



THEORETICAL FOUNDATIONS OF THE USE OF MARKETING STRATEGIES IN THE ACTIVITY OF TEXTILE ENTERPRISES

Akhmedova Shokhsanam

Tashkent State University of Economics

ORCID: 0009-0000-2540-2936

khshs1322@gmail.com

Abstract. *The current article examines the theoretical foundations, core principles, and the development stages of marketing strategy with particular emphasis on role in improving the performance of textile enterprises. The research examines key aspects such as the economic position of the textile industry, export trends, growing competitiveness and the strategic impact of marketing on business goals. The study is based on a comprehensive review of academic literature, statistical data, scholarly articles and reliable online sources, offering insights into how marketing strategies contribute to the competitiveness and sustainability of textile enterprises.*

Keywords: *marketing strategy, textile industry, export, competitiveness, market research.*

TO'QIMACHILIK KORTXONALARI FAOLIYATIDA MARKETING STRATEGIYALARIDAN FOYDALANISHNING NAZARIY ASOSLARI

Akhmedova Shokhsanam

Toshkent davlat iqtisodiyot universiteti

Annotatsiya. *Ushbu maqolada marketing strategiyasining nazariy asoslari, asosiy tamoyillari va rivojlanish bosqichlari o'rganilib, uning to'qimachilik korxonalari faoliyatining samaradorligini oshirishdagi o'rni alohida ta'kidlanadi. Tadqiqotda to'qimachilik sanoatining iqtisodiy holati, eksport tendensiyalari, raqobatbardoshlikning ortib borishi hamda marketingning biznes maqsadlariga strategik ta'siri kabi muhim jihatlar tahlil qilinadi. Ushbu tadqiqot akademik adabiyotlar, statistik ma'lumotlar, ilmiy maqolalar va ishonchli onlayn manbalar asosida olib borilgan bo'lib, marketing strategiyalarining to'qimachilik korxonalarining raqobatbardoshligi va barqarorligiga qo'shayotgan hissasi yuzasidan chuqur tahliliy xulosalarni taqdim etadi.*

Kalit so'zlar: *marketing strategiyalari, to'qimachilik sanoati, eksport, raqobatbardoshlik, bozor tadqiqotlari.*

ТЕОРЕТИЧЕСКИЕ ОСНОВЫ ИСПОЛЬЗОВАНИЯ МАРКЕТИНГОВЫХ СТРАТЕГИЙ В ДЕЯТЕЛЬНОСТИ ТЕКСТИЛЬНЫХ ПРЕДПРИЯТИЙ

Ахмедова Шохсанам

Ташкентский государственный экономический университет

Аннотация. В данной статье рассматриваются теоретические основы, основные принципы и этапы развития маркетинговой стратегии с особым акцентом на её роль в повышении эффективности деятельности текстильных предприятий. В исследовании анализируются ключевые аспекты, такие как экономическое положение текстильной отрасли, тенденции экспорта, рост конкурентоспособности и стратегическое влияние маркетинга на достижение бизнес-целей. Работа основана на всестороннем обзоре академической литературы, статистических данных, научных публикаций и надежных интернет-источников, предоставляя аналитические выводы о вкладе маркетинговых стратегий в конкурентоспособность и устойчивость текстильных предприятий.

Ключевые слова: маркетинговая стратегия, текстильная промышленность, экспорт, конкурентоспособность, исследование рынка.

Introduction.

In today's rapidly evolving global economy, the textile industry plays a vital role in supporting industrial development, employment, and international trade and the theoretical foundations of using marketing strategies in the activities of textile enterprises represent a highly relevant area of study in today's dynamic business environment. The textile industry, being one of the most important sectors of the national economy, significantly contributes to employment, efficient utilization of domestic raw materials, and export growth. With the intensification of global competition, the need for well-developed and adaptive marketing strategies has become more urgent than ever. These strategies enable textile companies to strengthen their market positions, build recognizable brands, and respond effectively to the evolving demands of both local and international markets. Furthermore, a thorough understanding of the theoretical principles underpinning marketing strategies provides a solid framework for making informed, evidence-based managerial decisions. The integration of innovative marketing tools—such as digital marketing, market segmentation, and customer relationship management—further enhances the sector's ability to achieve sustainable development and long-term competitiveness. Therefore, the study of this topic is both scientifically significant and practically essential for the future advancement of textile enterprises.

