

## MANAGEMENT OF MARKETING AND ITS PERFORMANCE IN THE MANAGEMENT-MARKETING SYSTEM

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**Abstract.** In this article, a study of the approaches implemented by the authors on the issue of marketing and its effectiveness management in the management-marketing system in textile enterprises was carried out.

**Key words:** management, marketing management, marketing management, effectiveness.

### INTRODUCTION

The transition to a market economy, the constant change in the conditions of internal and external trade require a detailed 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, there is a need to combine the use of modern management methods and marketing principles to ensure competitiveness in the conditions of a changing market economy. Although scientists have conducted extensive research in this area, the essence of the new management-marketing concept has not been fully revealed, therefore, the study of approaches in this area is of great importance.

### LITERATURE REVIEW .

The managerial approach to marketing, which emerged abroad in the 1960s, gradually led to the formation of a new scientific direction - marketing management, which, according to F. Webster, was accepted by almost all researchers of the «paradigm of the marketing discipline» [1].

In fact, the works of F. Webster, N. Woodcock, P. Gamble, J. H. Gordon, P. Dixon, P. Doyle, F. Kotler, M. Stone and other authors testify to this [1,2,3,4,5].

In this regard, it is enough to analyze at least the works of the great marketing specialist F. Kotler. While in the early publications the main attention was paid to the description of the tools and marketing mix, and much attention was paid to the formalization of individual

marketing functions [5], in later works the conceptual unity of its various elements was clearly emphasized, and the perspective of strategic planning in marketing became dominant [6]. The relevance of communicative interactions between market participants raises communication with the final consumer to a new qualitative level [7].

The results of the analysis of research work on the assessment of effectiveness show that most of the changes in this area have been carried out in relation to management systems, branding, business processes and marketing. A.I.Kovalev in his article defines effectiveness as “the degree of implementation of policies and achievement of qualitative goals, including the degree of satisfaction of consumer needs and prospects through the implementation of planned activities and the achievement of planned results” [8]. In her work on branding effectiveness, O.N. Alkanova describes this concept as the degree of achievement of target values of key indicators characterizing the brand’s activity in the market [9]. In her research, O.V. Kitova defines marketing effectiveness as “the most effective way to achieve marketing goals in conditions of alternative use of resources”. He also writes that marketing management should include «the formulation of a marketing strategy in the form of a system of measurable strategic goals, initiatives and key performance indicators» [10]. O.K.Oyner expressed the opinion that the category of «Marketing efficiency» includes marketing productivity, economy and efficiency» [11]. In our opinion, the effectiveness of the marketing system should be understood as the level of compliance of the results with the goals of achieving a certain goal (planned results).

**Research methodology (RESEARCH METHODOLOGY).** The research was based on the research results of foreign and domestic researchers on the subject and used methods such as statistical, selective observation, comparison, expert assessment.

## ANALYSIS AND RESULTS

A comparative analysis of various formulations begins with the definition of management (one of the most successful): “Management is a part of management science that includes the methodology for building, analyzing and implementing management, controlled and information systems at the level of an economic entity operating in external market conditions” [12].

This interpretation emphasizes the relationship between the characteristics of the object and the external environment, and it is this relationship that is used in the framework of the activity known as «marketing». Marketing (which has many definitions, like management) is defined as a method of managing the market and the position of the business entity in it.

Marketing, unlike management, is aimed at studying and adapting to external environmental factors in the process of achieving strategic goals.

In the era of market relations, the marketing aspects of management have always been taken into account in management science. Domestic and foreign scientific schools have developed important scientific, theoretical, methodological and procedural foundations of the marketing paradigm and methods of its implementation in various areas of the market. At the same time, a number of questions have not been resolved, such as the strategic importance of marketing in a particular field of activity; its benefits and tasks vary depending on environmental conditions. The study of these issues has led some authors [13,14,15] to announce a new direction in management theory that combines management and marketing functions. This direction is interpreted as marketing management.

The emergence of marketing management in the arsenal of management approaches is not accidental. It acquires meaning and justification in cases where the stage of market formation is completed; market processes are actively developing; the institutional structure of the market is functioning; a competitive environment is created; there is a sufficient demand and a contingent of consumers with diverse needs, and there is an information and communication infrastructure that helps to realize the interests of all market participants.

