

MARKETING STRATEGIES OF SMEs BASED ON PRODUCT LIFE CYCLE – A STUDY  
AMONG SMEs IN KOSOVO

A Master's Thesis submitted for the degree of  
“Master of Science”

supervised by

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## Affidavit

**I, Bekim Marmullaku,** hereby declare

1. that I am the sole author of the present Master's Thesis, "MARKETING STRATEGIES OF SMEs BASED OF PRODUCT LIFE CYCLE – A STUDY AMONG SMEs IN KOSOVO", 77 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and
2. that I have not prior to this date submitted this Master's Thesis as an examination papering any form in Austria or abroad

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## **ABSTRACT**

Current developments in the economic and business environment, left to believe that, development of Small and Medium Enterprises (SME) is still the main source for development and economic growth in underdeveloped and developing countries. Where there is a lack of Foreign Direct Investment (FDI) and the impact of large enterprises or Corporate has created space for the creation and development of SME systematic States, which is currently regarded as the greatest contributor to economic growth and lowering the level of unemployment.

There are different views about the contribution of SMBs in the economy of a country. One side tries to argue that are the largest contributors to the reduction of unemployment in a country, while other researchers believe that small businesses are irresistible in today's global economy and the free market and bankrupt more easily and quickly, so it is excessive belief that solving economic problems and unemployment in a country should be based on the development of SMBs.

However, to some extent, both parties agree to SMBs impact on the economic situation of a country and it seems especially pronounced in countries with underdeveloped economies and emerging economies. Seems far-fetched even SMBs contribution in Kosovo, where the economic and political environment have created a little business characteristic in relation to markets in Europe and other countries.

However, in Kosovo last decade has seen a rapid growth and development of SMBs, which necessarily is put them in a situation of meaningful competition in the Kosovo market. The large number of imported products, especially those that occur with cheap prices makes Kosovar businesses, especially manufacturing enterprises to think of appropriate marketing strategies, to face competition with imported products, but also that within type of local competitors. Therefore, in these circumstances, it is imperative that SMBs time to develop adequate strategies functional, within which is the marketing strategy.

## **1. Introduction**

Importance and business activity SMBs, growing towards all men as in developed countries and in developing countries, has led researchers to strategic management and marketing strategies they recently pay more attention activity these enterprises than large enterprises or corporations. Appreciated the contribution of this sector to the economic development of a country and its contribution for lower unemployment; it's a phenomenon that is observed especially in the period after 1990. The main description is made in the method of compilation and analysis and the application of marketing strategies of this category of enterprises and challenges in their success in a modern business environment, which is characterized by a very high dynamics of development and changes in the economy today the free market and globalization.

This progress in developing theoretical and practical concepts of development of functional strategies in general, and in particular marketing strategy, to small and medium enterprises is achieved due to the importance of this sector to the welfare and economy of most developed countries and those in developing.

Business strategies that support the small and medium enterprises should focus on factors that affect or prevent the development or to affect in developing. Entrepreneurs of these businesses should pay attention to the draft strategy for their business, because its success or failure depends directly from their business owner and compiler and direct implementation of the strategy.

The common denominator in the development of marketing strategies to the sector of enterprises that can lead to growth and success is the concept of strategy development and differentiation of product development (Services offered) and innovation. It always based on the principle of market segmentation for SMBs that suggested the application of marketing strategy in a market focused (concentrated).

In general, it can be concluded that small and medium enterprises have played a role in

the economy spine, therefore observed that more than half of the total number of employees and over 80% of the developments in recent years are mainly made of small and medium enterprises. (Wheelen & Hunger, 1998)

## **2. Development of concept of Marketing and dimension of his system**

The development of a modern economy and rapid development of technical and technological have made marketing system to recognize its real value in contemporary business world. The diversity of products on the market, enterprise policies to dominate the market with lower prices or frequent diversification of products, has led to enterprises of all sizes; especially those small and medium enterprises are in critical situation regarding their business policies in current markets and target them for the future.

In a free market economy and the effects one could be pronounced globalization, design and application of adequate functional strategies and marketing strategies in particular as a result of the successful formula for a long and profitable business.

Even the concept of marketing and its strategies in itself has recognized and is experiencing an extremely high dynamic change and advancement. Enterprises are constantly facing situations in crucial moments of determining appropriate strategy for "marketing strategy implies a long-term marketing concept which is oriented towards customer satisfaction, but at the same time realize the interests of the company (realization of profits and market position)." (Naser Raimi, 2010)

From a simple marketing concept to mass market, marketing strategies today have advanced multidimensional in scope and functions in which enterprises should bear in mind as an opportunity or strength (SWOT analysis) in determining the strategy of



action. Whichever of contemporary marketing strategies that can be applied to small and medium enterprises (marketing strategy in a focused market strategy for product development, market development strategy or other), must necessarily find a match best-4P s (product, price, distribution and promotion) to achieve adequately for the company "Marketing Mix" (Philip Kotler, 2001), as proven formula for success of business enterprises, especially small and medium enterprises.

Complexity and multidimensional nature of marketing strategies increases the need for detailed analysis of internal and external factors that affect marketing system. Product, organization, technology, human resources, finances etc. as a internal factor of the enterprise, are controllable although a particular importance and should be taken into consideration during the analysis of its overall business. While external factors (competition, customers, suppliers, economic factors, political, demographic, etc.) determine the state of the business environment and that are unmanageable strategy should be tailored according to their impact on the environment.

There are many tools applied to appropriate treatment strategies in general and in particular that of marketing. Different studies provide different models that allow the so-called "**Business Portfolio Analysis**" of which today are as applicable to large enterprises as well as small and medium enterprises. Among the most applied are: Matrix of Boston Consulting Group, General Electric Method - Mc Kinsey, Method of Porter Generic Strategy (Barry Hedley, 1977). On drafting the marketing strategy of an enterprise and also the creation of its marketing plan used various methods to give projections for the future of the enterprise market. The most applicable are: SWOT Analysis Method PIMS (Profit Impact of Marketing Strategy). SWOT analysis is characterized by its simplicity, low cost and flexibility that enables businesses to use the analysis of internal issues (*strengths and weaknesses*) and external ones (*opportunities and threats*) and information that help enterprise decision-making strategies the future (*strengths and opportunities*) and those that may be an obstacle to the implementation of the strategy (*weaknesses and threats*). PIMS method was developed by General Electric and takes into account variables affecting the profitability of products, and to find the

optimal results from the market, strategic changes in the sphere of competition and variables that define performance (profitability, margin, etc.).

So, in essence, strategic marketing includes various strategic decisions which focus on the following segments: the market positioning of the target market clerk, in extending the life of existing products on the market, development of new products and their placement market, detecting potential markets, increasing the material for research and development etc.

## **2.1. Periods of development and marketing strategies of the company**

### **2.1.1. The orientation of enterprises in manufacturing**

With the development of industrial production, which came as a result of technical technological and development and scientific contributions brought mass production and services, recognized global market expansion of products and services that the market needed and where demand was high and supply mismatch and market potential was much higher than the volume market. The orientation of the enterprise was focused only in manufacturing and in a market with poor competition and with marketing oriented development only in the physical destination of products with higher quality and lower prices than hitherto.

Very high potential market absorption of this period left comfort manufacturing enterprises focus on uncontrolled free market analysis and without noticing the time of balancing supply and demand. These activity-oriented business enterprises in manufacturing only, without analyzing market needs and requirements and increasing

customer towards all men knew a period of time, but until the market saturation and maturity of existing products. Such a business concept brought up in the period of hyperproduction and greater economic crisis world that appears in the first half of the twentieth-century, known as the "Great Depression".

And exit strategy from the crisis companies use sales orientation, which applies to the period of World War II. After this period, because of the great need for diverse products and services, market strategy again recognized oriented enterprises in manufacturing only, until the balancing of demand and supply to bully companies in advancing the concept in terms of doing marketing.

### **2.1.2. The orientation of the enterprise in sales**

Faced with more productivity, without knowledge of the actual situation on the market and without knowing the real needs and demands of consumers, enterprises choice you imposed a new strategy as an alternative to what production oriented. In essence, it appears as progressive alternative way of applying a proper marketing strategy which was oriented enterprise in sales, which enabled them a realization of the overall sales of products up to a certain period.

The market is approaching saturation and accurate distribution system needed, in order to avoid the existence of vacancies on the map and surpluses in other areas. Accurate planning of the sales organization was sufficient to occupy all production. (Johann Günther, 2010).

This concept was progressive because it had to do with some extra activities, except that the concentration only on the product or uncontrolled production. Fundamentals of application of this concept were more radical measures to promote sales business. Efforts have been made to identify the covered markets where there is still solid level or even

high demand and are used for product placement. Besides this activity, enterprises are concentrated in "old" markets, where it reached the level of balances between supply and demand. In this situation dictates the conditions of competition, whereas the customers there are no obligation to buy only from a company. In such conditions apply enterprises Radical measures to encourage that in this period of their commercial orientation is manifested by drastic price cuts. This stage is called the most advanced and progressive, because unlike the orientation period only in manufacturing enterprises, (which is operated only with a P (P-Product)), recognize the emergence of other States P-s, as P-Price, P-Place and P-Promotion. However, their use has become inefficient that this period be short-lived as the enterprise marketing strategy. The main factor that has been lacking in the use of this strategy is the **customer, i.e. the analysis of their needs and requirements**. In the process of compiling meaningful marketing strategy begins with *identifying customer requirements; orientation of production according to these requirements, the realization of the goal (the customer satisfaction and profits)*.

So, the short lifespan of this period was the result of balancing supply and demand for the products offered in the market, that market volume was nearly equivalent to its potential, so no radical measures to stimulate sales price reduction were not enough for certain industries.

### **2.1.3. The orientation of enterprises in marketing**

With the economic development of countries and with progression the promotion of technical - technological equipment, achieved a high level of productivity as the volume and quality of products. In this was manifested the market with a higher level of supply than demand and the market was oriented towards the buyers.

In such a situation, business activity was achieved by adjusting enterprise buyers and unlike previous guidelines relationships between them shall be submitted began long.

This period also recognizes the growing number of companies that created real competition to increase between business entities.

Most managers understand the need for a creation of a new concept, which will be based on analysis of customer needs and requirements before starting the production or service process.

The success of the new concept by Johann Günther achieved through:

- Knowledge of customer desires and problems
- Producing in a way that is customer oriented
- Providing the desired quality
- Demonstrating competence in solving problems

*"You produce that for which the customer really needs and sell problem solutions which provide customers not only goods but also services, benefits and quality"* (Johann Günther, 2010).

Market and business environment that appears with a great offer and great competition and shall be submitted as similar products, then so much the need to apply specifically to the marketing mix 4P's, in a more suitable combination of "marketing mix". So, the new concept of marketing has to do with achieving the goal, i.e. in strategic terms achieving customer satisfaction and profitability.

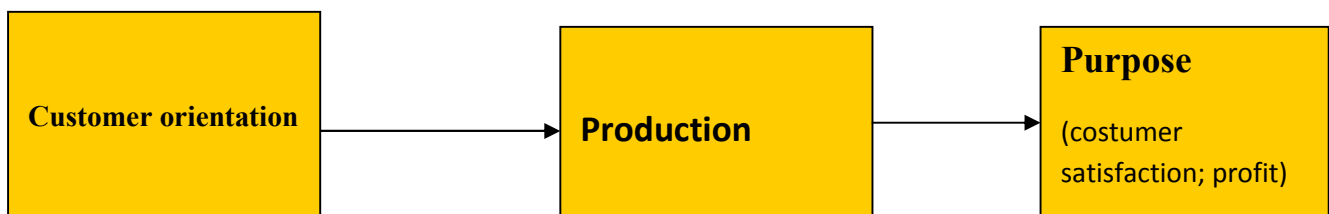
Characteristic of this period is the concept of action in a wider range of activities, which are not limited to the sphere of production or sales, but a combined approach that makes the link between harmonization and coordination of supply and demand.

The figure below shows figuratively difference between the old concept and new marketing.

**a) The old concept of marketing**



**b) The new concept of marketing**



**Fig.1. Concepts of marketing**

Various contemporary economic literatures provide different definitions about the marketing concept. However, the dynamics of socio-economic development has prevented a final definition and sustainable in time. But nevertheless there is a common denominator in all definitions, which mainly deals with the fundamental concept and basic marketing activities. Researcher best known in the world of marketing Philip Kotler's definition gives enough detail about specific marketing activities: *"Marketing is an analysis, planning, organization and control of resources directed by consumers,*

*through a comprehensive political activities and attitudes for satisfying the needs and desires of buyers in a profitable operation” (Johann Günther, 2010).*

This business philosophy is characterized by three functional positions, which in fact constitute the essence of this philosophy:

- Position concerning the identification and promotion of the needs and requirements for products - services business entity (producer)
- Occupation of manufacturers who make adjustment of the production process - customer service requests
- Position dealing with business immanent moment - realized profit as the only motivating and satisfies factor that initiates identifying and stimulating demand. (Naser Raimi, 2010).

