

**M. Ordabayeva**

PhD  
S. Amanzholov East Kazakhstan University  
Ust-Kamenogorsk, Kazakhstan  
e-mail: mainur.ait@mail.ru  
ORCID: 0000-0002-9409-636X

**K. Kadyrova**

m.e.s.  
Turan University  
Almaty, Kazakhstan  
e-mail: korlan.1977@mail.ru  
ORCID: 0000-0001-7597-1635

**R. Tarakbayeva**

c.t.s., associate professor  
Almaty, Kazakhstan  
e-mail: raushan\_29@mail.ru  
ORCID: 0000-0002-9401-1573

**M. Baimoldaeva**

PhD  
International Transport and Humanities University  
Almaty, Kazakhstan  
e-mail: meruert.kz.79@mail.ru  
ORCID: 0000-0002-8189-433

## FOREIGN EXPERIENCE OF USING SERVITIZATION AS A MARKETING STRATEGY

**Abstract.** *The article considers the main issues of the world practice of servitization as the basis of marketing strategy of the enterprise. Marketing strategies of the enterprise are unique, there are no universal solutions suitable for all cases, the formation of marketing strategies is a creative process, for which there are no set options for action. The essence of marketing strategy is to determine the courses of action for the future development and achievement of corporate goals of the enterprise strategy with the help of marketing tools.*

*Due to the fact that any enterprise operates in a socio-economic environment, the conditions of which are constantly changing, risks are increasing, the external environment is becoming more complex, it is necessary to anticipate changes and respond to them in a timely manner; the company must have a high level of adaptability of internal resources to the changing external environment. The solution of these problems is possible with the competent use of concepts, methods and tools of marketing strategy development.*

**Keywords:** *marketing, marketing strategy, servitization, market research, consumer, enterprise strategy*

### ■ Introduction

The choice of marketing strategy for the activities of industrial enterprises engaged in the production of innovative products is a complex task that requires careful science-based management decisions. Realization of competent marketing strategy, formation of adequate, modern product policy is an important condition for increasing the level of competitiveness of products.

Along with the increasing market pressure, Kazakhstani manufacturers need to form specific marketing strategies to promote innovative products more and more carefully and meticulously. Now, the market is experiencing an increase in demand for industrial goods, which is confirmed by the constant growth in the output of industrial products. At the same time, it is important to note the tendency to develop new innovative products, to produce modern machinery and equipment, which can compete with foreign analogues.

Literature review. Characterising the degree of studying the process of marketing strategy formation in the studies of foreign and domestic authors, it should be noted the predominance of works that are devoted to the study of theoretical and methodological problems of marketing strategies. Also such research approaches as analysis of logicity of generation of effective

market solutions, development of competitive market position of the firm, peculiarities of actual theories and practical ways of implementation of servitisation contribute to concentration of attention to the process of formation of marketing strategies.

Theoretical issues of concepts, essence, definition of marketing strategies are covered in the publications of the following foreign authors: I. Ansoff, L.Vargo, F. Kotler, V. Koreinen, M. Porter, S. Raddats, L. Scheer and others. The works of these authors cannot be used to solve the problem of forming a marketing strategy for promoting an innovative product on the industrial market, because these issues are not evenly researched.

Among the existing Kazakhstani studies there are two directions for studying marketing strategy: The first approach is oriented on the use of matrix method of analysis. For the development of portfolio-analysis models, matrix models are used in the development of marketing strategies.

## ■ Methods

The research methodology of this paper includes a combination of quantitative and qualitative approaches.

**Discussion.** For successful functioning of an industrial enterprise in the market in modern conditions it is necessary to observe such principles as: reorientation from production needs to the needs of consumers, formation of competitive advantages of manufactured products and growth of its competitiveness, high adaptability of the enterprise to changing market conditions. Marketing strategy adopted at the enterprise is a generalised plan containing the objectives of the enterprise regarding marketing and ways of their achievement.

F. Kotler [1] defined marketing strategy as a scheme of marketing activities by means of which an enterprise has the opportunity to solve its marketing tasks.

