



## Marketing role in management of modern business

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### ABSTRACT

Today marketing has become one of the main tools of strategic business management. The article defines the importance of marketing for management a company in modern conditions. The article shows trends of consumer's behavior and changes of market's segments, also she demonstrates deficiencies of management of business and internal functional organization of processes. At the end the author describes main marketing approaches and solutions by management of business.

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## Zamonaviy biznesni boshqarishda marketingning ahamiyati

### ANNOTATSIYA

#### **Kalit so'zlar:**

marketing,  
iste'molchining xulq-atvori,  
bozor marketing  
siyosatining  
segmentatsiyasi,  
biznes sinergiyasini  
boshqarish,  
kompaniyaning rivojlanish  
davrlari,  
marketing texnologiyalari,  
raqobat,  
talab.

Bugungi kunda marketing biznesni strategik boshqarishning asosiy vositalaridan biriga aylandi. Maqolada zamonaviy sharoitlarda kompaniyani boshqarish uchun marketingning ahamiyati, iste'molchi xulq-atvori tendensiyalari va bozor segmentlarining o'zgarishi, shuningdek, biznesni boshqarish va jarayonlarni ichki funksional tashkil etishning kamchiliklari ko'rsatilgan. Bundan tashqari, muallif biznes boshqaruvi tomonidan asosiy marketing yondashuvlari va yechimlarini tavsiflagan.

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## Роль маркетинга в управлении современным бизнесом

### АННОТАЦИЯ

#### **Ключевые слова:**

маркетинг,  
потребительское  
поведение,  
сегментация рынка,  
маркетинговая политика,  
управление синергией  
бизнеса,  
циклы развития  
компаний,  
маркетинговые  
технологии,  
конкуренция,  
спрос.

Сегодня маркетинг стал одним из основных инструментов стратегического управления бизнесом. В статье определено значение маркетинга для управления компанией в современных условиях. В статье показаны тенденции потребительского поведения и изменения сегментов рынка, а также показаны недостатки управления бизнесом и внутренней функциональной организации процессов. В конце автор описывает основные маркетинговые подходы и решения по управлению бизнесом.

Marketing focused on the product, on the consumer, justified itself in an environment where the markets for goods for the mass consumer were limitless. The management system characteristic of the industrial era was also adapted to this approach. The current stage of the evolution of marketing has turned it, in fact, into the main tool of modern business, its philosophy, the main means of communication between the company and the environment, it has become a complex systemic activity. Today, marketing should be considered as one of the main elements of strategic business management. This is due to such reasons as the acceleration of scientific and technological progress, the growth of scale and the complication of forms of competition, as well as the need to constantly update the product range and the increase in financial risks associated with this, the aggravation of raw materials and energy problems, etc. Under these conditions, marketing activity turns from a one-way connection of the enterprise with sales markets into a dialogue between the company and the buyer.

Challenging markets, demanding shareholders, and consumer expectations all require a smarter approach to marketing. The old tricks don't always work, and the modern market provides many new opportunities if marketers can master them. Therefore, marketers are paying more and more attention to research and active modeling of consumer behavior.

Previously, consumers could be classified according to "standard sizes". In the marketing literature, this is called market segmentation. Marketers could predict that people with similar socio-demographic characteristics would want similar products. Today this is no longer the case. The modern consumer is no longer a man in a chair in front of the TV, remote from the marketer so that it takes several weeks to establish communication with him. He does not need to personally visit the store, where the placement of goods on the shelves is paid for by interested companies, which provide discounts to retailers for this. Today he can shop in cyberspace and is increasingly willing to do so. In other words, a "cyber consumer" has appeared, which can be located anywhere on the planet, without being limited by geographical boundaries. This means marketers need to operate in global markets by tapping into their target market segments. Many marketers and sales managers are convinced that consumers make

decisions about purchases deliberately, taking into account the individual and relative values of the attributes of an object and the likelihood of their actualization corresponding to the assessments [1]. Then they logically process the information received and come to a conscious decision. This kind of rational thinking sometimes really influences the buyer's decision. However, it is not always possible to adequately describe how the consumer makes his choice.

