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METHODOLOGICAL PROBLEMS OF MARKETING IN FURNITURE ENTERPRISES IN THE CONTEXT OF THE IMPLEMENTATION OF THE NEW UZBEKISTAN DEVELOPMENT STRATEGY



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Abstract: This article examines the main factors limiting the competitiveness of the industry, including systematic market research, the formation of competitive advantages, the development of pricing policy, the quality of marketing as a strategic element of enterprise management, and the methodological problems of marketing activities in furniture enterprises.

Key words: enterprise, market, marketing, pricing policy, competition, furniture products.

Annotatsiya: Ushbu maqolada tarmoq raqobatbardoshligini cheklovchi asosiy omillar, jumladan bozorni tizimli o'rganish, raqobat ustunliklarini shakllantirish, narx siyosatini ishlab chiqish, marketingning korxonada boshqaruvidagi strategik element sifatidagi sifati hamda mebel korxonalarida marketing faoliyatining metodologik muammolari tahlil qilinadi.

Kalit so'zlar: korxonada, bozor, marketing, narx siyosati, raqobat, mebel mahsulotlari.

Аннотация: В данной статье рассматриваются основные факторы, ограничивающие конкурентоспособность отрасли, включая систематическое исследование рынка, формирование конкурентных преимуществ, разработку ценовой политики, качество маркетинга как стратегического элемента управления предприятием, а также методологические проблемы маркетинговой деятельности на мебельных предприятиях.

Ключевые слова: предприятие, рынок, маркетинг, ценовая политика, конкуренция, мебельная продукция.

INTRODUCTION

In recent years, large-scale economic reforms implemented in the Republic of Uzbekistan have brought the country to a new stage of development. In particular, the Development Strategy formulated within the framework of the "New Uzbekistan" development model has set priority objectives, including increasing competitiveness across all sectors of the national economy, strengthening private-sector activity, and expanding the share of high value-added products in both domestic and foreign markets. In this context, alongside manufacturing industries, the strategic importance of the service and processing sectors has been steadily increasing.

The furniture industry is one of the sectors with a high multiplier effect. It is closely connected with wood processing, design, logistics, trade, and services, thereby contributing to employment growth and expanding opportunities for the deep processing of local raw materials. According to the Agency for Statistics of the Republic of Uzbekistan, as of 2024, more than 3,000 furniture manufacturing entities were operating in the

country, creating over 50,000 jobs in the sector. Over the past five years, the volume of furniture production has increased by nearly 1.8 times, which reflects the dynamic development of the industry and its growing role in the domestic market.

LITERATURE REVIEW

An analysis of the existing literature on marketing indicates the importance of continuously improving modern marketing principles, brand promotion methods, and flexible approaches to consumer needs. In his textbook on marketing strategies, R. G. Ibragimov notes: "A marketing strategy is understood as the application of a model of the principles of an 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 contributed to the development and implementation of marketing strategies, including well-known scholars such as F. Kotler, David Aaker, Clayton Christensen, Seth Godin, Kevin Keller, Byron Sharp, and Jay Baer.

At the same time, marketing research conducted in Uzbekistan has been based on national characteristics and practical experience, while also drawing on international theoretical approaches. Significant contributions to the development of marketing theory in the country have been made by R. Ibragimov, Yo. Abdullaev, A. Saliev, M. Sharifkhodjaev, D. Rakhimova, Sh. Ergashkhodjaeva, Sh. Musayeva, and others.

RESEARCH METHODOLOGY

The study employed a systematic approach, marketing analysis, benchmarking, and digital metrics. In addition, mass observation methods were used to collect and analyze data from social media platforms, which made it possible to obtain comprehensive and up-to-date empirical information.

ANALYSIS AND RESULTS

The current situation can be explained by the insufficient methodological development of marketing activities in furniture enterprises alongside production processes. In many enterprises, marketing still functions primarily as a sales or advertising activity, while modern approaches—such as in-depth market analysis, consumer behavior research, and strategic brand management—are being introduced gradually. Therefore, within the framework of the New Uzbekistan Development Strategy, improving marketing methodology in furniture enterprises is emerging as an important scientific and practical task.

The study aims to identify the methodological problems of marketing activities in furniture enterprises in the context of implementing the New Uzbekistan Development Strategy, to analyze them, and to develop scientifically grounded proposals for their improvement.

