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**DETERMINATION OF A B2B
MARKETING STRATEGY**
Marketing Mix

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ABSTRACT

The research focused on exploring of the Belgian agricultural market where market segmentation, segment evaluation and targeting, as competitive landscape positioning will be conducted to provide a solid base for further marketing strategy planning.

Agrico is a B2B Estonian customer-centric agricultural distribution company that offers industrial plant construction services for animal feed. The company aims to expand its existing services to the Belgian market, which entails a risky decision that necessitates the development of a reliable marketing strategy.

Semi-structured interviews with medium-sized farms and a senior engineer specialising in industrial plant inspections were conducted to obtain a practical overview of the current market situation. Additionally, brief interviews with existing and potential customers provided data for a perceptual mapping of the competitive landscape. Furthermore, secondary data reviews from official companies' websites assisted in more accurate market segmentation.

The primary result of this study was the development of a marketing mix tailored for the potential customer segment of Agrico. Moreover, the research findings were employed by Agrico to formulate the marketing strategy for its entry into the Belgian market.

Keywords: market segmentation, target markets, positioning, marketing mix

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1 INTRODUCTION

Market growth offers an advantage to organisations by enabling them to increase their sales and revenue by expanding into new markets that broaden their customer base. Once a novel market has been identified, businesses must create an effective marketing mix to engage with the potential target audience, which may involve adapting existing products or services. Nevertheless, entering a new market mandates the completion of extensive market research to ascertain the regulatory environment and potential demand. In order to achieve success in a novel market, organisations must customise their offerings and promotional strategies to align with the distinctive preferences and requirements of the local audience.

Customers are becoming more knowledgeable and discerning in their purchasing decisions, especially in B2B marketing. Marketers must formulate novel tactics and improve their value proposition to customers both prior to and after sales to overcome these obstacles. Organisations need to exert influence to boost sales as the non-interactive phase of the purchasing process has become substantially longer than in the past. (Hall 2020, 1–3.)

1.1 Research background

Agrico Eesti OÜ is a versatile medium-sized agricultural enterprise that specialises in animal feed and offers various services related to plant design, spare parts, machines, and engineering services. The company operates in Estonia and serves several international markets, including Latvia, Belarus, Kazakhstan, and Russia. In addition to Agrico services, the enterprise provides ancillary services such as logistics, technical support, after-sales support, and on-site supervision during plant construction.

Despite utilising direct marketing techniques to target the existing B2B customer segments, Agrico explores new tactics for acquiring new clients. Consequently, the company aims to explore the target audience in the European market, and as

was agreed with the commissioner the research focuses on the Belgium market. As such, the proposed study will segment Belgium's agricultural market and target the most suitable one, and finally develop the marketing mix for further marketing strategy.

1.2 Development settings

The primary **aim** of this study was to understand who the potential clients of Agrico in the Belgium market are and how to serve them. Subsequently, the study aims to develop a marketing mix to support Agrico's marketing strategy for the new market entrance. The commissioner company owner has discussed and approved this proposal.

In order to achieve the thesis aim, the research will employ the organisational characteristics approach for business-to-business segmentation. Additionally, the evaluation and targeting of the markets will be covered. For better creation of the marketing mix, perceptual mapping will be employed.

The thesis **main research question** is "Who are the potential clients and how can they be reached in the Belgium market?" Accordingly, establishing the segment description as well as the marketing mix is an appropriate response to the research question.

To support the study's main objective, the following **sub-questions** have been developed:

- (1) What are the current agricultural market needs and trends in Belgium?
- (2) What motivates Belgian agricultural enterprises to make a purchase?

The scope of research covers three Belgium agricultural market participants' interviews to cover the parties and processes inside the potential European

market. As for the perceptual mapping, the interview outcomes of the two existing and potential customers will be employed.

1.3 Research methods

In this study, a qualitative approach will be employed, and one of the data collection methods will be semi-structured interviews. Prior to the interviews, the relevant concepts will be defined, however, the questions and order will be determined during the conversations. The respondents will have open-ended answering possibilities, ensuring that the primary data collected is diverse and comprehensive.

In order to gain a deeper understanding of the potential customers in Belgium, the study will conduct online interviews with farmers to comprehend their business portraits. Additionally, secondary data from official websites will be utilised to develop a more comprehensive overview of the segments. The study will also conduct online interviews with a senior engineer from the administration in public Services of Wallonia, Agriculture, Natural Resources and Environment (SPW ARNE) to understand the other agricultural market players, regulatory factors, common trends, and marketing practices of other international companies in the agricultural sector in Belgium. Finally, the interview results from both existing and potential customers will be utilised for the purpose of perceptual mapping.

1.4 Framework and limitations of the study

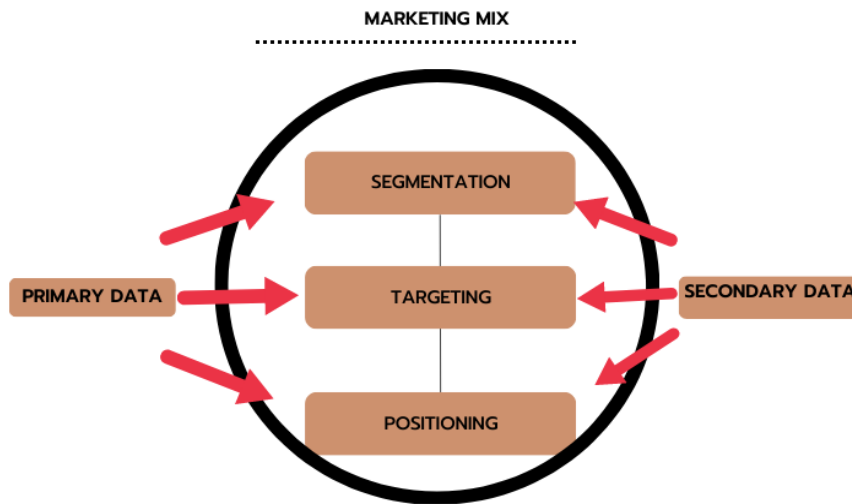


Figure 1 Conceptual framework

The study's theoretical framework, as depicted in **Figure 1**, will be built around the marketing process and market segmentation. Additionally, types of business-to-business segmentation will be explored. Targeting techniques will be covered, as well as positioning mapping to understand opportunities for the Agrico company. Furthermore, the marketing mix theory's importance in developing a clear marketing strategy for the attraction of potential Belgium clients will be explored. Additionally, the study will examine promotion and advertising tactics tendencies for the B2B sector.

Although this research does not encompass interviews with all existing customers of Agrico, due to privacy reasons and time frame limitations. As well the language barrier limits the possibility of the secondary data review for the Belgian market data analysis. After the research outcomes are provided, the commissioner will conduct a SWOT and internal resources analysis, if deemed necessary, to evaluate their budget. It should be noted that the research does not aim to fully develop a marketing strategy for Agrico. Instead, it aims to assist with a clearer understanding of their potential customers and the market environment to make informed decisions for future marketing actions.

2 MARKET SEGMENTATION

2.1 Marketing process and market segmentation

There exists a diversity of perspectives and attitudes towards the significance of marketing in business operations. McDonald and Dunbar have provided a comprehensive definition of the marketing process from the viewpoint of a customer-centric organisation. According to their definition, the initial step in the marketing process involves defining the market and identifying the demand of various segments within these markets. Subsequently, determining the appropriate value propositions to fulfil these needs, communicating these value propositions to all relevant personnel within the organisation, and monitoring the value delivered (McDonald & Dunbar 2012, 3-4).

As previously examined, the preliminary stages of the marketing process involve the fragmentation of the market and the identification of the distinct needs of every segment. The practice being discussed is commonly recognised as market segmentation.

