



IMPROVING MARKETING STRATEGIES IN TEXTILE INDUSTRIAL ENTERPRISES

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Abstract

This article provides a classification of modern marketing conceptual methods that form the theoretical and methodological basis for the development of marketing strategies in the textile industry, the role of the textile industry in the country's economy and proposals for its development, as well as an eight-step sequence of marketing strategies network potential and existing problems have been studied, a process model for developing marketing strategies in the textile industry has been developed.

Keywords: Textile industry, marketing strategies, main strategic directions, sequence of marketing strategy implementation, cost-effectiveness, modern approaches.

Introduction

The current state of the global textile market shows that countries' rapid entry into global textile markets is primarily driven by national companies integrated into the global textile network. The importance of improving marketing strategies at textile enterprises is also growing. In 2023, the global textile market reached \$1,837.27 billion, of which 52.2% will come from China, 6.9% from India, 5.3% from the United States, and 1.9% from Turkey. The global textile market is expected to grow at a compound annual growth rate (CAGR) of 7.4% from 2024 to 2030.[1]. Due to the annual growth in demand for textile products, improving the economic development system of the textile industry and ensuring its implementation remains a pressing task.

Decree No. PF-60 of the President of the Republic of Uzbekistan "On the New Development Strategy of the Republic of Uzbekistan for 2022–2026" was adopted on January 28, 2022. According to paragraph 3 of the Decree, priority tasks are identified



that are essential for the accelerated development of the national economy and ensuring high growth rates, the solution of which will ensure the long-term development of the industry. Effective implementation of these tasks requires improved performance assessment of the industrial sector, particularly the textile industry, in our country.[2]. To effectively implement these tasks, the issue of identifying and implementing the main directions for improving marketing strategies at textile industry enterprises in our republic remains relevant.

Review of relevant literature:

A number of theoretical and practical aspects of improving marketing strategies in textile enterprises have been studied by foreign economists, who, in particular, defined marketing as follows:

According to the American Marketing Association (AMA), marketing is the process of systematically collecting, analyzing, and disseminating information to solve marketing problems, identify opportunities, and improve effectiveness.[3]

According to D.Aaker, V.Kumar, J.Day - Identification of information linking the organization with the external environment for the purpose of its identification, collection, analysis and decision-making.[3]

E.B.Galitsky. E.G.Galitskaya. A tool for providing managers with the necessary market information for decision-making.[3]

G.A.Churchill - A function aimed at establishing a connection between consumers and producers through information, identifying market opportunities and risks, defining and evaluating marketing activities, determining their effectiveness and facilitating the interpretation of marketing as a process.[4]

E.P.Golubkov - Systematic collection and analysis of information on various aspects of marketing activities. This function ensures close communication between marketers and the market, consumers, competitors, and all elements of the marketing environment.[5]

M.L. Vlasova, is a process that encompasses the information and analytical activities of a company and represents practical activities related to the identification of not only internal but also external problems and opportunities and their translation into the enterprise's marketing strategy.[3]

N.K.Malhotra. - Marketing is the systematic collection, analysis and dissemination of information with the aim of identifying problems (opportunities) and making prompt



decisions on them.[6]

K.M. Ibodov: Today, it's appropriate to view marketing as a specific management function. While management is a system of social relations aimed at managing workforces, marketing is an activity aimed at managing a more complex audience—consumers and customers.[3]

Research Methodology:

To address the challenges of increasing the economic efficiency of textile enterprises in our country and improving marketing strategies at textile enterprises, directions for the development of their activities were presented through empirical analysis, statistical analysis, comparison, synthetic analysis, and econometric analysis.

Analysis and Results:

A textile company must adapt to the influence of external factors in its business operations, including factors that cannot be accurately predicted. Therefore, one of the most important principles of marketing is regular monitoring of all changes in the external environment, assessing them, and developing appropriate measures aimed at mitigating the negative environmental impact when unfavorable external conditions arise to ensure the sustainable development of the company, especially its viability in the marketplace.

Meeting the country's population's demand for textile products is a priority for our republic's economy. Therefore, studying the textile market through marketing research is an important factor in determining the industry's development prospects.

