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## IMPROVING THE MANAGEMENT OF MARKETING EFFICIENCY AT TEXTILE ENTERPRISES

**Abstract:** This article discusses the features of marketing efficiency management in textile enterprises and the choice of business environment. Based on the choice of the form of the business environment, a balanced set of indicators was developed to improve the management of marketing effectiveness in the textile industry.

**Key words:** Marketing, efficiency, effectiveness, business environment, management.

**Language:** English

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### Introduction

In today's economy, the complexity of managing the effectiveness of marketing activities is constantly increasing. Traditional methods in this area do not allow for objective measurement and analysis of indicators that best reflect the effectiveness of marketing activities. Therefore, there is a need to create a relationship-building style, taking into account the dynamics of changes in the existing management system of marketing activities in the market and the internal state of the enterprise.

Managing the effectiveness of marketing activities is a labor-intensive and time-consuming part of the marketing system. In our opinion, there are the following reasons:

first, it is difficult to distinguish the results of marketing activities from other results of activities, because there is a lack of causal relationship with the final result of activities;

secondly, the effectiveness of the marketing measure does not correspond to the period of occurrence of costs;

third, determining marketing costs is a very complex process;

Finally, marketing is a difficult process to quantify.

The specificity of the production process is considered, and efficiency is considered as a characteristic of the product.

At present, one of the most important sectors in strengthening the export potential of the country is the development of the cotton sector as a whole. At the same time, the issue of launching the production of finished products through the implementation of a policy of structural change in the economy remains. Therefore, as a result of deep processing of cotton fiber, our government is paying close attention to the production of finished products. For this reason, the Strategy of Actions for the Further Development of the Republic of Uzbekistan for 2017-2021, in particular, states that "... its competitor is given its competitive advantage by deepening structural changes, modernization and diversification of key sectors of the national economy." In order to successfully fulfill these important tasks, it is

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necessary to study the internal and external market conditions on the basis of marketing research and create an effective marketing system based on the results. In order for marketing services to be effective in enterprises, first of all, its effectiveness must be evaluated and a suitable business environment must be selected.

### Literature review

Issue of evaluation of textile and clothing industry clustering capabilities in Uzbekistan were studied by Ergashodjaeva, S. J., Kyvyakin, K. S. [16;17], Modern methods of production capacity usage management in textile enterprises were investigated by Tursunov B.O. [10;11;12;13;15]. Problems of applying of artificial intelligence in the textile industry as factor of innovative development of the branch were searched by Nuritdin Y. and others [8;14;18].

For methods for control efficiency evaluation of the production capacities application at the textile enterprises and the mechanism for optimal control were dedicated works of Khodiev, B. Y. and others. [9]

The results of the analysis of research on performance appraisal show that most of the changes in this area have been implemented in relation to management systems, branding, business processes and marketing. In his article, AIKovalev states that efficiency "meets the needs and expectations of consumers through the implementation of policies and the achievement of quality goals, including the implementation of planned measures and the achievement of planned results." In his work on the effectiveness of branding, O. H. Alkanova describes this concept as the degree to which the target values of the main indicators characterizing the brand's activity in the market are achieved [3]. In her research, OV Kitova describes the effectiveness of marketing as "the most effective way to achieve goals in the field of marketing in the context of alternative use of resources." He also writes that the management of marketing activities should include "shaping the marketing strategy in the form of a system of measurable strategic goals, initiatives and key performance indicators" [4]. "The effectiveness of marketing includes the efficiency, economy and effectiveness of marketing," - said OK Oiner. In our opinion, the quality of the effectiveness of the marketing system should be understood as the degree to which the results are consistent with the objectives of achieving a specific goal (planned results).

### Research methodology

The research was based on the results of research by foreign and local researchers on the subject and used methods such as statistics, sampling, comparison, expert evaluation.

### Analysis and results

Marketing management is an activity aimed at achieving marketing goals in the most efficient use of resources, and the content of the marketing strategy is provided in the form of a system of strategic goals and key performance indicators. Many systems of indicators are currently used to evaluate marketing activities in the field of marketing, among which is the widely used Balanced Scorecard (BSC). The concept of the Balanced Scorecard (BT) was developed by the Americans Robert Kaplan and David Norton.

In this study, it was emphasized that the role of BCT in direct marketing activities should be clarified. The system of balanced indicators includes the following four perspectives - "Finance", "Customer Relationships", "Internal Business Processes" and "Education and Growth" - these are the most favorable conditions for the development of the external environment. is the main interpretation required. This system can have many prospects, which are important for determining the characteristics of a particular enterprise. In addition, this system can be used effectively not only for the management of the enterprise, but also for the management of the activities of the division, service or department.