Initially introduced by Smith (1956, 7) as a means of growth in markets where general expansion had reached a point of decreasing returns for additional promotional investments, market segmentation according to Wind (1978) has become a crucial cornerstone for effective marketing strategies and initiatives. In recent publications, authors have presented complementary definitions that facilitate a more profound comprehension of the concept. McDonald and Dunbar (2012, 9) assert that market segmentation entails the division of customers or potential customers in a market into distinct groups or segments. Furthermore, the notion can be construed as the fragmentation of a mass market into discernible groups or segments characterised by common needs, traits, and responses to marketing initiatives. (Baines et al. 2021, 121.) Ultimately, the various definitions of market segmentation can be simply described as the division of a market into submarkets.

2.2 Market segmentation vs product differentiation

Due to finite resources, it is unfeasible for companies to meet the needs of every consumer through an extensive range of product offerings. Consequently, it is essential to offer selective products tailored to specific customer groups through market segmentation. This marketing strategy aims to align the components of the marketing mix, such as price, place, products, and promotion, with the unique requirements of various customer segments. Product differentiation involves distinguishing one's product from competitors by accentuating distinctive features and promoting them to consumers to influence their purchase decisions. Conversely, market segmentation recognises the diverse needs of customers and modifies product design and marketing strategies to address those specific needs, as illustrated in **Figure 3** (Baines et al. 2021, 122-123).

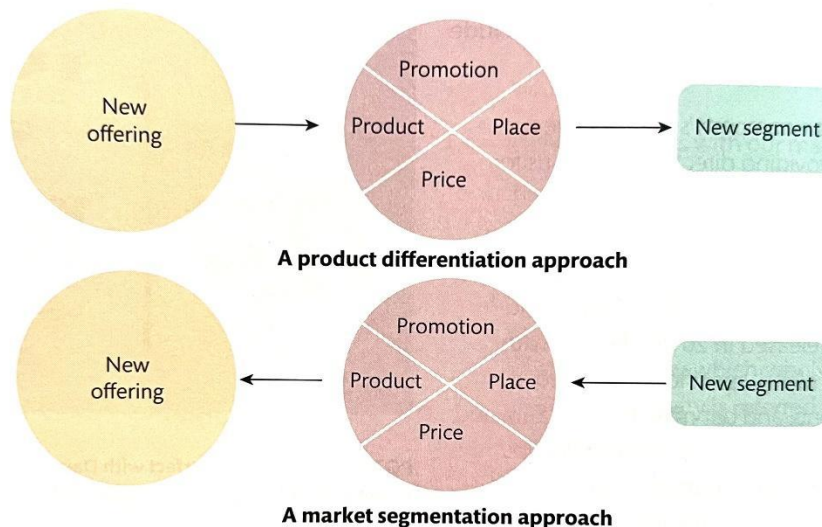


Figure 2 The difference between market segmentation and product differentiation (Baines et al. 2021, 122)

While it is possible to implement segmentation and differentiation strategies simultaneously, it is more common to apply them sequentially in response to evolving market conditions to achieve effective marketing planning. In situations where market segments are redefined, it may be necessary to reorient towards a differentiation strategy for the product or service being offered. This is often due to the failure of intensive promotional activities aimed at distinguishing the

company's products, leading to a decline in market share. Therefore, the renewed focus on market segmentation as a strategy emphasises the critical role of the consumer in the present economy. (Smith 1956, 3-4.)

A range of perspectives exists regarding the benefits of market segmentation practices for organisations. Critics of this approach argue that it may not fully meet the unique needs of individual customers due to the employment of a marketing mix designed for a specific customer group. However, modern customer relationship marketing methods have arisen, employing cutting-edge technologies to enable the creation of more tailored strategies to overcome this limitation. Lastly, some managers express scepticism about market segmentation as it does not prioritise product differentiation from competitors, and the effectiveness of such a strategy remains a subject of contention among the specialists. (Hunt and Arnett, 2004).

The process of market segmentation facilitates the attainment of customer satisfaction by recognising that markets comprise diverse needs that suppliers must comprehend and meet. By employing market segmentation, firms can effectively identify and respond to opportunities and threats in the market. Given that markets are subject to constant evolution due to changing customer values, novel market segments frequently emerge. Companies that are quick to identify and cater to underserved segments stand to gain from improved sales and profit growth over their competitors (Jobber & Ellis-Chadwick 2013, 264-265).

2.3 The process of market segmentation in consumer vs business markets

Consumer market segmentation can be approached through two primary methods: the breakdown and build-up approaches. The breakdown method presumes that customers in a particular market are similar and entails identifying groups that exhibit differences. In contrast, the build-up approach presumes that customers are inherently different, and the aim is to identify similarities. (Griffith & Pol 1994, 39-46.) According to Freytag and Clarke (2001), the breakdown method is the most used approach for segmenting consumer markets, whereas

the build-up method aims to transition from the individual level where customers are unique, to a broader level of analysis focused on identifying similarities.

The practical application and implementation of B2B segmentation still pose some challenges. While managers understand the analytical processes, they often struggle with selecting and evaluating the various market segments (Naudé & Cheng, 2003). Since customer needs change over time, they may switch to different segments. Therefore, market segmentation programs should use up-to-date customer data to address this issue. (Baines et al. 2021, 123.)

2.4 Business markets segmentation

According to Wind and Cardozo (1974, 155), B2B market segmentation refers to the identification of a group of current or potential customers who share a common characteristic that can help explain and predict their response to a supplier's marketing efforts. Considering macro and micro-segmentation in organisational marketplaces is vital before identifying the variable that can assist in the segmentation process. Organisational profiles and organisational buyer profiles are used in business-to-business markets. The focus of macro segmentation is on the attributes of the purchasing organisation, such as size, sector, and location. Micro-segmentation necessitates a deeper level of market understanding since it involves the characteristics of decision-making inside each macro segment, based on factors like choice criteria, decision-making unit structure, and decision-making process. Organisational marketplaces are commonly divided into larger sub-segments through micro-segmentation after initial macro segmentation. (Jobber & Ellis-Chadwick 2013, 278.)

Complementing these considerations **Figure 4** illustrates the two main categories of interrelated variables used to segment B2B markets. The first category is made up of organisational characteristics, also known as firmographics, such as organisational size and location, and can serve as a starting point for segmentation efforts. The second category is based on decision-making process

characteristics and is more relevant for organisations seeking to establish and nurture customer relationships. (Baines et al. 2021, 135).

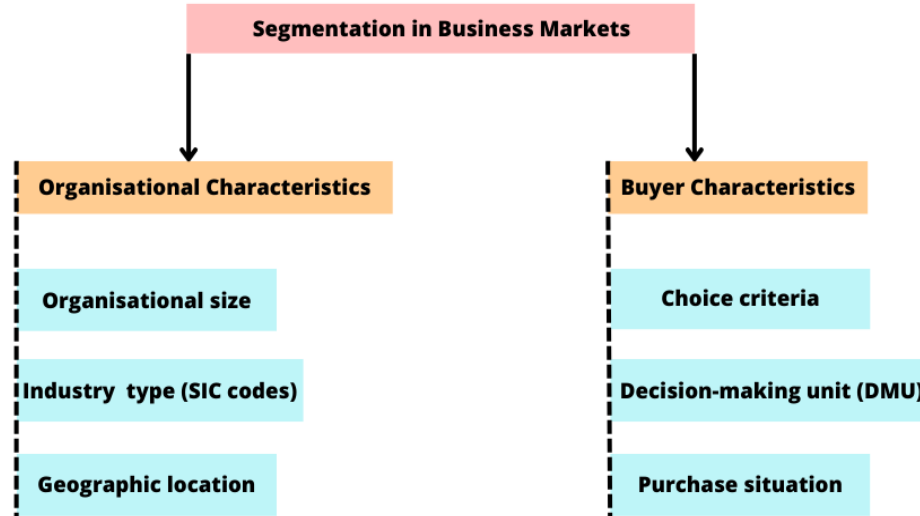


Figure 3 Two approaches of segmentation in Business Markets (Baines et al. 2021)

As it was previously discussed macro segmentation requires the organisational characteristics approach. Furthermore, the needed characteristics will be examined and analysed before creating the segmentation template for Belgium market segmentation.

