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## Marketing Aspect of Managing Competitiveness of an Enterprise

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**Abstract:** Despite the crisis realities in the world and Uzbek economy, the trend towards an increase in the consumption of goods and services, especially essentials, continues among the majority of citizens of the Republic of Uzbekistan. There is a preservation and increase in effective demand for a number of product positions for various goods and services. These circumstances naturally contribute to the growth of retail trade, including food, in regions of Uzbekistan of various sizes.

**Keywords:** product positions, goods and services, management of the competitiveness of a trade enterprise, retail trade enterprises.

**Relevance of the topic:** In the process of implementing activities to strengthen market positions in the new conditions, chain stores encountered resistance from already existing local chains, traditional stores and food markets, which traditionally play a significant role in supplying food to the population in the regions. The struggle for final consumer demand, localized in regional municipalities, sharply raised questions about the retention and prospective growth of market shares of retailers. The solution of these issues is directly related to the need to manage the competitiveness of a commercial enterprise.

A feature of retail trade is the fact that most trading enterprises sell similar products of the same type, competition in terms of which, as a result, is practically impossible; therefore, the problem of managing competitiveness goes into the plane of marketing activity. Therefore, in modern conditions, the analysis and selection of marketing solutions aimed at managing the competitiveness of a retail trade enterprise seem to be relevant and timely, which predetermined the need for this dissertation research.

**The purpose of the study** is to theoretically substantiate and methodologically develop a conceptual direction of marketing management of the competitiveness of a retail trade enterprise based on organizational and communication components to strengthen its market presence in the place of business localization.

In accordance with the goal of the study, it is necessary to solve the following **tasks** that determine the structure of the work:

- generalize and analyze the realities of marketing and the theoretical foundations of the competitiveness of retail enterprises;
- reveal existing approaches to assessing and managing the competitiveness of a commercial enterprise in modern conditions;
- study the key indicators of the functioning of the retail trade and, having implemented a marketing research, determine the most significant competitive advantages of food retailers;

- to formulate practice-oriented organizational and communication marketing solutions for managing the competitiveness of a retail trade enterprise;
- Substantiate the conceptual direction of marketing management of the competitiveness of a retail trade enterprise.

**The object of the study** is the organizational and economic relations of food retailers and the complex of marketing efforts they implement, through which they achieve the strengthening of their own market positions in the places where trade organizations are located.

**The subject of the study** is the methods and techniques of managing the competitiveness of a retail trade enterprise with the involvement of marketing efforts, implemented differentially depending on the location of the trade organization and the form of trade organization.

**The theoretical and methodological basis of the study** was the works of domestic and foreign authors in the field of theory and practical refraction of marketing to economic reality, the theory of competition and its essential content, building competitive advantages, approaches to assessing and managing the competitiveness of an enterprise, marketing support for increasing the competitiveness of a retail trade enterprise.

**The scientific novelty of the study** lies in the formation of a conceptual and methodological approach to the application of a number of marketing solutions of an organizational and communication plan in accordance with the specific market situation of a particular retail trade enterprise, which allow managing its competitiveness within the limits sufficient to consolidate the market position and brought to the possibility of applying the real business.

**The theoretical significance of the study** is to establish objective differences that are significant for theoretical understanding in the conditions of operation of retail trade enterprises in megacities, large cities and small and medium-sized cities of Uzbekistan, imposing certain restrictions on the scale and volume of marketing efforts undertaken aimed at managing the competitiveness of retail trade enterprises. In this regard, in particular, the theoretical ideas about the grouping of organizational and communication marketing solutions aimed at strengthening the competitive positions of retailers have been expanded.

**The practical significance of the study** lies in the possibility of using the results of the study in terms of using marketing tools of a communication and organizational plan in the activities of retail trade organizations of various sizes, forms of trading, located in territorial entities of various sizes, to increase their own competitiveness.

The paper notes that the functions of the staff in stores of the "counter-seller" format differ from those in network structures. The seller in such a point of sale must be clearly oriented in the available assortment, that is, he acts as a consultant, as he is oriented in the product range; he also seeks to persuade each individual buyer to choose one or another product. Thus, in chain grocery stores, sales staff is an easily replaceable link, working to a standard that requires minimal training, with low wages, while in traditional stores, the salesperson can be a valuable resource for the employer, which can significantly increase the competitiveness of the store.

An important circumstance is the fact that the functions and tasks of the staff are the same: to reduce the number of conflicts with visitors and increase sales, but in chain stores this is achieved by standardizing communications with visitors and limiting them in time and space. In traditional stores, more successful salespeople demonstrate the superiority of a personal relationship with customers, communicating extensively with them, regardless of the time spent. The "seller-buyer" communication resource in small stores is so significant that some outlet owners allow the participation of sellers in a certain percentage of the profit from turnover, which justifies the additional interest of the seller and, accordingly, increases his activity in communications with consumers.

Emphasis is placed on the differences in the functional role of the elements of in-store advertising (Table 1).

