

WAYS TO IMPROVE MARKETING STRATEGIES TO INCREASE COMPETITIVENESS IN TEXTILE AND SEWING-KNITTING ENTERPRISES OF SAMARKAND REGION

Ikramova Takhmina Latifovna

*Samarkand Institute of Economics and Service, PhD base doctorate
tahminaiikromova400@gmail.com Orcid kod 0009-0007-6407-1245*

Abstract: *This article considers the issue of increasing the competitiveness of the textile and garment-knitting complex of the Samarkand region, choosing the right strategy in the marketing activities of its enterprises, and applying new strategic decisions, especially integrated strategic solutions, in order to achieve socio-economic development indicators.*

Key words: *Enterprise, sewing-knitting, strategy, integration, market, competition.*

INTRODUCTION

Modern scientific achievements indicate the need to introduce principles and procedures based on regional marketing activities, that is, all textile enterprises in the region face almost the same strategic problems. For example, the problems facing the textile industry of our country were briefly and clearly outlined by President Shavkat Mirziyoyev at a videoconference meeting on August 13, 2025¹The changes taking place in the global market in 2024-2025 require the revision of our state's strategic goals in the sector and the adoption of measures aimed at reducing their negative impact.

Analysis of literature on the topic. An analysis of the existing literature on marketing shows the need to improve modern marketing principles, brand promotion methods and a flexible approach to consumer requirements. In his textbook on marketing strategies, the expert R.G. Ibragimov states the following: "Marketing strategy is understood as the use of a model of the principles of the enterprise's behavior in the market, established for a certain period of time. With its help, the enterprise seeks to ensure its success." Many economists have been involved in the development and implementation of marketing strategies. Among them are such famous scientists as F. Kotler, David Aaker, Clayton Christensen, Seth Godin, Kevin Keller, Byron Sharp, and Jay Bayer.

While the research conducted in the field of marketing in our country for many years is based on national characteristics, it is also necessary to recognize the scientists who have made a significant contribution to the development of marketing theory. These include R. Ibragimov, YO. Abdullaev, A. Saliev, M. Sharifkhodjaev, D. Rakhimova, Sh. Ergashkhodjaeva, Sh. Musayeva and others..

Research methodology. The study used a systematic approach, marketing analysis, benchmarking, and digital metrics. Mass surveillance methods were used to collect and analyze data from social media platforms

¹<https://kun.uz/kr/news/2025/08/13/ayrim-uddaburonlar-davlatning-arzon-resursi-hisobiga-xta-spekulyatsasi-bilan-shugullyanzheni-tanqid-qilindi>

Analysis and results. At the same time, each region has its own unique problems in the textile and garment industry. The problems of the Samarkand region's enterprises in terms of marketing activities are precisely related to competition with the leading regions in the republic. Despite the fact that cotton, silk, wool and other raw materials are produced in sufficient quantities in all regions of our republic, the number of textile and garment enterprises varies significantly. Today, as a result of the attention paid to the industry by the head of our state, more than 8,000 textile and garment enterprises operate in our country. 2,106 enterprises are united in the republic's "Uztokimachiliksanoat" association, which provides more than 90% of the sector's exports. In order to confirm the different role of textile and garment enterprises in the regions, we studied the distribution of enterprises within the "Uztokimachiliksanoat" association by regions of the republic

Indeed, we can see that the enterprises of the sector are unevenly distributed across regions. In terms of the level of concentration of enterprises, Namangan region leads among the regions with 525 enterprises, followed by Tashkent city (437), and then Andijan (278) and Fergana (224) regions. In general, almost half of the 2,106 enterprises of the Uztokimachiliksanoat association are located in Fergana region. In the north-western regions of our country, textile and sewing-knitting enterprises make up a small percentage. For example, in Navoi, Kashkadarya, Jizzakh regions and the Republic of Karakalpakstan, a total of more than a hundred enterprises operate.

