

Marketing positioning for medical optics – Dayane GT Impex S.R.L.:

Part V, Creating the positioning scheme

Andra-Elena TĂLPEANU and Tudor EDU

Abstract

Market positioning, concept introduced by Jack Trout and Al Ries, initially focused on the idea of creating a unique position in the mind of the consumer through advertising and branding, and evolved over time to include a more comprehensive marketing strategy, including product design, packaging, pricing, and distribution strategies. Positioning in the medical optics industry requires a specific approach due to the highly specialized nature of the market and the importance of trust, precision and innovation. The field of medical optics is characterized by innovation and progress offering revolutionary solutions that redefine how medical conditions are diagnosed, treated and managed. The present work explores the marketing positioning in the case of a business that deals with the marketing of medical optical products, but also provides medical services in order to run the business (consultations, optometry exams, glasses repairs). To determine how this business positions itself against the competition, we can analyze the strengths for which the consumer chooses these services, but also the points that can be improved for better positioning on the market. Part IV (presented in the last HMM issue) included a description of the data collection method (using a questionnaire), variables used in the research, the proposed objectives, the formulated hypotheses that were tested and validated/invalidated using graphs. Also, the data collected were presented, analyzed and interpreted in accordance with the theoretical and methodological aspects of the first chapter. The positioning approach for a period of five years is presented below.

Keywords: Marketing positioning, Marketing of medical optical products, Marketing of medical services, Healthcare consumer

JEL Classification: D21; D83; L84; M31; M37

3.4. Creating the positioning scheme

In an increasingly competitive market, Dayane medical optics must strategically position itself against other well-known optical stores, such as Lensa and Optiblu. Lensa is known in particular

for its wide selection of glasses from premium brands to budget ones, but especially for its strong online presence, holding a significant market share because it resonates with a large market segment made up of young people.

Optiblu, also present on the market since 2004, is distinguished by premium services and an emphasis on advanced optical technologies, attracting customers who prioritize cutting-edge solutions and quality products.

This subchapter presents a plan for developing and implementing a positioning scheme to differentiate Dayane medical optics from the competition, but also to capitalize on its unique strengths. By capitalizing on information received from customers and analyzing market responses, it is proposed to establish a convincing position in the market. The strategy will focus on emphasizing the value offered in terms of accessibility, personalized approach, but also comprehensive services during the sale and after-sales.

This positioning scheme will serve as the foundation for future marketing and financial strategies, so that Dayane medical optics can stand out as the preferred choice for optical services on the local market. Through targeted marketing campaigns, strategic partnerships, but also the continuous improvement of customer experiences, the brand identity will be strengthened in order to attract a segment of customers who can be loyal and who will be able to organically increase market share through recommendations.

3.4.1. Brand situation review

Following the research conducted and the analysis of competitor websites, the following summary table resulted:

	Dayane medical optics	Lensa	Optiblu
Strengths	• High quality of products • Professional and friendly staff • Affordable prices • Fast service • Customer loyalty	• Wide selection of fashionable glasses • Strong online presence • Marketing and branding • Loyalty programs ("Rabla")	• Premium services • Strong online presence • High quality optometry services
Weaknesses	• Limited online presence • Single physical location • Limited financing options • Lack of social media promotion	• Higher prices • Customer service • Fast delivery services • Very high credit requirements to open a large number of locations	• Premium prices • Limited product variety • Lack of consistent communication on social media

Tabel 3.2.: Analysis between Dayane medical optics and competition

By examining the status of these brands, we can identify key areas where Dayane medical optics can strengthen its position in the market. The focus should be on improving online accessibility, expanding physical locations, and offering flexible payment options, while continuing to build on its strengths in terms of product quality, customer service, and affordability.

We can also draw a number of conclusions from the table above:

- All three medical optics companies offer high-quality services and products by collaborating with reputable brands
- Both Lensa and Optiblu charge premium prices for medical optics products and services
- Both Dayane medical optics and Optiblu face a communication barrier, as they are not as active on social media as Lensa is.
- Dayane medical optics offers a wide range of quality products and services, differentiates itself through its lower price point, and is losing market share due to its online presence (via a website, social media ads, etc.).

3.4.2. Establishing, communicating and supporting competitive advantage

In the current competitive market context, Dayane medical optics must clearly establish SMART objectives, communicate effectively with the target market and constantly support its competitive advantages in order to stand out from the competition, such as Lensa and Optiblu.

- Establishing competitive advantage

Dayane medical optics has in its portfolio high-quality eyeglass frames and lenses, these frames are made of resistant materials, ensuring durability and comfort, supplied by leading companies. The lenses are also treated for increased clarity and durability. The emphasis on quality ensures customers very good products, which are tailored to their needs.

Unlike its competitors, Dayane medical optics offers high-quality products at affordable prices, as evidenced by the research conducted and the table above. This balance between quality and affordability attracts a wide customer base, including those who might find Lensa's trendy glasses too expensive or Optiblu's premium services too expensive.

