



DEVELOPMENT OF MARKETING STRATEGY FOR THE DEVELOPMENT OF SERVICE ENTERPRISES

Zamira Musayeva

Senior Lecturer at "Regional Economy and Management" Department of the National University of Uzbekistan named after Mirzo Ulugbek

ABSTRACT

In the article, the most important task of the enterprise is to choose the right marketing strategy and to increase the volume of sales in the market, to achieve a certain share in the market and to solve the problems of forming a positive attitude of consumers to the company's products in the selected segment. In the article, based on the study of the interpretations of various authors, the nature and characteristics of the enterprise as a unique form in the development of a marketing strategy for the development of service enterprises have been determined.

KEY WORDS: *marketing technologies, marketing strategy, service industry, anti-crisis measures, strategic planning.*

1. INTRODUCTION

In modern management, marketing research provides a basis for making decisions on the company's business and sales development strategy and program. Market forecasting, development strategies and planning of the company's actions in the market taking into account the needs of consumers, formation of market demand the main principles of the management marketing concept within the company.

The company's marketing strategy consists of long-term coordination of opportunities with the market situation, i.e. in coordinating the company's internal and external environment to achieve strategic goals. the company's goals determine the direction of its business development.

Enterprise strategy is a plan to achieve these goals, which should reflect all elements of marketing, financial resources and production capabilities. Enterprise functional marketing strategies are the main marketing decisions of a strategic and tactical nature, which allow the enterprise to select target markets and develop special marketing activities for them. The following directions of marketing decisions can be identified at the functional level in the enterprise.

1. Market segmentation strategies of the enterprise - allow the enterprise to choose segments of the market according to various criteria.
2. Positioning strategies in the enterprise - allow to find an attractive position for the company's products in the selected market segment in relation to the competitors' products in the eyes of potential consumers.
3. Marketing strategies in the enterprise - the formation of a marketing complex that ensures the solution of the problems of increasing the volume of sales to the enterprise, achieving a certain market share and forming a positive attitude of consumers to the enterprise's products in the selected segment.

The essence of the enterprise's marketing strategy is the formation and development of the necessary response complex that allows maintaining the existing business and providing reserves for the enterprise's activities in the future. In addition, if the enterprise's activity occurs during an economic crisis, it is necessary to abandon the implementation of all stages of the marketing strategy. Some adjustments and changes should be made to the marketing strategy to suit the market conditions. In the process of forming a marketing strategy in the enterprise, it is necessary to analyze the service group of the network from the point of view of its potential and process.

Such an analysis should take into account market (demand) factors, cost factors, technical conditions, government policies and competitive conditions. The importance of each of these factors varies for individual sectors. Among the market factors that contribute to the globalization of services in the enterprise, we can note the similar needs of customers in different countries, the presence of global customers, the use of global distribution channels, the ability to repeat marketing activities, etc.



In addition, marketing strategies implemented by companies in foreign markets can be classified as selective development strategies. Often, local enterprises include activities in foreign markets in the strategy of the national marketing complex. This is because these enterprises do not have sufficient financial resources and they cannot finance extensive marketing research or strategies in foreign markets. At the same time, selected development strategies.

Choosing a market segment and achieving a leadership position in it (concentration) requires a large volume and leads to an increase in capital costs. Managing supply and demand in businesses over time is an important aspect of services marketing, where the capacity to serve customers arises from the need for demand where and when it exists. Matching demand and supply at a given time and place requires a thorough knowledge of local markets, as well as the ability to change the supply of services.

Enterprise marketing tool decisions allow a business to choose how to use individual marketing tools to increase the effectiveness of its marketing efforts in its target market. Accordingly, four groups of marketing decisions in the enterprise can be presented at the instrumental level, and these are the following.

1. Distribution strategies - make it possible to organize the presence of the company's goods "at the right time and in the right place" for consumers.
2. Product strategies - ensuring that the assortment and quality of the company's products correspond to the utility expected by potential consumers in the target market.
3. Promotional strategies - informing consumers about the beneficial properties of all elements of the marketing strategy.
4. Price strategy - allows to convey the value of goods to consumers.

A marketing plan in an enterprise is a document that defines the main goals of selling the company's goods and services and the ways to achieve them. A marketing plan has a formal structure, but it can also be used as an informal, highly flexible tool:

- preparation of arguments for the introduction of a new product in the enterprise;
- changing approaches to selling the company's products;
- in the development of complete marketing plans for a department, department or firm for inclusion in a corporate or business plan in an enterprise.

Basically, a marketing plan can be prepared for one product in a separate sales area, but in large-scale plans, the enterprise strategy should be intended for the long term. The marketing plan of the enterprise has the following structure: Management resume, Industry analysis, Marketing audit and the status of marketing work in the enterprise, Statement of Marketing Objectives, Marketing Strategies, Marketing Mix, Marketing Budget.

