

Marketing Strategy Codification of Sports Drinks (Case Study of Padideh Dinavand Food Products Industries Company)

Hamide Reza Saeednia, Fereshteh Soleimani and Seyed Mohamad Mirjavadi
Department of Business Management, Marketing Trend, North Tehran Branch,
Islamic Azad University, Tehran, Iran

Abstract: The purpose of formulating strategy is that mission of the organization should be determined, external environmental factors that constitute threats or opportunities for organizations should be identified, strengths and weaknesses within the organization and long-term goals should be determined and different strategies for future and specific and suitable strategies for continuing the activities of the organization should be considered. The purpose of this study is marketing strategy formulating for Padideh Dinavand Co. According to scholar marketing research and based on questionnaire of this study which included 75 questions in which questions are closed type, two-sided, multiple and Likert range. The questionnaire in the 5-fold regions of Tehran (North, South, Central, East and West) was distributed randomly to the number of 1113 copies. The extraction is done by SPSS Software and the analysis is done through descriptive and inferential statistics such as Chi-square test and Spearman correlation coefficient and t-test. It should be noted that in analyzing after collecting 1113 questionnaires and because of the importance of being an athlete or not for customer's specification and therefore in marketing strategy, people and potential clients were divided into 2 groups of athletes and non-athletes people that referring to Tehran based physical education statistics, we have 1 million active athletes in Tehran province, only half of them are the organized athletes. From these two parts, the people who are athletes were selected and analysis on the first category including athletes was done. According to the obtained results because the company's marketing strategy is at the stage of entering the market, therefore, specific market penetration strategy as a pioneering company with maintaining its position as product innovation as well as treadle in the new future market and early entry into a new market segment, the company should benefit and take advantage from their limited resources and avoid confrontations with larger competitors.

Key words: Strategy, marketing, product, place, food industry

INTRODUCTION

Marketing strategy seeks to provide greater benefits for customers and at the same time create profit for the organization. Marketing strategy is formulated in the form of marketing mixit means that the properties of product, price, communication, distribution and services are determined with the aim of creating superior customer value and benefits (Hawkins *et al.*, 2005).

The purpose of formulating strategy is that mission of the organization should be determined, external environmental factors that constitute threats or opportunities for organizations should be identified, strengths and weaknesses within the organization and long-term goals should be determined and different strategies for future and specific and suitable strategies for continuing the activities of the organization should be considered.

The decisions that are taken in developing strategies, organization commits to a relatively long period, certain products to produce in certain markets to pay up and eventually use technologies known sources (Hex and Majluf, 2007).

The decisions that are taken in developing strategies, commits organization that in a relatively long period, produce certain products, act in certain markets and eventually use known technologies sources (David, 2006).

The starting point of segmentation is mass marketing. In mass marketing, seller involved mass production, mass distribution, mass encouraging activities and a product for all buyers.

The controversy in mass marketing is that marketing this marketing created a major and potential market that leads to the lowest cost which in turn will result lower prices or higher margins.

However, mass marketing is very difficult. Today, most companies have micro marketing experience in one

of four levels of segments, niches, local regions and entities (individuals) (Cutler and Armstrong, 2005). Market segmentation is a process by which a market is divided into distinct sub-markets from consumers with own needs, conditions and characteristics.

Because customers have the same needs and desires of each sector in a manner similar, respond to a marketing plan and a specific product (Walker *et al.*, 2009). Consumers may be categorized based on various geographic, demographic, psychological, behavioral and marketing factors (Bolurian Tehrani, 2000). In line with the development and increasing diversification of customer needs, identifying target markets in the services sector becomes more complicated.

Therefore, understanding the attitudes and motivations of market segments increases the possibility of production and supply of customized products and services and improving competitive advantage (Wycherley *et al.*, 2008). In the food sector, a lot of variables are used such as demographic characteristics, socio-demographic variables (Verbeke and Lopez, 2005) and drivers/attitudes (McCarthy and Henson, 2005).

