

CHOOSING AN ALTERNATIVE FIELD OF ACTIVITY BASED ON MARKETING PERFORMANCE MANAGEMENT IN TEXTILE ENTERPRISES

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Annotation. This article examines the specific features of marketing performance management in textile enterprises and the issue of choosing effective forms of operation that ensure adaptability in the changing market economy.

Key words: business environment, management, marketing management, efficiency, effectiveness.

INTRODUCTION

Today, there is fierce competition in the international market of textile products. Therefore, in the conditions of this competition, both internal and external factors have a significant impact on increasing the economic efficiency and competitiveness of production enterprises. The financial situation of many production enterprises in our republic is not stable, which in turn has a negative impact on the economic situation of the country. A number of measures have been developed and implemented by the state to support the further development of the textile industry. The transition to a market economy, constant changes in the conditions of internal and external trade require a thorough study of the conditions for the transition to market relations, its specific features. Currently, serious attention is being paid to the development of the textile industry, which is considered one of the most important sectors in strengthening the export potential of the Republic of Uzbekistan. At the same time, the issue of establishing production of finished products with high added value through the implementation of the policy of structural changes in the economy remains relevant. Therefore, the Government of the Republic of Uzbekistan is paying serious attention to the production of finished products as a result of deep processing of cotton fiber. The new Uzbekistan Development Strategy for 2022-2026 sets the task of “doubling the production volume of textile industry products” [1]. To successfully implement these important tasks, it is necessary to study the domestic and foreign market conditions based on marketing research and

create an effective marketing system based on the results. In order for the marketing service to function effectively in enterprises, first of all, its effectiveness must be assessed and a suitable business environment must be selected.

LITERATURE REVIEW

The results of the analysis of research conducted on performance appraisal show that most of the changes in this area have been made in relation to management systems, branding, business processes and marketing. In his article, B.Tursunov [11;12;13], A.Burkhanov [10;14], A.I.Kovalev describes efficiency as the «level of policy implementation and achievement of quality goals, including the level of satisfaction of consumer needs and prospects through the implementation of planned activities and the achievement of planned results» [2]. In his work on branding effectiveness, O. N.Alkanova describes this concept as the degree of achievement of target values of key indicators that characterize the brand's activity in the market [3,4]. In her research, O.V.Kitova describes marketing effectiveness 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 “formulating a marketing strategy in the form of a system of measurable strategic goals, initiatives and key performance indicators” [5]. O.K.Oyner in the category of «Marketing efficiency» includes marketing efficiency, economy and effectiveness «, - said [6]. 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 particular goal (planned results).

RESEARCH METHODOLOGY

The research was based on the research results of foreign and domestic researchers on the topic and used methods such as statistics, selective observation, comparison, expert evaluation.

ANALYSIS AND RESULTS

Marketing management is an activity aimed at achieving marketing goals in the most efficient and rational use of resources, and the content of marketing strategy is provided in the form of a system of measurable strategic goals and key performance indicators [5]. Many indicators systems are currently used to evaluate marketing activities in the field of marketing, among which is the widely used Balanced Performance System (BSC). The concept of the Balanced Scorecard (SRS) was developed by the Americans Robert Kaplan and David Norton [7].

In this dissertation research, it is necessary to determine the role of BCT in direct marketing activities. The system of balanced indicators includes the following four perspectives - «Finance», «Customer Relations», «Internal Business Processes» and «Education and Growth» is the basic

interpretation required. This system can have many perspectives that are important for determining the specific characteristics of a particular enterprise. In addition, this system can be used more effectively not only to manage the enterprise, but also to manage the activities of the division, service or department [8].

There is a need to change the shape of the business environment in order to apply a balanced system of indicators in the management of marketing effectiveness in textile enterprises. Therefore, summarizing the options for the implementation of the tasks and objectives of textile enterprises, we can distinguish three business areas: «Product out», «Market in» and «Invest in». («investment attraction»). A balanced scorecard (BSC) will need to be developed for each business line.

«Product out» is used in marketing as a means of promoting and promoting sales [9]. Textile enterprises are interested in the production and sale of clothing products designed to meet the basic needs of people at the level of consumer demand. Marketing costs in textile enterprises are sales costs, and the effectiveness of such costs may vary depending on different market conditions. Market share depends on the market position of the enterprise, the competitiveness of its products, as well as a number of macro- and microeconomic factors.

The application of the business direction «Market in» or «attraction of goods by the market» creates the conditions for the organization of the enterprise through marketing tools, so that the consumer decides in real time to buy not just any product, but the enterprise or firm or a particular brand acceptance occurs. This is the second stage in the development of marketing activities. Within this concept, marketing works as a function of ensuring the sale of a particular product to a certain extent by controlling consumer behavior. The main goal is long-term sales and steady growth of profits.

The process consists of several stages related to the formation of the consumer, the image and 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, leads to the creation of secondary and permanent sales. Thus, the consumer first prepares for the purchase, then the consumer selects the product of the textile enterprise. These operating costs are not sales costs, they are essentially investments in the intangible market capital of the enterprise. The goal of marketing here is to make sales unnecessary so that the consumer knows so well that the product (service) fits them and sells itself. Ideally it is done at the 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 costs are exempt from description and become an investment activity.

The direction of the business «Invest in» or «attracting investment from the external business environment» is the organization of the textile enterprise to create investment attractiveness on the basis of market factors of growth of business capitalization. The use of marketing allows the formation, stabilization and increase of business income of loyal consumers [10]. Marketing programs increase capital expenditures due to the tangible as well as intangible part and make the enterprise attractive in terms of retaining and retaining business capital. In this line of business, marketing works as a function of attracting and retaining investment in the business. Investments can be obtained in a variety of ways, including: obtaining credit on more attractive terms for a full capitalization assessment; open placement of bonds and shares; sale of licenses and franchises; obtaining direct investment within the partnership; selling a business or a separate part of it with full capitalization value.

Currently, domestic producers of textile enterprises of the country are in the process of transition from the business line «Product out» to the business line «Market in», as local producers do not pay enough attention to investment attractiveness, 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 methodology for managing the effectiveness of marketing activities, and they are: insufficient funding of marketing; competition by foreign firms, the problem of import substitution; low level of competitiveness of local enterprises; disregard for the interests of customers, lack of customer-oriented business model; lack of employee incentive system; lack of a self-identification system of the business (mission).

In the research process, we used the method of expert evaluation in choosing the form of business environment for textile enterprises. The experts of the network were selected as experts. Experts were asked to identify the 30 most important goals of the textile enterprise. Based on the findings of experts, a matrix of «priorities» of textile enterprises has been formed. Based on this matrix, it was determined which of the above three business areas the textile enterprise in question is currently operating in. A balanced scorecard system (BSC) has been developed to match the selected business direction.

CONCLUSION/RECOMMENDATIONS

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

- The management structure of the textile enterprise should be formed in a way that is adaptable to market changes;

- Raising the status of marketing services in the management structure of the textile enterprise;
- organization of continuous study of market conditions, effective use of modern methods and tools of marketing research in this process;
- Establishment of a business line «Invest in», which will ensure the long-term effectiveness of this service in the organization of marketing activities.

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