

**IMPROVING THE METHOD OF ASSESSING MARKETING ACTIVITY
EFFICIENCY IN SEWING AND KNITTING ENTERPRISES****Muminov Dilmurod Tokhtasinovich****Researcher at Tashkent Institute of Textile and Light Industry****ORCID 0009-0003-5987-9341**muminovdt@mail.ru

Abstract. This article examines the issue of improving and developing recommendations for increasing the effectiveness of marketing activities in textile enterprises based on the system of balanced indicators widely used in international practice.

Key words: marketing, marketing activity, effectiveness, efficiency, evaluation method, marketing management.

INTRODUCTION

The current state of the global market and the future perspective confirm that only goods and services with high competitiveness, quality and high added value will be stable and long-lasting. Therefore, in the conditions of high competition in the global market, every manufacturing enterprise and entrepreneur, striving to create added value through the orientation of their products to wide consumption, their price and quality advantages, and on this basis, in order to further increase the wealth acquired, should conduct regular research to create new types of their products, improve them, and capture new market territories, study market conditions and consumer behavior, in particular, develop an effective marketing strategy based on market-oriented marketing research, and successfully implement it. This is an important condition for the development and future prosperity of their business.

However, this issue requires a macro-economic approach to ensure the rapid entry of national producers into the world market. After all, every country has a high interest in the bold entry of its domestic producers of goods and services into the world market and occupying a high segment in it. This requires the state to consistently develop measures for the creation of necessary conditions, practical support and legal protection of the interests of local entrepreneurs serving the country's international trade volume, export potential, sustainable economic and innovative development. In this regard, serious attention is being paid to the development of the cotton complex in our country. A number of measures have been developed and implemented to support the further development of the textile industry by the state. This is

reflected in a number of Presidential Decrees and Orders, resolutions of the President and the Cabinet of Ministers adopted in recent years. Therefore, the new Development Strategy of Uzbekistan for 2022-2026 sets the task of «doubling the volume of textile industry production» [1]. Ensuring the effective implementation of these tasks requires developing measures to further increase the effectiveness of marketing activities based on improving the method of assessing the effectiveness of marketing activities of textile industry enterprises of the Republic of Uzbekistan and applying it in practice.

LITERATURE REVIEW.

The problem of determining marketing effectiveness is currently considered a very complex problem, which has not yet been sufficiently methodologically developed. Therefore, in the scientific literature, various approaches and interpretations have been made to the concept of marketing effectiveness itself, which is characterized by formulas for its calculation and assessment methodology. A method for rapid analysis of the marketing activities of an enterprise using indicators such as market size, order portfolio, competition, sales volume and advertising costs was proposed by Russian scientists S.V. Besfamilnaya and A.A. Ryzhov [2]. Another Russian scientist, E. Patrusheva, proposed an integrated methodology that includes a description of the marketing service in the enterprise through its position. The main drawback of this method is the subjective assessment of some features of marketing activities [3]. Guchetel R.G. studied the issue of improving marketing management in industrial enterprises based on the use of a balanced scorecard [4]. Uzbek scientists, A.Sh. Bekmurodov, developed a methodology that involves making calculations based on a targeted approach to assessing marketing effectiveness [5]. The practical application of such methods for determining marketing effectiveness creates many difficulties in carrying out calculations by separating profits and expenses into separate parts and requires its improvement.

The results of the analysis of research work on the assessment of marketing effectiveness show that most of the changes in this area have been made in relation to management systems, branding, business processes and marketing. A.I. Kovalev in his article defines effectiveness as “the degree of implementation of policy 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” [6]. In her work on branding effectiveness, O.N. Alkanova describes this concept as the degree of achievement of target values of the main indicators characterizing the brand's activity in the market [7]. O.V. Kitova's research defines marketing effectiveness as «the most effective way to achieve

marketing goals in the context of alternative resource use.» She also writes that marketing management should include «the formation of a marketing strategy in the form of a system of measurable strategic goals, initiatives and key performance indicators» [8]. O.K. Oyner expressed the opinion that the category of «marketing effectiveness» includes marketing productivity, efficiency and effectiveness [9]. In our opinion, the effectiveness of the marketing system should be understood as the degree to which the results correspond to the objectives of achieving a certain goal (planned results).

