

MARKETING MANAGEMENT IN THE OPERATIONS OF SMALL AND MEDIUM-SIZED BUSINESSES OF THE REPUBLIC OF UZBEKISTAN

Ochilov J.M.¹

¹*Ochilov Javokhir Mukhtor ugly - Master's student at the Faculty of Economics,
Karshi Engineering and Economic Institute
Karshi, Uzbekistan*

Abstract: *the purpose of the article is to update the use of tools for marketing research of the external and internal environment of small and medium-sized enterprises in the development and implementation of product, price, sales and communication policies.*

Keywords: *marketing management; business environment, market segment, types of competition, Management of risks.*

УПРАВЛЕНИЕ МАРКЕТИНГОМ В ДЕЯТЕЛЬНОСТИ ПРЕДПРИЯТИЙ МАЛОГО И СРЕДНЕГО БИЗНЕСА РЕСПУБЛИКИ УЗБЕКИСТАН

Очилов Ж.М.¹

¹*Очилов Жавохир Мухтор углы – студент магистратуры факультета
Экономики, Каршинского инженерно-экономического института
г. Карши, Узбекистан*

Аннотация: *целью статьи является актуализация использования инструментария маркетинговых исследований внешней и внутренней среды предприятий малого и среднего бизнеса в процессе разработки и реализации продуктовой, ценовой, сбытовой и коммуникационной политики.*

Ключевые слова: *управление маркетингом, бизнес среда, рыночный сегмент, виды конкуренции, управление рисками.*

УДК 330

The problems of market research and marketing management in order to determine the effective parameters of the strategic commercial success of an enterprise, taking into account market risks and opportunities, are devoted to the work of well-known economists, including: Dumont, L. [1], Osipov, Yu.M. [2], Tursunov I. et. al. [3, 4, 5, 9, 10, 11], Durmanov, A., et. al. [12, 14, 16], Aliev Y.E. et. al. [15], Atakhanova N. et. al. [13] and others.

Despite a significant amount of scientific and practical research on the problem of determining effective market segments, it remains relevant to specify the elements of the external and internal environment and detail the directions for using the results of their analysis for the economic conditions of small and medium-sized businesses.

Relevance. Marketing management in small and medium-sized businesses depends significantly on the effectiveness of marketing market research, which, in turn, covers elements of the internal and external environment of the enterprise [6]. The active use of tools for marketing market research is due to the level of competition in product markets, which is constantly increasing due to the significant number and high degree of differentiation of the latter, which actualizes the chosen direction of research.

Goals, objectives, materials and methods. The theoretical and methodological base is economic theory, microeconomics, marketing, analytical marketing, market research methodology, dynamics of the macroeconomic situation and the conjuncture of the commodity markets of small and medium-sized businesses [7]. In the process of research, general scientific and special methods were used, namely: methods of scientific abstraction and system analysis, dialectical method, method of functional and structural analogy, methods of analysis and synthesis. The research information base is the scientific work of economists, marketing practitioners, market analysts.

Scientific novelty. The scientific novelty of the results obtained lies in the deepening of the methodology for managing the marketing activities of small and medium-sized enterprises through the specification of the elements of the external and internal environment and the specification of the directions for using the results of their analysis [8]. The practical significance lies in substantiating the influence of the results of the analysis of the elements of the internal and external environment of small and medium-sized enterprises on determining the strengths and weaknesses of their activities, followed by an assessment of market opportunities and risks, which contributes to long-term commercial success and stability of the financial condition of enterprises in a highly competitive environment. which is constantly increasing due to the significant number and high degree of differentiation of activities in this area of business.

Results. The sphere of small and medium-sized businesses is extremely dynamic in its development, characterized by a high degree of complexity and dynamism of the external and internal marketing environment, with a rather small degree of market coverage, which significantly complicates the process of effective marketing management.

The complexity of the marketing management process is associated with the need to take into account a large number of external factors in the development of production and sales activities of small and medium-sized businesses, and, consequently, with a significant amount of costs for marketing research, which is not always possible due to the small capacity and share of the markets of such enterprises ... Nevertheless, it is impossible not to take into account the effect of external environmental factors in the context of the complexity and dynamism of economic relations in the field of small and medium-sized businesses.