The continuous business changes and influence of internal and external factors in the marketing system, has led to the marketing principles undergo changes its conformity factors. Taking into account the ethical component one could apply in contemporary marketing, then we can say that they appear as:

- Market research activities (research activities: product, price, distribution and promotion)
- Meeting customer requirements
- Satisfaction of customers (customer loyalty that enables business stability)
- Implementation of business activities under the supervision of marketing service

So, the enterprise produces goods or provides services to meet customer requirements, and also provides its business interests through profit arising from this activity. However, in contemporary marketing today it reached the market in advance of the examination, analysis by identifying customer purchasing needs, their potential buyers, lifestyle and other variables that identify their characteristics.

### **3. Enterprise marketing strategies and marketing strategies to SMBs**

#### **3.1. Strategies for Enterprises and their types**

During the development of strategies and alternative enterprises identify different way as an opportunity to implement a strategy of sustainable and profitable future for the company. Enterprise examines several alternatives and choose the option or options most appropriate for its strategy, despite the fact that the course should be in accordance with the vision and mission of the enterprise, it should be well within reach and financial capacity, technological and personnel for feasibility its practical. This means that a strategy before every enterprise should consider internal factors and external factors affecting or likely to affect the period of implementation of that strategy. The importance of these factors remains very dynamic changes in the business environment, today in a global economy and free market appears quite obvious and often threatening the survival of the organization.



The process of choosing the appropriate strategy, the organization gives her a number of strategic alternatives. But all those options come from two main pillars: strategy being leader of cost or product differentiation strategy. Both these strategies drafted by the organization in order to increase the enterprise, so called growth strategy. Increasing strategic alternatives, of which the company may choose one or some of them are:

- a. Sustainable Growth
- b. vertical integration
- c. horizontal integration
- d. diversification concentric
- e. diversifying conglomerate
- f. Concentration in a single product
- g. Product Development
- h. Market Development
- i. Innovation

Regardless of the strategy that the organization chooses, they should initially take into account the position of the enterprise within the business environment. This involves much more than an analysis, product positioning or even marketing concept of an enterprise. (Vasilika Kume, 2007)

In different business environments there are different conditions and circumstances of doing business. The analysis of the business environment depends mainly on two factors:

- The attractiveness of the industry we are competing - factor that is related to the structure of the industry and the profit possibility that derives from this industry in specific business environment. In order to do this we need to know “the game” played in this industry, that is, the environment in which we are competing. Some industries can be more lucrative than others in the same business environment.

Another factor that can determine the attractiveness of certain industry is political factor. In certain countries, especially in non-developed and those developing, the informal economy and possibilities of fiscal evasion reduce the level of attractiveness of doing business in those markets. In such circumstances the analysis and real implementation of known strategies applied in normal environments do not make sense.

- Company positioning within the industry – factor that demonstrates the possibility of profit for a certain enterprise of an industry within the same business environment. Regardless of the fact that the profit may be higher or lower, the enterprises may have different profits within the same industry.

In order for any of the strategies, that the enterprise chooses, to be successful, it should have something that differs from what is offered by the competition in the market. According to Michel Porter these competing advantages enable the companies to have a better performance in the market. Therefore, a company should do something better than competition. This can be achieved in two ways: by making a product or service such as to enable others from copying it (something that rarely happens in reality), or to make continuous improvements in what the enterprise offers in the market and thus maintain the competition advantage.

Both abovementioned strategies (cost leader strategy and differentiation strategy) enable competition advantage. It should also be noted that only one of the strategies is applicable in cases when a company competes with one product in one or more segments of a specific market.

The worst market position is to be in the middle, that is, not to have a clear perception of the competition advantage of the company and competition field that you will be

operating. It is inevitable failure if a company is determined to use the product differentiation strategy and in fact has not created or it does not offer a unique product in none of the aimed market segments.

Depending on company choice, these two alternatives can have two choices on competition field in which they can operate; narrow competing range and wide competing range. Every company may compete with its strategy within a narrow or wide geographic market. Wide competing field is feature of multinational companies that have financial, technological and human capacities for such activity. Smaller companies and especially SME-s apply their strategies in narrow competition fields, due to their limited capacities or in certain cases due to unattractive market.

### **3.2. Cost leadership strategy**

If an enterprise is leading the market and if its competitive advantage is sustainable, the best strategy to use for her next business is to continue "game" so far, so to play the same game in industry.

However, in analyzing strategic issues that should be considered regardless of the current situation is that it can, however the situation is favorable or not in a moment, and common characteristics that apply to every situation comprehensive strategy are:

- Strategic decisions (fields of activity of each organization, so focus on one or several areas of activity)
  
- Compliance of any activity with environmental factors influence

- Compliance of the activities envisaged in the enterprise strategy with its financial, human and technological capacities
- Decision-making strategy for the enterprise made by decision makers
- Planning of the large amount of resources from the enterprise
- To have its effect on the long-term prospects of the company
- Have a clear orientation towards the future

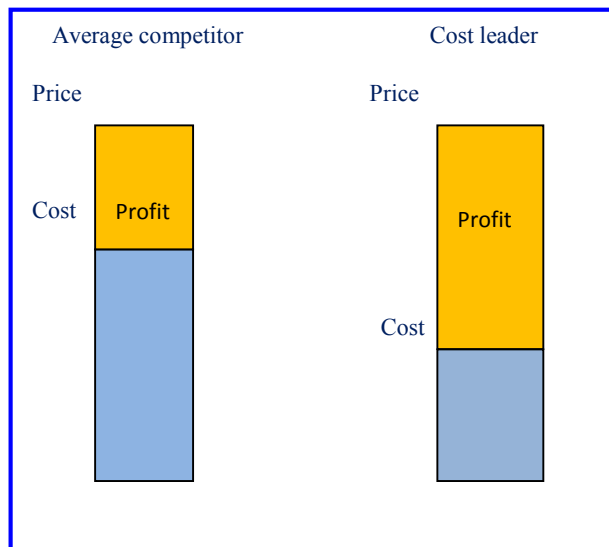
Each enterprise must make the choice before strategic analyze key success factors: *product offered* (to predict its commitment to product more successful); *target market* (to uncover unmet needs and new demands for goods and services ); *technology* (products or services based on its technological options); *low cost production* (control of spending in order to create competitive advantage); *operations* (achieving maximum capacity of operations); *sales-distribution methods* (achievement the competitive advantage with adequate methods to stimulate sales and distribution); *natural resources* (achieving advantage of available resources to enhance the quality, quantity and other forms of exploitation of them); *profit* (realization of a predetermined profit as a measure of success).

Defining the *strategy of cost leadership*, the company is aiming to compete opponents through the production of products or services at a low cost. First, every company tries to create edge product placed its best, it has better features, and better quality and better realize the needs of customers. But not necessarily the lowest cost producer must have all the advantages of the product compared with competitors. The idea of applying cost leadership strategy is to create a gap with the competitors for the cost. (Vasilika Kume, 2007).

To benefit from this advantage, the company does not necessarily reduce prices, but the increase economies of scale by doing a rigorous control of costs, which can be achieved by minimizing the cost in the field of research - development, sales, supplies or policies promotion.

Low cost strategy has two advantages:

1. Low cost leader is in very sell products or services at prices lower than those of competitors and maintain at least the same profit level as them.
2. The leader of the cost is more resistant to increased levels of competition, for the sake of low production costs and the possibility of creating barriers to entry for new competitors threatening the market.



***Fig.2. Strategic equation for the advantage of reducing the cost***

The ability to apply this generic strategy is achieved through applying techniques and using the possibilities that this strategy offers. Being a cost leader requires use of all possible resources that will enable cost reduction and at the same time reducing the difference with the competition in order to achieving higher profit. Cost leading enables determining approximate prices with the sector with a higher rate of profit. Also, by applying this strategy as a lowest cost producer, you reduce the risk of harsh rivalry (competition) in the market.

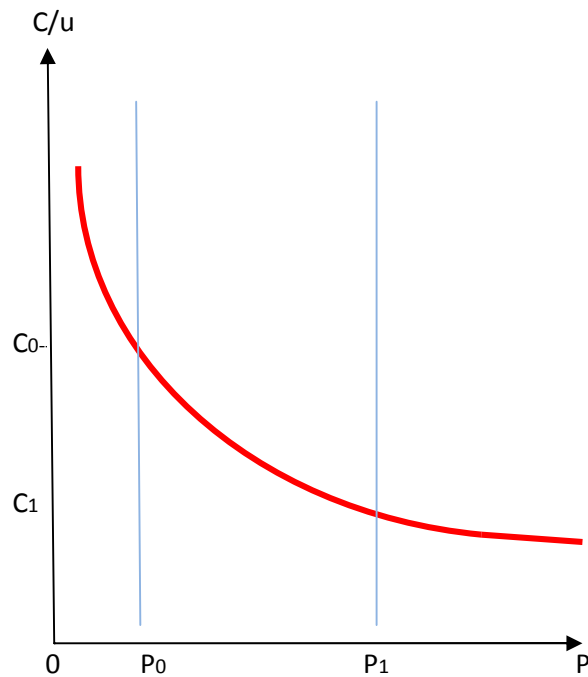
Applying this strategy also entails risks, mainly due to ever growing dynamics of changing business environment and technological change. This strategy will not be of any value, if:

- The competition manages to imitate the enterprise that is cost leader;
- If the technology advances and the company cannot follow the trends of technological changes;
- If in due time some basic factors on which the cost leader strategy is based, disappear;
- Due to lack of focus in this strategy, the enterprise cannot follow the competition in differentiation strategies;
- In certain circumstances and in various business environments (mainly in those entailing unstable political factors), the enterprises with focus strategy may have lower cost than the enterprise considered cost leader.

### ***The experience curve***

The power of a business lies largely in its ability to produce low cost, lower than the competition. The experience curve is a good illustration of the benefits of this mode of application of business activity (figure3.).

**"The experience curve shows that the cost of carrying out a task that is repeated, with a low fixed rate, whenever the cumulative production volume doubled"(Vasilka Kume, 2007)**



**Fig.3. The experience curve**

C - Cost of production

u - Unit

P – cumulative production volume.

(Cumulative production volume represents the total number of production units delivered since the beginning of production activity, and should not be confused with the quantity of output that corresponds of static a period.)

The estimated cost of the experience curve effect can be calculated by the formula:

$$C_t = C_o \times (P_t / P_o) \exp (- \alpha)$$

$C_0$ ,  $C_t$  - cost per unit (adjusted for inflation) for the period 0 to t.

$P_0$ ,  $P_t$  - cumulative production volume in periods 0 and t.

$\alpha$  - constant elasticity represents the cost per unit volume versus cumulative production.

The effect of the ladder economy is directly linked with the increased volume production and with gained experience. These two factors are decisive in determining the cost leader and in illustration of experience curve. Increase of production reduces production cost for unit because it enables larger amount of product production, proportional increase of variable cost and unchanged fix cost.

However, there are other factors that enable low cost production also called “the origin”, that also enable the possibility of applying the cost leader strategy. Vast experience of an enterprise in an industry enables them to make less expenditure in production, especially in more efficient completion of value chain. Furthermore, the experience enables the enterprise to make changes in parts or product ingredients that may be unnecessary or that will reduce cost.

Cost leadership strategy is associated with certain risks: (Michael Porter, 1992)

1. The loss of competitive advantage with new technologies
2. The ability of competitors to imitate the low cost advantage using their specific strategies
3. Failure to detect new needs of customers

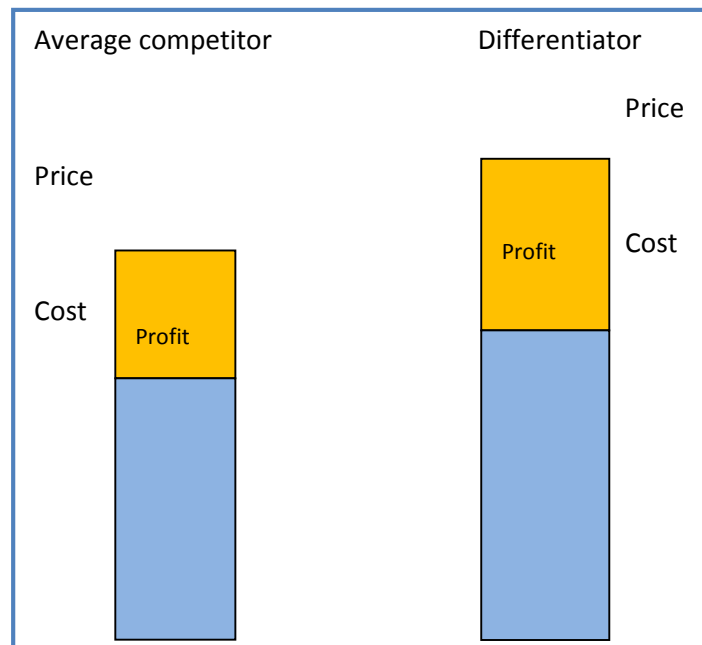


### 3.3. Differentiation strategy (diversification)

In order to ensure the competition advantage, the enterprise can apply the differentiation strategy. In fact, it is the opposite of the cost leader strategy.

The concept of differentiation strategy based on forecasts of future-oriented enterprise must constantly develop new products or modify existing products.

