

العلاقة بين تجزئة السوق والحصة السوقية

دراسة تطبيقية على عملاء المطاعم بالمملكة العربية السعودية

**The relationship between Market Segmentation and Market Share:
An applied study on customers of Restaurants in The Kingdom of Saudi
Arabia**

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هدف الدراسة - تهدف هذه الدراسة إلى دراسة التأثير المباشر لتقسيم السوق على الحصة السوقية في مجال التطبيق وهو عملاء المطاعم بالمملكة العربية السعودية.

التصميم / المنهجية / النهج - تبنت الدراسة فلسفة المنهج الوضعي ، والمنهج الاستنباطي، وأسلوب التحليل الكمي والنوعي كمنهجية للبحث. والأداة المستخدمة لجمع البيانات هي الاستبيان. ونتيجة لذلك، تم جمع 420 استبيان قابل للاستخدام إلكترونياً عبر قنوات التواصل الاجتماعي من عملاء المطاعم بالمملكة العربية السعودية، واستخدم الباحث برنامج SPSS، وتم استخدام تحليل بيرسون لاستكشاف علاقة الارتباط بين متغيرات الدراسة.

النتائج - كشفت النتائج أن تجزئة السوق لها علاقة مباشرة وتأثير إيجابي كبير على الحصة السوقية.

التوصيات - بالإضافة إلى ذلك، فإن لهذا البحث أيضاً مضامين عملية ومبادئ توجيهية مهمة لمديري المطاعم بالمملكة العربية السعودية، ومضامين نظرية للباحثين المهتمين بمتغيرات البحث.

الكلمات المفتاحية: عملاء المطاعم بالمملكة العربية السعودية، تقسيم السوق، الحصة السوقية.

1- دكتوراه إدارة الأعمال، كلية التجارة، جامعة المنصورة

2- باحث دكتوراه كلية التجارة، جامعة المنصورة

Abstract

Objective – This research aims to investigate the direct effects of Market Segmentation on Market Share in the field of application which is customers of Restaurants in Kingdom of Saudi Arabia.

Design/methodology/approach – The research adopted the philosophy of positivism, the deductive approach, and the method of quantitative and qualitative analysis as the research methodology. The instrument utilized for data collection was the questionnaire. Consequently, (420) usable questionnaires were collected electronically through social media channels from customers of Restaurants in The Kingdom of Saudi Arabia. In addition, the researchers using SPSS program to explore the causal relationships among the research variables.

Findings – The findings reveal that Market Segmentation has a significant direct and positive effect on Market Share.

Research limitations/implications – In addition, this research also has significant practical implications and guidelines for the managers of restaurants in kingdom of Saudi Arabia, and theoretical implications for researchers who are interested in research variables.

Keywords: Customers of Restaurants in Kingdom of Saudi Arabia, Market Segmentation, Market Share.

Introduction

Segmentation plays a crucial role in expansion since it is self-evident that an organization cannot expand in a particular market without a clear idea of which customer segment it will address.

Market share is considered an important indicator of the ability of organizations to serve the market. An organization's position within its industry is usually measured by its market share. It affects the profits of organizations, financial flows, and the level of returns. The larger the market share an organization has compared to its competitors in the market, the more profits it will have than its competitors, because its sales base is larger than that of competing organizations (Azeem et al., 2021)

Therefore, this research studies the relationship between Market Segmentation and Market Share applying to customers of restaurants in kingdom of Saudi Arabia.

Conceptual Definitions

1. Independent Variable: Market Segmentation

Identifying different market segments based on consumer characteristics, needs, and preferences. By understanding the differences among these market segments, companies can tailor their marketing approach to be more relevant and effective.(Harini et al., 2023)

2. Dependent Variable: Market Share

The percentage of a product or service that the company provides in the market is the result of offering or distributing the company's product or service through channels, marketing initiatives, and customer relationships. (Mauboussin & Callahanm,2022)

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Exploratory research

1. Literature review

Market Segmentation and Market share.

