

DIRECTIONS FOR MANAGING MARKETING ACTIVITIES IN TEXTILE ENTERPRISES

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Abstract - *In a competitive market environment, every enterprise pays particular attention to marketing activities. In this process, special emphasis is placed on the implementation of marketing measures and the effective use of marketing mix elements in the enterprise's operations. Consequently, the issue of improving marketing activities in enterprises is becoming increasingly important. This article explores the marketing processes in textile enterprises. It outlines the directions for organizing marketing services within textile companies.*

Keywords: *textile enterprise, marketing activity, competitive product management structure, marketing service, consumers.*

INTRODUCTION

The effectiveness of marketing activities within an enterprise is directly linked to the organizational structure of its marketing department and the efficiency with which it operates. Leading global companies possess independent marketing divisions, often managed by a vice president. In smaller enterprises, marketing functions are typically carried out by specialists within the economic services department.

In today's intense competitive environment, marketing is becoming increasingly essential for the operations of any enterprise. Regardless of the scale or scope of activity, companies are placing particular emphasis on establishing robust marketing systems. Structural transformations in the economy, market saturation, heightened competition among products, evolving consumer demands, and improvements in living standards necessitate the creation of dedicated marketing services.

REVIEW OF LITERATURE ON THE TOPIC

According to F. Kotler, the leader of the marketing department and its staff must possess the ability to identify profitable and attractive markets, analyze market conditions, provide recommendations for launching innovative products, determine market prospects, and develop marketing strategies, tactics, and programs. They are also required to define the essential requirements for products and their assortment, establish the enterprise's pricing and sales policies, and ensure their implementation is effectively monitored [1].

Global practices in organizing marketing activities within enterprises reveal the existence of several organizational structures. In their research, T.G. Butova, A.A. Kazakov, and A.N. Jiratkova emphasize the presence of functional, product-oriented, customer-oriented, and regionally oriented organizational structures for marketing management [2].

RESEARCH METHODOLOGY

The implementation of this scientific research relied on a diverse set of methodological approaches to ensure a comprehensive and well-rounded analysis. Among the methods utilized were induction and deduction, which served as foundational techniques for reasoning and drawing logical conclusions. These

approaches allowed for the transition from specific observations to general principles and vice versa, facilitating a thorough understanding of the subject matter.

Additionally, analysis and synthesis played a critical role in dissecting the research topic into its constituent parts to understand its core elements, followed by the integration of these components to form a cohesive perspective. Structural analysis was employed to examine the relationships and interconnections within the framework of the study, enabling a detailed evaluation of the internal organization and dynamics of the subject.

Statistical analysis was another key method used to process quantitative data, identify patterns, and draw evidence-based conclusions. This approach ensured the reliability and validity of the research findings by leveraging numerical data to support theoretical assumptions.

Lastly, abstract-logical thinking was employed to conceptualize and articulate the findings, enabling the development of theoretical insights and models. This method provided a higher level of generalization, which was instrumental in formulating recommendations and strategies based on the research outcomes. Together, these methodologies formed a robust foundation for the scientific investigation, ensuring both depth and breadth in the exploration of the topic.

ANALYSIS AND RESULTS

In production-oriented enterprises, the core organizational structure primarily consists of engineering and technical personnel, who play a pivotal role in operational processes. In contrast, in marketing-oriented approaches, the key component comprises marketing staff, whose efforts drive the strategic direction of the company. Large international corporations often establish dedicated marketing and sales management departments with significantly more employees compared to other divisions, highlighting the critical importance of marketing in these organizations [3].

One of the primary objectives of marketing is to ensure the production and sale of high-quality, competitive products that meet consumer demands. For a product to be deemed high-quality under a marketing-oriented approach, it must not only conform to international technical standards but also address the specific needs of a defined market segment. Consequently, quality management is considered one of the central responsibilities of marketing departments [1].

The functional attributes of products must align with the purchasing power and lifestyle of various consumer categories. Therefore, marketing specialists and brand managers are tasked with considering the potential capabilities of every prospective consumer. This underscores the importance of offering solutions that address customer problems rather than merely presenting products. Such an approach encapsulates the essence of core marketing activities in brand development.

In Uzbekistan, many textile enterprises are now placing a strong emphasis on marketing activities. Research indicates that most companies have established marketing departments that primarily operate based on a functional structure. Marketing activities are carried out by assigning specific functions to marketing personnel, enabling a more organized and focused approach.

