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Актуальные проблемы социальных и гуманитарных наук

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**2025**

**SCIENCEPROBLEMS.UZ**

**IJTIMOIIY-GUMANITAR FANLARNING  
DOLZARB MUAMMOLARI**

*№ 9 (5) – 2025*

**АКТУАЛЬНЫЕ ПРОБЛЕМЫ СОЦИАЛЬНО-  
ГУМАНИТАРНЫХ НАУК**

**ACTUAL PROBLEMS OF HUMANITIES AND SOCIAL SCIENCES**

**TOSHKENT-2025**

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#### *13.00.00- PEDAGOGIKA FANLARI:*

Xashimova Dildarxon Urinboyevna – pedagogika fanlari doktori, professor;

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Hayitov Oybek Eshboyevich – Jismoniy tarbiya va sport bo'yicha mutaxassislarni qayta tayyorlash va malakasini oshirish instituti, psixologiya fanlari doktori, professor

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Qodirov Obid Safarovich – psixologiya fanlari doktori (PhD).

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Seitov Azamat Po'latovich – sotsiologiya fanlari doktori, professor, O'zbekiston milliy universiteti;

Sodiqova Shohida Marxaboyevna – sotsiologiya fanlari doktori, professor, O'zbekiston xalqaro islom akademiyasi.

#### *23.00.00- SIYOSIY FANLAR*

Nazarov Nasriddin Ataqulovich –siyosiy fanlar doktori, falsafa fanlari doktori, professor, Toshkent arxitektura qurilish instituti;

Bo'tayev Usmonjon Xayrullayevich –siyosiy fanlar doktori, dotsent, O'zbekiston milliy universiteti kafedra mudiri.

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## MUNDARIJA

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## **OPPORTUNITIES FOR USING CUSTOMER-ORIENTED MARKETING STRATEGIES IN TEXTILE ENTERPRISES**

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**Abstract.** This article is devoted to the analysis of the strategic marketing activities of textile industry enterprises in Uzbekistan and the region, and it reveals the possibilities of using a customer-oriented marketing strategy.

**Keywords:** textile industry, strategic marketing, factor analysis, marketing configurations, digital marketing, innovative development, export potential.

## **TO'QIMACHILIK SANOAT KORXONALARIDA MIJOZLARGA YO'NALTIRILGAN MARKETING STRATEGIYASIDAN FOYDALANISH IMKONIYATLARI**

**Xaytboyeva Nigora Bakmamatovna**

PhD. Biznes va boshqaruv kafedrası,  
Abu Rayhon Beruniy nomidagi Urganch davlat universiteti,

**Annotatsiya.** Ushbu maqola O'zbekiston va mintaq to'qimachilik sanoati korxonalarining strategik marketing faoliyatini tahlil qilishga bag'ishlangan va unda mijozlarga yo'naltirilgan marketing strategiyasidan foydalanishning imkoniyatlari ochib berilgan.

**Kalit so'zlar:** to'qimachilik sanoati, strategik marketing, omilli tahlil, marketing konfiguratsiyalari, raqamli marketing, innovatsion rivojlanish, eksport salohiyati.

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**Introduction.** Industrial enterprises in Uzbekistan play an important role in ensuring employment and social stability. In recent years, the volume of production in the textile industry has been growing rapidly, and its share in the country's gross domestic product is increasing significantly. In particular, in 2024, industrial products worth 885.8 trillion soums were produced by the republic's enterprises, and the index of the physical volume of industrial production compared to January-December 2023 was 106.8%.

One of the important factors in accelerating the export of textile products is the GSP + regime, according to which Uzbek textile products will be able to compete seriously with other textile countries.

In 2024, the share of textile production in the manufacturing industry was 11.9%, the physical volume index increased by 11.1% compared to the same period last year, and the production volume amounted to 89,451.2 billion soums.

The marketing strategy of an enterprise reflects the extent of its decision-making regarding marketing efforts, aimed at building and sustaining competitive advantages and

ensuring long-term economic growth through effective execution. Previous chapters have explored this topic in depth. Every enterprise strives to stand out from its competitors by leveraging its strengths to deliver greater value to customers.

However, in general, there are two configurations of marketing strategy: customer-oriented or competitor-oriented. Many Russian scientists also include a market-oriented approach to marketing strategies in their research.