Segmentation has changed from an operational tool into a strategic mental model (McDonald & Dunbar, 2012). The major variables for segmenting consumer markets are demographic, geographical, psychographic, and behavioral (Kotler & Armstrong, 2018). Market strategic segmentation represents a strategic content to ensure alignment of market segmentation process results with the organization's strategic needs, targets and policies, which are able to generate a competitive advantage for the organization. (Karsten, Tomczak, & Herrmann, 2005)

Relative market share measures the organization's sales or cash value compared to the organization that has the largest market share in the same market, or to the market share of three large rivals (Rawash, 2012). The market share of corporations has, also, a vital role in setting the equilibrium price. That is, the more corporations in the market with less market share, the better the market movement towards a competitive market (Tash et al. 2014). Market share is an effective indicator for enhancing the competitive position of an organization against competing organizations. (Nazaritehrani & Mashali, 2020)

Market share is one of the important indicators that enhance an organization's competitive position. All organizations strive to increase their market share and dominate the market to maintain their share. Organizations work on offering high-quality services and products by improving and developing

their production, marketing, and service activities to achieve market share. (Paley,2021)

Therefore, this research studies the relationship between Market Segmentation and Market Share applying to customers of restaurants in kingdom of Saudi Arabia.

As per the previous literature, researchers developed a hypothesis (2) as follows:

H2. Market Segmentation significantly affects market share in perception of customers of restaurants in kingdom of Saudi Arabia.

2. Research gap

The past studies regarding Market Segmentation focused their attention on:

1. Decision-Making (Deif, 2022; Robinson et al., 2021; Torres & Pena Jr, 2021).
2. Company Performance (Mehta & Mishra, 2023; Dmour, 2022; Al-Majali & AlZu'bi, 2021).

A group of studies investigated the relationship between Market Share and other variables as:

1. Profitability: (Edeling & Himme, 2018; Bhattacharya et al., 2021; Filbeck et al., 2012; Uslay et al., 2017).
2. Social media: (Sherly et al., 2020; Orare & Nkirina, 2019).
3. Customer Satisfaction: (Rego et al., 2013; Reidenbach ,2009 ,Hassan et al., 2015)
4. Marketing Mix :(Moghaddam & Foroughi ,2012; Hamed,2007)

Other studies investigated the relationship between market segmentation and Market Share such as: (Al-Kasasbeh & Al-Saaoub, 2021; Alghamdi & Al-Samhan, 2020; Kherchi & Fellague, 2020; Al-Jaashani, 2020).

Accordingly, researchers conclude that previous studies have overlooked -within the limits of researchers' knowledge- the relationship between Market Segmentation and Market Share in the field of application : customers of restaurants in the kingdom of Saudi Arabia.

3. Pilot study & practical problem

Researchers performed a pilot study to explore the level of Market Segmentation provided by restaurants in the kingdom of Saudi Arabia and how managers and employees may perceive the effect of Market Segmentation on Market Share. Structured interviews were held with (15) managerial employees in these restaurants. All managers surveyed belong to Generation X (age 45-60) according to Kristin Patrick's division in a report published by the American New York Times, they are characterized as interactive because they grew up during the period of social awakening. These characteristics help them in understanding the other generations and building a Market Share suitable to their desires.

Researchers asked (2) questions, while interviewees were required to choose one of three alternatives: Yes, I am not sure, and No. interviewees were allowed to interpret their answers and tell more detailed information about their preferences. **Questions were as follows:**

1. Do you have tools for analyzing information about the current and potential customers?
2. Can you determine the company's Market Share accurately?

Obtained answers to these questions were as follows:

- Inability to determine the tools of analyzing the current and potential customers
- Inability to determine the company's Market Share accurately.
- Inability to determine the dimensions of Market Segmentation and its effect on the company's Market Share accurately.