**Table 1. Differentiation of the functional role of in-store advertising elements in retail trade enterprises**

In-store advertising element	Functional role of the in-store advertising element		
	Chain store in a major city	Chain store in a small and medium city	Traditional trade shop ("counter-buyer")
<b>price tags</b>	They act as an element of corporate identity, influence the image of a trade institution, inform about the price, stimulate purchases by manipulating the minds of consumers, inform about ongoing promotions, promote private labels	They inform about the price, stimulate purchases by manipulating the minds of consumers, inform about ongoing promotions, mainly about reducing prices for goods, promote private labels	Inform about the price
<b>POS- materials</b>	They are used primarily for the effective presentation of goods from the majority of leading manufacturers that occupy a leading position on the shelf space of the store, as well as for the promotion of private labels	They are used primarily for the effective presentation of goods from the majority of leading manufacturers that occupy a leading position on the shelf space of the store, as well as for the promotion of private labels	Used fragmentarily in case of presentation of products of a local manufacturer localized in the region
<b>Audiovisual advertising</b>	They are used to stimulate interest in certain commodity items, perform an informing function and work on the image of the store.	Used fragmentarily to inform about price reductions for certain groups of goods	Practically not used

The paper emphasizes that the same phenomenon used in in-store advertising can carry different functions in stores of different formats, differentially affecting their competitiveness.

The paper emphasizes that the practice of "truncated" ABC- and XYZ-analysis seems to be the most justified. For a local network in a small and medium-sized city, it is possible to minimize the range of goods from the "AX" and "AY" groups in the product range, as well as reduce the presence of "BZ" and "CZ" and almost completely exclude goods from the "AZ" group (Table 2 ). It is also noted that in small and medium-sized cities more than a third of the population (on average) are pensioners and the disabled, as well as large families with small children, for whom it is difficult to make daily or regular purchases of the products they need from the product range presented in local chain stores.

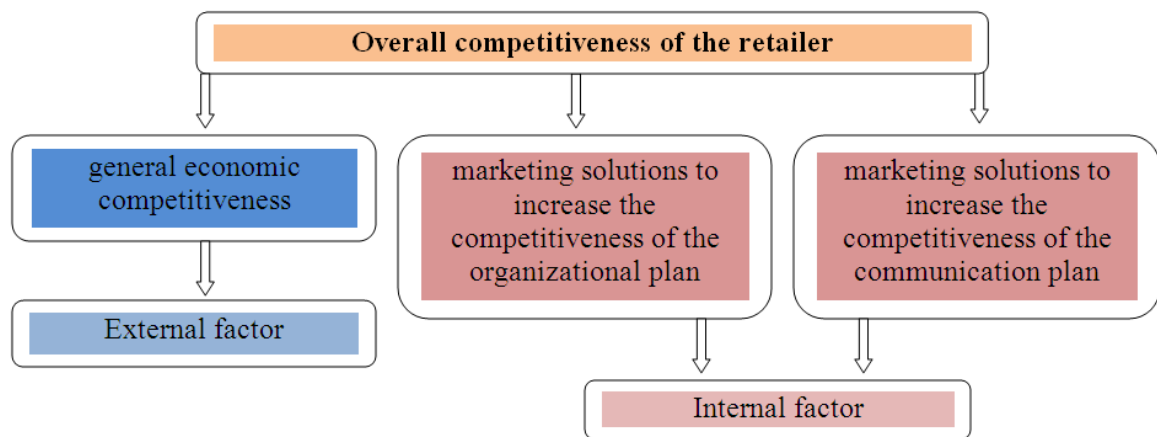
**Table 2. Product range differentiation matrix in a local network store in a small/medium city**

	<b>X</b> (low coefficient of demand variation)	<b>Y</b> (average demand variation coefficient)	<b>Z</b> (high coefficient of demand variation)
<b>A</b> (high costs)	<b>AX</b> (minimization in assortment)	<b>AY</b> (minimization in assortment)	<b>AZ</b> (almost complete liquidation in the assortment)
<b>B</b> (average costs)	<b>BX</b> (expansion in assortment)	<b>BY</b> (expansion in assortment)	<b>BZ</b> (decline in assortment)

C (low costs)	CX (expansion in assortment)	CY (expansion in assortment)	CZ (decline in assortment)
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It is proposed to attract consumers from this category to conclude contracts with them for the delivery of their desired food package to their homes; the frequency of delivery can also be agreed upon by the customers and confirmed over the phone. Similar to drinking water delivery companies, grocery stores could deliver specified grocery orders during the working day. In addition to expanding their own client base, trade organizations practicing the proposed activity can significantly improve their own image and the attitude of other categories of consumers towards them, which, in turn, will contribute to the growth of consumer loyalty to these outlets.

The paper gives a grouping of marketing tools to ensure the competitiveness of a retail trade enterprise (Fig. 1).



**Figure 1. Grouping the components of the competitiveness of a retail trade enterprise**

## Conclusion

The issues of competitiveness of retailers attract the attention of economists in modern conditions due to the natural increase in competition in the industry. This means that the formation of a buyer's market instead of a seller's market has conceptually changed the attitude to trading activity and contributed to the growth of competition in all types of markets: from the level of the global market to the local or specific market niche. Economic globalization has increased the openness of markets and led to a kind of diffusion of innovations in the form of the use of marketing by various market agents in national, regional and local markets. Marketing began to manifest itself in modern conditions as a legitimate means of competition, the forms and scope of which vary according to the size of the market for involving marketing tools.

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