Nowadays, people feeding style is very different than 10 or 20 years ago. Technological developments, changing household structure, multinational community and also change of social norms and values have led to changes in demand for consumer goods. Today the study of the complex characteristics of the food product is greatly expanded; so that the understanding of demand and demander is not easily as evaluating demographic characteristics (Buckley *et al.*, 2007). The place of a product is a place that the product occupies in comparison with competing goods in the minds of consumers. Positioning or localization is determining the competing position for a good and combination of marketing elements (Kotler and Keller, 2006).

Effective positioning begins with differentiating fact what marketing of company provides marketing and the outcome is provides should offer more benefit than all competitors to the consumer (Kamali and Dadkhah, 2005).

The mix marketing is set of controllable marketing variables that the company combines them in target market and for required reaction. These combinations includes any action that the company could do for its good and affect demand for their goods. Traditionally, it has four components including product, price, distribution and encouraging activities (first was named by McCarthy).

Market targeting is to assess the attractiveness of each market and choose one or several segment to enter it. A company, probably due to their limited resources and skills, decides to enter a part or few parts especially for the market (Cutler, 2005).

After defining market segments and discover customer needs and identify the strengths and weaknesses of a company's competitive market sectors, we should determine which of its departments presents attractive and reliable opportunities to the company, i.e. which segment should be focused by on strategic marketing plan (Walker *et al.*, 2006). The basis of strategic planning at all levels is to identify threats in order to prevent and avoid them and also determine opportunities to benefit from their knowledge and also transform threats into opportunities and the fact that the marketing department unit that has environmental challenges higher than other units (facing with the changing of the environment, customers, competitors and distributors) and because all firms are under pressure today and are seeking ways to obtain a competitive advantage to have a larger share of the market in terms of competitiveness, it is crucial that each firm has its own marketing strategy and one the concerns of managers, consultants and experts planner is searching for more effective methods to develop strategies and marketing strategies, methods that in the case of employing, we have better and more tangible results. Given the above contents, the main question in this research is as follows: what is the right marketing strategy or strategies for this drink?

The importance and necessity of research: Because we live in the era of globalization, an era that competition between companies comes first and because they internal and external strong competitions and the fact that our companies are seeking to enter world markets that in turbulent markets, can gain more and more sales and earnings and finally more profits from market share.

Formulating strategy marketing is one of the main concerns faced by every business and economical enterprise and since drink is a daily consumed, instable and low consumed for all markets and the fact that daily, we face companies entering the market with new products, flavors, colors and domestic consumption on the one hand and the arrival of new companies from developed or developing countries to Iran market, all prove that drinks and beverages industry not only in Iran but also in the world has very attractive, competitive and diversified position and a special place. All we said is a reason that to focus on this particular product in this competitive market and understand that how is the competitive environment? What goals should be achieved? Which markets and products should be focused on? How to exploit environmental opportunities and threats facing the environment in order to gain a competitive advantage from resources and what activities should be carried out?

Literature review: In connection with the development of marketing strategy, on the one hand in terms of strategy and strategic management and the other hand in the field of marketing and marketing management, we have many researches and many books. However, we note following investigation and research produced by researchers and students in different universities inside and outside the country and can be named as literature.

Shahraki and Salari (2008) in their study entitled as CRM as a new marketing strategy states that: as we have exciting progress and development of the internet, the world has become small village and has a tremendous impact on the world trade market. Marketing philosophy has significant transformation based on of this new technology in the world of business. In this new philosophy, the traditional product-oriented approach has changed to customer-oriented approach. Customer relationship management or CRM strategies to support such an approach have stepped to privacy of organizations. In this study, a brief literature of CRM is presented first and then the concept of CRM and customer relationship management system is introduced and eventually we develop a model for CRM.