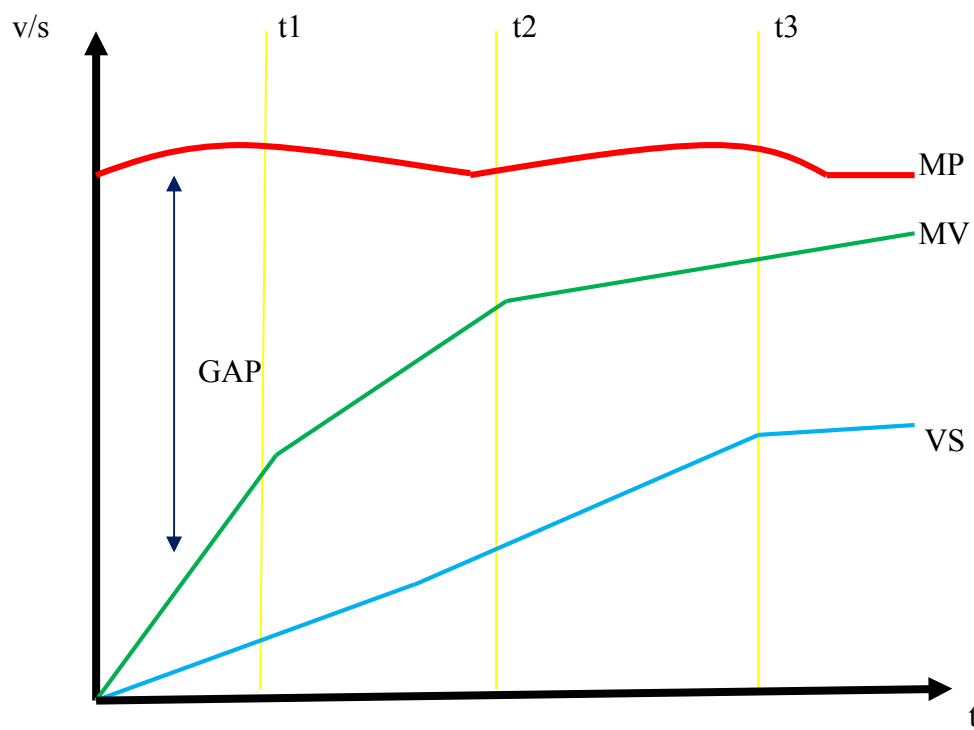
Differentiation begins with identifying the basic needs of customers. The idea is also to enable higher prices by increasing the performance of the firm.



**Fig.4. Strategic equation for the advantage of differentiation**

By providing unique products or services, the characteristics of which customers appreciate, perceive as different and buy. The main benefit is the fact that they are being unique products can be sold more expensive. Enterprises use the highest level of demand in relation to the offer, meaning the gap between high market potentials and market volume (fig 3.), to exploit opportunities absorption maximum price. Also, looking from

the perspective of product life cycle, product differentiation enables consistently maintaining product growth stages of this cycle.



### **Fig.5. Analysis of market potential and sales**

**v / s** - sales value or sale - (present value or the amount of sales and total sales of a given company in the market, at a time)

**MP** - market potential - (absorption maximum capacity that there is a market for fixed product / service)

**MV** - Market volume - (the overall volume of sales in the market for the product / service analysis)

**VS** - volume of sales - (volume of sales of the company)

**t, t<sub>1</sub>, t<sub>2</sub>, t<sub>3</sub>** - time - (represents time periods for which market analysis done)

**GAP** - the difference between potential market (demand) and market volume (offer)  
(Johann Günter, 2010)

*So, using the company's differentiation strategy directs its marketing activities in two or more segments of the market and its developing combinations of instruments in the marketing mix for each segment separately. (Nail Reshiti, 1997)*

Enterprises that use this strategy usually grow sales in the overall market; fail to generate a high level of product prices, their products are intended for a larger number of potential customers in the market. So when companies have a surplus of production capacity with the implementation of this strategy can gain business advantage, because selling products on e additional segments can absorb excess capacity.

If a company would follow the differentiation strategy, then it is necessary to have a clear perception of two main challenges that characterize this strategy:

- Whom we are differentiating from, that is, what competition?
- Where is this differentiation based on; in product, quality, service, etc?

These problems will be overcome if the enterprise would manage to create such differentiation characteristics that are really unique, that is not to be easily copied by the competition. Also, with all large investments in differentiating product, high cost and expenditure in production, the enterprise should be able to match or approximate the expenditure with those of the competition e.g. reduce cost in those actions that have nothing to do with differentiation. Finally, there should be assurance that the income secured by the differentiated product in the market, is higher than the expenses that entails.

The strategy of differentiation is accompanied by certain risks such as:

- Inability to create a truly differentiated product, or if basis of differentiation become less important for clients
- The ability of competitors to imitate the product, often with lower cost. Therefore, it is not worthy in case when the competition manages to copy the product
- This strategy increases the cost of business
- The enterprise is not close to competition when it comes to cost, especially in cases when the differentiated product is in the phase of entering in the market, when the volume of production/sales is lower and production cost for unit is high.
- The enterprises that pursue the focus strategy can achieve higher level of differentiation in their segments.

### **3.4. The strategy of focusing**

It is a very specific strategy and characterizes small and medium enterprises. The idea of the application of this strategy lies in the orientation of the enterprise in just one market segment, i.e. a limited group of customers, which the company believes can produce the product or service according to their needs and requirements. Lack of financial, human and technological capacity of enterprises are forcing them to apply strategies to focus and concentrate on a narrow field of competition or "stall" the market, which only applies a combination of marketing mix instruments. However, this strategy will be successful when companies are able and have the power to provide real value for that segment of the market.

It is clear that, in modern-day economy with increasingly free trade worldwide, multinational corporations can be found almost everywhere. However, despite their commitment to providing adequate supply to customer demand, need and preference, they sometimes fail to achieve such a goal. This is exactly what is sought to be covered by companies using focus strategy. Operating in specific markets in which competitors (usually big companies) do not provide proper services. This implies that attempts are made to make a profit in a market, or market segments, in which the offer is not good or is partially cheap. For small and medium sized businesses, especially those specialized in specific areas of operation, this strategy turns out to be the most successful and with the least risk of failure. Nevertheless, in order to ensure the effective implementation of this strategy, these companies must offer very unique products in the portion of market where they compete. Their prices can be higher than those of bigger competitors, but they must fulfill particular customer needs in that market niche which other competitors cannot or have no interest in doing. There must be a difference in quality, or a different distribution system, or different product specifications, in order to be eco-friendly and health-friendly for the customer.

Thus, a successful focus strategy can be developed in one segment of industry of sufficient proportions which has good advancement potential and which is not instrumental to the success of big competitors. It will be effective when customers have

distinguished preferences and demands, and when rival companies do not attempt to specialize in that same market niche by making it their target.

The challenge of developing a proper marketing plan to this end is essential to the success of this strategy; a long-term marketing plan would bring superiority against competing brands. The main focus of the plan should be the productive combination of four elements of mix marketing (product, price, distribution and promotion) by dodging areas where competition is too strong and exploiting their weaknesses. Clearly, it is a suitable strategy for small and medium size enterprises which do not have sufficient resources for mass production, distribution and advertisement; therefore, the objective should not be maximizing sales but rather attracting customers towards a low-cost segment.

Marketing in a focused market enables maximum profit per unit, but not overall earnings, as operations take place only in one segment. The focus marketing strategy allows the company, by using limited financial resources, to compete efficiently with big companies in those specific markets.

Focus strategy has no value if it can be easily imitated by competitors, big or small. Likewise, it would fail if structural interest would be lost in the selected segment, i.e. if the structure would degrade and demand would vanish.

Ordinarily, businesses that use focus strategy do not offer a vast range of products. If the advantage of a vast range of products increases in their chosen business segment (usually as a result of big competitors), then the focus strategy loses its effect. Even though the focus strategy is applied only to one segment or a small number of segments, it may happen that market potential exists only in one place. In such cases, competing companies may concentrate their activities in a sub-sector of the segment. In this situation, the abovementioned focus strategy would appear to be an unclear course of action, somewhere between differentiating and focusing strategy, with a high chance of failure.

Dangerous sides use this strategy are:

- Imitation by competitors, even serving a small segment
- Reducing the difference to customers' needs with those of a segment of the industry as a whole
- The company has focused its selling only in one segment, so if demand will be reduced, then reduced the financial strength of the company and its sales volume.(Vasilika Kume, 2007)

### **3.5. Marketing Strategy Based on Product Life Cycle**

A considerable number of companies base their marketing strategy on the lifecycle curve of their product. The dimensions on which such strategy is drafted and developed include the *market situation* and the *competitive position*. The product life cycle is described in four phases:

1. The market entry phase of the product
2. The market growth (development) phase of the product
3. The market maturing phase of the product
4. The market decline phase of the product.

The position of the product on the lifecycle curve is necessarily based on external factors which have a continuous impact on the company's marketing system. These factors are determined by the evolution of industry in that market. The most important external factors affecting the determination of market strategy include the growth potential of that market, its growth rate, the number of competitors, the volume of sales per market competitor, the number of competing companies, the range of products made available by competitors, customer behavior, market entry obstacles and technology.

The marketing strategy is built based on the position of competition of the company in a given industry, and based on the product life cycle. Companies may hold different

competing positions within the industry which may or may not be favorable. In a favorable competing situation companies follow the strategy of market development; product development goes hand in hand with market development. The company can move faster than its competitors, or it can apply the cost leadership strategy. This situation is typical of companies in powerful competitive positions and of products in their growth or maturing phase of the lifecycle.

The market entry phase and the decline phase in the lifecycle of a product are such that their duration is almost completely dependent on the size of the company and its competitive position. Big companies and those with favorable competitive positions in the market have the financial capacities to deal more easily with this phase of the cycle. The use of the word 'deal with' refers to the fact that this phase is characterized by low sales volume, where production cost per unit is high and the product is often not adequately profitable. Another reason is that for a new product at the market entry phase promotion costs are very high. For smaller businesses, especially SMEs, this phase can be speeded through only if the market growth rate for that product is very high. Otherwise the success formula of an effective marketing strategy for SMEs can be focus strategy and adequate marketing in that particular market segment. In the decline phase, again challenges are bigger for small and medium companies, as they can hardly be in a strong competitive position and they must apply cut strategies for their products. This means that, for SMEs, the most suitable strategy is discarding the product from the company or, in the best case scenario, simplifying the product as much as possible but only if there is at least some possibility of prolonging the product market life.

Therefore, every company that acknowledges that a product has a life cycle should assume that:

- The product has a limited life cycle in the market;
- Product sales fluctuate through various phases of its lifecycle;
- Earnings vacillate depending on the phase of the product lifecycle;
- The marketing strategy is not the same at different phases of the product life cycle.



The rest of the analysis of a product's lifecycle, especially the analysis on marketing strategies related to the product lifecycle in SMEs in general and Kosovo SMEs in particular, will be expanded in the following chapter.

***Strategies that should be avoided:***

Various companies also use other strategies that are often quite dangerous for them. Empirical evidence has shown some of the strategies that companies should avoid. Some of them are:

- a) Follow the leader
- b) Seeking consecutive successes
- c) Use of the competition
- d) Dealing with everything
- e) Excessive faith

#### **4. Marketing strategies and strategic alternatives SMBs in Kosovo**

Defining the strategy and its development appears to be even more complicated and challenging to small and medium enterprises in Kosovo. Complexity noted that exactly the influence of internal factors and external factors affecting the marketing system is the most effective highlighted this size business. Lack of manufacturing capacity, financial resources for research - development and expertise in developing new products are often disabled for SMBs in the selection of possible alternatives and favorable to them. Cost leadership strategy for small and medium enterprises is almost impossible to implement. The successful implementation of this strategy requires a large volume of sales, including manufacturing enterprise that will bring low cost per unit of production, which in turn enables it to sell the product at low cost. One thing they cannot realize SMBs! They must necessarily be focused only on one market segment. There are very few opportunities to be a leader in the segment of fixed costs in these business categories. Only in a market segment with large sales volume and production of products / services with not high quality products, small and medium enterprises can consider the option of cost leadership strategy.

This study aims to contribute to the challenges of applying marketing strategies for SMEs in Kosovo, due to the fact that over 90% of SMEs in the country belong to the categories of micro-business and small and medium business. These companies are the biggest contributors of Gross Domestic Product (GDP) and employment in the country.

The size of companies in Kosovo is determined by the law (Law No. 2005/02-L5 and Law No. 03/L-031). The number of employees is the only criterion used in the classification of companies in Kosovo as far as size is concerned. This is different from EU countries, where, besides the number of employees, the company's annual turnover is also considered.