The fact that 3.75% of textile and sewing-knitting enterprises and 6% (126) of the Uztokimachilik association are located in the Samarkand region indicates that the enterprises in the region have high potential to compete on a republican scale. In order to compete on an equal footing with the textile industry of Tashkent and the Fergana Valley, new approaches to product marketing will be needed.

To achieve the socio-economic development indicators of the Samarkand region, it is necessary to increase the competitiveness of the textile and garment-knitting complex. In such conditions, the issue of choosing the right strategy in the marketing activities of regional enterprises, the application of new strategic decisions, especially integrated strategic solutions, becomes relevant, that is, the most correct direction will be to focus not only on the marketing strategy of individual enterprises, but also to combine certain resources of related enterprises, not to create excessive competitive conditions, and to effectively use the natural and demographic advantages of the region (Figure 2).

Strengths	Weaknesses
Attractive geographical location; Skilled labor resources; Strong investment policy; the recognition of the Samarkand brand; Established system of international relations;	Lack of local raw material resources; Low integration aspirations of enterprises; Obsolescence of technologies; Low level of diversification
Opportunities	Risks
Acceleration of textile and sewing-knitting internal integration processes; Formation of a regional marketing mechanism in the region. Modernization of	Increased competitive pressure of regions with developed textile industry; Entry of foreign companies into the domestic knitwear market;

enterprises in the districts; Expansion of export geography; Implementation of the comprehensive development strategy of the regional textile industry	Decrease in investment in the industry; Further deterioration of the situation in traditional foreign markets
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Figure 2. SWOT analysis of textile and garment and knitwear enterprises in the Samarkand region.

From this analysis, we can see that the domestic textile and garment and knitwear production market is among the highly competitive markets in the regions. The state and dynamics of external environmental factors affect all textile enterprises differently, regardless of specialization. Therefore, the opportunities for forming a regional mechanism of marketing activities in response to these factors are relevant.

The marketing activity of the enterprise is formed under the influence of the factors and restrictions of the surrounding environment, subject to the concept of competitiveness. The main areas of improvement of marketing activities in textile and sewing-knitting enterprises include:

- choosing and implementing an effective marketing strategy;
- turning marketing research into a source of objective information;
- improvement of the company's marketing policy in a mutually harmonious manner;
- development of marketing tactics and its reflection in the enterprise's marketing program;
- to increase the effectiveness of marketing analysis and marketing audit.

The methods and approaches of choosing a marketing strategy are of particular importance in the marketing activities of modern enterprises. A properly chosen marketing strategy guarantees the development of marketing policy elements, taking into account external and internal constraints, and based on this, the success of tactical decisions and marketing programs.

The peculiarity of the textile and garment industry is that the location of enterprises depends on the region's workforce, resource availability, and, most importantly, the professional skills and potential of the population.

In general, the regional (local) textile and garment market is a highly segmented market. The environment for making strategic decisions for enterprises operating in this market varies greatly. In practice, choosing an effective strategy for a small textile (clothing) enterprise becomes an insoluble problem, that is, an intuitive process. The diversity of consumers and a wide range of their needs create favorable conditions for enterprises to choose their strategic direction, on the other hand, changing the strategic goal for an operating enterprise requires significant investments and can lead to changes in the entire production chain. In this regard, we propose to improve the methodology for choosing a marketing strategy for any textile and garment enterprise as one of the tasks of our research.

The essence of this proposal is that the specialization of the enterprise and the type of competitive market clearly determine the boundaries of the strategic choice for a textile (sewing and knitting) enterprise and clarify its actions.

For example, a textile manufacturer operating in the consumer market with a certain product will ensure that it chooses one of two or three standard strategies, that is, the enterprise management will avoid the need to try many alternative strategies and will save time and resources.

Another advantage of this approach is the effective use of the benchmarking method, as well as the introduction of recommendations from regional marketing institutes.

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