Dehghan (2007) in his study titled as application of strategic marketing planning design in formulating marketing plan of Chahbahar states that: by notification of the general policies of Article 44 of the Constitution of the Islamic Republic, new activities were started in the Ports and Shipping Organization including marketing activities to attract owners of goods to the port and attract capital owners in the port logistical support land and activities of the port. Due to the high cost of marketing activities to organizations it is necessary to develop a strategic marketing plan, makes its activities effective and efficient.

This study states application of strategic marketing planning at the Department of Ports and Maritime in Sistan and Baluchestan Province. Dehghan (2005) in his article under the title of formulating marketing strategy based on the theory of Strategic Reference Points states that: in the past decade, researchers have tried to offer models to determine ideal marketing strategies.

These models have two types: rational (top to bottom) and normal (low to high) and each of which has its own advantages and disadvantages. However, recently, strategic approach of the two styles has become known as the theory of reference points is stated which shows that by identifying strategic reference points, we can design organizational elements (structure, culture, technology and strategy) accordingly.

In this study, using the theory of strategic reference points, we introduce both the focus of market and competition (determining of differentiated or standard

products) as reference points of strategic marketing that based on these dimensions, we can choose appropriate marketing strategies and then adjust them to the marketing mix. Mohammadi (2005) in his study entitled as a practical model for strategic marketing says that: this paper presents a practical model and running marketing and market development inspired by strategic planning. Due to the market position that is defined and limited target market, marketing factor weight and maintaining existing customers is more than the weight of sales and market development. Long-term and major objectives of organization are drawn from strategic programs and due to the comprehensive studies have been done in this plan, objectives of marketing processes and market development is also derived from this planning.

In this model, first, the analysis of market opportunities is carried out and after gaining complete information and knowledge of the target market, the suitable strategy is recommended.

Proposed strategies include marketing at entry stage, the stage of growth, maturity and decline step and marketing for new business. After compiling and providing strategy, marketing executive management phase begins. At this stage, the development of marketing practical plans, marketing practical designs operations and eventually participate in tenders and projects are carried out. Performance of measurement and process efficiency determines the effectiveness of this process periodically (Fig. 1).

Conceptual model

Questions of research: Because our research study is descriptive-survey, thus the study has no theory; therefore we investigate the main questions and secondary research questions.

The main question: Which marketing strategy should be adopted in “food products industries of Padideh Dinavand” for its product?

The secondary question:

- Who are the customers of products? And what are the characteristics?
- What market segments of the company should be done?
- What is the targeting of the company?
- What is the product positioning of this company?
- What should be the company's marketing mix?

The research questions are not mentioned with tendency because the question does not include forecasting any kind of relationship between variables. The questions of this research are descriptive.

MATERIALS AND METHODS

This study based on objective is applied to food products industries of Padideh Dinavand and has been designed and developed for it. In terms of methodology is survey and in terms of implementation has library and field method. Also, the study in terms of methods for data collection is a survey descriptive study in which through interviews with managers of Padideh Dinavand Company and survey their views, the company's grand strategy is described. Methods of library data collection were through the books, articles, Internet and reviewing the documents of Padideh Dinavand.

Methods of field data collection were questionnaires and interviews conducted by company executives of food products industries of Padideh Dinavand. Research questions are descriptive and to test questions, inferential statistics were used.

The statistical population: The statistical population of current study is athletes in Tehran province in 5 regions of the North, South, Central, East and West.

Sampling method and determining sample size: Since, the statistical population of this study includes all potential consumers who can buy the company's future sports drinks and also a reliable and complete list of them (sampling frame) is not available, so the following formula is used to estimate the sample size:

$$n = \frac{Z_{\alpha}^2 (P)(1-P)}{\epsilon^2}$$

Where:

- n = The required sample size
- Z = Standard variable rate (for 95% confidence level that its value from the table is equal to 1/96)
- ϵ = The error rate that researcher commits in this study and its value is considered equal to 0/03
- P (1-P) = The variance of investigated qualitative trait that due to the uncertainty, its maximum value, i.e. $0/5 \times 0/5 = 0/25$ is used

Analyzing data: According to scholar marketing research and based on questionnaire of this study which included 75 questions in which questions are closed type, two-sided, multiple and Likert range. The questionnaire in the 5-fold regions of Tehran (North, South, Central, East and West) was distributed randomly to the number of 1113 copies.

