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## ВЕСТНИК

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**RELEVANT MARKETING STRATEGY FOR INDUSTRIAL  
ENTERPRISES OF THE KAZAKHSTAN**

**Abstract.** This article is devoted to testing hypotheses about motivational factors influencing the introduction of a servitization strategy on the industrial market. The necessity of forming a marketing strategy at enterprises of the industrial market of Kazakhstan is also substantiated since a well-developed marketing strategy is a key factor in the formation of a competitive advantage of an enterprise in the market. Over the past twenty years, the global industry has undergone a transition from traditional manufacturing to providing services integrated with a product. This phenomenon is called servitization. Historically, manufacturing companies have viewed services as necessary but not useful in the context of marketing strategies. In addition, industrial enterprises believe that the total value of the product sold is represented only by the physical good, while the accompanying services are only an addition to the product.

The methodological basis of the article was the results of marketing research, the respondents of which were the heads of innovative enterprises. The purpose of the research is to form a servitization strategy as a marketing strategy for promoting innovative products. The SPSS software was used to test the hypotheses put forward in the article. The results of the research can be used to develop and implement strategies for the servitization of manufacturing business. Companies need to undertake motivational transformations associated with the need to implement servitization.

**Key words:** servitization, marketing strategy, innovation, industrial market, motivational factors.

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## **ҚАЗАҚСТАННЫҢ ӨНЕРКӘСПІ КӘСІПОРЫНДАРЫНА АРНАЛҒАН ӨЗЕКТІ МАРКЕТИНГІ СТРАТЕГИЯСЫ**

**Аннотация.** Бұл мақала өнеркәсіптік нарықта сервิตизация стратегиясын енгізуге әсер ететін мотивациялық факторлар туралы гипотезаларды тексеруге арналған. Қазақстанның өнеркәспі нарықындағы кәсіпорындарда маркетингтік стратегияны қалыптастыру қажеттілігі де дәлелденді, өйткені жақсы әзірленген маркетингтік стратегия кәсіпорынның нарықтағы бәсекелестік артықшылығын қалыптастырудың негізгі факторы болып табылады. Соңғы жылдарда ішінде әлемдік индустрия дәстүрлі өндірістен өніммен біріктірілген қызметтерді көрсетуге көшті. Бұл құбылыс сервитизация деп аталады. Тарихи тұрғыдан алғанда, өндірістік компаниялар қызметтерді маркетингтік стратегиялар контекстінде қажет, бірақ пайдалы емес деп санайды. Сонымен қатар, өнеркәсіптік кәсіпорындар сатылған өнімнің жалпы құны тек физикалық игіліктермен көрсетіледі, ал ілеспе қызметтер тек өнімге қосымша болып табылады деп есептейді.

Мақаланың әдістемелік негізі респонденттері инновациялық кәсіпорындардың басшылары болған маркетингтік зерттеулердің нәтижелері болды. Зерттеудің мақсаты – инновациялық өнімді жылжыту үшін маркетингтік стратегия ретінде сервитизация стратегиясын қалыптастыру.

Мақалада айтылған гипотезаларды тексеру үшін SPSS бағдарламалық құралы пайдаланылды. Жүргізілген зерттеулердің нәтижелерін өндірістік бизнесі сервитизациялау стратегияларын әзірлеу және енгізу үшін пайдалануға болады. Компаниялар сервитизацияны енгізу қажеттілігімен байланысты мотивациялық өзгерістерді жүзеге асыруы керек.