Marketing research at textile companies is conducted in two ways:

first, by organizing a marketing research team within the company's marketing departments;

second, by commissioning marketing research from companies or organizations that conduct specialized marketing research.

However, the practice of developing marketing strategies at textile companies shows that relying solely on individual components, such as product research or market forecasting, does not produce the expected results. Only a comprehensive approach allows a company to enter the market with its product, especially if it is a new one. Therefore, the key for a textile company focused on the concept of marketing strategy is its comprehensiveness—that is, the integration of entrepreneurial, economic,



production, and sales activities.

In the practice of textile enterprises, strategy is a set of rules, directions and criteria designed for the medium or long term, and represents a long-term plan for a qualitative change in the activities of the enterprise.

A marketing strategy is a formalized and executable program of action in the marketplace, forming an important part of a company's strategy. It clearly articulates the company's key long-term goals and objectives, coordinates the sequence of actions, and rationally allocates the necessary resources to achieve the primary objective.

Textile production includes the preparation and spinning of textile fibers, as well as the production of textile fabrics and finished textile products, the finishing of woven goods and clothing, and the production of finished textile products, excluding clothing. In January-December 2024, textile production accounted for 11.9% of the manufacturing industry, the physical volume index increased by 11.1% compared to the same period last year, and production volume amounted to 89,451.2 billion soums.

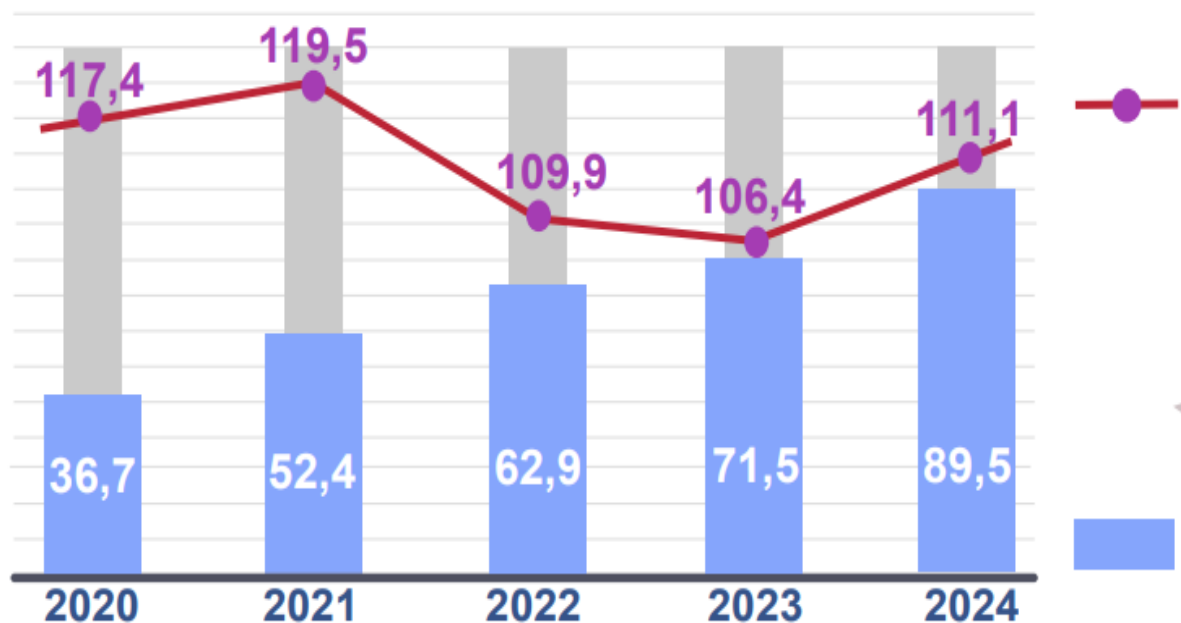
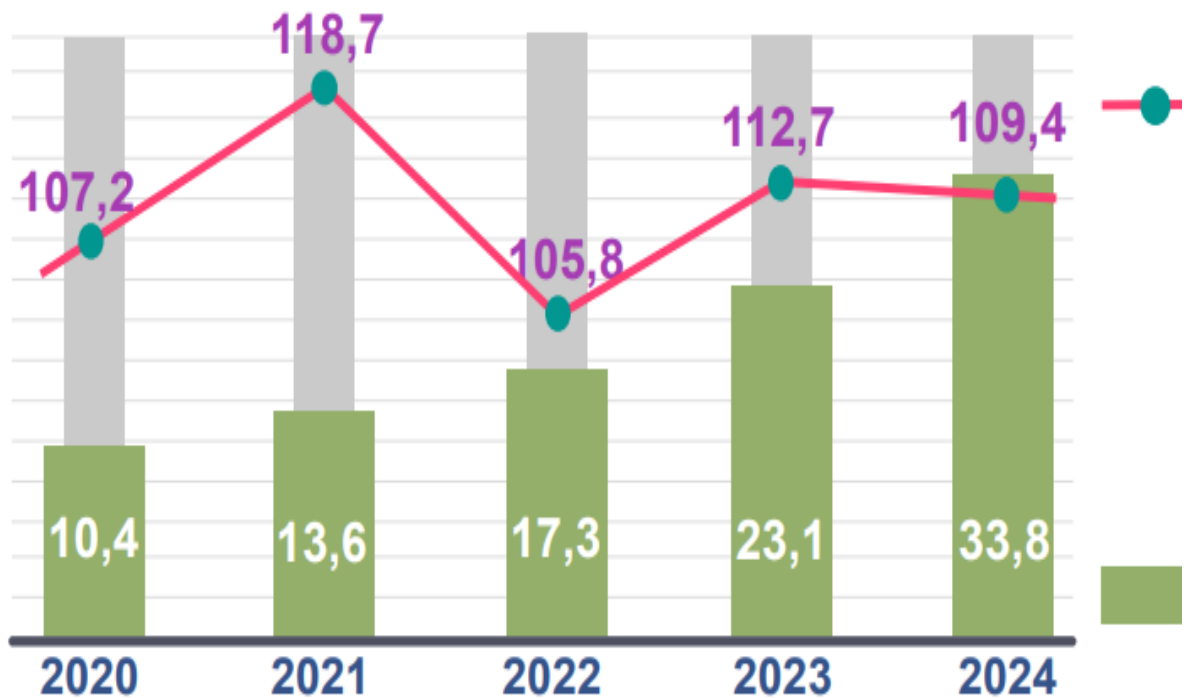