The extraction is done by SPSS Software and the analysis is done through descriptive and inferential statistics such as Chi-square test and Spearman correlation coefficient and t-test.

It should be noted that in analyzing after collecting 1113 questionnaires and because of the importance of being an athlete or not for customer's specification and therefore in marketing strategy, people and potential clients were divided into 2 groups of athletes and non-athletes people that referring to Tehran based physical education statistics, we have more than one million active athletes in Tehran province, only half of them are the organized athletes. From these two parts, the people who are athletes were selected and analysis on the first category for athlete was done.

RESULTS AND DISCUSSION

Market segmentation

Defining costumers: The costumer includes people who exercise (because these people are men and women and two genders in terms of behavioral, psychological anatomy variables are different, customers are divided into two categories male and female individuals who exercise).

Customers defining in terms of demographic characteristics: These people are in the age of 18-34 years which is 59.1% of our statistical population that in this age generally, more sports is for recreation at about 92%, for the treatment with 80.16%, for relaxation with 27.59% and for the professional career with 35.76% are done and then need high-calorie drinks.

Most of them are university-educated and half of them are married and in terms of the job they are clerks. In terms of activity type is occupational physical mental (combined) and people who have physical intellectual activities, exercise for recreation with 42.43%, for healing and treatment with 46.40%, for relaxation with 16.34% and for weight loss with 17.65%.

These people have income levels between 400 thousand to a million dollars in which a small percentage of them are members of the association or social institution, at around 27.3% which indicates that our society does not have people who are not interested in the activities of groups and communities but of those people who are members of the association and social institutions, most of them are members of sports associations and it is their first priority and then they tend to be member of the artistic and cultural communities (Table 1).

Customer defining in terms of geographical variables: These people are athletes, more geographically from the north and center of Tehran (Table 2).

Table1: Customers defining in terms of demographic characteristics

Characteristics	Percentage
Age ranging 18-34	59.10
Exercise for fun	92.00
Exercise for treatment	80.16
Professional sports	35.76
Exercise for Relaxation	27.59
High-calorie drinks	23.00
College education	60.00
Married	50.00
Employee	38.00
Physical intellectual activities	63.00
Exercise for fun	42.43
Exercise for health and treatment	46.40
Exercise for Relaxation	16.34
Exercise for weight loss	17.65
Income level between 400 thousands rials to a million	44.00
Member of Sport Associations	28.00
Member of the social associations or institutions	27.30

Table 2: Customers are defined in terms of geographical variables

Directions	Percentage
North	34.0
South	10.2
Center	30.7
East	13.5
West	11.5

Customer defining in terms of psychological variables:

These people are exercising due primarily to health and treatment and then leisure and finally to weight loss. With a frequency of 66%, they interest in art and with 68%, interest in learning another language other than their native language. They have modern-traditional lifestyle. More than 80% of this population that this lifestyle do sports for recreation with 36.36%, for health and treatment with 49.50%, for relaxation with 17.68% and for weight loss with 16.83%. In terms of character with the frequency of 36.7% are somewhat risky. The most important factors in their lives are effort and perseverance and then enjoying the life and often spend leisure to activities such as watching television and then reading and sports. People who live with a model and symbol, first their father is a model and then scientific and artistic personalities.

These people accepted purchase recommendation of friends as a source of information that represents an excellent platform for mouth to mouth marketing and viral marketing. Most media outlets that used are first TV or satellite channels and the Internet and newspapers and in media first seek social subjects and then sports and political issues.

They consider TV and the media, newspapers, magazines and outdoor advertising as a reference media for advertising. The first priority in purchases is superior quality and then health and for purchases in which customers primarily go to supermarkets and then go to chain stores (Table 3).