The New Uzbekistan Development Strategy defines industrial modernization, support for local production, and the expansion of export potential as priority areas. It also emphasizes the creation of high value added in the economy through the development of processing industries as one of its key objectives. The furniture industry fully corresponds to these goals, as it not only supplies the domestic market with quality products but also creates opportunities for expanding exports. According to statistics, in 2023- the volume of furniture and wood product manufacturing in Uzbekistan amounted to 6.5 trillion soums, while imports exceeded 800 million US dollars. At the same time, exports of locally produced furniture accounted for approximately 8–10 percent of total output. These indicators highlight the importance of further strengthening the competitiveness of furniture enterprises. Competitiveness can be enhanced not only by expanding production capacities but also by organizing marketing activities on a systematic and strategic basis. Through marketing, market needs are identified, product assortments are formed, and long-term relationships with consumers are established.

Most furniture manufacturing enterprises in Uzbekistan belong to the small and medium-sized business sector. In these enterprises, marketing activities are often perceived as an integral part of the sales process rather than as an independent management system. As a result, such key functions as marketing research, strategic planning, and brand management are still in the process of active development.

One of the key issues in marketing methodology is the limited use of mechanisms for systematic market research. Many enterprises still focus primarily on production capabilities rather than on consumer demand when planning output. This approach may lead to the emergence of products with limited market appeal or a shorter life cycle. According to modern marketing theory, production processes should be organized primarily on the basis of market demand.

The second important issue is the insufficient application of segmentation and positioning strategies. The furniture market is highly differentiated in terms of consumer income levels, lifestyles, regional characteristics, and design preferences. However, a number of local companies still tend to offer a uniform product to a broad

consumer base, which constrains the formation of a sustainable competitive advantage. A more targeted approach would allow enterprises to better match their products to specific market segments.

Another significant methodological issue is related to the formation of pricing policy. In practice, prices are often determined by adding a certain mark-up to production costs. At the same time, such important factors as perceived customer value, competitors' prices, and brand image are not always fully taken into account. As a result, even when local furniture products are competitive in terms of quality, their market positioning may require further optimization. The application of value-based pricing is therefore considered one of the key principles of modern marketing methodology.

The development of the digital economy is identified as a separate priority within the New Uzbekistan Development Strategy. In this context, the gradual expansion of digital marketing tools in furniture manufacturing enterprises is of particular importance. According to statistical observations, approximately 25–30 percent of furniture manufacturers actively use social networks for sales, while the level of CRM system adoption remains below 10 percent. Digital marketing tools enable direct communication with consumers, faster identification of their needs, and the development of personalized offers. The wider and more systematic use of these tools can significantly increase the effectiveness of marketing activities.

Samarkand region is one of the economically developed regions of the Republic of Uzbekistan, distinguished not only by tourism and services but also by its industrial sectors. In particular, furniture enterprises occupy an important place in the regional economy. The expansion of housing construction and the ongoing process of urbanization are steadily increasing demand for furniture products. At the same time, the effectiveness of enterprise competitiveness depends on how well marketing activities are adapted to regional conditions and consumer characteristics.

This article aims to conduct an in-depth analysis of the methodological problems of marketing activities in furniture enterprises in the Samarkand market, to complement the analysis with available statistical data, and to develop practical and effective recommendations.

According to estimates, the population of Samarkand region will reach approximately 4.3 million by 2025-, with more than 60 percent living in urban areas. The growth of the urban population is expected to intensify housing construction, which, in turn, will lead to a steady increase in demand for furniture products. In Samarkand region, the expansion of housing construction and the commissioning of new residential areas create favorable conditions for the growth of the furniture market. Under these circumstances, the modernization of marketing activities becomes an important factor in strengthening the competitive positions of enterprises.

The number of furniture manufacturing enterprises operating in the Samarkand market is gradually increasing. The specific features of the regional market can be characterized as follows:

1. Consumer requirements: product quality, design, and price play a key role in purchasing decisions.
2. Competitive environment: competition among local and interregional producers is becoming more dynamic.
3. Logistics and raw materials: local sources of raw materials and the efficiency of transportation services have a significant impact on production processes.

Marketing activities of furniture enterprises in the Samarkand market face several methodological challenges, including the need for deeper integration of traditional and digital marketing tools, further development of segmentation and brand management, and wider application of methods for assessing marketing effectiveness. Addressing these issues requires expanding the use of digital marketing instruments, optimizing segmentation and product policy, and improving brand management and information systems. The consistent implementation of these measures will contribute to increasing enterprise competitiveness and ensuring sustainable growth in the Samarkand market.