RESEARCH METHODOLOGY. The research was based on the research results of foreign and local researchers on the subject and used methods such as statistics, comparison, expert evaluation, balanced indicator system, evaluation based on integral indicator.

ANALYSIS AND RESULTS.

In the practice of industrial enterprises in developed countries, the balanced scorecard (BSC) is widely used to assess the performance of enterprises [10]. However, in the Republic of Uzbekistan, this system is not sufficiently used in practice. The results of our marketing research show that many managers of garment and knitwear enterprises still do not have sufficient knowledge about the balanced scorecard (36% of respondents are familiar with it, and only 7.8% have used it in practice).

Therefore, the use of this system in the process of planning and managing the activities of enterprises that are part of the «Uztextile Industry» Association of the Republic of Uzbekistan is highly effective.

In this study, the method of assessing marketing effectiveness based on a system of balanced indicators aimed at ensuring the achievement of strategic goals of sewing and knitting enterprises has been improved. This, undoubtedly, is a fundamental step towards increasing the efficiency of the management system of enterprises included in the «Uztextile Industry» Association and the activities of the Association as a whole. In our study, we propose an improved method of managing the effectiveness of marketing activities based on BCT for a specific business area (Figure 1). This will closely contribute to the further development of enterprises included in the «Uztextile Industry» Association in the future in the current difficult economic conditions. We found it necessary to implement the method of improving the effectiveness of marketing management in textile enterprises based on a balanced scorecard system in the stages shown in Figure 1:

Stage 1. Determining the purpose of the marketing effectiveness management method. At this stage, the need to improve it is justified based on the results of studying the state of marketing activity effectiveness assessment in garment and knitwear enterprises.

Stage 2. Analysis of marketing activities of a garment and knitwear enterprise. To develop a marketing effectiveness management method in garment and knitwear enterprises, it is necessary to conduct a deep analysis of the state of the external and internal environments of the enterprise using modern analysis methods (SWOT analysis, PEST analysis, GAP analysis, SPACE analysis and other analysis methods) [11].

Stage 3. Determining the strategic goals of the garment and knitwear enterprise. Usually, strategic goals are long-term. The strategic goals of garment and knitwear enterprises are determined based on the results of the analysis of the external and internal environment at the previous stage based on marketing research. It includes the strategic goals of the garment and knitwear enterprise in the areas of activity related to the market, product, consumer, and competitors that will be implemented in the future.

Stage 4. Creating a base of indicators for the introduction of BSI.

In order to introduce a system of balanced indicators in the practice of textile enterprises, the above stages should be implemented through the following measures: assigning the relevant department the task of monitoring and summarizing the comprehensive application of this system and the analysis of its results; clearly identifying the departments of the enterprise where BSI will be introduced; determining the methods for providing information by the departments responsible for the introduction of BSI; It is necessary to strictly control the processes of BKT implementation, in particular, to strictly ensure the complete elimination of delays and errors identified in the enterprise's activities as a result of its implementation [12].



Figure

¹Author's development.

It is important to note that the balanced scorecard should not be understood only as a tool to help develop the financial plan and budget of the enterprise, but rather, the necessary analysis of the indicators formed on the basis of this system, assessment of results, appropriate planning and control will give good results.

Stage 5. Development of a marketing strategy. In strategic management, a clear definition of the strategy is an important factor determining the quality of the enterprise's long-term development. Based on the construction of a balanced scorecard, it is possible to clarify the following aspects that ensure the quality of the enterprise's strategy:

What internal and external factors should be taken into account when developing a strategy?

- What are the strengths and weaknesses of the enterprise in relation to competitors?
- What are the financial capabilities of the enterprise and the qualification potential of its employees to implement a certain strategy?
- What aspects of the enterprise's production activities should be paid closer attention to when developing a strategy, etc.