2.4.1 Organisational characteristics approach

Segmentation by organisational characteristic

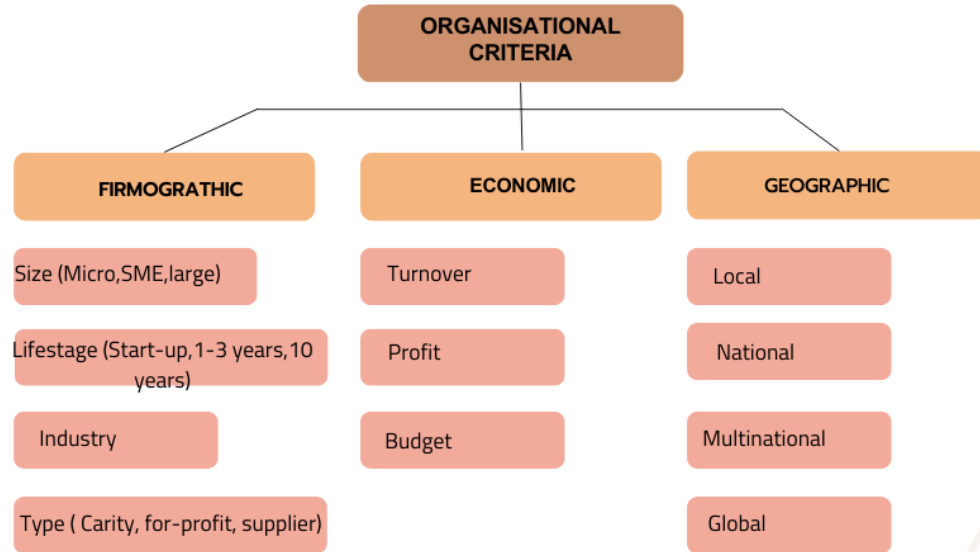


Figure 4 Segmentation by organisational characteristic (Baines et al. 2021)

Figure 5 illustrates the organisational characteristics that can be used to group organisations, including size, geography, market served, value, location, and industry type. By segmenting organisations by size, we can identify specific buying requirements as well as determine whether the enterprise is a heavy, medium, or low buyer of a company's offerings. Additionally, economic factors are crucial for comprehending the profitability of the sector and specific buyer potential. One of the most popular strategies for segmenting B2B markets is geo-targeting, which is frequently utilised by start-ups and small businesses looking to establish themselves. However, as the Internet bypasses traditional geographic distribution channels, this strategy is less effective. (Baines et al. 2021, 133.)

The segmentation of the Belgian market will be heavily influenced by the potential customer profit, based on the criteria that are suited for Agrico. Based on this, **Figure 6** presents the following model for subsequent analyses:

Segmentation template

FEATURES	SEGMENT 1	SEGMENT 2
Size		
Industry type		
Profit		
Business operation		

Figure 5 Segmentation template

3 TARGET MARKETS

3.1 Segments evaluation

The second critical aspect of market segmentation is to identify which segments to target and concentrate on for a comprehensive marketing program. Ultimately, managerial discretion and judgement play a role in selecting and exploiting the markets.

Kotler (1984) proposed that market segments must satisfy four criteria: distinctiveness, accessibility, measurability, and profitability. Meeting these criteria may require the use of different marketing strategies for each segment. Another approach for evaluating market segments is to use a rating system that considers factors such as profitability, size, and competitive intensity to assess the attractiveness of each segment. Each factor is rated and grouped into high, medium, or low categories based on the company's criteria, and the importance of each factor is weighted. By rating each segment on each factor, a segment attractiveness evaluation matrix can be created for potential customers (Baines et al. 2021, 133).

The Agrico team assisted in constructing the evaluation criteria, which can be seen in **Figure 7**. The evaluation matrix for each segment is shown in **Figure 8**. Income numbers carry a weight of 50 score, making it a crucial factor in selecting the target market due to the high price of industrial plant services.

Segment attractiveness factors	Rating		
	High 3	Medium 2	Low 1
Income	More than 1000000 EUR	Above 500 000 EUR	More than 20 000 EUR
Size	Large	SME	Micro
Competitive intensity	Low	Medium	High

Figure 6 Criteria for evaluation. Modified. (McDonald & Dunbar, 2012)

Segment attractiveness factors	Rating					
	Weight	Segment 1		Segment 2		
		Score	Total	Score	Total	
Income	50 *					
Size	15 *					
Competitive intensity	35 *					
Total	100					

Figure 7 Evaluation matrix. Modified. (McDonald & Dunbar, 2012)

Informed decisions should be made concerning product offerings, which may include a single product targeting a single segment, a single product catering to a range of segments, or multiple products tailored to various segments. Irrespective

of the chosen approach, it is critical to develop a marketing mix strategy that caters to segment needs while aligning with the organisation's capabilities and competitive advantages.

3.2 Targeting approaches

Once the market segments are identified, organisations need to decide on their preferred targeting approach. **Figure 9** illustrates four distinct approaches for targeting.

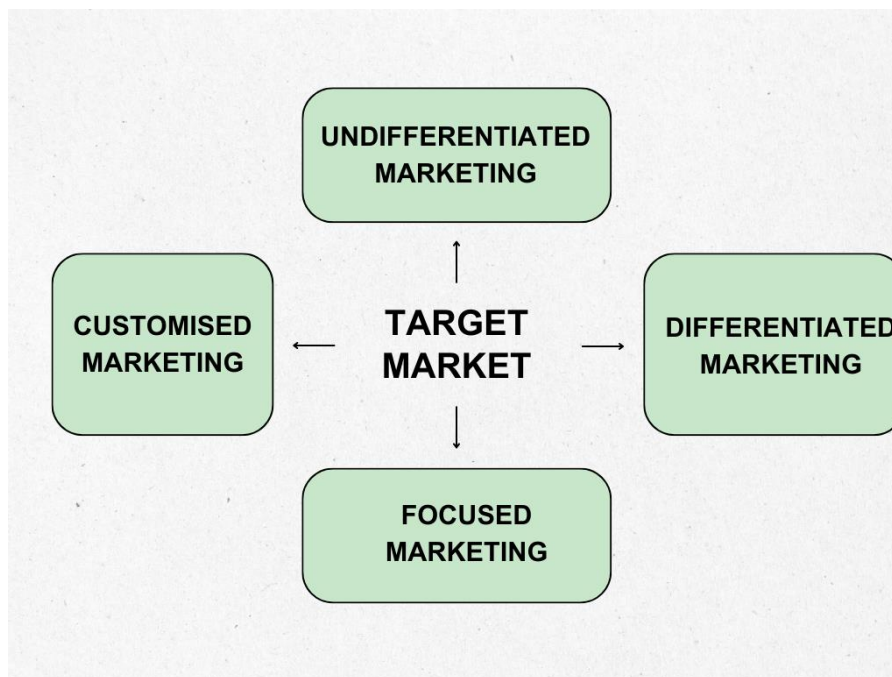


Figure 8 Target marketing approaches (Baines et al. 2021, 138)

There are various targeting strategies used in marketing. The first one is the undifferentiated approach which considers the entire market as one unit without any distinction between market segments. This method is generally implemented in markets with member limitations or no product differentiation. The second approach is the differentiated targeting method, which is utilised when a marketing organisation finds multiple market segments attractive and creates a specific marketing strategy for each segment. Nevertheless, the differentiated targeting approach may result in increased expenses as it demands additional

resources to accommodate different market segments. Additionally, in markets with few segments, small-to-medium- and micro-sized organisations may adopt a focused marketing strategy. Finally, the customised targeting strategy involves creating a unique marketing strategy for each customer, rather than each segment. (McDonald & Dunbar 2012.)