Research problems & questions

Based on the academic gap, the practical gap, and researchers' observations, the problem of the current research was stated as follows:

The current research problem is to investigate the relationship between Market Segmentation and Market Share.

In order to address the research gap, the following two questions are asked:

Q1. What is the nature of the correlation relationship between the research variables (Market Segmentation, and Market Share)?

Q2. What is the effect of Market Segmentation on Market Share in perception of customers of restaurants in kingdom of Saudi Arabia?

Research Objectives

By investigating the research gap and its questions, this research embraces the following objectives:

O1. Determining the nature of the correlation relationship between the research variables (Market Segmentation, and Market Share).

O2. Measuring the effect of Market Segmentation on Market Share in perception of customers of restaurants in kingdom of Saudi Arabia.

Research Hypotheses

This research develops two central hypotheses based on previous studies in order to answer the research questions. These hypotheses are as follows:

H1. There is a significant correlation relationship between the research variables (Market Segmentation, and Market Share).

H2. Market Segmentation significantly affects the Market Share in perception of customers of restaurants in kingdom of Saudi Arabia.

Research Significance

1. The Development of the Science:

As it focuses on specific sides of Market Segmentation, and Market Share, which were not discussed in this deep before. This research provides a wider investigation of these variables and the proper relationships between them. Also, it highlights new gaps that motivate researchers to investigate further studies.

2. The Development of the Field of Application:

It establishes a new deeper understanding of the professional framework for top management to apply the aspects of Market Segmentation. In the era of Industry 4.0, Service providers must be aware of the relationships discussed in this research and be able to use them to maintain an elevated level of Market Share. This plays an important part of not only meeting the needs of the population but also increasing economic growth in the Kingdom. The local number of the restaurant and hotel sector is increasing significantly, as the domestic product produces 348 billion Saudi riyals in 2022, compared to 319 billion riyals in 2021

Theoretical Framework

Independent variable: market segmentation

The concept of market segmentation

Table (1). Key Definitions of market segmentation

Definitions	Research
Market segmentation refers to grouping customers with the same or similar demands for products and services. Traditionally, the market segments selected by enterprises to market their products and services are often determined by a few senior managers based on their own experience and are rarely determined by scientific and systematic methods.	(Chang & Fan, 2022)
Market segmentation is the actual process of identifying segments of the market and the process of dividing a broad customer base into sub-groups of consumers consisting of existing and prospective customers.	(Camilleri, 2018)
Market segmentation is the process of grouping consumers into naturally existing or artificially created segments of consumers who share similar product preferences or characteristics.	(Dolnicar et al. 2018)

Source: Prepared by researchers based on previous studies.

The characteristics of market segmentation

- Market Segmentation is considered as one of the strategic level operations in discussions on marketing and selecting target markets. It is so essential that in many of the literatures it has been seen as one of the main functions of marketing for organizations. (McDonald & Dunbar, 2012)
- Market segmentation is a consumer-oriented process and can be applied to almost any type of market. In dividing or segmenting markets,

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researchers typically look for shared characteristics such as common needs, common interests, similar lifestyles or even similar demographic profiles.

- c) Understanding the behavior of consumers from different countries and spotting the right market segments will help firms to direct marketing resources efficiently. (Dwivedi et al., 2021)
- d) Identification and apprehension of various market segments on a global scale is a pivotal element of marketing strategy. It is imperative for corporations to participate in comprehensive market study in order to distinguish the attributes of consumers across various countries and find out the most favorable market categories. By understanding the distinctions among these market segments, these institutions can develop marketing efforts that are more relevant and efficient for each segment. (Akkaya, 2021).