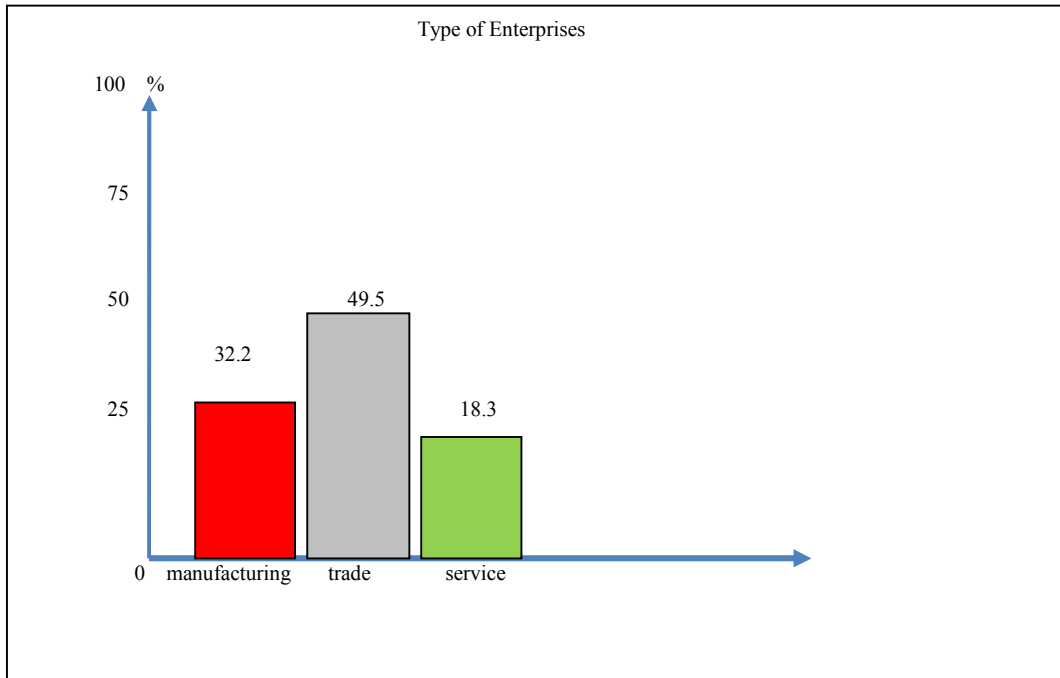
The data below give an overview of companies in Kosovo, divided by number of employees which determines the size of the companies.

Classification by size	Number of employees	Number of companies	Total percentage %
Micro	1-9	102.070	98.37
Small	10-49	1.406	1.35
Medium	50 – 249	221	0.22
Big	250 plus	58	0.06
<b>Total</b>		103.755	100.00

**Tab.1. Source: Kosovo Business Registration Agency (KBRA, 2012)**

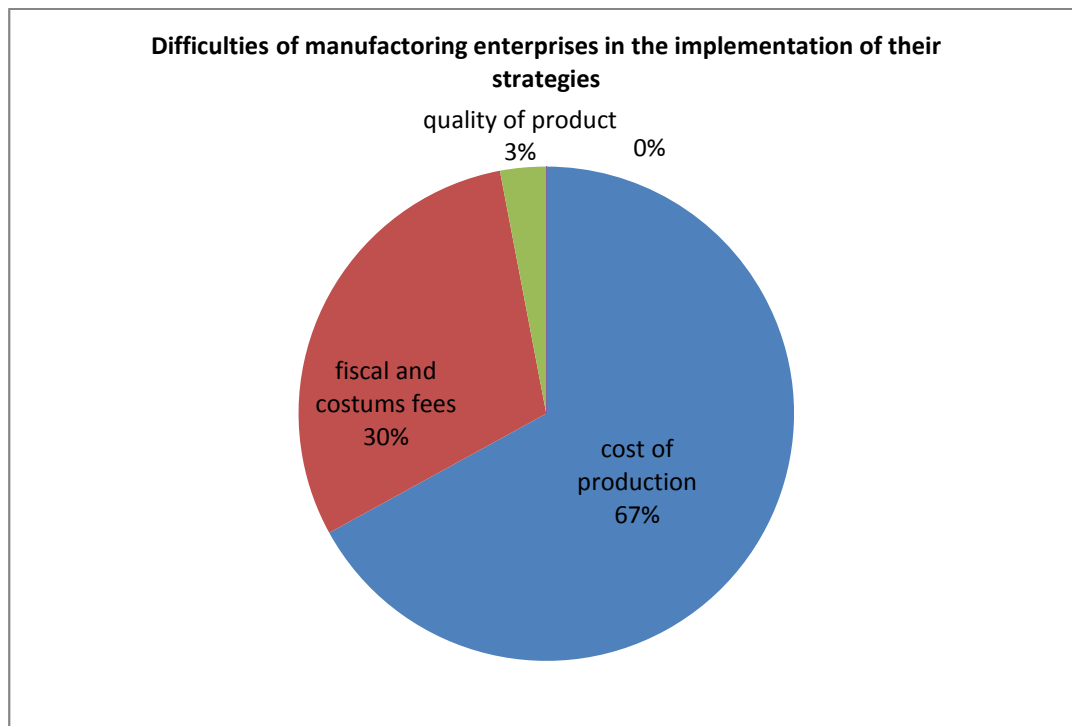
However, a genuine analysis of the activity of companies (SMEs) in Kosovo indicates, depending on the type of activity, what marketing strategies can and cannot be used. The main reasons rest on external factors. Kosovo operates in a market economy and, under these circumstances, the impact of big companies from developed countries importing products to Kosovo, or by direct foreign investments, makes it rather difficult for local and international small and medium sized businesses to successfully apply their strategies. This is especially the case with manufacturing companies, which, operating in a small market such as Kosovo, find it very hard to create product economicity, i.e. create a product with low manufacturing cost and competitive market price. Given the lack of financial capacities, they also find it quite difficult to apply a value chain, which would likewise enable low cost production. In other activities Kosovo SMEs are involved in, such as trade and services, it is probably easier to apply successful marketing strategies. The reason for this is that, in the Kosovo market, product import is done by local companies, mainly small and medium sized businesses, whereas in the service sector it looks a little easier. In this sector, activities are entirely in the hands of SMEs and competition as such seems fair, while success utterly depends on the company itself.

It is probably for these reasons that most businesses in Kosovo are oriented towards the trade and services sector, and those are the most successful ones in business. Statistics bear testimony to such an approach. Only 32.2% of companies operate in the manufacturing sector, the rest operate in the trade and industry sector.



**Fig.6. Source: MTI – SPSP, June 2011. (Strategy for Private Sector Development 2012 -2016)**

To our question in company surveys as to the biggest challenges of companies in the successful implementation of their marketing strategies, 67% of manufacturing companies responded that it was the high cost of production that made their prices not competitive in the market. 30% of them blamed state fiscal policies and high customs fees on the import of raw material and technology, and only 3% admitted that the reason for the lack of success was the perception of inadequate quality of products.



**Fig.7. Difficulties of manufacturing enterprises in implementation of their strategies**

Due to this fact, differentiated marketing strategy is the most viable strategy for small and medium enterprises in Kosovo. It enables them to produce specific products for market segment by making better customer requirements within that segment. By this strategy framework SMBs can use one or more of the alternative strategy of growth. Market development, product development, innovation, concentration in a single product, some of the alternatives is quite successful for small and medium enterprises.

Before choosing any of these options, small and medium enterprises also need to consider at what stage of development are the businesses and to analyze the position of the product life cycle in the market where he operates.

Marketing is one of the strategic areas for small and medium enterprises, so at the time of organizing modern marketing companies are given great importance in the development of the strategy. Marketing strategy mainly focuses on market analysis, product, price,

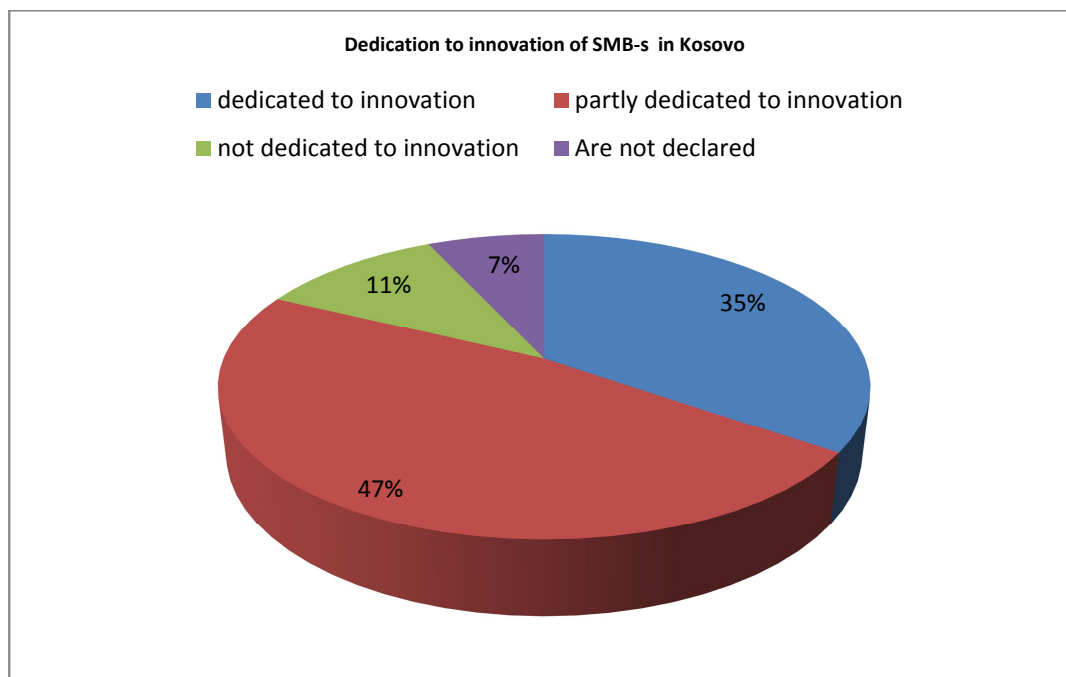
distribution and promotion. Of course Kosovo SMEs focus on market analysis and the implementation of the 4P (four phases). The majority of surveyed companies stated that they follow market developments as well as the needs and demands of customers. They also acknowledge that the application of mix marketing is a necessity of contemporary business. The biggest challenges appear in the development of necessary and adequate promotion for companies. 76% of the companies surveyed (across all sectors of business activity) declared that the lack of financial capacities prevents them from applying adequate promotion practices to convey the values of their products to potential customers; manufacturing companies added other obstacles in relation to the application of mix marketing. Besides the abovementioned difficulties, 80% of manufacturing companies indicated hurdles in product distribution, especially in distributing products outside Kosovo, which is sometimes plain impossible. This is mainly due to Kosovo's current political status and the lack of adequate bilateral cooperation relations between Kosovo and countries in the region. Also, Kosovo does not have contractual relations with EU countries, which would enable its companies to genuinely promote their products in these countries.

Most studies in marketing conclude that marketing strategies are the most important factors for the success of the enterprise (David Carson & Audrey Gilmore, 2000)

Globalization has made the business environment of small and medium enterprises become increasingly turbulent and unpredictable, so managers of enterprises seem to be quite aware of the effect of factors that affect the marketing system and its importance in the sector marketing enterprise.

Marketing strategy enables small and medium enterprises to define their market and to get this market with "mix accessible" (i.e. the best combinations for product, price, distribution and promotion). Also, marketing strategy identifies customer needs and requirements and determines how the enterprise will be able to fill them. The effectiveness of the strategy also comes of enabling of managers to be innovative and their creativity.

In these circumstances, in an open market such as Kosovo's, in order to be competitive with big companies, a feasible solution would be if Kosovo's SMEs would be innovative in their products or services. However, it would appear that this is their greatest weakness. All surveyed companies declared that they are not members of any innovation center, nor have they heard of any such center existing in Kosovo. In fact, our survey indicated that there are a number of innovation centers in the country, but cooperation with businesses is lacking. Companies indicated that they create innovation within the enterprise when they can. 35% of businesses said they were committed to innovation, 48% said they were partially committed to innovation, 11% said they have never thought of it, and 7% did not respond.



**Fig.8. Dedication to innovation of SMBs in Kosovo**

It would suffice for Kosovar businesses to apply principles to their marketing strategies.

Five principles for the development of robust and efficient strategy of marketing strategy, according to Zimmer and Scarborough are:

1. Find the gaps and filling them
2. Do not just sales, but be receivables as well
3. Try to be unique in the market
4. Create an identity for your business
5. Contact customers on an emotional level

It is clear that each of these five principles is separately necessary for the successful implementation of a marketing strategy for small and medium enterprises. (Thomas W. Zimmerer and Norman M. Scarborough, 2002)

Given that market segmentation is the time necessary for all enterprises and determination for one market segment as characteristic of small and medium enterprises, then to avoid competition on large enterprises, SMBs have found gaps in market and supplement them with their products.

Besides selling these enterprises should have the collection. Product development, innovation and creativity of small and medium enterprises are the activities that are considered the most powerful weapon in the hands of SMBs, therefore besides selling these enterprises should have the collection. Product development, innovation and creativity of small and medium enterprises are the activities that are considered the most powerful weapon in the hands of SMBs, the collection is therefore very necessary to maintain this activity.

Certainly, also in the market segment defined by small or medium enterprises has products from great companies that often appear as the leader of the cost. In this situation SMBs need to be very specific on the product / service in its market segment where business operates, in order to be more attractive to consumers.

Creating a unique identity for small and medium enables these create a better image for them.



Given that the new concept of marketing provides first orientation to the needs of customers and the importance to full fit them, then close and emotional connection between enterprise and customers, allowing them an easier identification of their demands and continuity in the relations of cooperation between them.

This study has identified that due to their specifications, as in demand, behavior and mentality, emotional connections with the enterprise and customer, in Kosovo are very strong and durable.

Finally, an efficient marketing strategy to small and medium enterprises will be achieved by meeting the four key objectives such as:

a) The fulfillment of the needs and requirements of customers - the company which manages action to establish long-term relations and reliability of customers in a market segment where business operates.

b) The choice of target market - a development strategy of market penetration the enterprise can choose a target market that it enables a more stable position in the space of action. According to Kotler's, factors to be taken into account for selecting business target market are: *enterprise tools, product homogeneity; stages of product life cycle; homogeneity of the market, competitors' marketing strategies.* (Philip Kotler, 2003)

c) Creating competitive advantage of the company - which can be accomplished by creating products / services unique in the market segment which is determined as a target market

d) Application of the "marketing mix" - an appropriate combination of the 4Ps (product, price, distribution and promotion) for a more market stability.