Figure 1 CLOTHING PRODUCTION (Years 2020-2024)

Source: The author's work based on data from the National Statistical Committee of the Republic of Uzbekistan.[7]

The clothing industry includes the production of all types of clothing (e.g. outerwear, men's, women's and children's underwear, workwear, office wear, casual wear, sportswear, etc.) and accessories from all materials (e.g. leather, textiles, woven and knitted fabrics, etc.). Figure 2



Source: The author's work based on data from the National Statistical Committee of the Republic of Uzbekistan.[7]

In January-December 2024, the share of clothing production in the manufacturing industry amounted to 4.5%, and the physical volume index increased by 9.4% compared to the same period last year, and the production volume amounted to 33,764.2 billion soums.

A process for developing and implementing a marketing strategy at textile enterprises is proposed to overcome the above-mentioned challenges. This process includes conducting external and internal analyses, clearly defining the strategy's objective, defining the goals of strategic directions and making preliminary decisions on them, and selecting and implementing a marketing strategy based on the strategic direction. This process improves the marketing activities of textile enterprises, increasing their economic efficiency and contribution to GDP.

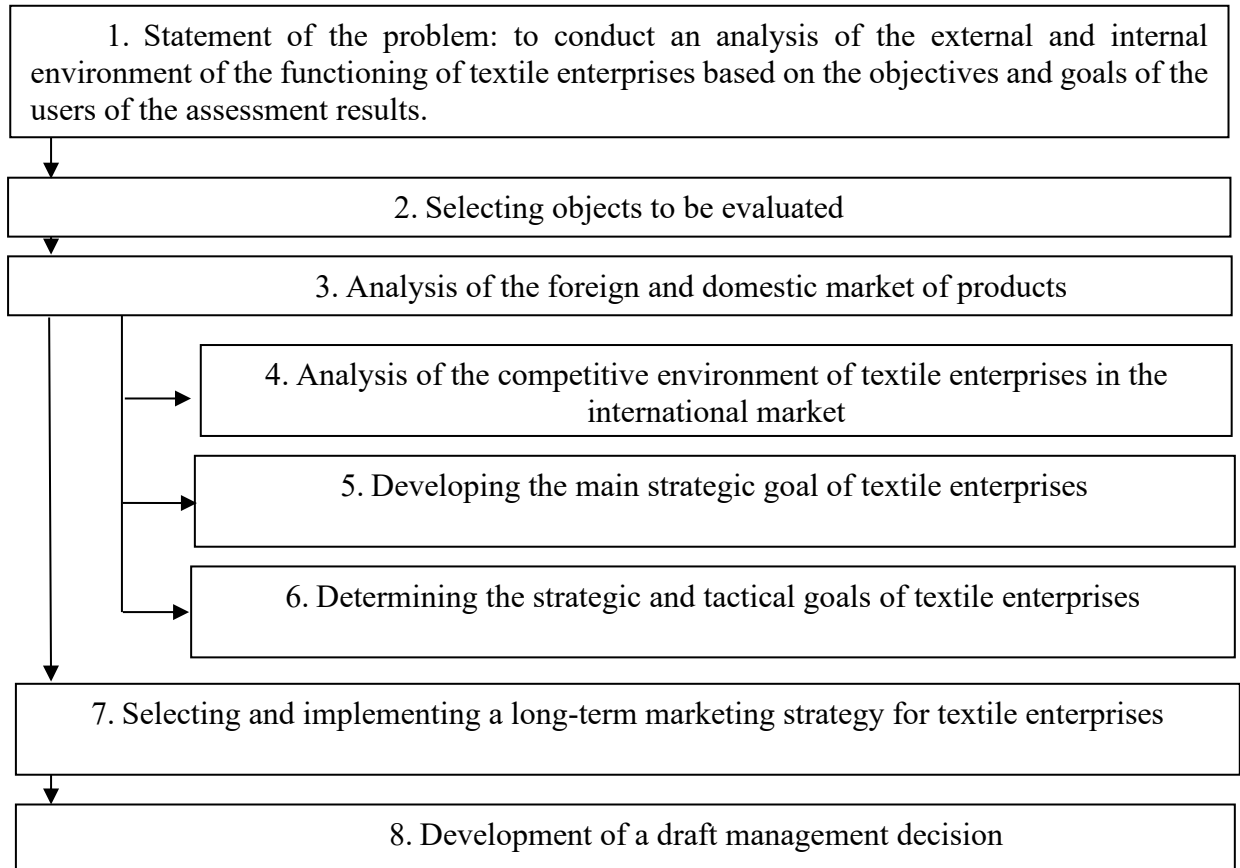


Figure 3: MARKETING STRATEGY IMPLEMENTATION SEQUENCE IN TEXTILE ENTERPRISES

Based on the above, we will conduct an analysis of the state of the main indicators of the textile industry. Modeling and forecasting key indicators for the textile industry encompasses several important benefits and needs. This process is essential for improving industry efficiency, determining future development directions, and making strategic decisions. It is advisable to construct a multivariate econometric model based on the association data. A multivariate econometric model includes a number of factors that influence the change in the resulting indicator. To construct a multivariate econometric model, it is first necessary to select the factors. In our case, the resulting factor is the volume of textile industry output in million US dollars (Y); investment volume in million US dollars (X1); average annual value of fixed assets in million US dollars (X2); and number of employees in thousands of people (X3). The number of textile enterprises was selected as influencing factors.



According to official data, in 2023, the volume of textile industry output in the republic amounted to 8200 million US dollars, while the total volume of investment in this sector amounted to 2071.4 million US dollars, the average annual value of fixed assets amounted to 6130 million US dollars, the number of employed population amounted to 255.0 thousand people, and the number of textile enterprises amounted to 18.9 thousand. According to the general statistical analysis, in the period 2010-2023, the average annual volume of textile industry output in the republic amounted to 4980.3 million US dollars, the average annual investment in the sector amounted to 493.6 million US dollars, and the average annual value of fixed assets amounted to 4329.1 million US dollars, the number of employed population amounted to an average of 170.5 thousand people per year, and the number of textile enterprises amounted to an average of 9.9 thousand people per year.