Companies that adopt a customer-oriented marketing strategy prioritize customer interests and aim to deliver maximum value throughout the product development and marketing processes. In this context, the traditional “4P” elements of the marketing mix are increasingly aligned with the customer-focused “4C” model. These companies emphasize long-term business success rather than pursuing short-term profits. In contrast, firms with a competitor-oriented marketing strategy focus on analyzing the external market, using insights about competitors to shape their product development and marketing efforts. They aim to understand competitors' strengths and weaknesses and strive to stay competitive in the market.

Along with the above, modern marketing is digital marketing. Today's marketing is moving towards digitized marketing. Accordingly, in recent times, the strategic activities of enterprises aimed at digitization have gained great importance. Although digital is actually part of the overall marketing strategy, it covers most of the strategic marketing areas of enterprises. It pays special attention to technologies that allow enterprises to change the rules, change the structure of networks and create a competitive advantage for organizations. The IT agility strategy of enterprises means using IT to monitor marketing data and market changes and create a basis for decision-making.

Today, the number of registered industrial enterprises in Uzbekistan has exceeded 113,000. In January 2025, the volume of industrial production amounted to 55.8 trillion soums, an increase of 4.3% compared to January 2024. The physical volume index (FHI) of industrial production was 104.3%, which confirms the expansion of production capacities.[1]

**Literature review.** Strategic marketing activities of enterprises are understood as activities that reflect their adaptability to the market and the level of use of strategic configurations.

In our opinion, marketing strategy in industrial enterprises should be a sequence of marketing goals, policies and actions of the organization (tactics) into a single whole. The goal of the marketing strategy should be the basis for the development of the strategic plan of the enterprise. This will allow the organization to effectively fulfill its mission.

In the research of “Miles” et al.[2], three main orientations (configurations) of enterprises can be distinguished: prospector, defender and analyzer. [3]

Explorers usually strive to constantly develop innovative new products and exploit new market opportunities.[4] They pay attention to innovation and adaptability, while control and operational efficiency are priorities for such enterprises.[5] Enterprises operating according to this strategic approach of enterprises are more inclined to expand their customer base and work with them, rather than to fight competitors.[6]

Defenders, on the other hand, take their competitors seriously and cautiously, and try to respond quickly with an intensive attack to any actions that the competitor considers threatening. Defenders focus more on maintaining a secure position in their existing product

and market.[7] They rarely seek new opportunities. The main focus is on implementing organizational changes. Such companies focus on operational efficiency when making strategic decisions. The fundamental basis for increasing the competitiveness of textile enterprises depends on the extent to which they use marketing strategies. It is necessary to ensure that the marketing strategies of enterprises correspond to their market goals [9].

However, in scientific research, there has been little research on the identification of such strategic approaches of enterprises. In the limited amount of research that has been conducted, the main emphasis is still on strategic flexibility, that is, adaptation to the market.

The marketing strategy of an enterprise is the level of its decision-making regarding marketing activities and the creation and maintenance of competitive advantages for the firm, and its sustainable economic development through its implementation. Extensive studies have been carried out in previous chapters on this subject. Any enterprise seeks to differentiate itself from competitors by using its strengths and provide customers with better value that is unique to it.

Overall, marketing strategies typically fall into two main categories: customer-oriented and competitor-oriented.

Companies that follow a customer-oriented marketing strategy prioritize the needs and interests of their customers, aiming to deliver maximum value during both product development and marketing activities. In this context, the traditional "4P" marketing mix is increasingly aligned with the "4C" model, which emphasizes customer-centricity. These companies focus on achieving long-term business success rather than chasing short-term gains. In contrast, companies with a competitor-oriented strategy concentrate on analyzing the external market, using insights about their competitors to shape product development and marketing efforts. Their goal is to understand competitors' strengths and weaknesses and remain competitive by adapting accordingly.

Along with the above, modern marketing is digital marketing. Today's marketing is moving towards digitized marketing. Accordingly, in recent times, the strategic activities of enterprises aimed at digitization have gained great importance. Although digital is actually part of the overall marketing strategy, it covers most of the strategic marketing areas of enterprises. It pays special attention to technologies that allow enterprises to change the rules, change the structure of networks and create a competitive advantage for organizations. The IT agility strategy of enterprises means using IT to monitor marketing data and market changes and create a basis for decision-making.

In short, the strategic direction of a firm based on business, marketing and Internet technologies reflects the strategic direction of the firm in creating the right actions for high business performance, which determines how to coordinate organizational activities to achieve business goals. Since the strategic direction of the firm can be expressed in a business strategy, marketing strategy or IT strategy, the overall strategic direction of the firm can be formed through a combination of certain strategic configurations. Based on the above scientific theoretical views, it can be noted that it is appropriate to take the following as the main indicators when assessing the strategic marketing activities of enterprises.