The structure of marketing management is crucial for the successful implementation of marketing concepts. There is no universal scheme for organizing marketing activities globally, as the organizational structure of marketing departments varies based on different factors. Each enterprise designs its marketing department to best achieve its marketing objectives, such as identifying unmet customer demands, expanding geographical markets, discovering new market segments, and increasing profitability.

Currently, enterprises under the "Uztextile Industry" association are diversifying their sales markets. Particularly, the application of the EU's "GSP+" preferential system to products exported from Uzbekistan to the European Union has opened up significant opportunities for exporting textile and garment products to European markets. This development underscores the necessity for these enterprises to enhance the efficiency of their marketing activities.

The organizational structures of marketing management in enterprises need to be revised and modified to meet evolving demands. This involves improving specific marketing functions, diversifying product assortments, and conducting marketing research in new sales markets. Based on this perspective, a "functional-product-market" organizational structure has been proposed for enterprises under the "Uztextile Industry" association. This structure is designed to address the needs of enterprises with both domestic and international sales markets by focusing on "enterprise," "product," and "region" indicators.

In the operations of textile enterprises, marketing extends far beyond the mere process of selling products or services. It encompasses a range of concepts that ensure its full and effective implementation. Firstly, it involves identifying the core needs of consumers through marketing research tools. Secondly, it requires the development of products that meet these needs. Thirdly, it focuses on delivering these products to consumers using marketing elements such as pricing strategies, advertising, sales promotion, and others. Lastly, it emphasizes direct sales to consumers through established distribution networks.

In this context, marketing activities aim to conduct thorough market research, develop marketing strategies, and design programs for marketing initiatives. This process necessitates the effective utilization of marketing analysis methods.

The organization of marketing within an enterprise typically involves several stages:

1. **Diagnostic Phase:** This stage includes analyzing the enterprise's potential, evaluating internal and external environments, identifying existing problems, and formulating hypotheses regarding the organization of marketing.
2. **Market Analysis Phase:** This involves examining market conditions, assessing competitor behavior, and analyzing trends in product supply and demand.
3. **Development Phase:** During this stage, regulations for the enterprise's marketing function are established, staffing plans for the marketing department are devised, and the overall marketing concept for the enterprise is formulated.