In reality, the selection process is largely automatic and goes back to habits and other unconscious processes, largely depending on the social, emotional and physical state of the consumer. For example, the smell of perfume (a property of a product) can evoke certain memories and emotions associated with them in a potential customer. If the memories are unpleasant, then the customer most likely will not buy perfume, even if the smell, price, packaging, company and other components of the product completely satisfy her. If a customer refuses selection criteria previously identified in focus groups or traditional surveys, companies tend to regard such behavior as irrational, because they do not understand why these perfumes were rejected. A typical mistake of marketers in this case will be the assumption that the decision is not well substantiated, i.e. wrong to some extent.

Some companies, such as Coca-Cola, Unilever, General Motors, have begun doing "deep dives" into the emotions of certain types of consumers, trying to identify subtle nuances and their effects. In these cases, companies rely on popular conceptions of emotions, making the mistake of focusing on positive experiences on the emotional spectrum. Meanwhile, disgust, one of the strongest human emotions, plays a huge role in the choice of goods, such as cleaning products, food, fabrics, etc. (taking into account the simultaneous impact of such an emotion as joy) [1].

Consequently, buyers not only differ in a variety of characteristics, which makes the market more fragmented, but they also become less predictable, behaving differently at different times, obeying chance or mood, while indifferently crossing traditional market segments.

New markets require new marketing technologies, and it's not just about the complexity of management or the desire to be ahead of others in identifying trends. It is also important to understand in time in which direction to change the dynamics of doing business in the process of interacting with the consumer. Today we have moved from markets of prevailing demand to markets of prevailing supply [2]. The consumer is surrounded by much more things than he can be in demand. And he, in turn, has everything he needs. So how then can you sell him something else? And how to grow a business with the help of marketing tools? How can marketers develop and offer a solution that would enrich the customer's life, distinguish the company from competitors, provide added value and, accordingly, a premium on the price?

In fact, business is increasingly driven by the market, and marketers are still practically not involved in this process [3]. A company's choice of marketing tools depends on its strategies and business practices. This choice is the responsibility of the Board of Directors. The strategy within the company is distributed from the CEO through functional managers to line managers, who must adapt and modify it to specific conditions in order to get the required results in their areas of work. This means that the techniques and strategies of the business as a whole must be integrated into a single strategy that works at all levels of management and marketing. However, until now, marketing is often perceived as a peripheral function, as sales support associated with

extra costs. Meanwhile, marketing is a process that affects the entire business, although narrow specialists may be involved in it.

Modern business processes dictate a fundamental change in attitude to marketing. The strategy of a successful business starts with customers, both existing and potential, and extends to their needs and desires, which must be satisfied either by this type of business or its competitors. This is exactly the kind of strategy you would expect from a marketing-oriented business.

When pursuing a marketing policy, a company needs to take into account the power of the consumer, formulate strategies and set business priorities “outside-in” rather than “inside-out”. For too long, the company’s business has been run from the inside. Managers, sales managers, accountants, etc. were constantly trying to improve ongoing processes, instead of tracking and selecting the best market opportunities [3]. To do this, at the top level of planning, for example, the CEO must have the most accurate and timely data on what is happening in the market. Most of the basic information needed to develop a strategy at the highest level is obtained by specialists, for example, those in charge of sales, market share, monitoring the situation of competitors, their advertising costs, etc. Analysis of the collected information allows you to make an informed decision. Thus, the general model for the use of marketing tools concerns the planning and coordination of the strategic parameters of the business as a whole.

As practice shows, today the greatest opportunities for business are opened not by increasing the efficiency of what has already been done, but by using changes in the outside world [4]. This, in our opinion, is the main problem of marketing, if we talk about business development. We need synergy - joint action, work together.