Benefits of Market Segmentation: (Smiriti, 2019)

Organizations can reap significant benefits from market segmentation when it is executed within a clear vision of their goals, capabilities, and the nature of the segments they intend to serve. This strategy enables the organization to:

- a) **Identify Marketing Opportunities:** Market segmentation facilitates the identification of marketing opportunities by enabling marketers to analyze the needs of each segment in light of existing offerings by competitors. For instance, segments that show a low level of satisfaction with current offerings represent excellent market opportunities. For example, customers might be dissatisfied with the current offerings of water purification systems in terms of the product or after-sales service,

allowing marketers to capitalize on this by launching and effectively marketing a new line of water purification devices.

- b) Implement Tailored Adjustments:** Organizations can make optimal adjustments to product requests and marketing mixes. Rather than employing a one-size-fits-all marketing program aimed at attracting all potential buyers, marketers can create separate marketing programs designed to meet the diverse needs of different customer segments, including tailored promotional appeals.
- c) Develop Targeted Marketing Programs:** Companies can develop marketing programs based on a clearer understanding of the response characteristics of specified market segments.
- d) Design Products to Meet Specific Needs:** Market segmentation aids in designing products that genuinely match the requirements of the target audience, and also in designing products with high market potential that are directed to meet specific market needs.
- e) Enhance Marketing Communications:** Market segmentation helps in selecting advertising mediums more intelligently and in allocating funds to various media channels based on the characteristics of the target audience, the impact of the media, competitor advertisements, and so forth.
- f) Optimize Timing of Marketing Efforts:** Market segmentation aids in determining the optimal timing for promotional efforts, focusing more during periods when response is likely to be at its peak. For instance, consumer goods can be heavily advertised to Christians during the Christmas season or New Year.

g) Efficient Resource Use: Through targeting individual market segments with specific marketing programs, organizations can perform marketing functions more effectively and use marketing resources more efficiently. For example, a small company can effectively utilize its limited financial and marketing resources in one or two markets rather than targeting a broader, less successfully penetrated market.

Evaluation elements for market segmentation: (Chang & Fan, 2022)

Based on the literature review, the following criteria should be considered by firms during market targeting:

- a) Channel Accessibility:** This involves determining if product information can be effectively communicated to customers in the target segments and if customers can easily purchase products through existing distribution channels.
- b) Profitability:** Enterprises must assess if there are enough potential customers in the market segment to generate profits, the level of existing competition, and the attractiveness of the products and prices. A large market with little competition does not guarantee profits.
- c) Market Size:** Larger target markets or a higher number of potential customers entail greater expenses but also offer more profit opportunities. However, larger markets typically attract more competition, leading to higher marketing costs and increased risk of failure. Enterprises face challenges in selecting appropriately sized market segments, regardless of their segmentation strategy.
- d) Market Stability:** Stability in market conditions, such as a consistent customer base, manufacturing system, distribution system, and

technology, is crucial for strategic planning. Stable environments facilitate long-term predictions, including marketing and sales strategies. For example, stable customer demand aids product development, and stable infrastructure supports logistics and financial planning.

- e) **Costs:** The costs of competing in a market segment include market research, administrative expenses, R&D, manufacturing, inventory, advertising, model change costs, and business taxes. Enterprises with lower operating costs than their competitors will have significant advantages, such as reducing product prices, improving business performance, and enhancing operational efficiency.

Dependent variable: market share

The concept of market share

Table (2). Key Definitions of market share

Definitions	Research
Market share symbolizes the organization's portion or its sales percentage compared to the total industry sales. Analyzing market share helps in understanding the position of the organization's sales relative to the industry sales and the level of change in it, regardless of stability, increase, or decrease in the organization's sales. This is because the organization's sales might decline, but its market share could remain stable, increase, or decrease, and vice versa.	(Kalogiannidis,2021)
The percentage of total sales for any given product achieved by the organization, divided by the total sales of the same product over a certain period of time.	(Hayes, 2021)

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Definitions	Research
Market share represents one of the effective indicators for organizations, as organizations generally strive to maintain and increase their market share by offering appropriate services and products in terms of price and quality through various marketing channels. Additionally, they aim to improve and develop their activities to align with market needs and customer expectations.	(Nazaritehrani & Mashali, 2020)
A percentage of the company's acquisition of a certain market share in the markets it operates in, at the lowest possible costs and risks, due to the utmost importance of this percentage in achieving profitability by calculating deposits against facilities.	(Bearty, 2012)
Marketing Performance Scale for Successful and Unsuccessful Organizations.	(Kotler, 2000)

Source: Prepared by researchers based on previous studies.