The dynamics of these indicators over the period under review show that textile production volume in 2023 increased by 1.95 times compared to 2010, and by 1.82 times compared to 2020. Investment in the industry also increased by 17.35 and 4.37 times, respectively, the average annual value of fixed assets by 1.95 and 1.17 times, the number of employees by 2.21 and 1.20 times, and the number of textile enterprises by 3.32 times.

Table 1 Key indicators of the textile industry

Years	Textile output, industry million dollars (y)	Investment volume, million dollars. (1 x)	Average annual value of fixed assets, million dollars (2 x)	Number of employed population, thousand people (3 x)	Number of textile enterprises, units (4 x)
2010	4200	119,4	3150	115,5	5690
2011	4175	149,8	3340	116,0	5800
2012	4265	180,9	3400	119,0	6110
2013	4500	160,4	3510	123,0	6200
2014	4995	173,1	3620	131,0	6500
2015	5268	187,2	3740	140,0	6900
2016	5447	190,2	190,2	151,0	7600
2017	2820	250,5	4010	162,0	7700
2018	3837	548,7	4308	184,0	8900
2019	4100	832,3	4810	202,0	11900
2020	4508	474,1	5220	213,0	12100
2021	6184	733,3	5570	231,0	15900
2022	7226	839,1	5990	245,0	18400
2023	8200	2071,4	6130	255,0	18900

Source: The author's work based on data from the National Statistical Committee of the Republic of Uzbekistan.[7]



First of all, the volume of production of textile industry products (y) and factors (x_1, x_2, x_3, x_4) The degree of correlation between the link and. Based on the results of the correlation analysis, the resulting indicator (y) and all factors influencing it (x_1, x_2, x_3, x_4) average correct connection between ($r_{yx_n} < 0,80$) was discovered to exist. But, (x_2, x_3, x_4, x_5) Strong positive correlation between X factors ($r_{yx_n} \geq 0,80$) (multicollinearity) was observed.

If two or more closely correlated factors are included in the model, then, along with the regression equation, another linear relationship also arises, that is, the phenomenon of multicollinearity is observed, which distorts the value of the regression coefficients and complicates their economic interpretation.

Thus, the model shows that the number of textile enterprises is closely correlated with several factors. () It is advisable to exclude . From an economic and logical point of view, the number of textile enterprises has a relatively small impact on the resulting indicator (y) compared to other factors.

So, the resulting indicator (y) (x_1, x_2, x_3) In this way, the quantitative influence of factors (x_1) on the indicator result (y) can be estimated on the basis of a multivariate linear regression model. The unknown parameters of this regression model are determined by the method of least squares, and the significance of the criteria of the first model is with the helper program Stata. Byla postroena sleduyushchaya model.

$$y = -106,7 + 1,3 x_1 + 4,7 x_2 - 87,9 x_3$$
$$(A = 0,74\%; S_y = 0,047; t_{ao} = 22,14; t_{a1} = 172,68; R^2 = 0,97; F = 490,15; DW = 2,48)$$

The developed model received a positive assessment for all evaluation criteria, and according to the results of this model and regression analysis, it was determined that the resulting indicator (y) and factors (x_1) and (x_2) have a positive effect, and factor x_3 has the opposite effect.



Table 2 Forecast values of the main indicators of the textile industry

Years	Textile industry output, million dollars. (y) $y_t = 265,99 - 0,74y_{t-2} + 0,99e_{t-2}$	Investment volume, million dollars (1 x) $x_1 = 141,74 - 0,13x_{1t-1}$	Average annual value of fixed assets, USD million (2x) $x_2 = 2834,27e^{0,0532t}$	Number of employees, thousands of people (3 x) $x_3 = 97,66e^{0,069t}$
2024	8309,3	2075,9	6294,7	274,9
2025	8465,1	2234,9	6638,6	294,5
2026	8769,4	2374,5	7001,3	315,6
2027	9143,1	2516,5	7383,8	338,1
2028	9456,1	2658,2	7787,2	362,3
2029	9675,6	2799,9	8212,6	388,2
2030	9874,7	2941,7	8661,3	415,9

Source: Author's development based on empirical research.