Thus, a certain dissonance arises between the internal capabilities of such enterprises and the need to use a significant amount of resources to study the external environment and take into account the results of these studies in the development of effective marketing management tools. However, the objective reality of the sphere of small and medium-sized businesses is such that the elements of the external environment, in fact, form the internal capabilities of the enterprise. In general, elements of the external environment and internal capabilities of the enterprise form the marketing environment and are the object of marketing management.

In a market economy, enterprises operate in a tough competitive environment, and this requires them to pay much more attention to studying the internal and external marketing environment, market conditions, researching consumer preferences, predicting sales, researching the effectiveness of advertising [9, 7, 12, 13].

The process of marketing management in small and medium-sized businesses, based on studies of the internal and external environment, allows you to modify the product portfolio in accordance with the current market preferences, improve the quality of products, improve the production and sale of products, price and communication mechanisms. The external and internal environment of small and

medium-sized businesses is characterized by varying degrees of control on the part of the enterprise itself, and, therefore, are able to generate different levels of economic and financial risks.

The structure of the internal environment is determined by the organizational structure of the enterprise and its material and technical base. The internal environment is completely controlled by the enterprise, therefore, it is the least significant source of risks. In this case, control extends to the structure of the product range and product range, the system of commodity circulation, the choice of logistics systems, target markets, control systems, communication tools, methods of forming a corporate image [5, 6, 7, 10].

Note that, with ineffective marketing management, the internal environment can still generate risks of reducing financial results up to bankruptcy and liquidation of the enterprise, therefore, regular analysis of the internal environment to determine the strengths and weaknesses of the enterprise is very important. The results of such an analysis make it possible to develop market strategies according to the target market share and, at the same time, measures aimed at eliminating the weaknesses of the enterprise.

The basis for the analysis of the internal environment of the enterprise is the assessment of the resource base according to the actual actual and potential volume of supply, that is, the market capacity in the context of target segments. Effective marketing management takes into account the results of such an analysis, however, it is not based on it, since such an approach makes sense only in a seller's market, that is, a scarce market. The activities of small and medium-sized businesses, by their nature, can be carried out only in the conditions of the buyer's market, that is, an excess market, therefore the effectiveness of marketing management directly depends on the results of the analysis of the external marketing environment of the enterprise and the use of these results in the development and implementation of product, price, sales and communication policy.

The external environment should be divided into two components - the immediate environment of the enterprise and the macroenvironment. The immediate

environment includes consumers, competitors, intermediaries, suppliers, other subjects of economic relations directly or indirectly associated with this enterprise and its activities, and the general public. Note that the general public is an element of the immediate environment that is not directly related to the activities of the enterprise, but can have a significant impact on its activities. The general public is usually represented by social movements. Since the immediate environment is partially controlled by the enterprise, it is a medium risk source. While the most significant source of risk is the macroenvironment, which is not controlled by the enterprise in any way, but the economic, financial, political, legal, demographic, social, cultural factors of its influence must be taken into account in economic activities for long-term commercial success.

Analysis of the external marketing environment of small and medium-sized businesses involves an assessment of the market situation in the context of the elements of the product portfolio, conjuncture-forming factors, which means determining the ratio of supply and demand in target market segments in dynamics and its constant monitoring in order to amend the methods and tools of marketing. The key, from the point of view of marketing management, is the analysis of purchasing behavior in target market segments, determining the patterns of purchasing behavior affecting the purchase of goods, analyzing and assessing the influence of cultural, social, personal and psychological factors.

In our opinion, it is advisable to assess and substantiate the prospects for the development of market segments of small and medium-sized businesses using expert methods regarding the prospects for the development of the relevant industry, the impact of the market on the development of related industries, the scale of the market, the efficiency of the organizational structure of the enterprise, the technological level of production. At the same time, an important tool of expert methods is the development of evaluation criteria and scales, taking into account the specifics of a particular enterprise, its target markets, the intensity of competition and the level of competitiveness of products.

In the process of assessing consumer behavior, it is advisable to compare the

following indicators: functional and consumer properties of products, design, degree of consumer awareness and level of satisfaction with the need for a given product, product development potential, compatibility and compliance with standards, environmental friendliness, safety, price and production cost. Critical analysis should also be applied to the existing practices of the company to promote and stimulate sales in target market segments.