The importance of market share

Zeng et al. (2020) note that the importance of market share lies in:

- 1) Providing the organization with cost reduction advantages through achieving economies of scale, improving the production process, and increasing the effectiveness of workforce performance.
- 2) Reflecting the effectiveness of the organization in marketing.
- 3) Helping to increase profits, as the larger the market share, the more profits are achieved because sales will be greater.
- 4) Serving as an important indicator for enhancing the organization's competitive position.

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- 5) Organizations striving to increase their market share work hard to maintain their presence in the market.
- 6) Organizations offer high-quality services and products by improving and developing production activities.

Market Share Objectives

There are several objectives for market share, including: (Hydock et al., 2020)

- a) Market share contributes to distinguishing between changes in sales resulting from the organization's activities and changes resulting from the development of external environmental factors.
- b) Market share represents a fair and acceptable measure as it compares the organization's sales with the total sales of competing organizations or some of them.
- c) The level of market share is more suitable for showing the efficiency of managers in marketing units because it excludes external factors in the markets that managers have no control over, such as changes in industry structure.
- d) It is easier to determine and achieve the market share goal compared to determining profit and sales targets due to the availability of accurate data.
- e) Market share positively affects the rate of return on invested capital.

Market Share Measurement Indicators:

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Market share is considered an important indicator of the ability of organizations to serve the market. An organization's position within its industry is usually measured by its market share. The indicators that measure market share include the following:

a) Overall Market Share:

This is measured by dividing the organization's sales by the industry sales (all organizations operating in the industry). According to this indicator, the organization's management should make decisions regarding the use of sales value (i.e., sales price) or units sold to express market share. Additionally, it is necessary to determine the geographical area and time period for measuring market share, which will be the basis for comparing the organization's sales with industry sales. (Sherly et al., 2020)

b) Relative Market Share of Higher Value Organizations:

This type of market share is measured by comparing the organization's sales with the sales of the top organizations or competitors in the industry. (Haque et al., 2021).

c) Estimated Relative Market Share in Units:

This metric measures the number of units (goods or services) provided by the organization compared to the total units produced by competitors in the same period. It offers insights into market penetration, operational efficiency, and production capabilities. This unit-based approach helps understand market position, competitive dynamics, and consumer demand trends, aiding in strategic decision-making regarding production, marketing, and resource allocation. (Domurath et al., 2020).

1) Strategy to Expand Market Share

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Strategic planning is crucial for determining a company's future direction and optimizing current operations. Ansoff's product/market expansion grid provides a useful framework for this, offering three primary strategies: market penetration, market development, and product development: (Kahn, 2018).

Table (3).

Strategy	Market Penetration	Market Development	Product Development
Objective	Increase market share for current products in existing markets.	Find new markets for existing products.	Develop new or improved products for the current market.
Approach	Maintain the current customer base while improving cost efficiency and product features.	Expand business activities to new geographic areas or customer segments.	Enhance customer satisfaction and loyalty by maintaining consistent quality and introducing innovations.