In marketing theory there are many types of marketing strategies, which are classified into a priori approach and a posteriori approach.

**A priori approach.** Marketing strategies are formed on the basis of theoretical models tested in practice. In the a priori approach marketing strategies are divided according to the specialisation of the enterprise and its place in the market.

**A posteriori approach.** Marketing strategies are subdivided on the basis of practical data. As practice shows, this approach is most often used in the processes of building theoretical models of hybrid types of marketing strategies.

The professional literature distinguishes three main classes of marketing strategies:

1. basic strategies (according to M. Porter) [2]: strategies of leadership by reducing costs; strategies of differentiation; strategies of intensification.
2. growth strategies (according to I. Ansoff) [3]: strategy of forced growth; strategy of complex growth; strategy of growth by expanding the sphere of activity.
3. competitive strategies (according to F. Kotler) [1, p.35]: leader's strategies; leader's attack strategies; leader's follower's strategies; specialist's strategies.

Marketing strategies of the enterprise are unique, there are no universal solutions suitable for all cases, the formation of marketing strategies is a creative process, for which there are no set options for action. The essence of marketing strategy is to determine the directions of action for future development and achievement of corporate goals of the enterprise strategy with the help of marketing tools.

Marketing is primarily designed to realise strategic goals, each tactical decision should lead to the achievement of strategic goals and plans. For timely response to changing market trends and changes in consumer behaviour, not only strategic planning, but also marketing research and analysis is necessary.

I. Korneeva and N. Safronova in their works on marketing conducted classification of marketing strategies as follows (Table 1):

**Table 1.** Classification of types of marketing strategies

Stage of company development:	Market share:	Type of product and sales market:	Competition and market expansion:
retention strategy	cost leadership strategy	market penetration strategy	competitive strategy
the company's growth strategy for both short-term and long-term periods	differentiation strategy	market development strategy	market promotion strategy
reduction strategy	niche strategy	стратегия развития товара	market expansion strategy
combination of the above strategies		diversification strategy	

*Note – Compiled on the basis of source [6]*

Based on the works of G.A. Vasiliev and T.A. Gaydaenko. [7], it can be argued that strategy is a set of objectives and methods of their achievement. The main goal of marketing strategy is successful competitive struggle. Marketing strategy is designed to ensure the internal unity of the company's policy.

Any industrial enterprise is aimed at the implementation of the set economic goals, taking into account labour, financial, material, information resources, the correct use of the potential of which will lead to an increase in the profit indicators of the enterprise.

The marketing strategy of an industrial enterprise is realised in 4 stages:

1. situational analysis.
2. strategy development.
3. formation of the marketing programme.
4. strategy implementation and management.

To form the marketing strategy of the enterprise, the marketing service should study the market, entry barriers, sales channels in detail.

The function of enterprise management through strategic marketing planning has become more significant for the enterprise due to the strong influence of economic, social, technological changes on managerial decision-making.

Marketing strategy is a set of marketing objectives and ways to achieve them, which are developed on a long-term basis. However, such long-term strategies require significant financial costs, managerial and time resources.

There are four main levels of marketing strategy (Table 2): corporate, business, functional, instrumental.

**Table 2.** Levels of marketing strategy

№	Strategy level	Description of the strategy level
1	Corporate marketing strategy	Develops the company's mission, business goals and values. Determines directions for the company's development and prioritises the overall marketing plan.
2	Business Strategy	Identifies the main characteristics of the company's interaction with the market, allocates resources and focuses on the growth of profit indicators. There are 3 areas of these strategies: growth strategies, portfolio strategies, and competitive strategies.
3	Functional strategy for marketing activities	There are two types of strategies: 1. market segmentation strategies; 2. positioning strategies;
4	Instrumental strategy of marketing activities	Developed within the elements of the marketing mix (7Ps): Product, Price, Promotion, Place, People, Process, Ambience, Environment in which the service is provided

*Note – Compiled on the basis of the source [7, p.135]*

Before starting to work on the formation of marketing strategy the enterprise should undergo the procedure of marketing audit, which will identify bottlenecks, identify problems in capturing market share, help to assess the effectiveness of measures.