Marketing management (marketing - management) is the analysis, planning, implementation and control of activities aimed at establishing, strengthening and maintaining profitable exchanges with target customers in order to achieve specific organizational goals, such as profit, increasing sales volume, market share, etc.

Enterprises outside dog with mutual in relation to be the pursuit of marketing strategic important status, society information market communications development and active use for conditions created. Market connections two wide to the category is divided into:

- work issuer and outside environment between communication;
- internal communication.

The second is regulated by a relatively independent marketing management direction called relationship marketing (somewhat conventionally, but clearly placing it within the relationship management system).

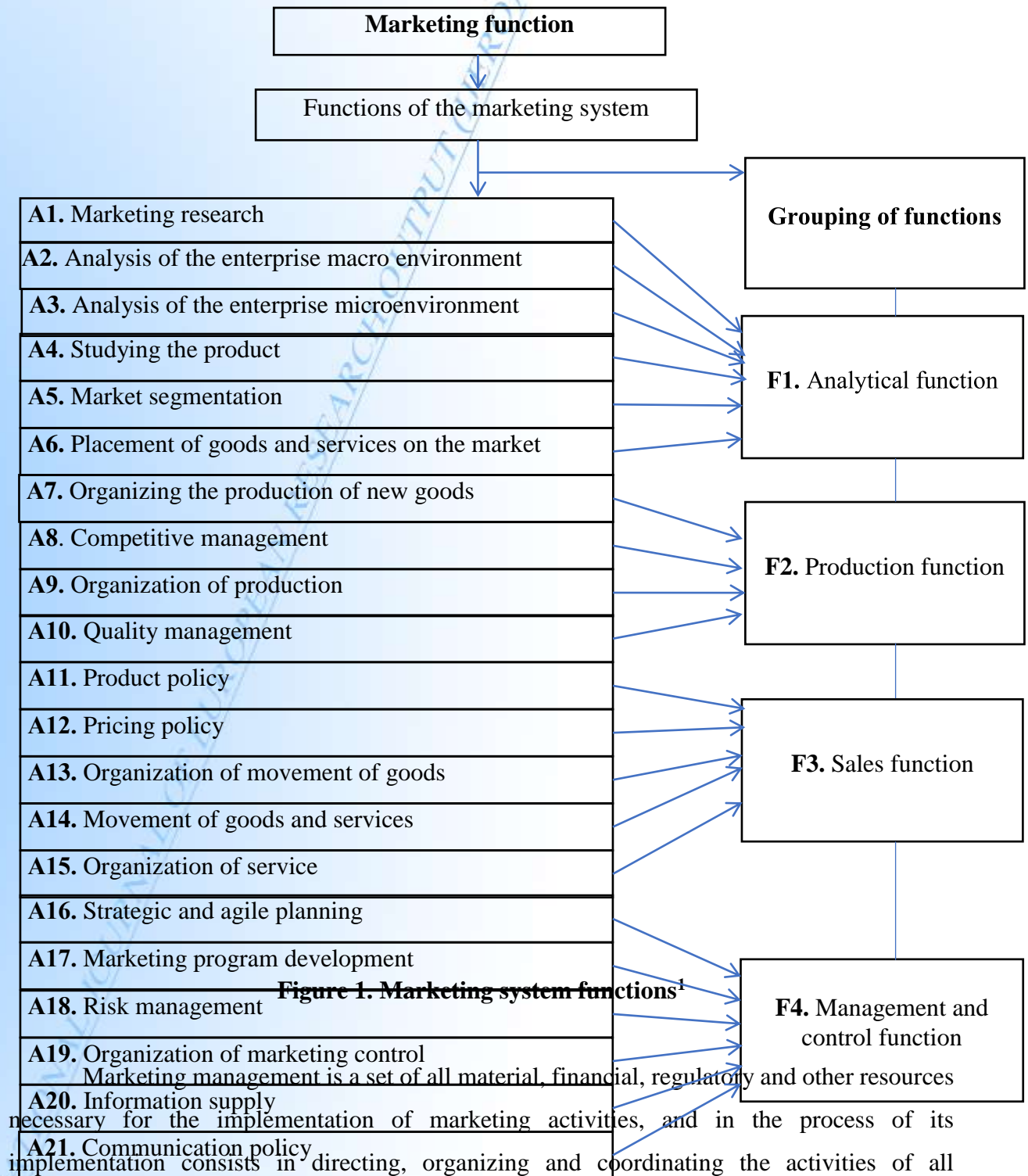
The actualization of the communicative aspect made it possible to identify interaction marketing as a modern changed management paradigm - a concept characteristic of marketing management.