During the discussion with the owner of Agrico regarding the limitations of their marketing resources, it was determined that a focused marketing targeting approach would be employed to attract potential customers from Belgium. Consequently, a marketing mix would be created exclusively for the market segment.

4 POSITIONING

The process of positioning a brand in the market begins with the identification of consumer-valued attributes in product or service selection. Following market segmentation and identification of potential customers, the next step is the evaluation and selection of target markets. The main aim is to distinguish the brand's offerings by accentuating its unique characteristics, thereby attracting customers. This process comprises two pivotal elements, namely, the product's features and its presentation in relation to competitors. Communication plays a vital role in shaping brand perception in potential customers' minds, as emphasised by Ries and Trout (1972). It is necessary to have a comprehensive understanding of the competitive market to establish a sustainable brand position.

4.1 Perceptual mapping

Perceptual maps offer a visual representation of the market, facilitating comprehension of distinct attributes of the brands. They are employed to assess how customers perceive different brands based on valued attributes. These maps enable the comparison of competing products, which is advantageous for analysing market competition (Sinclair & Stalling 1990). When brands appear

close together on a perceptual map, competition is intense, whereas a considerable distance between brands indicates the potential for new brands to enter the market (Jobber & Ellis-Chadwick 2013, 290).



Figure 9 Perceptual mapping template. Modified. (Jobber & Ellis-Chadwick 2013)

Perceptual mapping data can provide insights into the strengths and weaknesses of various brands, guiding strategic decisions on how to differentiate them based on customer-valued attributes. **Figure 10** illustrates that price and quality are the primary features for comparing the services of the commissioner company.

5 MARKETING MIX

The marketing mix is a set of marketing tactics that a company employs to elicit the desired response from its target market. It encompasses all possible actions that a firm can take to affect demand for its products, which can be categorised into four groups, known as the four Ps. (Kotler & Armstrong 2014, 72.)

The first of the Ps, "Product," represents the goods and services that a company provides to its target market. The product must be tailored to meet the specific requirements of the customers and deliver the expected value. The second P, "Price," refers to the cost that customers must pay to obtain the product. The

company must ensure that the product offers good value for money, which does not necessarily mean it has to be the cheapest available option. The third P, "Place," includes the company's efforts to make the product available to the target customers. The product should be available through channels that are convenient for the customers, including physical stores, online marketplaces, and other delivery options.

The fourth P, "Promotion," involves communicating the product's advantages to the target market and persuading them to purchase it. The company can use different communication tools such as PR, advertising, personal selling, and sales promotion to convey the message to the target audience in a way that resonates with them. (Blythe 2005, 28.)



Figure 10 Marketing mix (Kotler & Armstrong 2014)

The marketing mix framework, as presented in **Figure 11**, constitutes a fundamental element in marketing strategy formulation. In accordance with the commissioner's directive, this study will concentrate exclusively on the product, place, and promotion components of the marketing mix, while omitting the price component owing to the lack of available pricing data from the commissioner's company. These constituents are employed to ascertain the most engaged customer segments and subsequently direct marketing efforts towards them within the Belgian marketplace. Upon completion of the marketing research and

the creation of a comprehensive client persona for Belgium, an exhaustive marketing mix plan will be developed, emphasising the identification of client needs, the selection of optimal promotional channels, and the determination of ideal product placement.

5.1 Promotion and advertising

Most businesses employ multiple forms of advertising. Brochures, trade shows, and trade publications were the most popular among B2B businesses; nevertheless, only a few of them measured their return on investment. Brochures were thought to be the most worthwhile investment, probably because they were more affordable than trade exhibitions and trade journal advertising. (France 2013, 285.) In the case of Agrico, these traditional marketing promotional tactics will be learned through interviews to comprehend how other direct or indirect competitors interact with potential customers in the Belgium market. Additionally, potential Agric clients' opinions will be learned through interviews to comprehend how they are introduced to businesses that offered them the services they required.

Digital marketing is becoming more commonplace, and almost all businesses now have websites. The judgement is yet out on their efficiency when compared to conventional forms of advertising for B2B industrial enterprises. When you conduct a search on the Internet for B2B advertising and B2B social media, you will find both sources that support the usefulness of websites and social media and those that do the reverse. Although there is still disagreement, the fundamental principles of the advertising industry continue to apply: a corporation should be aware of its target demographic, as stated by these questions. (France 2013, 286.) Ultimately, the interview will be used to learn more about the behaviour of potential Agrico customers in Belgium and to examine the value of digital marketing, particularly website and social media marketing.

6 COMMISSIONER COMPANY

Agrico is a business-to-business (B2B) distribution company that provides engineering and construction solutions for animal feed production. In addition, Agrico's provision of logistics solutions, technical support, after-sales support, and on-site supervision during plant construction are crucial aspects of their assistance. The company also offers plant designs, spare parts, and machine distribution to their potential customers.

The commissioner company embraces a consumer-centric perspective that recognises segmentation as a critical initial step in the implementation of the marketing concept. Agrico is focused on serving other businesses and have utilised a segmentation strategy that reflects the relationship needs of the organisations involved.

6.1 Current segments

In order to obtain a deeper understanding of Agrico's existing customers, the marketing and communication manager of the Estonian company provided their segments data. Nine present customers were identified and categorised according to industrial operation categories.

The largest and most profitable customer segment comprises large agro-industrial companies that engage in mass cultivation, processing, and production of poultry meat, cattle, and derivative products. These companies operate in the Russian market, with an annual turnover ranging from approximately 56,633,000 EUR to 138,372,000 EUR. They require spare parts for industrial plants, construction of European quality plants from scratch, and subsequent support. Technical failures and lack of equipment to implement new technologies are among their pain points.

The second-largest segment consists of farming companies, particularly those in poultry, cattle, and crop cultivation, located in Russia and Latvia. They have an

annual turnover ranging from approximately 24,000,000 EUR to 74,000,000 EUR. Their main pain points include reducing the cost of buying feed through suppliers, having a feed composition that meets their needs, the ability to change feed composition, and malfunctions in existing plants. They require services such as the construction of a medium-sized plant, a glut of an existing plant, spare parts, plant layout, and construction supervision at all stages.

The third segment focuses on professional chemicals, drugs, feed additives, feed raw materials, and feed microbiological protein production. The countries of operation are Russia and Belarus, with an annual turnover ranging from approximately 12,579,000 EUR to 19,504,015 EUR. Malfunctions of plants, technical difficulties, and planning a novel plant are what this segment needs. They require parts for additives, drugs, chemical plants, industrial plant planning and building from scratch with support service.

Lastly, the fourth segment belongs to meat processing and preservation in the Kazakhstan market, with an annual turnover ranging from approximately 10,707,000 EUR to 12,579,000 EUR. This segment's main business needs are solving plant failure, building a plant from scratch, technical failures, and spare parts for meat processing and canning plants.

The data about existing customer segments provide insight into the variety of companies that leverage Agrico services. However, the Estonian distribution company seeks to actively target agro-industrial companies engaged in farming and meat production companies. Professional chemicals, drugs, and feed additives enterprises will be excluded. Therefore, Belgium's market segmentation will be conducted among organisations that focus on similar production processes.