Formation of marketing strategy is based on marketing information and a group of factors:

1. Directions for the development of macro level marketing environment and demand.
2. Competitive analysis: competitive trends in the market, competitors.
3. Internal resources of the firm, management potential.
4. The main vector of enterprise development, strategic goals and objectives.

The process of formation of marketing strategy is greatly influenced by the internal reserves of the enterprise and the external environment.

SWOT analysis is used to identify threats and opportunities for development. The interpretation of this model is as follows: strengths (good resource of the organisation) should be preserved and strengthened, while weaknesses should be eliminated. The strengths should be applied as a basis for forming a unique competitive advantage. At the same time, even one key position in the S position can ensure a competitive victory, while the rest of the positions can be neutral, N.

The results of marketing analysis contribute to the determination of the most appropriate marketing strategy, which would take into account the needs of the enterprise, changing market conditions, market conditions.

In addition, marketing strategy is designed to determine the rate at which goals are achieved:

- stability of the company's growth;
- growth of profit indicators;
- growth of capitalisation and globalisation of the company and strengthening of its market presence.

The main indicators that characterise the success of the company are sales volume and the relationship between profit and sales volume. This relationship determines such changes in marketing strategy as:

- Stable presence of the company in the market,
- Reduction of the company's position in the market,
- Dynamic improvement of marketing indicators.

Obviously, obtaining a balance of sales and profit becomes the main goal of the company, for the achievement of which it is necessary to develop marketing sub-objectives and develop a marketing strategy regarding the growth or reduction of market share; the number of consumers, their portrait and personalisation in relation to them; the need to operate in a certain market segment; the popularity and recognition of the brand and consumer loyalty to it.

Non-market factors, such as macroeconomic, political, social and technological developments, have an impact on the achievement of objectives. This reinforces the need to constantly analyse them and take into account the degree of their influence on the activities of the enterprise.

Traditional services, such as trade, financial, transport and a number of others, are historically closely related to industry. In the modern period, the service acquires new qualities and covers more and more sectors of industry.

Servitisation is perceived as a phenomenon emerging in mature industries where there is a high level of competition [12]. At the same time, services are seen as a key competitive variable for manufacturers operating in mature markets, as a differentiating factor as well as a potential additional source of revenue and profit.

The emergence of investment in services by manufacturing companies has been attributed to the changes that their products undergo in the market. Speaking about empirical analysis of the servitisation phenomenon, despite its considerable popularity among scholars and professional organisations, the study of the application of servitisation in practice is underdeveloped.

Key data on the spread of servitisation in Europe was presented in the IMF report "European Manufacturing Review" [13]. The vast majority of manufacturing companies are involved in

service provision. Approximately 85% reported that they offered at least one of the services in a pre-defined list. On average, the proportion of service sales is 13%, of which 10.6% were directly billed to customers and the difference is included in invoices, meaning that services account for a significant portion of revenue in the manufacturing sector.

On the basis of cross-sector comparison, the author has identified extended service offerings for specific sectors. They cover a wide range of activities that are relatively standardised and traditional for the sector. According to scholar Groenwegen the proportion of services that are not separately billed to customers indicates that services are not considered as an element of the value proposition [14].

Companies adhering to bundled pricing usually consider services as add-ons to products, the main purpose of which is only to support the sale of products, rather than an independent profitable business product, while in companies that provide services separately, service is always included in the core business, and servitisation becomes a key factor in strategic development.

It should be noted that manufacturing companies mainly focus on traditional services, i.e. services closely related to products and implemented to support their use [15]. Services such as goods management in enterprises, involving closer partnership with customers, as well as leasing, rental and financing services, are usually exceptions within the offerings.

According to global statistics in industrial enterprises, the share of services in the total procurement of goods and services ranges from 30 to 50 per cent (e.g. Canada, South Africa, Brazil). Over the last 5 years, industrial enterprises have seen an expansion of the position of services in the total cost of procurement, especially noticeable in industrial enterprises in Australia and Norway. It is important that high-tech knowledge-intensive services are becoming a major item of expenditure on services (Table 3).