The relevance of the communicative aspect has made it possible to define interactive marketing as a concept inherent in the modern changed management paradigm - marketing management.

Marketing management is an activity aimed at achieving marketing goals in the most efficient and rational use of resources, the content of the marketing strategy is provided in the form of a system of measurable strategic goals and key performance indicators [ 16 ]. Currently, many systems of indicators are used in marketing to evaluate marketing activities, the most widely used of which is the balanced scorecard (BSC). The concept of a balanced scorecard (BSC) was developed by Americans Robert Kaplan and David Norton [17].

The marketing concept involves making decisions in all areas of the enterprise's activity from the point of view of ensuring its overall success in the market. This should be reflected in various types of organizational, management and sales work. Each manufacturing enterprise operating in conditions of strong competition is required to have an effective comprehensive integrated marketing system in its management structure. Nowadays, marketing should not be considered as a separate link in the functional management structure of the enterprise, but rather as an integral system [18,19,20].

However, it should be noted that insufficient attention is paid to the status of the marketing service established in the structural structure of the management of sewing and knitting enterprises of our republic, the integral coordination of this service with the activities of other departments of the enterprise management is not ensured, and this department performs only a certain small range of tasks, in particular, tasks such as A3 "Analysis of the enterprise microenvironment", A7 "Organization of the production of new goods" and A14 "Mobilization of goods and services" (Figure 1). These tasks are 3 of the 21 tasks included in the corporate management system in the implementation of the consumer-oriented concept in enterprises.



<sup>1</sup>Author development based on empirical research.

Marketing should be considered as a single system of production management and market-oriented trade and sales from two perspectives. The first is that management marketing is a certain way of thinking in managing an enterprise. Its distinctive feature is that the enterprise operates in a market direction, that is, it moves from adapting to the traditional requirements of production to adapting to market requirements. This is a higher stage in the activities of management (managers) and the enterprise as a whole, when the enterprise, based on new advanced technologies, is not limited to technological requirements, but meets the ultimate goal - market requirements [22].

This will significantly change the way decisions are made in the field of management. Along with the technical indicators of the manufactured product, great attention will be paid to improving its consumer qualities.

The second aspect is that marketing is considered an activity carried out directly in the market. If marketing, as a production management system, is considered a “way of thinking of an enterprise”, then marketing, which consists of direct activities in the market, forms the “way of action” of the enterprise and consists of various marketing methods and tools [23].

F. Kotler defines marketing management as «the analysis, planning, implementation, and control of programs aimed at creating, maintaining, and expanding beneficial relationships with target customers to achieve organizational objectives» [24].

T.P. Danko defines the concept of «marketing management» as a purposeful action that involves the influence of the object of management (the activities of a specific owner of the enterprise) on the object of management using a certain technology and a system of methods for achieving goals. Marketing management is a purposeful activity aimed at regulating the market position of the enterprise, taking into account the influence of the laws of development of the market space and the competitive environment, in order to achieve effective activity of the entity in the market [25].

Marketing requires a clearly defined goal, as well as well-planned measures to achieve it. An important role of marketing is its subordination to the strategic goals and objectives of the enterprise. The strategy must be consistent with the marketing goals.

According to P.S. Zavyalov, marketing management in an enterprise is a complex multidimensional problem, the solution of which can only be achieved with a comprehensive and systematic approach, a clear definition of the object, tasks and methods of management [26].

Marketing management is only relevant if one party to a potential exchange process benefits from the results of the other party's desired response.

According to the definition approved by the American Marketing Association, marketing management is defined as follows: «Marketing management is the process of planning and implementing ideas, product pricing, promotion and distribution policies» [27]. Marketing efficiency describes the alternative level of costs incurred in achieving the intended goal of a sewing and knitting enterprise, that is, the uniqueness of the product production process, and effectiveness describes the degree of fulfillment of the set tasks, that is, the characteristic of the product.

There are also the following other differences between the categories of «marketing effectiveness» and «marketing effectiveness»:

Performance evaluation requires regular implementation in a time factor and has more information than performance evaluation;

When evaluating the effectiveness of marketing activity, the source of goal achievement is chosen as an object of study, and when evaluating its effectiveness, the form of goal achievement plays the role of an object of study.