7 DATA ANALYSIS AND DATA COLLECTION

7.1 Research process

Previously, the B2B marketing strategy and its particularities within the agricultural industry were examined. A deeper comprehension of Belgium's market will be achieved with interviews conducted with medium-sized agricultural farms, which enabled a more refined market segmentation and the formation of more detailed customer profiles, as well as possible approaches for enhancing recognition of Agrico's offerings. Additionally, a brief interview was undertaken with the senior engineer representing the Administration of Public Services of Wallonia for Agriculture, Natural Resources, and Environment (SPW ARNE). The aim was to gain a comprehensive perspective on the advertising tactics employed by Agrico's competitors in the region, as well as an analysis of the agricultural landscape in Belgium. The engineer, with his responsibility for overseeing inspections of industrial facilities, possesses a network and extensive experience. Furthermore, for the purpose of positioning, both existing and potential customers were interviewed.

The qualitative research method was selected. This method involves conducting interviews and reviewing secondary data. The major technique utilised in data collection is the use of open-ended questions, which enables a deeper exploration of the Belgian agricultural market. The aim of employing this qualitative research approach is to understand the market through an examination of individual experiences, thereby providing more insightful information regarding the internal processes. (Bilgin 2017.)

The benefits of using the interview data collection method include the availability of more comprehensive information compared to other methods. Questions adjustments to provide the most accurate answers are possible in this qualitative approach. On the other hand, there are also potential drawbacks, including the possibility of obtaining biased answers from the interviewee due to various

reasons like discomfort with open communication or time constraints. (Boyce & Neale 2006, 3-4.)

During the interview, the emphasis will be on exploring the details of Belgium's market and its players. This will involve delving into the interviewee's background, personal experiences, insights on the actions of other agricultural organisations, and thoughts on Agrico's services and marketing prospects (Schuh et al. 2016).

Interview questionnaires come in three formats: structured, semi-structured, and unstructured. A structured questionnaire is very organised and follows a set format, making it ideal for formal interviews. On the other hand, an unstructured questionnaire is more relaxed and takes a conversational approach. The main difference between the two is in the way questions are phrased and ordered. In this research, a semi-structured questionnaire was implemented, as it provided a balance between structure and flexibility. It contained specific questions; however, topics were adapted to the flow of the interview, allowed for the exploration of appeared topics and avoided the repetition of questions. (Biddix 2018.)

7.2 Data collection

A first semi-structured interview was conducted with two mid-sized farms in Belgium, namely Ferme de la Converter and Ferme Caroline D'Ans. An interpreter was present to facilitate the interview, with all questions and answers being simultaneously translated from French to English and vice versa. The questions were grouped into categories as outlined in Appendices 1 and 2, with additional questions posed to clarify responses and gain a broader perspective. The primary objective of the interview was to understand the market environment, potential parties, existing and needed products or services in the Belgian agricultural market. Additionally, some questions were asked to identify promotion and advertising possibilities for the development of the marketing strategy.

A second interview was conducted with a senior engineer, also with the assistance of an interpreter. The questions were divided into three categories, providing a different perspective on Belgian market tendencies, as well as promotion and advertising tactics employed by Agrico's competitors.

A third interview was conducted via phone with both existing and potential customers of Agrico. The contacts for existing customers were provided by the commissioner's company owner, while potential customers were interviewed following segmentation. With the assistance of an interpreter, the interview was conducted satisfactorily. The purpose of this interview was to gain an understanding of Agrico's potential to enter the new market, as well as the possible marketing mix.

The research also included a comprehensive review of secondary data obtained from reliable sources. Websites of potential Agrico clients which served to gain insights into the existing audience and provide a solid foundation for the development of Agrico's marketing strategy were analysed.

All in all, the questioning sequence was adapted in response to the natural flow of the discussion, with certain questions being passed or revised as necessary. The goal was to obtain enough data in order to devise a customised marketing mix for Agrico, aimed to serve the most promising market segment for its existing services. Furthermore, this research initiative sought to gather information on the marketing strategies employed by competing companies within the Belgian market, while also identifying potential Agrico services opportunities.

7.3 Data analysis

The analysis of the interviews started directly in the meeting process, as two participants were answering the questions in order. Due to the specification of the agricultural sector, as it is more connected to government regulations and rules, their answers were not controversial, but they were completing each other, so the summary and visualisation of the data were the main types of analysis. The same situation is with the brief interviews with existing and potential clients. Finally, the

validation of the data was approved through the official Belgium website and added to the results.

8 RESULTS

A brief overview of the market situation in Belgium will be given before segmentation livestock farming and feed industry. It is vital to note that there is a severe lack of secondary data available online, and that an interview with Belgian farmers and a senior engineer from the Ministry of Agriculture will be analysed for more thorough segmentation.

In Belgium, there were 42,850 agricultural holdings as of 2010. In 2010, it represented 1.3 million hectares and 44.5% of the country's total area. In Belgium, 3.8 million livestock units were recorded in 2010. The share of agricultural products by kind is shown in **Figure 12**, and it is underlined that the market in Belgium is dominated by cattle and livestock farming. (Eurostat 2013.)

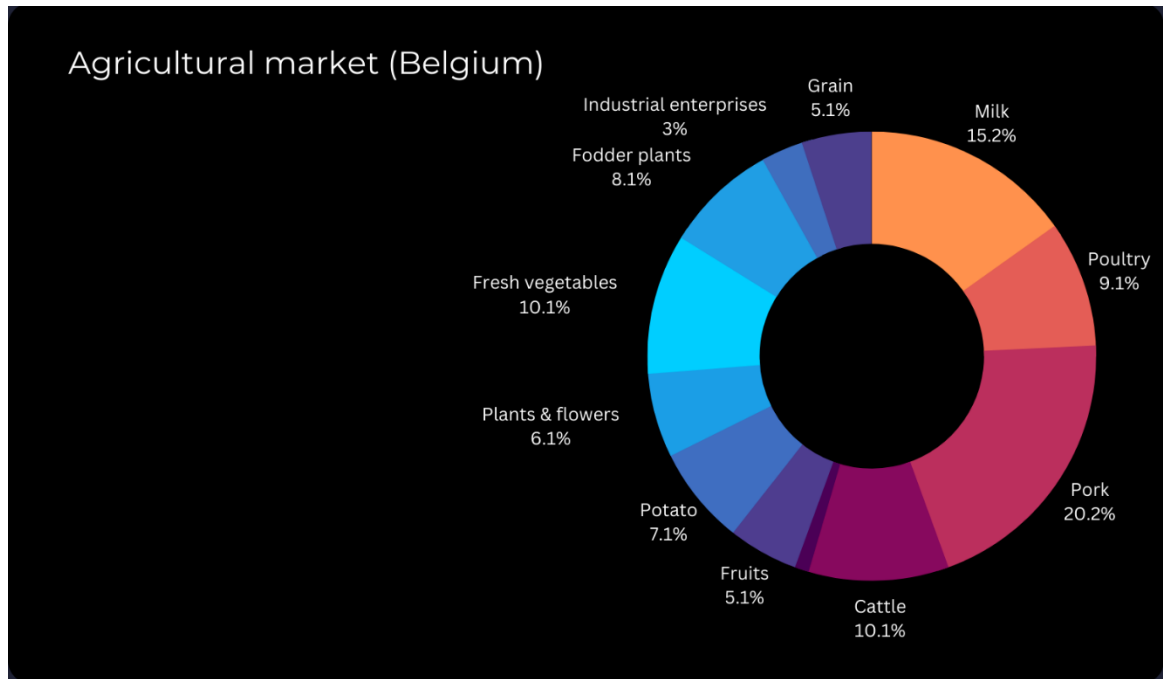


Figure 11 Agricultural market in Belgium (Eurostat 2013)

The present study entails an examination of the primary data obtained through interviews conducted with farmers and the senior engineer from the

administration in public Services of Wallonia, Agriculture, Natural Resources and Environment (SPW ARNE) affiliated with the agricultural organisation. As well as the secondary data obtained from reliable internet resources. These outcomes will assist Agrico to understand the agricultural market more and segment it.

8.1 Segmentation

Agrico's target markets have been identified as agro-industrial companies involved in livestock farming and feed production companies. The interview with Ferme de la Converterie and Ferme Caroline D'Ans were conducted to gain insight into Belgium agricultural markets.