**Түйін сөздер:** сервитизация, маркетинг стратегиясы, инновация, өнеркәсіптік нарық, мотивациялық факторлар.

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## АКТУАЛЬНАЯ МАРКЕТИНГОВАЯ СТРАТЕГИЯ ДЛЯ ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ КАЗАХСТАНА

**Аннотация.** Данная статья посвящена проверке гипотез о мотивационных факторах, влияющих на внедрение стратегии сервитизации на промышленном рынке. Также обосновывается необходимость формирования маркетинговой стратегии на предприятиях промышленного рынка Казахстана, поскольку грамотно разработанная маркетинговая стратегия является ключевым фактором формирования конкурентного преимущества предприятия на рынке. За последние двадцать лет мировая промышленность перешла от традиционного производства к предоставлению услуг, интегрированных с продуктом. Это явление называется сервитизацией. Исторически сложилось так, что производственные компании рассматривали услуги как необходимые, но бесполезные в контексте маркетинговых стратегий. Кроме того, промышленные предприятия считают, что общая стоимость реализуемого товара представлена только физическим товаром, а сопутствующие услуги являются лишь дополнением к товару.

Методологическую основу статьи составили результаты маркетингового исследования, респондентами которого выступили руководители инновационных предприятий. Цель исследования – сформировать стратегию сервитизации как маркетинговую стратегию продвижения инновационных продуктов. Для проверки выдвинутых в статье гипотез использовалась программа SPSS. Результаты исследования могут быть использованы для разработки и реализации стратегии сервитизации промышленных предприятий. Компаниям необходимо провести мотивационные преобразования, связанные с необходимостью внедрения сервитизации.

**Ключевые слова:** сервитизация, маркетинговая стратегия, инновация, промышленный рынок, мотивационные факторы.

**Introduction.** The changed economic conditions have significantly affected the service, which has become a key driver of success for a competitive

business. International experience in the business environment proves that success is achieved by companies that not only sell products, but also provide services that can tie the customer to long-term after-sales service. The trend in the market is a situation when enterprises are transformed into suppliers of complex solutions that satisfy the wishes of customers, and therefore, to implement such a concept, significant changes are required in processes, technologies, and strategies (Sherimova et all, 2022).

It is necessary to understand that the modern market requires the development of innovations to remain competitive, which cannot be introduced and developed without a competent marketing strategy (Isabekov et all, 2022). One of the most relevant strategies for the industrial market now is servitization, which is gaining momentum (Oliva et all, 2003). Servitization is an innovative process related to the business model of an enterprise that will lead to increased productivity and customer satisfaction, as well as increased competitive advantage.

Servitization benefits not only suppliers but customers as well, reducing risks and stabilizing service and support costs. According to the business-oriented approach to the emergence of a servitization strategy, companies must switch to customer satisfaction, that is, to offer integrated solutions or product services (Bizikova et all, 2017). By focusing on integrated solutions, manufacturers can improve their position in the value chain, add value to their offerings and improve innovation potential.

**Research Material and methods.** To measure the level of servitization and study the attitude of participants in the Kazakhstani industrial market to the strategy of servitization, a scientific study was carried out. The purpose of the survey is to study the marketing strategy of servitization and its penetration into industrial enterprises of the Republic of Kazakhstan. The problem of this study is that servitization is becoming a stable trend. In the global market, service provision is becoming a fundamental factor in competitiveness (Baciu et all, 2021). Data analysis was performed using the SPSS data analysis program. The novelty of this study lies in the application for the analysis of a number of factors that can explain most of the differences in the impact of servitization, thereby contributing to greater enterprise productivity.

Research questions:

1. How do customers feel about servitization?
2. What motivates Kazakhstani industrial companies to adopt a servitization strategy?
3. How does the servitization level affect the company's financial performance?
4. How does motivation affect the level of servitization in industrial companies in Kazakhstan?

The following hypotheses are put forward:

H1: The higher the level of motivation of the company to apply the servitization strategy, the higher the level of servitization in the company.

H2: The higher the level of motivation of customers to apply the servitization strategy, the higher the level of servitization.

Variable hypotheses. To test hypotheses, it is necessary to define 2 types of variables: dependent and independent (Maldynova et all, 2018).