As a result, the possibilities of increasing the level of profitability as a result of improving management mechanisms are based on the proposal to introduce a modern process of developing a plan of success based on performance indicators and factors through the introduction of a Balanced Scorecard system based on the principle of «From Strategy to Action» into the traditional processes of developing and implementing a strategy to increase the efficiency of management of a textile enterprise.

A “strategic map” of the balanced scorecard system is developed for a textile enterprise.

Step 6. Calculation of an integral indicator of marketing performance management. Based on the “strategic map” of the balanced scorecard system, an integral indicator of marketing performance management is calculated, the level of implementation of each marketing lever (prospect) is determined, and the final indicator is calculated, reflecting how effective marketing activities are, and which components the sewing and knitting enterprise should pay more attention to in order to increase marketing efficiency. Each current marketing objective is assigned a priority level A_i . Then, using the expert method, the level of implementation in the short term is assessed (from 1 to 5 points, where $B(\max) = 5$), the integral score ($\sum A_i * V_i$ - actual) and the maximum possible ($\sum A_i * V(\max)$ - planned) are calculated. Based on this data, the level of implementation of each direction (prospect)

$(\sum A_i * V_i) / (\sum A_i * V(\max))$ and the final indicator characterizing the implementation of marketing activities are determined.

Step 7. Evaluating marketing effectiveness. Indicator estimation is used to understand the possibility of calculating the actual value based on the data of the reporting period. Figure 2 shows the algorithm for evaluating the effectiveness of marketing activities.

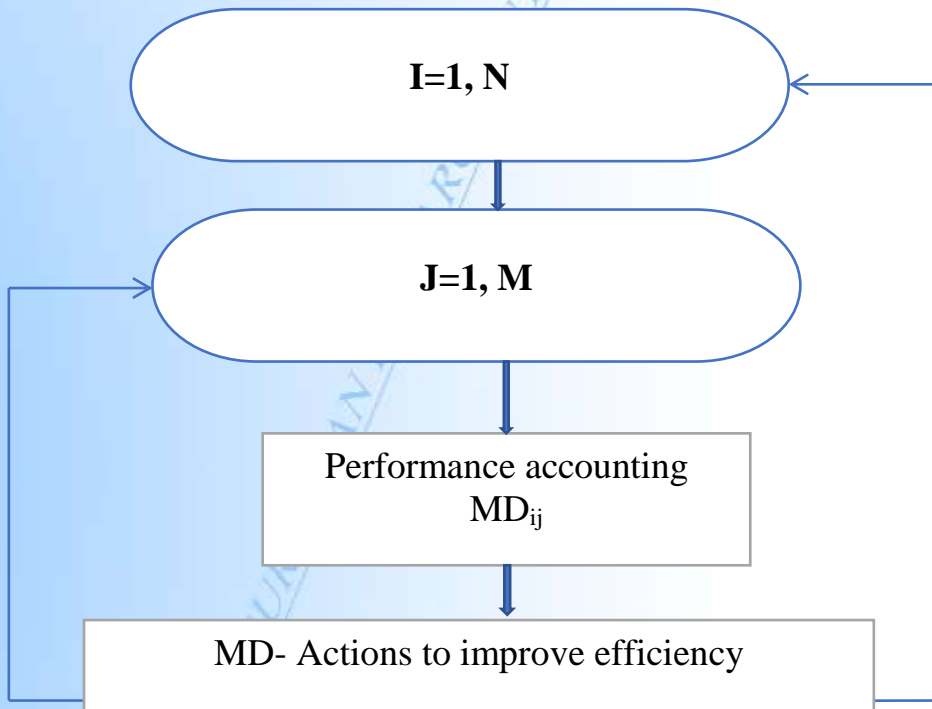


Figure 2. Detailed assessment of the effectiveness of marketing tasks²

I – prospects; J – objectives; N – number of prospects; M – number of objectives; MD – marketing activities.