Tactics	<p>Increase Buyer Numbers: Boost customer willingness to purchase by highlighting product benefits, offering credit purchases, and enhancing product availability through more distributors and better delivery options.</p> <p>Increase Purchase Frequency: Promote new uses for the product to encourage more frequent</p>	<p>New Geographic Market: Extend business operations to regional, national, or international markets.</p> <p>New Segment: Identify potential users who have not yet purchased but show high interest. For instance, if a product has been sold in the consumer market, it could also be marketed to organizations.</p> <p>Operation Evaluation: Target consumers who have never used or bought the product, attracting them to make a purchase.</p>	<p>High Margins: Maintain a consistent quality image to ensure customer satisfaction and loyalty, implementing a strategy of stable and increased prices targeting loyal consumers.</p> <p>Cost Reduction: Reduce production costs (e.g., through mass production) to lower product prices while maintaining quality.</p> <p>Product Mix: Introduce new versions, shapes, packaging, etc., to boost sales.</p> <p>Diversification:</p>
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	<p>purchases.</p> <p>Increase Purchase Volume: Offer lower prices, discounts, special volume packaging, or repackaged products for easier use.</p>		<p>Pursue opportunities outside the current business through physical diversification, horizontal diversification, or conglomerate diversification strategies.</p>
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Source: Prepared by researchers based on previous studies.

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Sample Description

Accepted responses to the questionnaire were (420), described as follows:

1. Sample distribution according to Gender

As shown in table 4, the number of male was (274) Responses, while number of female was (146) Responses:

Gender	N	Percentage
Male	274	65 %
Female	146	35 %

Table (4). Sample distribution according to Gender

Source: Prepared by researchers according to statistical analysis

2. Sample distribution according to Age

As shown in table 5, the number of segment (less than 30 years) was (80) Responses, while the number of segment) 30 to 45 years(was (255), and the number of segment (more than 45 years) was (85):

Table (5). Sample distribution according to Age

Age	N	Percentage
Less than 30	80	19 %
between 30-45	255	60 %
more than 45	85	21 %

Source: Prepared by researchers according to statistical analysis

3. Sample distribution according to Income Level

As shown in table 6, the number of segment (2400 to less than 4800) was (37) Responses, while the number of segment)4800 to less than 7200) was

(55), and the number of segment (7200 to less than 9600) was (164), and the number of segment (more than 9600) was (164):

Table (6). Sample distribution according to Income Level

Income level	N	Percentage
4800 to less 7200	37	9 %
7200 less than 9600	55	13 %
7200 to less 9600	164	38 %
more than 9600	164	39 %

Source: Prepared by researchers according to statistical analysis

Testing hypotheses

1. Direct relationships between research variables (market segmentation, market share)

Table (7). Pearson Correlation factors matrix between Variables

	market segmentation	market share
market segmentation	1	0.677**
market share	0.677**	1

Source: Prepared by researchers according to statistical analysis

As shown in table 7, there is a positive significant correlation between all Variables (**Market Segmentation, Market Share**), and all correlation coefficients are moderately significant at the 0.01 significant level.

2. The effect of Market Segmentation on Market Share

As shown in figure 1 **Market Segmentation** significantly affects **Market Share** among Customers of restaurants in the kingdom of Saudi Arabia at P Value <0.001.

The value of the coefficient of determination R^2 reached (0.654), which indicates that changes in (**Market Segmentation**) contribute to explain 65% of the change that occurs in the dependent variable (**Market Share**), and the rest of the percentage is due to other factors not mentioned in This model.

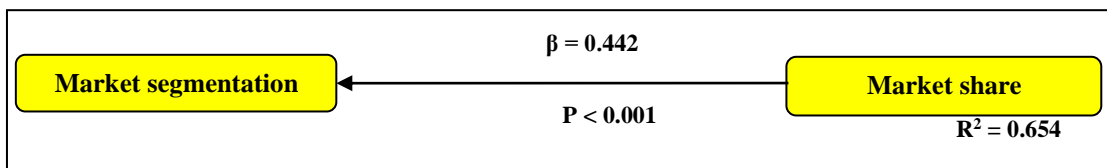


Figure (1). Direct effects of Market segmentation on market share

Source: Prepared by researchers based on smart PLS V 4.0 Statistical analysis outputs.