2. LITERATURE REVIEW

The development of a marketing strategy to overcome the crisis in the enterprise is considered an important strategic factor only in the equivalent form of instrumental opportunities, which are decisive for various sectors of the economy. Market entities implement marketing strategies depending on the scale of activity, financial capabilities, specific characteristics of operations, and the level of impact of the crisis on enterprise activity. The main goal of strategic planning from the strategic point of view of marketing in the enterprise is a rational assessment of the market situation by the enterprise and customers, reducing losses and minimizing risks.

Forming a marketing strategy. It is necessary to develop a general marketing strategy for the entire company, as well as a marketing strategy for all sales areas. In the general marketing strategy, it is necessary to indicate the types of sales areas planned to be developed by the enterprise. It is important to record all the main strategic projects and tasks for the development of all sales vectors and the enterprise as a whole.¹

A number of scientists put forward their personal opinions when developing a marketing strategy for the development of service enterprises in modern management.

M.R. Akhmatova and E.M. Popov (2019) also expressed similar opinions. Development of a marketing strategy in an enterprise is crucial only for various sectors of the economy. Scope of marketing strategies, financial opportunities, specific features of operations and advanced the opinion that it will be implemented depending on the level of impact of the crisis on the enterprise's activities. The main purpose of strategic planning from a

¹ Polevoda, S.V. *Improving the methodology of marketing analysis, adapted to modern business conditions [Text] / S.V. Polevoda // Bulletin of the Rostov State Economic University (RINH). - 2017. - No. 2. - P. 34-41.*



marketing point of view. A reasonable assessment of the market situation by the enterprise and customers is to reduce losses and minimize risks.

In addition, the Russian scientist M.M Hirachikadzhieva, (2020) gave his opinion on today's marketing policy and strategy based on the actual situation, potential risks and factors that have a negative impact on the company's activities within the existing potential.

Choosing a marketing strategy for a management object implies having a wide information base that is the basis for management's response to the negative factors caused by the crisis. The main condition in the development of marketing strategies and measures during the crisis is to reorganize the enterprise, including the control and management department, and change the management and control structure.

Marketing strategy is also defined by some authors Rust, Moorman and Dixon, (2002). His definition of the marketing strategy in the enterprise differs from the opinions of other scientists. The company's marketing strategy shows that it is focused on customer satisfaction, profitability and service quality.

Therefore, different ideas are interpreted in the marketing strategy of the company (Egan, 2011). The importance of strategic behavior has increased dramatically in recent decades to enable a firm to survive the competition in the long term. All companies must not only focus on the internal situation of the company in the fierce competition and rapidly changing situation, but also develop a long-term survival strategy. So that they are aware of the changes happening in their environment.

According to other scholars, V. A. Portnix (2014) explained the marketing strategy using several definitions. Just as there is no single universal strategic management in the enterprise in modern management, not all companies have the same strategy. Therefore, the process of developing a strategy and analyzing alternatives for each enterprise is unique. Because it depends on the position of the enterprise in the market, the dynamics of its development, potential, and the behavior of the company.

Consequently, D.Etkinson, (2009) analyzed the components of the process of forming the company's development strategy. It includes the stages of determining the company's development goals, forming criteria for achieving goals, analyzing company's potential situation, defining tasks, allocating available resources for the company's development, risk factors and force majeure.

These steps are performed by specialists from different functional departments. The analysis of the opportunities that the enterprise can use with the existing scope of activities when integrating into the industry and beyond is accompanied by the development of alternative development strategies.

3. RESEARCH METHODOLOGY

The methodology used in this study shows that in modern management, the development of a marketing strategy for the development of service enterprises and the establishment of control functions of the enterprise, as well as the use of generalized methods of analysis, synthesis, abstract-logical and critical thinking

4. ANALYSIS AND RESULTS

There are four main types of marketing strategies for company development:

- basic;
- competitive;
- global;