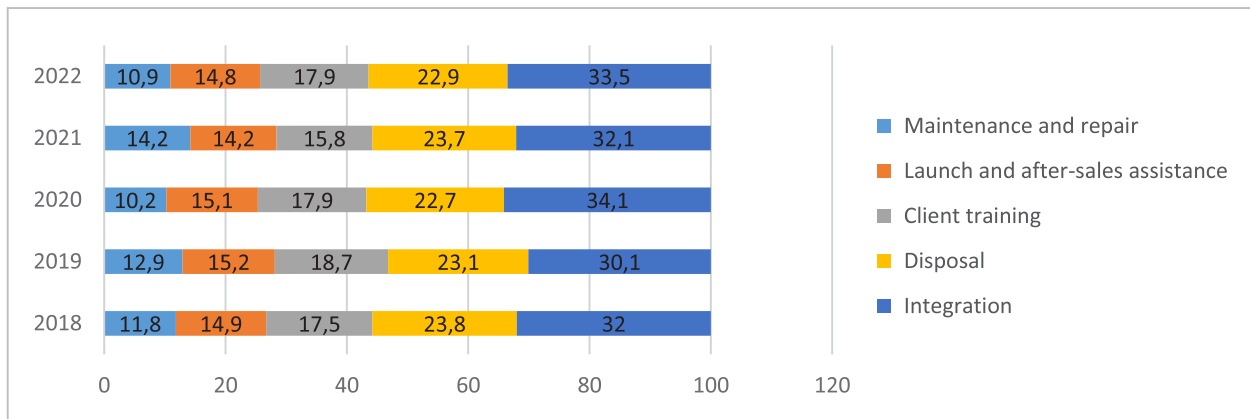
**Table 3.** Share of costs of industrial enterprises by country for basic services, in per cent

Country	Services									
	Trade, repair		Transport, warehousing		Financial, insurance		Research, professional and business		Rent, leasing	
Year	2018	2022	2018	2022	2018	2022	2018	2022	2018	2022
Australia	15,2	16,4	28,3	30,2	8,9	9,6	15,6	17,01	6,1	7,8
Canada	20,1	21,2	7,8	8,3	20,7	22,0	21,1	22,7	6,0	6,7
Netherlands	15,1	15,7	17,2	18,2	22,4	24,2	26,8	29,0	10,5	11,9
Norway	43,3	44,5	10,1	11,4	26,7	27,1	27,6	26,7	4,1	4,7
USA	43,2	44,4	9,7	11,1	21,0	22,8	21,3	22,8	5,7	7,2
SOUTH AFRICA	10,6	10,9	54,2	54,7	4,5	5,0	1,1	1	0,6	0,7
Brazil	10,4	11,7	6,3	6,8	34,1	36,3	27,9	29,6	6,2	7,6

*Note – compiled on the basis of source [16]*

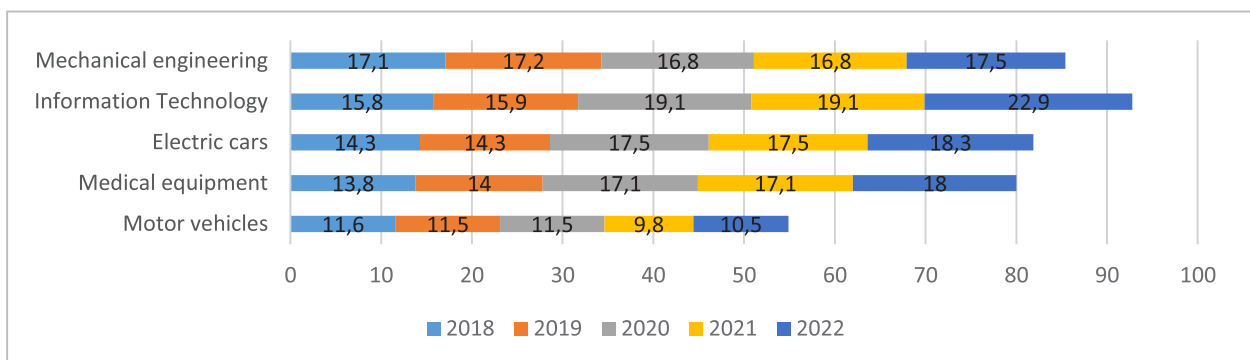
The dynamics of purchasing services is strongly dependent on price trends, sharp changes in market conditions, and lack of uniformity in the spread of innovations. The U.S. is witnessing an increase in the purchase of advanced services as the country is actively promoting new products such as shale oil and gas in the global market. The majority of services provided by the global industry between 2018 and 2022 are integration services, followed by customer training, start-up and after-sales support, maintenance and repair (Figure 4).