The interview questions were divided into different themes to create more comprehensive portrait: organisational data, pain points, purchase behaviour, promotion, and advertising, as well as products and services as presented in **Appendix 1**. During the meeting it was defined that these farms are medium sized ones, that operated in the at a national level in industrial pig farming and limousine cattle breeding, located in a rural region of Belgium. The interview was conducted through a group phone call with the assistance of an interpreter who translated information between English and French. Prior to the interview, the interviewees were provided with a French-translated presentation of Agrico's services and the company website link to become familiar with the company and its services in advance.

In the Belgian agricultural market for livestock animal farming, farmers perceive three primary actors: farmers themselves, large intermediaries that produce animal feed, and the Ministry of Agriculture. The Ministry of Agriculture regulates and legislates internal activities, and as such, this party will remain unaffected during the segmentation process. Based on the interviews with farmers, two potential segments have been identified.

The interview revealed that the most significant finding was that animal feed is the most crucial and expensive decision for farmers in the livestock animal

farming industry in Belgium. The interviewees expressed that they lack sufficient funds to establish their own animal feed plant due to the high cost of mandatory inspections. In addition, farmers have regular expenses such as veterinary care, livestock care supplies like gloves, and other related costs. The ongoing geopolitical uncertainty and economic crises have had a substantial impact on regular expenditures, causing many farmers to send their cattle to slaughter. As previously discussed, most farmers find Agrico's services costly, given that their average annual income is approximately 80,000 EUR. During times of price increases, logistics issues, and a lack of access to cheap raw materials in Belgian market, for farmers to establish their own animal feed plant has become even more complex.

Regarding the first party, it is noteworthy that medium-sized agricultural enterprises are usually family-owned and managed, with a single decision-maker responsible for procurement decisions. The business requirements are satisfied such enterprises in a frequently participation in the Foire de Libramont, a yearly trade show held in Belgium.

The second interview was held with a senior engineer from the administration of Public Services of Wallonia, Agriculture, Natural Resources, and Environment (SPW ARNE). The interview focused on various aspects of the Belgian livestock agricultural market, including the involved parties, promotion, and advertising strategies, and the available and needed products and services. (**Appendix 2.**)

The senior engineer provided further insights into the second party of the targeted Belgian market. It was revealed that organisations involved in selling animal feed to regular farmers in Belgium may have a higher level of capability and interest in utilising Agrico's services. During the interview, several prominent and widely used brands among Belgian farmers were mentioned, including S.E.F.A.B., NUTRILOR - ETS. P LALOUX, Walagri SRL, Nutriprof, and SCAR Ouffet. These brands are known to have their own industrial plants for livestock animal feed production.

The senior engineer's earlier statement suggests that animal feed organisations in Belgium, such as S.E.F.A.B., NUTRILOR - ETS. P LALOUX, Walagri SRL, Nutriprof, and SCAR Ouffet, may be more inclined to use Agrico's services due to their higher annual income rates and multinational operations in Europe. The author seeks to thoroughly examine the engineer's insights on these organisations to gain a better understanding of the potential customer profile. Further investigation from the interview with the engineer revealed that Agrico can directly promote its services to potential clients through email commercial offers and phone calls. Additionally, Agrico could consider advertising its services and brand in two prominent agricultural newspapers in Belgium and reaching out to farmer's federations to have information about the company and its services posted on their websites, as well as at the Foire de Libramont annual trade show.

A systematic analysis of secondary data is expected to provide a comprehensive understanding of the potential customer profile for the second party. The results of this analysis are presented in **Table 1**, which provides a structured and systematic examination of data obtained from the client's website.

Table 1 Segmentation data related to the second party.

Company name	Location	Income	Products and services
S.E.F.A.B.	Belgium, rural area	Around 70,000 EUR in 2020	Production of ready-made feed for animals kept on farms, as well as breeding pigs and piglets, poultry farming.
Nutriprof	Belgium, rural area	Around 6,000,000 EUR	High-quality mineral feed, calf milk replacer and other young animal specialities for ruminants. (beef cattle, sheep and goats, dairy cattle, horses/other, calves, cow signals)

Walagri SRL	Belgium, rural area	-	Animal feed
SCAR Ouffet	Belgium, rural area	Around 500,000 EUR	Manufacture of prepared feeds for farm animals,
NUTRILOR - ETS. P LALOUX	Belgium, rural area	-	It operates in the feeds for the animal farming industry, and also operates in the cattle food supplements, cattle feed, and biological feeds industries.

It was established that all these large-sized companies are situated in rural areas of Belgium. S.E.F.A.B. has an annual income of approximately 70,000 EUR and produces ready-made feed for farm animals such as breeding pigs and piglets, and poultry farming. (SEFAB, 2023.) Nutriprof has an annual income of around 6,000,000 EUR and specialises in producing high-quality mineral feed, calf milk replacers, and other specialised products for ruminants, including beef cattle, sheep and goats, dairy cattle, horses, calves, and cow signals. (Who is nutriprof sprl, n.d.) Walagri SPR is not publicly available for analysis, but according to Walagri (n.d.) the enterprise is focused on animal feed production. SCAR Ouffet's net profit is 442,589 EUR, and they specialise in the manufacture of prepared feeds for farm animals. (SCAR Ouffet, 2023.) Lastly, NUTRILOR - ETS. P LALOUX operates in the animal farming industry, producing feeds for cattle, as well as offering cattle food supplements, cattle feed, and biological feeds. (Know us better, n.d.)

Thus, it can be observed that the companies situated in rural regions of Belgium, generating an annual net income of at least 500,000 EUR and operating in the animal feed, medication, and care products market for ruminants, comprise a comprehensive representation of potential customers. The confirmation of their capacity to procure Agrico services is particularly noteworthy, given their emphasis on animal feed production and healthcare products, rather than farming.

Segmentation template

FEATURES	SEGMENT 1	SEGMENT 2
Size	SME	Large
Industry type	Livestock farming	Animal feed
Profit	80,000 EUR	400,000 - 6,000,000 EUR
Business operation	National	Multinational

Figure 12 Segments

Following two interviews, three parties involved in livestock animal farming and production were identified and analysed. All relevant data was collected and divided into two potential segments presented in **Figure 13**. It should be noted that the Ministry of Agriculture in Belgium was excluded from the analysis as this organisation does not procure any services or products. Nevertheless, their assistance in promoting Agrico's offerings could be reflected in the marketing mix.

8.2 Evaluation of target markets

During the interviews, two distinct segments were identified in the Belgian livestock farming and meat production market. The first segment comprises of family-owned medium-sized farms with an average annual turnover of approximately 80,000 EUR. The second segment consists of large animal production companies with a wide range of profit possibilities, but the smallest revenue will be considered, which is over 500,000 EUR. The farmers in the first segment typically procure necessary medical equipment and animal feed from the second segment.

A combination of interview data and secondary website data analysis was used to evaluate these segments. The evaluation process will consider factors

such as company size, income, and competitive intensity, with the aid of the evaluation scores presented in **Figure 7**.

Segment attractiveness factors	Rating					
	Weight		Segment 1		Segment 2	
		*	Score	Total	Score	Total
Income	50	*	1.0	5	2.0	10
Size	15	*	2.0	3	3.0	4.5
Competitive intensity	35	*	3.0	10.5	2.0	7
Total	100		18.5		21.5	

Figure 13 Assessing the attractiveness of the Belgium segments.

Based on the data presented in **Figure 14**, it can be concluded that the second segment, comprising large animal feed production companies in Belgium, is the most attractive for Agrico company. This is primarily due to the limited number of competitors operating in this segment, resulting in relatively low competitive intensity. However, a more detailed assessment of the competitive intensity will be carried out in the positioning section.