The friendly and professional staff at Dayane medical optics receives a very high level of appreciation from customers, both in terms of service quality and waiting times or order taking.

- Communicating competitive advantage

To effectively communicate its competitive advantages, Dayane medical optics should implement targeted marketing campaigns that highlight its strengths. Advertisements should emphasize high product quality, affordability, exceptional customer service, and efficient and fast service. Using various channels such as social media, traditional advertising, and referral programs can broaden reach.

Leveraging positive customer testimonials and reviews can significantly increase brand credibility and trust. Featuring testimonials in marketing materials, on the company's website, and through social media platforms can present experiences that potential customers can resonate with, further strengthening the brand's reputation.

- Sustaining Competitive Advantage

Improving online presence is crucial to sustaining brand's competitive advantage. This platform should allow customers to schedule appointments, view patient histories, and access information

about products and services. A stronger social media presence can also keep customers engaged and informed about promotions and news.

Continuous training for staff ensures that they stay up-to-date on the latest products and technologies and maintain high standards of customer service.

Expanding service offerings, such as discounts or price reduction campaigns, can make its store more accessible to a wider audience. Additionally, considering expanding into more physical locations can address the convenience factor and attract customers from wider geographic areas.

Implementing a comprehensive system for collecting and making decisions based on customer feedback can help Dayane medical optics stay on top of customer needs and preferences, and be more effective in providing solutions.

By establishing, communicating, and sustaining these competitive advantages, Dayane medical optics can effectively differentiate itself from Lensa, Optiblu, and other competitors in the market. This strategic approach will help build a loyal customer base and lead to the long-term success of the brand.

3.4.3. The Positioning Effect

The positioning of Dayane medical optics has significant implications for its marketing mix, which includes product, price, distribution, and promotion. By adapting and optimizing each element of the marketing mix, Dayane medical optics can strengthen its position in the market and better meet the needs of its customers. This section will explore how improvements can enhance the brand's competitive advantage.

- **Product**

While Dayane medical optics is already known for its high-quality products, expanding the variety of frames and lenses can satisfy a broader customer base. This includes adding more frame styles/brands to appeal to the younger market segment, as well as offering advanced optical technologies to attract new customers.

A wider range of innovative products and solutions will attract new customers and increase existing customer satisfaction. This diversification can help Dayane medical optics join strong brands, such as Lensa and Optiblu, which are known for their environmental protection initiatives, but also for their fashion orientation.

- **Price**

Implementing flexible payment plans, such as installment options and seasonal discounts, can make high-quality optical products more accessible to a wider audience.

Introducing loyalty (loyalty cards) and referral programs (e.g., through social media posts), which reward customers with discounts or exclusive offers, can increase customer retention and encourage more frequent purchases.

Offering flexible payment options and loyalty programs can increase the perceived value of Dayane medical optics, making it more competitive against higher-priced brands such as Optiblu. These strategies can also build customer loyalty and attract price-sensitive customers from competitors.

- Distribution

Developing a comprehensive online platform for booking appointments, viewing patient history, and browsing products is essential. This platform should be easy to use and optimized for mobile to cater to the growing number of customers who prefer online interactions.

Opening additional physical locations in areas with location potential (populated areas) can lead to increased accessibility and convenience for customers who may find current locations inconvenient. Also, improving the online presence will align Dayane medical optics with the expectations of modern consumers and increase the coverage of the targeted market segment.

- Promotion

Following the analysis of the data obtained through the questionnaire, Dayane medical optics could focus on aspects such as:

- Creating personalized marketing campaigns that highlight the competitive advantages of Dayane medical optics, such as product quality, accessibility, and the exceptional service provided by the specialists within the medical optics.
- Increasing participation in local events, fairs, and sponsorships to increase brand awareness and promote a positive community presence. Collaborating and/or associating with other brands for medical products can increase the notoriety of medical optics.
- Highlighting testimonials or recommendations from loyal customers that can effectively attract new customers and strengthen the loyalty of existing ones. In addition, promoting the convenience of services, such as quick repairs and lens fitting, can further differentiate Dayane from its competitors. To attract potential customers, marketing campaign messages could contain phrases such as: "quality services", "fast delivery", and "prompt order processing".
- Strengthening your online social media presence and collaborating with local influencers to reach a wider audience and create engaging content that resonates with potential customers.

- Implementing an online platform for scheduling and accessing patient information, optimizing service delivery to reduce wait times, and exploring financial options can increase customer satisfaction and loyalty.

- Improving your social media presence with engaging content, targeted ads, and interactive campaigns could help reach a wider audience, especially younger adults (18-30 years old).