In addition, based on the developed models of the volume of production in the textile industry (y) and the factors influencing it: investments in the industry (x1), fixed assets (x2) and the number of people employed in the industry (x3), long-term forecast indicators were formed for the period 2024–2030.

According to the forecast scenarios, the main indicators characterizing the economic development of the textile industry are the following: by 2030, the volume of textile industry output may increase by 9874.7 million US dollars, or 1.21% compared to the current period, the volume of investment in fixed capital in the industry may increase by 2941.7 billion soums, or 1.41 times, and the number of people employed in the industry may increase by 415.9 thousand people, or 1.63 times.

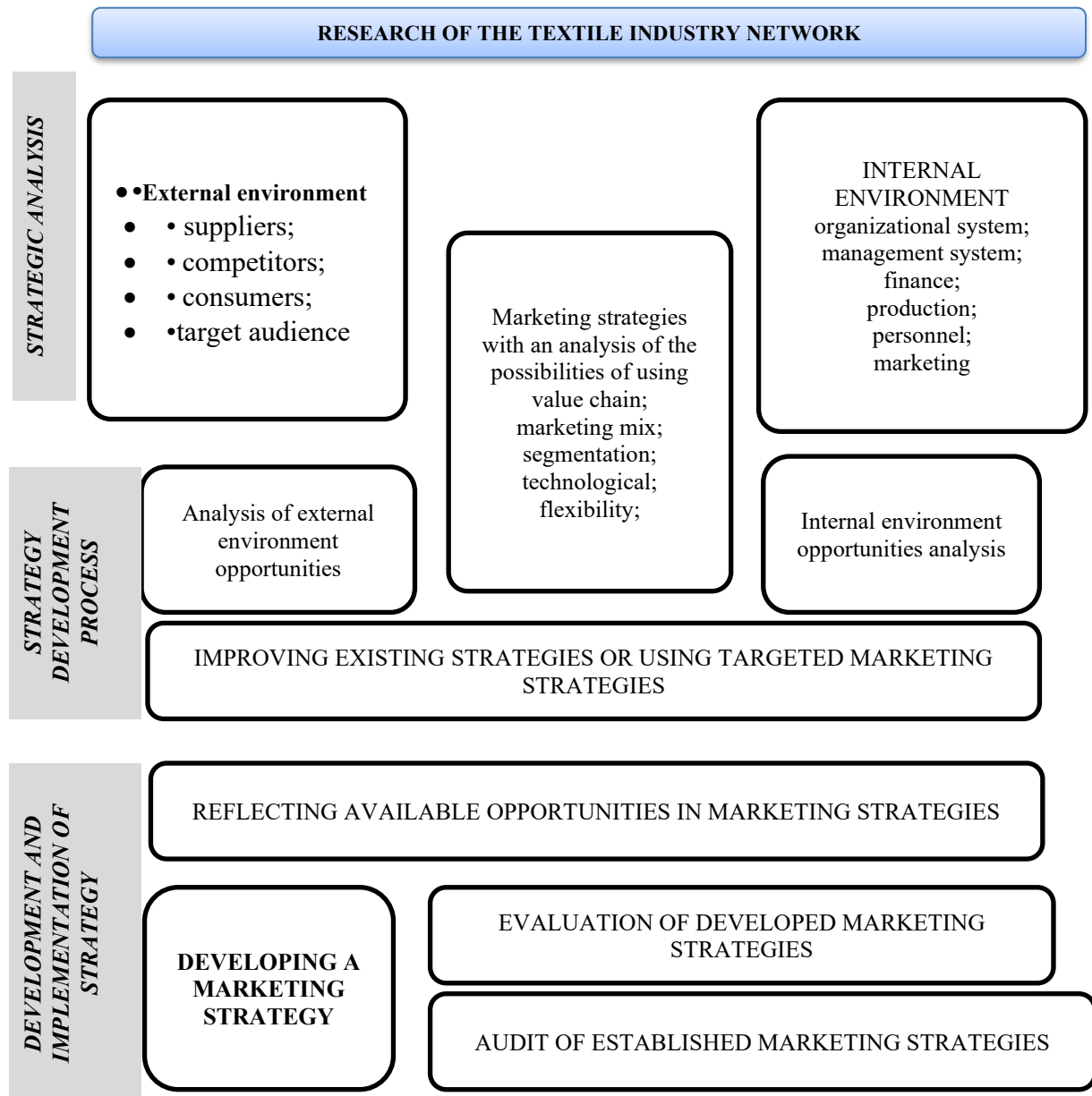


Figure 4 MARKETING STRATEGY DEVELOPMENT PROCESS MODEL

Based on the above sequence of analyses and assessments, it is necessary to identify the structural elements that are important for the development of marketing strategies for textile enterprises in the country, based on theories of factors that stimulate the development of marketing strategies for textile enterprises.