**Figure 4.** Distribution of services in industry in 2018-2022.  
 Note – Compiled based on source [12]

Analysing the data for 2018-2022 in the industrial international sector, shows that the most involved sectors are machinery, information technology, electrical machinery, medical equipment, and motor vehicles (Figure 5).



**Figure 5.** Involvement in servitisation strategy in industry, 2018-2022.  
 Note – Compiled based on source [12]

However, due to the changing pandemic and post-pandemic environment of the company, the distribution of engagement changes within the mentioned sectors. Thus, there is an increase in involvement in the medical equipment, electrical machinery and information technology sectors.

With the exception of automobiles, the other sectors have a higher share of revenues derived from services than the average for the whole sample, which is around 13 per cent. Sectors that do not produce durable goods but are involved in servitisation include wood products (12.2%), pulp and paper (11.6%), rubber and plastic products (12.75), basic metals (12.2%) and fabricated metal products (13.2%). Conversely, the sectors less involved in servitisation are food and tobacco (4.8%) and chemicals (8.2%). Obviously, in these sectors services are less relevant.

As for software development, this is an industrial service provided to clients by offering additional computer programmes. However, only 50% of companies operate in sectors where this type of service is particularly relevant. Manufacturers of machinery, precision instruments, office equipment and communication equipment offer software development services. Customers must rely on their own resources or on service providers to obtain the software, they need [17].

Also with reference to less traditional offerings such as operational services, leasing and financing, the most representative industries are those related to mechanical engineering or transport equipment. In this case, the share of services provided is higher than the average for the whole sample, despite a rather low percentage ranging from 20% to 25% [18]. As an example

we can consider the transition from combustion powertrains to electric drives in the automotive industry, e-mobility with electric vehicles requires a different infrastructure: provision of electricity and large investments. This radical technological change has given a strong impetus to advanced service offerings in the automotive industry to promote the market for electrically powered passenger cars.

Servitisation of Taiwan's industry is not just about providing services, but interacting with customers using modern cloud storage and internet technologies. The services provided by industrial enterprises are innovative, personalized and intelligent. Taiwan exports machine tools to major countries with developed industrial markets: USA, China, India, Turkey, Germany, and Japan. Taiwan's industrial companies have rich experience in providing services with customers on a global scale. Taiwanese companies do not just sell machine tools, but also accompany their product with training, repair and maintenance services.

### ■ Conclusions

Thus, the authors have analyzed the reasons for different approaches to servitisation in industrial sectors. The key factor for changing manufacturers' business models towards servitisation is radical innovation. Radical innovation entails technological uncertainty, technical and business inexperience. In manufacturing sectors affected by relevant changes in product technology, it may be necessary to change business models towards enhanced servitisation to promote the benefits of the new technology in the market.