Table 3: Customers are defined in terms of psychological variables

Variables	Percentage
In the first degree, exercise for health and treatment	46.0
In the second degree, exercise for fun	43.0
In the third degree, exercise for weight loss	18.0
Interested in art	68.0
Understanding other languages	66.0
Traditional-modern life style	80.0
In terms of personality, somewhat risky	36.7
Perseverance of people	31.0
Enjoying the life	24.0
Leisure and watching TV	21.0
Leisure and studying	16.0
Leisure and doing exercise	15.0
People who have model and pattern in the life	60.0
Father as the first pattern	23.0
Scientific and artistic figures as template	11.0
TV and medium used as the first priority	47.0
Internet and medium used as the second priority	26.0
Other media used as the third priority	17.0
Seeking media of social media in the first degree	28.0
The second priority in the media for sport issues	26.0
The third priority in the media for sport issues	22.0
TV as reference media for advertising	44.0
The second reference media as newspapers, magazines and outdoor advertising	14.0
Quality of the first priority in buying them	50.0
The second priority of the health in the purchase	15.0
For purchases, primarily going to supermarkets	51.0

Customer definition in terms of behavioral variables:

These people consider the most important factor for health as suitable nutrition and then exercise and use pills and syrups less and care brand. About half of them, drinks on the market are not responsive to their needs. In their view, relaxing drinks and then, low-calorie sports drinks especially for women and high-calorie sports drink are drinks that have deficiency in the market. The taste of the drink they prefer is bakery and also pickled. Flavor in beverages they prefer is orange-lemon and a dish that like to drink is a glass container and prefer conventional doors and a pacifier to drink.

In the month, they spend between 10 and 30 thousands to mans for drinks and they ready to pay at around 1,000-2,000 to mans for an especially health drink. Purchasing decisions are done consulting generally.

More than half of our statistical population drinks such as mineral water, milk, buttermilk, traditional drinks, carbonated drinks, fruit juice and fresh fruit juices, energy drinks, health drinks beer about 1-5 liters per month.

In beverages, such factors as volume, an appropriate amount, size and easy and comfortable to carry are important for them. Flavor and vitamin content and freshness of the food they use are very important for them too. The amount of fat and sugar content of food, the hydrocarbons, calories, minerals in the average, the amount of materials and features such as color, smell, taste, the mineral, vitamin, calorie, gas, the amount, proper packaging and fitting with the meal as well as the type of activity that they do are also significant (Table 4).

Table 4: Customers definition of behavioral variables

Variables	Percentage
Proper nutrition as the most important factor for good health	34
In the second degree, exercise as the most important factor for health	25
The importance of brand and trade mark	69
Lack of accountability for drinks on the market	50
Feeling lack of relaxing drink	25
Feeling the lack of a low-calorie sports drinks for women	14
Feeling the lack of special drinks	13
Sweet taste	45
Sour taste	42
Interest in flavor orange drink	28
Interest in flavor lemon drink	27
Interest in glass jar	47
Interest in ordinary doors and pacifiers	71
Between 10 to 30 thousands tomans monthly cost for drinks	43
About 1,000 to 2,000 tomans cost for a special health drink	39
Making decisions to buy as discussions	55
Monthly between 1 and 5 liters for drinking	60
Portability	74
The appropriate volume and value	68

Difference between women and men: Women do sport more for leisure (45%) while about 32% of men do for leisure and 28.42% for weight loss and this shows that men consider sport as a factor for weight loss but in women this percentage is 18.16%. Both groups are characteristically somewhat risky. The 31.58 and 23.54% of women and men have faith, respectively. The 11.43% of men desire to have the cutting edge in life but in women this percentage is 6.32% which indicates that men are more willing to be pioneer and leader in life. Tendency to wealth is seen in 17.49 and 10.53% of men and women respectively. The 41.05 and 33.41% of women and men study respectively. Women more than men do artistic activities that the percentage of 26.32 vs. 7.40% respectively while male use Internet more than female as 28.7 vs. 17.79% that represents the connection to the virtual communication channels and thus more familiar to the international community due to their use of the internet.