To improve the effectiveness of strategic marketing, we propose the "Harvard



University Conceptual Framework for Strategic Analysis and Marketing." We believe it would be appropriate to propose a process model of the mechanism for developing and implementing a marketing strategy based on the value chain, marketing mix, segmentation, and technological flexibility, which are specific strategic areas for the development of the textile industry.

The novelty and distinctive features of the proposed model are as follows:

- 1) identifying the initial stage, which determines the specifics of assessing the external and internal environments of the enterprise;
- 2) identifying factors based on an analysis of the enterprise's marketing environment;
- 3) identifying a new block, "Implementing a Marketing Strategy Specific to the Textile Industry," which is developed through the development of two separate traditional strategies.

The proposed blocks ensure the timely implementation and monitoring of strategic decisions in accordance with changing marketing environment conditions. Based on the results of a study of strategic marketing practices, the feasibility of using a system of qualitative and quantitative indicators in this model is substantiated.

For the effective development of the enterprise the following factors are taken into account:[5]

- a large proportion of management decisions are strategic in nature;
- the need for up-to-date, sufficient, and complete information;
- a high degree of validity of strategic marketing decisions and the speed with which they are made;
- economic risks in strategic marketing;
- market standardization (relative to other markets).

It is necessary to determine the factors that stimulate the development of a marketing strategy in textile industry enterprises, first of all, the level of marketing capabilities of textile industry enterprises operating in the country, the current competitive environment, the breadth of enterprises' capabilities to implement marketing strategies, the marketing activities of enterprises and their level, existing marketing consulting firms and the level of services they provide to enterprises.

In Uzbekistan, factors that have a significant impact on the development and implementation of marketing strategies at textile enterprises include their participation in the textile value chain. Based on the results obtained, it is necessary to identify the internal and external marketing spheres of enterprises, as well as the



scope of marketing services, as key factors in increasing their potential to develop marketing strategies.

Based on the analysis results, it is advisable to develop a marketing strategy for textile companies, taking into account their current status and market position, internal and external factors influencing the risk environment, and to identify strategic development directions. The decision to develop a marketing strategy should be individualized for each company and determined not only based on general requirements but also on the specific internal parameters of the individual company's operations. These specifics should be reflected at every stage of the development and implementation of a specific innovation strategy.

Conclusion and Suggestions:

The following main strategic directions for the development and improvement of marketing strategies at textile industry enterprises are proposed:

- concluding and expanding cooperation agreements with international fashion and design agencies;
- concluding long-term contracts with manufacturers of major brands for the production of textile products;
- implementing international quality criteria and eliminating the problem of slave labor;
- training qualified technical personnel for the textile industry;
- introducing new-generation sewing machines to automate production processes;
- creating conditions for partial localization of clothing and footwear production, as well as supporting the development of local brands;
- segmenting promising new sales markets, expanding and diversifying sales markets (Asia, Africa, and America). Developing product marketing and advertising, developing image advertising and PR activities;
- reducing illegal production and circulation of textile products on the consumer market. According to forecast scenarios, the economic development of the textile industry by 2030 is expected to grow significantly.

The textile industry's output will increase by 1.21 times compared to the current period, reaching USD 9,874.7 million. Investments in fixed assets are also expected to increase by 1.41 times, reaching UZS 2,941.7 billion. Employment in the industry will increase by 1.63 times, reaching 415,900 people. These growth indicators will



ensure the sustainable development of the textile industry and further enhance its importance in the national economy.

In short, improving marketing strategies at textile enterprises allows for higher added value in finished textile products compared to raw materials and shorter payback periods for investment projects, thereby ensuring a natural and rapid growth in profits, profitability, and exports at textile enterprises.

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