

Developing Methodology to Evaluate the Efficiency of Development Marketing Strategy

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Abstract- The article examines the issue of improving the method of evaluating the effectiveness of marketing strategies for future development of ginneries.

Keywords. Marketing, marketing strategy, development strategy, method, evaluation, efficiency.

I. INTRODUCTION

The transition to a market economy, the constant changes in the conditions of domestic and foreign trade requires a comprehensive study of the conditions, its specific features. At present, serious attention is paid to the development of the cotton sector, which is one of the most important sectors in strengthening the export potential of the country. At the same time, the issue of launching the production of finished products through the implementation of a policy of structural changes in the economy remains relevant. Therefore, as a result of deep processing of cotton fiber, our government pays serious attention to the production of finished products. Therefore, the Action Strategy for the further development of the Republic of Uzbekistan for 2017-2021 sets important tasks, including "... deepening structural changes, increasing its competitiveness through modernization and diversification of key sectors of the national economy, ..." [1].

Therefore, the implementation of structural changes aimed at the production of final products in the cotton complex and related industries is one of the important tasks. At the same time, due to the lack of sufficient raw materials in the ginning industry, there are cases of inefficient use of existing production capacity and resources. At a time when competition in the global market is increasing the uncertainty of the future development process, one of the important issues is the successful implementation of alternative development strategic options that meet the goals and objectives of the enterprise and can influence internal and external factors. Therefore, based on the results of in-depth study of the principles and rules of marketing, it is important to organize an effective marketing service in ginneries, to assess the effectiveness of the selected marketing strategy.

II. LITERATURE REVIEW

At this stage, there are several approaches to assessing the effectiveness of the strategy. the effectiveness of the strategy cannot be based on the effectiveness of the projects and requires special features. For example, Yu. N. Lapygin identifies the following key features of a potentially effective strategy [2]:

- 1) the substantive correctness of the chosen strategy;
- 2) the uniqueness of the strategy (in order to be successful, the company's strategy must include its strengths and opportunities that create competitive advantages);
- 3) future uncertainty as a strategic opportunity (changes in the external environment pose threats and new additional opportunities that need to be explored and used to achieve future success);
- 4) flexibility (strategic changes in the company itself must be adequate to external changes in order to realize the opportunities provided by the external environment).

In our view, this approach is effective on the one hand, but at the same time incomplete and difficult to assess because it is very difficult to objectively assess these features.

However, according to G. Mintsberg, "the latest information on the success of organizations in modern conditions does not fit into the framework of any school of strategic management" [3].

There is a different approach. For example, T. A. Zubov believes that the effectiveness of the strategy can be assessed in two ways [4]:

- Evaluate the developed strategic alternatives to determine their suitability, appropriateness, acceptability and robustness for the company;
- Comparing the results of the implementation of the strategy with the planned results.

However, there are a number of problems in applying the target model:

- companies can have many goals;
- the goals of the company are sufficiently specific;
- use of temporary perspective: a successful result in the short term can fail in the long run;

- The problem of differences due to events inside and outside the organization.

Therefore, the problem of measuring the target effectiveness of the strategy depends on the accuracy of the target indicators of the firm [5].

The following basic requirements must be met when setting goals:

- goals should directly reflect business logic and selected strategic guidelines;
- targets should be clear and presented as quantitative indicators that can be monitored and controlled;
- Quantitative indicators should be set relative to the initial situation in the company of particular note is the balanced scorecard (BSC) of R.S. Kaplan and D. Norton [6].

Another approach to evaluating the effectiveness of strategic management is stakeholder theory. E. Freeman considers a company as a set of stakeholders whose activities should take into account its external and internal environment, its interests and requirements [7]. There is also an approach that assumes that an effective business strategy should create added value for consumers in the first place [8]. Value added must be properly accepted by customers. Perhaps the problem lies in the communicative difficulties of reflecting value or in the complete absence of such communication.

The perceived value problem is especially acute when the customer is unable to adequately assess the added value of the product or service. To understand the differences between competitive sales offers, the buyer has to spend a lot of time and effort. Therefore, the company's task is to manage these types of signals or value-added tokens.