Mostly, men in the media seek social, political and sports issues while women more seek social, sports and health issues that shows that in both groups, sport social issues are important factors. But political issues in men and health issues in women are important.

About 31% of men and 20% of women like and care advertising in newspapers, showing that men are more widely reading newspapers. Also, advertising in magazines is interesting for men for about 16.84% and for women about 8.07% which shows that women are more using magazines. Because of more usage of the internet, 43.04 vs. 33.68% for men than women considered advertising on the Internet effective. The 20% of women and 10.53% of men prefer written advertising such as catalogs. The 12.76 and 7.37% of the men and women like advertising on sports fields, respectively and this

Table 5: The difference between men and women

The significant gender	Women (%)	Men (%)
To exercise	42.38	25.26
Exercise for fun	31.57	45
Exercise for weight loss	28.42	18.16
Personality type	37.32 Some risk	39.13 Some risk
Belief	23.54	31.58
The leading	11.43	6.32
Wealth	17.49	10.53
Study	33.41	41.05
Artactivities	7.40	26.32
Work with the internet	28.70	17.89
Track this topic in the media	Society 26.82 Diplomat Political 28 Sport 35.2	Society 33.33 Sport 15.56 Health 30
Advertising in newspapers	30.71	20
Advertising in the magazine	8.07	17
Advertising on the Internet	43.04	34
Catalog	10.53	20
Advertising on sports fields	12.76	7
Aspects of quality as first priority in purchasing	51.47	47.87
The use of supplements and vitamins	26.12	60
Exercise as a health factor	48.43	39
Proper nutrition is a major cause of health	55.83	68
High-calorie beverages	22.87	13
Low-calorie beverages	25.37	17
Taste	Sugary 45.38 Acidity 39.73	Acidity 47.82 Sugary 46.74
Orange flavor	29.80	26.10

difference is due to the more pursuit of sporting events by men than the women, whether through TV as well as presence in sports stadiums and taking into account the fact that women are not allowed in the stadium (Table 5).

Targeting market

Determining target markets: According to research conducted by the researcher, food products industries of Padideh Dinavand after evaluation of different market segments to select its target market has pattern of focusing on one market segment based on their activities focus on a specific sector of market or market strategy that in this strategy, one or more parts are covered. They are parts that are the not largest segments of the market, but involve a significant number of customers that demand specific benefits of a product or service which also to avoid direct competition with larger companies seeking larger segments of the market such a strategy is developed to the athletes of Tehran province.

The target of food products industries of Padideh Dinavand is all athletes in Tehran province over a million people.

Positioning: Food products industries of Padideh Dinavand to create an image as a pioneer and innovative company and also to gain position of its product in the minds of consumers, should record its product as the first

10 vitamin and 8 minerals beverage in the world and the first sports drink with excellent quality and superior in the country so that all the raw materials are the best and highest quality the same as European products as well as products that during producing operations, pays attention for maintaining the quality and scrutiny and use of the finest and most advanced equipment and the means of production and the use of trained personnel conversant in a clean environment and in general we can say that has product with quality and health.

Marketing mix

Product: The product of food products industries of Padideh Dinavand due to choosing sport drink field in the country market, should supply all the needs of athletes due to dehydration during exercise and returned to them and because of the importance of vitamins and minerals among women and men, should have vitamins and minerals required for this category of consumers and is supplied in 2 flavors of lemon and orange due to taste of the customer due in two types of isotonic (low-calorie) and hypotonic (zero calories) and also in 500 mL plastic containers with conventional lids in first priority and also in pacifier in the second priority. Healthy and full quality packaging and labeling indicating high quality of its product is very important.