#### 4.1. Strategies for growth and development of SMBs

Various research and scientific literature in the field of strategic management for small and medium strongly recommends the strategy of market development and product development for the enterprise, in order to achieve their development. Most of the recommendations arising from the analysis of the Product/Market Matrix or as called Anoff's Matrix. An analysis of results from such studies Wats, G. Lope, J. and Hulme gives a more detailed overview and rationale for the application of these strategies for small and medium enterprises based on this matrix ( Wats, G.Lope, J. and Hulme, 1998). A similar situation seems to be for SMBs in Kosovo.

Benefits and opportunities arising from the application of marketing strategies in strategic alternatives to market development and product development strategy appear in the table below (Table 3.)

Marketing strategies	Description
Marketing strategy in market development	<ol style="list-style-type: none"><li>1. new groups of customers for existing products</li><li>2. response to new market opportunities</li><li>3. gaps in the new market</li><li>4. export</li><li>5. distribution arrangements</li><li>6. low dependence on large customers</li><li>7. high budget in promotion</li></ol>

Marketing strategy in product development	<ol style="list-style-type: none"> <li>1. creation of new products to existing customers</li> <li>2. high innovation in manufacturing</li> <li>3. innovative production</li> <li>4. collaboration</li> <li>5. high budget in research – development</li> </ol>
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**Table 2. Developing strategies for SMBs**

The table seen the possible alternatives that could be used to implement the strategies, whether that product development or market development strategy. Similar indications mentioned by other researchers as the best opportunities for growth of small and medium enterprises.

Growth-oriented enterprises held by certain key activities to pursue becoming more complex business and providing additional value to their products on a large range of activities and services or doing more for their customers. Strategic active management and product and market development is needed to achieve growth of the enterprise.

Certainly the Kosovo business and company environment shares the same goals and objectives. Data indicate that there is an ownership structure to Kosovo companies. Over 90% of businesses in Kosovo are individual business entities, and that means that the marketing strategies in these companies are determined and developed by their owners. Interviews with individually-owned companies revealed that, in almost all of them, the owner of the business is the only person who has an input and makes the final decision on the development of the marketing strategy. In most cases, the owners of individual businesses are not distinguished for their theoretical knowledge of company strategy, therefore a mismatch of such concepts and types of strategies is easily observed. However, they admit that, during strategy planning phases, and partially during the implementation phase, they employ marketing experts in order to ensure the success of the strategy.

Statistics on ownership structure of businesses in Kosovo appear in the table below.

No.	Type of ownership	Number of enterprises	Percentage in total %
1.	Individual business	93129	90.00
2.	General partnership	3383	3.20
3.	Limited partnership	90	0.08
4.	Limited liability company	6170	5.80
5.	Corporation	368	0.35
6.	Foreign-owned companies	486	0.46
7.	Social enterprises	16	0.01
8.	Public enterprises	12	0.01
9.	Agricultural cooperative	68	0.06
10.	Other-under the jurisdiction of the KPA	33	0.03
<b>Total</b>		<b>103.755</b>	<b>100.00</b>

**Tab.3. Source: Kosovo Business Registration Agency (KBRA, 2012)**

My survey with a number of businesses revealed that all companies are committed to their SWOT analysis. They all identified their *strengths*, *weaknesses*, *opportunities* and *threats*. This helps recognize the possibilities for growth and development in their companies, as well as the choice of a suitable development strategy. We asked companies to identify ten of each of the SWOT components. Their responses varied in indicating SWOT factors concerning the size of the company and the domain in which they operate.

I summarized five factors per each SWOT analysis, which are common elements of small and medium sized companies. They represent quite clearly the challenges faced by Kosovo businesses and provide an accurate picture of the market and business environment in Kosovo.

The table below indicates the responses to the question on SWOT analysis, as well as the common factors identified as strengths, weaknesses, opportunities and threats for Kosovar SMEs.

<b>Strengths</b>	
1.	Cheaper labor market then in EU countries and sufficient labor force.
2.	Continuous growth of GDP
3.	Easiness in trade with regional countries and EU countries due to the use of EURO currency in Kosovo.
4.	Growing finances and donations for stimulating development of SME-s by the Kosovo institutions and international organizations (especially for production companies)
5.	Longer tradition in doing business then in other countries of the region.
<b>Weaknesses</b>	
1.	Unqualified staff. Especially lack of experts in various fields.
2.	Lack of up-to-date technological equipment.
3.	Limited financial opportunities in SME-s. Especially the inability for proper financing in the promotion field.
4.	Lack of experience in order to be innovative in the market.
5.	Culture in entrepreneurship. Anachronism in entrepreneurship and old fashion way in organizing the work in a company.
<b>Opportunities</b>	
1.	Growing involvement of Kosovo in international organizations that enables Kosovo businesses easier expansion of the market
2.	Easier opportunities for business loans in Kosovo banks.
3.	Accelerating growth of the demand in domestic market

4.	Better implementation of CEFTA agreement
5.	Increasing level of education of the youngsters in Kosovo and development of their capabilities, especially in entrepreneurship.
<b>Threats</b>	
1.	High level of informal economy and fiscal evasion
2.	High rate of corruption
3.	High level of bureaucracy in administration, especially when registering a new business.
4.	Lack of proper promotion of product/services of domestic businesses.
5.	Inadequate fiscal policy for development of SME-s

**Tab.4. Five summarized factors per each SWOT analysis elements, characteristic for SMBs in Kosovo**

## **4.2. Marketing strategy in product development**

Marketing strategy in product development to small and medium enterprises in Kosovo is largely based on the modification of existing products and less on creating new products. Modified products are mainly associated with existing products which can be marketed to consumers through existing channels.

The idea is that by implementing this strategy through product development to achieve penetration in existing markets through modification of existing products or produce new products related to existing ones.

This can be achieved through:

1. Development of new product features

- The adaptation of products to the market needs
- Modification
- Change the size of the product
- Replacement of some components of the product with other ingredients

2. Product development with several kinds of qualities

3. Product development with new models and dimensions

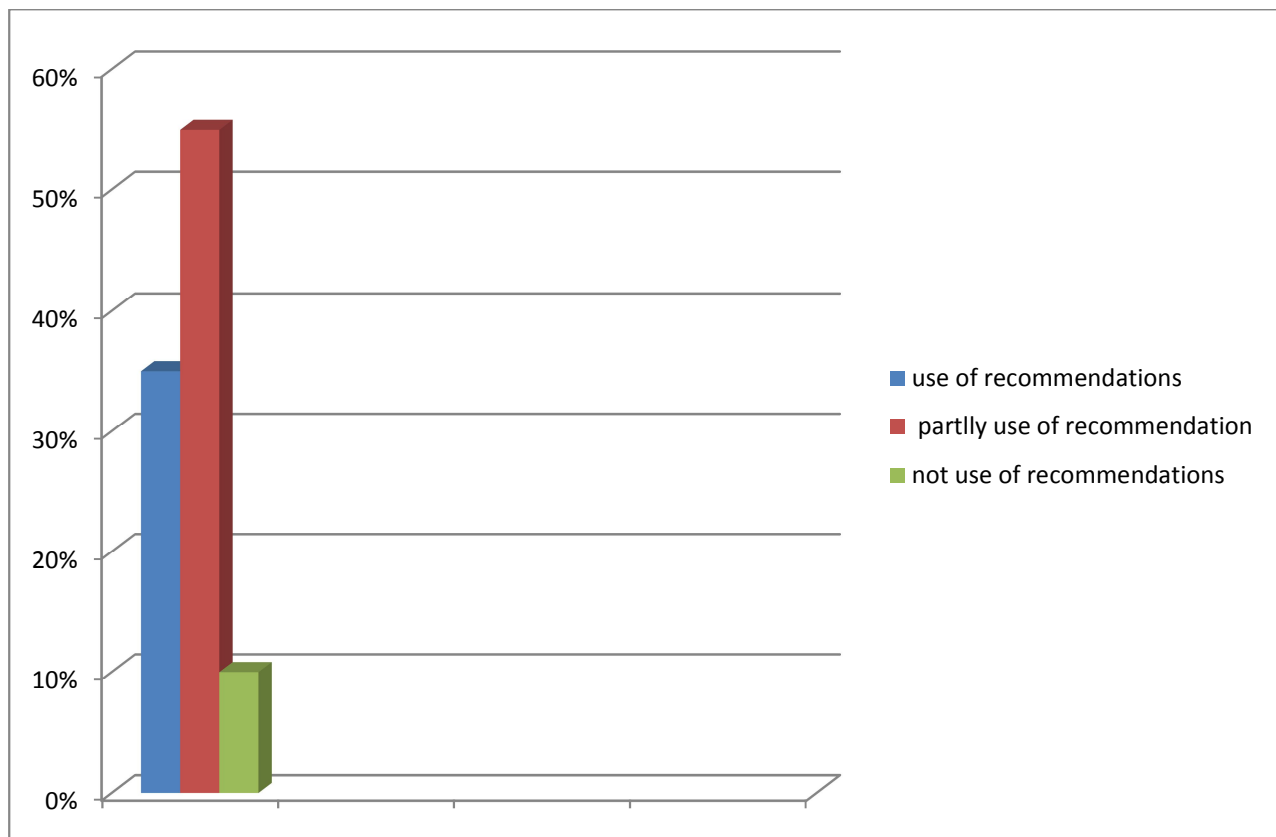
Small and medium enterprises (that have high growth) possess more products through which managers consider to be innovative in some way, compared to other firms. In fact, this does not mean that they are more innovative than high-growth companies. For enterprises with high growth, competitive strategies based on a combination of product differentiation and market focus are common, which maintain control of costs, but do not meet all the conditions.

The fast growth of small and medium enterprises in Kosovo should be derived from competition, the innovation and quality factors, while small and medium enterprises that are stable and growing much slower compete on the basis of price.

Based on Ansoff recommendations on marketing strategy in product development and the features that companies have to follow in order to have a successful strategy, we have analyzed the possibilities of applying this strategy by Kosovo SME-s. Five main points of the marketing strategy in product development; 1. creation of new products to existing customers 2. High innovation in manufacturing 3. Innovative production 4. Collaboration 5. High budget in research – development are almost unreachable for small and medium enterprises in Kosovo. Only few of them can apply these in reality.

In their statements, representatives of SME-s in Kosovo said that innovations in production and innovative products are the weakest points in companies in Kosovo. As for cooperation, they claim to be more and more applicable in Kosovo. New products are

also very challenging for kosovar businesses. 90% of businesses questioned have stated that they find it almost impossible creating a new product for existing consumers. There are various reasons, but they mainly mention lack of innovative capabilities, limited financial, technological and human capacity for creating a new product. Also, lack of sufficient research in the market related to identifying the needs for the new product and new demands that the existing consumers may have and difficult emerging of a new product in the market entry phase in cases when the new product is not rentable. Similar situation appears during research-development. Only 35% of the enterprises have said that they have a separate sector of research-development. 55% have stated that they are aware of the importance of research-development, but lack of the budget for this activity does not enable them to have an adequate research-development sector. As a similar activity, it is mentioned market research, where 85% of the companies have stated that they conduct such research through their special sector or through professional agencies.



**Fig.9. Use of Ansoff recommendations for marketing strategies for product development**



### **4.3. Marketing strategy in market development**

Market development is consisted with the marketing of existing products (often only minor exterior modifications) through distribution channels and changes the contents of promotional activity. Given the fact that the Kosovo markets nearly 90% of the products are imported, and then it implies that most enterprises Kosovo are distributors and market development through distribution channels is the most appropriate and perhaps the only for such enterprises.

Market development allows firms to practice a focused growth by identifying new users for existing products and new markets from a demographic, geographic or psychographic perspective. Small and medium enterprises that are growth-oriented usually need to respond to opportunities in the market. These include new products or services offered to existing customers, gain new customers for existing products or possibly diversification into other activities.

Ability to respond to new opportunities in the market is a strategic element to the success of business growth for a long period of time. However, the development of new markets not necessarily includes geographical expansion of the market, where this type of expansion is limited mainly within the territory of Kosovo where Kosovo enterprises mainly operate. The reasons for such restrictions are political, lack of financial and logistical capacity for a wider market geographically and fear to confront the stronger and more aggressive competition in the European market.

Also, to some degree, and it varies between locations and between industrial sectors and differences in areas in which companies focus leaving aside the possibility of expansion in the domestic market. Small and medium enterprises oriented in growth in local site remain active in expanding their market geographically, which is a reflection of the limited opportunities in the market. Significant expansion of geographic market is at an early stage of business growth that can produce other requirements based on enterprise resources, that is an issue that must be addressed to small and medium enterprises for their operation.

In the most favorable conditions for enterprises of Kosovo, where the hindering factors above will not exist, then market growth in geographic variable, its mean export growth would be a good opportunity for the growth of the enterprise.