Synergy in companies implies and even, under certain circumstances, welcomes the division of labor, but on one important condition: all participants in the process, each doing their own thing, must strive for the same result [4].

Self-organization works worst in relation to “functional” units, because no single function determines the process as a whole, and therefore cannot control itself, focusing on the result. The execution of a function is task-oriented (what and when should be done within the framework of this function), i.e., the organizing moment is outside. A function serves as a measure of itself. “For our part, we did everything, but if there is no result, ask others ...” But those “others” also have only “functions”. In contrast to the execution of functions, “turnkey work” is result-oriented, which acts as an organizing moment for determining what and how to do, and for evaluating what has been done. In the case of a functional organization, the performer does not care why he must do what is required of him [4].

In domestic practice, the most pressing problems are the issues of cross-functional interests that arise in traditional management structures between the divisions of the company (departments of finance, marketing, procurement, sales, etc.). Within these divisions, there are their own “value systems” determined by local tasks, often isolated from the main business process by the system for evaluating the performance of departments and services, company traditions, established management practices, etc [5].

Is it possible to foresee how the relationship between employees will change if the traditional division into the sales department and the purchasing department, which are focused on the maximum result for the corresponding indicator, is replaced by a division by nomenclature, when the same department is engaged in both purchases and sales, earning total margin? When buyers buy and sellers sell, no one is really responsible for the illiquid assets in the warehouse, and therefore they are doomed to grow. And if, with

limited working capital, it will be necessary to earn a margin, then no one will keep anything in the balances in excess of the minimum required stock.

Obviously, in order for a company to exist (preserving its structure and type of activity), the market available to it must have the necessary capacity, while the share of the market it occupies must be sufficient to provide the required sales volume.

If the size of the market as a whole depends on what the product is, then the market share depends on what the company is. Under these conditions, the company implements (more or less explicitly) two market-oriented cycles of counter marketing management. In one of these cycles, the product production cycle, a market segment and a mission for it are selected, a product is created, its production is organized, and the selected segment is informed about it. The actual implementation of the product shows how marketers worked: whether the given product is the same and whether it is produced in this way, or it was promised to the buyer. This allows you to understand the market even better, and the cycle continues. In the second cycle – the cycle of the company's development, a segment or segments of the market is also selected, which it is advisable to focus on, based on the available opportunities. Here, the company's capabilities are determined in order to best ensure production. At the same time, the company itself is organized or reorganized. The first cycle is usually associated with operational management. In the second cycle, with the help of strategic management, the company itself is created or developed.

Thus, marketing as a "specific" aspect of activity, which has its main task of success in the market, largely covers the operational and strategic management of modern business. In our opinion, there is no marketing as a field of activity separate from operational and strategic management. In today's economic climate, marketers are challenged to build the future by delivering results today, by balancing measurable results with non-measurable ones, to demonstrate how a company's biggest expense, its marketing budget, should be best used. At the same time, 60–70% of investments in marketing are directed not for today, but for the future. This may seem strange and unexpected only at first glance. The experience of other countries shows that the higher the competition, the greater the need for informed decisions, the greater the role played by the analytical function of marketing in business management [5].

Today, more than ever, businesses need marketing and marketers to overcome the complexities of the market and competition, to be a creative and commercial business management tool, and to drive true customer focus, innovation, and profitable growth. Marketing has a chance to take its place at the forefront, determine the strategic direction of development, offer business more influence and a holistic perception of the consumer. However, in taking on a new role, marketers must learn to behave in new ways and develop their abilities. The new role requires marketers to take a more strategic, innovative and commercial view of the business, understand new marketing processes and models, and translate the language of customer communication into financial performance. In addition, marketers must take responsibility for decisions and be able to work in a team to change the perception of colleagues about the role and impact of marketing on modern business management.

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