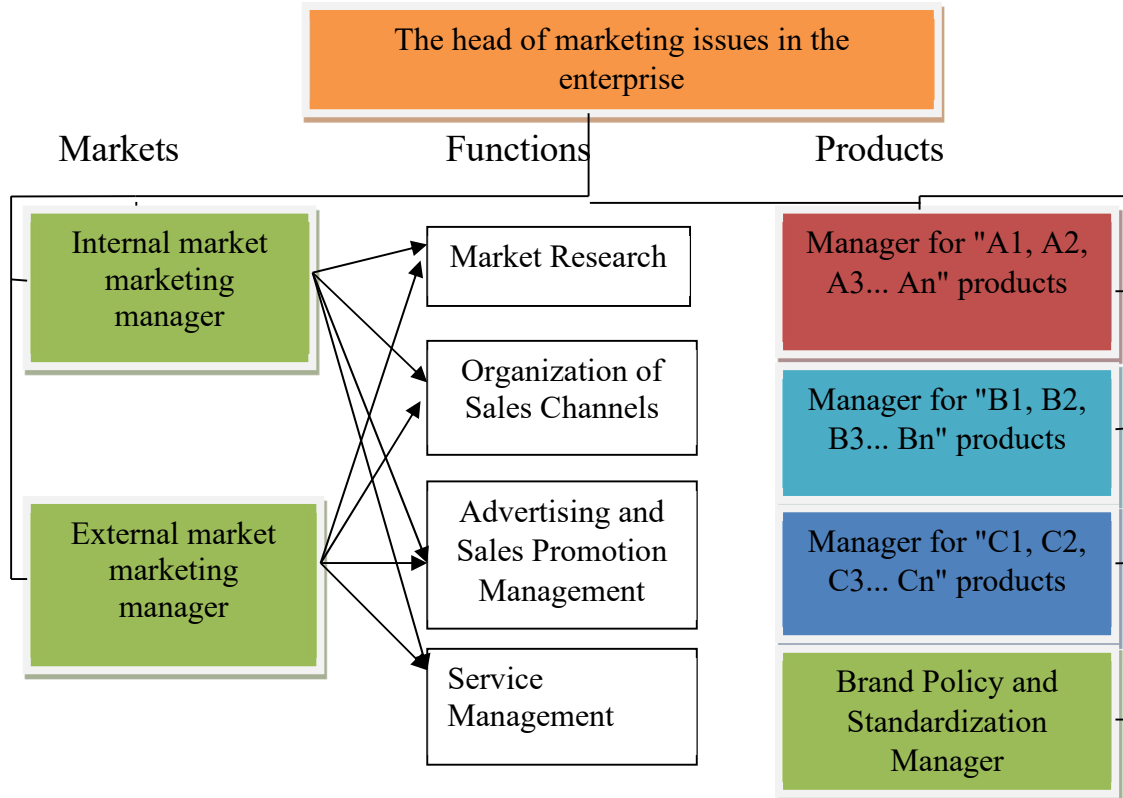


Figure 1. The Combined "Functional-Product-Market" Organizational Structure of Marketing Management in Textile Enterprises¹

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6. **Development Phase:** During this stage, regulations for the enterprise’s marketing function are established, staffing plans for the marketing department are devised, and the overall marketing concept for the enterprise is formulated.

7. **Implementation Phase:** This includes creating a marketing information system and developing specific methods for implementing policies related to products, pricing, distribution, and advertising.

8. **Coordination and Control Phase:** Goals, strategies, action plans, and marketing budgets are justified. A control system for marketing activities is established, and documents coordinating marketing activities within the enterprise are developed and approved.

9. **Training Phase:** This involves training marketing specialists and managerial staff, as well as organizing internships to enhance practical knowledge.

¹ Author's Design

The personnel structure of the marketing department may consist of the following levels:

- **Strategic Management Level:** Positions such as Deputy General Director for Marketing or Marketing Director.
- **Middle Management Level:** Roles including product managers, regional or area managers, sales and distribution managers, customer relations managers, advertising managers, and public relations managers.
- **Operational and Executive Level:** Roles such as sales agents, representatives, promoters, advertising agents, marketing assistants, and sales personnel.
- **Technical Level:** Positions like training managers and marketing controllers.
- **Support Level:** Roles including managers for marketing research, marketing analysts, interviewers, and specialists in information processing.

In recent years, significant efforts have been made in Uzbekistan to develop mechanisms for conducting marketing research to study the supply and demand for domestically produced goods. This indicates that the era of marketing becoming a fundamental tool for economic management in line with market principles has begun in the country.

Experience from developed countries demonstrates that managing marketing activities involves organizing and coordinating the efforts of all personnel toward a common goal. This includes mobilizing the necessary material, financial, and regulatory resources required for effective marketing.

The expansion of product assortments, increased export volumes, and broader market coverage by textile and apparel enterprises in Uzbekistan highlight the need to move beyond a purely functional organizational structure for marketing. The effectiveness of marketing activities is closely tied to the organizational structure of the marketing department.

CONCLUSIONS AND RECOMMENDATIONS

Based on the above research, the following scientific and practical recommendations have been developed to improve marketing activities in textile enterprises:

— **Development of Clear Performance Indicators for Marketing Elements:** To enhance marketing activities, specific efficiency metrics should be established for the elements of the marketing mix. In the product policy, indicators should assess the product's consumer properties, competitiveness, branding, packaging, and presentation. For pricing policy, an analysis of competitors' pricing strategies should be conducted, along with studying prices among consumers and trade intermediaries.

— **Creation of Marketing Budgets in Enterprises:** Currently, most local enterprises do not develop marketing budgets. However, having a budget enables the evaluation of effectiveness. Marketing budgets should be designed based on planned revenues and expenses, allowing for resource allocation and control. These budgets

should also be tailored to different products and consumer groups (target markets) to facilitate informed decision-making.

— **Establishment of Marketing Control Systems in Enterprises:** Marketing control should begin with the organization of a dedicated marketing department. Even if a standalone marketing unit is not established, marketing functions can be implemented within existing economic departments.

— **Implementation of Marketing Control:** Marketing control involves analyzing and comparing the outcomes of marketing activities within specified timeframes. It also requires developing precise, goal-oriented strategies for future periods based on these evaluations.

These measures aim to strengthen the overall efficiency of marketing operations in textile enterprises and align them with competitive market demands.

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