Growth-oriented enterprises show a tendency to orient in the export market. These companies recognize that rapid growth can increase the level of customer base, which try to have the lowest level of addiction to big customers than to small customers (Smallbone, D. Leigh, 1995)

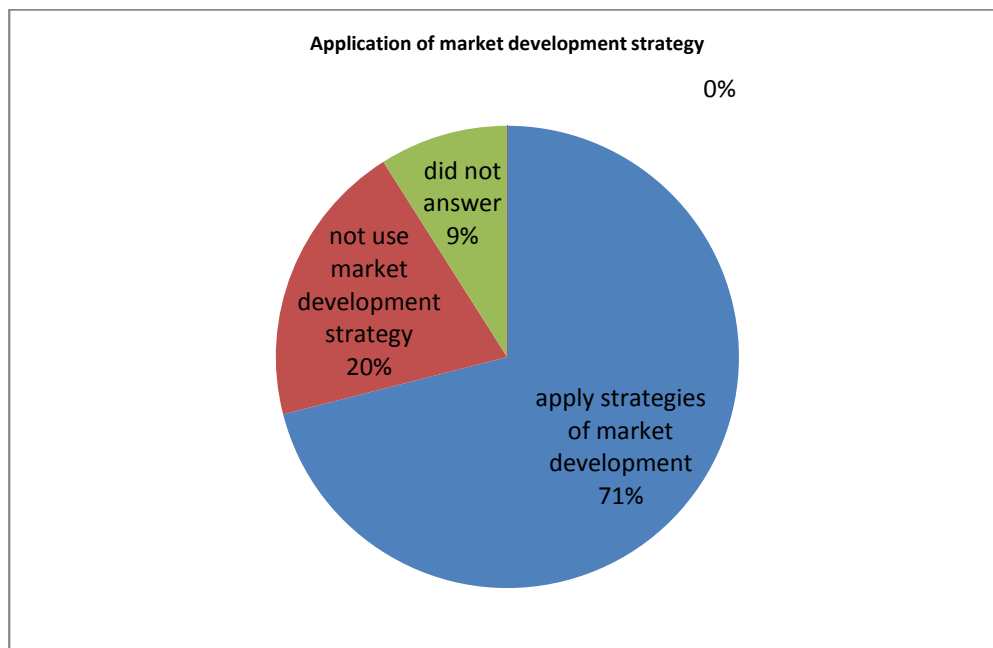
As it can be supposed, kosovar companies also consider that the use of these strategies would be logical and useful. However, due to the abovementioned specifics in Kosovo market, many of these companies have stated that they find it impossible to apply some of the points of this strategy. Perhaps, marketing strategy in market development is the best option in Kosovo circumstances and for the budget of Small and Medium Enterprises in Kosovo.

In the survey conducted with SME-s in Kosovo, 71% of companies have admitted that based on descriptions in the table 3, points 1. New groups of customers for existing products,

2. Response to new market opportunities, 3. Gaps in the new market and 6. Low dependence on large customers, are strategies that they continuously apply and are more possible for a successful achievement of a market strategy for SME-s in Kosovo. 20% have stated that in circumstances in which they operate, SME-s in Kosovo cannot count on any adequate strategy of market development, because they operate in an unstable, unpredictable market and with informal economy. 9% of companies have claimed that they have never planned a market development strategy.

All companies that use strategy for market development have stated that in their SWOT analysis, the abovementioned points have been identified as *opportunities*. Moreover, some of them they have qualified the identification of the new group of customers as a *strength* in their companies SWOT analysis. This due to their ability to be closer to the

costumers through direct contact and better identification of their demand and requests, that in this case makes them more distinguished from larger companies. Almost all SME-s in the survey have stated the export issue is the biggest problem for kosovar companies. Political problems and perceptions for inadequate quality of their products are main factors that prevent application of this part of the strategy. Also, for most of SME-s in Kosovo the issue of budget dispersion is the biggest problem. With a limited budget most of them have admitted that they cannot give sufficient means for product/service promotion. At least, not as much required based on Ansoff Matrix analysis.



**Fig.10. Application of market development strategy**

#### **4.4. Marketing strategies based on product life cycle**

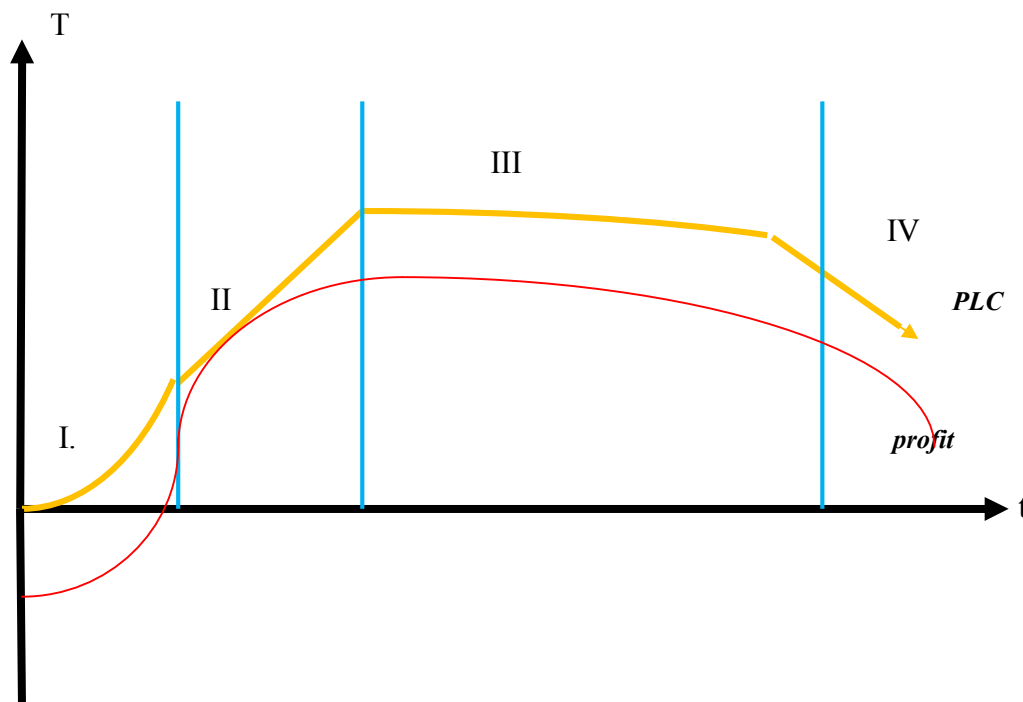
One of the most practiced tools and more attractive for businesses, especially for small and medium enterprise used for selection of enterprise strategy is the strategy based on product life cycle.

The concept of product life cycle based on the analysis of the characteristics of the product development in terms of adaptation to the needs of the market, where the market

is based on inclusion and description of product sales positions and as a result, the benefits derived based on sales volume.

The analysis of the questionnaire is clear that almost all SMBs in Kosovo basis for developing the marketing strategy of the analysis are the Product Life Cycle stage and determining where the product cycle.

Depending on the position of the product or momentum limit its entry into the market, the product can be found in various stages of development. Each of these situations presents key moments in the development of a strategy for its future. Possible stages of the product life cycle are shown in fig.11.



**Fig.11. The Product Life Cycle**

T – Turnover

t - Time

*PLC- product life cycle*

I - Introduction

II- Growth

III - Maturity

IV - Degeneration

Each product must necessarily pass through this development cycle. For certain products in a given market, many change intervals in which developed stages. Therefore, many enterprises, especially small and medium enterprises make a special moment and analysis cycle in which the product is. Certainly, strategy development and especially that based on product life cycle varies substantially, depending on the phase in which the product is at the time of drafting the strategy in a particular market or market segment for SMBs.

This way of choosing the strategy made a combined analysis of market development strategy and product development strategy. Depending on which stage of product development is he developed enterprise strategy based on developments in the market and the relationship between supply and demand at the moment for certain product.

In the introduction stage of the product - companies have recognized the need and demand for the product, but taking into account the potential risks of failure by placing a new product or a new market which can be:

- A high degree of potential failure
- Limited distribution
- The need for continuous improvement of the product
- Negative profit
- Higher marketing expenses

Growth phase of product - presents a more favorable situation in the process of developing the strategy. This phase is characterized with a high volume of sales, with a high growth market and companies can count on a high profit, high product prices and continued to plan its development in such a promising market.

Phase of maturity of the product - in such a situation, especially small and medium enterprise must be very careful in developing marketing strategy. This phase differs from the other phases because of its specificity, especially in the length of time that it can be. For many products the maturity stage knows very long time interval. Mastery compiler strategy is to find the exact position as the product of this phase curve. This phase is characterized with a low growth rate of the market, but the company (product) has reached a consolidation in the market, a constant level of sales volume, new investments are not needed for product and economies of scale for this product or business (to SMBs) is relatively constant. Degeneration phase of the product - in this phase better strategy to take is to find opportunities to extend the life of the product, but without investing in it. In this situation the market is saturated with product, demand is steady decline. Possible marketing strategies can be:

- Discovery of new markets.
- Application of new forms of distribution.
- Provide various forms more affordable during and after sale.

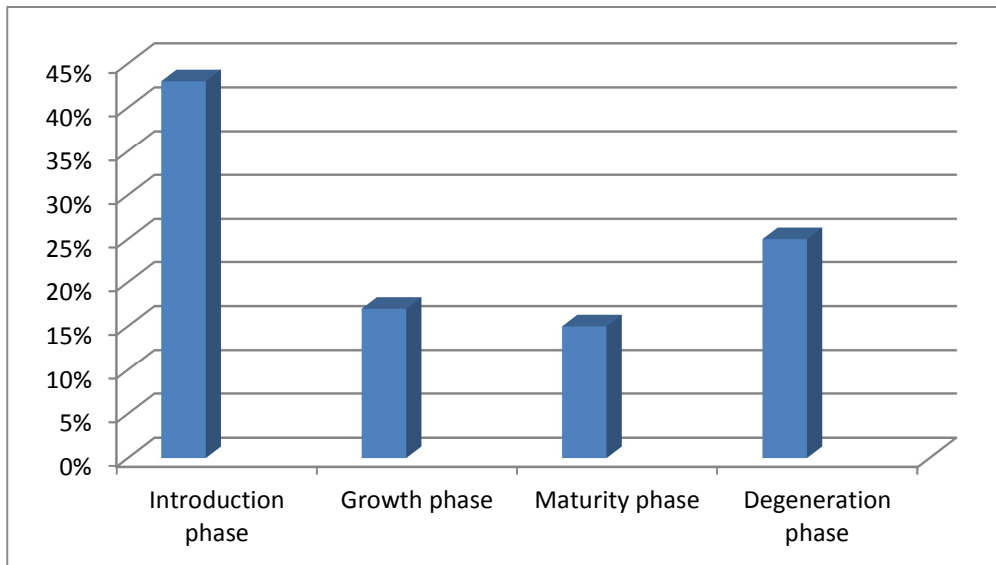
The results of this survey have shown that Kosovo companies, especially small and medium businesses give maximal importance to the product life cycle. For some of them, it can be said that it is the only analysis that they conduct during the planning of the marketing strategy. 95% of the questioned companies have stated that through various forms of survey, they try to know in which life cycle phase their product is in. according to them; through determining the position of the product in product life cycle curve they draft their company's market research. In reality, it is not very common that only one studied parameter (such as product life cycle analysis) is put in the next company strategy, but in kosovar business cases it seems more unique than usual. Moreover, most of SME-s in Kosovo that analyze PLC has stated that this strategy determination has resulted to be successful. This may be true, due to specifics of the market in Kosovo.

This is also due to the fact that in Kosovo market over 80% of the products are imported, which means that most of the companies are trading companies and thus do not deal with product development or strategies for product development that require special analysis.

Another fact is that kosovar companies have problems when it comes to exporting their products, therefore their market remains within the Kosovo borders and for most of SME-s the strategy for market expansion is unrealistic. Finally, I think that for most of SME-s in Kosovo drafting proper and up-to-date strategies requires detailed analysis of various internal and external factors that in Kosovo's market are not really necessary. They are not necessary because their influence is not really noticed or they are dynamic, interchangeable and unstable that do not allow for a long-term strategy for a company.

Therefore, for many companies it is probably sufficient only one product life cycle analysis to do the planning for their future. Even those companies that have stated to use the market development strategy or product development strategy have admitted in drafting these strategies, the decisive factor is product life cycle, that is, the stage in which their product is during the strategy drafting. SME-s in Kosovo has given different opinions regarding the difficulties in planning and then application of various strategies, which are also analyzed in PLC prism. Most of them mention the difficulties in the initial and last phase of PLC as stages that bring most problems in application of their strategy.

In Fig. 12 we have the graph that shows the statements of the managers of SME-s in Kosovo, related to phases of PLC where they notice most of the difficulties in their strategy application.



**Fig.12. Opinions of managers for more difficult phase of PLC and difficulties of implementation of the strategy at this stage.**

#### **4.4.1. The marketing strategy of SMBs in the introduction phase of the product life cycle (PLC)**

Introduction phase in PLC considered being the largest investment for the company's new product launches. Enterprise has already spent heavily on market research for new product and is in a situation when you add in the promotion expense and a lower volume of sales, then we can consider that this stage is the most dangerous period for the losses of the enterprise.