It is also necessary to compare the results obtained and identify the causes of deviations. In this dissertation research, the Harrington scale is used as a basis for assessing the effectiveness of marketing performance management, which allows determining the level of importance of marketing indicators (Table 1).

Table 1

Harrington's marketing performance assessment scale

² Muallif ishlanmasi.

Value	Content description of the level of marketing activity performance indicators
0,8–1,0	Very high level of MF performance
0,64–0,8	High level of MF performance
0,37–0,64	Average level of MF performance
0,2–0,37	Low level of MF performance
0,0–0,2	Very low level of MF performance

Step 8. Development of recommendations for increasing the effectiveness of marketing activities. The final stage is the determination of actions to improve the effectiveness of marketing activities (Table 2).

We applied the developed method for assessing the level of management effectiveness of marketing activities to the activities of «BETLIS TEXTILE» LLC.

Table 2

Actions that can increase the effectiveness of marketing activities³

Value	Direction of movement
0,8–1,0	Marketing activities are highly effective. Warning actions are required. If effectiveness = 1, then it is necessary to maintain this level of activity, increase the standard, or reduce resources to achieve the objectives.
0,64–0,8	Marketing activities are effective, but minor corrections are needed.
0,37–0,64	The marketing activities were almost effective and the objectives were partially achieved. Corrective action is required, as well as reallocation of resources.
0,2–0,37	Marketing activities are ineffective and require significant corrective action. Additional tasks should be defined to achieve the goal.
0,0–0,2	Marketing activities are ineffective, objectives are not being achieved, and significant changes and development of marketing activities are required. If the efficiency = 0, then marketing service should be organized in the enterprise.

³Author's development.

Stage 1. The goal of implementing this method of managing the effectiveness of marketing activities is to improve the marketing system of «BETLIS TEXTILE» LLC, increase marketing investments, objectively assess the marketing activities of these enterprises, and introduce this method to all employees of the enterprise.

Stage 2. The next stage is an analysis of the marketing activities of enterprises, in which we analyzed the external and internal environmental factors identified using SWOT analysis.

Stage 3. At the same time, the sewing and knitting enterprise «BETLIS TEXTILE» LLC uses several strategies, that is, combined strategies. These are product and customer strategies. The main directions of the product strategy are as follows:

- 1) management, as well as diversification of the product range;
- 2) development of a new product concept, since in modern market conditions, constant innovation in product development is a prerequisite for the survival of the enterprise.

The customer strategy is based on the development of a single distribution system for the successful promotion of the product.

Stage 4-5. At this stage, it was proposed to identify the 30 most important goals of the sewing and knitting enterprise, which were identified by experts, and the results were obtained.

Stage 6. Development of the marketing activity BKT. The strategic goals of «BETLIS TEXTILE» LLC are: updating the range of knitted and crocheted products, increasing export potential, introducing new technologies into production, improving the quality of the enterprise's products, satisfying consumer demands and increasing their loyalty, reducing the outflow of profitable customers, promoting the brand, developing a unified distribution system, expanding regional and foreign trade markets.

Based on the above, it is appropriate to distinguish the following directions (prospects) of the marketing activity of the enterprise for the creation of BKT (Figure 3).