**Research methodology.** In the detailed coverage of this article, scientific observation, analysis and synthesis, interview, theoretical and empirical methods of scientific research were widely used. Also, questionnaire methods were used to form the results of the analysis.

**Analysis and results.** The potential of enterprises to use marketing strategies can be considered in two directions. The first direction is from the point of view of the state of use of existing market opportunities, and the second direction is from the point of view of the extent to which each enterprise is able to achieve its strategic goals. In our opinion, the potential of enterprises to use marketing strategies should be considered from the point of view of the enterprises operating in our network's access to global markets, export opportunities, and the degree to which they implement strategies that are adaptable to local markets.

- Marketing strategy analysis in enterprises is crucial in assessing the effectiveness of marketing efforts, identifying areas for improvement, and ensuring the competitiveness of the business in the market. The main aspects to consider when analyzing marketing strategy in enterprises are:
- Market research and segmentation: Start by assessing the extent to which market research and segmentation have been conducted. Analyze whether the enterprise clearly understands its target audience, including their demographics, preferences, and needs.
- Positioning and differentiation: Examine how well the enterprise has defined its unique value proposition and its positioning in the market. Evaluate whether the marketing strategy effectively communicates these differentiators to customers.
- Product and service offerings: Analyze product or service offerings and their relevance to customer needs. Assess whether the company is adapting its offerings to changing market trends and customer preferences.
- Pricing strategy: Evaluate the pricing strategy used by the company. Assess the competitiveness of prices and their relevance to the perceived value of the product or service.
- Distribution channels: Review the distribution channels used by the company to deliver products or services to customers. Evaluate the effectiveness and usability of these channels. Consider expanding or optimizing distribution methods and other factors.

In general, a comprehensive analysis of the use of marketing strategies in companies should provide an understanding of the strengths and weaknesses of the current approach, opportunities for growth, and areas that require adjustments to maintain competitiveness and achieve business goals.

Taking into account the above, it is necessary to consider methodological approaches to the assessment and evaluation of the strategic marketing activities of textile enterprises. The development of this approach involves the development of indicators for assessing the strategic marketing activities of an industrial enterprise, assessing this activity and filling problematic gaps based on its results.

Depending on which of the considered characteristics corresponds to which, it is necessary to establish indicators for assessing enterprises. Since these indicators have a qualitative nature, it is also important to establish their measurements.

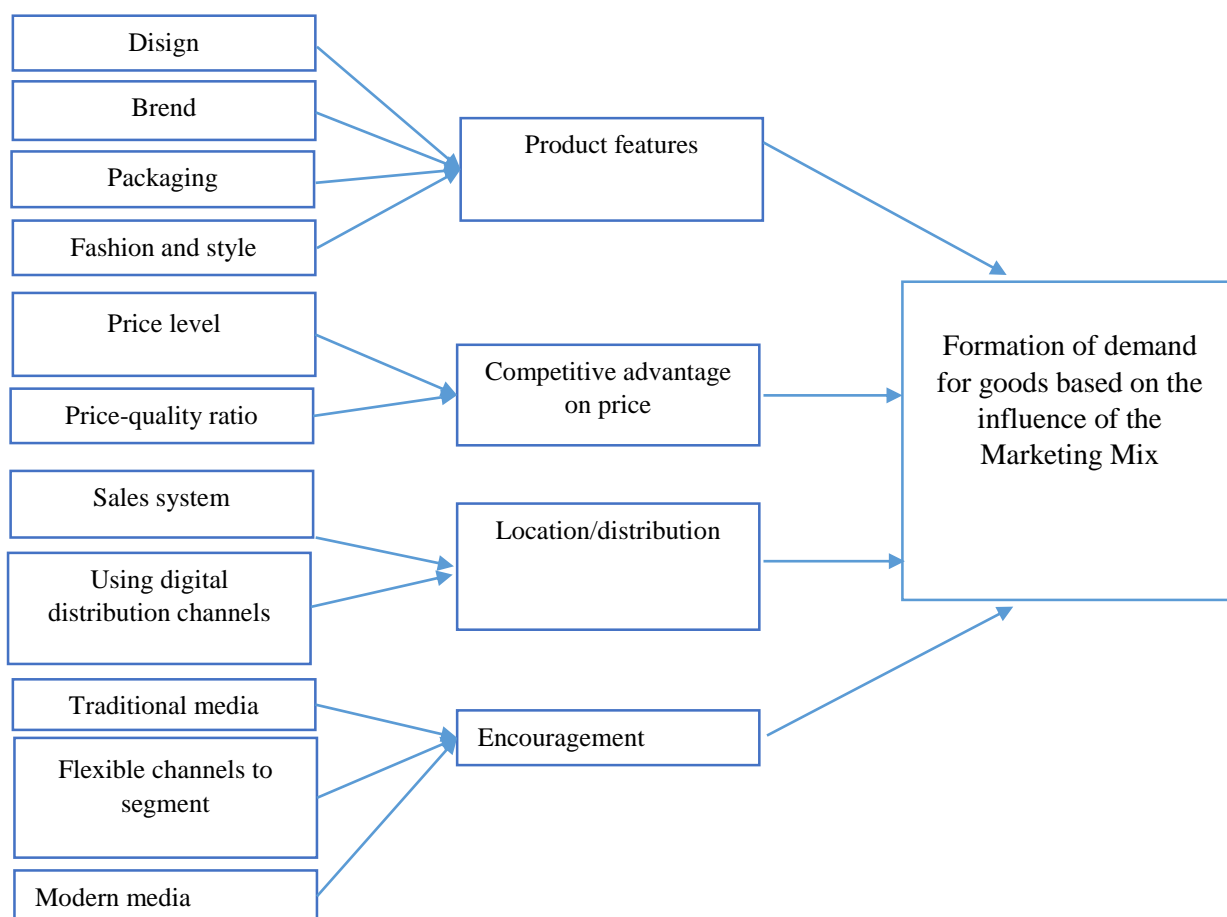
Although there are many methods for quantitatively assessing the strategic marketing activities of enterprises, the lack of accurate statistical reports in enterprises can cause problems in the assessment process. Accordingly, it is necessary to form indicators for the above 3 factors of textile enterprises. These factors are:

- factors related to marketing activities;
- factors related to the strategic planning activities of the enterprise;
- factors related to innovative development;

There are many factors that affect consumer demand for textile products and the perception of these elements, but which of them has a widespread role in this process has not been sufficiently studied. Therefore, this first research question is formulated as follows:

T1: What are the factors that have the strongest impact on consumers' perceptions of each segment of the offering in the emerging textile market? In addition, while previous studies have examined consumers' perceptions of some of these elements, it has not been sufficiently studied which of them have the strongest impact on consumers' purchasing decisions. [8]

The proposed methodological approach to the research questions aimed at identifying important areas for customer-oriented marketing strategies in textile enterprises is presented in Figure 1.



**Figure 1. Conceptual scheme for identifying opportunities for using customer-oriented marketing strategies in textile enterprises<sup>1</sup>**

The model for determining the potential for using customer-focused marketing strategies in textile enterprises includes three main constructs: (1) factors that influence consumers' perception of the specified elements of the offer that meet customer demand (product, price, distribution channels, and incentives), (2) consumers' perception of these elements, and (3) product acceptance as expressed through purchase decisions.

<sup>1</sup> Compiled by the author

Attitudes towards textile products, manufacturer, packaging and frequency of purchase were identified as factors influencing consumers' emotions and perception of textile products as the first element of the offer. The importance of price and the price/quality ratio were identified as factors influencing consumers' perceptions of price. Distribution channels (defined as consumers' inability to find products in traditional retail stores and online stores) and consumer satisfaction with stores were identified as factors influencing consumers' perception of distribution as an element of the offer.

Modern digital marketing communication tools and traditional media are considered as factors that influence consumers' perceptions of a product and its effectiveness in accepting textile products. In this sense, internet-based media such as social media, email advertising, mobile marketing, advertisements, etc. are considered as modern media, while television, radio, newspapers, magazines, leaflets, etc. are considered as traditional media. Although modern media are used for more targeted direct marketing communications and at relatively low cost, traditional media are still the best way to disseminate information and attract a large number of potential consumers, but the relative influence of these types of media varies depending on the industry of the advertisers.

**Conclusions and suggestions.** The results of this study show that enterprises have weaknesses in marketing communication and competitive determinants, but there is a positive relationship with sustainable development and long-term goals. As a suggestion, enterprises should strengthen digital marketing and innovation, develop customer-oriented strategies, and improve their plans for entering international markets. Through these measures, the competitiveness and export potential of the industry can be increased, and it is recommended to collect more empirical data for future research.

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