To test hypotheses, the study defined the following variables (Table 1):

Table 1 - Research variables

Type	Variable	Variable factors	Designation
Y	Servitization level	Education	Serv_lev_1
		Remanufacturing spare parts	Serv_lev_2
		Provision of labor resources	Serv_lev_3
		Spare parts service	Serv_lev_4
		Users support	Serv_lev_5
		Breakdown repair	Serv_lev_6
		Installing the product	Serv_lev_7
		Disposal of the product	Serv_lev_8
		Remote diagnostics	Serv_lev_9
		Equipment monitoring	Serv_lev_10
		System integration	Serv_lev_11
		Consulting	Serv_lev_12
X1	Company motivation level	Financial needs and opportunities	
		Desire to increase income	Motiv_lev_fin1
		Decreased profit from product sales	Motiv_lev_fin2
		Business Cycles Affecting Product Sales	Motiv_lev_fin3
		Strategic needs and opportunities	
		Improving the ability to respond to customer needs	Motiv_lev_str1
		Improving the quality of the offer	Motiv_lev_str2
		Differentiate the company's offer from competitors	Motiv_lev_str3
		Establishing barriers to competitors	Motiv_lev_str4
		Reducing competitors' prices for similar products	Motiv_lev_str5
		Capturing Customer Needs for Product Updates	Motiv_lev_str6
		Marketing Needs and Opportunities	
		Client pressure	Motiv_lev_mar1
		Increased customer loyalty	Motiv_lev_mar2
		Creation of an opportunity to offer other goods and services	Motiv_lev_mar3

		External influences	
		Availability of technical support	Motiv_lev_out1
		Laws, standards, regulations	Motiv_lev_out2
		State incentives	Motiv_lev_out3
X2	Customer motivation level	Support for product related activities	Motiv_lev_clien1
		Reducing risks	Motiv_lev_clien2
		Performance improvement	Motiv_lev_clien3
		Reduced investment in personnel / equipment	Motiv_lev_clien4
		Possibility to concentrate on other areas	Motiv_lev_clien5

Note - Compiled by the author

To test hypothesis H1, we analyzed the dependence of the level of servitization on the level of motivation for introducing servitization in the company, variables Y and X1.

To test hypothesis H2, an analysis of the dependence of the level of servitization on the level of motivation for introducing servitization in the client, the relationship of variables Y and X2 will be carried out.

To test and test hypotheses, a quantitative marketing research was carried out by means of a survey using a questionnaire (Lenka et all, 2016).

The general population for this study is the enterprises of the industrial market that have innovations. The sample size was calculated according to an arbitrary method - 5-10% of the respondents from the total number of the general population (Paxton, 2015).

Thus, the general population was 72 enterprises. Questionnaires for the survey were sent to all enterprises, 57 responses were received, which is 72% of the general population. This indicator exceeds the figure of 5% according to the chosen method of sampling, on the basis of which the sample is considered representative (Neely et all, 2000).

Object of research: innovative enterprises that manufacture products and provide services to enterprises of the industrial sector of Kazakhstan (Appendix B).

At this stage of the analysis, it is obvious that the role of services is significantly increasing in the Kazakhstani market. The country's industrial enterprises are striving to integrate the production and sale of the product itself with the provision of additional services. Servitization is becoming increasingly important, becoming a factor in the competitiveness of an enterprise both on a national scale and on the world market (Zarte et all, 2019).

The first stage in the analysis of the data obtained during the study is to assess the level of servitization at the studied enterprises. Having calculated the average score of twelve indicators on a 5-point scale designed to calculate

the level of servitization (Carpenter, 2019). The level of servitization was revealed, which is equal to the indicator 2.4 (Table 5).

Table 2 - Assessment of the level of servitization in the studied enterprises

Nº	Service type	Average rating
1	Integration	1
2	Provision of labor resources	1,4
3	Education	1,6
4	Disposal of the product	1,6
5	Users support	2,1
6	Remote diagnostics	2,1
7	System integration	2,1
8	Breakdown repair	3,2
9	Installing the product	3,2
10	Equipment monitoring	3,2
11	Spare parts service	3,3
12	Consulting	4,7

Note - Compiled by the author based on research

The second stage in the analysis of the data obtained during the study is testing hypotheses H1 and H2 using the SPSS analytical program.