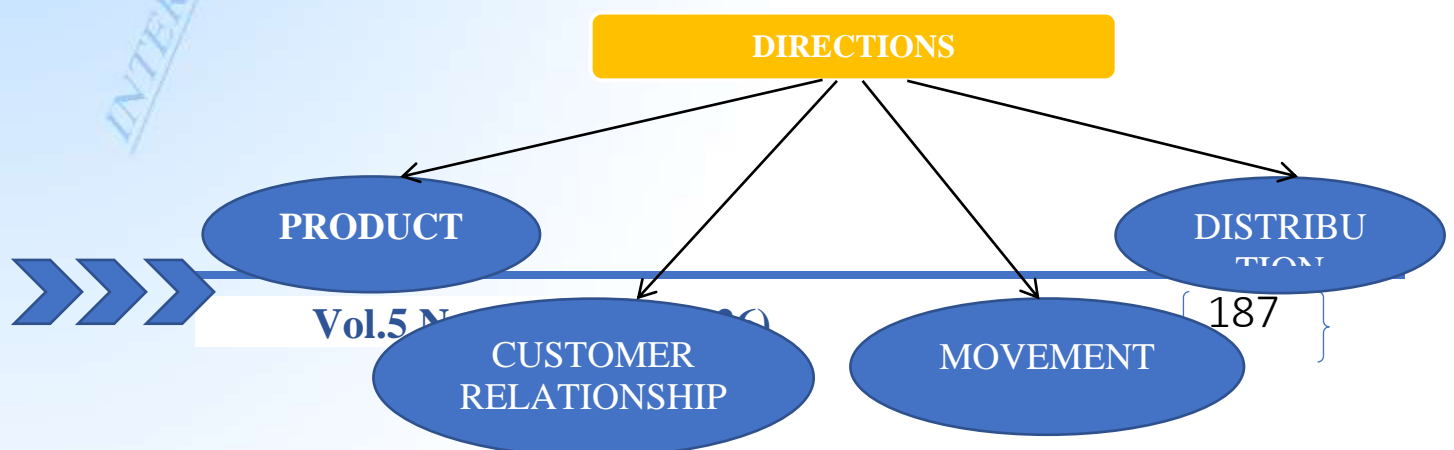


Figure 3. Directions (prospects) for «BETLIS TEXTILE» LLC⁴

Now, a table has been created for «BETLIS TEXTILE» LLC, reflecting strategic goals, operational marketing objectives, metrics, and necessary measures. Based on this table, human and financial resources, responsibilities for the implementation of tasks, as well as the ability to manage marketing efficiency by strengthening certain tasks, were distributed.

Step 7. Based on this table, it is possible to create a model for managing the effectiveness of marketing activities, based on the calculation of the integral indicator necessary for developing measures to increase the effectiveness of marketing activities in “BETLIS TEXTILE” LLC. Based on the “strategic map” of the balanced scorecard system, the calculation of the integral indicator of managing the effectiveness of marketing activities is carried out, the level of implementation of each marketing lever (prospect) is determined, and the final indicator is calculated, reflecting how effective marketing activities are, and which components the sewing and knitting enterprise should pay more attention to in order to increase marketing effectiveness.

Step 8. Based on the results obtained, graphs can be constructed that reflect planned and actual results (Figure 4).

The data in Figure 4 show that while “BETLIS TEXTILE” LLC has implemented the highest level of marketing effectiveness in the “Product Distribution” and “Product” areas (prospective) (80.0% and 76.66%, respectively), it has implemented a slightly lower level in the “Customer Relations” area (prospective), namely by 70.0%. In the “Mobilization” area (prospective), 66.66% has been implemented.

⁴Author's development.