Uzbekistan's textile industry is one of the fastest-growing sectors of the national economy, playing a vital role in industrial development and export diversification. Benefiting from abundant cotton resources, government support, and increasing foreign investments, the industry has undergone significant modernization in recent years. Today, many Uzbek textile enterprises are shifting from raw cotton exports to the production of high value-added goods, such as finished garments and home textiles. This transformation not only boosts export revenues but also creates new job opportunities and strengthens the country's position in global textile markets.

According to the decree of the President of Uzbekistan PD-6 dated as of 16th January 2025 on additional measures to develop the processing chain in the textile and garment industry and improving international competitiveness. The decree sets ambitious export targets: \$4 billion in 2025, \$5 billion in 2026, and \$7 billion in 2027. It also aims to increase the share of ready-made garments in total exports to 70% by adopting modern technologies, design innovation and attracting global brands. The government plans to attract \$5 billion in foreign investment to deepen yarn processing. Support mechanisms include allocating export duties to an industry

fund, offering low-interest loans for equipment purchases, and subsidizing international certification costs. A "Made in Uzbekistan" program promotes local products on global marketplaces. Overall, the decree reflects Uzbekistan's commitment to transforming its textile industry into a high-value, export-oriented sector.

Despite these positive trends, full integration into the global market requires further progress in areas such as innovation, marketing strategy, branding, and sustainability. Therefore, the objective of the current article is to analyze the theoretical foundations and strategic importance of marketing strategies in improving the performance and international competitiveness of textile enterprises, with a particular focus on Uzbekistan's growing industry.

Literature review.

Marketing strategies are essential tools for achieving competitive advantage, customer satisfaction and long-term profitability. Various scholars and practitioners have contributed significantly to the current field, each offering distinct frameworks and insights.

Philip Kotler, often referred to as the "father of modern marketing," emphasizes the strategic role of marketing in aligning company capabilities with market needs. Authors such as Kotler and Keller (2016) in the book of *Marketing Management*, outline the STP model (Segmentation, Targeting, and Positioning) and advocate for customer-centric strategies that deliver superior value and build strong brand equity.

Dib (2018), in *The 1-Page Marketing Plan*, presents a simplified yet powerful approach to strategic marketing. The author divides the marketing process into three key phases: before, during, and after the sale. Dib's model offers a practical roadmap for small to medium businesses to craft effective marketing strategies without overwhelming complexity.

Tracy (2014), in the book of *Marketing*, highlights the psychological aspects of consumer behavior and stresses the importance of differentiation and continuous testing in marketing campaigns. Tracy argues that successful strategies depend on understanding customer motivations and consistently delivering value through unique selling propositions.

Porter (1998) also provides a foundational framework for strategic positioning through his **Five Forces model** and **Generic Strategies** (cost leadership, differentiation, and focus). Porter's work underlines how firms can achieve competitive advantage by choosing a distinct market position and defending it through strategic resources and capabilities.

Furthermore, Aaker (1996) contributes to brand strategy development, particularly through his work on brand equity and strategic brand management. He emphasizes long-term planning and the role of brand identity in shaping consumer perceptions.

The literature on marketing strategy encompasses both theoretical and practical perspectives. While Kotler provides a comprehensive academic framework, authors such as Dib and Tracy offer actionable insights for practitioners. Combining these viewpoints enables marketers to develop strategies that are both grounded in theory and effective in practice.

Research methodology.

Current study employed a theoretical research design based primarily on secondary data analysis. In addition, a qualitative and descriptive approach was used to explore the conceptual foundations and practical implications of marketing strategies in the textile industry. The analyzed sources comprise scholarly books, statistical reports and reputable online resources. The study examines China's and other countries' textile sector, foreign textile companies as a representative case, using publicly available macroeconomic indicators, export performance data, and policy frameworks to contextualize the strategic role of marketing. Scholarly sources used to identify recurring patterns and strategic models across the literature, ensuring a comprehensive understanding of both theoretical principles and real-world applications.

Analysis and discussion of results.

The analysis of marketing strategies in the textile sector requires an understanding of their historical evolution and shifting priorities in response to changing market dynamics. The evolution of marketing strategies reflects the broader transformation of business practices over time. Scholars have outlined how marketing strategy has progressed from product-centric approaches to more customer-focused, relationship-driven, and digital-first paradigms.

Keith (1960) introduced the Marketing Evolution Theory, outlining four major stages: the production orientation, product orientation, sales orientation and marketing orientation. These stages describe the shift from internal efficiency and mass production to a focus on customer needs and value delivery.

Table 1.