An analysis of the origins and characteristics of the existing challenges in the furniture market makes it possible to highlight the following aspects:

- Many furniture companies in Uzbekistan focus their marketing efforts on increasing short-term sales volumes. While this approach helps to strengthen operational sales processes, a stronger emphasis on long-term strategic positioning can further enhance sustainable competitive advantages.
- Products in the domestic market are often designed for a broad consumer audience. A more differentiated approach would allow enterprises to better meet the needs of specific market segments.
- In a number of enterprises, marketing research is conducted irregularly or is based on limited indicators, which creates opportunities for improving data-driven decision-making.
- Marketing effectiveness is frequently assessed using a narrow set of indicators; therefore, the development of a more comprehensive methodological evaluation system would increase analytical accuracy.
- Many furniture companies are at an early stage of actively adopting digital marketing tools and brand development strategies, which indicates significant potential for further growth in these areas (Table 1).

Furniture Production in Uzbekistan and Marketing Challenges (2024-)

Table 1. Regional Distribution of Furniture Enterprises and Digital Marketing Adoption

Area	Number of Enterprises	Market Share (%)	Digital Marketing Prevalence (%)
Tashkent	120	35	40
Samarkand	45	12	25
Fergana	30	8	20
Bukhara	25	7	15
Kashkadarya	20	5	10
Khorezm	15	3	10
Andijan	18	4	18

As shown in the table, in many regions of Uzbekistan the level of marketing research and the adoption of digital marketing tools remain relatively limited, which constrains the competitive potential of enterprises. To address these challenges, it is advisable to improve marketing activities in furniture enterprises in the following directions:

- First, marketing should be institutionalized as a strategic element of enterprise management. Making production and sales decisions on the basis of marketing research contributes to strengthening competitiveness.
- Second, the product range should be diversified through the development of market segmentation and positioning strategies. This approach makes it possible to design products that better match the needs of different income groups.
- Third, the introduction of digital marketing tools and CRM systems enables the development of long-term relationships with consumers, which, in turn, supports the growth of brand loyalty (Table 2).

Table 2. Marketing Challenges in Furniture Manufacturing Enterprises and Ways to Address Them

Problem	Reason	Proposed Solution	Expected Result
Marketing strategy focuses primarily on short-term sales	Marketing is not fully recognized as a strategic management function	Establish the marketing department as an active participant in strategic decision-making	Marketing decisions become more long-term oriented and effective
Insufficient market segmentation	Limited research on market and consumer segments	Identify specific segments and develop a separate marketing strategy for each segment	Products better match market needs, enhancing competitive advantage
Marketing research is conducted inconsistently	The information system is limited and research relies on subjective assessments	Implement a modern marketing information system and conduct regular research	Decision-making becomes evidence-based and resources are used more efficiently
Lack of a comprehensive methodology for evaluating marketing effectiveness	Absence of an integrated system of indicators	Apply metrics such as ROMI, brand equity, and customer loyalty indices	Cost efficiency increases and marketing investments are optimized
Limited development of digital marketing and branding	Insufficient use of technological tools	Develop a digital marketing strategy and implement a brand management system	Market share and customer loyalty increase

Table 3. Comparison of Key Challenges in Furniture Marketing: Global and Uzbekistan Experience

Problem	Global Experience	Uzbekistan Experience
Competition	Strong competition; brands face increasing challenges in differentiation	Competition between local and imported brands; the market is in a stage of quality standardization
Innovation	Active use of AR/VR, IoT solutions, and design innovations	The adoption of technological innovations is at an early stage; design standards are being updated
Price-quality balance	Brands seek to align high quality with appropriate pricing	Price sensitivity remains high; further progress in quality positioning is needed
Delivery	Well-developed global logistics networks	Transportation and installation services are developing; lead times can be optimized

Market research	Consumer behavior is analyzed using big data and advanced analytics	Market research is expanding; the availability and accuracy of statistics are improving
Online marketing	Professional, integrated strategies with strong brand storytelling	Social media is mainly used for promotion; strategic integration is being strengthened

CONCLUSIONS AND RECOMMENDATIONS

In the context of implementing the New Uzbekistan Development Strategy, the improvement of marketing methodology in furniture enterprises remains a key factor in enhancing the overall competitiveness of the industry. An exclusive focus on increasing production volumes, without elevating marketing to the level of strategic management, is unlikely to deliver sustainable results. By strengthening marketing methodology, introducing digital technologies, and adopting a more consumer-oriented approach, furniture enterprises can significantly improve their competitive positions in both domestic and foreign markets.

The consistent application of this approach will contribute to the expansion of market share, the strengthening of brand positions, and the achievement of sustainable development in the furniture manufacturing sector. Moreover, these measures play an important role in supporting the economic objectives outlined in the New Uzbekistan Development Strategy.

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