8.3 Positioning

In order to improve the accuracy of the positioning analysis, two brief interviews were conducted with current clients of Agrico. The confidentiality requirements of the customers precluded the disclosure of their organisational names. The interviews were remotely conducted through Skype and presented viewpoints from a sales manager and a co-owner of each organisation. Moreover, the evaluation of Agrico's services was provided by representatives of the firms.

Based on the results of interviews with current clients, a comprehensive understanding of Agrico's services has been obtained. It was observed that the

awareness of the company can be attributed to networking connections and participation in tradeshows. The clients expressed satisfaction with the quality of services provided by the company. The spare parts and machines offered were of European standard and the pricing was tailored to suit the clients' budgets, which was deemed comparable to the major competitors in the European market. In summary, it was discovered that Agrico integrates various parts, machinery and services from distinguished premium quality companies, resulting in cost-effective solutions. The interview questions could be explored in the **Appendix 3**.

In order to aid in the aforementioned task, two concise phone interviews were conducted with representatives of Agrico's potential customers who had been identified in the segmentation analysis phase. The interviews were conducted with the assistance of a French-speaking interpreter, and the questions are listed in the **Appendix 4**.

The representatives from Nutriprof and S.E.F.A.B. in Belgium graciously agreed to participate in brief interviews. The agents indicated that the identity of the supplier cannot be disclosed due to confidentiality agreements with well-known European plant industrial engineering companies. Furthermore, Nutriprof and S.E.F.A.B. have established long-standing relationships with these suppliers, specialising in specific products and services. The services offered by these suppliers are typically expensive, reflecting the niche specificity. The primary issue in Belgium is the high price of services due to low competition, and the quality of services is generally satisfactory, but logistics can be delayed. In their feedback on Agrico's services, they commended the insect protection technology, pricing policies that permit the combination of high-quality parts to suit a budget, and timely logistics. They expressed that Agrico's services are innovative and may be considered for future collaboration. From the standpoint of a new agricultural industrial plant supplier, Agrico was previously unknown to them.

In the perceptual mapping for comparing Agrico and its competitors, the key factors used are quality and price. It has been established that both the potential clients' suppliers in Belgium and Agrico's suppliers adhere to high European

standards and have some common partners. **Figure 15** is evident that the pricing characteristic is what sets Agrico apart from its European competitors. However, due to confidentiality reasons, the suppliers of the potential clients will be referred to as Company A and Company B.



Figure 14 Perceptual mapping. Belgian competitive landscape.

Based on the perceptual mapping, it is evident that Agrico has the potential to establish a significant presence in the agricultural industry in Belgium. As previously discussed, the distance between Agrico and its competitors in the perceptual mapping indicates the feasibility of market entry and reveals new opportunities for Agrico.

In summary, Agrico's advantage lies in its ability to combine various spare parts and machines from different suppliers, offering flexibility in pricing and services. Quality is not a concern, and there is a niche market that Agrico can cater to. The representatives expressed interest in Agrico's insect protein technology and expressed willingness to participate in negotiations with Agrico's representatives regarding its services.

8.4 Marketing mix

The Libramont trade show holds the distinction of being the largest outdoor exhibition in Europe, welcoming close to 200,000 visitors, 700 exhibitors, and 4,000 brands every year in July. The Libramont Fair is a convivial professional gathering that serves as an exceptional platform to showcase various rural aspects, such as machinery, livestock, forestry, agri-food, horticulture, market gardening, civil engineering, research, education, and culture. Its objective is to connect all individuals and encourage inquiry and the sharing of sustainable and innovative solutions for agriculture, forestry, and the environment. Furthermore, the fair aims to bring together stakeholders across the entire supply chain, from production to consumption. (Crelan 2022.)

Additionally, the Internet is utilised for business-related searches, particularly regarding the agricultural industry. The farmer's federations' websites, such as the Fédération Wallonie Agriculture (FWA) and the Fédération Jeunes Agriculteurs (FJA), are commonly visited for this purpose. FWA is a federation that caters to all age groups, while FJA primarily focuses on young adults. These federations have comprehensive knowledge of all companies and farms within the industry, and their websites or representatives can provide farmers with the necessary information via phone call. It should be emphasised that farmers rely on these federations to identify organisations that can assist with their business, as compliance with regulations and standards is imperative to avoid financial penalties.

Farmers, unfortunately, do not utilise social media to search for business-related information, nor typically peruse blogs or posts that may serve their needs. However, they consistently read two newspapers exclusively distributed to farmers, namely *Sillon Belge* and *Pleinchamps*, which provide industry advertisements, new technological advancements, and updated regulations.

Notwithstanding the existence of alternative approaches, it is observed that the authorised Belgian agricultural enterprises' agents engage in direct visits to

farmers, proffering guidance on their products, providing animal feed samples, and demonstrating the benefits of their goods or services, along with the provision of brochures and other written materials. According to the feedback received from farmers, this method appears to be effective for them, particularly considering their demanding schedules.

Effective communication with potential clients in the Belgian market requires proficiency in German and French, as these are the official languages of business. Farmers value face-to-face interactions, such as trade shows and farm visits, to assess the quality of products and services. Agrico may need to consider offline presentations to reach potential clients who are not part of the farmer federations.

In terms of legal requirements, adherence to European regulations is necessary for entering the Belgian agricultural market. Agrico's suppliers are certified, and therefore the commissioner can meet the quality standards required.

To address the market's needs, Agrico may consider providing logistic services for industrial plants and insect protein technology services. Additionally, Agrico may need to update its website to include German and French language options, recruit representatives with language proficiency or consider hiring interpreter services during business negotiations.

Table 2 Marketing mix

Product	Place	Promotion
<ul style="list-style-type: none"> • Insect protein technology • Logistic services of machines and spare parts • Logistic services distribution of raw materials from east Europe 	<ul style="list-style-type: none"> • Trade show de Libramon • Agrico official website. • Journals (Sillon Belge & Pleinchamps) • Official web pages of farmers federations (FJA and FWA) 	<ul style="list-style-type: none"> • Direct email and phone calls with commercial offers to animal feed producers • Trade show de Libramon-company presentation. • Journals (Sillon Belge & Pleinchamps)- ads and review articles • Official web pages of farmers federations (FJA and FWA)- ads and review articles

In summarising the obtained through the interviews and secondary sources data analyses, the marketing mix, as presented in **Table 2**, has been presented for Agrico aimed at formulating a marketing strategy for the Belgian market. Notably, the determination of price was precluded due to the unavailability of information about the commissioner company's pricing methods.

9 RECOMMENDATIONS AND CONCLUSION

9.1 Key results and findings

This research examines the significant findings obtained from market analysis of the Belgian agricultural market. The study presents an analysis of theoretical literature pertaining to market segmentation, targeting, as well as the positioning and marketing mix determination. These insights aim to assist Agrico in developing its future marketing strategy. Primary data was collected to gain insights into the Belgian market environment, including its regulations, business culture, behaviour, needs, and trends. In conjunction with a review of Agrico's potential client websites, the study employs theoretical frameworks to define the potential client portrait and the marketing mix. The research questions serve as

key markers for achieving the research objectives, addressed through the collected and analysed data.

Who are the potential clients and how can they be reached in the Belgium market? The target audience of Agrico in the Belgian market comprises large animal feed production companies' annual income up to 500,000 EUR. This audience was selected because farmers' annual turnover is typically around 80,000 EUR, which is insufficient to cover the expenses associated with constructing their own plant. Furthermore, additional regulatory check-ups payments are excessive for farmers, and they do not require other services related to the construction of animal feed plants. Ongoing geopolitical uncertainty and economic crises have had a significant impact on regular expenses, leading many farmers to send their cattle to slaughter. As previously mentioned, Agrico's services are too expensive for most farmers, making it even more challenging for them to acquire their own animal feed plant during times of price increases.