The external environment of the organization as an object of marketing management will contribute to the effectiveness of such management if small or medium-sized businesses operate in a promising sector of the economy in a fast-growing, growing market that has a positive impact on the development of adjacent markets, with a sufficiently high technological level of production and an effective organizational structure of enterprises.

In our opinion, effective marketing management is possible only as a result of objective assessments of the influence of elements of the external and internal marketing environment. The purpose of such assessments is to timely identify the sources of risks of economic activity, determine the strength of their impact on the financial result, develop and implement a set of measures to minimize the identified risks.

Marketing management in small and medium-sized organizations is complicated by the simultaneous complexity and dynamism of the external marketing environment and limited internal capabilities. Methods and tools for effective marketing management are based on the results of studies of the company's marketing environment in the context of target market segments, the dynamics of their market conditions, reasonable modification of the company's product portfolio, the development of effective and least costly sales and distribution systems, and optimization of pricing policy.

The internal environment is at the same time the basis for the long-term commercial success of the enterprise, however, in the case of small and medium-sized businesses, it imposes significant resource constraints on the volume, and hence the effectiveness of marketing research, which results in a decrease in the interest of the

enterprise management in developing effective methods of marketing management.

Effective marketing management is possible only under the condition of an objective assessment of the internal environment of the enterprise in the context of its integration into the external environment. This approach is the only acceptable one in the highly competitive product markets in which small and medium-sized businesses operate. Orientation of marketing management to the external business environment, in fact, means customer focus, which is the foundation for obtaining competitive advantages, the possibility of expanding market share, which will ensure financial stability and long-term commercial success for small and medium-sized enterprises.

When researching the macro environment, marketers need to take into account the close relationship and impact of macro factors. Therefore, their analysis should be carried out in a complex. In this regard, it is recommended to use the "system of continuous review of the external environment", the essence of which is in the constant study of the most significant elements of the enterprise environment, the use of forecasting methods. This system should become a sustainable component of the marketing management process.

Conclusion. Marketing management should be based on the results of analyzing the state of industry development trends, situations and trends in the development of the internal market. Therefore, marketing management must be formalized as much as possible and consolidated in the form of drawing up annual flexible marketing plans.

Based on market opportunities and strengths, key success factors should be identified, for each of which a weighted estimate should be calculated that characterizes the degree of significance and influence on the choice of a strategy for further development. A marketing audit should be carried out using the option for assessing the effectiveness of marketing, which involves five directions of market orientation with assessments of each parameter on a three-point scale. The resulting score will show the level of marketing management efficiency. Since marketing activities integrate all areas of the enterprise's production activities, the main strategic task is to increase the efficiency of the marketing organization. The results of the analysis of the macro marketing environment allow us to determine the market

situation in terms of uncertainty and risk. In this regard, we consider the most effective option for analyzing the factors of the macro-marketing environment in terms of their complexity and dynamism.

In our opinion, to ensure a relatively stable and strategically oriented activity of small and medium-sized businesses, the following conditions of the external marketing environment are necessary: protection of the interests of domestic producers at the state level by regulating the amount of duties and taxes, strengthening the system of subsidies and incentives; search for investment funds and their direction in the development of technical and technological base; marketing research to find new consumer markets, to develop new areas of activity, to measure the degree of consumer satisfaction, to identify consumer preferences.

To achieve long-term commercial success, small and medium-sized businesses need a deep study of the consumer market using modern marketing technologies, expanding the product range, developing a comprehensive offer, increasing market share, improving product quality indicators.

The strategy for the development of small and medium-sized businesses should be aimed at eliminating high-ranking weaknesses (strategy of concentration of efforts) and diverting funds from activities aimed at eliminating low-ranking weaknesses (low priority strategy). This position of the enterprise relative to the weaknesses will provide additional competitive advantages, and, consequently, the effectiveness of marketing management.

Thus, we have substantiated the need for the active use of tools for marketing research of the external and internal environment of small and medium-sized enterprises in the development and implementation of product, price, sales and communication policies. The elements of the external and internal environment are concretized, the analysis of which is necessary to determine the strengths and weaknesses of the activities of small and medium-sized businesses.

