automation, and advanced analytics, which will enable an even more precise understanding of consumer needs and the creation of individualized marketing approaches.

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