This product should have the final say in the quality excellence for consumer to bring health. We should put much emphasis on the branding of the product because the brand is very important for consumers. Dainamin is the brand name of this product that evokes effort, prowling, balance, mobility, health and energy along with the slogan of Dainamin, i.e., rich in vitamins. And using marketing research conducted by researcher of Food products industries of Padideh Dinavand for its future products they should consider relaxing drinks and drinks for women on its agenda.

Price: Competitive price with the aim of penetrating the market and to supply the consumer as well as using business promotion tools toward the wide distribution of the interested retailers or distributors for acquiring purpose is between 1,000-2,000 tomans. Note different methods of financing and income distribution between distributor and seller must be considered that in this study, we did not examine it.

Place: Supply this product should be started from sports centers in short time and after the production of the product can cover the needs of all customers, we can bring the products to the outstanding supermarkets in parts of central to the North of Tehran and even in the

hypermarket and also will be offered in cultural and artistic centers especially for women because they are artists and art-loving and finally we have supply directly through the internet as consumers, especially men who are dealing with the Internet.

Promotion: In the improvement part, we should pay attention to gender and age but overall promotion and advertising should be started from Northern and central areas of Tehran sports and cultural art centers, supermarkets and also the Internet.

Media used for advertising should be television, internet, newspapers and magazines. It is recommended that advertising should be focused on the people in the age group 34-18. In advertising, we use contents and elements such as effort, perseverance and enjoying life with traditional-modern life style.

The content should be accurately informed for the audience because educated people are our contacts. We should focus on superior quality, healthy and also product differentiation in terms of vitamins, minerals and taste. You should give this message to the contacts that by using this product, proper nutrition and thus health will bring for customers.

For men because they do sports for recreation and weight loss, we should use elements in messages that induce effort, passion, vitality and weight loss, fitness and enjoying life and also because most of the media that they use are television, newspapers and the Internet, these media should be used in social, politics and sports issues.

For ladies because they do sports for recreation and health, we should use elements in messages that induce passion, vitality and health and beauty and art can be used to induce and also because most of the media that they use are TV and magazine, these media should be used in the social and health issues.

CONCLUSION

In the strategic planning process in market, consumer analysis is the first logical step. Consumer analysis helps to understand market segmentation, analysis of consumer motivations and discover unmet needs of segmentation. The second stage of environmental analysis is competitor analysis. This threat should be focused on general threats, opportunities or strategic uncertainties resulting from potential and current actions of competitors and weaknesses or strengths points.

Competitor analysis begins by identifying current and potential competitors. There are two different methods for the detection of current competitors. The first

method investigates customer perspective in choosing between competitors. This approach categorizes competitors based on the level of their competition over choosing based on the buyer. The second approach seeks to categorize competitors based on their competitive strategy in the strategic groups.

After identifying competitors, the research focuses on understanding them and their strategy. Special attention should be paid to analyze the weaknesses and strengths points of each competitor or strategic groups. Due to unique reasons of the drink of Padideh Dinavand which is a drink with vitamin and mineral on the one hand returns the lost water due to physical activity for the athletes and on the other hand supply security and safety for all persons of men and women, large and small and at any age and also, brings freshness and vitality for consumers, we have product replacements for different groups. The company's marketing strategy since in the stage of entering the market, penetration strategy in specific market as a pioneering company to maintain its position for product innovation, as well as treadle in the future and anticipate new market entry into a new market segment, it should be considered. Company should benefit and take advantage of limited resources and avoid confrontations with larger competitors.

Some of the activities that the company has to do: Heavy advertising aimed to pay attention to the part of the market and to inform consumers, selective use of media that are suitable for this process, employees' efforts that focused on potential customers in targeted segments, the possible use of motivational factors for increasing sales of new products, advertising and selling attractions emphasizing on the new products for their national interests, wide sales promotion activities for new product introduction but these operations are focused on the goal, further development of products through improvements in products or changes in it to increase its appeal for existing customers in targeted segments, policies such as free trial new products in order to reduce the risk associated new product for the customer, competitive pricing to penetrate the market or imposing high prices to start business with but gradually offer new lower prices in order to deal with competitors, Extended Credit Policy and compete for the increase the early shopping, using promoting trade means with the aim of wide distribution of the product among retailers or distributors interested in acquiring the target.