List of references

1. Dumont, L. Homo aequus Genesis and the flowering of economic ideology // L Dumont - M, NOTABENE, 2000. p. 34.

2. Osipov, Yu.M. The Time of Philosophy of Economy // Yu M Osipov -M Economist, 2003. P.10.
3. Tursunov I. Developing Innovative Entrepreneurship on the Base of the Modernization of the Economics // European Journal of Business and Economics. 2011; 3. [Electronic resource] – URL: [http:// dx.doi.org/10.12955/ejbe.v3i0.108](http://dx.doi.org/10.12955/ejbe.v3i0.108) (Date of the application: 26.08.2020).
4. Tursunov I. Entrepreneurship as a factor of innovative development for national economy // Perspectives of Innovations, Economics & Business, Volume 2, 2009, p. 26-29.
5. Tursunov I. Entrepreneurship as a Factor of Innovative Development for National Economy / I. Tursunov, F. Akhmedov // Perspectives of Innovation in Economics and Business. – 2009. – Vol. 2, No. 2. – P. 26–29.
6. Fenomen rynochnogo hozjajstva: ot istokov do nashih dnei. Monografija // Pod red. dra. jekon. nauk, professora Sidorova V.A., d-ra. jekon. nauk, professora Jadgarova Ja.S., kand. jekon. nauk., docenta Chapli V.V. – Krasnodar, 2016. p. 497.
7. Fenomen rynochnogo hozjajstva: ot istokov do nashih dnei. Materialy III mezhdunarodnoj nauchno-prakticheskoi konferencii. // Pod red. d-ra. jekon. nauk, professora Jadgarova Ja.S., d-ra. jekon. nauk, professora Sidorova V.A., kand. jekon. nauk, docenta Chapli V.V. – Krasnodar, 2015. P. 555/.
8. Fenomen rynochnogo hozjajstva: ot istokov do nashih dnei. Materialy mezhdunarodnoj nauchno-prakticheskoi konferencii. //Pod red. d-ra. jekon. nauk, professora Jadgarova Ja.S., d-ra. jekon. nauk., professora Sidorova V.A., d-ra. jekon. nauk, professo-ra Tkachenko V.G., kand. jekon. nauk, docenta Chapli V.V. –Krasnodar, 2014. P. 521.
9. Tursunov I., Shamsuddinov N. Part of innovative infrastructure for enterprise development in the modernization of national economy // Web of Scholar. 2016. Volume 9, p. 13-15.
10. Tursunov I., Bobomuradov K., Ruziev K. Definition of priorities for enterprise development in the modernization of economy // The Second International Conference on Economic Sciences. 2014, p 138-144.
11. Tursunov I., Problems of realization of innovative potential in small business // European Journal Perspectives of Innovations, Economics and Business. Volume 1, 2009, p. 7-8
12. Durmanov, A., Kalinin, N., Drobyazko, S., Yanishevskaya, K., Shapovalova, I. Strategic support of innovative activity of modern enterprises // 34th IBIMA Conference: 13-14 November 2019, Spain.
13. Atakhanova N., Almuradova D., Khakimov G., Usmonova S., & Durmanov A. Values of a mathematical model for predicting the survival of patients with triple negative breast cancer depending on androgen receptors // International Journal of Pharmaceutical Research, 2020.

- 12(3), 695-704. [Electronic resource] – URL: <https://doi.org/10.31838/ijpr/2020.12.03.104> (Date of the application: 26.04.2020).
14. Durmanov, A., Kalinin N., Stoyka, A., Yanishevskaya, K., & Shapovalova, I. Features of application of innovative development strategies in international enterprise // *International Journal of Entrepreneurship Issues*, 2020. 1(24), 1-9.
15. Aliev Y.E., Kasimov, S.S., Ruzieva, D.I., Nigmatullaeva G.N., Abdurakhmanov P.M. Durmanov A.S. Agriculture provides sustainability issues of agricultural market development // *International Journal of Psychosocial Rehabilitation*, 2020. 24 (8), 7508-7529. [Electronic resource] – URL: <https://doi:10.37200/ijpr/v24i8/pr280764> (Date of the application: 26.04.2020).
16. Durmanov, A., Bayjanov, S., Khodjimukhamedova, S., Nurimbetov, T., Eshev, A., Shanasirova, N. Issues of accounting for organizational and economic mechanisms in greenhouse activities // *Journal of Advanced Research in Dynamical and Control Systems*, 2020. Vol. 12, No 07-Special Issue pp. 114-126. [Electronic resource] – URL: <https://doi:10.5373/jardcs/v12sp7/20202089> (Date of the application: 26.04.2020).