It is necessary to change the shape of the business environment in order to use a balanced system of indicators in the management of marketing effectiveness in textile enterprises. Therefore, we can summarize the options for the implementation of the tasks and objectives of the textile industry and highlight three business areas: "Product out", "Market in" and "Invest in". ("attracting investment"). A Balanced Scorecard (BSC) will need to be developed for each business area.

Product out is used in marketing as a means of sales and promotion. It is in the interests of the textile industry to produce and sell garments to meet the basic needs of the people at the level of consumer demand. Marketing costs in the textile industry are sales costs, and the effectiveness of such costs may vary depending on market conditions. Market share depends on the company's position in the market, the competitiveness of its products, as well as a number of macro- and microeconomic factors.

"Market in" or "attraction of goods by the market" in the application of the business direction creates the conditions for the organization of the enterprise with the help of marketing tools, where the consumer decides to buy not just any product, but the enterprise or firm or brand of goods. acceptance occurs. This is the second stage in the development of marketing activities. In this sense, marketing works as a function of selling a certain product to a certain extent by controlling the behavior of consumers. The main goal is long-term sales and sustainable growth of profits.

The process consists of several stages related to the formation of the consumer, the image and

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perception of the enterprise by the market and the acquisition of a certain market share. Market in business creates the intangible capital of the enterprise, which, in turn, begins to create secondary and permanent sales. Thus, the consumer first prepares for the purchase, then the consumer chooses the products of the textile enterprise. These operating costs are not sales costs, they are essentially investments in the intangible market capital of the enterprise. The purpose of marketing here is to make sales unnecessary, to know the consumer so well that the product (service) fits and sells itself. Ideally, it is done by a consumer who is ready to buy the product. What is needed in this case is to ensure the availability of all products or services. Marketing is free from costly characteristics and becomes an investment activity.

The direction of the business "Invest in" or "attracting investment from the external business environment" is the organization of a textile enterprise to create investment attractiveness on the basis of market factors of growth of business capitalization. The use of marketing allows you to form loyal customers, restore and increase business income. An enterprise that adheres to the philosophy of marketing, that is, to meet the needs of all other things being equal, always wins over the traditional enterprise in the market. It is clear that the interests here are also different, which makes it difficult to do business and requires constant coordination and accounting. The direction of the business "Invest in" or "attracting investment from the external business environment" is the organization of a textile enterprise to create investment attractiveness on the basis of market factors of growth of business capitalization. The use of marketing allows you to form loyal customers, restore and increase business income [7].

At the same time, domestic producers of textile enterprises in the country are in the process of transition from the business direction "Product out" to the business direction "Market in", as local producers pay more attention to the attractiveness of investment, brand value. It should also be acknowledged that the business environment in our country is unstable. Based on the results obtained, it was possible to identify the main factors that determine the need to

develop a method of managing the effectiveness of marketing activities, and they are: insufficient funding of marketing; competition from foreign firms, the problem of import substitution; low level of competitiveness of local enterprises; failure to take into account the interests of customers, lack of a business model aimed at the customer; lack of employee incentive system; business (mission) does not have a self-identification system.

In the course of the research, we used the method of expert evaluation in choosing the form of business environment for textile enterprises. Leading specialists of the industry were selected as experts. Experts were asked to identify the 30 most important goals of the textile industry. Based on the findings of experts, a matrix of "sustainable goals" of textile enterprises was formed. Based on this matrix, it was found out which of the three business areas the textile enterprise is currently operating in. A system of balanced indicators (BSC) corresponding to the balanced direction corresponding to the selected business direction has been developed.

### Conclusion/recommendations

Based on the results of the research, in order to increase the effectiveness of marketing management in textile enterprises, it is necessary to pay attention to the following:

- The structure of management in the textile enterprise should be formed in a way that is adapted to market changes;
- Increasing the status of marketing services in the management structure of the textile enterprise;
- Organize a regular study of market conditions, effective use of modern methods and tools of marketing research in this process;
- Implementation of marketing effectiveness assessment, development of a system of balanced indicators in the assessment;
- Establishment of a business direction "Invest in", which will ensure the long-term effectiveness of this service in the organization of marketing activities;
- Organize the management of marketing effectiveness in textile enterprises on the basis of modern management support and the use of methods.

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