The level of motivation and servitization in this study is measured using the theses in the questionnaire, which the respondent's rate on a five-point scale. The internal consistency of the characteristics describing servitization is checked using the Cronbach's Alpha coefficient (Liang et all, 2018). The results of the analysis revealed the degree of reliability of the reflection of theses in the questionnaire for each highlighted characteristic of servitization (Table 3).

Table 3 - Values of Cronbach's Alpha coefficients for explanatory variables

Variable	Alpha Cronbach coefficient
client motivation level	1,000
company motivation level	0,768
servitization level	0,692

Note - Compiled by the author based on research

The value of the A. Crombach (Cronbach et all, 2004) coefficient is 0.692-1, that is, the internal reliability has been confirmed.

To move to a servitization strategy, it is necessary to find out the motivation of companies and customers and determine the factors that have a dominant

influence on the level of servitization, for which an analysis is carried out in the SPSS program (Figure 1).

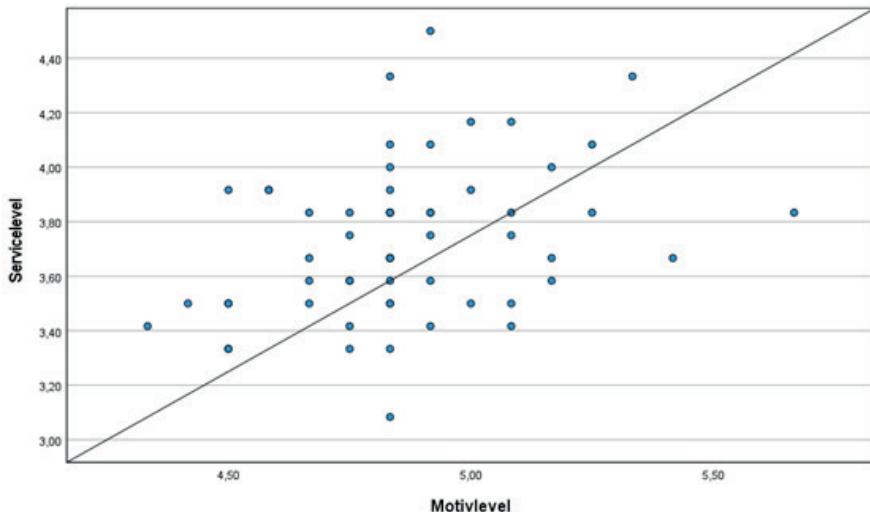


Figure 1 - Analysis results in the SPSS package

Note - Compiled by the author based on the analysis by the SPSS program

The correlation coefficient R-squared for the variable "Servitization level" is 0.79, that is, more than 79% of the variance of this construction is explained by the constructed model (table 4) [25].

Table 4 - Results of the model in the SPSS program

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,335 <sup>a</sup>	0,112	0,079	0,27264

Note - Compiled by the author based on research

For a detailed analysis of the test results, Table 5 shows the effect of the test:

Table 5 - Summary statistics of the model in the SPSS program

	Mean	Minim- um	Maxi- mum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3,728	3,175	4,281	1,105	1,348	,126	12
Item Variances	,771	,515	1,111	,596	2,157	,053	12
Inter-Item Covariances	,018	-,203	,516	,719	-2,542	,024	12
Inter-Item Correlations	,021	-,280	,983	1,263	-3,514	,049	12

Note - Compiled by the author based on research

Hypothesis H1 assumed that the higher the level of motivation of the company to apply the servitization strategy, the higher the level of servitization in the company. Based on the results obtained:  $\beta = 0.462$ ,  $t = (5.782) < 2.005$ ,  $p (0.001) < 0.005$ , a conclusion is formed: the relationship indicated in the hypothesis is confirmed.

Hypothesis H2 assumed that the higher the level of customer motivation to apply the servitization strategy, the higher the level of servitization (figure 2).