Bekmurodov A.Sh. developed a methodology based on a targeted approach to assessing marketing effectiveness, which defined the cost-effectiveness of marketing as the ratio of profit growth to the share of marketing costs [9].

A.Burkhanov the ratio of the amount of profit received by the implementation of marketing activities in the calculation of the effectiveness of the marketing mix in the export of cotton fiber to the cost of implementation of these measures [10].

Applying such marketing effectiveness determination techniques in practice poses many difficulties in conducting calculations by dividing profits and costs into separate pieces.

III. RESEARCH METHODOLOGY

The research was based on the research results of foreign and domestic researchers on the topic and used methods such as statistics, selective observation, comparison, expert evaluation.

IV. ANALYSIS AND RESULTS

We propose to use an integrated evaluation system, which includes a comprehensive assessment of the effectiveness of the development strategy of gineries.

In contrast to the existing methods, the effectiveness of the development marketing strategy of gineries is considered as a combination of three components: the quality of the strategy - K_s ; strategic efficiency - S_s and goal achievement rate (performance efficiency) - M_d (1):

$$\exists_c = f(K_c, C_c, M_d) \quad (1)$$

The quality of the strategy means the compliance of the relative indicators of the strategy with the development trends of the external environment, its dynamism, flexibility, control, compliance with the company's capabilities, objectivity, consistency of the company's strategy with the regional development strategy and others.

We suggest using the following parameters to assess the quality of the strategy:

- 1) consistency of the corporate strategy of the enterprise with the conditions and parameters of the external environment;
- 2) compliance with the development strategy of the region (or adherence to the interests of the region and the country);
- 3) compliance of the strategy with the goals of the enterprise;
- 4) consistency of the enterprise's corporate strategy with internal potential;
- 5) internal balance of parameters of the corporate strategy of the enterprise;
- 6) ability to implement the strategy at the expense of available technological, labor and financial resources;
- 7) acceptability for stakeholders (responding to the interests of as many stakeholders as possible);
- 8) creating a competitive advantage;
- 9) acceptability of the level of risks associated with the implementation of the corporate strategy of the enterprise.

The most effective quality strategy was identified at the selection stage from a number of strategic alternatives implemented in the previous paragraph of the study, and the proactive strategy option was selected as the most

effective of the three strategic options for the ginnery under study.

Strategic efficiency is a qualitative change in the enterprise that is predicted in the long run based on the results of the implementation of the strategy. It is determined based on the specific situation and the particular enterprise.[11]

An assessment of the pre-strategic alternative has shown that its implementation increases profitability, which allows the company to maintain a level of profitability, while at the same time increasing the level of satisfaction of domestic market needs.

The final stage of the evaluation will be the extent to which the company’s goals are achieved in implementing this strategy. The level of achievement of the goal is defined as the degree of conformity of the result achieved in the implementation of this strategy to the stated goals, namely:

$$\vartheta_c = \frac{\vartheta_\phi}{\vartheta_p} \tag{2}$$

here, ϑ_ϕ – the result actually obtained;

ϑ_p – planned outcome.

An integral assessment of the effectiveness of the development and implementation of marketing strategies of ginneries is determined using the following formulas:

$$K_{CC} = \sqrt{K_{Kc} \times K_{Cc} \times K_{M_d}} \tag{3}$$

Here, K_{Kc} – quality coefficient strategy;

K_{Cc} – strategy efficiency ratio;

K_{M_d} – strategy goal achievement ratio.[12]

An integral indicator of the effectiveness of a marketing strategy takes a value from 0 to 1. The scale for evaluating the effectiveness of a marketing strategy based on an integrated indicator is given in Table 1.

Table 1: Scale for evaluating the effectiveness of the marketing strategy of a ginnery

Integral exponent result	The content of the rating
от 0 до 0,30	Critical
от 0,31 до 50	Unsatisfactory
от 0,51 до 70	Satisfactory
от 0,71 до 0,85	Good
от 0,86 до 1	Ideal

Author's calculations based on expert assessments

This evaluation is done during the implementation of the strategy after receiving the result.