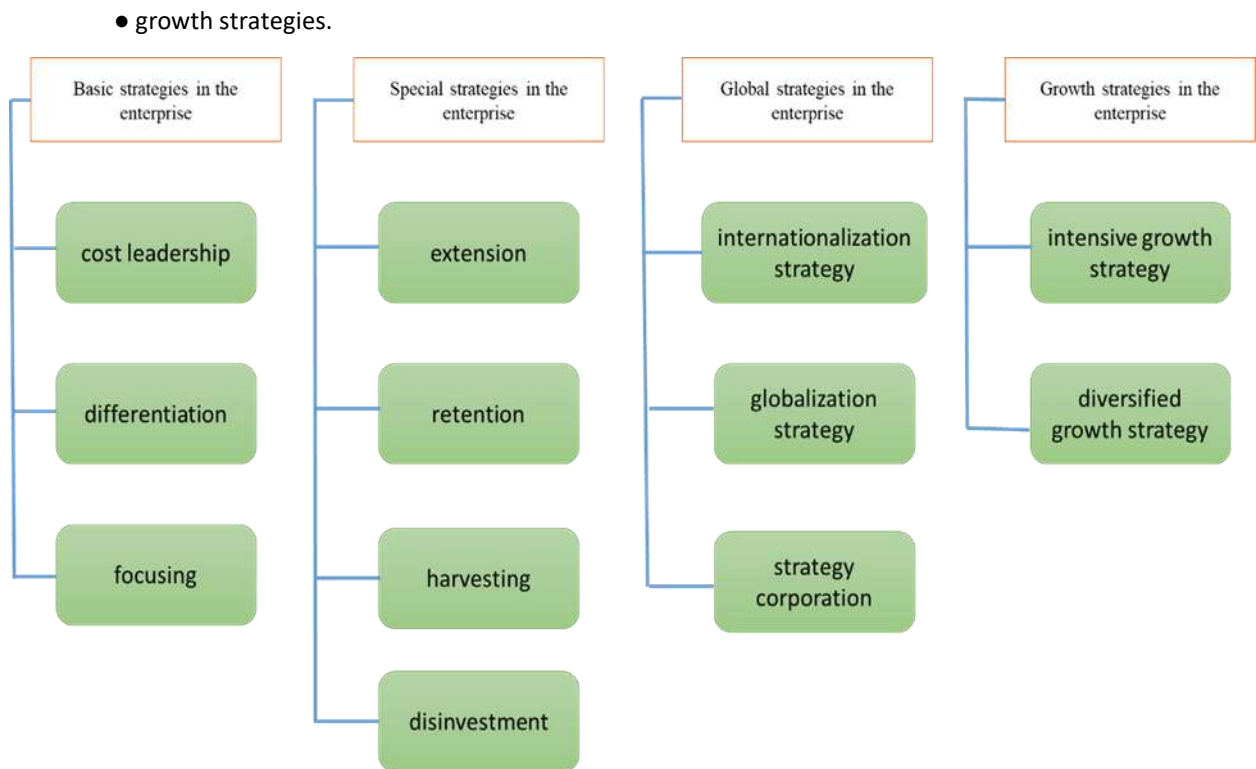


Figure 1 Classification of marketing strategies and types in the enterprise²

Cost leadership - the company optimizes processes and reduces costs. This allows manager to lower the price of the product and thus attract a wider audience. The strategy is followed, for example, by P5 Retail Group, which manages food chains

Differentiation - A company offers products or services that are different from those of its competitors and emphasizes that difference. This can be differentiation by product, related service or image. As an example of a strategy, he offered full remote customer service.

Focusing in the enterprise - The company shifts its focus from the product to a specific market segment. For example, stores that sell vinyl records or merchandise for preschoolers.

Competitive strategies There are four more competitive strategies depending on the company and the market situation:

Extension - The company's market share is increasing due to investments. With this strategy, current income will decrease as the company increases production: new factories are built, employees are hired, and modern equipment is provided.

Retention The company maintains its current position in the market by promoting products or services that generate the main income, despite low growth rates.

Harvesting – the company's profit maximization strategy is suitable for goods and services that have an uncertain future. The company bet on getting a quick profit from their sales and reducing costs accordingly until the sales volume decreases.

Disinvestment - Closing one line of business and reallocating resources to a new industry or developing a new product. In this marketing strategy, when the enterprise is liquidated or, the costs of production of a certain product are reduced by the company.

² author development of the based on theoretical and practical knowledge



The company's global development strategies include:

- Internationalization strategy
Access to new markets.
- Globalization strategy
Creating products that meet international standards.
- Partnership strategy

Interactions with other companies. The company has two types of growth strategies: intensive or diversified growth. The goal of intensive growth is leadership in a certain market segment or the creation of a unique product. Diversified growth involves expanding product lines or territories. We can say that intensive growth occurs vertically, and diversified growth occurs horizontally.



Figure 2 Scheme of development of marketing strategy in the enterprise ³

How the company behaves at the moment, before developing your marketing strategy in the enterprise, it is necessary to analyze the current situation in the company. It is necessary to determine in which position

Thus, the location of the enterprise, what kind of assortment it has, and in which markets it is presented are considered necessary factors to consider the existing strategy. It is necessary to study and describe not only the general situation in the company, but also the situation of each strategy. The overall location of the enterprise should include values for all key indicators that describe its effectiveness in terms of marketing and sales processes. In addition, we can describe the organizational and functional structure, focusing on the marketing and sales functions. A marketing strategy section corresponding to market analysis and research should include information of the following nature:

- Sources of information used during the analysis;
- Information about each market segment in which the company operates activity;
- Price Analysis;
- Information and analysis of product sales (distribution) channels;
- Analysis of competitors;
- Description of factors influencing the development of market segments;
- Conclusions based on market analysis results.