The evolution stages of marketing strategy

Stages	Time Period	Main Focus	Key Authors	Strategic Characteristics
Production Orientation	Pre-1930s	Efficiency, mass production	Keith (1960)	Focus on producing as much as possible at low cost
Product Orientation	1930s–1950s	Product quality and innovation	Keith (1960), Baker (2008)	Belief that a good product sells itself
Sales Orientation	1950s–1960s	Aggressive selling and advertising	Keith (1960)	Short-term sales push, little customer input
Marketing Orientation	1960s–1990s	Customer needs and satisfaction	Kotler & Keller (2016)	Market segmentation, targeting, positioning (STP)
Strategic Marketing	1990s–2000s	Long-term planning and brand strategy	Baker (2008), Aaker (1996)	Brand equity, competitive positioning, value creation
Holistic Marketing	2000s–2010s	Integrated internal & external marketing	Kotler & Keller (2016)	Relationship, performance, internal, and integrated marketing combined
Digital & Data-Driven	2010s–present	Technology, personalization, analytics	Chaffey & Ellis-Chadwick (2019), Dib (2018)	Omnichannel presence, real-time data, customer journey optimization

Kotler and Keller (2016) expand on this by introducing the concept of holistic marketing, which integrates internal marketing, integrated marketing, performance marketing and relationship marketing. Current framework reflects the growing complexity of modern marketing environments and the need for multi-dimensional strategies.

Baker (2008) also outlines stages in the development of marketing strategy, emphasizing how organizations transition from tactical marketing to strategic marketing, where long-term planning, market research, and customer insights shape company direction.

With the rise of digital technologies, scholars such as Chaffey and Ellis-Chadwick (2019) argue that marketing strategies have entered a new phase characterized by data-driven decision-making, omnichannel engagement, and personalization. These advancements have redefined how companies interact with consumers and measure success.

Overall, the development of marketing strategy is not static as it evolves with changes in consumer behavior, technology and market dynamics. Understanding these stages essential for building adaptive and forward-looking marketing plans.

Below is a visual table that summarizes the development stages of marketing strategies based on key literature provided (Keith, Kotler, Baker, Chaffey, and etc.).

The following aspect that needs to be considered is examining the global textile export landscape and positioning Uzbekistan within this increasingly competitive and dynamic

market. Meanwhile, with global textile exports reaching approximately \$592.8 billion in 2024, the sector continues to be a key contributor to national economies, particularly in countries specializing in apparel, high-end fabrics and cotton production. As shown in Table 1, China remains being the dominant global exporter with textile export values exceeding \$286 billion and over 8 million metric tons of cotton produced annually. Current leadership position is attributed to the country's efficient supply chains, high-volume cotton production, low labor costs and increasingly to the success of platforms such as TEMU which has expanded China in global e-commerce since its launch in September 2022.

Table 2.
Top 10 Textile Manufacturing Countries in 2024 (Royale Europe Textile, 2024)

Ranking	Country	Textile Exports (2024, in million USD)
1	China	\$286,000
2	Bangladesh	\$46,200
3	Vietnam	\$43,700
4	India	\$41,400
5	Germany	\$40,400
6	Turkey	\$35,700
7	Italy	\$35,400
8	United States	\$24,600
9	Spain	\$20,200
10	Pakistan	\$19,200

Following China, countries such as Bangladesh, Vietnam, and India also hold substantial positions in global textile exports, reflecting a competitive and diverse international landscape. Within this context, Uzbekistan is steadily emerging as a notable player. The Uzbek textile sector—primarily focused on cotton, fabric production, knitwear, and hosiery—has experienced significant growth in recent years, with export values exceeding \$3 billion annually. The industry not only contributes meaningfully to national income but also serves as a key source of employment, helping to reduce unemployment and stimulate regional development.

Considering these trends, the analysis reveals that marketing strategies play a pivotal role in enhancing the competitive position of textile enterprises. Marketing's role in textile industry is significant as it helps textile businesses, enterprises to differentiate their products from competitors, reach target markets, create strong brand identities, offer unique value proposition and enhance the proportion of loyal customers.