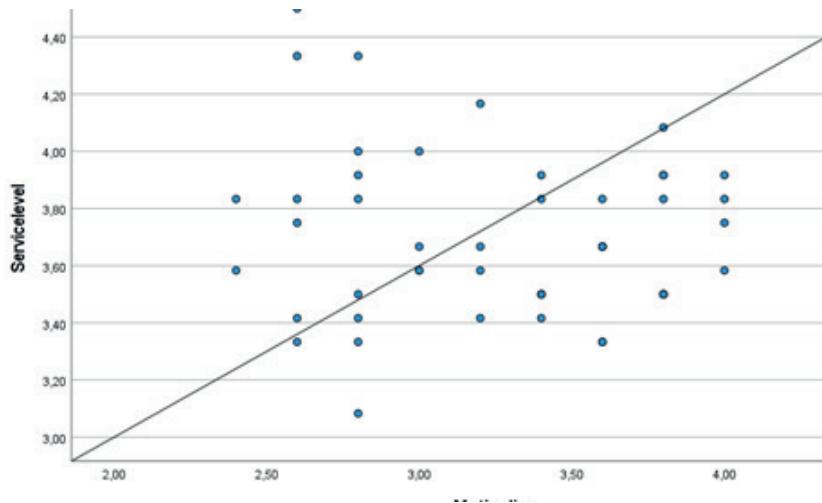


Figure 7 - Results of PLS analysis in the SPSS package

Note - Compiled by the author based on the analysis by the SPSS program

The results show that the relationship between client motivation and servitization level is not significant, with very small effect sizes ( $\beta = -0.104$ ,  $t = (0.643) < 2.005$ ,  $p = (0.520) < 0.05$ ). Consequently, hypothesis H4 has not been confirmed.

Thus, the level of company motivation influences the level of servitization, but the level of motivation of clients to apply the servitization strategy towards them does not affect the level of servitization.

**Result and discussion.** Servitization is a rapidly growing trend among industrial enterprises and one of the main strategic objectives is to avoid competition on price and cost (Ketchen, 2013).

Flaws in strategy development and poor execution are highly prevalent in the industrial marketplace, contributing to the industry's lagging behind (Viljakainen et all, 2014).

Because the bulk of servitization income is generated from services provided by manufacturers, such as maintenance and repairs. It should be noted that according to world standards, equipment manufacturers make

a profit of about 1%, while the profit from servitization is more than 10% (Denyer et all, 2006).

Servitization is not just a service-oriented marketing tactic, but a strategic reorientation involving increased profits, brand capitalization, and customer loyalty.

The study focuses on organizations seeking to achieve a higher degree of service, whether organizations are seeking to achieve a basic level of product and service integration or serve the market with a fully integrated offering (Bertoni et all, 2013).

**Conclusion.** The research carried out on the industrial market made it possible to draw the following conclusions:

To determine the level of servitization, 12 factors were applied, covering the main categories of the service offer, which are logically grouped into 3 target groups: education, spare parts (gear) and basic service (service), (Leguina, 2015).

According to the assessment, among the companies that took part in the survey, the least popular services provided to clients were services from the Training group (average rating 1.6), at the same time, services from the Spare parts service groups (average rating 3.3) and Consulting (average rating - 4.7) turn out to be most often (Kumar et all, 1993).

Thus, the authors concluded that among Kazakhstani innovative enterprises, due to the underdevelopment of the market, traditional services dominate, while such trend services as training, utilization, integration are rarely offered and have a weak level of prevalence.

The performed correlation analysis determined the motivation of companies and clients to implement the servitization strategy and revealed the characteristics that have the greatest influence on the level of servitization (Maldynova et all, 2022). The results obtained revealed the relationship between the level of servitization and the level of motivation for the implementation of the servitization strategy in the enterprise (Story et all, 2017). However, the analysis did not confirm the relationship between the level of the client's motivation and the level of servitization, that is, the level of the client's motivation does not affect the level of servitization (Mayer, 2021).

The characteristics identified because of the PLS analysis that influence the level of servitization will enable enterprises to correctly focus on adjusting and monitoring them in the process of transitioning to a servitization strategy. The level of servitization in an enterprise takes on a key role in its development.

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