REFERENCES

- Bolurian Tehrani, M., 2000. Marketing and market management. Institute of Trade Studies and Research, Tehran, Iran.
- Buckley, M., C. Cowan and M. McCarthy, 2007. The convenience food market in great Britain: Convenience Food Lifestyle (CFL) segments. *Appetite*, 49: 600-617.
- Cutler, P. and G. Armstrong, 2005. Marketing Principles (Translated by F. Forouzandeh). Amookhteh Publications, Tehran, Iran.
- Cutler, P., 2005. Encyclopedia of Marketing from A to Z (Translated by Ibrahimi, A., H. Mehrani and A. Derakhshan). Amookhteh Publications, Tehran, Iran.
- David, F.R., 2006. Strategic Management (Translated by Parsaeian Ali and Erabi Mohamed). Office of Cultural Research, Tehran, Iran.
- Dehghan, J., 2007. The Implication of strategic marketing planning design in marketing plans development in Chahbahar port. Proceedings of the 10th National Conference of Marine Industries of Iran, (MII'07), Offshore Engineering Association, Abadan, Iran.
- Dehghan, N., 2005. Develop a marketing strategy based on the theory of strategic reference points. Proceedings of the 1st International Conference of Marketing Management, (MM'05), Ariana Research Group, Tehran, Iran.
- Hawkins, D., R. Bast and K. Kani, 2005. Consumer Behavior for Marketing Strategy Development (Translated by Ahmad Roustae and Atieh Bothayi). Sargol Publications, Tehran, Iran.
- Hex, A. and N. Majluf, 2007. Strategic Management (Translated by Gholam Reza Memarzade, Nasser Poursadegh and Said Sayyad). Publications of Andisheh Goharyaran, Tehran, Iran.
- Kamali, K. and M.R. Dadkhah, 2005. Marketing and Market Management (Application-Science). Shahr-e-Ashoub, Tehran, Iran.
- Kotler, P. and K.L. Keller, 2006. Marketing Management. 12th Edn., Pearson Prentice Hall, Inc., Upper Saddle River, NJ., ISBN-13: 978-0131457577, Pages: 816.
- McCarthy, M. and S. Henson, 2005. Perceived risk and risk reduction strategies in the choice of beef by Irish consumers. *Food Qual. Preference*, 16: 435-445.
- Mohammadi, A., 2005. A practical model for strategic marketing. Proceedings of the 1st International Conference of Marketing Management, (MM'05), Ariana Research Group, Tehran, Iran.
- Shahraki, A.R. and H. Salari, 2008. CRM as a new strategy of marketing. Proceedings of the 6th International Conference on Management of Information and Communication Technology, (MICT'08), Institute for Information Technology Management, Tehran.

- Verbeke, W. and G.P. Lopez, 2005. Ethnic food attitudes and behaviour among Belgians and Hispanics living in Belgium. *Br. Food J.*, 107: 823-840.
- Walker, O.C.B., W. Harper, J. Mullins and J.C. Lersh, 2006. *The Marketing Strategy with Decision-Oriented Approach* (Translated by Seyyed Mohammad Arabi and Davood Izadi). Cultural Research Bureau, Tehran, Iran.
- Walker, O.C.B., W. Harper, J. Mullins and J.C. Lersh, 2009. *The Marketing Strategy with Decision-Oriented Approach* (Translated by Seyyed Mohammad Arabi and Davood Izadi). Cultural Research Bureau, Tehran, Iran.
- Wycherley, A., M. McCarthy and C. Cowan, 2008. Speciality food orientation of Food Related Lifestyle (FRL) segments in Great Britain. *Food Qual. Preference*, 19: 498-510.