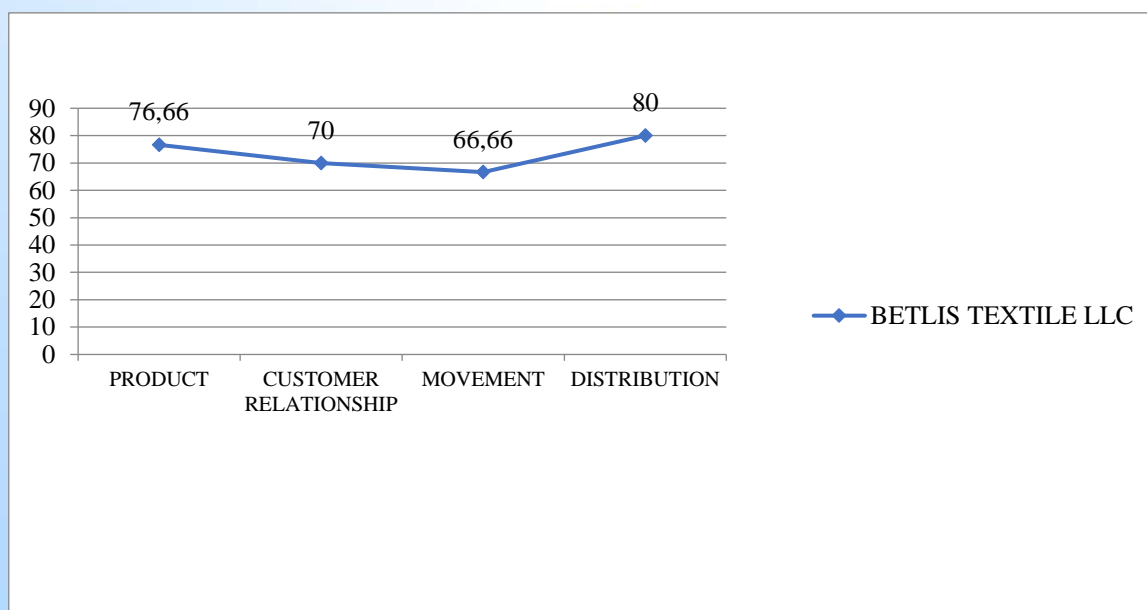


Figure 4. Effectiveness of marketing activity of «BETLIS TEKSTIL» LLC⁵

The data in Figure 4 show that while “BETLIS TEXTILE” LLC has implemented the highest level of marketing effectiveness in the “Product Distribution” and “Product” areas (prospective) (80.0% and 76.66%, respectively), it has implemented a slightly lower level of effectiveness in the “Customer Relations” area (prospective), namely by 70.0%. In the “Mobilization” area (prospective), 66.66% has been implemented. After analyzing all these indicators, the final integral indicator of the effectiveness of the marketing system is 73.33%, or according to the scale in Table 1, which indicates that the management of the effectiveness of marketing activities at this sewing and knitting enterprise is at a “high” level. The sewing and knitting enterprise “BETLIS TEXTILE” LLC needs to work more with customers, improve marketing activities, increase consumer loyalty and, as a result, increase the overall marketing effectiveness of the enterprise.

CONCLUSION/RECOMMENDATIONS.

Recommendations for improving the effectiveness of marketing activities can be proposed based on the results obtained (Table 3).

In general, it can be said that a balanced scorecard in marketing activities allows you to systematize strategic and operational planning processes, provides the management of a garment and knitwear enterprise with complete information about the active functioning of the marketing system, clearly reveals the essence of strategic goals to all participants in the implementation of the strategy, and ensures the separation of the necessary and understandable

⁵Author's development.

information for participants from the existing enterprise's large information system. By implementing immediate tactical goals, a garment and knitwear enterprise gradually moves towards its established strategic goals. This is how a mechanism for managing the effectiveness of a garment and knitwear enterprise's marketing activities can be implemented.

Table 3

Recommendations for improving the effectiveness of marketing activities⁶

«BETLIS TEXTILE» LLC			
«Product»	«Customer Relations»	«MOVEMENT»	«DISTRIBUTION»
Marketing activities are effective, but at the same time, it is necessary to implement minor corrective actions.	Marketing activities are almost effective and goals are partially achieved. Repair work and a reallocation of resources is required.	Marketing activities are relatively efficient, requiring corrective actions and the search for new market segments.	Marketing activities are relatively efficient, requiring corrective actions and the search for new sales channels.

The main problem of creating a balanced scorecard in marketing activities is the complexity of determining the measurements. However, despite this, the balanced scorecard is an effective tool for implementing the strategy, which in the future will lead to the successful development of the enterprise. The proposed method of managing the effectiveness of marketing activities can be taken as a basis by enterprises of the garment and knitwear industry. However, before applying it, it is necessary to conduct a comprehensive analysis of the activities of the enterprise and determine its business direction, which will allow a more precise approach to determining the prospects, strategic and tactical goals, as well as directions for the development of marketing activities.

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