The war in Ukraine has caused logistical issues related to the procurement of raw materials, and it has prompted the search for alternative import sources. Agrico could intend to provide novel protein substitutes to meet such as insect protein and logistic services that would reduce costs to provide affordable animal feed to Belgian farmers due to possible market penetration space. Furthermore, potential Agrico clients leverage their network activities, including the annual tradeshow in Belgium (the Faire Agricole de Libramont) and personal networks established within agricultural organisations in the region, to achieve this objective. Additionally, they keep abreast of prevailing trends and regulatory developments within the Belgian agricultural landscape by reviewing agricultural journals diligently. These animal production feed enterprises aim to purchase affordable raw materials and technologies that align with their business goals and current Belgian agricultural trends. Direct commercial offers via email and phone calls, as well as participation in the Faire Agricole de Libramont trade show and advertising in Sillon Belge and Pleinchamps journals, promotion in farmers federations websites are marketing channels that should be used to acquire new customers.

What are the current agricultural market needs and trends in Belgium?

The economic crisis resulting from the war has significantly impacted the agricultural sector by disrupting the supply of raw materials and products from Ukraine, leading to increased costs for animal care, feed, and other inputs. Because of financial constraints, many farmers have started reducing their livestock. To address the current global crisis and war, the topic of soy substitutes in meat production has been deliberated in both Belgian farmers' federations, as reported by the interviewed farmers and the senior engineer. Given the demand for alternatives, the farmers suggested that Agrico's insect protein technology could serve as a viable substitute for meat products, as well as their logistic services and network to find more affordable raw materials and industrial plants spare parts for animal feed producers in Belgium.

What motivates Belgian agricultural enterprises to make a purchase?

According to the interviews, in the B2B agricultural sector, direct marketing plays a significant role in influencing potential purchases. Sales representatives' visits to farmers, participation in trade shows, presentations of Agrico's own research, and the cost-effectiveness of owning a plant rather than purchasing ready-made animal feed are complementary factors that influence the purchase decision. Furthermore, language barriers can also be a factor, as individuals may prefer conversing in French or German.

However, despite the need to see evidence of the profitability and benefits of Agrico's products and services, as well as their insect protein technology, the farmers' federation must be aware of the organisation. This awareness could be achieved through implementation after the trade show, where Agrico could establish connections and build a stronger distribution network. Overall, understanding how their services can aid in achieving others' company goals is crucial in the B2B agricultural sector in Belgium.

9.2 Managerial implications and future research

The research has identified the marketing mix for the Agrico's future marketing strategy. In addition, market segmentation and targeting were conducted to assist in the development of a more in-depth marketing mix. Finally, product, place, and promotion tactics were selected to develop the marketing mix to achieve Agrico's business goal of developing a marketing strategy.

However, due to research limitations, the price component of the marketing mix was not fully developed, such as pricing tactics, payment methods, and discounts. Furthermore, an evaluation of resources and competencies using SWOT analysis will be necessary to define a more effective marketing direction. Lastly, the pricing methods should be developed as well as payment methods in the new Belgium market, risks should be evaluated, and metrics defined to assess progress.

Potential further research questions may include:

1. What marketing strategy direction is most effective in analysing an existing company resources and competencies?
2. How can existing services be improved to achieve the business goal of market growth and customer retention?

9.3 Reliability discussion

It is noteworthy that the university studies have significantly contributed to the author's marketing knowledge and understanding of essential and advanced marketing concepts. The author also underwent a five-month internship at Agrico Company, which enhanced their comprehension of the company marketing tactics and existing customer base.

The interviewed farmers are currently operating businesses and are involved in agricultural activities in the Belgium market, rendering their input reliable and reflective of a specific customer segment and the overall market environment. Existing customer contacts were provided by the Agrico owner, as well as the potential customer contacts were gathered from their official websites. Additionally, the senior engineer's participation in regular agricultural business inspections and knowledge of existing practices complemented the farmers' perspectives and reinforced the validity of the results. The credibility of the research is further supported by the systematic data collection process through interactions with industry representatives and a literature review on customer segmentation, profiling tactics, marketing mix, and theoretical approaches.

The research findings are transferable to agricultural organisations looking to enter the Belgium market and can aid in achieving their marketing goals. The external environment factors were analysed from various perspectives, providing an in-depth understanding of the Belgium market directly. Although some adjustments may be necessary, the market segmentation and marketing mix can be applied to the organisation's products or services.

The interviewees were selected based on their familiarity with the target audience, and semi-structured interviews were conducted with the direct owners of the farms, the senior engineer and sales representatives of existing and potential clients of Agrico, as well as with owners of some of them. The responses were recorded in writing and translated into English during the conversations, ensuring the transparency of the data-gathering process.

In conclusion, the research outcomes will be utilised for the targeted development of the marketing strategy, benefiting the agricultural organisation intending to enter the Belgium market.

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INTERVIEW QUESTIONS WITH FARMERS

Theme	Questions	Additional questions during the interview
Market environment & possible segments	<ol style="list-style-type: none"> 1) What are the company name and size? 2) What are your products or services? 3) What are your pain points? And the most expensive purchases? 4) What are your business needs? What do you regularly buy? 5) How many people are responsible for buying decisions? 	<ol style="list-style-type: none"> 6) Is the website of the agricultural organisation important for you when you are looking for needed services or products? Will it change your decision to buy from that company and why?
Promotion & advertising	<ol style="list-style-type: none"> 1) How do you research important information and products/services for your business? (Trade shows, business meetings, farmers meetings, Internet etc.) 2) How do you find a network in agribusiness? Do you follow any newsletters or online groups on social media? (Please specify group names and where are they) 3) Where do you usually find information about other companies which will sell what you need to buy for your business? 	<ol style="list-style-type: none"> 4) Do you use social media for your business needs? (e.g., YouTube, LinkedIn, Instagram, Facebook and etc) 5) Do businesses communicate in English in Belgium?
Products & services	<ol style="list-style-type: none"> 1) What do you think about the Agrico company and its services? 2) What is your opinion about insect protein? 3) What possible obstacles could you see having your own animal feed plant in Belgium? 	<ol style="list-style-type: none"> 4) How will the current economic crises affect your business? And will the personal pet food plant assist in cost savings?

INTERVIEW QUESTIONS WITH THE SENIOR ENGINEER

Theme	Questions	Additional questions during the interview
Market environment & possible segments	<ol style="list-style-type: none"> 1) What are the requirements for companies entering the agricultural market in Belgium? 2) What parties are involved in the livestock farming and feed agricultural market in Belgium? 3) What are the pain points? 	
Promotion & advertising	<ol style="list-style-type: none"> 1) Are there any trade shows in Belgium? 2) How can agricultural companies promote themselves? 	<ol style="list-style-type: none"> 3) Where do farmers mainly purchase goods or raw materials for their business needs? 4) Are there any specific requirements to be a participant in the trade shows?
Products & services	<ol style="list-style-type: none"> 1) What is currently being discussed in the farmers' federations and the ministry of agriculture in Belgium? What are the new trends? 	

INTERVIEW QUESTIONS WITH EXISTING CUSTOMERS

- 1) How did you find out about Agrico and its services?
- 2) Do you satisfy with the price of provided services?
- 3) What do you think about the quality of the Agrico services?
- 4) What could be improved in Agrico services?
- 5) What is in your opinion the competitive advantage of Agrico among European competitors?

INTERVIEW QUESTIONS WITH POTENTIAL CUSTOMERS IN BELGIUM

- 1) Do you satisfy with the industrial plant repair and engineering services?
Please, if possible, specify the name of the suppliers.
- 2) Do you satisfy with the price of provided services?
- 3) What do you think about the quality of provided services?
- 4) Would you be interested in the Agrico services? (The author lists Agrico services and competitive advantages, that has been emphasised by existing Agrico customers among European competitors).