Strategic effectiveness - S_s and the level of achievement of the goal were assessed on the basis of the application of the Balanced Scorecard (BSC) in the implementation of the selected preactive strategy in ginneries. According to him, the most important strategic goal of the ginnery in the near future is to increase production and sales by increasing the raw material base of cotton, increase profitability by reducing costs and increase the value of the enterprise. The developed preactive marketing strategy was put into practice in 2019. The results are presented in Table 2.

Table 2: The main indicators of the growth strategy of the ginnery in 2019

Basic indicators KPI	Target value of the 2019 indicator	The actual value of 2019	KPI completion in 2019,%
The main strategic goal of the ginnery			
Sales volume growth rate	6,8 %	7,4	108,82
The rate of growth of enterprise value	16 %	18,2	113,75
The prospect of "CUSTOMER"			
The degree of change in the integral indicator of brand competitiveness	15 % ra	18,1	120,66
The rate of change in the number of consumers	6 % ra	6,4	106,66

Prospects for "DOMESTIC BUSINESS PROCESSES"			
The rate of change in the cost of production per unit of output	0,6 % to	0,84	140,0
Level of utilization of production capacity	80 % to deliver	82,6	103,25
Fiber output indicator change rate	1,6 %	2,2	137,50
Prospects of "FINANCE"			
The rate of change in market share	4,5 % to	5,1	113,33
The rate of change in net profit	5,2 % to	6,4	123,07
The rate of change in product profitability	7,8 % to	8,64	110,77
Changes in the level of self-sufficiency	35 % to deliver	36,2	103,43
THE FUTURE OF "TEACHING AND DEVELOPMENT"			
Changes in the proportion of employees who have improved their skills	24 % to	28,0	116,66
Changes in employee satisfaction levels	100 % to deliver	96,0	96,0
Change in the amount of raw cotton produced	80 % to deliver	82,6	103,25
The rate of change in labor productivity	18 % to	19,6	108,89

Source: Author's calculation based on the data of the ginnery.

The data in Table 2 show that this ginnery has developed effective measures for the implementation of the system-integrated concept of management of the implementation of the growth marketing strategy in 2019 on the basis of plans set in 2018 and the implementation of all KPI indicators. . In particular, the main strategic goal of the ginnery is to increase the shortage of raw cotton by 103.25%, which is one of the main indicators in its processing - 0.6% more than the established level of fiber production - 7.4% of sales growth allowed to increase the rate of increase in the value of the enterprise to 18.2%. [13]

As a result of processing the assessments made by experts on the quality of the strategy in the research process $K_{Kc} = 0,92$ was found to be equal to.

Strategy efficiency ratio - K_{Cc} Two indicators that characterize the main strategic goal of the ginnery in the System of Balanced Indicators (BSC) as a basis for the calculation of) were obtained. As they ensure that the value is achieved, $K_{Cc} = 1$ is obtained. [14]

Strategy goal achievement ratio - K_{Ma} as a basis for the calculation, indicators describing the prospects in the Balanced Scorecard (BSC) were obtained. The results show that all indicators, except for the indicator "Change in employee satisfaction" (96.0% completed), describe the achievement of the desired result. Therefore, $K_{Ma} = 0,96$. Thus, the effectiveness of the ginnery in implementing the selected proactive marketing strategy will be as follows:

$$K_{CC} = \sqrt{K_{Kc} \times K_{Cc} \times K_{Ma}} = \sqrt{0,92 \times 1,0 \times 0,96} = 0,94$$

This means that the integrated marketing efficiency of this gin is 0.94 and is rated "excellent" according to the evaluation scale given in Table 1. This indicates the correctness of the chosen marketing strategy for the growth of the ginnery. This ginnery has the potential to further increase sales as a result of further diversification policies.

V. CONCLUSION

Based on the results of the study, in order to increase the effectiveness of marketing strategies in ginneries, it is necessary to pay attention to the following:

- The management structure of the ginnery should be adapted to market changes;
- Raising the status of marketing services in the management structure of the ginnery;
- organization of continuous study of market conditions, effective use of modern methods and tools of marketing research in this process;
- Implementation of the evaluation of the effectiveness of marketing strategies, the development of a system of balanced indicators in the evaluation;
- selection of a marketing strategy that will ensure the effectiveness of this service in the long run in the organization of marketing activities;
- Organization of marketing effectiveness management in ginneries on the basis of modern management support and methods.

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