### References

1. Kotler F. Marketing ot A do YA: 80 koncepcij, kotorye dolzhen znat' kazhdyj menedzher. – M.:Al'pina Publ., 2018. – 209 s.
2. Porter M.E. Mezhdunarodnaya konkurenciya. Konkurentnye preimushchestva stran. – M.:Al'pina Publ., 2016. – 947 s.
3. Ansoff I. Strategicheskij menedzhment. – SPb.: Piter, 2011. – 344 s.
4. Mamontov V.D., Osadchaya T.G. Rossijskoe predprinimatel'stvo: istoriya i sovremennost' // Vestnik Tambovskogo universiteta. Prilozhenie k zhurnal. – 2016. №4. – 45 s.
5. Akulich I.L., Gerchikov I.Z. Prakticheskij marketing: Prakt.posobie. – Mn.: BGEU, Propilei, 2011. – 56-58 s.
6. Safronova N.B. Marketingovyje issledovaniya: uchebnoe posobie. M.: Dashkov i K. – 2017. – 310 c.
7. Vasil'ev G.A., Gajdaenko T.A. Marketing: uchebnoe posobie. M.: YUNITI-DANA, 2017. – 238 s.
8. Medvedeva T.V., Egorushkina T.N., Panferova E.V., SHvecov S.A., Etova E.V. Audit marketingovoj deyatel'nosti kak instrument kontrolya v sisteme upravleniya predpriyatim // Koncept, 2015. – №9. URL: <https://cyberleninka.ru/article/n/audit-marketingovoy-deyatelnosti-kak-instrument-kontrolya-v-sisteme-upravleniya-predpriyatim> (data obrashcheniya: 07.05.2022).
9. Gerasimenko V., Andreyuk D., Kurkova D. Approach for management of brand positioning: quantification of value matching between brand and target audience // Polish Journal of Management Studies, 2021. №24. – S. 96-111 DOI <http://dx.doi.org/10.17512/pjms.2021.24.1.06>
10. Belyaev V.I. Marketing: teoriya i praktika: uchebnik. – 4-e izd., pererab. i dop. – Moskva: KNORUS, 2018. – 676 s.
11. Tihomirov V.P., Tihomirova N.V., Danchenok L.A. Marketing v social'nyh media. Internet-marketingovyje kommunikacii. – Piter Press, Sankt-Peterburg, 2013. – 288 s.
12. Gadde L. -E., Huemer L., Hakansson H. Strategizing in industrial networks // Industrial Marketing Management. 2003. – №32. – R. 357–364.
13. Vsemirnaya torgovaya organizaciya. Distribution services – URL: [https://www.wto.org/english/tratop\\_e/serv\\_e/distribution\\_e/distribution\\_e.htm](https://www.wto.org/english/tratop_e/serv_e/distribution_e/distribution_e.htm) (data obrashcheniya 14.04.2022)
14. Groenewegen O. Networking in Dutch industries // Leuven/Apeldoorn: Garant/Siswo. 2015. – №45. – R.207–223.
15. Bastl M., Johnson M., Lightfoot H., Evans S. Buyer-supplier relationships in a servitized environment // Journal of Marketing. – 2012. – № 58(4). – R. 1-15.
16. Otchet Organizacii Ob"edinennyh Nacij po promyshlennomu razvitiyu – URL: <https://unstats.un.org/UNSDWebsite/> (data obrashcheniya 20.04.2022)
17. Gerasimenko V.V., Kurkova D.V., Simonov K.V. Faktory rynochnyh provalov rossijskih vysokotekhnologichnyh startapov: analiz bar'erov // Vestnik Moskovskogo universiteta. Seriya 6: Ekonomika. 2021. – № 6. – S. 120-136
18. Mastrogiacomo L. Definition of a conceptual scale of servitization: Proposal and preliminary results // NULL – 2018. – R. 450.

## ЗАРУБЕЖНЫЙ ОПЫТ ИСПОЛЬЗОВАНИЯ СЕРВИТИЗАЦИИ КАК СТРАТЕГИИ МАРКЕТИНГА

**М. Ордабаева**

К.Э.Н

Восточно-Казахстанский университет  
имени Сарсена Аманжолова  
г. Усть-Каменогорск, Казахстан  
e-mail: mainur.ait@mail.ru  
ORCID:0000-0002-9409-636X

**Р. Тарақбаева**

К.Э.Н, доцент

г. Алматы, Казахстан  
e-mail: raushan\_29@mail.ru  
ORCID:0000-0002-9401-1573

**К. Кадырова**

М.Э.Н.