Kosovo's enterprises are particularly vulnerable at this stage. Limited financial capacity to make even smaller failures of this nature can sometimes be fatal for them. In particular it is noted to Kosovo SMBs, which have received the entry phase of the new product on the market is that most challenges in their business activity. Only those businesses that have more than one business unit have been successful in this period. Higher costs



compared to sales, sales volume small at this stage, indicating the enterprise losses in this period (see curve) are the most common failure of SMBs in Kosovo. While enterprises with more business units (as Devolli Company) afford easy reach logging covering revenue losses from other units, but only in a reasonable period of time. If the period of market entry product lasts more than forecast, then without hesitation businesses prefer to withdraw the product from the market.

The main causes of failures SMBs in product development phase entry are:

- Lack of adequate combinations of 4P's in product development at this stage
- The reluctance of distributors to receive products at this stage of the development cycle and lack of ideas and willingness to stimulate distributors to accept products of this phase.
- Unprocessed strategies in detail.
- Lack of adequate finance and propaganda necessary for this stage.

In this situation kosovar businesses can find solutions through personal sales as a form of promotion with lowest cost and try to cut as much time developing this phase.

Enterprises that have successfully or not at this stage of PLC's distinguished by the following characteristics:

- a) The role, importance, size and location of the company issuing the product on the market.
- b) The character of the product (degree of innovation, its adaptability to customer requirements, especially for essential products)
- c) The overall situation in the market and the relationship between price and standard of living

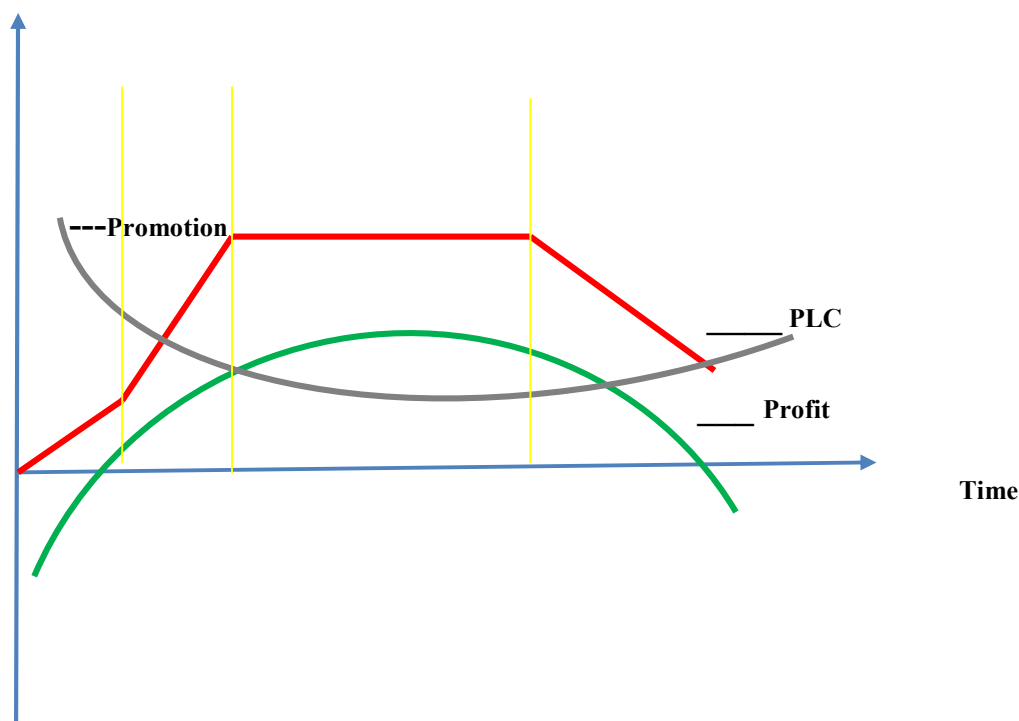
Almost all SME-s in Kosovo consider this phase as the most critical for their new product and often for their business in general. The reasons are various. However, the surveys

done by these businesses show that the most common factors for product failure at this stage are:

- Low number of buyers drawn to try novelties in the market;
- The resistance of kosovar consumers to change their attitude in buying;
- High prices for these products;
- The fast and uncontrolled appearance of copy products;
- The immediate reaction of the competition with the kosovar logic “I want to do it too”.

In this situation, perhaps the most suitable solution for businesses would be the fast skimming strategy. This, in fact, requires high promotion expenditure, but it also enables high prices and high gross margin. This would create an advantage for the product at least until the competition reaction. High promotion would convince the consumers about the advantages of the product regardless of the high price.

Nevertheless, as mentioned before the weakest point of kosovar SME-s is the limited financial capacities, that in this case can disable the high cost for aggressive promotion. When we add the high expenditure for development of the new product, then the situation becomes even more difficult. The graph illustrates the financial situations of the product in its entry phase and promotion cost necessary for this stage.



**Fig.13. Graph of the report between the level of sale in phases of product life cycle, profit and promotion expenditure.**

One of the most important activities of marketing, especially in moments of planning strategies is marketing research.

Based on data from interview with businesses, can easily be seen that businesses in Kosovo do not give due importance to this activity. Most of them do not have a separate sector of market research, but engage specialized agencies to do the required research. However, these companies do not rely much on data obtained from research. It is not clear what the reasons for their distrust of research data. Only 25% of enterprises have a clear answer to this problem. They stated that the lack of professionalism and experience of market researchers makes them to be quite reserved in the data obtained.

So it can be a very strong reason for the difficulties for enterprises in managing product in introductory phase of the product life cycle. As stated, it is the most critical phase for the success of a product in the market. On a good analysis of the market and with adequate research enterprises can have a clear picture of the market and far better recognize the needs and demands of consumers. This would help many businesses to determine the market potential for a product and its sales volume. Only approximately 15 % of the surveyed enterprises in Kosovo can give a specific figure for the potential of the market and the volume of sales for their products. Some of SMBs in Kosovo have said that during the entry phase of the product in the market take on multiple data and based on their, they develop a market for their product, not in advance. It's a very dangerous form of new product success in the market because of its failure is more likely and the huge investments made in new product does not reach the stage in which neither would achieve a return on investment .

#### **4.4.2. The marketing strategy of SMBs in the growth phase of the PLC**

It is the product development phase for each company that has the product on the market at this stage recorded positive performance. Increase the volume of sales and reduced fixed costs per unit. This enables enterprise efficiency and financial sustainability creates its top facing competition. High spending is focused on the promotion and other forms of economic propaganda, and efforts to expand the sales network.

At this stage the Kosovo market is quite characteristic. It is established practice of companies, especially in the last decade, to copy each other. The enterprise has started launching successful product and has passed the stage of its growth, quickly and significantly increases the volume of sales. In a small market like that of Kosovo this notices very quickly and in a very short period of offensive noticed other enterprises of the same industry in the market. It is not clear how is developed this enterprise culture! Neither the questionnaire response arises not clear whether this lack of vision and their creativity or fear of enterprises, especially SMBs beginning with its first test of market and customers with new products, but prefer to apply the strategy of following the leader.

Because of this situation at this moment begins the fall of prices which should happen in the next phase (the phase of maturity). It is not an easy situation for enterprises. Especially not to take that first launched the product because it carries a higher cost of expenses from the initial period of product development and launch phase losses of the PLC. In such a situation the company in Kosovo should too early to begin to protect the product and its sales volume by competitors. To overcome this situation, most SMBs in Kosovo prefer to expand the assortment (gamma) of the product, which should also happen in the next phase (phase of maturity PLC's).

It should be noted that for most SMBs in Kosovo is not clear when the growth phase begins as the product life cycle. Only some of them say that if sales volume is increased over 10% per annum consider that the product is in the growth phase.

Common strategy of enterprises that have product in the growth stage of its life cycle is that at this moment to keep products at high prices in the market. This is due to several reasons. First, the new product in the market finds a big gap between the market potentials and its sales volume. This means that the demand for the new product is still higher than supply. Therefore, enterprises should use this opportunity to increase sales, but also to maximize the profits from this product keeping prices high and realizing a large profit margin. This is most necessary for the enterprises because of the need to return as soon as possible big investments that have been made in creating new product.

In most SMBs in Kosovo this is not the case. It's not applicable to almost 90% of businesses which launched a new product in the market. The survey with these businesses has identified numerous reasons. The first is that they have not very clear boundaries of the growth phase of the product. Argue that the dynamics of market development is very high, and those limits are becoming increasingly relative, and therefore analysis of this phase of the cycle is not very meaningful for them. Another reason mentioned competition from big businesses and low prices apply from them. And a higher price use, whether in the growth phase of the product would be very dangerous for SMBs and bring a product to failure in the market. According to them, it comes from the reaction of competitors quickly bounds with similar product or substitute products.

So, at this stage of the product life cycle, mostly noted the importance of market segmentation and production of unique products for SMBs. Only with these necessary actions in Kosovo SMBs can apply marketing strategies of product differentiation or strategy of focusing, when a selected target market of this category of enterprises would be unattractive to large businesses competitive and these SMBs can apply their strategies successfully.

#### **4.4.3. The marketing strategy of SMBs in the maturity phase of PLC**

It is the stage that theoretically should have a longer period of time. At this stage the market becomes more vendors (polypolistic). Among the enterprises there is a price war for enterprises which results in decreased profits. They must commit to seek higher trade efficiency, optimal utilization of the means of production / service, use of sales channels, market segmentation and research expenditure reduction. Increased sales volume at this stage does not mean increased profits. This is due to the necessity of lowering prices and ongoing promotional activities.

SMBs in Kosovo maturity stage PLC's the deal as crucial phase for the success of the enterprise. They think that this is the period when enterprises are distinguished successful business with those which are improvising and looking at any situation requiring market gains momentum. The latter also characterized by lack of vision for their companies and have not clear what is the basis on which the industry thinks to develop their business in the future. On the other hand, SMBs in Kosovo that have clear vision and are strongly established for the industry in which they are to grow and doing business in the future, the maturity stage of product life cycle scrambling to end. Despite the fact that at this stage marked decline in profits (although the volume of sales marks stability), serious SMBs in Kosovo continue on additional costs in different forms of promotion. Most practiced form of SMBs in Kosovo is advanced sales Kosovo, like different forms of bonuses and other forms of growth product attributes.

Another feature of kosovar companies in relation to this stage of PLC's are financial institutions (banks and microfinance) and insurance companies. Due to economic circumstances in Kosovo or even any agreement between them (as an oligopoly), between the businesses of these industries there is a very soft competition. Products / services to their existing stage of maturity in the market so long as the customer needs rest and throughout the period at relatively unchanged which is unusual for this stage of the product life cycle. So the only reason the fall of the product market saturation is the

need for innovation in product / service, not profit decline of these companies for products / services.

#### **4.4.4. Marketing strategies to SMBs in degeneration phase of PLC's**

In phase saturation significantly reduced sales volume, as well happen to revenues and profits. Category of variable revenue increases. The costs for actions taken to keep the product at that often increase are not reasonable. Efforts focus on intensifying promotional activities, technical-technological development in an effort to redesign the product. Doing market research to identify specific segments where the demand for this product is yet. However, most suppliers leave due to lack of profit.

It is clear that Kosovo enterprises at this stage of the product life cycle do not make large commitments. Only those companies that consider themselves leaders in the market continue the necessary activities to characterize this situation. Kosovo SMBs that have entered the market through product imitation removed immediately upon submission of this phase. They also apply the strategy of following the leader and are already in the distribution of a product / service that is somewhere else in the preliminary stages. Even enterprises that deal with the life cycle of the product do not have any more enthusiasm to continue in its efforts to maintain the product in the market. The reasons could be:

- Small segment of the market for the sale of the product / service - most SMBs in Kosovo operate within the territory of Kosovo, which has limited absorption capacity, i.e. potential seller is relatively low even in the best of circumstances for selling product.
- Lack of modern technical-technology capacities - which would reduce the cost of production / service necessary for this stage

- Lack of research to identify specific segments within the geographic variables - which would allow time for a product / service to reach breakeven point.

The most common action SMBs in Kosovo to keep the product / service longer in a market, founded at this stage, is his simplifying (reducing production costs in packaging, promotion and market development) and to identify any special segment (usually conservative and loyal customers to the product / service).