The effective implementation of marketing strategies is quite critical in rising the competitiveness and profitability of textile enterprises. By offering competitive textile products with market demand, firms can improve customer satisfaction and brand loyalty. Strategic tools such as market segmentation, positioning and branding enable textile companies to differentiate themselves in an increasingly saturated and globalized market. According to Kotler and Keller (2016), marketing strategies that are customer-centric and data-informed tend to produce higher returns on investment and long-term growth. In the textile industry, where trends shift rapidly and customer preferences vary widely, adaptive marketing approaches such as integrated marketing communication, digital engagement and sustainability-focused branding have shown significant results in improving sales performance and market presence (Chaffey & Ellis-Chadwick, 2019). Furthermore, enterprises that apply holistic strategies, combining product innovation, pricing flexibility and effective distribution channels, are better positioned to meet international standards and penetrate foreign markets.

Thus, the success of textile enterprises is increasingly dependent on how effectively they design and implement tailored marketing strategies in response to both local and global market dynamics.

The companies such as Nike, Zara, IKEA and Patagonia which are textile, apparel and home textile companies that use highly effective, innovative and sustainable marketing strategies that differ them among their competitors and gain loyal customers and from national companies there UZTEX GROUP LLC whose strategy focuses on vertical integration and export branding.

Nike leverages emotional branding, athlete endorsements, sponsorships, influencer marketing and digital platforms, VR, personalized products to build a powerful, aspirational image worldwide. **Zara** employs a fast fashion model driven by real-time market data, minimal advertising, and rapid product turnover to meet evolving customer demands. **Patagonia** differentiates itself through purpose-driven marketing focused on environmental activism, transparency, recycling system, and ethical sourcing, appealing to conscious consumers. **IKEA** though primarily a furniture brand, strategically incorporates textiles in its product offerings and uses affordability, Scandinavian design and experiential marketing to attract diverse customer segments. Meanwhile, **UZTEX GROUP LLC** a leading textile enterprise in Uzbekistan, adopts a vertically integrated export-oriented strategy, combining quality production, global certification standards and participation in international trade fairs to access foreign markets and enhance competitiveness. UZTEX GROUP LLC grows cotton, spins yarn, makes garments, and then exports them to overseas countries as well as focuses on all in-house production basis. The current activities by the company lead to quality increase, control, efficiency and cost savings.

Nike and Inditex deliver robust margins (10–15%) typical of global market leaders. Patagonia prioritizes premium positioning, achieving strong gross margins (~50–55%) and net margins (~6–7%). IKEA emphasizes affordability and sustainability, accepting slimmer net returns (~1.9%) while some regional franchises earn higher profits (8–12%). UZTEX GROUP LLC, although private, benefits from vertical integration and export orientation, likely supporting solid but unrevealed margins.

Table 3.

Textile and Garment companies statistic data

Company	Ownership	Net Profit Margin (approx.)
Nike	Public	10–12%
Inditex (Zara)	Public	10–15%
Patagonia	Private	~6–7%
IKEA (Ingka)	Private	1.9% (global); 8–12% (franchisees)
Uztex Group LLC	Private	Not disclosed

Source: author's own development based on academic literature.

Statistical indicators, including export volume and profit margin comparisons, underscore the positive impact of marketing innovation and strategic alignment. The evolution of marketing-from product orientation to digital-first approaches-further highlights the necessity for adaptability in the face of shifting consumer behavior and global competition.

The findings suggest that textile enterprises seeking long-term competitiveness must adopt marketing strategies that are both data-informed and context-sensitive. In developing economies such as Uzbekistan, state-led industrial reforms provide a critical foundation for market access. However, sustainable success increasingly depends on how effectively firms position themselves in international markets. Strategic marketing-integrating tools such as

segmentation, positioning, brand management and digital engagement-enables enterprises to better meet dynamic consumer expectations and build resilient value chains. Furthermore, the integration of sustainability and innovation into marketing frameworks can enhance global appeal and foster customer trust. Therefore, a strategic shift toward marketing-driven decision-making is essential for Uzbek textile firms aiming to expand their presence in a highly competitive global market.

Conclusion and suggestions.

The success and sustainability of textile enterprises increasingly rely on the development and implementation of effective marketing strategies. As demonstrated through theoretical analysis and industry examples, marketing strategy process includes market research, defining marketing objectives, STP (segmentation, targeting, positioning), developing the marketing mix (4Ps, 7Ps), implementation and monitoring and evaluation process. These above mentioned stages not only increase competitiveness but also support long-term profitability and brand recognition.

The increasing competitiveness of Uzbekistan's textile industry is driven by several factors: proactive government support, investment in modernization, export orientation, and access to raw materials and low-cost labor. For reaching the progress in this sector, adopting customer-centric, innovation-driven and export-oriented marketing approaches is vital for integrating into the global market and achieving strategic national development goals.

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