Университет «Туран»  
г. Алматы, Казахстан  
e-mail: korlan.1977@mail.ru  
ORCID: 0000-0001-7597-1635

**М. Баймолдаева**

К.Э.Н

Международный транспортно-гуманитарный  
университет  
г. Алматы, Казахстан  
e-mail: meruert.kz.79@mail.ru  
ORCID: 0000-0002-8189-4338

***Аннотация.** В статье рассмотрены основные вопросы мировой практики сервитизации как основы маркетинговой стратегии предприятия. Маркетинговые стратегии предприятия уникальны, универсальных решений, пригодных для всех случаев не существует, формирование маркетинговых стратегий – это творческий процесс, для которых не заданы варианты действий. Сущность маркетинговой стратегии состоит в определении направлений действий для будущего развития и достижения корпоративных целей стратегии предприятия при помощи инструментов маркетинга.*

*Ввиду того, что любое предприятие функционирует в социально-экономической среде, условия которой постоянно изменяются, возрастают риски, усложняется внешняя среда, необходимо предвидеть изменения и своевременно реагировать на них; компания должна иметь высокий уровень адаптивности внутренних ресурсов к изменяющейся внешней среде. Решение этих проблем возможно при грамотном использовании концепций, методов и инструментов разработки маркетинговой стратегии.*

***Ключевые слова:** маркетинг, маркетинговая стратегия, сервитизация, исследование рынка, потребитель, стратегия предприятия*

## СЕРВИТИЗАЦИЯНЫ МАРКЕТИНГ СТРАТЕГИЯСЫ РЕТІНДЕ ПАЙДАЛАНУДЫҢ ШЕТЕЛДІК ТӘЖІРИБЕСІ

**М. Ордабаева**

PhD

Сәрсен Аманжолов атындағы  
Шығыс Қазақстан университеті  
Өскемен қ., Қазақстан  
e-mail: mainur.ait@mail.ru  
ORCID: 0000-0002-9409-636X

**Р. Тарақбаева**

Т.Ф.К., доцент

Алматы қ., Қазақстан  
e-mail: raushan\_29@mail.ru  
ORCID: 0000-0002-9401-1573

**Қ. Қадырова**

Э.Ф.М

«Тұран» университеті  
Алматы қ., Қазақстан  
e-mail: korlan.1977@mail.ru  
ORCID: 0000-0001-7597-1635

**М. Баймолдаева**

PhD

Халықаралық көлік және  
гуманитарлық университеті  
Алматы қ., Қазақстан  
e-mail: meruert.kz.79@mail.ru  
ORCID: 0000-0002-8189-433

***Аңдатпа.** Мақалада кәсіпорынның маркетингтік стратегиясының негізі ретінде сервитизацияның әлемдік тәжірибесінің негізгі мәселелері қарастырылған. Кәсіпорынның*



маркетингтік стратегиялары бірегей болып табылады, барлық жағдайларға сәйкес келетін амбебап шешімдер жоқ. Маркетингтік стратегияның мәні маркетинг құралдарын пайдалана отырып, кәсіпорын стратегиясының корпоративтік мақсаттарына жету және болашақ дамуы үшін іс-әрекет бағыттарын анықтау болып табылады.

Кез келген кәсіпорын жағдайлары үнемі өзгеріп отыратын, тәуекелдері артып, сыртқы орта күрделене түсетін әлеуметтік-экономикалық жағдайда жұмыс істеуіне байланысты өзгерістерді алдын-ала болжап, оларға дер кезінде ден қою қажет. Компанияда ішкі ресурстардың өзгермелі сыртқы ортаға бейімделу деңгейі жоғары болуы керек. Бұл мәселелерді шешу маркетингтік стратегияны құрудың тұжырымдамалары, әдістері және құралдарын дұрыс пайдалану арқылы мүмкін болады.

**Түйін сөздер:** маркетинг, маркетинг стратегиясы, сервитизация, нарықты зерттеу, тұтынушы, кәсіпорын стратегиясы