#### **4.4.5. Marketing strategy to SMBs with differentiation strategy based on portfolio analysis BCG matrix with PLC-in**

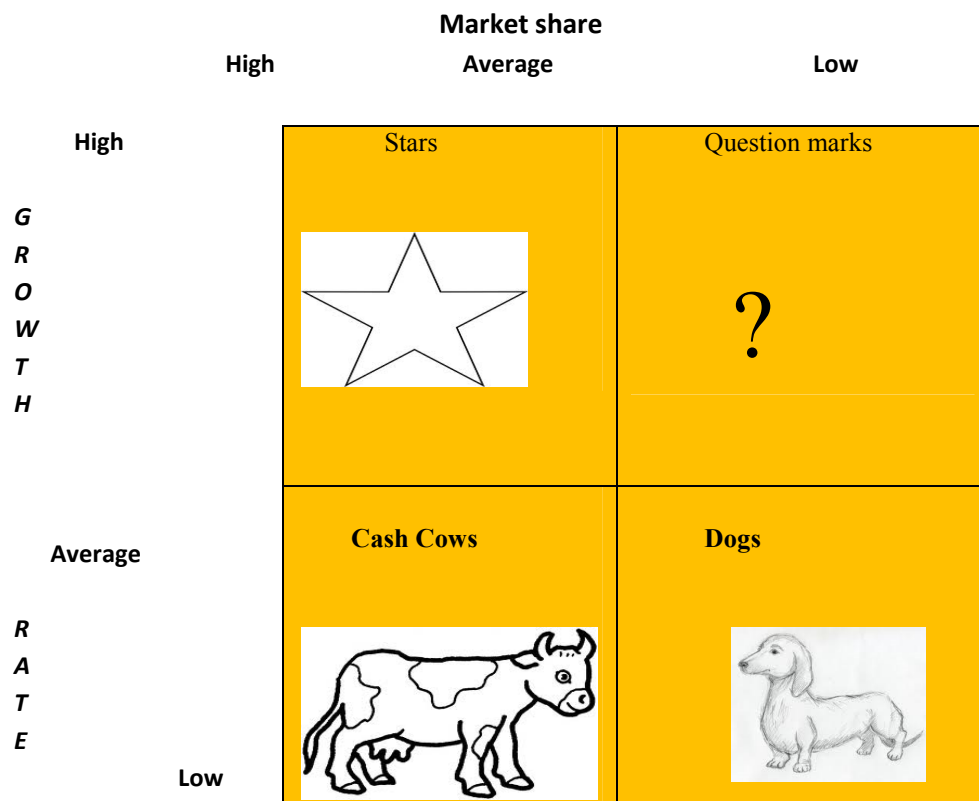
Analysis of the product life cycle based on the analysis of the portfolio of BCG Matrix (Boston Consulting Group), is treated in a new form of matrix in two dimensions: market situation and competitive position. The market situation is described in four stages, i.e. starting from the first phase of introduction of product in market to the latest of the degeneration. Competitive position is classified into five categories ranging from very poor to the dominant.

In this way the strategy design, life cycle position is determined by 8 external factors of stage of industry evolution. These are: the growth rate of market growth potential, breadth of product line, the number of competitors, the market share distribution between these competitors, customer loyalty, entry barriers and technology. The balance of these factors determines the stage of the life cycle.

BCG matrix consists of 4 boxes and relies on two indicators:

- Business Growth
- Part of the market





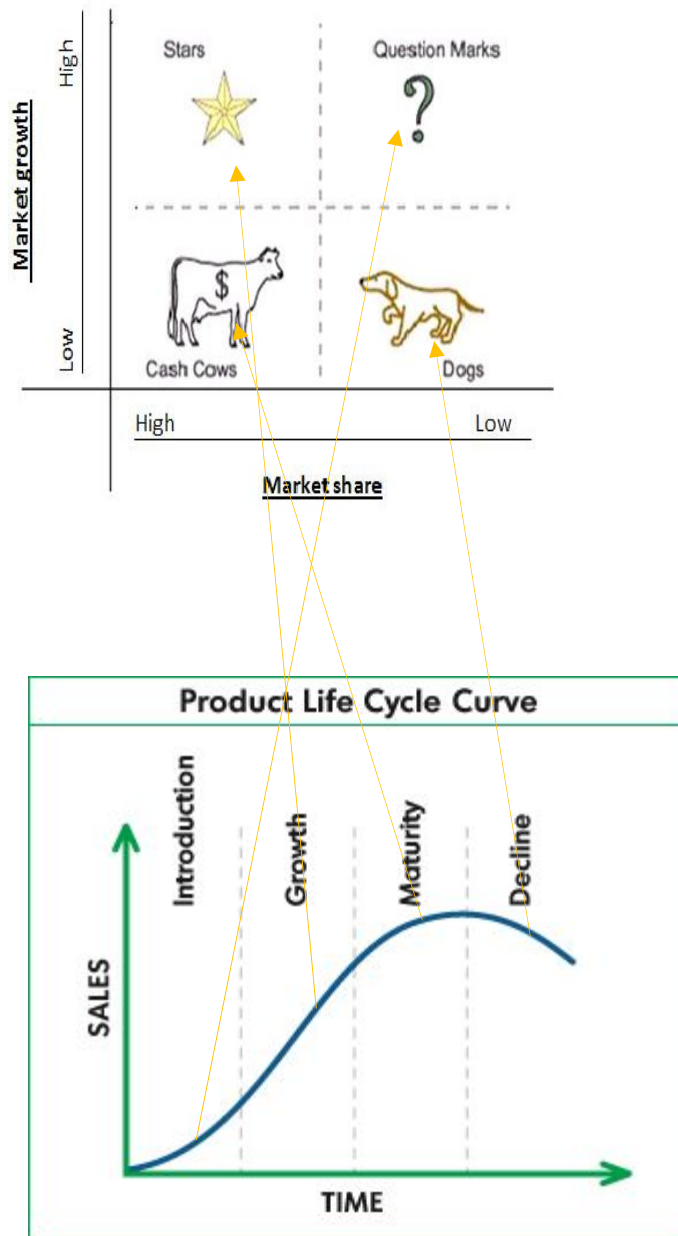
**Fig.14. BCG matrix (Source: Boston Consulting Group, 1960)**

From Kosovo enterprises applying marketing strategy based on portfolio analysis BCG matrix and PLC are differentiating enterprises and should be so. By SMBs in Kosovo has little differentiating enterprise, especially manufacturing. However, those who are, they use to apply the analysis of this portfolio. A typical example is "Devolli Corporation" with six business units.

According to the analysis made by kosovar companies BCG matrix compared with each stage of the product life cycle. According to their business units that product life cycle logging stay in the box question, those in the growth stage star in the box; those in the maturity stage in net cash cows; them on stage backdrop in the box dogs. Although, very few companies interviewed stated that BCG matrix serves them for planning the strategy,

the companies have stated that this matrix together with the product life cycle analysis offer them a very clear picture of product and company positioning in the market. Through clear product positioning, but also of the business unit in PLC curve and BCG boxes, they can do a more precise SWOT analysis for their products, knowing the exact position of their product strength, weakness, opportunities and threats. They will also have the same information regarding their company bearing in mind that we have to do with small and medium size businesses, that are usually characterized with limited financial, human and technological capacities and potential errors or wrong evaluations may be fatal for them.

Of course most of the businesses interviewed in Kosovo are not size that have many business units. In this case business application portfolios and analysis through BCG matrix is not full, but almost all enterprises interviewed have said that in moments of compilation of strategies they based on the data of BCG matrix. This makes also the enterprises that operate in market with only one product. According to them, it mostly serves them in connection of BCG matrix with the Product Life Cycle. Approximately 75% of companies surveyed stated that they consider them quite helpful for this form of analysis in the selection and implementation of the marketing strategy. Even SMBs in Kosovo connection between these two forms of analysis make putting phases of the product life cycle in the appropriate box BCG matrix. So, introduction phase in to the box "Question"; growth phase in the box "Star"; phase of maturity in the box "Cash Cows"; phase of degeneration in box "Dogs". And, always according to them, their business portfolio analysis has done by merging the data and characteristics with those of BCG matrix, PLC and SWOT analysis. Each product business "placed" in the appropriate box, with its life cycle and its features of SWOT analysis and creates a very clear picture of him in relation to the market, competition and customers. Similar action also claimed that make Kosovo SMBs that have only one product.



**Fig.15. Interconnection between BCG matrix and PLC**

Analysis of SMBs in Kosovo situations separately, by the boxes of their products in the BCG matrix and phases of the product life cycle and given supportive and obstructive factors arising from the SWOT analysis, provides very useful results for the enterprise that can be useful to them in their determination of appropriate marketing strategy. From this analysis it appears that depending on which businesses belongs the industry, arise their difficulties or priorities. In sectors or industries that ship with high market growth,

stages of growth and entry pass with less difficulty. Given that most SMBs in Kosovo operate within state boundaries, then the measurement is done through market growth overall economic growth or exactly through increased GDP in Kosovo or the weighted average of the growth rate of each individual business. SMBs problems in Kosovo are seen in industries where there is sufficient market growth.

In a small market like this, the stage of product sales growth ends in a very short period of time. Therefore, for many business activities this period is not enough to achieve the results required by their product.

So, ultimately through business portfolio analysis of BCG matrix and being based in this portfolio, PLC and SWOT analysis as applied in most cases by small and medium enterprises in Kosovo, again it appears that the most appropriate solution for these businesses in the case of determining their marketing strategies is marketing strategy of differentiation and also in case of the businesses with one business unit (with one product on the market) - marketing strategy of focusing. Clearly, this should be done after that those SMBs have done an accurately market segmentation and adequate definition of the market (markets) target.

## **5. Summary and Recommendations**

Planning and Development of marketing strategies at SMBs in Kosovo today is faced with enormous challenges. For proper planning and development of marketing strategies required a certain business environment. This i.e. that outside and internal factor that affect marketing system should have a minimum of stability so that planning strategies make sense. For many sectors of businesses in Kosovo often there is not the minimum. Generally for these sectors, but also for other industries in Kosovo where SMBs operating business environment in the country, is unfavorable. However, as we have said in this paper, this study aims to contribute to the challenges of applying marketing strategies for SMEs in Kosovo, due to the fact that over 90% of SMEs in the country belong to the categories of micro-business and small and medium business. These companies are the biggest contributors of Gross Domestic Product and employment in the country.

One of the weakest points of the Small and Medium Enterprises in Kosovo is their financial inadequacy to implement and end successfully a desired marketing strategy. In such a situation the way Kosovo businesses often change their strategies or abstain completely from them. Besides this reason, there are other factors that these businesses bring in such a situation. In Kosovo there is still a high degree of informal business and fiscal evasion. For businesses can in Kosovo, especially for SMBs that doing business legally, which already have a relatively small profit margin, the difference in gross costs mean a lot. The situation looks even worse for manufacturing enterprises. They have far more difficult to establish a profitable product, because the high cost of manufacturing the product. This was due to the small quantity of production / sales. In such a situation the market expansion strategy would be the best solution, but for many reasons it seems to be difficult for Kosovo SMBs. Kosovo is a small market and any market expansion within its borders will not showed any significant differences in the number of customers. Another reason that creates these barriers is that still small and medium businesses Kosovo and the larger ones as well are not competitive in the international sector. This is

due to the lack of quality products and customer ignorance and distrust outside Kosovo, for Kosovo products. Lack of modern technology, innovation and funding for a major promotion of these products did not competitive in these markets. Perhaps, these are exactly the reasons that over 50% of SMBs in Kosovo operate in trade sector with small investment and impractical.

Another phenomenon observed in these businesses is the lack of a culture of entrepreneurship. As mentioned the majority of enterprises in Kosovo are individual businesses and the relationship between the staff of the enterprise, those with other business entities, the organization of work and communication culture dictated mainly by the business owner.

However, even in these conditions Kosovar enterprises operate and should operate in the market. Despite the difficulties, that many of them have said, further they are operating successfully. Using different marketing strategies although in some cases adapted to the conditions and circumstances that imposes local market.

It is clear that a strategy of cost leadership would not be the suitability for SMBs in Kosovo. Other strategies such as differentiation and strategy of focusing can result in a success. A differentiation strategy in small and medium enterprises should focus on a specific market, where it can provide unique products in order to avoid the "game" in the same market segment with large enterprises. However, to be unique in the market with a product / service then these companies seem to be more creative in providing products / services offered to them. For this reason these SMBs should have a greater commitment to innovation than hitherto. This especially applies to those companies who follow the marketing strategy in product development. In a market development strategy companies should focus more on product quality and share more promotion budgets in order to be more competitive in the international sector, but also to those that are operating in the Kosovo market.

Also, the strategy of focusing can be a suitable strategy for small and medium businesses. For that enterprises need to determine in advance exactly appropriate variables for market segmentation and operating and implement their strategy in one select segment only.

It seems that a strategy based on product life cycle is a strategy that fits most SMBs in Kosovo. This may be due to the changes and reactions of the factors relating to this strategy are more predictable.

This fact has admitted the businesses surveyed for this paper. For Enterprises is enough to determine as accurately position their product in the PLC curve and take necessary actions. In common circumstances, a strategy analysis cannot be planned of this factor alone. But, in an unstable business environment as in Kosovo, where the factors (especially external) that affect marketing strategies are quite unstable, then maybe it remains as the only opportunity for analysis and forecast for business of Small and Medium Enterprises.

### ***Recommendations***

- For SMBs in Kosovo differentiated marketing strategy and marketing strategy of focusing, for now may be the most appropriate strategies
- Strategies based only on the life cycle of the product may result in a suitable moment, but cannot be calculated in such an application in the long term.
- SMBs in Kosovo must engage in strengthening the international competitiveness of enterprises.
- The introduction of the use of international standards in quality management system
- Developing innovative joint center for SMBs
- Continuous training of staff management and for entrepreneurship
- Finding forms through joint arrangements for investment and institutional support for the development of small and medium
- Removal of the phenomenon of copying one another in action "me too...", but the commitment to creativity and innovation.

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## **9. List of Abbreviations**

SME	Small and Medium Enterprises
FDI	Foreign Direct Investment
SWOT	Strengths, Weaknesses, Opportunities, Threats
PIMS	Profit Impact of Marketing Strategy
SMB	Small and Medium Business
PLC	Product Life Cycle
MP	Market Potential
MV	Market Volume
VS	Volume of Sales
GDP	Gross Domestic Product
EU	European Union
KBRA	Kosovo Business Registration Agency
SPSD	Strategy for Private Sector Development
MTI	Ministry of Trade and Industry
BCG	Boston Consulting Group