In conclusion, by adapting the marketing mix to the product and the market, Dayane medical optics can significantly improve its market position. Expanding the product range, offering flexible payment options, improving online and physical accessibility, as well as implementing effective promotional strategies will help the brand stand out from its competitors. These improvements will not only attract new customers, but will also increase the loyalty and satisfaction of existing ones, ensuring long-term success and growth in this competitive market.

Bibliography

1. Aaker, D. A. & Moorman, C. (2023). *Strategic market management*, Wiley, 2023.
2. Andaleeb, S. S. & K. Hasan. *Strategic Marketing Management in Asia* (pp. 179–207). Emerald Group Publishing Limited, 2016. <https://doi.org/10.1108/978-1-78635-746-520161006>.
3. Barnham, C. Quantitative and Qualitative Research: Perceptual Foundations. *International Journal of Market Research*, 57(6), 2015. <https://doi.org/10.2501/IJMR-2015-070>.
4. Brace, I. *Questionnaire design: How to plan, structure and write survey material for effective market research*, Kogan Page, 2018.
5. Gheorghe, C.M. & Gheorghe, I.R. & Purcărea V.L., "Modeling the consumer's perception of experiential marketing in the Romanian private ophthalmologic services", *Romanian Journal of Ophthalmology* 61(3), 2017.
6. Dibb, S., Simkin, L., Pride, W. M., & Ferrell, O. C., *Marketing: Concepts and strategies*. Cengage Learning EMEA, 2019.
7. Edu, T. & Negricea, I. C. Brand Positioning—A Marketing Resource and an Effective Tool for Small and Medium Enterprises. *Journal of Knowledge Management, Economics and Information*, 2012.
8. <https://dexonline.ro/definitie/motiv> - Accessed 08.06.2024.
9. <https://dexonline.ro/definitie/provenien%C8%9B%C4%83> – Accessed 08.06.2024.
10. <https://dexonline.ro/definitie/sex> - Accessed 08.06.2024.
11. <https://dexonline.ro/definitie/varsta> - Accessed 08.06.2024.
12. <https://global.essilor.com/ro/> - "Essilor International Romania", Essilor, Accessed 05.06.2024.
13. <https://www.essilorluxottica.com/en/group/> - Essilor Luxottica, "Essilor International Romania", Essilor, Accessed 05.06.2024.
14. <https://www.hoyavision.com/ro/> - "Essilor International Romania", Essilor, Accessed 05.06.2024.

15. <https://www.rhein-vision.com/despre-noi/> . Rhein Vision- Despre noi, "Essilor International Romania", Essilor, Accessed 05.06.2024.
16. <https://www.zeiss.com/corporate/en/about-us/past/history.html>. - „Carl Zeiss - History”, "Essilor International Romania", Essilor, Accessed 05.06.2024.
17. Hendrickson, K. and Bleything, W. "The visual profile of Romanian children and adults assessed through vision screenings", *Optometry* (St. Louis, Mo.) 72, nr. 6 (2001): 388–96.
18. Gheorghe, I.R., Gheorghe, C.M. and Purcărea, V.L. "Measuring the perceived quality of ophthalmology services in private organizations. A marketing perspective", *Romanian journal of ophthalmology* 62 (1), 2018.
19. Jain, R., Aagja, J., & Bagdare, S. Customer experience—a review and research agenda. *Journal of service theory and practice*, 27(3), 642–662, 2017
20. Korschun, D., Bhattacharya, C. B., & Swain, S. D, Corporate Social Responsibility, Customer Orientation, and the Job Performance of Frontline Employees. *Journal of Marketing*, 78(3), 20–37, 2014. <https://doi.org/10.1509/jm.11.0245>.
21. Melović, B., Jocović, M., Dabić, M., Vulić, T. B., & Dudic, B. The impact of digital transformation and digital marketing on the brand promotion, positioning and electronic business in Montenegro, *Technology in Society*, 63, 2020.
22. Mothersbaugh, D. L., & Hawkins, D. I., *Consumer behavior: Building marketing strategy*. , McGraw-Hill, 2016.
23. Onwuegbuzie, A.J. and Collins, K.M., A typology of mixed methods sampling designs in social science research. *Qualitative Report*, 12(2), pp.281-316, 2007.
24. Payne, A., & Frow, P, Deconstructing the value proposition of an innovation exemplar. *European Journal of Marketing*, 48(1/2), 237–270, 2014.
25. Ries, Al., Trout, J.- Positioning - The battle for your mind, McGraw-Hill, NY, 2001.
26. Sarstedt, M., & Mooi, E., *A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics*, Springer Berlin Heidelberg, 2014.
27. Urde, M., & Koch, C., Market and brand-oriented schools of positioning, *Journal of Product & Brand Management*, 23(7), 478–490, 2014.
28. Yulistiana, I., Dewi, R. V., Mas' adi, M., Sunarsi, D., & Erlangga, H., Did brand perceived quality, image product and place convenience influence customer loyalty through unique value proposition? *The journal of contemporary issues in business and government*, 27(1), 2845–2867, 2021.