Findings and Recommendations

Research Questions Revisited

Table 8 below shows the overall view for Research Questions, Objectives, Hypothesizes, and Results of Testing hypotheses as follows:

Table (8). Research Questions, Objectives, Hypothesizes, and Results

Research Questions	Research Objectives	Research Hypothesizes	Results of Testing Hypothesizes
Q1. What is the nature of the correlation relationship between the research variables dimensions (market	O1. Determining the nature of the correlation relationship between the research variables dimensions (market segmentation, and	H1. There is a significant correlation relationship between the research variables dimensions (market	Accepted

Research Questions	Research Objectives	Research Hypothesizes	Results of Testing Hypothesizes
segmentation, and market share)?	market share).	segmentation, and market share).	
Q2. What is the effect of market segmentation on market share among Customers of restaurants in the kingdom of Saudi Arabia?	O2. Measuring the effect of market segmentation on market share among Customers of restaurants in the kingdom of Saudi Arabia.	H2. Market segmentation significantly affects the market share among Customers of restaurants in the kingdom of Saudi Arabia.	Accepted

Source: Prepared by researchers based on Literature, Data, and Statistical analysis outputs.

Research Findings and its Interpretations

Table 9 below shows the summary of research findings compared to literature:

Table (9). Research Findings compared to Literature

Research Findings	Compared to literature
Market Segmentation significantly Affect Market Share.	Agree with Al-Kasasbeh & Al-Saaoub (2021); Alghamdi & Al-Samhan (2020); Kherchi & Fellague (2020); Al-Jaashani (2020); Sakkour (2017).

Source: Prepared by researchers based on Literature.

Theoretical Implications

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The current research contributes to the body of knowledge of the existing literature of Market Segmentation and Market Share. In addition, the research aimed to fill the knowledge gap focusing on the effect of Market Segmentation on Market Share; therefore, researchers summarize the theoretical implications as follows:

The current Research contributes to a broader and more comprehensive understanding of Market Segmentation and knowing the extent of its effect on Market Share.

Based on current research, researchers recommend these topics for future research:

1. Study the effects of research variables applied on other Sectors, such as Banks.
2. Study the effect of Market Segmentation on Market Share through mediating other variables (such as: Human resource agility).
3. Study the effect of organizational culture on Market Share.
4. Study the effect of digital transformation on Market Share.

Practical Implications

Based on the results of the current research, researchers summarized the practical recommendations in Table 10 as follows:

Table (10) Research recommendations for the field of practice

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Practical Recommendations	Notes for application	
1. Restaurants should be ready to face environmental changes (such as political – economical...).	Who?	Marketing Department.
	How?	Using tools to analyze external environment (such as Porter...).
	When?	Along the service cycle: Before, During, and Post-Purchase Stages.
2. Improve knowledge and skills of service providers.	Who?	Human resource Departments.
	How?	Providing Education and Training Programs (Videos, Hints, Catalogues, Answers for frequently asked questions...) for customers via Website, Social Media Channels, and Mobile Applications.
	When?	Along the service cycle: Before, During, and Post-Purchase Stages.
	Cost?	Top management should allocate the needed resources and funds to support training and learning activities and encourage training beneficiaries to apply their newly acquired skills and knowledge (Anlesinya, 2018; Pinnington et al., 2022).

Source: Prepared by researchers based on Literature.

Research Limitations

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This research has some limitations which researchers summarize it as follows:

- People: This research results are limited to customers of restaurants in the kingdom Saudi Arabia.
- Place: This research results are limited to restaurants in the kingdom Saudi Arabia.
- Time: This research results are limited to the cross-sectional period in when the questionnaire was shared to restaurants in the kingdom Saudi Arabia. During the period from May 2024 to august 2024.

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(العلاقة بين تجزئة السوق والحصة السوقية دراسة تطبيقية على عملاء المطاعم بالمملكة العربية السعودية.....)

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