G. Assel in his research suggests «evaluating the effectiveness of marketing activities as the effectiveness of marketing costs. At the same time, the relationship between marketing costs and the result - sales volume or profit - is widely studied in practice using economic and statistical methods» [ 28].

Based on the characteristics and forms of management systems, branding, types and models of business processes, as well as the changes made in relation to marketing, the directions of scientific research work on the evaluation of marketing effectiveness have been implemented (Table 1).

**Table 1**

**Analysis <sup>2</sup>of the concept of «effectiveness» from the point of view of terminology**

Author	Determining performance
O.N. Alkanova	Brand performance is the degree of achievement of the target values of the main indicators that characterize the brand's activity in the market.
O.V. Kitova	Marketing effectiveness is the most effective way to achieve marketing goals given alternative use of resources.

<sup>2</sup>Compiled by the author based on empirical research.

A.I. Kovalev	Effectiveness is the degree to which the policy's implementation and quality goals are met, including the implementation of planned activities and the satisfaction of consumer needs by achieving planned results.
V.A. Kolocheva	The effectiveness of business processes is the degree to which the goals of the business process are achieved and the satisfaction of internal and external customers.
O.K. Oyner	The category of «Marketing effectiveness» includes marketing efficiency, economy and efficiency.
In terms of quality management	Effectiveness is the level of implementation of planned activities and achievement of planned results.
V.K. Fedyukin	Productivity is the degree of compliance of the manufactured product with the project.
S.S. Chernov	Effectiveness is the degree of compliance of the actual results obtained with the set goals and the degree of achievement of the expected state of the management object.

S.S. Chernov, studying the activities of a management enterprise, considered “Effectiveness - the degree of compliance of the actual results obtained with the set goals and the degree of achievement of the expected state of the management object” [29]. V.K. Fedyukin in his work considers “effectiveness as the degree of compliance of manufactured products with the project” [30].

If we consider effectiveness from the perspective of quality management, this concept can be defined as “the degree to which planned activities are implemented and planned results are achieved” [31].

In his article, A.I. Kovalev defines effectiveness as “the degree of policy implementation and achievement of qualitative goals, including the degree to which the needs and prospects of consumers are met through the implementation of planned activities and the achievement of planned results” [32].

In his work on branding effectiveness, O.N. Alkanova describes this concept as the degree of achievement of the target values of the main indicators characterizing the brand's activity in the market [33].

In her research, O.V. Kitova describes marketing effectiveness as «the most effective way to achieve marketing goals in conditions of alternative use of resources.» She also writes that marketing management should include «the formulation of a marketing strategy in the form of a system of measurable strategic goals, initiatives and key performance indicators» [34].

V.A. Kolocheva in her researches states that the effectiveness of business processes is the level of achieving the goals of the business process and satisfying internal and external customers» [ 35].

O.K.Oyner expressed the opinion that the category of «Marketing efficiency» includes marketing productivity, economy and efficiency» [36].

evaluating the definitions given by the authors of the term «marketing effectiveness» , we present the following author's definition: « marketing effectiveness is the level of ability to implement and achieve planned results within the goals aimed at fully satisfying consumer demand .» This given definition, firstly, is focused on the main direction of marketing activity in enterprises, that is, on the measures of «full satisfaction of consumer demand»; secondly, in accordance with the concept of limited resources, today every production entity is required not only to use the available resources wisely, but also to take into account the interests of society when planning its use, that is, every production enterprise must produce only the necessary high-quality products designed to fully satisfy the needs of society . In this process, marketing activities should be properly and purposefully planned; thirdly, it is necessary to organize marketing activities based on scientific and thorough thinking, and the implementation of plans represents the level of achievement of the intended goal. Such cases are reflected in the author's definition of the term «marketing efficiency». We also believe that achieving marketing effectiveness is a complex process and requires a systematic approach to its management. The following points of the research work will focus on this situation.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research, in order to increase the effectiveness of marketing performance management in textile enterprises, attention should be paid to the following:

- the structural structure of management in a textile enterprise should be formed in a way that is adaptable to market changes;
- increase the status of marketing service in the management structure of the textile enterprise;

- formation of an effective management-marketing system in sewing and knitting enterprises and implementation of management, ensuring the harmony of management and marketing concepts;
- organizing constant study of market conditions, effectively using modern methods and tools for conducting marketing research in this process;
- it is necessary to improve the methods of evaluating marketing effectiveness.

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