³ Authors Development



It should be noted that data collection for market analysis can be done in the following ways: using open sources to search for information; receive previously compiled reports with ready results of marketing research; conducting research independently or with the help of specialized agencies ⁴

Development of the target location of the enterprise. For each sales vector and in general, after the analysis, it is necessary to form the target location of the company. The main target indicators of the enterprise can be:

- income from sales;
- market share;
- brand awareness, etc.

All the above indicators should be recorded both for each sales vector and for the enterprise as a whole. Within each direction, goals and objectives for sales channels and products should be defined.

Risk analysis. As part of the analysis of the feasibility of the marketing strategy using a qualitative assessment of the main risks, it is necessary to draw up a "Company Risk Map". It is necessary to use a system of pre-developed measures to minimize the impact of the risks that have occurred in the enterprise.

A qualitative analysis of the risk of implementing the company's marketing strategy should be carried out based on the following main types of risk:

- Political;
- Market (Price);
- Competitive;
- Economic;
- Credit;
- Currency;
- Technician;
- Organizational And Legal;
- Emergency.

5. CONCLUSION

Based on the above analysis, we summarize the results and come to the following conclusions. Enterprise marketing tool decisions allow a business to choose how to use individual marketing tools to increase the effectiveness of its marketing efforts in its target market. The behavioral strategy of the enterprise management plays an important role in the development of anti-crisis measures in the enterprise.

There are two approaches to the development of an enterprise's anti-crisis measures: traditional and innovative. The use is primarily an organizational approach to the activities of managers aimed at maintaining the stability of the company's marketing strategy by eliminating negative factors, which is a necessary measure to prevent the consequences of the crisis.

Accordingly, four groups of marketing decisions in the enterprise can be presented at the instrumental level, and these are the following.

1. Distribution strategies - make it possible to organize the presence of the company's goods "at the right time and in the right place" for consumers.
2. Product strategies - ensuring that the assortment and quality of the company's products correspond to the utility expected by potential consumers in the target market.
3. Promotional strategies - informing consumers about the beneficial properties of all elements of the marketing mix.
4. Price strategy - allows to convey the value of goods to consumers.

A marketing plan has a formal structure, but it can also be used as an informal, highly flexible tool:

- preparation of arguments for the introduction of a new product in the enterprise;
- changing approaches to selling the company's products;

⁴ Skachko, G. A. *The role of analysis and diagnostics of financial and economic activity in assessing the economic security of an organization [Text]* / G. A. Skachko, L. K. Nikandrova // *Audit statements*. – 2018. – No. 7. – P. 55-63.



• in the development of complete marketing plans for a department, department or firm for inclusion in a corporate or business plan in an enterprise. Basically, a marketing plan can be prepared for a single product in a particular sales area, but in large-scale plans, the enterprise strategy should be aimed at the long term.

REFERENCES.

1. Akhmatova M.R., Popov E.M. *Theoretical models of competitiveness* // *Marketing*. 2019. No. 4. pp. 25-37.
2. Khirachikadzhieva M.M. *Marketing strategies for crisis management. Complex of anti-crisis measures in the field of marketing* // *Scientific almanac*. 2020. No. 2-1(64). pp. 78–82
3. Rust, R.T., Moorman, C., and Dickson, P.R. (2002) *Getting return on quality: revenue expansion, cost reduction, or both?* *Journal of Marketing*, 66, 7–24.
4. Egan D. *Analysis of marketing strategies based on relationships*. - M.: UNITY, 2011. - 363 p.
5. Portnykh V.A. *Development of methodology for strategic marketing management of business organizations* // *Marketing and marketing research*. - 2014. - No. 4. - P. 5-8.
6. Atkinson J. *Strategic marketing: situations, examples: Textbook: Trans. from English / J. Atkinson*. - M.: UNITY-DANA, 2009. - 471 p.
7. Kharchuk V., Kendzor I., Petryshyn N. *The analyses of marketing strategies for innovations* // *ECONTECHMOD: An International Quarterly Journal on Economics of Technology and Modelling Processes*. – 2014. – T. 3. – №. 1. – С. 49-54.
8. Fournier, L. A. and Woodlock J. W. 1960. *Early Prediction of Market Success for New Grocery Products*, *Journal of Marketing*, 25 (October), 31-38.
9. Abramov, V. L. (2019). *Marketing management of the competitiveness of economic systems*. *Marketing in Russia and Abroad*, 5, 23-31. (In Russ.).
10. Polevoda, S.V. *Improving the methodology of marketing analysis, adapted to modern business conditions* [Text] / S.V. Polevoda // *Bulletin of the Rostov State Economic University (RINH)*. – 2017. – No. 2. – P. 34-41.